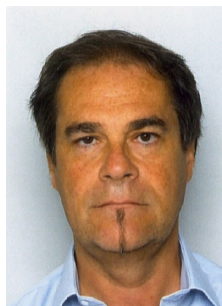


## Europass Curriculum Vitae



### Personal information

**First name(s) / Surname(s)** **Philippe Antoine André Vermeulen**  
**Address** Parklaan 34  
 B-8430 Middelkerke (Belgium)  
**Telephone(s)** +32 59 314959 / +32 2 7905357 **Mobile** | +32 479793236  
**E-mail(s)** philippe.vermeulen@p-o.belgium.be  
**Nationality** Belgian  
**Date of birth** 31/01/1957  
**Gender** Male

### Work experience

**Dates** 01/10/2009 →  
**Occupation or position held** Adviser general  
**Main activities and responsibilities** Organisational & Personnel Development  
**Name and address of employer** Federal Public Service on Personnel & Organisation  
 51, Wetstraat, 1040 Brussels (Belgium)  
**Type of business or sector** Administrative And Support Service Activities

**Dates** 01/09/2008 - 30/09/2009  
**Occupation or position held** Principal Administrator  
**Main activities and responsibilities** Legal Framework, Civil Service , Justice in IPA- and ENPI-countries  
**Name and address of employer** OECD/ GOV-SIGMA  
 2, rue André-Pascal, 75775 Paris Cedex 16 (France)  
**Type of business or sector** Activities Of Extraterritorial Organisations And Bodies

**Dates** 01/01/2008 - 30/08/2008  
**Occupation or position held** Senior government official  
**Main activities and responsibilities** Belgian representative at Public Governance Committees in OECD  
 Belgian representative at Enlarged Working Party on HR in OECD  
 Interfederal Relations between federal authority and regional authorities in HR matters  
**Name and address of employer** FOD P-O  
 51, Wetstraat, 1050 Brussels (Belgium)  
**Type of business or sector** Administrative And Support Service Activities

**Dates** 01/07/2006 - 31/12/2007  
**Occupation or position held** Senior government official  
**Main activities and responsibilities** Managing and policy development on federal Senior Civil Service  
**Name and address of employer** FOD P-O  
 51, Wetstraat, 1040 Brussels (Belgium)  
**Type of business or sector** Administrative And Support Service Activities

**Dates** 01/03/2006 - 30/06/2006  
**Occupation or position held** Senior government official

Main activities and responsibilities	developing policy and financing of Planning & Selection Workforce
Name and address of employer	FOD P-O 51, Wetstraat, 1040 Brussels (Belgium)
Type of business or sector	Administrative And Support Service Activities
Dates	01/07/2005 - 28/02/2006
Occupation or position held	Senior government official
Main activities and responsibilities	Secretary to the Cabinet Office of the federal Minister of Environment and pensions - Modernisation Social Security Management - Contract management public bodies dealing with social security
Name and address of employer	federal Minister of Environment and pensions 1, E. Blerotstraat, 1070 Brussels (Belgium)
Type of business or sector	Public Administration And Defence; Compulsory Social Security
Dates	15/02/2004 - 30/06/2005
Occupation or position held	Senior government official
Main activities and responsibilities	policy adviser on Pensions to the Cabinet Office of the federal Minister of Pensions and Employment
Name and address of employer	federal Minister of Pensions and Employment 62, Wetstraat, 1040 Brussels (Belgium)
Type of business or sector	Public Administration And Defence; Compulsory Social Security
Dates	01/09/2003 - 14/02/2004
Occupation or position held	Senior government official
Main activities and responsibilities	Policy Advisor on Planning and selection
Name and address of employer	FOD P-O 51, Wetstraat, 1040 Brussels (Belgium)
Type of business or sector	Administrative And Support Service Activities
Dates	01/08/2000 - 30/08/2003
Occupation or position held	administrator Council of State
Main activities and responsibilities	Daily management Council of State Budgetary Officer Organisation of Councils of State and Supreme Administrative Court of the EU
Name and address of employer	Council of State 37, Wetenschapsstraat, 1040 Brussels (Belgium)
Type of business or sector	Administrative And Support Service Activities
Dates	01/12/1999 - 31/01/2001
Occupation or position held	independant senior expert Cabinet Office federal Minister of the Interior
Main activities and responsibilities	consultant on police reform and implications on civilian personnel
Name and address of employer	federal Minister of the Interior 20-26, Koningsstraat, 1000 Brussels (Belgium)
Type of business or sector	Public Administration And Defence; Compulsory Social Security
Dates	01/09/1999 - 30/08/2000
Occupation or position held	Senior government official
Main activities and responsibilities	Consultancy preparing Copernicus modernisation process for the federal administration
Name and address of employer	FOD P-O 155, Wetstraat, 1040 Brussels (Belgium)
Type of business or sector	Administrative And Support Service Activities
Dates	01/07/1998 - 30/08/1999
Occupation or position held	Senior government official
Main activities and responsibilities	Deputy Director to the Cabinet Office of the federal Minister of Civil Service Affairs - Policy

Name and address of employer	development and implementation on Civil Service Affairs federal Minister of Civil Service Affairs 155, Wetstraat, 1040 Brussels (Belgium)
Type of business or sector	Public Administration And Defence; Compulsory Social Security
Dates	15/12/1994 - 30/06/1998
Occupation or position held	Senior government official
Main activities and responsibilities	Daily Management of the cabinet office of the Secretary General of the federal Ministry of Civil Service Affairs - policy development
Name and address of employer	federal Ministry of Civil Service Affairs 155, Wetstraat, 1040 Brussels (Belgium)
Type of business or sector	Administrative And Support Service Activities
Dates	15/06/1986 - 14/12/1994
Occupation or position held	junior, middle management & senior government official
Main activities and responsibilities	public consultancy on organisational development budgetting and spending logistics policy development regional Minister of the Interior application and deciding on Linguistic policies
Name and address of employer	Ministry of the Interior / Flemish Ministry of the Interior 1, Leuvenweg / 70, Wetstraat/ Regentlaan, 1000/1040 Brussels (Belgium)
Type of business or sector	Public Administration And Defence; Compulsory Social Security

### Education and training

Dates	01/10/1981 - 30/06/1985
Title of qualification awarded	master in Political Science
Principal subjects / occupational skills covered	major: Public Administration
Name and type of organisation providing education and training	Vrije Universteit Brussel (University) 2, Pleinlaan, 1050 Brussels (Belgium)
Level in national or international classification	ISCED 6
Dates	01/09/1985 - 30/06/1986
Title of qualification awarded	Special Master in Social Law
Principal subjects / occupational skills covered	major: Social Law
Name and type of organisation providing education and training	Vrije Universiteit Brussel (University) 2, Pleinlaan, 1050 Brussels (Belgium)
Level in national or international classification	ISCED 6
Dates	01/10/1987 - 30/06/1988
Title of qualification awarded	Special Master in Administrative Law
Principal subjects / occupational skills covered	major: Administrative Law
Name and type of organisation providing education and training	Université libre de Bruxelles (University) Av. Solbosch, 1050 Brussels (Belgium)

Level in national or international classification ISCED 6

**Personal skills and competences**

Mother tongue(s) **Dutch**

Other language(s)

Self-assessment  
European level (\*)

**English**

**French**

**German**

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C1	Proficient user
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
B1	Independent user	B2	Independent user	B1	Independent user	B1	Independent user	A2	Basic User

(\*) [Common European Framework of Reference \(CEF\) level](#)

Social skills and competences

networking  
team work & team spirit  
good ability to work in and to adapt to multicultural environments gained through missions abroad now and in the past  
good communications skills  
good co-ordination between administration and continuous learning through the learning organisation

Organisational skills and competences

proven leadership  
sense and experience of organisation both on human resources side as on material side, including workshops and conference  
good experience in project management  
good experience in policy making and implementation  
good experience in budgetting from policy till execution

Technical skills and competences

responsible for quality implementation and management (CAF, BSC, EFQM)

Computer skills and competences

proficiency Word & Outlook  
good basic user of Excel  
basic user of Access

Artistic skills and competences

stone sculpting through art academy (5 years certified training)  
steel sculpting  
drawing

Other skills and competences

sailing  
basket: responsible for youth league teams

Driving licence(s) B

**Additional information**

several publications on public administration  
membership of an international NGO ("EUROPA")  
participation as an expert to seminars of Council of Europe, OECD/GOC, OECD/Mena  
Belgian representative on the Public Governance Committee and Enlarged Working Party on HRM

**Annexes**

Publications/ publications

university final papers/ thèses universitaires

De sociale actie in de openbare sector. Een juridische en politieke benadering (1985)

Social action in the Public Sector: L'action sociale dans le secteur public: une approche  
A Judicial & Political Approach juridique et politique

De bedrijfsbezetting in de openbare sector. Een juridische anticipatie (1986)

The Occupation of Work Sites in the L'occupation des lieux de travail dans le secteur public:  
Public Sector: An Judicial Anticipation une anticipation juridique

L'emploi des langues en matières sociales après les arrêts de la Cour d'Arbitrage. Doctrine, Doctrine,  
jurisprudence et applications pratiques (1988)

The Use of Languages in Social Matters after the Judgements of the Cour d'Arbitrage. Doctrine,  
Statute Law & Practical Applications

professional paper dissertation professionnelle

Management en de overheid. Bestuurlijke vernieuwing binnen de overheidssdiensten (1994)

Management and the State. Le Management et l'Etat: le renouveau administratif au sein  
Administrative Renewal Within the de l'administration publique  
Public Administration

Articles & contributions already published/ Liste d'articles et contributions publiés

1994 Autonomie à la carte: de agencies , Tijdschrift voor Bestuurswetenschappen, p.443-452  
(translation: Autonomy as you choose: the agencies/ traduction: Autonomie à la carte: les agences)

1995 Kwaliteitszorg, prestatiegericht en klantvriendelijkheid binnen het federaal Openbaar Ambt. Een  
overzicht van de reeds genomen initiatieven, Tijdschrift voor Bestuurswetenschappen, p.296-302  
(translation: Quality, performance and customerfriendliness in the federal public services. An  
overview of the undertaken measures)  
(traduction: La qualité , la performance et la receptivité au sein des services publics fédéraux. Un  
aperçu des initiatives déjà prises)

Fonction publique et gestion de l'économie, acts of the colloquy on the role and the structure of the  
civil service in a democratic state / actes du colloque sur le rôle et la structure de la fonction publique  
dans un Etat démocratique ,Portoróz (Slovenia/ Slovénie), june/juin 1994, Council of Europe/ Conseil  
de l'Europe, Strasbourg, 1995, p.17-38

La Belgique: un pays à 6 vitesses. L'organisation du statut des fonctionnaires selon le principe d'un  
règlement fondamental de base et 6 variations sur le même thème, colloquy Council of Europe on "the  
civil service systems: the European experience/ colloque Conseil de l'Europe sur "Les systèmes de  
fonction publique: l'expérience européenne", Genève, 26-27 octobre 1995

1996 Des agents publics en Europe. Personnels de l'Education. Belgique, Vade-Mecum des agents publics en Europe, série Personnels de l'Education des Rencontres européennes des Fonctions publiques, janvier 1996, Paris, 40 pp.

Citizens' Charter and Quality Measures in the Belgian Federal Civil Service, HILL/KLAGES (éd.), Quality, Innovation & Measurement in the Public Sector, Peter Lang Verlag, Frankfurt-am-Main, série Beitrage zur Politikwissenschaft, n° 64, 1996, p.77-96

Het Russisch ambtenarenstatuut op het kruispunt tussen nomenklatura en korporatisme, Tijdschrift voor Bestuurswetenschappen, p.296-302

(translation: The statute law of the Russian civil servants at a cross-road between nomenklatura and corporatism)

(traduction: Le statut des fonctionnaires russes au carrefour entre le nomenklatura et le corporatisme)

1997 De toegang van niet-Belgen tot de overheidsdiensten. Het probleem van deelname aan de staatsmacht als beslissend criterium en andere vraagstukken. Tijdschrift voor Vreemdelingenrecht, april 1997, nr.4(1996), p.303-316

(translation: The entry of non-belgians to the Civil Service. The problem of the participation to the public authority and other questions)

(traduction: L'accès des non Belges à la fonction publique. Le problème de la participation à l'autorité publique et autres questions)

1998

Het Algemeen Principes KB en zijn spin-offs. De verschillende ambtenarenstatuten in België: een aanzet tot intern vergelijkend administratief recht., Tijdschrift voor Bestuurswetenschappen, 1998, 2, februari 1998, p. 90-96

("The royal decree on the general principles and its spin-offs. The different statutes of the civil servants in Belgium. The starting point for internal comparative administrative law")

(" L'arrêté royal sur les principes généraux et ses spin-offs. Les différents statuts des fonctionnaires en Belgique. Le point de départ pour un droit administratif interne comparé")

Les fonctionnaires au seuil du 21ième siècle: serviteurs de l'intérêt général, managers ou hommes d'affaires?. Contribution pour/ paper for the annual conference of the European Group of Public Administration (EGPA-GEAP), Leuven, 10-16th September 1997, 27pp.

Published as: The civil servant, society and the citizen in quest for good ethical behaviour in EGPA yearbook, HONDEGHEM, A. (red.): Ethics and Accountability in a Context of Governance and New Public Management, KUL, IOS Press, 294 pp., p.171-187

Service public, service universel, service réservé, service minimal: quel service pour le public? L'Européanisation des notions de service public et de fonctionnaire en Belgique, contribution pour le colloque international sur les nouvelles notions dans les services publics organisé à/ paper for the international colloquy organised on the new notions in public service, Limoges par/ by EUROPA (Entretiens réguliers universitaires en Europe), 22nd November 1997, 48pp.

("The public service, universal service, reserved service, minimal service: what service for the public? The Europeanisation of the notions "public service" and "civil servant" in Belgium")

Published in PAULIAT (éd.): L'avenir des missions de service public en Europe, Université de Limoges, Faculté de Droit & des Sciences économiques; Ecole doctorale, PULIM, 1998, 250 pp., p. 105-176

1999 Ethics as a Tool to Fight Corruption. A General Approach. Contribution pour/ paper for the International Seminar of the International Institute of Administrative Sciences and the Public Administration Institute for Turkey and the Middle East in Ankara 15-17th October 1997, 18 pp. Published in IISA- IIAS, Brussels, La corruption politique et administrative – Political and administrative corruption, 1999, 275 pp., p.199-223

2000 Ambtelijke Ethiek, waarden & gedragscodes, 4Instance, jan-mrt 2000,p.45-47 ( Civil Servant Ethics, Values & Codes of Conduct/ Ethique de fonctionnaires, valeurs & codes de conduite)

2009:

Administration and Territory in Europe: Public Services and Distribution of Competencies - presentation at Budva Conference organised by Sigma (March 2009)

Professionalism in the civil service: a key component of the good public governance - presentation in Budapest (April 2009)for the conference organized by the KSZK on Changing Public Service in a Changing World

articles and contributions awaiting publishing/ articles et contributions à être publiés

none

Last update / dernière actualisation : 10/06/09