

JANE EXAMPLE

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Exampleville



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EXECUTIVE BUSINESS MANAGER

Strategic Planning | Change Management | Process Re-engineering

“Jane has displayed the determination and leadership necessary to be respected and valued by her team and the customer.” – General Manager XYZ Company

Improvement oriented Corporate Services and Business Manager with a focus on profitability, service and effective human resource management. Able to garner support from staff and executive management, acting as a key coordination point to facilitate organisational and cultural change. Talent for recognising growth opportunities from a profit productivity and operational perspective.

VALUE OFFERED

- Tender, Proposal and Contract Development
- Profit Maximisation
- Contract Negotiations
- Executive Level Engagement
- Stakeholder, Account and Relationship Management
- Customer Relationship Management
- Operational, Service Delivery and Project Management

BENCHMARKS AND MILESTONES

- Increased profit by 3% through development of strategic meeting plans, uniting a dispersed team through initiating training in dealing with difficult customers and demonstrating the necessity for effective communication with internal and external customers. Garnered support and broke down initial resistance through education and active listening. Training was rolled out across four departments and successful strategies subsequently adopted by finance and facilities department to reduce late invoicing and outstanding debtors payments by 55%.
- Instigated Strategic Planning Review to instill shared purpose into teams across four departments. Engaged with staff through a series of meetings to demonstrate necessity for united plans and purposes, information sharing and staff training. Resulted in dramatically reduced staff turnover rates from 30% to 5%, as well as adding five additional resources across the contract.



EMPLOYMENT NARRATIVE

Example Co, South Australia

03/2006–present

Executive Business Manager

Upon commencement, the challenges appeared daunting. Long standing customer difficulties combined with a four departmental team suffering lack of vision and failing to meet Key Performance Indicators prompted the need to develop a strategic plan and address customer shortfalls whilst improving profit, cash flow and staff morale and decreasing staff turnover.

Identified challenges including dissatisfied customers, backlogs in accounts payable and receivable, frequent staff turnover, and lack of shared vision.

- Instigated and rolled out a series of strategic planning review meetings with outcomes distributed to staff. Allowed staff to communicate frustrations and concerns whilst simultaneously facilitating training sessions in customer service, and dealing with difficult people. Staff turnover reduced dramatically from 30% to 5% with a marked upsurge in morale and a more cohesive unit.
- Increased profit by 3% whilst adding five additional resources across the contract through formulation and rollout of strategic planning, staff training, facilitating staff meetings and demonstrating how improvements could be made
- Received feedback from customer (reported to Senior Management) regarding their satisfaction with contract delivery within one year of my appointment, after reporting dissatisfaction in previous years
- Recognised poor management of tenders for project work resulting in disgruntled client. Arranged two staff and myself to be trained in formal Defence procurement guidelines, implementing these into all project processes. Subsequently managed an additional \$3 million in project work (estimated \$7m in 2010/2011 financial year) managed throughout the entire tender process, enabling staff in following years to manage this process with minimal input from me
- Prepared and presented case to HR Manager with a view to securing increased retention bonuses for key staff as well as suggesting alternate strategies such as salary sacrifice to improve staff take home salary. Dramatic increases in staff morale and reduction in staff turnover of 25%
- Resolved challenging workplace bullying and aggressive communication behaviour which had impacted poorly upon team morale, through a series of meetings to inform colleagues their behaviour was unacceptable, maintaining professional and composed demeanour. Staff reported dramatic improvements in communications in and between teams and with the customer

SNAPSHOT

Company: Example Co is the largest provider of Defence services in Australia and provides Defence Support under the XYZ Commercial Support Contract (WCSC)

Budget: \$7m pa, with additional \$3-\$7m Project Managed Works added throughout the financial year

Reported to: General Manager Land Business Unit)



- Empowered Head Gardener (Aboriginal Elder) during the recruitment and management of two grounds maintenance staff, as well as encouraging him to liaise with relevant stakeholders in relation to the performance of his staff, with the Head Gardener assuming the role of management and supervising staff effectively

Example Co, South Australia 2004–2006

Operations Manager

Upon commencement, identified challenges such as limited understanding amongst staff of contract requirements, few financial controls in place, many staff holding more than 300 hours in accrued leave and lack of written processes,. A combination of poor management performance of previous incumbent, inadequate contract resourcing and scope creep had contributed to high staff turnover, failure to meet Key Performance Indicators and low staff morale. Within the first year of taking on this role, profit within one department had increased to \$5k from a previous \$60k loss, increasing to \$40k in the next two years, amplified staff morale and dramatically reduced turnover and record levels of productivity.

- Garnered support from staff via a series of meetings utilising effective communication to ensure staff felt they had been heard, and used change management principles to change behaviour and plan for improvements resulting in improved morale and reduced turnover in Emergency services staff from 20% to nil over the next two years
- Improved morale and staff productivity through introduction of employee of the month awards, including staff nomination of colleagues for these awards
- Reduced accrued annual leave of emergency staff from a total of more than 1200 hours to almost zero through recommending and implementing flex time, as well as writing and submitting a successful contract change proposal to gain additional funding for emergency staff within the contract, enabling current staff to take leave as required
- Turned around operations department losses of \$60,000 per annum to \$5,000 profit within the first year, increasing annually by \$40,000 and resulting in a \$400K profit in 2009 through introducing processes to annually review pricing and marketing of services

Example Smelter, South Australia

08/2004–12/2004

Human Resources Consultant

Recognised challenges associated with previously implemented unlimited sick leave policy resulting in eighty staff on sick leave for over 6 months with detrimental cost to the company, low morale amongst teams

Within months this challenge had been overcome.

- Overcame Union opposition through meetings to generate understanding and invoke stakeholder buy-in



- As a result 83% of the staff that had been on long term sick leave returned to work within two months of policy implementation,
- Identified large numbers of staff whom had been on sick leave for over six months. Arranged meetings with Union representatives, Supervisors, Managers and employee representatives to discuss impacts of situation
- Formulated and wrote policy documents to summarise how unlimited sick leave should work, working with the Rehabilitation Coordinator, company GP and Supervisors to develop workable processes

PRIOR TO 2004

Australasian Correctional Management, XYZ Facility, 1/2003–01/2004
Human Resources Manager

Sodexo Total Support Services, 11/2001–01/2003
Manager XYZ Mine Village

Australasian Correctional Management, XYZ Immigration Facility 04/2001–11/2001
Facilities Manager

Australasian Correctional Management, XYZ Processing Centre, 07/2000–04/2001
Finance and Administration Manager

Australasian Correctional Management, XYZ Correctional Centre, 10/1996–07/2000
Finance and Administration Manager

EDUCATION & TRAINING

Master of Business Administration
Charles Sturt University

Graduate Certificate in Management
University of New England

Graduate Diploma in Conflict Resolution
Currently enrolled

REFERENCES

Available upon request

