

## JOANA SEM SOBRENOME

Brazilian, married, 1 daughter  
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## HUMAN RESOURCES

- Professional with extensive expertise in the Human Resources department of national and multinational companies. Degree in Psychology from PUC-SP, Specialization in HR Management from FGV and MBA in Business Management from FGV.
- Solid experience in all HR subsystems, with emphasis on **Recruitment & Selection, Training & Development, Compensation, Performance & Skill Evaluation, Organizational Climate & Culture, Assessments, Coaching and Executive Search.**
- Worked as **Head of Human Resources** in the past 4 and a half years, in addition to experience in Internal Consultancy acquired over 7 years at XXXXXXXXXXXX as Business Partner to the Commercial Board of the network of agencies throughout Brazil, and 10 years of experience as Managing Partner in the Hunting & Assessment segment.
- Responsible for the development, management and implementation of **HR projects**, including: Leadership Development Programs (LDP), Organizational Culture, Career & Salary Plans, Performance Management, Career and Succession Management Committees, Organizational Climate Surveys, Career Mapping and Planning, Trainee and Internship programs, among others.
- Training as Coach from the Instituto Ecosocial and as Group Interview Coordinator from SBDG.
- Advanced English and Intermediate Spanish
- Used competency mapping tools such as MEP and Quantum.

## PROFESSIONAL EXPERIENCE

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Period: 03/2012 to date

Position: **Executive Human Resources Manager (reporting to the CEO/CFO)**

- Worked as **Head** of the Human Resources department, answering for the strategic and budget planning of the department. All subsystems fell under my responsibility: **Recruitment & Selection, Training, Compensation, Performance Evaluation, Benefits, Social Responsibility, Quality of Life, Personnel Administration (payroll), Occupational Health, Labor Claims and Trade Union Negotiations**, coordinating a team of 15 professionals.
- Directly involved in the **redesign and redefinition of the Mission, Vision and Values**; in addition to working on the development of the main leadership competencies.

- Consulted the senior executives and involved in strategic definitions, advising the CEO and Superintendence about planning, recruitment, development and **human relations** negotiations.
- Responsible for creating and deploying the **Leadership Development Program**, with the use of coaching and workshops to improve the main management competencies.
- Directly involved in the **Climate and Culture Survey**, involving the entire organization in the dissemination of results, creating discussion forums to develop action plans and monitoring the following implementations, with a direct impact on improving the organizational climate.
- Reviewed the quotas for **people with disabilities and apprentices** and deployed programs to improve the preparation of managers and the employees themselves, focusing on training and internal promotions.
- Responsible for deploying a **consulting attitude in HR** regarding the internal departments, elevating the contribution of Human Resources to an **Internal Consultancy** model.
- Responsible for **redrawing the structure**, adjusting the headcount, structuring the POS, reviewing and deploying **HR policies**, in addition to optimizing and automating internal processes (Totus System).
- Managed an annual departmental budget of R\$ 4 MM.

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**Period: 08/2004 to 01/2012**

**Position: Human Resources Manager / Business Partner**

- Answered as HR Manager for the **Internal Mobility** subject, linked to the Attraction & Career area, encouraging internal career development practices.
- Responsible for structuring projects to create a culture of exploiting internal talent with a focus on **career development**, including the implementation of improvements in the job vacancy promotion and management system (XXX), communication campaigns to update the employee resume database, definition of the department indicators, in addition to the strategy and promotion of the hunting culture.
- Answered as Business Partner for diagnosing, defining, implementing and leading the strategic planning process for the client departments, focusing on: talent identification, development and retention actions, mapping of succession processes, in addition to controlling and analyzing budget expenditures on personnel, head count and turnover.
- Answered for the support to the entire **HR Management** of the Agency Boards team, which would come to include 400 agencies, totaling more than 5 thousand employees in Brazil, including with respect to the **Cultural Change** during the merger process of the XXX and XXXX.
- Directly consulted Executive Directors and Regional Superintendents, answering for the promotion of HR strategy and the **Coaching** with the leadership, including the design of the Individual Development Plan (IDP) with the next career steps of these professionals.
- Effectively involved in the strategic decisions of the client departments in HR matters, in addition to answering for drawing up plans and analyzing management information for decision-making related to people management.

- **Coordinated teams** and working groups for such actions as: the redesign of structures, development programs, communications, performance and skill assessments, reward processes, salary changes, retention, recruitment & selection, training, among others.
- Actively involved in the merger of XXX with XXX, answering for the **management of the organizational climate**, in addition to acting strategically in the promotion of the HR management model and culture with the commercial teams at Sudameris during the two years prior to the merger.

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**Period: 04/1995 to 08/2004**

**Position: Managing Partner**

- Responsible for defining the company's **business strategy, planning and management**, in addition to **client prospecting** projects and negotiations of technical and business proposals;
- Directly coordinated a team of 20 employees, including consultants and technicians responsible for the development and implementation of HR projects;
- Strategically involved in closing the partnership with the company Microsiga Intelligence (currently Totvs), seeking to integrate the company in the Consulting segment, which enabled the expansion of niche businesses;
- Extensive understanding of the **Search** for professionals of the executive and management level, including the assessment of professionals through: competency interviews, group interviews, use of specific skill tools and inventories;
- Directly involved in market mapping projects for retail banks, focusing on the segmentation of bank agencies, extension and/or restructuring of departments and the opening of new business units / platforms.
- Led Training Programs for trainees and interns, answering for the entire structuring, recruitment, selection and monitoring process;
- Worked on **Team Assessment** processes, including the design of the methodology to be used in these processes;
- Qualified and managed the training of managers for **Competency Evaluation** processes.

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**Period: 08/1991 to 04/1995**

**Position: Human Resources Consultant/ HR Analyst**

#### **ACADEMIC BACKGROUND**

- ✓ **MBA in Business Management**, FGV /2014
- ✓ **Specialization in Human Resource Management**, FGV
- ✓ Degree in **Psychology**, PUC - Pontifícia Universidade Católica de São Paulo
- ✓ **Training as Coach**, Instituto EcoSocial / 2009.
- ✓ Negotiations, FGV - Continuing Education Program.
- ✓ Training in Group Interview Coordination - SBDG.
- ✓ English: advanced (Immersion at Trend School/ Up Language).
- ✓ Spanish: intermediate (Espanha Aqui).