


## PERSONAL INFORMATION


Henry Leerentveld




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Male | 25/09/1955 | Netherlands

## JOB APPLIED FOR

## Work experience

- 01/1999 – present
- **Leebel, strategy & management Ltd, The Hague, Netherlands**
- Interim and crisis management
- Founder, Managing Director, Interim Manager, Consultant
- Main activities and responsibilities:

Carried out various international projects related to social dialogue, social partnership and employment policies as a Team Leader (TL), Component Head (CH), Coordinating Consultant (CC), International Short Term Expert (ISTE):

- **Building social partnership with business life in TVET in Kosovo** (Luxdev, July 2014 – ongoing) (ISTE)
- Programme formulation for a TVET programme in Palestine, **activities included consultations with social partners and social partnership assessment and development** (ETF, December 2013 – February 2014) (ISTE)
- Institutional building – including LMIS – for the PES in Turkey; **programme included close cooperation with social partners** (EU, December 2011 – February 2014) (CH)
- Programme formulation of a TVET programme for Gaza, **programme included consultations with social partners** (SDC, September 2011 – January 2012) (TL)
- Promotion of Access to Vocational Education in Croatia, **programme included cooperation with social partners** (EU, March 2011 – December 2011) (TL)
- Developing employment policy, with emphasis on youth, in Occupied Palestine Territories, **programme included consultations with social partners and social partnership assessment and development** (GTZ, 2010-2012, several missions) (ISTE)
- Capacity building in policy development for the staff of the Turkish Ministry of Labour, Social Security Institution, Public Employment Service and **social partners** (EU, March 2011 – November 2011) (ISTE)
- Capacity building for the national and provincial management of the Turkish Public Employment Service, **including social partnership** (EU, June 2009- January 2010) (ISTE)
- **Establishing social partnership in Vocational Education & Training in Albania** (EU, October 2008-June 2009) (ISTE)
- Baseline study on **Corporate Social Responsibility related to employment for persons with disabilities in Serbia, programme included consultations with social partners** (ILO, February 2009 – May 2009) (CC)
- EU programmes for **Croatian business life in Croatia** (ETF, October 2008

- January 2009)
- Project Identification Mission for the **support of trade unions in Eritrea** (EU, August 2008 – October 2008)
- **National policy framework for employment of people with disabilities in Serbia, programme included consultations with social partners and social partnerships dialogue** (UNDP, November 2007 – October 2008) (CC)
- Developing public and private organised employment services / Introducing Career Guidance services in Syria, **including involvement of social partners** (EU, June 2006 – November 2007) (CH)
- **Employment policy for People with Disabilities in Serbia, including social dialogue** (EU, April 2006 – June 2006) (TL)
- **Social Partnership in Education and Training in Uzbekistan** (EU, June 2005 – February 2006) (ISTE)
- Human Resources Development, development of Active labour market measures in Poland (EU, September 2003 – April 2004) (CH)

Carried out various assignments in Netherlands and Belgium as interim manager and interim director:

- Various boardroom consultancy assignments related to organisational development and labour relations (Netherlands with EU travel, 1999 – present)
- Accomplished merger between market leader in home care services and organisations for elderly people (12000 staff), (November 2004 – February 2006)
- Created and managed company “Career handling”, for specialised career services, i.e. assessment, outplacement, mobility and redundancy projects (June 2003 – August 2005)
- Interim director HRM, leading a 90 staff department, for the development and implementation of the reorganisation and the redundancy measures for the Central Bureau of Statistics as a government institution becoming independent. (September 2004 – May 2005)
- Strategic orientation for a public company in employment for long term unemployed and disabled people (May 2004 – October 2004)
- Crisis management in a broadcasting company, 130 staff, bankruptcy-threat; prepared, negotiated and implemented rescue -, reorganisation - and redundancy plan (September 2003 – May 2004)
- Managing an identification, search and selection process for management positions in a multinational company (September 2002 – July 2003)
- Interim director Finance ICT and Facilities, leading a 220 staff department, health care sector; reorganisation, outsourcing & strategic alliances (September 1999 – August 2002)
- Interim negotiator Collective bargaining agreement National Health Service, 250,000 workers. **Created Employability and Labour market fund (vocational training & retraining, employability measures for 250,000 workers) in National Health Care Sector** (January 1999 – September 1999)

• 12/1996 – 01/1999

• **AOB Netherlands, The Hague, Netherlands – Public Career Guidance Services**

• National Public Career Guidance Service

• Managing director – chairman of the executive board

• Main activities and responsibilities:

- General management - and P&L (€ 35 million)
- Responsible for privatisation and strategic redesign of public career guidance
- Led mission, vision, organisation –process towards business focus
- Executed efficiency and cost reduction program

- Developed and realised merger with Employment Rehabilitation Centres and strategic alliance with National Employment Service
- Developed a methodology for the public vocational guidance services for unemployed people and job seekers as a managing director of AOB Netherlands (1998)
- Innovated and reorganised public career service

• 08/1988 – 01/1997

• **ABVAKABO, Zoetermeer  
Netherlands**

• Public Sector **Trade Union**

• National Secretary

• Main activities and responsibilities:

Responsible for subsidised labour and Public Employment Service Collective bargaining agreements covering 147,000 employees, total negotiable budget € 2.8 billion, average annual contract mutation € 68 million)

Appointed to coordinate union advisory councils and manage relevant union staff  
Led Union delegations in numerous complex shared approach initiatives including:

- Renewal of subsidised labour laws for disabled persons and long term unemployed (€ 3 billion budget, 1995–1997)
- Development and realisation of employment plans for public service, i.e. creating funds in order to increase employment (1986-1992)
- Privatisation of National Employment Service 11,000 employees
- Creation and realisation of the rescue plan for the Public Employment Service facing a 1 billion budget cut and lack of political confidence (1994-1996)
- **Initiated, established and managed a 9 million Labour market, Employability and VET fund (1990-1997)**
- Developed innovations in subsidised labour covering 46,000 people
- Ministry of Justice, 37,000 employees, prison system facing capacity problems

• 02/1981 – 09/1988

• **ABVAKABO, Zoetermeer  
Netherlands**

• Public Sector Trade Union

• Regional secretary / junior  
secretary / advisor

• Main activities and responsibilities:

Negotiating and achieving agreements on labour conditions with employers in the region.

Guiding workers councils.

Advising and guiding in individual matters.

The membership of committees of appeal.

Negotiating and achieving agreements on labour conditions with mid size employers, like local authority councils with 40.000 inhabitants.

Guiding workers councils

Adviser in individual matters

Advising regional union secretaries in regional policy and individual matters.

## Education and training

• 11/1999 – 12/2001

• Erasmus University, Rotterdam,  
Erasmus Executive Development

• Principal subjects/occupational  
skills covered:

General strategic management

Executive financial management

- Title of qualification awarded
- Level in national classification

• 08/1975 – 06/1981

- De Haagse Hogeschool, The Hague,
- Principal subjects/occupational skills covered

- Title of qualification awarded
- Level in national classification

## Personal skills and competences

MOTHER TONGUE

## Human Resources Management

Business Administration and governance

Postgraduate certificate Executive Management

Post-academic

## BA Labour Relations & Human Resources Management

BA Labour Relations & HRM

Bachelor

OTHER LANGUAGES

### English

- Reading skills
- Writing skills
- Verbal skills

(1)

Fluent

Fluent

Fluent

### German

- Reading skills
- Writing skills
- Verbal skills

(2)

Fluent

Good

Fluent

### French

- Reading skills
- Writing skills
- Verbal skills

(3)

Good

Good

Good

SOCIAL SKILLS  
AND COMPETENCES

Personnel Management (selection, team building, coaching, evaluation, appraisal)

High level negotiations (national and international level)

Presentations, speeches

Dealing with the media

ORGANISATIONAL SKILLS  
AND COMPETENCES

Major and / or forced change operations (development and execution of cost reduction programmes, privatisation, outsourcing)

Development of mergers, joint ventures, **strategic alliances, public-private partnerships**

Start-ups

Turn around operations and crisis management

TECHNICAL SKILLS AND  
COMPETENCES

Human resources management and development

**Social partnerships -dialogue**

Socio-economic policies

	Labour Market policies
	Financial management
	Strategic business and policy evaluation and development
ARTISTIC SKILLS AND COMPETENCES	Presentations, speeches
OTHER SKILLS AND COMPETENCES	Executive and non-executive board experience
	Post graduate level ICT Management
	Computer literate Windows and Apple (Mac OS X), Office, IE etc.
DRIVING LICENCE(S)	Car

### Additional information

#### **Membership of professional bodies:**

Member of the Board - Social Security Fund for Government services. (1988-1996)

**Member of the Board/Chairman - Employability Fund, Sheltered Workshop Sector (90,000 workers) (1991-1997)\***

Member Special Advice Committee for General Unemployment Policy of the Dutch Social Economic Council (1988-1995)

Representative in the European Standing Committees for trade unions in the Public Employment Service (disabled persons and long term unemployed). (1990-1997)

Representative in European deliberation for career guidance (1997-1999)

Associate Boer & Croon Strategy & Management Group Ltd. (2004 – present)

\*Responsibility included making arrangements with other Sector Training and Education Funds in order to get acknowledged for in-company training packages and skills sets in line with professional standards for various technical professions in industry, construction, print, mechatronics, gardening etc.