



Curriculum Vitae



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DATE OF BIRTH:

29/09/1963

NATIONALITY:

Netherlands

CANDIDATE PROFILE:

Senior Human Resources Management and/or Consultant, specialization in Change Management & Organizational effectiveness.

Having a Masters degree in industrial psychology, I have always been interested in managing change and creating conditions in order to make change happen. During the 10 most recent years of my working career, I have been self-employed. I have learnt that my clients value my pragmatic, result-oriented approach. My communication and social-analytical skills are at the highest level and since I have worked for various middle and larger sized companies, I am able to adapt quickly to all possible circumstances. I have gained specific experience in the IT- and in the Energy Supply sectors as well as business services industries and in the Public Sector. Furthermore I

would like to mention working in a post-merger environment as one of my features.

In between jobs and assignments I have travelled extensively through Europe, Asia and Australia.

Currently I am starting up consultancy business in Uganda with business partner Haarberg Consulting Ltd (Uganda) and living in Kampala, Uganda.

EDUCATION:

2007 VOB (Book publishing Academy) Amsterdam, The NL

Certificate as Publisher

1985 – 1989 University of Tilburg, The NL

Masters degree in Organizational Psychology

1981 – 1984 Career College, Fontys University, Tilburg, the NL

Certified Career Counsellor

1975 – 1981 Lyceum, Gouda, The NL

- A level equivalent for languages Dutch, English, German
- A level equivalent for Maths, Economy, Business Administration and History

PROFESSIONAL QUALIFICATIONS:

2008 Facilitation workshop Future Search by Sandra Janoff, Marvin Weisbord

1998 University of Nijmegen/Financial Academy, NL
Management Development Program (certificate)

Various professional courses such as Business English, Information Planning, Consulting skills, Training skills, Communication skills, Software User skills.

LANGUAGES:

Dutch : Mother tongue
English : Fluent (written & spoken to business standards)
German : Good (needs practice)
French : Moderate (conversational level)

MOST RECENT CLIENT:

European Directories SA/DeTelefoongids B.V.

Publisher of Phone Book, Yellow Pages and local search.
Media Sector

COMPUTER SKILLS:

Microsoft Office + various HR Software packages.

WORK EXPERIENCE:

Jan 2001 – Present Teeuw Interim HR Management B.V.

Teeuw Interim HR Management B.V. is the name of my own company. I have been self-employed since January 2001. My specialty is Change Management & Organizational effectiveness. I have worked for various clients developing, implementing and managing HR services, HR products, HR systems and methods. In between jobs and projects I travel. Altogether I have travelled and lived in Australia for almost 2 years. More info at www.teeuw-interim.nl

Positions held:

Oct 2008 – July 2009 Gouden Gids B.V. (Yellow Pages)/DeTelefoongids B.V. Amsterdam (European Directories SA).

Position held : HR Manager

In september 2008 the Nma agreed upon DeTelefoongids B.V. taking over Gouden Gids B.V. (yellow pages). The combined companies employed over 1400 fte. As HR Manager for the nonsales departments I was reporting directly to the HR Director and managing a team of professional HR consultants.

Outline of responsibilities:

- Managing the execution of the process of downsizing the nonsales departments according to budget, as a result of the merger.
- Handling redundancy (300fte) based on the social plan.
- Introducing the harmonisation packages of compensation & benefits and execution of the harmonisation.
- Information and communication (roadshows, brochures etc).
- Project management and restructuring of specific HR processes.
- Implementing sick leave reduction program in Sales subdivision.

May 2007 – Dec 2007 Ministry of Agriculture (LNV) The Hague; DICTU (ICT Department).

Position held: Manager Backoffice (HR, Finance, Purchases, Internal communication, Office management)

The ICT Department of the Ministry of Agriculture employed 400 employees and circa 250-300 external IT professionals in order to deliver computer services and develop and maintain large in-house software packages throughout the Dutch Ministry of Agriculture. The department was in transition in order to deliver better quality for a reasonable price. Part of the transition was changing from costcenter into a business unit with profit and loss responsibility. As manager of the back office departments I was responsible for managing the managers of the departments as mentioned above and reported directly to the Director DICTU. My main responsibility was to assess the impact of the transition and lead the back office managers to prepare and execute the transition while daily workload was ongoing. This involved impact on the structure, the skills needed and the processes and procedures for the departments involved and also the communication and the delivery of necessary Management Information.

March 2006 – May 2007 Vivare (Housing association) Arnhem, The NL

Position held: HR Manager

The housing association Vivare resulted from several mergers of smaller associations in the region. Employing circa 300 employees, Vivare is one of the larger associations in the Netherlands. They rent houses to 60.000 households and develop projects both new

development as well as restructuring. As HR Manager I managed the HR team (consultants and administration) and reported directly to the Director. In addition of being responsible for the execution of all HR processes within the organisation, I was also managing the following projects:

- Implementation of a new job evaluation system
- Development of a new recruitment communication program
- Re-organisation and concentration of the financial departments (project management, decision-making and implementation)
- Development of business balanced score cards
- Design of Management Development Training for senior management and executing it myself
- Management Coaching

Aug 2005 – Febr 2006

Position held:

Nutsbedrijven Maastricht N.V., the NL

Project Manager business development

Nutsbedrijven Maastricht N.V. was a company in the Utility sector, employing 180 employees. The company was in the process of merging with Essent N.V. One of the service departments needed to be restructured and re-positioned, resulting in a self-supporting business entity. I was responsible for decision-making, stakeholder management, budgeting and implementation. Reporting directly to the Managing Director.

July 2004 – May 2005

Position held:

Essent Retail B.V., 's Hertogenbosch, The NL

People Manager IT department (80 employees)

Essent Retail B.V. is the retail division of the largest Energy supply company of the Netherlands. Yearly turnover of the Essent group is 7 billion euro. Retail division employs 1,400 employees. As a result of post-merger situation and the strategic focus on IT, the IT department needed thorough restructuring and rejuvenation in order to be fit for the future. Designing and implementing IT processes and systems is of major importance for the production and delivery of energy. My role was to manage the delicate people processes involved, reporting to the IT Director and to the General Manager of the Retail Division.

Outline of Responsibilities:

- Co-designing new department structure & manage decision making process.
- Designing new job structure
- Internal communication and marketing
- Negotiate severance packages with individual employees
- Manage the re-employment process
- Implementing new structure by assessing and appointing management and professional staff
- Implement personnel planning
- Recruiting new management & staff
- Performance review of management, and employees (30 employees directly and 50 indirectly)
- Mentor and coach senior management

August 2003 – Febr 2004

Position held:

Essent N.V., Arnhem, The NL

Program Manager Employee Survey

Essent N.V. is the parent company of the Energy company as mentioned above. At the time Essent employed 11,000 employees. Essent has grown quickly by mergers and

take-overs in the last couple of years, in order to be fit for global competition on the energy market. While focusing on (re-)organizing primary processes, the Board of Directors needed insight in the critical key issues concerning involvement of employees. My role was to develop and manage a company wide survey amongst all employees and management, and to ensure management to implement the survey results. I reported directly to the Head Quarters HR Director.

Outline of responsibilities:

- Developing and managing a company wide Employee Survey
- Facilitate decision making by the Board of Directors
- Internal communication and marketing; involving local management at all levels
- Reliability and validity of the survey results; note that the return rate of the questionnaires was 89%!
- Interpreting results of survey & establish structure for managing improvement
- Mentor and coach divisional project managers
- Managed the program within time limits and within budget

June 2002 – July 2003

**Essent Retail B.V., 's Hertogenbosch, The NL
Change Manager**

Position held:

The Retail division of Essent N.V. had just been established after several mergers and take-overs, when I worked for them. The HR department needed qualitative improvements and development of new instruments and procedures. The business culture needed to change from task driven into performance driven and result-oriented. As Change Manager, I was responsible for developing and implementing several new HR instruments in order to increase HR quality and assist all levels of management.

Outline of responsibilities:

- Developing and implementing culture change by a wide range of instruments, such as:
- Designing internal branding campaign of new culture, in co-junction with Communication Department
- Designing, developing and launching a Web based internal HR toolkit for middle management
- Organise employee survey and implement results in co-junction with middle-management
- Design and organise management events
- Investigate desired HR staffing by executing an Overhead Value Analysis
- Design and launch internal HR communication to employees
- Mentor and coach senior HR professionals
- Design parameters for implementing Business Balanced Score Card
- Investigating accumulate problems in the sales department of one of the subdivisions
- Investigating accumulate problems in the IT department

October 2001 – Febr 2002

Interpolis N.V., Tilburg, The NL

Position held:

International business development

Interpolis N.V. is one of the largest insurance companies in the Netherlands and part of the **Rabobank group**. Yearly turnover of Interpolis N.V. is 5 billion euro (A\$8 billion) and Interpolis N.V. employs 6,000 employees. In 2001 the Board of Management decided to explore and develop new business internationally and raised a new department with this special assignment. My responsibility was to design the jobdescriptions needed for that operation and the recruitment of the (international) talents within a very short time frame, reporting directly to the General Manager New Business Development. I completed this assignment within budget and within time-frame.

Outline of responsibilities:

- Designing international career jobs
- Hunting talent within the company in order to enhance career development
- Recruiting international talent on the market
- Mentoring and coaching
- Design expatriate policy and conditions
- Benchmarking expatriate policy and conditions
- Implement administrative follow up

November 2001 – Jan 2002**Fontys University, Tilburg, The NL****Position held:****Lecturer**

Fontys University consists of a group of colleges in the South of The Netherlands. I have been teaching and mentoring graduate students at the Career College. Subject was to teach them to design an action plan in order to create new services in the HR market. Teaching method was competence driven. I was responsible for teaching, mentoring and examining graduate students.

January 2001 – July 2001**debis AirFinance B.V., Schiphol, The NL****Position held:****Human Resources Manager**

debis AirFinance B.V. is a world leader in aircraft leasing, owning a fleet of 250 jets and turboprops. The company has recently been acquired by Cerberus Capital Management. At the time I worked for debis, the shares of the company were owned for 50% by Daimler Chrysler group and 50% by various German banks. I started working for debis just after their merging with Irish, Swedish and American aircraft lease companies. My responsibility was to establish an international HR department, upgrade HR policies and procedures to international level, design and implement new compensation and benefits structure and to re-design international organization structure and implement. I reported directly to the CEO.

1994 – 1999**Exact Software B.V., Delft, The NL****Positions held:****Senior HR Consultant (HQ) and HR Manager**

Exact Software develops ERP business to business software for mid-market customers, employing over 2,000 employees worldwide. In the period I have worked for Exact, the company was rapidly changing from a typical Netherlands based IT pioneering company, into a professional international operating Software Group. During that period the company grew from 500 employees to 1,100. My responsibilities have developed in those years from HR consultancy with strong focus on recruitment, into developing and implementing strategic HR processes, systems and procedures. I reported directly to both the Division Director and the Group HR Director, and to the CEO for specific projects.

Achievements of specific interest:

- Develop and implement complete new job structure
- Develop and implement subsequent remuneration policy
- Implement and realise yearly personnel planning, including recruitment of at least 100 young graduates per year
- Develop and implement Performance Review policy and procedures
- Develop and implement career development, including coaching
- Develop and implement Management Development
- Develop and implement Management Events

- Extensive mentoring and coaching of young and relatively inexperienced management
- Develop and write functional specifications for the Exact HR software package.

1989 – 1994

SMART GROUP CONSULTANTS, The NL

Position held:

Management consultant/trainer

Smart Group Consultants started of with 6 management consultants, including me, and developed rapidly into a group of 50 management consultants. Typical projects were either dealing with outplacement or with Culture Change Management Programs.

The outplacement projects involved managing redundancies for large firms such as Shell, Philips, Stork etc. in order to outplace and re-employ staff. Success rates varied from 60% - 80% re-employment, due to differences in job market circumstances, severance packages and level of education of staff involved. I managed several of these projects and trained and mentored the employees who had become redundant.

Typical projects in Culture Change Management Programs were designing and managing large attitude training programmes for both management as well as employees. Typical clients were KPN Telecom and the directorate of "Arbeidsvoorziening" (the Dutch equivalent of the Australian "Centre Link"). I was responsible for designing, developing and managing several of these training programs, reporting directly to the CEO of SMART Group.

1985 – 1988

**Arbeidsvoorziening (~ The dutch Centre Link)
The NL**

Positions held:

Career counsellor for longterm unemployed

During the start of my working career I have mainly dealt with unemployed people who, for various reasons, needed to change their careers in order to re-entry the job market. My responsibility was to assess capabilities & interests by psychological testing and assist in creating market-entry for individuals.