

Resumé Roger Leenders



Personal data

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Civil state Unmarried, no children
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Also refer to <http://www.linkedin.com/in/rogerleenders>
Video introductions <https://youtu.be/aTSLQtyHU7c> and <https://youtu.be/x2vp0KqRWCA>
Sorry, both in Dutch!



Education

1977-1985 Near Eastern Archaeology [University of Amsterdam/Freie Universität Berlin]
1971-1977 Grammar school ('Gymnasium α '), Stedelijk Lyceum & Havo Maastricht

Vocational training

1998-2000 Executive MBA/MBI, Erasmus University/Rotterdam School of Management (RSM)
1994-1996 Master degree Total Quality Management (2 years), Hasselt University (Belgium)
1993-1998 Courses on information technology, Open University, Amsterdam
1990-1991 Software programming (C and 4GL database engines in a Unix system environment)

Other courses/degrees/awards

- Certified quality system manager (SKO certified since 1997, level 3 (Academic))
- Certified quality EOQ systems (European Organization for Quality, since 22-08-2000)
- Prince2 Project management ('Foundations' certificate july 2001, 'Practitioner' certificate october 2001)
- Internal auditor course EFQM-model
- Process modelling Protos 5.0 software tool
- Private pilot licence (PPL), SEP(A)
- Theoretical exams Airline Traffic Pilot Licence (ATPL)

Language proficiency

Dutch (native speaker), German (excellent), English (good), French (passively good)

Profile

In the past 20 years, after previous experience in an academic-historical discipline and in the ICT world, I have indulged my broad interests and eagerness to learn in a number of very different environments within the domain of **quality management, process management & compliance** (manufacturing, semi-government, business services, training/advice, curative care, transport).

Colleagues and managers regard me as an honest and cooperative team player. Not only my professional expertise is noted, but also my passion for the profession and my kind of humor, which I bring to bear when discussing issues with my coworkers. My written and oral communication skills are positively stated, next to my large professional network. Even when under pressure I am able to deliver products of high quality. Cooperation with me is rated as pleasant, amicable and professional.

I developed a more than adequate organizational sensitivity and take responsibility to proactively 'tackle' issues that stand in the way of the achievement of organizational goals. In that way I deliver my share to the organizational ambition.

By implementing and monitoring quality and safety systems - but also by working on the quality culture of an organization - I shield organizations from risks in the area of standard compliance, safety and legal requirements. I therefore help to secure the 'license to operate' of the organization.

Employers

2015 – Present As a self-employed **Quality Management consultant (Q4y 'Quality for you' (www.q4y.nl))** I offer my clients '*process and people oriented quality management*'. In most cases I take on my assignments on my own, as a single consultant, but I also cooperate with several of my network connections in small teams to broaden the field of expertise. My work domain comprises quality management, risk management, process management, educational activities. Active experience with the following standards: ISO9001, ISO14001, ISO26262, ISO17024, ISO15224, ISO27001.

Recent assignments: presently (Q4 2018/Q1 2019) I am hired by the **Port of Rotterdam** (Port Development department (www.portofrotterdam.com)) to boost their process model. It is my task to regroup the processes that exist around the many complex port development projects and to depict them in a concise, comprehensible and accurate form.

For another customer, the ICT examination and certification agency **EXIN** in Utrecht (www.exin.com) I keep a monitoring eye on the ISO9001:2015 and ISO27001:2013 certification schemes.

During the summer months of 2018 I assisted another customer, the **Flevoziekenhuis hospital** in Almere, to achieve recertification against the international hospital quality scheme Qmentum, under the auspices of NiAZ.

The summer of 2018 also saw a completely new line of activities for Q4y: for **NCOI** (<https://www.ncoi.nl/>) I became a teacher (face-to-face) in several modules of their vocational training programs, all centering on process management & quality management.

For a review of my **order portfolio in 2018** please refer to (in Dutch): <https://q4y.nl/opdrachten/in-2018-had-q4y-eeen-mooie-orderportefeuille/>

Also refer to my LinkedIn-profile for the most recent order status: www.linkedin.com/in/q4yqualityforyou .

Earlier in **2018** I acted as ‘quality conscience’ in the end phase of a large innovative project of **NedTrain** Refurbishment & Overhaul, Haarlem (long term maintenance and refurbishment of the rolling stock of the Dutch railway system).

2017: The year 2017 has been devoted to the automotive industry: for **Inalfa Roof Systems** (*1st-tier-supplier*), I cooperated in the initial implementation of a sizeable new standard for (electrotechnical) functional safety (ISO26262).

Side lines:

- **Chief editor ‘Nieuwsbrief Kwaliteit’** [Quality Management newsletter]
- **Chief editor online ‘Kennisbank Kwaliteit’ WEKA publishers** [On-line knowledge database]
- **Teacher Schouten & Nelissen University** [Master degree program Quality Management]

2013-2015: Development of a risk management manual for a large health care organisation in Maastricht. Earlier, in 2014, I fulfilled a process management role at NedTrain Refurbishment & Overhaul, Haarlem (long term maintenance and refurbishment of the rolling stock of the Dutch railway system). This assignment (april-september 2014) consists of the renewal of all process descriptions and an overall consistency check of the process management system of RLW (‘Revisie Loopwerkbedrijf’, one of the divisions of NedTrain Haarlem). I also prepared RLW for an external audit by the government inspectors (IL&T, renewal of the ‘werkplaatserkenning’ = licence to operate).

2010 – 2012 **Quality manager & patient safety manager [Bestuursadviseur Kwaliteit & Veiligheid], BovenIJ ziekenhuis, Amsterdam-Noord** [general hospital, ca. 300 beds, 900 FTE], reporting to general manager (Raad van Bestuur)

- **Policy and strategy** development concerning patient safety and quality system;
- Development of **Planning & Control** Cycle for quality & patient safety (monitoring system);
- Timely delivery **of KPI's** as required by external regulators and health insurance companies;
- Maintenance of existing quality system (extensive **internal audit system** and **corrective action deployment**);
- Development of new extensions of the quality system (**incorporation of new regulations** [e.g. privacy regulation, information security,];
- Implementation of **safety management system** according to national hospital guidelines (VMS);
- **Improving the existing patient safety attitude** (e.g. hygiene, operation theatre procedures, customer awareness);
- **Safeguarding the external certification status** (NIAZ) of the hospital.
- **Safeguarding the licence to operate** of the hospital (inspection visits by the IGZ [governmental Health Inspectorate])

2008 – 2010 **Manager Quality & Environment, Maandag BV**

[Temporary workforce deployment agency, reporting to CEO]

- Revitalised the moribund **ISO9001 quality management system**.
- **Managed the quality assurance team** (audit program, complaint handling, environmental management system).
- Developed the **ISO14001 environmental management system**.
- Organized the **NEN4400-1 certification** for all 14 sub-companies of 'Maandag' (financial integrity certificate).

2006 – 2008 **Senior consultant/trainer, Schouten&Nelissen (KDI)**

[Managerial training provider, 650 FTE]

- I regularly conducted **training** sessions for a wide variety of customers (both industry, service and government agencies) on the structure and implementation of several certification schemes, skill training on the organisation and conduct of internal audit schemes, organisation and conduct of customer satisfaction management and quality planning.
- Besides my operational roles at KDI, I was involved in the **marketing** side of the business.
- Teacher in the certified 2 year **Master Course Quality Management** (MKM)

2002 – 2006 **Quality Manager, Gouden Gids BV**

[Yellow Pages, 600 FTE]

- Initiation and coördination of a number of projects around the European Business Excellence model (EFQM): employee satisfaction programm, customer

satisfaction programm, process improvements related to back-office processes, Business Excellence self assessment programm, HR policy implementation, process modelling (of primary and secondary processes), reorganizing and streamlining of the sales manual (realigning all business rules & interfaces with back office systems), culture change advisor of the 'Golden Spirit' programm.

- 2000 – 2002 e-Learning Consultant [parttime], @Vision – 'corporate e-learning' BV**
[e-learning organisation, 6 FTE]
- 2001 – 2002 Quality Assurance Specialist, Ordina Sociale Zekerheid bv**
[information technology for the Dutch social security system, 600 FTE]
- 1997 - 2000 Quality Manager, Cadans Informatisering/Relan ICT bv**
[Predecessors of Ordina Sociale Zekerheid, 500 FTE]
- 1993 - 1997 Quality Manager, Keyprocessor bv**
[Development, production and marketing of time registration software & devices and parking equipment, 60 FTE]
- 1991 – 1993 Software programmer, Business Solution Partners**
[Software house, specializing in the development and marketing of time registration software]

Major vocational training programmes

Master programm Total Quality Management

'*Masteropleiding Integrale Kwaliteitszorg (MIKZ)*' course (1994-1996), a very comprehensive and intensive two-year study programm, organized by the Limburgs Universitair Centrum (LUC) in Diepenbeek (Belgium), now Hasselt University. Classes on all relevant quality management themes (process management, statistics, marketing, improvement methodologies, Six Sigma, Lean (5S), Theory of Constraints, cost management, project management, customer satisfaction research). Each course subject entailed a written paper in which a satisfactory grasp of the subject matter had to be demonstrated. A sizable part of the course was spent on 'soft skills' (teambuilding, conflict management, presentation techniques).

End thesis on Customer Satisfaction Research in the Dutch business environment.

Erasmus Executive MBA/MBI

RSM (Rotterdam School of Management, Erasmus University, 1998-2000):

Introduction to Information Technology and Information Systems; Managerial Statistics; Organizational Behaviour; Managerial Economics; Managerial Accounting; Financial Management; Operations Management; Business Law; HRM; Strategic IT Planning; Project Management; International Business Law; International Marketing; Information technology; economic policies in the USA; Financial Institution Management; Agile Organizations; Financial Risk Management; Electronic Commerce; Geopolitics; Communication Skills Workshop; Management and control of ERP Implementation; Business Telecommunications; Negotiations and Leadership; Corporate

Finance; Organizational Development and Change; Mergers and Acquisitions; Strategic Management; Scenario Planning Workshop.

As part of this MBA course I spent one month in Atlanta, Georgia, (Georgia State University, summer camp).

Another highlight of the program was the Executive Field Survey, a group assignment in which an international business problem had to be addressed. My study group chose to investigate why a well known Dutch ICT outsourcing organisation had trouble in marketing its core offering in Taiwan.

Networks

- ‘*Nederlands Netwerk voor Kwaliteitsmanagement*’ (NNK) [*Dutch Society for Quality Management*]
- Until recently ‘Senior Member’ of the *American Society for Quality* (ASQ)
- Past member of the *Deutsche Gesellschaft für Qualität*
- Via LinkedIn I am connected to many quality management professionals

Publications

- Many contributions to the loose-leaf quality management publications of WEKA Publishers, Amsterdam.
- Other articles appeared in Dutch, Belgian and ‘European’ quality management magazines (Sigma, Ingenieursblad, European Quality).
- Book publications (partly in cooperation with Jan Maas):
 - E-Quality (WEKA) [on ‘quality management in the internet age’]
 - Wat wil de klant? (WEKA) [on customer satisfaction]
 - Persoonlijk Excelleren (2 volumes WEKA) [on professional skills for quality management professionals]
 - 100 Gouden regels voor kwaliteitsmanagement (Sdu/Academic service) [‘lessons learned’ for quality management professionals]



Voluntary community service

Between 2008 and 2018 I have been involved in poverty alleviation, conducting intakes for the **voedselbank Amsterdam** [food bank].

Hobby

Passionate **private pilot**. Licensed in 2006 (PPL(A), SEP), since then enjoying many flights in Dutch airspace and all over Europe. Several accounts of my flying exploits are published in relevant magazines ('Piloot & Vliegtuig' and 'Pilots & Planes'). ATPL (Airline Traffic Pilot Licence) theory certificate (14 exams, 2013). The second introductory video, mentioned on page 1 of this resumé, combines my flying experience with my views on quality management. Please have a look!