



INTERIM HEAD OF HR · INTERIM HR BUSINESS PARTNER · CONSULTANT

Dr. André Emmermacher

Trust rocks!

Successful transformations and efficient action under uncertain conditions require trust.

I take over the HR leadership and shape the transformation of HR when a company wants to evolve or has to undergo fundamental change: carve-out, merger, restructuring, turnaround or rapid growth. I bring more than 20 years of HR experience in large corporations and mid-sized companies, including production environments. My expertise in labor and collective bargaining law and my deep understanding of HR processes help to deliver results quickly and to solve problems pragmatically. The foundation is reliable, trust-based collaboration with everyone involved: management, leaders, employees and employee representatives.

LATEST ASSIGNMENT

**Interim HR Business Partner, later
Head of HR**

Mid-sized company in the metal and
electrical industry (private equity)
€200 million revenue
450 employees
05/2025 – 07/2026

AVAILABILITY

Immediately
On site, hybrid or
remote
Unrestricted willingness
to travel

Assignments in the
DACH region

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01 PROFILE AND OFFER

What you can count on.

Turnaround, Transformation & Carve-out/Merger

Supporting a turnaround; carving out, merging or newly founding companies and business units, including the HR process landscape, payroll and structuring of the HR department.

Labor Law & Co-determination

Negotiations with works councils and unions on works agreements, collective bargaining and social plan topics, proceedings at all court levels. Plus 14 years as an honorary labor court judge.

HR Processes

I know HR processes in detail, from hiring to payroll: first standardize and optimize, then digitalize, also with AI where it measurably helps.

150 – 12,500

employees under my responsibility, from mid-sized companies to large corporate structures

approx. 10

carve-outs and mergers supported operationally

14 years

honorary labor court judge (2008 – 2022)

20+ years

of experience in mid-sized companies and large corporations, as HR Business Partner and as Head of HR

TWO SITUATIONS, ONE STANDARD: IMPACT

I come when experience combined with a hands-on mentality is needed.

- Carve-out, merger or transformation: making HR efficient, scalable and effective
- Building the HR function from scratch (e.g. for spin-offs or after strong growth as a start-up)
- Switching to the business partner model
- Building comprehensive and sustainable occupational health management

I come when professional HR work is needed in special situations.

- Interim cover for the head of HR, including payroll and day-to-day operations
- Acquisition or exit in the private equity environment
- Recruiting initiatives, managing headhunters and temporary staffing
- Restructuring with involvement of the works council and, where applicable, the union
- Advising leaders on disciplinary measures and compliance cases
- Building talent management and people development

MY ROLES

Interim Head of HR

I am responsible for all operational HR work in the company and for the local implementation of strategic and, where applicable, global initiatives.

Interim HR Business Partner

As a sparring partner for management and leaders, I advise on conflicts, labor law questions and leadership issues.

Consultant

I advise and support HR departments in fulfilling their tasks.

INDUSTRIES

Energy and electrical engineering, mechanical and plant engineering, industrial and production environments in mid-sized companies (incl. private equity-owned) and large corporations

STRENGTHS

sound judgment, reliable, pragmatic, trustworthy

LANGUAGES

German (native, preferred working language)
English (fluent)

02 SELECTED ASSIGNMENTS

METAL AND ELECTRICAL INDUSTRY · PRIVATE EQUITY · LATEST ASSIGNMENT

Restructuring of the HR function

Mid-sized company in the metal and electrical industry · 05/2025 – 07/2026

SITUATION AND TASK

Mid-sized company with approx. €150 million revenue and 350 employees, high order backlog and planned growth of approx. 20 %, with HR work not adapted to the company's growth. Task: restructuring the HR department according to the business partner model, modernization of HR processes and HR IT tools, recruiting initiative, building health and talent management as well as systematic people development, later hiring a new head of HR and interim cover, including securing payroll.

RESULTS

- Hiring and onboarding of approx. 100 employees
- Introduction of a fully continuous shift system (3 shifts, 24/7) including a works agreement on working hours, to work off the backlog and realize growth of approx. 20 %
- Introduction of systematic health management; absenteeism reduced by more than 5 % compared with the previous year
- Introduction of the business partner model in the HR department, future-proof and scalable work processes established
- Introduction of talent management including an orientation center for talent retention and development

KEY RESULT

approx. 100 hires · 24/7 shift system with works agreement · growth of approx. 20 % enabled

REFERENCE

CEO of the company and CHRO of the entire group; contacts on request.

METAL AND ELECTRICAL INDUSTRY · CARVE-OUT · PRIVATE EQUITY

Building the HR department for a newly founded group of companies

Group of companies in the metal and electrical industry · 03/2024 – 12/2024

SITUATION AND TASK

Newly founded holding without its own HR department after a carve-out (approx. 35 employees); group with approx. 2,100 employees in 6 countries and approx. €600 million revenue. Task: building the HR department from scratch including external payroll processing, leading a global HR project (Recruiting & Onboarding, Reporting, Learning, Strategic Workforce Planning) as well as the roles of CHRO of the group, Head of HR Germany (including works council negotiations and the first works council elections) and Head of HR of the holding.

RESULTS

- Hiring and onboarding of approx. 35 employees in the holding within 6 months, usually in leading functions (Sales, Controlling, Accounting, Communications, IT, Legal & Compliance)
- Interim cover for the CHRO of the group and the HR Business Partner of the holding
- Introduction of a Global Job Architecture in the group (with external consultants)
- Building an HR reporting for the group, incl. the necessary works agreements with the German companies (with external consultants)
- Introduction of a global platform for learning activities (Learning & Development, with external consultants)

KEY RESULT

approx. 35 hires to secure the holding's ability to work, usually in leading positions · simultaneous interim cover in 3 HR roles · foundations for global HR work established

REFERENCE

CEO and CHRO of the group; contacts on request.

MECHANICAL AND PLANT ENGINEERING · SALE PROCESS

Realignment of HR work

Company in mechanical and plant engineering · 03/2023 – 12/2023

SITUATION AND TASK

Planned sale of a mid-sized group subsidiary in a difficult economic environment (approx. €550 million revenue, approx. 2,000 employees worldwide, approx. 250 of them in Germany), with inefficient HR work and a vacant position of Head of People & Organization Germany. Task: realignment and restructuring of the HR department Germany, digitalization of HR work, optimization of time management including works agreements on working hours, review of the existing transitional service agreement (TSA) with the parent group and creation of alternatives, as well as securing day-to-day operations including payroll.

RESULTS

- Updating of job descriptions and task allocation in the HR department, to increase efficiency and distribute the workload better
- Harmonization of working time regulations at the 3 German sites, incl. the corresponding works agreements; essentially switching the legacy rules to trust-based working time
- Termination of unneeded or inadequate software licenses and creation of alternatives, e.g. in recruiting and in the management of temporary workers
- Selection and hiring of the Head of People & Organization Germany

KEY RESULT

Efficiency of the HR department increased by 20 % through headcount reduction while securing day-to-day operations · HR processes and HR tool landscape prepared for an efficient merger with the buyer

REFERENCE

CHRO of the company; contact on request.

VOICES FROM COLLABORATION

“

We very much enjoyed working with Dr. André Emmermacher. His reliable way of working and his experience were a very good support for us in a challenging business situation.

CEO

Contact on request

“

André stands out for his great operational experience. He integrated seamlessly into the HR team and was valuable support in implementing the global HR strategy and restructuring an HR department in one of our group's companies.

CHRO

Contact on request

“

In no time, André got an overview of the team and immediately understood what we as a team needed from him. He built trust very quickly, and for me he was a coach and role model. I learned a lot from him.

Anna

HR Business Partner

03 CAREER AND QUALIFICATIONS

Career at a glance

03/2023 – 07/2026	Freelance interim manager (eta Quadrat) in various mid-sized companies
01/2020 – 01/2023	Regional Head of HR, Siemens Energy
2015 – 2019	Head of HR and HR Business Partner, Siemens AG, Region East
2012 – 2015	Head of HR Saxony, Siemens AG
2010 – 2012	Head of HR, Siemens VAI MT GmbH
2005 – 2010	HR consulting, health management and projects, Siemens AG
2015 – 2022	Lecturer at the Chair of Work and Organizational Psychology, TU Dresden

EDUCATION

Doctorate (summa cum laude)
Degree in psychology
Degree in continuing education management

HONORARY ROLES

Honorary labor court judge 2008 – 2022
Member of the collective bargaining committee of the
VSME 2013 – 2015

PUBLICATIONS (SELECTION)

Döbler, A.-S., Emmermacher, A., Richter-Killenberg, S., Nowak, J. & Wegge, J. (2022): New insights into self-initiated work design: The role of job crafting, self-undermining and five forms of job satisfaction for employee's health and work ability. *German Journal of Human Resource Management*, 36, 113–147.

Nowak, J., Emmermacher, A., Wendsche, J., Döbler, A.-S. & Wegge, J. (2022): Presenteeism and absenteeism in the manufacturing sector: A multilevel approach identifying underlying factors and relations to health. *Current Psychology*.

Emmermacher, A. (2008): *Gesundheitsmanagement und Weiterbildung. Eine praxisorientierte Methodik zur Steuerung, Qualitätssicherung und Nutzenbestimmung* (in German). Wiesbaden: Gabler Verlag.



Let's talk.

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