



## MURARIU MIHAELA

### PERSONAL INFORMATION:

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**SUMMARY:** My permanent goal: *to inspire the people around me, make human resources an added value in a company and thus, the business grows!*

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### WORK EXPERIENCE:

September 2022 – present

Business or sector: Pharmaceutical products manufacturing

SC ANTIBIOTICE SA, Iași

Human Resources Director

#### Responsibilities:

- √ Participating in optimizing the company's strategy for human resources by planning, organizing, coordinating and controlling human resources activities;
- √ Providing coaching & counselling to leadership roles on a broad range of HR topics (team management, conflict management, talent & career management, performance management, competency management, stress management);
- √ Redefining the human resources team by setting clear roles and responsibilities for the fluent and effective deployment of human resources and for adapting to an increasingly dynamic business environment;
- √ Monitoring the current labor budget, preparing multi-annual labor budget, optimizing the motivational system for the employees and adjusting the salary policy to the company requirements and market trends;
- √ Continuing to implement the integrated human resources software to streamline specific activities, by analyzing and redesigning the human resources processes / activities / data;
- √ Creating new instruments for attracting and developing talents within the company, by means of the platform developed by the company, ACADEMIA A+.

August 2020 – present

Business or sector: Management consultancy

AUTENTIC HR CONSULT SRL, Iași

Managing Partner

- √ Mentoring HR professionals in order to enlarge their HR knowledge and develop HR specific competencies;
- √ Implementing specific HR projects within small and medium size companies (performance evaluation process, recruiting, selection and onboarding process, employer branding, organizational culture, etc.) according to clients' needs.

May 2019 – May 2020

Business or sector: Pharmaceutical products manufacturing

SC ANTIBIOTICE SA, Iași

Head of Human Resources

#### Responsibilities:

- √ Implementing Antibiotice's business strategies by planning, organizing, coordinating and controlling human resources activities; participating in defining the company's strategy for human resources;

- √ Providing coaching & counselling to leadership roles on a broad range of HR topics (team management, conflict management, talent & career management, stress management)
- √ Reorganizing the human resources team, setting new roles and responsibilities for the fluent and effective deployment of human resources and for adapting to an increasingly dynamic business environment;
- √ Gathering all the data from previous and current activity and generating the company's Compensation and Benefits Policy, in order to implement and continuously optimize the process;
- √ Analyzing the human resources processes / activities / data, redesigning all in order to implement an integrated human resources software to streamline specific activities.

**September 2018 – May 2019**

**Business or sector: Car commerce, real estate**

**TESTER GRUP, Iași**

**Human Resources Manager**

**Responsibilities:**

- √ Reorganizing the HR team, setting new roles and responsibilities, for the fluent and effective deployment of human resources activity;
- √ Completely implementing the performance management concept and process in the organization;
- √ Improving personnel administration process and payroll activities flow;
- √ Advising, assisting and coaching departmental managers about understanding and applying the policies, procedures and standards within the company;
- √ Lead the recruitment, selection and employment of foreign personnel on direct productive job roles, complying with all the necessary legal formalities.

**May 2013 – September 2018**

**Business or sector: Automotive components manufacturing**

**ZF GROUP, Roman plant**

**Human Resources Manager**

**Responsibilities:**

- √ Build up the HR department in the plant, taking into account specific group HR processes, policies, standards and Romanian HR laws;
- √ Recruiting and selection of all needed personnel for the start-up plant in Roman, including manpower planning, internal and external advertising, interviews, hiring decisions together with the functional department, integration process for the new employees;
- √ Implementing and monitoring the Training and Development process in the plant, assuring succession planning and implementation of talent development / career path programs based on local tree-org tool (job role / seniority / salary level)
- √ Preparing the HR Budget and monitoring / controlling the variances between budget, forecast, estimation and actual; coordinating the personnel administration and payroll activities (over 10 mil EUR annual budget for total plant salaries and other benefits);
- √ Implementing competitive compensation and benefits strategies, considering labor market analytics and matching headcount growth and development within the plant;
- √ Representing the company in the meetings with the works council / employee representatives, being responsible for the negotiation of the collective bargaining agreements in the plant;
- √ Advising management on labor market trends and specific HR labor law changes affecting human resources programs;
- √ Advising and assisting departmental managers on the interpretation and the administration of policies, programs and best practices;
- √ Monitoring the internal HR KPIs, developing recommendations and implementing action plans for improvement;
- √ Implementing the performance evaluation process based on annual objectives and KPIs;
- √ Encouraging and supporting HR plant initiatives (social programs, personnel motivation, engagement, employee relations, etc.).
- √ Coordinating the internal communication plans and assuring the communication with internal and external partners.

August 2009 – May 2013  
DELPHI DIESEL SYSTEMS, Iași

Business or sector: Automotive components manufacturing  
Business Unit HR Manager  
Recruiting Coordinator

**Responsibilities as a Business Unit HR Manager:**

- √ Responsible for the HR related matters within Injectors & Pumps Business Unit of the company;
- √ Supervising and coordinating work activities of HR team;
- √ Controlling and improving HR KPI (turnover, absenteeism and training) inside the business unit;
- √ Applying plant HR policies & practices and developing recommendations for improvement;
- √ Conducting and analyzing exit interviews;
- √ Preparing personnel forecasts to project employment needs;
- √ Involved in preparing the HR Budget;
- √ Monitoring the costs and expenses of the HR department within the allocated budget;
- √ Preparing various reports for management or division level;
- √ Maintaining the relationship with the local authorities (Labor Institute, Unemployment Agency, etc.).

**Responsibilities as a Recruiting Coordinator:**

- √ Assuring the fulfillment of staffing personnel according to the required hiring plan;
- √ Collaborating with HR services suppliers;
- √ Monitoring and analyzing recruiting KPIs, generating specific reports;
- √ Collaborating with the Technical University and Technical High Schools in order to develop a strong partnership;
- √ Monitoring the recruitment costs & expenses within the allocated budget;
- √ Organizing and participating at job fairs.

December 2005 – August 2009  
LUGERA & MAKLER, IASI  
LUGERA & MAKLER, BUCHAREST

Business or sector: Human resources services  
Branch Manager  
Human Capital Consultant

**Responsibilities as a Branch Manager:**

- √ Coordinating and managing the activity within Iasi branch;
- √ Interacting with local authorities and suppliers from administrative point of view;
- √ Identifying and developing the branch team for specific activities (recruiting, personnel administration and payroll);
- √ Training and coaching of the junior consultants;
- √ Assuring the search & selection for entry level, specialists and management jobs;
- √ Maintaining successful relationship with actual clients and establishing accurate flow of information;
- √ Advising consultants on client and employee related matters;
- √ Drawing up reports for the headquarter management team;
- √ Promoting Lugera & Makler brand on the local market.

**Responsibilities as a Human Capital Consultant:**

- √ Realizing a successful and profitable deployment of search and selection projects;
- √ Performing the full recruitment and selection process for various jobs up top management;
- √ Assuring an effective candidate management (recruitment database, candidate contact and feedback);
- √ Assuring an effective customer management (developing and maintaining a long-term relationship with assigned customers);
- √ Coaching Junior Consultants.

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**EDUCATION:**

2004 – 2006

"Alexandru Ioan Cuza" University of Iași

Major field

Master's Degree

Faculty of Psychology and Education Sciences

Staff Evaluation, Training and Psychological Counseling

1999 – 2003

"Alexandru Ioan Cuza" University of Iași

Major field

Bachelor's Degree

Faculty of Psychology and Education Sciences Psychology

Psychology

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**TRAINING AND SKILLS:****Foreign languages:**

- √ English - fluent
- √ French - intermediate

**Personal abilities:**

- √ Open communication, proactive, optimistic, negotiation, coaching, leadership and participative management approach
- √ Time management, organizational skills.

**HR & Business knowledge:**

- √ Human resources policies (Personnel administration, Onboarding process, Talent management / Career planning, Recruiting and selection / Executive search, Training and competency development, Compensation and benefits, Performance appraisal, Employee relations)
- √ Human resources consultancy
- √ Budgeting & reporting

**Driving license:**

- √ B category since 1997

**Certificates:**

- √ 7 Habits for Highly Effective People, Employees international mobility - Deloitte Romania, Finance for Nonfinance, First Level Leaders Programs, Introduction to Lean Management, Sales Advantage - Dale Carnegie, Six Thinking Hats - Mind Master, Stress Management Program – TMI
  - √ LEAN LEADERSHIP & MANAGEMENT (2020)
  - √ DIGITAL MARKETING – BASIC KNOWLEDGE (2020)
  - √ PROFESSIONAL LIFE COACH – Transformation Academy (JULY 2020)
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