



## Curriculum vitae

Eric Van Mirlo

### Personal:

born Antwerp, Belgium, 02.03.1959.

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### Education & Training:

Health Care & Hospital management for Senior Managers, Leuven University, 2006.

Health Care Management – APEGSAUDE, Portugal, since 2004.

Middle Management, Vlerick Management School, Gent University 1991.

Human Resource Management, Vlerick Management School, Gent University 1989.

Time Management, Management Efficiency, Gent 1989.

Member of Human Resource Managers Association since 1988.

Train the trainer, Gent, 1986.

Social Legislation, Gent, 1986.

High-school Antwerp: bachelor social sciences 1980.

Secondary school, St. Xaveriuscollege, Antwerp  
Classic Languages (Latin / Greek) 1977.

### Miscellaneous:

Knowledge and experience in labour law & social legislation all over Europe.

Freelance teacher in human resource management, labour law and social legislation.

Member of the examination jury at several high-schools & lecturer on several occasions.

### Languages:

Dutch, French, English, Portuguese, German.

Good understanding of Spanish and Italian – I also read Danish.

## **Missions & Employment:**

### **Interim Human Resources Administrator Senior Assist – Brussels – 10/2009 – 04/2010**

Payroll re-engineering resulted in drastic reduction of error percentage. Set up of a standard statutory accounting plan and analytical accounting and reporting of personnel related costs for this group with 50 legal entities, 40 homes for seniors and 1.400 employees.

### **Contract Human Resources Project Director Newell Rubbermaid Europe – 11/2005 – 12/2009**

Integration of Dymo (300 employees in Belgium) into Sanford Brands (a Newell Rubbermaid company) after acquisition: organization, reporting, strategy and policies, culture. President of the Works Council and the Safety Committee. Author of a strategic outsourcing project with annual savings on labour cost of 1,25 million €, leading the negotiations with the unions to realize the project, agreement reached in one month without strike or actions.

Strategic and operational HR for Sanford Belgium & the Netherlands – sales & marketing organization with 70 employees.

Relocation of the Dutch office from Almere in the north to Goirle in the south, including collective dismissal for 20 employees and relocation of 10 employees.

Restructuring Sanford Southern Region: collective dismissal in sales, marketing & finance in Spain, Portugal and Italy (20% of population).

Europe: consolidation of payroll locations, creating one European payroll with one provider

### **Interim Human Resources Director Esselte in Sint-Niklaas – 04/2005 – 06/2006**

6000 employees worldwide, 600 employees in Belgium. Divestiture of Dymo division to Sanford Brands (a Newell Rubbermaid company), splitting the Sint-Niklaas plant into 2 legal entities and 2 new functional organizations. Splitting up payroll, social security, works council, safety committee, union representation, pension plans, insurances, facilities and HR department.

Restructuring sales & marketing Benelux, relocation of worldwide IT from Sint-Niklaas to Poland, audit restructuring plans and redundancy calculations for the Netherlands, Spain and France.

### **Interim General Manager Wybo Transport in Poperinge – 06/2004 – 08/2004**

Audit company organization, strategy, human resources, management, succession planning. Action plan and initial implementation.

### **Managing Director Alverman Lda in Alvaiazere, Portugal – 11/2003 –**

Management services and consultancy.  
Interim Management.

### **Auditor Human Resources Roularta Media Group in Roeselare – 01/2002 – 03/2002**

Multi media company, global HR audit: mission, strategy, policies, HR department, compensation & benefits, payroll, fit with budget, reporting, financial analysis, action plan, 2.000 employees.

**Interim Human Resources Manager Proviron Fine Chemicals in Ostend – 03/2001 – 10/2001**

Chemical industry. Strategic and operational human resource management, acquisition of Euroftal and CNO / BASF general site services, integration of labour conditions, cultures, collective labour agreements, insurances, drawing a new organisation for 400 employees.

**Interim Human Resources Manager Inno.com in Beerzel – 07/2000 – 02/2001**

High level ITC Consultants, start-up, creating strategic and operational Human Resource Policy and Management for 100 employees with master degree, 3 days a week.

**Interim Human Resources Manager Belgonucléaire in Brussels – 07/1999 – 05/2001**

Company specialised in nuclear engineering, recycling of nuclear waste into MOX bars used to produce nuclear energy, maintenance of nuclear reactors and nuclear transport, 650 employees. Focus on operational HR for the Brussels site, budget, reporting, audit and preparing strategic decisions, 3 days a week.

**Interim Social law Consultant Quick Restaurants (GIB Group) in Antwerp – 01/1999 – 08/1999**

Fast-food chain with 1.200 employees. Advising and sustaining HR Director on social legislation and labour relations, helpdesk for the restaurant managers. 27.01.1999 – 15.08.1999, 2 days a week.

**Interim Human Resource Manager Minit Group in Aalst – 05/1998 – 12/1998**

600 employees, retail and service-company: shoe repair, key cutting, print & stamps, engraving, one hour photo-finishing. Preparing, negotiating and finally signing a new collective labour agreement dealing with the social impact of merging 4 companies (Minit Ltd., Mister Minit Ltd., Minit Colors Ltd. and the Minit European Distribution Center) into one, 4 days a week.

**Interim Human Resource Manager ADT Security Services Belgium in Brussels – 05/1997 – 03/1998**

Provider of security systems and services, 100 employees: crisis-management – rectifications and regularisations – change management, 3 days a week.

**Contract Human Resource Manager Kodak Laboservice (Litto-Color ) in Ostend – 11/1996 – 06/2001**

Photo-finishing, 260 employees, reorganisation of the HR Department, integrating professional Kodak HR strategies and policies, full time till 22.05.1997, onwards 2 days a week.

**Human Resource Director Wagons-Lits Maritime in Ostend – 10/1993 – 06/1996**

subcontractor for catering, retail and cleaning on ferries and jetfoils Ostend Lines, 450 – 550 employees (depending on the season). Directly involved in creating business-plans for a new fast-ferry-line between Ostend and the U.K; also with downsizing and closing plans for R.M.T. – Ostend Lines in tight co-operation with the crisis-manager appointed by the Belgian Government and the responsible of the Cabinet.

**Interim Human Resource Manager, Ter Beke near Gent – 05/1993 – 10/1993**

Temporary replacement of the female HR Manager during her pregnancy. Meat-products manufacturing company, 600 employees, 6 plants. Audit of the personnel department and internal organisation of Hollandia Ltd., Liège, meat-products manufacturer, 250 employees, after acquisition by Ter Beke.

**Managing Director, VM-Approach Ltd. Blankenberge – Aartrijke 02/1992 – 12/2004**

Interim Management and Consultants in Human Resource Management.

**Human Resource Manager Packo in Zedelgem – 08/1988 – 02/1992**

Responsible for the corporate human resource management. Engineering, sales, construction, installation of dairy equipment, refrigerated tanks and cryogenic freezers, 250 employees, 5 plants. In this company I was involved with the preparation, organisation and implementation of a management buy-out; coaching the managers who took over, facilitating this process to the organisation and his employees.

**Personnel Manager UCO in Gent – 02/1985 – 07/1988**

Responsible for the personnel management of UCO Manufacturing Plants, successively a spinning mill with 250 employees and a jeans weaving mill with 650 employees.

**Consultant at the Unemployment Office in Blankenberge – 03/1982 – 01/1985.**