

# DEBORAH ARMSTRONG B.A. (Hons), FCIPD

## CURRICULUM VITAE

### Business Experience:

I am a highly experienced business director with experience across all aspects and levels of human resources, communications, leadership and management. I have operated at board level in a number of organisations. I have union relationship and negotiation experience with particular emphasis on strategy, performance and risk, project management and policy development to support employee and management development, communications and employee relations. Competent in recruitment, pay structures and employee engagement through KPI's, training and reward.

I have worked in a broad range of professional sectors: pharmaceutical, manufacturing/production, photography/digital, media, research, communications, retail, elderly residential care, IT, defence/engineering, construction/building, lottery/gaming, and distribution.

### AREAS OF EXPERTISE

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- Coaching & Training
- Architecture & Building
- Project Management
- Performance Mgmt.
- Communications
- Magazine Editor
- Recruitment
- Assessment Centres
- Team Management
- Mentoring
- Competency development
- Change Management

### CAREER HISTORY

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**University of Hertfordshire** Lecturer from 2024, focus on interior architecture within the School of Creative Arts with Professional Studies.

#### **Construction Project Director 2013-2023**

Projects across Norfolk, Suffolk, Hertfordshire. Initiated and organised renovation and restoration programmes on residential properties, and completed two ground-up building projects with a keen eye on styles of architecture, design, structure, interiors, sustainability and construction-related issues.

#### **MAD-HR 2018-2019**

**HR Consultant** supporting SME businesses and enterprises in all matters of people management and leadership, including policy, contractual, compliance, business change and restructuring. Part-time/combined with construction project roles.

#### **Nightingale HR Ltd**

##### **Director, own consultancy 2012-2017.**

Interim/Consultant roles including precision engineering specialists, care home organisation and News Group International - London, Dubai, US - Global HR Director (interim 6 months) including board presence, to support EMEA & US offices, policy development, manager coaching, internal communications, organisational structure & design, rebranding & business expansion 2014-2015, and Saliency Insight London - Advice & support for restructuring during 2014.

**Packshot & Fashot** Camden, London - Managing Director & HRD 2012-2013 Board position. Strategy and business planning, manager and director support & coaching during business restructuring & growth. Company magazine editor.

**Martindale Pharma** Communications Director 2010-2012. Management Training Framework, CPD including mentoring and coaching for managers and team leaders plus recruitment at all levels. Organisational planning & design, engagement, Communications Charter and company magazine editor, brand & reputation development.

**Cision Media Research** Director Anglo-Europe 2004-2008. Management Development and Leadership Training frameworks, coaching and mentoring across team leader manager and staff groups. Communications Charter and Company Magazine editor.

**Tesco Stores PLC** Personnel Manager, Head Office 2000-2004. Managed the HR function in support of 1200 IT technical staff. Training, development and coaching of staff at all levels from Team Leader to Managers. Key point of contact for Union.

GlaxoSmithKline (GSK)	HR and Training Manager	1991-97
Dixons plc (later Currys PC World)	Training & Recruitment Manager	1991
Confederation Life (later AXA Sun Life)	HR & Training Manager	1989-91
British Aerospace (later MDBA)	Personnel Officer	1984-89

**Other professional qualifications:**

Member of the Institute of Directors  
HNC in Business, Law, HR, finance.