



Fabrice CHARUEL

OUTSOURCED HR DIRECTOR INTERIM MANAGER



My role is to support organizations seeking expert, flexible HR insight tailored to their operational realities, helping them address current and future HR challenges while ensuring organizational performance, long-term business sustainability, and employee well-being.

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FRANCE

EDUCATION

- 2011: Master (MSc) in HR
University of Rennes 1, France
- 2010: Master (MSc) in HR
University College Cork, Ireland
- 2009: Bachelor (BA) in HR
University of Rennes 1, France

KEY SKILLS

- Staff recruitment & retention
- Employee development & training
- Negotiation
- Comp & ben administration
- HR department management
- HRIS & ADP
- Change & conflict management
- Disciplinary procedures
- Labour / employee relations
- Health & safety
- Continuous improvement
- Problem solving
- Organisational development

LANGUAGES

-French	
-English	Native language
-Swedish	TOEIC 865/990 in 2011
-Spanish	CEF level B1.3 in 2018
	School level

BUSINESS CLUBS

- ANDRH
- CARBAO
- CPME 49

MISCELLANEOUS

- 15-year experience in HR
- 1,5-year exp in Continuous improvement
- Sweden (1,5 year)
- Ireland (1 year)
- England (3 months)
- PAPI-3 and TRIMA certified

SPHERES OF INTEREST

- Cars
- Design
- History
- Travels
- Astronomy
- DIY
- Languages
- Science
- Ice Hockey

EXPERIENCE

Since 2026

OUTSOURCED HR DIRECTOR / INTERIM MANAGER

RHéussir 360 (France), Self-Employed

- ❖ **Les Chesnaies** (France), Regional non-profit org. providing medical & social support for children with disabilities
 - Supported the merger and creation of two regional non-profit organizations representing a workforce of 700 employees.
 - Led a joint management–employee working group to identify and mitigate psychosocial risks.
 - Managed day-to-day HR matters in the absence of an HR department.
 - Prepared and facilitated Works Council (CSE) and Health, Safety & Working Conditions Committee (CSSCT) meetings.
- ❖ **Sud Loire Prévention** (France), Electrical installation and workplace equipment inspection services
 - Designed and implemented the annual salary review and pay increase process.
- ❖ **Vilmorin-Mikado** (France), Global leader in vegetable seed production.
 - Structured and developed the French HR function
 - Led a joint management–employee working group to identify and mitigate psychosocial risks.
 - Managed two workplace harassment investigation cases.
 - Prepared and facilitated Works Council (CSE) and Health, Safety & Working Conditions Committee (CSSCT) meetings.

2025

HUMAN RESOURCES DIRECTOR PLANT

Vilmorin-Mikado (France), Global leader in vegetable seed production

- Prepared and facilitated employee relations (CSE, CSSCT)
- Developed and managed a joint approach to workplace mental health
- Managed “Cross-BU” operations at Group level (LIMAGRAIN Group, with HM-CLAUSE and HAZERA) at the international level

2024 - 2026

UNIVERSITY TEACHER

IUT GEA University of Angers (France)

- Provided occasional courses of Social Psychology to Bachelor’s students

2020 - 2025

HUMAN RESOURCES DIRECTOR EUROPE

Premier Tech (France), Premium Canadian growing substrates producer

- Created the HR Director position and the HR dept (organisational/structural transformation context)
- Organised HR methods (created and implemented tools, methods, processes)
- Defined major strategic orientations to support the transformation of the company
- Supported and advised Directors and Managers
- Managed a change of Collective Agreement
- Created HR policies (Working Time Agreement, Salaries, Health & Insurance...)
- Implemented People Reviews, Development Paths, and Succession Plans
- Managed 3 economic layoff campaigns
- Created and implemented a tool promoting dialogue and well-being at work
- Managed a HR team

2019 - 2020

HUMAN RESOURCES BUSINESS PARTNER

Scania (France), Premium Swedish manufacturer of heavy trucks

- Led the HR function in the assembly plant and the IT company
- Managed local and global projects in connection with Sweden
- Coordinated recruitment and integration processes
- Supported the competence and careers talent model
- Defined, implemented and monitored the Development and Training Plan
- Managed the compensation and benefits policy
- Organized disciplinary proceedings, disputes, lay-offs, and dismissals
- Coordinated employee support programs (job transition, impairment and disability)
- Led conferences, training sessions, working groups, projects and meetings with the Unions

2017 - 2018

CONTINUOUS IMPROVEMENT MANAGER *(Scope of 55 000 employees)*
Scania (Sweden)

- Led projects and developed new international HR methods and tools
- Trained and coached the management teams in different countries
- Supported the Global Production & Logistics organisation in implementing tools and methods
- Guaranteed continuous improvement and leadership development
- Operated in an international and multicultural environment

2014 - 2017

HUMAN RESOURCES BUSINESS PARTNER
Scania (France)

- Management of personnel within the Production Department of the assembly plant
- Responsibilities similar to those held from 2019 to 2020

2013 - 2014

HUMAN RESOURCES BUSINESS PARTNER
Thiriet (France)

- Managed the HR function in the plant (recruitment, job contracts, payroll, time management, career and competence development).
- Ran and participated in HR projects (LEAN Manufacturing, Line Manager Implementation, annual performance interviews, job descriptions and competence grids).
- Led the monthly meetings with the Union & Staff representatives in a context of Lean Manufacturing.
- Managed disciplinary proceedings and disputes (warnings, suspensions and dismissals).
- Was a member of the HR Executive Board.
- Managed and supervised an HR Assistant.

2012 - 2013

REGIONAL HUMAN RESOURCES BUSINESS PARTNER
Cemex (France)

- Managed the HR function in both firms (recruitment, career management, competence development, and personnel administration).
- Set up, implemented and monitored the Development and Training Plan.
- Developed HR projects (2013 Budget, Disability Program, Senior Agreement, Hardship Project, Stress Study and Gender & Equality Initiative).
- Advised line managers and staff on HR related topics (legal and social issues, unions, works council).
- Led the monthly meetings with the Union & Staff representatives in a context of reorganisation.
- Managed disciplinary proceedings and disputes (notifications, warnings, suspensions, Labour Courts).
- Managed dismissals on personal grounds, redundancies for economic reasons or physical incapacities, and contractual terminations.
- Managed and supervised an intern and a trainee working in the HR Department.

2011

HUMAN RESOURCES PLANNING ADVISOR
Cemex (France)

- Coordinated recruitment processes (job description definition, job ads posting, candidate interviews and selection).
- Processed and analysed the annual performance interviews.
- Revamped the company's on-boarding program and organised its agenda.
- Developed a handicap analysis for CEMEX France.
- Set up and implemented the new online HR collaboration platform (Point of contact in France).
- Coordinated the annual HR Seminar for CEMEX France.

2009

HUMAN RESOURCES PROJECT MANAGER
Panavi (France)

2008

INTERNATIONAL HR PROJECT MANAGER
Legris SA (France)

2008

IT & HR TECHNICIAN
Beaumanoir (France)

2006

HR ASSISTANT
Ame Haslé (France)

2006

COMP & BEN HR ASSISTANT
UPS (England)



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FRANCE