



## PERSONAL INFORMATION

**Name** Santos Brunhoso Cordeiro, Silvério  
**Address** Moinho de Vento Street, 125, 4410-141 S. Félix da Marinha, Granja  
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**E-mail** silveriocrineiro@gmail.com  
**Nationality** Portuguese  
**Date of birth** 4th of December of 1962  
**Sex** Male

## WORK EXPERIENCE

**Date** Since 2018  
**Occupation or position held** Associate Member of OBEGEF (Economical and Fraud Management Observatory)

**Date** Since 2015  
**Occupation or positions held at the present moment** Associate Professor at Fernando Pessoa University  
 Coordinator of the MBA - Advanced Course in Management of Health Organizations and Services, Fernando Pessoa University  
 Regent of the Curricular Unit Methodology of Scientific Work and Advisor of Monographs in Post-Graduation in Aesthetic Medicine, Fernando Pessoa University

**Date** From March 2014 to April 2017  
**Occupation or position held** President of the Administration Board of Centro Hospitalar de Vila Nova de Gaia/ Espinho (CHVNG/E)

**Main activities and responsibilities** The President of the Administration Board must: guarantee that all aims superiorly defined are accomplished, as well as the exercise of all management powers that aren't reserved to other organs and, especially, coordinate the activity of the Administration Board and conduct its meetings; guarantee the correct execution of the Administration Board deliberations; submit for approval or authorization all actions requiring decision of the Government competent members; represent CHVNG/E in and out of court and in arbitral agreement, having the power to designate mandataries for each purpose; practise all delegated competences.

**Employer Name and Address** Centro Hospitalar de Vila Nova de Gaia / Espinho - Rua Conceição Fernandes, 4434-502 Vila Nova de Gaia

**Business Sector** Health

<b>Date</b>	<b>Quadrennium 2017-2020</b>
<b>Occupation or position held</b>	Effective Member of the Definitory of Santa Casa da Misericórdia do Porto
<b>Main activities and responsibilities</b>	The Definitory is the organ of the Santa Casa da Misericórdia do Porto, which is responsible for supervising the proper compliance with the Law, the Commitment and the resolutions taken at the General Meeting; to examine the accounts and their accounting support documents; to consider and issue an opinion on the Activity Report, Budget, Balance Sheet financial statements for each year, as well as on supplementary budgets; decide on any matter that may be referred to it by the Bureau; request the convening of the General Meeting to deliberate on matters within the scope of its powers; authorize the Bureau to carry out unforeseeable expenses in the approved budget, or higher than those provided for in the budget if they are not covered by the budget by transfer of funds or, in so doing, to link future years.
<b>Employer Name and Address</b>	Santa Casa da Misericórdia do Porto, Rua das Flores n.º 15, 4050-265 Porto
<b>Business Sector</b>	Santa Casa da Misericórdia
<b>Date</b>	<b>From 2011 to March 2014</b>
<b>Occupation or position held</b>	Executive Member of the Administration Board of Centro Hospitalar de Vila Nova de Gaia/ Espinho (CHVNG/E)
<b>Main activities and responsibilities</b>	Responsible for the management and planning of Logistics and Operations Unit, which includes the Provision Department, the Logistics and Transportation Department, the Construction and Facilities Department, the Equipment and Electromedical Equipment Department, General and Hospitality Services and the Sterilization Centre. The Logistics and Operations Unit is embedded in the group of services that support and assist healthcare delivery. Its mission consists of ensuring healthcare delivery, regarding the facilities, equipment, provision and logistics proper functioning, in a balanced way, lined up with CHVNG/E mission.
<b>Employer Name and Address</b>	Centro Hospitalar de Vila Nova de Gaia / Espinho - Rua Conceição Fernandes, 4434-502 Vila Nova de Gaia
<b>Business Sector</b>	Health
<b>Date</b>	<b>Since 2015</b>
<b>Occupation or position held</b>	Associate Professor at the Fernando Pessoa University and Coordinator of the MBA in Health Organizations and Services and the MBA - Advanced Course in Management of Health Organizations and Services.
<b>Main activities and responsibilities</b>	Professor in the Curricular Unit of Economics and Management of Health Services in the Degree in Nutrition Sciences, in the Degree in Physiotherapy and in the Integrated Cycle of Dental Medicine. Professor in the Curricular Unit of Leadership and Strategy in Health and in the Seminar of Health Economics in the MBA in Organizations and Health Services. Professor in the Curricular Units of Policies, Systems and Health Management, Leadership and Strategy in Health and Productivity and Management of Health Teams in MBA - Advanced Course in Management of Health Organizations and Services.
<b>Employer Name and Address</b>	Universidade Fernando Pessoa – Praça 9 de Abril, 349 – 4249-004 Porto

<b>Business Sector</b>	University Education
<b>Date</b>	<b>From 2010 to 2011</b>
<b>Occupation or position held</b>	President of Centro Hospitalar Conde de Ferreira (CHCF)
<b>Main activities and responsibilities</b>	Centro Hospitalar Conde de Ferreira is an assistance unit regarding mental health of national and international reference. Hence, the President is responsible for the Hospital transversal management, more specifically he defines the global strategy, guarantees the accomplishment of rigorous criteria, resources rationalization and profitable use, aiming to promote better results and boost the Institution to a sustained success.
<b>Employer Name and Address</b>	Centro Hospitalar Conde de Ferreira - Rua Costa Cabral, 1211, 4200-227 Porto
<b>Business Sector</b>	Health
<b>Date</b>	<b>From 2010 to 2011</b>
<b>Occupation or position held</b>	Executive Member of Health Management Board of Santa Casa da Misericórdia Porto (Hospital da Prelada e Centro Hospitalar Conde de Ferreira)
<b>Main activities and responsibilities</b>	The Management Health Board is the organ that defines the objectives and decides about top management of Hospital da Prelada and Centro Hospitalar Conde de Ferreira. The main goal of the Executive Member is guarantee the prosecution of a responsible management of all available resources, in order to assure the sustainability and good financial results of Hospital da Prelada e Centro Hospitalar Conde de Ferreira.
<b>Employer Name and Address</b>	Hospital da Prelada - Rua Sarmiento de Beires nº 153, 4250-449 Porto Centro Hospitalar Conde de Ferreira - Rua Costa Cabral, 1211, 4200-227 Porto
<b>Business Sector</b>	Health
<b>Date</b>	<b>Since 2010</b>
<b>Occupation or position held</b>	Advanced Level 8 Technician (employment contract for an indefinite period) at Unidade Local de Saúde Matosinhos, EPE
<b>Main activities and responsibilities</b>	Consultant of the Administration Board regarding Human Resources and Professional Education of Unidade Local de Saúde de Matosinhos, EPE.
<b>Employer Name and Address</b>	Unidade Local de Saúde de Matosinhos, EPE – Dr. Eduardo Torres Street, 4464-513 Senhora da Hora
<b>Business Sector</b>	Health
<b>Date</b>	<b>Since 2010</b>
<b>Occupation or position held</b>	Consultant of the Health Regulation Entity (HRE)
<b>Main activities and responsibilities</b>	Consultant of the Health Regulation Entity regarding SINAS (Health Evaluation National System) created to assess in an accurate consistent way, the quality of healthcare delivery in Portugal.
<b>Employer Name and Address</b>	Entidade Reguladora da Saúde - Rua S. João de Brito, 621 L 32 - 4100-455 Porto
<b>Business Sector</b>	Health

<b>Date</b>	<b>From 2009 to 2011</b>
<b>Occupation or position held</b>	Expert of the Ministry of Education and the Ministry of Labor and Social Solidarity for areas of Vocational Education and Training
<b>Main activities and responsibilities</b>	Participation in several meetings with both Ministries to give technical advices regarding education and professional qualification.
<b>Employer Name and Address</b>	Ministério do Trabalho e da Solidariedade Social - Praça de Londres n.º 2, 11.º Piso - 1049-056 LISBOA
<b>Business Sector</b>	Education and Professional Qualification
<b>Date</b>	<b>From 2009 to 2015</b>
<b>Occupation or position held</b>	Professor and Coordinator of Post-Graduations in Advanced Management Systems and in Health Administration and Management, Lusíada University, Porto
<b>Main activities and responsibilities</b>	Responsible for ensuring quality of the post-graduations educational programs, either by periodical assessment and courses accompaniment, or by submitting proposals to open new post-graduation courses.
<b>Employer Name and Address</b>	Universidade Lusíada do Porto - Rua Dr. Lopo de Carvalho 4369-006 Porto
<b>Business Sector</b>	University Education
<b>Date</b>	<b>From 2009 to 2015</b>
<b>Occupation or position held</b>	Assistant Professor at Lusíada University Porto
<b>Main activities and responsibilities</b>	Professor of curricular units that integrate Company Management and Human Resources Courses such as: Knowledge Management, Negotiation, Selection and Recruitment, Qualification and Competences Management and Human Resources Strategy.
<b>Employer Name and Address</b>	Universidade Lusíada do Porto - Rua Dr. Lopo de Carvalho 4369-006 Porto
<b>Business Sector</b>	University Education
<b>Date</b>	<b>From 2009 to 2015</b>
<b>Occupation or position held</b>	Researcher of the I&D CEJEA Unit – Legal, Economical and Environmental Studies Centre of Lusíada University, Porto
<b>Main activities and responsibilities</b>	Researcher of the Human Resources Management and Public Law areas, under the supervision of Full Professor Manuel Lopes Porto.
<b>Employer Name and Address</b>	Universidade Lusíada do Porto - Rua Dr. Lopo de Carvalho 4369-006 Porto
<b>Business Sector</b>	University Education
<b>Date</b>	<b>From 2007 to 2010</b>
<b>Occupation or position held</b>	Professor at Entre Douro e Vouga Superior Institute (ISVOUGA)
<b>Main activities and responsibilities</b>	Professor of Administrative Law curricular unit, in the Solicitor Degree.

<b>Employer Name and Address</b>	Instituto Superior de Entre o Douro e Vouga - Rua António de Castro Corte Real, 4520-909 Santa Maria da Feira
<b>Business Sector</b>	University Education
<b>Date</b>	<b>From 2005 to 2011</b>
<b>Occupation or position held</b>	Invited Professor, equated to Assistant Professor, at Minho University
<b>Main activities and responsibilities</b>	Professor in the following master degrees: Economy and Health Politics; Management of Health Units; Public Administration and Sociology of Organizations. The curricular units were Health Systems and Politics, Human Resources Management and Organizations Performance Assessment. Invited Professor for the Seminars of High Management for Public Administration (CADAP) Courses, regarding Knowledge Management and Competences Management.
<b>Employer Name and Address</b>	Universidade do Minho - Largo do Paço, 4704-553 Braga
<b>Business Sector</b>	University Education
<b>Date</b>	<b>From 2005 to 2010</b>
<b>Occupation or position held</b>	Regular collaborator on "Diário Económico" Editorials, "Notícias APCOR" and "Revista EuropaCork"
<b>Main activities and responsibilities</b>	Regular publications of economic and social articles.
<b>Employer Name and Address</b>	Diário Económico - Rua Vitor Cordon, nº19 - 1200 Lisboa Notícias APCOR - Associação Portuguesa de Cortiça - Avenida Comendador Henrique Amorim, Nº. 580 - 4536 - 904 Santa Maria de Lamas Revista EuropaCork
<b>Business Sector</b>	Press
<b>Date</b>	<b>Since 2000</b>
<b>Occupation or position held</b>	Both Coordinator and Professor of Post-Graduation Courses in School Administration and Adults Education and Qualification, accredited by the Scientific-Pedagogical Council of Continuous Qualification (Education Ministry)
<b>Main activities and responsibilities</b>	Responsible for looking after programs quality, periodical assessment and accompaniment of the implemented curricular programs.
<b>Employer Name and Address</b>	Escola Superior de Biotecnologia - Rua Dr. António Bernardino de Almeida, 4200-072 Porto
<b>Business Sector</b>	University Education
<b>Date</b>	<b>From 2000 to 2003</b>
<b>Occupation or position held</b>	Both Coordinator and Professor of Post-Graduation Courses in School Administration and Adults Education and Qualification, accredited by the Scientific-Pedagogical Council of Continuous Qualification (Education Ministry)
<b>Main activities and responsibilities</b>	Responsible for looking after programs quality, periodical assessment and accompaniment of the implemented curricular programs.
<b>Employer Name and Address</b>	Instituto Superior Politécnico de Gaya - Av. dos Descobrimentos, 333 · 4400-103 Santa

<b>Business Sector</b>	Marinha - Vila Nova de Gaia University Education
<b>Date</b>	<b>From 1998 to 2000</b>
<b>Occupation or position held</b>	Executive Member of the Fiscal Committee at Cooperativa de Ensino Politécnico, CRL (EPE)
<b>Main activities and responsibilities</b>	Responsible for controlling and auditing Financial Demonstrations, as well as guaranteeing that the Management report and its appendixes are legal.
<b>Employer Name and Address</b>	Cooperativa de Ensino Politécnico, C.R.L. (CEP) - Avenida Descobrimentos 333, 4400-103 Vila Nova de Gaia
<b>Business Sector</b>	University Education
<b>Date</b>	<b>From 1997 to 2011</b>
<b>Occupation or position held</b>	Head of Professional Qualification Centre of Cork Industry – Cincork (Public National Association) and Head of New Opportunities Centre from 2016
<b>Main activities and responsibilities</b>	Responsible for the Centre global management, whose competences are defined in ordinance N. 758/87, of September the 2nd. President of the Technic-Pedagogical Council, President of the Juri for admitting workers and President of Juri in several National and International Public Tenders of Goods and Services Purchase. Since 2006, as Head of the New Opportunities Centre, I became responsible for implementing and managing Adults Education and Qualification processes.
<b>Employer Name and Address</b>	Cincork – Centro de Formação Profissional da Indústria de Cortiça Rua Alto do Picão - Lugar da Valada, 4536-904 Santa Maria da Feira - Santa Maria de Lamas (Portugal)
<b>Business Sector</b>	Professional Qualification
<b>Date</b>	<b>From 1995 to 1997</b>
<b>Occupation or position held</b>	General Secretary at Cooperativa de Ensino Politécnico, CRL (CEP), founding entity of Polytechnical Institute of Gaya (ISPGAYA)
<b>Main activities and responsibilities</b>	Responsible for the executive management of both organisms. Vice-President of the Social and Community Development of the Superior School and Director of the Degree in Public, Regional and Local Administration.
<b>Employer Name and Address</b>	Instituto Superior Politécnico de Gaya - Av. dos Descobrimentos, 333 · 4400-103 Santa Marinha - Vila Nova de Gaia
<b>Business Sector</b>	University Education
<b>Date</b>	<b>From 1995 to 1997</b>
<b>Occupation or position held</b>	Lawyer, expertise in Labor and Administrative Law
<b>Main activities and responsibilities</b>	Practice of Law in my own office (all kinds of issues, from assessor y and business accompaniment to legal defense of particular clients) – expertise in labor and commercial law.
<b>Business Sector</b>	Lawyer's Office

<b>Date</b>	<b>From 1994 to 2003</b>
<b>Occupation or position held</b>	Assistant Professor at Polytechnical Institute of Gaya (ISPGAYA)
<b>Main activities and responsibilities</b>	Regent of Seminar/ Internship subjects, Public Politics, Portuguese State Organization (Degree in Public, Regional and Local Administration); human Resources Management, Business Legislation, Leadership and Communication and Commercial Societies (Degree in Accountancy and Management), Personnel Management (Degree in Tourism).
<b>Employer Name and Address</b>	Instituto Superior Politécnico de Gaya - Av. dos Descobrimentos, 333 • 4400-103 Santa Marinha - Vila Nova de Gaia
<b>Business Sector</b>	University Education
<b>Date</b>	<b>From 1994 to 1997</b>
<b>Occupation or position held</b>	Human Resources Director of several companies belonging to Amorim Group
<b>Main activities and responsibilities</b>	Responsible for coordinating and managing all human resources area, having as main activities recruiting and selecting, hiring, payroll, professional qualification, performance assessment, motivation and satisfaction of workers, creation and management of procedures.
<b>Employer Name and Address</b>	Grupo Amorim (Sede) – Rua de Meladas, N° 380, Apartado 20, 4536-902 Mozelos
<b>Business Sector</b>	Textile Sector
<b>Date</b>	<b>From 1992 to 1994</b>
<b>Occupation or position held</b>	Human Resources Consultant for several economic groups
<b>Main activities and responsibilities</b>	Responsible for elaborating and accompanying the Human Resource management politics for several economic groups.
<b>Business Sector</b>	Private Sector
<b>Date</b>	<b>From 1989 to 1992</b>
<b>Occupation or position held</b>	Advisor of the Human Resources Department, at the main sector of the Amorim Group
<b>Main activities and responsibilities</b>	Advisor in the coordination and management of all Human Resources area, as well as in the definition of the main strategic guidelines of the following aspects: personnel management; recruitment and selection; career management; qualification and professional development.
<b>Employer Name and Address</b>	Grupo Amorim (Sede) – Rua de Meladas, N° 380, Apartado 20, 4536-902 Mozelos
<b>Business Sector</b>	Cork Sector
<b>EDUCATION AND TRAINING</b>	
<b>Date</b>	<b>2013</b>
<b>Title of qualification awarded</b>	MANAGE Educational Program – Economy, Epidemiology, Management and Law in Health Implemented Models – 30 hours length
<b>Main subjects / occupational skills covered</b>	Based on the main components of Applied Management in Health teaching, the program includes four fundamental themes: Medicines economic assessment; Management in clinical units of hospital services; Clinical pharmacology and Legal environment of health managers

<b>Organisation providing education and training</b>	<p>responsibility. This training action contributes to the continuous improvement of clinical and research practice, in order to face all organizational challenges in a strategic way.</p> <p>Universidade Nova de Lisboa – Escola Nacional de Saúde Pública</p>
<b>Classification</b>	<p>Approved</p>
<b>Date</b>	<p>2013</p>
<b>Title of qualification awarded</b>	<p>Leadership in Healthcare Delivery, 112 hours length (Equivalent to a Post-Graduation)</p>
<b>Main subjects / occupational skills covered</b>	<p>Based on the main components of Applied Management in Health teaching, the program includes fundamental themes, related to strategy, finances, operations, leadership, communication and innovation shown in the classroom through real cases resolution and intervention of invited key player. On the one hand, this allows an effective framework in both current and future contexts of the challenges that future organizations can face, and, on the other hand, this also allows the construction of long term necessary visions and strategies.</p>
<b>Organisation providing education and training</b>	<p>Universidade Nova de Lisboa – School of Business and Economics</p>
<b>Classification</b>	<p>Approved</p>
<b>Date</b>	<p>2010</p>
<b>Title of qualification awarded</b>	<p>Top management Program of AESE Health Institutions (PADIS) 120 hours length (equivalent to a Post-Graduation), promoted by the AESE, in scientific collaboration with Navarra University Clinic</p>
<b>Main subjects / occupational skills covered</b>	<p>This program of professional, organizational and self-improvement aims to train the capacity of one self's articulation and integration in multidisciplinary group works; to exercise the competences of dialogue and respect with peer before real complex problems; to improve the competences of interacting, organizing, motivating and leading people; to update knowledges, expertise and management skills; to enlarge the knowledge regarding several different sides and interactions that constitute the Management of Health Institutions on a perspective of optimization and resource rationalization, to improve the ability to decide, analysing its impact on the other areas of the health system; and to develop a greater capacity to understand the inside reality and social economic context in which the Health System is.</p>
<b>Organisation providing education and training</b>	<p>Associação de Estudos Superiores de Empresa - Escola de Direção e Negócios, com a colaboração científica da Clínica Universitária de Navarra</p>
<b>Classification</b>	<p>Approved with merit</p>
<b>Date</b>	<p>2008</p>
<b>Title of qualification awarded</b>	<p>PhD in Sciences of Administration, area of knowledge in Public Politics and Applied Administration</p>
<b>Main subjects / occupational skills covered</b>	<p>The preparation of the thesis was made under the orientation of Professor José António Oliveira Rocha and Professor Manuel da Silva e Costa. Its theme was "Emergent Organizational Structures of Public-Private Partnerships", approved unanimously with maximum grade.</p>
<b>Organisation providing</b>	<p>Universidade do Minho - Escola de Economia e Gestão</p>



<b>education and training</b>	
<b>Classification</b>	PHD approved unanimously with maximum grade
<b>Date</b>	<b>2007</b>
<b>Title of qualification awarded</b>	Specialization in Associative Dirigisme, 360 hours length
<b>Main subjects / occupational skills covered</b>	This specialization is meant to train managers with an embracing vision of business and able to understand the economic, social, political, cultural, artistic and scientific dynamics and its implications to business strategies and options, allowing all the conditions to develop the necessary competences of management in a global constantly changing market.
<b>Organisation providing education and training</b>	Universidade de Aveiro - Escola Superior Aveiro Norte
<b>Classification</b>	Approved
<b>Date</b>	<b>1996</b>
<b>Title of qualification awarded</b>	Masters Degree in Public Administration
<b>Main subjects / occupational skills covered</b>	The preparation of the essay went under the supervision of Professor Manuel da Silva e Costa. Its theme was "Organizational Change and Performance Assessment: comparative analysis of some public organizations of healthcare area"
<b>Organisation providing education and training</b>	Universidade do Minho - Escola de Economia e Gestão
<b>Classification</b>	Masters DEGREE approved with "Very Good" final classification)
<b>Date</b>	<b>1993</b>
<b>Title of qualification awarded</b>	Post- Graduation Companies Management
<b>Main subjects / occupational skills covered</b>	Post-Graduation Companies Management by the Autonomous Section of Management and Industrial Engineering of Aveiro University
<b>Organisation providing education and training</b>	Universidade de Aveiro - Secção Autónoma de Gestão e Engenharia Industrial
<b>Classification</b>	Post-Graduation approved with final classification of 15 points
<b>Date</b>	<b>1992</b>
<b>Title of qualification awarded</b>	Law Degree
<b>Main subjects / occupational skills covered</b>	Law Degree (Legal-Economic Science), Portucalense University
<b>Organisation providing education and training</b>	Universidade Portucalense
<b>Classification</b>	Approved with 13 points

## PERSONAL SKILLS

**Mother tongue** Portuguese

**Other language(s)**

	UNDERSTANDING				SPEAKING				WRITING
	Listening		Reading		Spoken interaction		Spoken production		
<b>English</b>	B2	Independent User	B2	Independent User	B2	Independent User	B2	Independent User	Independent User
<b>Spanish</b>	B2	Independent User	B2	Independent User	B2	Independent User	B2	Independent User	Independent User
<b>French</b>	C2	Proficient User	C2	Proficient User	B2	Independent User	B2	Independent User	Independent User

(\*)Common European Framework of Reference for Languages

### Communication and social Skills

- Life and working experience in social and business context, in parallel with my knowledges and learning experiences, made me realize that one only reaches solid gains when bearing in mind the others and the social whole;
- Solid success is only reachable with the fixation of goals, targets and strategies that involve people. Social responsibility and sustainable development are mandatory concepts of an effective modern organization values chart;
- Good team work;
- Ability to adapt to new situations/ environments;
- Good communication skills;
- Good speaking skills;
- Ability to adapt to multicultural environments;
- Good communication skills, acquired at international seminars and recreational activities.

### Organisational / managerial skills

- Themes like Leadership, Strategic Guidance, Orientation for Results, Changing and Innovation Management were part of my academic and professional training, but truly tested and understood in concrete realities of my professional experience in different kinds of organization;
- The definition of Mission, Vision and Values, its disclosure and wide alignment, the objectification of its leader, the way of measuring the performance indicators, allow that the organization management, focused on the main perspectives: finances, the customers, processes and Human Resources;
- Good leading skills;
- Good planning abilities;
- Sense of organization.

### Technical skills

- Professional courses teacher;
- Member of the Jury regarding the public tender for career promoting of non-teaching personnel at Superior School of Biotechnology - Catholic University

	<ul style="list-style-type: none"> <li>• Negotiation, conciliation, flexibility, leadership and conflict management skills;</li> <li>• Thoughtful analysis, determines action, synthesis and abstract thinking;</li> <li>• Political intelligence acquired with the experience gained at different ruling scenarios, leading to successfully deal with new situations;</li> <li>• Committed to public service and to the company's best interests, reflecting the values and techniques of business management;</li> <li>• Autonomous regarding decision taking, however, when applicable, conciliating the political definitions made by political power, always aligned with a strong sense of Mission;</li> <li>• Apart from the competences acquired with academic degrees and professional qualification, I underline the obligation of strategic definitions, such as planning (using the strategic planning tools, like Balanced ScoreCard), and guaranteeing a wide alignment of monitoring, of monitoring the execution, as well as budgeting and controlling financial and economical execution (using analytical accounting methods), with severe analysis of deviation - monitoring and assessment.</li> </ul>
<b>Digital competence</b>	<ul style="list-style-type: none"> <li>• Good computer skills from the user's perspective - Word, Excel, Powerpoint, Access, Internet</li> </ul>
<b>Other skills</b>	<ul style="list-style-type: none"> <li>• Sports</li> </ul>
<b>ADDITIONAL INFORMATION</b>	
<b>Professional and Scientific Associations Membership</b>	<p>Member of I&amp;D CEJEA Unit - Legal, Economical and Environmental Studies Centre of Lusíada University, Porto</p> <p>Member of the Portuguese Bar Association</p> <p>Member of the Portuguese administration and Public Politics Association</p> <p>Member of the health and Wine Friends League</p>
<b>Congresses, Conferences, Seminars (Health area)</b>	<p><b>Speaker at the 5th Annual Globe Management Conference – "The management by objectives in CHVNG/E,EPE: consideration about a working methodology"</b> – promoted by the Lisbon University Institute, 22nd and 25th May 2013, Lisbon</p> <p><b>Speaker at the 3rd Conference on Managing Services in knowledge of economy – "The management of a Unit Operations an Operations and Logistics Unit (UOL) with the strategy of the New Public Management: case study of CHVNG/E UOL"</b> – promoted by Lusíada University in Famalicão (article accepted for publication)</p> <p><b>Speaker at the Health Sector in Portugal Seminar – "Health Economic Challenges in Portugal"</b> – promoted by Normédica/Ajutec and Lusíada University in Porto, 10th May, 2010, Exponor, Porto</p> <p><b>Prelector in the Medical Conversations – "The Manager Doctor"</b> – promoted by the Group of Medicine Students of Minho University, with the Medicine Alumni and the Medical District order Section of Braga , April 23rd, 2013, Braga</p>

**Congresses, Conferences,  
Seminars  
(Management area)**

**Prelector in the “Management of Knowledge/ Management of Skills” Seminar**, integrated in the High Management for Public Administration (CADAP) Courses, promoted by Minho University, 17th and 18th June 2011, Braga

**Speaker in the “Transforming waste in productivity: Change today to win tomorrow!” Seminar**, promoted by the Portuguese Cork Association, 2010, Sta. Maria de Lamas

**Speaker in the International Cycle of Conferences “The cork stopper and the wine” – Management of stakeholders relationships**, promoted by Assembly of Wine Tasters of Alentejo Region, 2009

**Speaker at the “Premier Dialogue Euro Méditerranéen de Management Public (1er MED)” with the communication “Structures Organisationelles Émergentes de Partenariats Public-Privé”**, 11th and 12th October 2008, Aix-au-Provence, France

**Speaker at the “Incentives to bilateral Brazil-Portugal business”**, promoted by the Entre Douro e Vouga Business Council, in the I Meeting of Brazil-Portugal Business Opportunities, March 7th, Santos, Brazil

**Speaker at the Organizational Intervention and Human Resources Management**, promoted by the Social Sciences Institute of Minho University, May 26th, 2006, Braga

**Speaker at the Technology Mapping – Management of Business Host Areas/ Industrial Areas**, promoted by the Aveiro Norte Program – Aveiro University, regarding the AAE/ZI Management Courses, March 29th 2006, Hat Museum, S. João da Madeira

**Speaker at the “Business to Business Cooperation – Business competitiveness backup instrument” with the communication “The cooperation as method of strategic/international development”**, promoted by the Business Association of Sta. Maria da Feira, November 30th, ISPAB, Paços de Brandão.

**Moderator at the Seminar entitled “Public Entrepreneurship - from Idea to Adjudication”**, ISPGAYA Auditorium, January 12, 1999, Vila Nova de Gaia

**Speaker at the Thematic Meeting “Quality and Human Resources”, with the communication “Quality Management”** held at the Hotel Nova Cruz, March 25, 1998, Santa Maria da Feira.

**Speaker at the VIII International Seminar of SI - RC - 10 of ISA held at the University of Minho**, on the theme: **“Participation and Culture in Organizations”**, with the communication **“Participation and Performance Evaluation”**, June 30, 1995, Braga.

**Congresses, Conferences,  
Seminars  
(other areas)**

**Speaker at the “1st International Congress of Entre Douro e Vouga”, with the communication “Professional Training and Competitiveness of Companies”**, promoted by the Business Council of Entre Douro and Vouga, October 20, 2006, Europarque, Santa Maria da Feira.

**Speaker at the Seminar “The Cork Industry in Portugal - Competitiveness, Skills and**

**Training"**, promoted by the Institute for Quality in Training I. P., 27 October 2005, Europarque Congress Center, Santa Maria da Feira.

**Speaker at the "Business Panel - Training and Qualification"**, integrated in the Business Fair - I Economic / Institutional Meeting, May 19, 2005, Europarque Congress Center, Santa Maria da Feira.

**Speaker at the Seminar "The Cork Industry and Vocational Training"**, where he presented a communication on **"Professional Training and the Cork Industry - The Role of Cincork"**, integrated in FEICOR, July 16, 2004, Lourosa.

**Speaker at the Seminar "A New Labor Legislation"**, with the communication **"The Impact of Labor Law on Vocational Training"**, promoted by the REDE Program - I.E.F.P./CINCORK, November 19, 2003 - APCOR, Santa Maria de Lamas.

**Speaker at the Seminar "Cork and Globalization"**, with the communication **"The Future of Formation"**, promoted by the REDE Program - I.E.F.P./CINCORK, October 23, 2003 - APCOR, Santa Maria de Lamas.

**Speaker at the Seminar "Partnership in Management - The Case of Cork"**, with the communication **"Cincork - The 2003 Training Plan"** promoted by the REDE Program - I.E.F.P./CINCORK, November 26, 2002 - APCOR, Santa Maria de Lamas.

**Speaker at the "Qualification of Human Resources" Workshop**, with the communication **"Professional Qualification / Specialization"**, sponsored by APCOR, November 13, 2002 - APCOR, St Maria de Lamas.

**Speaker at the Seminar "Cork - Environment Friendly Product?" with the communication "Cincork - Training 2003"**, promoted by the REDE Program - I.E.F.P./CINCORK, October 31, 2002 - CTCOR, Santa Maria de Lamas.

**Speaker at the World Cork and Cork Congress held at the Centro Cultural de Belém**, with the communication **"The Challenges of the Sector Passed by the Training"**, published in the book nº 1445 of June 8, 2000, in Jornal Expresso, 19 on 21 July 2000, Lisbon.

**Moderator at the Seminar "Education for Health - Healthy School"**, which took place at the Salon Nobre dos Bombeiros Voluntários de Esposende, April 16, 1999.

**Speaker at the Thematic Meeting "Marketing in SME's of Cork"**, with the communication **"The main needs of Training in the Cork Sector"**, held at Hotel Nova Cruz, March 6, 1998, Santa Maria da Feira.

**Speaker at the "Freixo de Espada a Cinta: Que Turismo"** Seminary in the Hall of the Câmara de Freixo de Espada à Cinta, May 24, 1997.

**Speaker at the "Regionalization" with the communication "Regional Development"** Paper, held at the Auditorium Dr. António Macedo, Vallis Longus Cultural and Commercial Center, May 9, 1997, Valongo.

**Organization and Participation  
in Congresses, Seminars and  
Conferences**

**Moderator at the Seminar entitled "The surface metro in the Porto Metropolitan Area: What consequences for the Region"**, held in the Auditorium of the Municipal Assembly of Vila Nova de Gaia, April 18, 1997

**Moderator at the Seminar on "Regionalization"** at the Colégio dos Carvalhos, April 6, 1997

**Speaker at the Seminar on "Regionalization", with the communication "Training and Qualification as a Paradigm for the Development of Local Autonomy"**, in the Auditorium of the Municipal Assembly of Gaia Municipal Council, May 03, 1996

**Speaker at the Colloquium "Quality of Personnel / Quality of Tourism", promoted by the Vila Nova de Gaia City Council, which took place in Quinta de S. Salvador, with the communication "Training of Technical Staff and its Importance for Tourism Quality "**, September 27, 1994, Vila Nova de Gaia.

Element of the Scientific Committee at the Seminar "Volunteer for the 21st Century", promoted by the Santa Casa da Misericórdia do Porto, September 23, 2011.

Organization of the Seminar "Internationalization of SMEs", promoted by the Lusíada University of Porto, in 2010.

Organization of the Seminar "From Traditional Administration to New Public Management", promoted by Universidade Lusíada do Porto, in 2010.

Participant in the Seminar "Hospital Logistics Management", Adalberto Campos Fernandes (HSM) Paula Nanita (SUCH) Victor Herdeiro (HGSA) in First National Congress of Hospitals, Lisbon, 2006.

Participant in the "2nd Health Economics Forum - Management Experience", Dr. Cupertino de Miranda Foundation, Porto, February 25, 2002.

Participant in the "International Conference on Health Administration", Alfândega Building Auditorium, Porto, October 12, 2001.

Participant in the Colloquium "Public Institutes and Organic Restructuring of Public Administration" promoted by INA, Lisbon, June 8, 2001.

Participant in the Seminar "Business Finance", Hotel Praia Golfe, Espinho, April 7, 2000.

Participant in the Thematic Meeting "Health, Wine Benefits, Alcohol Hazards", APCOR Auditorium, Santa Maria de Lamas, March 30, 2000.

Participant in the Seminar "Markets", Hotel Praia Golfe, Espinho, February 11, 2000.

Participant in the Conference "The Reengineering in Organizations Providing Health Care as an Efficiency Factor", Lecture given by Prof. John Kimberly, Professor of Health Care Management at the University of Pennsylvania. Calouste Gulbenkian Foundation, Lisbon, December 16, 1999.

Participant in the Seminar "Strategies for Development", Hotel Ipanema, Porto, November 5, 1999.

Participant in the Seminar "Investment Policies in the Tourism Area", ISPGAYA - Vila Nova de Gaia, June 28, 1999.

Participant in the Thematic Meeting "The Environment and the Code of Rolling Practices" - Network 2nd Edition - ANIEC Auditorium, March 23, 1999.

Participant in the Thematic Meeting "Wine and Cork Cork, a marriage to last", Auditorium of ANIEC, November 25, 1998.

Participant in the Seminar "Family Business", held at AESE - Association of Higher Business Studies, in Oporto, March 5, 1998.

Participant in the Seminar "Tourism and Environment", ISPGAYA, Vila Nova de Gaia, 1998.

Participant in the I International Wine Competition "Cidade do Porto", 1998.

Participant in the 35th World Congress of Baccarat Confraternities, Porto, 1998.

Participant in the Seminar "Costs and Productivity in SMEs" - Auditorium of ANIEC, 10 December 1997.

Participant in the Seminar "Alcoholic Maladies / Benefits of Wine", Superior School of Biotechnology of the Catholic University, Porto, June 18, 1996.

Participant in the Seminar "Touristic Scope of Twinning", Oliveira do Douro, April 25, 1996.

Participant in the Seminar "The Thermal Tourism in Portugal", Auditorium of the Superior Polytechnic Institute Gaya, Vila Nova de Gaia, March 27, 1996.

#### **Guidance of Research Projects and Participation in Juries**

Co-Advisor and Jury of the Master Thesis "Impact of the Code of Public Contracts in the Management of Public Works Enterprises", Rodrigo João de Oliveira de Campos Ramos, Instituto Superior de Gestão (ISG), Lisbon, in 2011.

PhD Thesis Advisor, "The impact of the training evaluation in the region of Entre Douro and Vouga", Rosa Gestosa, to obtain the Doctor Degree in Hygiene, Health and Safety at Work at the University of León, Spain.

Advisor to the Masters Thesis in progress, "Organizational Change and Performance Evaluation: Comparative Analysis of Mixed Organizations", Sílvia Machado, to obtain a Master's degree in Human Resources Management at the Universidade Lusíada do Porto.

#### **Published work**

Cordeiro, Silvério; Machado, Anabela; Ataíde, Rosario; In the "Management of objectives in CHVNG / E, EPE: considerations on a working methodology", presented at the 5th Annual Global Management Conference, Global Academic Network & ISCTE-IUL, Lisbon, May 22

and 25, 2013, pp. 353-361 (ISBN: 978-989-732-156-6).

Cordeiro, Silvério "Substantive Partnerships in the Context of Mediterranean Countries", in Revista Portuguesa de Contabilidade, Vol. 1, nº 1, Maio 2011, pp. 73-104.

Cordeiro, Silvério; Creative Commons License Alves, Eurico Emanuel C .; Sousa, Paulo Jorge R. C. "Institutionalized Public-Private Partnerships", Journal of US-China Public Administration, USA, Volume 8, No. 1, January 2011, pp. 34-50.

Cordeiro, Silvério "Emerging Organizational Structures of Public-Private Partnerships", book published with the support of the Foundation for Science and Technology, Lisbon, Universidade Lusíada Editora, 2010 (ISBN 978-989-640-051-4).

Cordeiro, Silvério; Castelo-Branco, Francisco "From the applicability of Law no. 12-A / 2008 to Protocol Centers", in Revista de Direito, Universidade Lusíada do Porto, nº 1 e 2, 2010, pp. 203-219.

Cordeiro, Silvério "Structures Organisationnelles de Partenariats Publics-Privés" presented at the Premier Dialogue Euro Méditerranéen de Management Public Book of Minutes (1st MED) - AIX-EN-PROVENCE (FRANCE), 10-11 Octobre 2008.

Cordeiro, Silvério "Inter-Entrepreneurial Cooperation - Instrument for strengthening the competitiveness of companies", book of Minutes of the I Meeting of Business Opportunities Brazil - Portugal, 2007, Baixada Santista, Santos - Brazil, pp. 55-72.

Cordeiro, Silvério "Hospital Organization in a Changing Context" in Revista do ISPGAYA, nº 2 January 2001, pp. 41-52.

Cordeiro, Silvério "Participation and Evaluation" in ISPGAYA Magazine, nº 1 June 2000, pp. 43-53.

Cordeiro, Silvério "Organizational Change: Participation and Performance Evaluation", in Cadernos do Noroeste - Minutes of the VIII International Seminar Participation and Culture in Organizations, Braga: Institute of Social Sciences - University of Minho, Vol.10 (1) 1997, pp. . 477-496.

Cordeiro, Silvério "Lessons in Human Resource Management", text based on the lectures given by the Public Administration, Regional and Local and Tourism courses, ISPGAYA, 1997.

Cordeiro, Silvério "Lessons of Labor Law", text copied, according to the classes given to the courses of Accounting and Management and Computer Management, ISPGAYA, 1996.

Cordeiro, Silvério "Training of Technical Staff and their Importance for Quality Tourism", Paper presented at the Seminar on Quality of Personnel / Quality of Tourism and published in the book "Atas da Câmara Municipal de Vila Nova de Gaia", 1995, pp . 13-19.



**Participation in project  
design**

Among others, responsible for the development of the following projects:

Coordinator of the project "Didactic Resources - Enology and Marketing of Wine and Cork", within the scope of measure 4.2.2.2. of the POEFDS - Operational Program Employment, Training and Social Development, in 2005/2006.

"Project for the Formation and Development of Rural Area Activities" - ProNorte, sub - program C, action 1.2 "Cooperation and Promotion", in 1998.

"Preparation for the I International Wine Competition: City of Porto" - ProNorte, sub - program C, action 1.2 "Cooperation and Promotion", in 1998.

"Preparation for the World Congress of Baccarat Confraternities in the North Region: 2nd Phase" - ProNorte, sub - program C, action 1.2 "Cooperation and Promotion", 1997.

"Preparation for the World Congress of Baccarat Confraternities in the Northern Region: 1st Phase" - ProNorte, sub - program C, action 1.2 "Cooperation and Promotion", 1996.