



Curriculum Vitae

Name: Jens Debus
Date of birth: 3 April 1963 in Hamburg, Germany
Nationality: German
Marital status: married, two sons

Key qualifications

Jens has more than 30 years of professional experience within the area of Organisational Development and International Human Resources both in the private and public sector (UN and EU). Organisational diagnostics, management audits, complex institutional reforms or merger & acquisition management have qualified him as a senior expert for change management.

With a strong passion for human resources his experience ranges from coaching of senior executives to corporate HR policies and processes, employee engagement, personnel development and learning academies, compensation & benefits, recruitment & retention and HR information systems.

Long-term assignments and missions around the world enabled him to excel as a personable, analytical, innovative and flexible senior HR professional. Jens is a dynamic team leader and adapts easily into new intercultural and multilingual working and living environments.

Jens is member of the Society for Human Resources Management (SHRM), USA.

Professional experience

Since 2013

Senior Advisor International Human Resources and Organisational Development

Strategic and technical review as well as OD consultancy for the global project Capacity for Nutrition (C4N), Brussels, Belgium, GIZ German Cooperation, 2023 – 2024

- Strategic Advice
 - Key elements of a successful strategic plan
 - (re)development of the C4N shared vision, mission and strategy
 - Elaboration of a C4N SWOT analysis
 - Benchmarking and best practices on strategic plans via on-site and/or virtual meetings with FMCG and or Nutrition Sector key representatives
- Organisational Development
 - Application of a 7-step organisational diagnostic
 - Consideration of success factors of change management
 - Conduct scoping calls with all staff members and long-term consultants
 - Elaboration of a status quo organisational chart for C4N as of December 2023
 - 1 day workshop on “Elaboration of a target organisation”
 - Definition of roles & responsibilities for each position
 - Definition of Standard Operating Procedures (SOPs)
 - Elaboration and implementation of a communication plan
- Personnel Development
 - Competency gap analysis
 - Coaching and mentoring of management team
 - Coaching and mentoring of selected staff (personal development plans)
 - Moderation of team building event

Assess Structure and HR for Effective and Efficient Protected Area Management in the Lomami NP, Kindu, Democratic Republic of Congo, GIZ German Cooperation, 2023 - 2024

- Elaboration of a Lomami NP Personnel Report and analysis of current workforce

- Report on 30+ recommendations in the areas of organisational development, personnel development, human resources management and protected area management
- Conducting skills assessment interviews and provide recommendations for redeployment of staff
- Implementation of several modern HR policies, tools and practices following validated recommendations
- Elaboration of a target organisation and introduction of reviewed job descriptions

Study on the modalities of operational & financial autonomy of the Prov. Directorate of Kasai Oriental, Mbuji Mayi, Democratic Republic of Congo, AMBERO on behalf of GIZ German Cooperation, 2023

- Proposal for a new organic structure adapted to the new defined responsibilities of the Kasai Oriental Provincial Directorate
- Establish a functional organisational chart with responsibilities of the Provincial Directorate and its interrelations with the General Directorate and the operating Centres
- Development of job descriptions for all positions in the Provincial Directorate and operating Centres following the new proposed operation
- Development of a manual of operating procedures for the Provincial Directorate of Kasai Oriental
- Development of a roadmap to move from regionalisation to subsidiarisation
- Preparation and moderation of a workshop to validate the various proposals in the areas of restructuring, infrastructure & operations, human resources, sales, finance, taxation, digitalization and information management

Human Resources Diagnosis – Assessment of SIGA Organizational Structure, Accra, Ghana, AFD French Development Agency / Expertise France, 2022 – 2023

- Elaboration of the first SIGA Workforce Report
- Design of the SIGA target organisation
- Review of existing HR policies and practices
- Employee Engagement Survey with feedback workshops and action planning
- Skills assessment interviews with senior management team members
- Elaboration of a training plan for senior management team and guidelines on training needs for staff

Mobilization of human resources expertise to support the implementation of the organizational change plan of the Ministry of Forest Economy, Brazzaville, Republic of Congo, FCDO UKaid / European Forest Institute, 2022 – 2023

- Elaboration of a Workforce Report for the Ministry of Forest Economy
- More than 50 recommendations on change management activities in the areas of organisational development, personnel development, human resources management and knowledge management
- Individual interviews with all senior management team members (Directors) on skills assessment
- Elaboration of a training plan for senior management team

Revision of the green sector programme organisation and team building, Abidjan, Ivory Coast, GIZ German Cooperation, 2022

- Creation of current organisational charts and participative elaboration for a target organisation
- Proposals to strengthen the organisational structure with clear reporting lines during an organisational development workshop
- Joint analysis of challenges, potentials and development needs as part of individual coaching sessions for selected employees

- Design and implementation of an online employee engagement survey including a feedback workshop for 80 employees
- Successful bi-lingual team building for all programme staff from Liberia and Ivory Coast

Staff engagement survey, organisational and structural review and external income generation, Hong Kong SAR, China, Kadoorie Farm and Botanic Garden, 2022

- Design and implementation of a bi-lingual (English/Chinese) online and offline employee engagement survey for over 200 employees

Human Resources expertise related to the implementation of the Sanaga water storage concession agreement between the State of Cameroon and Electricity Development Corporation, Yaoundé, Cameroon, AFD French Development Agency, 2020 – 2022

- Elaboration of detailed organisational charts as of 1st June 2022 and draft of possible target organisation
- Workforce analysis (e.g., HR and organisational development ratios; headcount by department, site, gender, age, seniority etc.)
- Identification of 5 areas of improvements (quick wins) in Human Resources
- Interviews with EDC directors on organisational effectiveness
- Calculation and monitoring of HR and OD indicators
(Train the HR team in the calculation of indicators; set up a regular system for monitoring and evaluating HR key performance indicators)
- Operational strengthening of the HR function
(Awareness creation of the HR team on HR policies and practices; professionalisation of the HR team with regards to operational and strategic support e.g., via innovative HR tools)
- Development of a training plan
(Preparation of a skills assessment, development of an analysis of the gaps between the job profile and the skills of the employee, definition of training needs, structuring the training plan, prioritisation of trainings, management of trainings, evaluation of trainings)

Consulting service for human resource expertise to the Insurance Regulatory Commission of Sri Lanka, Colombo, Sri Lanka, World Bank, 2021 – 2022

- Preparation of a workforce report for the IRCSL as of 1st October 2021
- Development of the IRCSL target organisation
- Launch of a catalogue of job descriptions for all IRCSL positions
- Identification of a comprehensive stakeholder map for IRCSL
- Benchmarking analysis and best practices within and outside Sri Lanka, mainly across Asian countries
- Preparation of an employee handbook, containing all relevant policies, processes and templates/forms (e.g., recruitment policy, promotion policy, time management system)
- Employee engagement survey for the IRCSL and elaboration of follow-up action plan
- Development and training of staff on a revised performance appraisal system and on leadership skills

Peacebuilding through strengthening human resources and organisational development at PPBA, Jos, Nigeria, GIZ German Cooperation, 2021 – 2022

- Preparation of a workforce report for PPBA as of 1st October 2021 and update as of 1st October 2022
- Identification of a comprehensive stakeholder map for PPBA
- Awareness creation on employee engagement via survey and feedback workshop
- Increase of leadership competencies among senior and middle management based on leadership training
- Implementation of established SOPs for key processes at the PPBA
- Launch of the PPBA gender policy

- Elaboration of a catalogue of generic job descriptions for all key positions
- Strengthening of interpersonal and professional skills of selected key employees based on individual coaching sessions

Elaboration of a DOWASCO employee handbook, Roseau, Dominica, Dominica Water & Sewerage Company Ltd, 2021 – 2022

- Development, design and introduction of an extensive professional employee handbook for DOWASCO
- Training of senior management and HR department employees on how to promote and to use the employee handbook
- Associated HR policies have been elaborated, validated and introduced

Institutional strengthening and capacity building of NASFAM and ACE, Lilongwe, Malawi, GIZ German Cooperation, 2020 – 2021

- Preparation of a workforce report for NASFAM as of 1st December 2020 and ACE as of 1st February 2021
- Development of a target organisation 2023 for NASFAM & ACE
- Identification of a comprehensive stakeholder map for NASFAM & ACE
- Benchmarking analysis and best practices within and outside Malawi as well as within and outside the agriculture sector
- Employee engagement survey for ACE Malawi
- Concept design and launch of a Performance Management System (PMS) for ACE as of 1st April 2021
- Review and elaboration of a consistent catalogue of job descriptions for all employees at ACE

Preparatory review and fact-finding study for a detailed institutional analysis of NASFAM, Lilongwe, Malawi, AFC Agriculture and Finance Consultants GmbH, 2020

- Preparation of a first personnel report for NASFAM as of 1st February 2020
- Creation of current organisational charts for all NASFAM organisational units
- Training of NASFAM employees in key positions in organisational and personnel development
- Recommendations for NASFAM senior management regarding an extensive institutional analysis with a focus on organisational and personnel development measures

Analysis and recommendations for organising the MIERA programme in Malawi, Lilongwe, Malawi, GIZ German Cooperation, 2019

- Conception and implementation of an employee pulse survey including a feedback workshop for all employees
- Proposals to strengthen the organisational structure with clear reporting lines
- Creation of current organisational charts and suggestions for a target organisation
- Joint analysis of challenges, potentials and development needs as part of individual coaching sessions for employees of the senior management team

Team building and coaching for the GIZ team "Biodiversity and Forestry Programme (BFP II)", Addis Ababa, Ethiopia, GIZ German Cooperation, 2019

Organisational Development

- Examination and revision of the proposed target organisation combined with suggestions for improvement
- Development of clear work processes and responsibilities within the programme components
- Analysis of existing work processes and internal communication (e.g., weekly meetings, use of email communication, meeting culture etc.)
- Proposals for personnel development measures

- Analysis of the existing job descriptions and development of suggestions for improvement

Team building

- Conducting an online employee pulse survey
- Organisation and implementation of a multi-day team building workshop
- Close guidance and coordination of a local training institute as a support measure for team building activities

Coaching

- Conducting individual coaching sessions with all members of the BFP II - Senior Management Team

Strategic development plan for the water sector in Dominica - Human Resources

Management, Roseau, Dominica, Caribbean Development Bank, 2019 - 2021

- Creation of a brief personnel report as of October 01, 2019 including creation of current organisational charts
- Development and implementation of an employee engagement survey including the implementation of 6 feedback workshops with a total participation rate of 63% of all staff
- Creation of a catalogue of measures with short, medium and long-term activities to improve employee loyalty and motivation
- Implementation of concrete measures to strengthen and to professionalise the HR area
- Proposal for a DOWASCO target organisation

In-depth institutional analysis of the Ethiopian Wildlife Conservation Agency (EWCA), Addis Ababa, Ethiopia, GIZ German Cooperation, 2017 – 2019

- Set up of an HR database for EWCA Headquarters and all National Parks
- Elaboration of EWCA personnel report 2018 (workforce analysis and organizational charts for all EWCA sites)
- 'Introduction to Human Resources Management', 1-week basic training of HR staff
- 'Introduction to Organisational Development', 1-week basic training of key staff and potential change agents
- Development of a target organisation for EWCA's National Parks with elaboration of generic job descriptions
- Definition of 39 short-, medium- and long-term recommendations on organizational development following 4 field missions to the National Parks of Nech Sar, Omo, Simien Mountains and Awash
- Proposals for potential general workflow analysis, key performance indicators (KPI's) and benchmarking analysis
- Definition of areas of improvement for human resources management (Personnel Administration, Recruitment, Personnel Development, Performance Management and Compensation & Benefits, HRIS)

HR analysis and organisational development for the water works REGIDESO, Kinshasa, Democratic Republic of Congo, GIZ German Cooperation, 2017 - 2018

- Critical analysis and preparation of an organisational diagnostic
- Individual staff reviews with more than 300 employees/managers in 14 sites across the country
- Elaboration of Personnel Report 2018 (workforce analysis & organizational charts)
- Conduct of several workshops on the definition of a target organisation for a fictive Centre, a Regional Directorate as well as for the General Directorate
- Set up of a catalogue for generic job descriptions
- Trainer for basic HR training module for 25 senior HR Managers (level I: 1 week/40 hours: Personnel Administration, Recruitment, Personnel Development and Organisational Development)

Strengthening of the Human Resources function at the GIZ country office, Lomé, Togo, GIZ German Cooperation, 2018

- Structuring of personnel administration, including consistent and professional personnel filing
- Set up of a recruitment process
- GIZ workforce analysis including organisational charts

Founder and Managing Partner of hr international consulting gmbh, 2017

Biodiversity and forest programme, Kinshasa, Democratic Republic of Congo, GIZ German Cooperation, 2014 – 2016

- Strategic senior advice to Ministers, State Secretaries, Senior Executives of the
 - Ministry of Environment (MECNDD)
 - Ministry of Public Administration (FP)
 - Ministry of Higher Education (MINESU)
 - and the General Direction of the Nature Conservation Authority (ICCN)
- Strengthening and professionalization of the HR departments
- Setup and introduction of a transparent performance management based on clear SMART objectives, individual performance appraisal forms for all staff of ICCN
- Set-up and roll-out of the Human Resources Information System (HRIS) Sage SUITE RH for ICCN for approximately 3000 staff
- Design and elaboration of approximately 1000 generic job descriptions for the MECNDD
- Preparation of a solid personnel report for the MECNDD as a basis for a nationwide organisational development project with field missions to all 11 provinces in DR Congo: awareness workshops for senior management, design of all organisational charts, headcount analysis, verification and check of personnel data base in Excel
- Lead of the 'Strategy 2020' (Management Studies of Natural Renewable Resources); Bachelor/Master/Doctorate degrees according to the Bologna Process and financed by the German Government at 7 institutions across the DRC, thereof the 3 universities of Kinshasa, Kisangani and Lubumbashi; curricula development, training of professors and lecturers, student classes, training and strengthening of university administrations
- Head of Programme Unit for HRM with 9 national consultants

Forest and environment sector programme, Yaoundé, Cameroon, GIZ German Cooperation, 2015

- Member of the programme evaluation committee

Cooperation with the Commission of Forests in Central Africa (COMIFAC) and the Network of Forest and Environment Training Institutions in Central Africa (RIFFEAC), GIZ German Cooperation, 2015 – 2016

Strengthening of the General Direction of Administration and Resources through an institutional reform of the Human Resources Management, Brazzaville, Republic of Congo, 2013, Tender design of an international proposal to the Ministry of Health

Guest teacher at the Primary School, Rogbonko, Sierra Leone, 2013, Design and roll-out of 'train-the-trainer courses' for primary school teachers

Social economic, political, commercial and cultural studies across 40 African countries, 2013 – 2014, Interviews across the African continent with several NGO representatives, Ministry and other governmental body officials, hospitals, churches, further educational institutions etc.

2011 – 2012

Bureau Veritas CPS Germany GmbH, Hamburg, Germany
Director HR Europe

2010 – 2011	European Chemicals Agency (ECHA), Helsinki, Finland Head of Unit Human Resources
2006 – 2010	TNS Europe, Munich & Hamburg, Germany Head of Human Resources Europe
2001 – 2006	Airbus S.A.S. Hamburg, Germany and Toulouse, France Head of Human Resources - Centre of Expertise "Expatriate Management"
1996 – 2001	Fast Moving Consumer Goods Industry, Hamburg, Germany International Human Resources Manager
1993 – 1995	Port and Transport Consultancy, Hamburg, Germany Project Manager for Latin America and Portuguese speaking Africa
1990 – 1993	United Nations Industrial Development Organization (UNIDO) <ul style="list-style-type: none"> Assistant to the UNIDO Country Director for Mexico and Cuba, Mexico City, Mexico Project Personnel Recruitment Officer, Vienna, Austria

Internships during studies in **France** (1985), **Mexico** (1985 - 1986) and **Brazil** (1987 & 1988)

Education

2002	Executive Development Programme, Corporate Business Academy of the European Aeronautic Defence and Space Company (EADS), Munich, Madrid, Bordeaux and Toulouse
1990	Master of Business Administration , University of Hamburg, Germany
1984	Bachelor of Business Administration, Hochschule für Wirtschaft und Politik, Hamburg, Germany

Languages

German	native
English, French, Spanish, Portuguese, Dutch	fluent
Danish, Italian, Russian	basic knowledge

IT

MS Office (Word, Excel, PowerPoint, Visio, Project, Access, Outlook)
SAP ERP, Sage HR Suite