

Jeffrey Hendren

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Email: jeffreyhendren@gmail.com
Nationality: Canadian
Availability: 1 month notice
Health: Great health; No visible tattoos; Non-smoker
Languages: Fluent English, Basic French, Basic Hebrew
Status: Currently on vacation; Available immediately
Skype ID: [jeffrey.hendren](https://www.skype.com/user/jeffrey.hendren)
Remuneration: Current salary is \$XXXXUS pmw with annual performance bonus (circa \$XX,000 last year)
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Profile An accomplished **Human Resources Professional** with unique senior level coaching and policy skills.

ER Issues I have managed directly:

- Fighting
- Alcoholism
- Management by fear
- Sex Discrimination
- Resistance to change
- Inappropriate use of IT platforms including social media
- Conflict / Threatening, hostile, or intimidating behaviours
- Sexual Harassment
- Bomb Threat Drills only
- Intimidation / Bullying
- Age Discrimination
- Performance Management
- Physical Harassment
- Tardiness
- Racial Discrimination
- Disobedience
- Progressive discipline
- Drugs
- Attempted Suicide
- Theft / Stealing
- Insubordination
- Dismissal and termination

Learning Interventions

I have a strong L&D and Instructional Design background so I will often take a more holistic approach to challenges found onboard. I prefer to identify the root cause of issues rather than just lecture people and expect a 100% turn around. We have had some challenges with employee compliance of being there for the guest when in guest areas, not being on their personal mobile, using their DECT phones, conversing in a non-English language etc. Rather than lecture the crew I injected learning modules into either mini sessions or current learning programs to address these issues. I have also placed a large focus on working in the world of social media and how it can be dangerous both as an employee and what guests can say about you/us.

Recruitment

I ensure that I, or one of my management team (L&D Consultant or Crew Admin Manager) are present for all interviews at the Supervisor level and above. I work closely with onboard management and shoreside for the forecasting of gaps/needs and try to be as proactive as possible to ensure a strong bench of ready candidates.

Rewards & Recognition

I ensure that our available tools are being used to their full potential, at RCCL we have VIC cards (Very Important Crew) which are to be used by managers to recognize work that goes above and beyond, I ensure that managers are using these. Employees of the Month, I ensure that I get nominees for each division, if a division has not submitted a nominee I follow up to find out why, this way nobody gets missed.

Work Experience

Human Resources Manager, Royal Caribbean International - 2016-Present

The HR Manager is a member of the ships executive committee and leads the daily and strategic operations of the human resources function onboard including the management of the divisions' 1.1 million dollar annual budget. This role ensures that the ship, its managers and crew are aware of critical policies and procedures, MLC and Union articles and also acts as the ships Ethics & Compliance Officer. The HR Manager also ensures guaranteed fair treatment of the employees related to the performance management and investigation process. The HR Manager also maintains a close working relationship between the ship and head office to ensure consistent maintenance and implementation of corporate policy.

Learning & Development Consultant, Royal Caribbean International - 2015

As a member of the Global Learning & Organizational Development Team, the Learning & Development Consultant is responsible for influencing the crew and professional development of our crew members. This role delivers a variety of organizational development interventions along with professional training and development programs. This role also conducts needs assessments and creates vessel development plans with onboard senior leadership to enhance productivity and growth. This role serves as coach, mentor, consultant and ambassador of the

enterprise providing executive coaching services to the executive committee along with other programs aimed at building executive committee effectiveness.

Training & Development Manager, Royal Caribbean International - 2015

This role is responsible for the learning and education that takes place onboard facilitating corporate training, orientation, safety and a variety of leadership development programs, for both fresh leaders and those at senior levels, ensuring that the corporate value of “we support our people” becomes a top of mind competency. Within the human resources team, this position supports the overall HR function of the vessel from employee relations, crew welfare, to ensuring that the coaching and progressive discipline programs are being utilized to their most effective.

Manager Cabin Safety & Training, Canadian North – 2011-2015

In this leadership position I was responsible as the division head for the overall operations of Canadian North's Inflight Department managing portfolios such as Human Resources, Regulatory Affairs, Standards, and Learning & Development. With a direct team of 6 we followed and implemented various human resource strategies, ensured that Canadian North's publications and standards met or exceed all regulatory requirements and deliver on an industry leading learning product, supporting the diverse needs of our entire Flight Attendant group while developing our next group of internal leaders. Consistently, we met and exceeded audits by Transport Canada and the various external auditors of our diverse energy industry clients. Accomplishments in this role include the development of a learning competency model along with processes to ensure a consistent delivery of our learning experience, a front to back re-write and re-branding of the Flight Attendant Manual, the deployment of e-Learning as a blended learning strategy, and also the approval from Transport Canada of our “1:50” exemption from 705.104 of the Canadian Aviation Regulations.

Director, Inflight, Regional 1 Airlines – 2011 (Feb-Nov)

Re-joining Regional 1 as the Director, Inflight included the successful approval by Transport Canada as the designate Flight Attendant Manager. Responsible as the head of the department included key initiatives such as the main human resource contact, a documented people strategy for recruitment, retention, rewards & recognition. Organizational development in order to build a capable team to deliver on the growth and needs of the organization ensured a positive ROI while creating internal growth opportunities. Responsible for all inflight related regulatory affairs as the liaison with Transport Canada included the responsibility for the Flight Attendant Manual, Safety Features Cards, Training Programs and all technical training records.

Manager, Inflight Development, Sunwing Airlines – 2009-2011

The purpose of this role was to develop a strategy to re-brand the inflight culture, inspiring a leadership culture for both front-line employees and the management team. Moving the culture from command-and-control to support-guide-inspire. This included the development and delivery of leadership development programs and training for all employees of the department. Then, building a training team of 25 to deliver on experiential training based on leadership and customer experience. The results from the entire initiative delivered incredible results, higher morale, low attrition, high engagement both actual and surveyed.

Advisor, Inflight Standards & Procedures, WestJet – 2008-2009

Leveraging training experience this role collaborated within a team of 4 to develop the Flight Attendant Manual and other regulatory documents. My primary focus within this role was the safety and emergency procedures sections of the manual, working with various stakeholders and applying a risk based safety management systems approach in order to proactively respond to the needs of the organization.

Inflight Instructor, WestJet – 2006-2008

Joining the organization as a “direct entry” trainer/leader was new for WestJet. This role involved much more than the delivery of all inflight department training programs (Initial, Annual, Requal, CRM, First Aid, EPT, Leadership) It was essential to gain and build credibility within a strong and protective corporate culture.

Flight Attendant, Zoom Airlines – 2006

Graduated in the top of my initial class this position ensured the successful launch of the Vancouver base for Zoom Airlines. As a Flight Attendant I ensured the comfort and safety of the crew and passengers onboard.

Flight Attendant/Inflight Trainer, Regional 1 Airlines – 2004-2006

Joining the airline early for its launch into western Canadian scheduled service involved the assurance that all safety and service policies were adhered to. In addition, I was invited shortly after my joining the company to take part in training by developing and delivering the inflight specific programs.

Education

Royal Roads University - Graduate Program, Executive Coaching (In progress)

Mount Royal University – Curriculum Development & Instructional Design, 2014

fierce inc - fierce conversations certificate, 2011

Professional Development - Additional courses in Corrective Action Planning, Quality Assurance, Auditing, SMS and Safety Investigations have all been completed

Skills

Organization, strategic planning and taking a project management approach to all learning and development activities.

References

Available upon request.