

# Curriculum Vitae - Eric Gaulard

## PERSONAL INFORMATION

Name(s): Eric (Victor) Gaulard  
Civil status: Married, 2 children  
Nationality: Dutch  
Date and place of birth: September 20, 1974 (43), Amsterdam  
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the Netherlands  
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## SUMMARY

Senior Manager / Director HR (20 years HR experience) specialized in managing HR transitions. Key words are organizational change, growth, integration, (large-scale) restructuring, harmonization of employment conditions / compensation & benefits, M & A, outsourcing, implementing new HR model, HR projects, HR management, MT member, works councils and / or trade unions.

I am focused on achieving results, and I am energetic and cooperative. I blend in easily into the organization, which makes me quickly up and running and effective. I see structure, the red line and give direction in chaotic times. My leadership style is focused on delegating opportunities and responsibility and "to be there" when needed. Open and accessible, clear.

I have worked in many different organizations, including large international "corporates". Typical assignments are aimed at managing HR transformation within a large Dutch / Benelux division or company in a larger international context. I am used to work in fast paced environments, where a lot needs to be done in very limited time.

## PROFESSIONAL EXPERIENCE



2010 – Present  
Gaulard Interim HRM en HR projecten  
**Interim HR manager (self-employed)**

### Interim assignments

**Booking.com**

#### 2018 – Manager Global HR Operations a.i.

Responsible for Global HR Operations for Booking.com, supporting 18,000 employees in 70 countries worldwide. Lead a group of 65 employees on management and executional level. Central teams in Amsterdam, Singapore and the US. Focus on stabilizing teams, operational performance and change management for the department.

**Booking.com**

#### 2017 – HR Project Manager a.i.

HR Project Manager for a global shift of activities between Departments (BU) with impact on 600 employees. Project leader for "Great employer in the Netherlands" initiative. HR project manager "be future proof", focusing on Customer Services (7,000 employees), including role structure, compensation, bonus and performance management.

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## **2016 - Head of HR Benelux a.i.**

HR responsible for the Benelux, approx. 900 employees. Private equity owned, company in transition. Manage a team of HR Business Partners, HR Project Manager and HR Officers / HR Support. Support the introduction of the new HR operating model including the outsourcing of all administrative tasks to an external provider. Works council processes.



## **2014 / 2015 - HR Project Manager Restructuring**

HR Project Manager for a complex reorganization with a reduction of over 300 employees within a two year period. Request for Advice Central Works Council, negotiations on social plan and set-up the mobility centre. Manage dismissal waves and HR responsible for outsourcing deals.



## **2013 / 2014 - Regional Manager GSS HR, WSE Europe**

Set-up and implement Global HR Shared Services for 2,500 employees in 21 countries. Manage approx. 35 international HR professionals working on management and operational level. HR integration between DNV and GL in WSE Europe, focusing on and delivering a broad HR service portfolio.



## **2013 - HR Director BMEA (Benelux, Middle East & Africa) a.i.**

End responsible HR position in an international division with some 700 employees, in a rapidly changing environment. Focus on the further integration between DNV and KEMA. Union negotiations and responsible for all Works Council issues. Manage and restructure the own HR department of 11 employees (managers, support, recruitment).



## **2012 / 2013 - Global Reward Manager a.i**

Manage the global harmonization of Compensation & Benefits project after the take-over of KEMA by DNV. Specific challenges: Job Grading, Total Compensation, Benchmarking, Fixed and Variable Pay and Benefits. Support the CHRO in specific projects (works council, social plan, DNV).



## **2011 / 2012 - Interim Team lead HR**

Interim Team lead HR Back Office. Manage and supervise 9 HR employees, responsible for administrative, transactional and operational HR tasks. Professionalize and optimize the processes and provided service, after the merge into one centralized department.



## **2011 - Interim HR Management**

Interim HR manager for the Business Units HR Services, Advisory Public Sector and Advisory Commercial Services (total of 700 employees and replacing 3 HR managers). Salary round and bonus round. Providing all round tactical HR support.



## **2010 / 2011 - Interim HR Management**

Manage the post-merger harmonization of employment conditions, draw up the Employee Handbook, implement new employment contracts, manage the performance review and salary adjustment cycle, develop a job (level) matrix, start-up of the Employee Council.

## Advice



### 2017 – Job Framework

Development of a Job Framework and competency model.



### 2017 – Job Framework

Development of job profiles and a Job Framework.



### 2016 - HR Project Leader Privatization

HR Project Leader focused on the preparation of the privatization of the Dutch State Casino (split up and sell 4 casinos separately and sell 10 remaining casinos). Supporting projects, f.e. the insourcing of the guest catering in 3 branches (transfer of undertaking).



### 2015 - Workshop Organization & HR

Growing consultancy heading towards a new phase of development. Provided counselling and advice on organizational model, retention of employees, talent acquisition, HR dos and don'ts for growing companies.



Making your products move

### 2015 - Job house / salary policy

Reviewer and co-creator of a new international salary system and related job house, in line with the ambitions of the company (Container Centralen).



### 2012 - Interim HR Management

Further professionalize HR by developing HR instruments; job families, performance management, reward system and a company business academy. Implementation of a new social intranet. Coach the HR manager in her growth to a more senior role / HR Business Partner.



deRoos

### 2012 - Interim HR Professional

Advice and guide the board of the foundation in an important reorganization (avoid bankruptcy). Help resolve some very complex and mismanaged cases of long term illness. Instruct and support management in a new way of working, with management being responsible for HR Management.



### 2011 – Professionalization HR

Professionalize HR policies for the Dutch Rowing Association, commissioned by the Dutch Sports Foundation NOC\*NSF. Job descriptions and implementation of Performance Management cycle. Advice the general manager on policy decisions and implementation.



### 2010 – Job Matrix and Salary Structure

Developed a company specific Job Level Matrix, conducted a reward survey and developed a competitive salary structure. Gave advice on policy choices and implementation.



### 2010 – Job description / Job evaluation

Draw up job descriptions in a new format. Contribute to the internal project team as a sparring partner on format, technical and practical implications.

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## Prior experience in paid employment

2007/09 – 2010/10

*Randstad HR Solutions*

### **Manager Human Resources (Randstad HR Services)**

- Responsible for Human Resources Management in a new operating company in the Randstad group in the Netherlands (600 employees, 7 locations)
- Build up the HR-organisation (people / structure) and HR-instruments within a limited timescale (since January 1, 2008 the company was separated from Randstad Nederland)
- Active role (HR-stream leader) in outsourcing deals, mergers & acquisitions, the integration of companies, including negotiations with trade unions and work councils, due diligence research, labour agreement harmonisations and employee communication (3 take overs)
- Member of the management team, advising the Managing Director and directors on HR issues, counterpart of the works council
- Responsible for change management / cultural integration of several companies towards a single integrated company profile
- Responsible for the rapid divestment of three parts of the organisation and dismantling of the remaining company from the HR and employee communication perspectives, including negotiations with trade unions and constructing a social plan

2006/02 – 2007/08

*Randstad Nederland*

### **Senior Consultant Compensation & Benefits**

- Responsible for a state of the art policy on compensation & benefits, rewards & performance management, including implementation and communication
- Responsible for the integration/harmonisation of labour agreements at acquisitions and insourcing of activities

11/2002 – 02/2006

*VSM Geneesmiddelen*

### **Head of Human Resources**

- Developing, implementing and monitoring (strategic) Human Resources policy
- Development and implementation of personnel policies and the HR-instruments, the employment conditions, communication on these items towards employees and management
- Together with the Managing Director responsible for the interaction with the works council
- Project leader of projects on labour time management, health, communication, culture change and employability & mobility
- Active role in the project team responsible for new strategic course and branding strategy of the company
- Responsible for management development and training
- Developing and producing (structural and tailor-made) management information
- Chairman of several committees, such as the pension committee and the job evaluation committee
- Head of the HR department comprising 5 team members (overseeing a budget > € 700,000,-- (including managed contracts: > € 2 million))

02/2002 – 11/2002

*VSM Geneesmiddelen*

### **Consultant Compensation & Benefits**

- Optimising the labour conditions, regulations and procedures and implementation of these
- Development of HR policies and procedures (e.g. training policy, appraisal system, competency model)
- Keeping up with relevant laws and legislation and translating them into consequences for the company (e.g. health, labour law, fiscal affairs)

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05/1998 – 11/2002

*Heemstra BeloningsManagement (reward management)*

## **Consultant Reward Management**

- Managing and participate in projects aimed at developing integrated reward instruments for diverse clients, including consultation with the works council, implementation and training
- Job definition and evaluation; development and implementation of job evaluation systems
- Development of bonus systems and salary structures
- Conducting research in the field of labour agreements (reward), collective labour agreements and reward indications for specific functions and reporting the results
- Development of systems for competence management and development
- Development of systems for performance management / appraisal and training management in the use of these systems
- Carrying out cost calculations of modified labour conditions and benefits
- Responsible for client satisfaction, acquisition of new projects and the realisation of monthly and yearly budget goals

## **EDUCATION AND COURSES**

### 1997 - 2014 **In company and external courses**

Different providers, many courses followed on content (f.i. pensions, strategic human resources, works councils, job evaluation) and skill development (f.i. leadership, consultancy, performance management, coaching)

### 1992 - 1997 **Social- and Organizational psychology**

Leiden University

- Some relevant courses: organizational change, group dynamics, personnel psychology, labour- and organization psychology, social psychology, research techniques.
- Graduated in theoretical research route. Thesis concerned an experimental study into group behaviour and influence. The internship involved a questionnaire investigation on the impact on the work perception of police officers with an increasing diversity at the police force (LSOP).

### 1986 - 1992 **Pre-university education**

Ashram College in Alphen aan den Rijn

Classes: Dutch, English, French, History, Geography, Economics, Mathematics.

## **VARIOUS**

### *Computer skills*

Excellent knowledge of any common application, such as MS Office (Word, Excel, PowerPoint) and Internet Explorer. HR system(s), financial and data savvy.

### *Language skills (verbal and written)*

Dutch: Fluent (mother tongue)

English: Good

### *Interests*

Family activities, culture (theatre), music (listening), play the drums, running, travelling and games.

### *References*

Available on request