

PROFILE

Contractor 2702

To work with growing organisations utilising my extensive strategic, general business and human resources management experience to improve the profitability of small to medium enterprises.

Areas of Expertise:

Strategic management
Leading and managing change
General business and operational management
Recruitment, development, and retention of staff
Developing and implementing processes and procedures in dynamic new business environments
Project management through strong organisation skills and planning
People management through motivating, developing, leading staff to achieve high returns for shareholders
Re-engineering of processes and procedures to deliver efficiencies and savings to business

Contract work

2008 - ongoing

Marketing Company

Consultant

Providing qualified leads for clients to improve growth of small to medium enterprises.

Independent Work

Provide mentoring to 2 mentees, as part of the Australian Human Resources Institute program, to develop operational and human resources professionals.

Convenor NSW Performance & Rewards Special Area group to provide increased knowledge to Managers and HR professionals on performance and reward issues.

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2008 - August (Contract role)

Innogen Ltd

Innogen is a IT services consultancy working with large business to improve business intelligence reporting out of SAP IT systems.

Operations Manager

Reporting to Managing Director & Board, responsibilities involve overseeing the Finance, Recruitment/HR, Administration, IT, Marketing Operations.

Achievements

- Overseeing the negotiation of an IT services agreement to reduce monthly support fees potentially by 20% over the financial year.
- Developing role clarity around critical resourcing role potentially increasing utilisation by 15% to increase revenue in the financial year.
- Reviewing corporate accommodation costs, setting up preferred supplier arrangement to negotiate a potential 10% reduction in fees.
- Reviewed, developed and implemented business terms agreement to minimise risk to Innogen business from legal challenges. In one instance reduction of payment terms from 93 days to 32 days on a \$170k plus contract was achieved
- Reviewed and reduced outstanding back office issues from 62 to 10 to generate efficiencies to achieve 30% target in reducing costs over the financial year.
- Reviewed and re-invigorated employee benefits program as part of staff retention programme, increasing usage by 11%.
- Reviewed and developed role specifications across Innogen to ensure market parity in roles providing a bench mark for keeping salary costs in line with charge out rates of consultants to customers.
- Developed and presented cross-generational analysis of Innogen staff to ensure future staff retention programs met need of business.

2005 – 2007

engin Ltd (formerly Mobile Innovations Ltd)

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Engin provides affordable telecommunication alternatives for all Australian consumers and businesses.

Head of Human Resources & Customer Operations

Reporting to the Chief Executive Officer, responsibilities include the human resources function, customer care and industry compliance areas for Engin Ltd.

Achievements:

- Rebuilding Engin culture and organisation after splitting of voice over the internet and mobile phone businesses by re-focusing on a combination of customer acquisition, resulting in customer growth from 1,000 – 85,000 in 3 years
- Part of executive team to design and implement foundation customer management system delivering self care processes to minimise costs to business by reducing number of calls into customer care team by 1,000 per month.
- Maintaining staff attrition under 15% annualised in high growth/dynamic business – industry standard 22%
- Led small customer care project team to set up new procedures for contact centre providing the scope for new skills, growth and retention of staff
- Overseeing continuous improvements in customer care through effective process re-engineering reducing cost to manage of customers business by 20%.
- Part of executive team involved in growing business from \$3m market cap to \$60m market cap through effective human resources management and customer care by development of processes and procedures, avoiding unnecessary fines from regulator and the retention of customers and staff.
- Effectively grew contact centre from 7 representatives to 50 in line with projected growth of customer numbers through workforce planning.
- Development of highly skilled staff to reduce churn in customers through talent management strategies delivering high quality customer service achieving reduction 1% a month in customer churn.
- Led negotiation on \$1m contract with the Federal Attorney General and third party supplier to implement interception of phone call capability as required by government legislation to minimise risk to business.

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- Re-engineered and built marketing team to ensure engin brand becomes a market leader delivering increase in customers numbers per staff member from 25 – 531 over 3 years
- Implemented flexible work practices ensuring 100% return of female staff after maternity leave saving 3 times replacement salary of each staff member
- Coaching and leading staff to be the next line managers delivering career pathways and retention.
- Percentage of revenue generation by people assets increasing 10% each year through effective talent management strategies.
- Major input into industry committees to ensure voice over the internet becomes a mainstream telecommunications service and minimise regulatory burden through changing legislation, saving \$80k in capital expenditure one instance.

1999 – 2005

Mobile Innovations Ltd

Leading Mobile phone re-seller for Vodafone through direct marketing and high calibre customer care

Human Resources Manager

Initially reporting to the Chief Financial Officer, then to the Chief Executive Officer, the responsibilities included:

- Led the outsourced payroll function for 7 sister companies for 100-200 employees delivering a return of \$7,000k per month.
- Led the human resources function ensuring high value services to line managers.
- Responsibility for compliance function from 2004 ensuring company adhered to industry codes and standards.
- Responsibility for contact centre from 2003 when company downsized to ensure stability and continuous high levels of customer care.

Achievements:

- Guiding contact centre to maintain service level standards at 80/20 and cost to manage under \$4.00 as per ASP contract during

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winding down of mobile phone business delivering return of capital to shareholders.

- Increasing percentage of staff finding alternative work during winding down period – initial reduction 70% found alternate work increasing to 95% finding alternate work for transition of business.
- Implementing performance based key result areas into the call centre environment improving staff retention from 12 months to 3 years.
- Implementing career planning to retain staff saving 1.5 times the base salary.
- Implemented Management by Objectives system throughout company resulting in defined KPIs for staff and increased job satisfaction, training and rewards reducing staff churn.
- Developed and implemented assessment centre recruitment system for recruiting call centre staff improving standard of customer service and sales skills recruited into organisation.
- Developed and implemented internal employee referral scheme resulting in reduced recruitment costs
- Worked with line managers in designing and implementation of incentives for staff tailored to specific areas delivering growth customers from 75,0000 – 250,000 over 2 years.
- ROI average of 20% on people costs to profit.

1997 – 1999

ninemsn

Australia's leading internet portal through a joint venture between PBL and Microsoft Reporting to the Director of Finance/HR worked with HR Manager.

HR Officer

- Design, build and maintaining HR intranet
- Co-ordinating staff training and provide induction training
- Co-ordinating and conducting recruitment
- Management of temporary staff
- Maintaining compensation and resume tracking databases
- Office manager for Sydney and Melbourne sites
- Employee representative on company superannuation committee

Achievements

- Hiring 40 people in 4 weeks

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- Working with HR Manager to set up all HR policies and procedures for ninemsn
- Setting up of employee assistance program delivering external avenue for staff to address non work related issues that could impact performance at work.
- Developed and implement work experience program delivering a pool of potential new employees to reduce recruitment costs.
- Project managing fit out of ninemsn premises in Sydney and Melbourne meeting project deadlines
- Project managing moving 100 people into fitted out premises in Sydney with no downtime for employees post move.

Cordell Building Information Services 1988 – 1997

- **Rising to HR & QA Co-ordinator & Office manager**

BOC Industrial Gases - 1985 - 1988

- **Rising to QA administrator and EA to Executive General Manager**

AMP Society – 1980 - 1985

- **Rising to PA for Company Secretary**

Professional Qualifications/Affiliations

Graduate Diploma Human Resources – Deakin University 2000 – 2002

Diploma Human Resources – Deakin University 1998 – 2000

Foundations Human Resources – Charles Sturt University 1997 – 1998

Diploma QA Australian Quality Council – 1988

Member of the Australian Human Resources Institute and chairperson of the special interest group focusing on performance and reward

Member of the Australian Institute of Management

Board member Communications Alliance (Telecommunications Industry Body) April – December 2007