

# **Caroline Gibson, M.A.**

## **Senior Consultant**

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### **EDUCATION**

- M.A.** Labor and Human Resources, Fisher College, The Ohio State University (2000)
- Post Grad** Post Graduate Degree International Business - ASIR, Amsterdam School of International Relations (1997)
- M.A.** French Language and Literature, University of Amsterdam (1996)
- Certifications:** PHR Certified, Society of Human Resource Management (1999)

### **PROFESSIONAL EXPERIENCE**

#### **EASI•CONSULT, LLC., St. Louis, MO (2009 – Present)**

##### **Senior Consultant**

#### **OQ CONSULTING, Johannesburg, South Africa (2009 - Present)**

##### **International Human Capital Consultant and Leadership Coach**

- Areas of expertise include leadership assessment, development, coaching, team building, operational alignment, organizational design, succession management, compensation, search and selection.
- Current projects include: leadership assessment and coaching; facilitating executive and management development sessions; executive selection; and development of a leadership team development program.

#### **DIMENSION DATA (2001 – 2009)**

##### **Human Resources Director, Europe**

- Full responsibility for Human Resources in Europe. Directed a staff of 25 to support over 2,000 employees in 12 countries with \$1.2 billion in annual revenue.
- Member of the European Executive Committee, European Operational Committee, European Remuneration Committee, and Leadership Forum.
- Leadership development and engagement:
  - Designed and facilitated leadership development conferences.
  - Introduced and conducted executive coaching and EQ assessments.
  - Managed career development discussions.
  - Designed and managed succession planning process.
  - Managed leadership search and selection efforts.
- Organizational optimization:
  - Developed an integrated and aligned in-country and Pan-European HR team to support the business optimally.
  - Established the conduit to the global HR strategy and tools and the European business strategy.
  - Implemented a European Learning and Development function, as well as pan-European training programs and preferred vendor selections.

- Managed global HR applications implementation in Europe: Taleo e-recruitment system, SABA Learning Management system, internally developed Performance Management application, automation of recognition nomination process.
  - Implemented a European employee recognition program and managed annual employee satisfaction survey.
- Compensation:
  - Established Europe-wide consistent incentive plans.
  - Introduced salary benchmark tools and processes.
  - Optimized human capital budgeting and review processes.

### **Group HR Senior Manager, Global Headquarters, Johannesburg, South Africa**

- Global responsibility for remuneration, metrics, performance management, recruitment, recognition, employee survey, systems, process improvement, technical talent programs, employment branding, HR best practices, and global vendor management.
- Responsible for global remuneration governance management and expert advice on executive remuneration. Provided expert advice to regional business units in areas of remuneration, systems and program implementation.
- Member of the global senior management team and Leadership Forum.
- Management of four direct reports.

### **Compensation and Recruitment Manager USA, Reston, Virginia**

- Responsible for base pay and job structure management, including reviews, audits, benchmarks and consultations.
- Design, implementation, and management of all variable pay plans, including consultation of target setting and cascading.
- Development and implementation of internal recruitment function, team, and processes.
- Renegotiation of all vendor relations.
- Establishment of referral programs and introduction of Employment Branding initiative.
- Metrics reporting and accounting responsibilities.
- Member of the North America Remuneration committee and regional Leadership Forum.
- Management of two direct reports.

### **Compensation Manager USA, Reston, Virginia**

- Design and implementation of market-based base pay structure and job structure.
- Design and implementation of variable pay plans for the different lines of business and different organizational units (e.g. consultants, engineers, sales, executive and support staff).
- Development and management of job description database.
- Salary planning management, including annual reviews and off-cycle reviews.
- Participation in compensation surveys and benchmarking.
- Conduct compensation audits, analyses and recommendations.
- Deliver compensation support to all levels of Management and Field HR groups.
- Management of local roll-out of global performance management system.
- Option analyses and administration.
- Integration of acquired companies in North America.

- Restructuring and reorganization activities.
- HRIS audits and design recommendations.

**INDEPENDENT COMPENSATION CONSULTANT, Virginia, (2003 –2004)**

**Consultant to Dimension Data, Reston, VA**

- Designed, implemented and managed all variable pay plans.
- Provided annual salary review management.
- Conducted compensation audits, analyses and recommendations.
- Delivered compensation support to all levels of Management and Field HR groups.

**Consultant to SAVVIS Telecommunications, Herndon, VA**

- Conducted compensation audits, analyses and recommendations.
- Advised on pay structure and implementation methodology for integration with Cable and Wireless Americas.
- Provided executive contracts development.

**PROXICOM, Inc. Reston, Virginia, (2000 – 2001) (Acquired by Dimension Data)**

**Senior Human Resources Generalist, International HR**

- Provided international HR policy development.
- Managed pan-European HR initiatives and policies.
- Designed and project managed global HR intranet.
- Implemented European HRIS.
- Provided global information and communication planning.
- Provided global compensation management and administration.
- Provided high-level HR support to European HR managers.
- Provided policy and process development for international assignments and relocations as well as U.S. domestic relocations.

**IBM, Burlington, Vermont (2000)**

**HR Internship Project as Part of M.A. Degree - Microelectronics Division**

- Projects Included: Technical attrition analysis; IR training feedback analysis; start up of New Hire Network; established permanent residency sponsorship process; and researched regular part-time program.

**STERLING COMMERCE (1997– 1999) (Acquired by SBC Communications)**

**Compensation and Benefits Analyst, Dublin, OH (1999 – 1999)**

- Developed new sales compensation plans.
- Provided base salary analysis and planning.
- Designed on-call pay policies.
- Provided HR support in restructuring of European operations.

**HR Generalist, European Shared Services Center, Amsterdam, the Netherlands (1997 – 1999)**

- Designed and implemented HR policies and procedures: Benefits, Compensation, Employment Contracts, Employee Handbook, Stock option plan, and ESPP.
- Responsible for European Payroll management and processing, and accounting.
- Managed sales commissions' calculations for the European Sales Force.
- Responsible for local recruitment, Employee Relations and international assignments.

### LIST OF PUBLICATIONS

- Currently writing a chapter for a book on Emotional Intelligence by JVR Consulting Africa, to be published in July 2010, distributed by Knowledge Resources.

### LIST OF CLIENTS

- **Dimension Data:** Designed, implemented and managed all variable pay plans. Provided annual salary review management. Conducted compensation audits, analyses and recommendations. Delivered compensation support to all levels of Management and Field HR groups.
- **Hewlett-Packard:** Designed and delivering a “best-in-class” assessment and development program with executive-level sales personnel, and providing executive coaching.