
CV Jos V. R.

Personal information

Place and date of birth:	Herselt (BE), October 15, 1956
Drivers licence:	B+

Objective

An (interim/change)-management or consultancy position in an HRM-environment (HR-manager; organisation and people management, Compensation and Benefits, recruitment and selection, payroll).

Functional summary

Full experienced MT member with focus on HR and people management. Hands-on and encouraging personality, thanks to a history in the field (Selection & introduction of both blue and white collars; creation/modification of job descriptions and -evaluations; career-planning; negotiations with personnel and labour unions; payroll administration as technician and manager.)
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As payroll-assistant in an advisory agency concerning social law (**Sociaal Bureau**), I worked in several agencies of the same group, finding out a problem could be solved in many ways... Being office manager at the Dutch/Belgian border (Ravels), I noticed that Dutch clients didn't understand our Belgian social security system, so I decided to study Dutch social law to make it easier to explain the differences. – Later on I did the same with almost every European system.

Differences in local systems seemed to exist due to the social history of those communities and for a result-driven international company there is clearly a need for people who understand creating similar buildings anywhere with the different components they may find. - European directives, double tax agreements, split payrolls and social security regulations as well as the international consequences of local rules (labour law, criminal law, residence/employment permits...) were big issues.

Asked many times to solve some urgent HR-related problems, I decided to start up, in 1987, my own **advisory agency**, until 1991, when I got the opportunity to work "on the field" as **personnel manager** in a production environment (**Geens Benelux** – wines and spirits), a good opportunity to prove that well organised people, with whom is build up a bit of understanding, work better and at lower costs.

1997, **Holyman-Sally** (merchant marine) took over the Belgian public service RMT and asked me to organise – in no time – the personnel administration service, taking in account the history as a public service and the specific Belgian/Luxembourg system concerning taxes and social security. Operating most of the time in Luxembourg, I had to work in Oostende as well, taking part, as advisor of the management team, in negotiations with the trade unions.

Tabacofina-Vander Elst (cigarettes and cigars) engaged me to build up and to implement a social plan (redundancy and pre pension plan, for 110 employees) and to compare and change terms and conditions (comparison of functions and wages, benefits in kind, pension fund, profit-share...), related to a merge (BAT/Rothmans International). Coincidence with coming social elections was due to the fact that speed and precaution were both needed.

The social advisory agency **CEPA** had to survive a lot of difficulties after the implementation of a new personnel administration program, which caused serious problems for clients and staff. I had to rebuild confidence in the future at both sides.

WE Belgium (retail clothing) had a significant problem in (social) administration for the employee's in Belgium, Luxembourg and France, due to a lack of experience in the central services. I had to clear up the problems, to introduce tools to prevent them in the future and to propose a timesheet to reorganise P&O as well as the relations between P&O and related services.

For **Quick Restaurants** I did the pre-selection for a Franchising Field Consultant. - A few years later they asked me for an evaluation of organisation and procedures in the HR-field and the communication between HR and related services.

Belgonucleaire engaged me for an updating of the pre-pension agreements. Besides that the files of a few expatriates had to be evaluated.

Carrefour Belgium (retail) introduced SAP-HR and SAP-FINANCE. Meanwhile a new payroll system (PreSta instead of IDMS) would be used. - Content and display of the SAP-databases and the results of the new payroll system PreSta were to be validated. Besides that the strength of the HR-staff had to be increased for a higher rate of independence and a step-by-step reintegration of HR-tools from external consultants to in-house services in the future.

For **DHL ECC** (Division of Deutsche Post World Net) optimisation of payroll office was needed, more specific the filing system, secondment procedures, inter-company invoices included, and expatriate-support.

Negotiations about a take over of Esselte (office supplies), resulted ultimately in a split between the **DYMO**-component and the **ESSELTE**-component, both companies as of that date being competitors on the global market.

The plant in St.-Niklaas (BE) was a production and distribution centre for Dymo- and Esselte-products and apart from production all central services were shared. May 2005 my colleague, Eric Van Mirlo, started as HR Director Esselte and in July he asked me in to ensure the change of organisation.

November 1st, 2005 about half the company was transferred to a new legal entity and a few weeks later the shares of the remaining part (Dymo) have been transferred to Newell-Rubbermaid. Until June 2006 both Eric Van Mirlo and I worked each half time for both companies to ensure a "business as usual" situation during a major restructuring.

July 1st, 2006 I took the HR Manager role for the company **Esselte Business**, in order to set up a strong HR administration as well as an over-all people-management, with the line managers in a (pro)-active role.

November 1st, 2006 St.Niklaas took over the HR responsibilities for the Woerden-plant (Netherlands; ca. 30 EE's). None of my HR-officers had previous experiences with non-Belgian pay roll, but since then we offered a better result than the Woerden-employees were used to before. In 2007 I took a supporting rather than a leading role for a smooth transition to the promotion of one of the HR-employees to HR-manager. My presence was gradually reduced to end December 31, 2007.

2009 (June-Oct) I was asked back because of the maternity-leave of this new HR-manager.

For **Alverman Lda.** I was HR Project Advisor from February 1st, 2007 to August 31st, 2007. – Main issues here were:

- A social plan for sites in the Netherlands, Italy, Spain, Portugal;
- Estimation of costs and benefits for a (possible) move of (part of) a plant in the Western European region to a number of possibilities in Central/East Europe.

All these experiences made clear to me that every cook creates his own good meals, but some of the ingredients are necessary in every kitchen:

- Good **organisation** as well as **communication** and **co-ordination** between services and echelons;
- For both management and personnel understandable job descriptions and (evaluation) procedures;
- and certainly, for each staff member where possible, freedom to use the way which fits best to reach the goals defined.

Education

Humanities (Latin-Greek), Westerlo 1968 - 1974

Social consultant, Hasselt 1977 - 1979

1st year at the Law department : UFSIA, Antwerpen 1982 – 1983

Akte van bekwaamheid tot het houden van een openbare bibliotheek (Public Library Licence),
Brussel 1995

Graduaat bibliotheekwezen en documentaire informatiekunde (Library science and documentary information knowledge), Leuven 1995–1997, stopped 1997 instead of 1998 (professional obligations)

Trainee at the library of the Law department KU Leuven

Paper : "Bang(eman) voor de O.B.?- over een betaalbare toegang tot informatie"

Conversation training (French, English and German), Haasrode and Gent 1994, 1995, 2004

Training in social law, labour law, HR-management

Computer knowledge

DOS: WP5.1, PlanPerfect, WordPerfect Works, CDS-ISIS, Gids2

WINDOWS : WP 6.0, Excel, Word, Lotus 1-2-3, Improv

Payroll administration on AS400, IDMS, EASYPAY, PAYPACK, PADS+Y, Blox, PreSta, Attentia

SAP HR and PeopleSoft

Use of online databases (CELEX, SCAD, JUDIT...)

Languages

Mother tongue: Dutch

Good knowledge, spoken and written, of English, French and Italian, easily understanding of German.

I read easily Spanish and Portuguese writings.

Others

Quite an important part of my daily lifetime is of course determined by my career. The visit of (real/virtual) libraries to maintain and improve my knowledge in labour law, social security and tax is a daily habit.

As a very active member of a few organisations I learned to be patient but decided during negotiations and it has been proven several times that this patient way leads easier and faster to a better solution.

My great interest for literature, culture and history makes me sure that I will never reach boredom. My view that cultures can survive only in an open context is a consequence of that history. The therefore necessary *open mind* and a small dose of reasonable doubt make me even younger than my age could tell you.

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ANNEX : Employment summary

1974-1987	<i>Sociaal Bureau (advisory office labour law and social security)</i>
1974-1983	<i>Office Westerlo. –First years mainly completing social documents and payroll. Later on: advisory of the clients (employers) about legal issues.</i>
1983-1985	<i>office manager, Ravels</i>
1985-1987	<i>transfer to the Antwerp office</i>
1987-1991	<i>Self-employed Advisor in labour law and social security also: partner in an association (Totaal Advies) for promotion of Belgian special beers</i>
1988-1991	<i>Representative of Flemish minister De Batselier (economy) in the STC (sub-regional employment committee) Turnhout</i>
1991-1994	<i>Personnel manager and head of safety and security (Geens Benelux, Aarschot – wines and spirits): 150 employees; transport: 30 employees). Total HR-responsibility: selection, introduction, labour organisation, payroll, communication, negotiate with labour council and union-representatives... Realisations: Improvement of job satisfaction and communication, implementation of health and safety procedures, stress-reduction, reduction of absenteeism and labour cost.</i>
1994-1996	<i>Short-time interim functions</i>
1997	<i>Start up of the payroll-administration (Holyman-Sally; 450 employees) March-April in Oostende, May-August as Payroll Accountant in Luxembourg (Condor Marine Services SA).</i>
1998	<i>Short-time interim functions</i>
1999	<i>Compensation & Benefits Mgr. (Tabacofina-Vander Elst, Edegem; 770 employees). March-July: responsible for social administration & payroll, assisted by 2 employees. Aug-Dec: define/implement Company-restructuring as Integration Compensation & Benefits manager. Most important issues: - Set up and implementation of social plan and comparison of terms & conditions in both sites of the new group to create one system for the group; - Evaluation of existing different job descriptions and wages for mainly equivalent jobs, comparison of company car policies, time registration, pension plans ... and all this without a substantial improvement of labour costs.</i>
2000	<i>Client consultant in payroll and labour law issues (CEPA, social advisory bureau for employers at the port of Antwerp)</i>

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- 2001 *P&O interim-manager, WE Belgium; 420 employees (via PriceWaterhouseCoopers) : restructure P&O administration for Belgium, Luxembourg and France (central services and stores).
Analyses of labour cost and the increase of terminations of the contract by employees, and organisation of the central services.
Proposals for change (Nov 1, 2000 – Jan 31, 2001)*
- Pre-selection of a Franchising Field Consultant (March 2001) for Quick Restaurants (via VM Approach)*
- Consultant (Jul-Sep, 2001 – 2 D/W), Belgonucleaire, Brussel (via VM Approach):
Proposal to improve an existing collective agreement on pre pension systems, taking account of a changed social-economic context.
Also control of the expatriates administration and related tax problems.*
- 2003 *Quick Restaurants, Antwerpen; 780 employees (via VM-approach – Jan-March) :
- Evaluation of organisation and procedures in Comp & Benefits Administration and of the links between HR-finance-Operations and Communications.
- Evaluation of existing benefits
- Reorganisation of personnel management/payroll management
- Higher cost-effectiveness by stronger links between HR-Finance-Operations
- More effective supervision of HR over personnel administration in the restaurants
- Clearer procedures and regulations
- Advisory in communication to trade unions
- Stronger line-management
- Improvement of training for restaurant-managers and assistant-managers*
- 2003 - 2004 *Carrefour Belgium, Brussel (via IBM-BCS): validation new payroll system in a SAP-environment, covering about 20.000 employees.
- Verify correctness of the data transferred from an existing IBM payroll system to the SAP-HR database and from that database to the new PreSta-application
- Detection of failures, lacks or breakdowns in the new systems
- Detection of unlawful results in the existing application
- Proposals for a content and display in SAP of the payroll results transferred by the external agency GroepS
- Modification of existing tools used by Comp&Ben and creation of additional ones*
- 2004 - 2005 *DHL European Co-ordination Centre, Diegem (via IBM-BCS): Operating as HR Services Centre Co-ordinator, defining the problems dealt with by services Payroll and Expatriate Support and proposals for an improvement of these services to about 800 employees (u.w.300 expatriates sent out by a few dozens of companies).
- Optimising Peoplesoft/Blox-reporting
- Optimising procedures and specifying secondment rules
- Optimising filing system
- Strengthen relations between Payroll /Comp&Ben / HRIS / Finance / Fleet ...*
- 2005 - 2006 *Esselte/Dymo, St-Niklaas; 500 employees (via Alverman Lda.): HR Administration Manager.
Split of the company in two legal entities and reorganisation of HR-services to ensure the both companies of a strong HR service in the future.
- Split of HR-assistants over the 2 companies, defining loss of competencies in each company, reduce weaknesses and improve strength of these assistants, resulting in at least the same service-level in each company as in the one before;
- Split of the payroll system and time registration module
- Hand-over of the HR administration system to the new companies
- Change of organisation, resulting in change of position for a few employees
- Review of a few expatriate-files and set-up of a payroll for an employee in France
- Review of group insurance
- Set up of some HR procedures*
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- 2006 – 2007 *Esselte Business, Sint-Niklaas; 185 employees : HR Manager Benelux.*
- *Guiding HR-officers in their new role;*
 - *Guiding some Key people in production and warehouses in people management;*
 - *Negotiation of some new collective labour agreements;*
 - *Reduction of manpower from 230- > 185 pp. without any lost day;*
 - *Reorganization of people planning in warehouses and production;*
 - *Focus on own responsibility for every individual;*
 - *Integration of the payroll Netherlands into the Belgian HR-office;*
 - *New focus on retention for key people and implementation of HR-guided outsourcing system for people who may not match for a new Esselte-job in the near future;*
 - *Set up of a Diversity Plan together with the unions*
 - *Representing the company in the National Social Committee of AGORIA (Federation for the technology industry);*
 - *Member of the board of TOFAM Oost-Vlaanderen (mixed organisation for employment and training in metal industry in the province of East-Flanders)*
- 2007 - *Alverman Lda.; Interim Management cy based in Portugal : HR project advisor.*
- *Advice concerning social systems in a number of (mainly European) countries;*
 - *Calculation of social plans in the Netherlands, Italy, Spain, Portugal;*
 - *Set up of time-sheets; do's and don'ts in case of dismissals;*
 - *Advice concerning possible move for a Western-European plant to the region Central/East Europe*
- 2009 *Hotel Serge bvba, Oostende : Organization of administration for a family hotel*
- Esselte Business bvba, Sint-Niklaas : return to a previous client (see 2006-2007) due to the absence of the HR-manager (childbirth) period June-October*

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