

CURRICULUM VITAE
OF
LEISA CLARKE

OBJECTIVE

To increase my experience and knowledge base in challenging and demanding roles and to be able to assist the organization to achieve its goals through excellent management of staff and wherever practical Best practice principles.

EXPERIENCE

April 2015 – Current Work Better Consulting

Servicing Northern Victoria and Southern New South Wales

www.workbetter.net.au

Principal Consultant (Self Employed)

- Provide consulting services for practical Human Resource solutions to Small and Medium organizations

Key services being:

- Human Resource advice and support
- Transition and Outplacement programs
- Performance Management
- Mediation
- Recruitment

April 2014 – March 2015 Goulburn Ovens Technical and Further Education (TAFE), Shepparton, Victoria

Executive Manager People and Performance

- Manage the People and Performance teams, namely, Human Resources, Payroll, OH&S and Student Services

Key actions:

- Develop framework for organizational and cultural change in line with Strategic Planning
- Assisted with review of significant Institute practices inline with regulations e.g. Australian Skills Quality Authority (ASQA) and assisted the CEO to instigate actions in short timeframes to ensure compliance
- Conducted investigations within organization relating to unprofessional practices/conduct
- Initiated negotiation of second EBA, key management representative.
- Liaison with critical departments to implement significant changes

brought about by regulatory, legislative and or policy change.

- Develop systems and processes for measuring all HR, OH&S and Student Services support and advice provided, ensuring that these measure provide insight into the service provided, allowing review of resourcing, capability and trend analysis to occur.
- Redesigned the Human Resources team, instigating a Business Partnering model to assist with support for all managers.
- Initiated a full time Learning and Development role to set up a capability framework to allow for analysis of capability and skills for the life of the employee
- Developed new Behavioral Policy across all of Institute that encompasses students, aligning with all behavioral legislation.
- Developed organizational goals in line with the Strategic plan that were then aligned with the Performance appraisal system
- Developed new employment contracts for all types of employment.
- Reviewed People Matters survey and aligned GOTAFE trends with those of other organizations, to identify areas for improvement.
- Simplified processes within HR team
- Manage all Performance Management, Industrial Investigations and associated outcomes
- Represent the organization at the Industrial Relations Commission
- Reviewed methods of operation for Student Services, including implantation of database to store all collected information pertaining to student claims, issues and services provided.

April 2013 – May 2014 Goulburn Ovens Technical and Further Education (TAFE), Shepparton, Victoria

Manager Human Resources

- Manage and monitor the HR, OH&S and Payroll teams including budgets and staff against annual objectives

Key Actions:

- Upgraded policies and procedures to Fairwork requirements
- Reviewed Payroll and HR functions to ensure operations maintained a high standard of security and segregation of duties.
- Designed and implemented new performance appraisal system linked to organizational goals and behavioral measures linked to organizational values
- Initiated OH&S audit of organization and set up system to achieve general operational compliance with legislation
- Implemented OHS project including measures to track progress to

achieve Australian

- Standard AS4801 – OHS Management Systems.
- Manage all Performance Management, Industrial Investigations and associated outcomes
- Worked with Board members to instigate a OHS Oversight Committee to assist OHS culture to be developed
- Attended Fairwork regarding Unfair Terminations – all successful outcomes
- Instigated an understanding within the organization regarding renegotiation of Administration EBA.

July 2012 – March 2013 Goulburn-Murray Water (G-MW), Tatura, Victoria

People and Performance Manager

- NVIRP was integrated with Goulburn Murray Water effective 1st July 2012.
- All staff and functions have transferred to G-MW under a Machinery of Government order.
- The NVIRP project continues.
- Reporting now to the General Manager of Corporate Planning, People and Performance the role is now responsible solely for HR functions (People and Performance) and the ex NVIRP payroll,
- Key actions since commencement:
 - Working with People and Performance staff to review systems and processes to allow for integrated functions
 - Working with the General Manager and People and Performance Team with an organizational review of positions and functions (Transformation) – looking to decrease overheads and align the business to revised Strategic objectives.
- Liaising with Divisional General Managers regarding Transformational impacts in relevant area.
- Providing HR support to the Construction, Connections and Finance Divisions of the business.

2010 – June 2012 Northern Victoria Irrigation Renewal Project (NVIRP), Shepparton, Victoria

Human Resources Manager

Note: NVIRP was a state owned Organization, State and Federal government funded for the period of the Project only - currently Stage One and Stage Two are funded through to June 2018.

The position of HR Manager was created in 2010, when the growth of the organization

defined a need for an increased requirement, where previously consultants had been used. Therefore this position has been predominantly a "start up" role. Commencing with 35 employees when I commenced, we had have 92 employees, in 2012.

Key actions since commencement with NVIRP

- Initiate HR and OHS Information System to track and monitor OHS activity and provide key HR information, this system is being readied to become web based allowing all staff to apply for leave on line and includes the initiation of timesheets to monitor hours worked.
- Initiate Labor strategy for Stage 1 and Stage 2 of the project
- Set up small HR and OHS Team to provide services.
- Build the HR and OHS function into a sought after resource with intrinsic value to all areas of the organization
- With the assistance of an external consultant, conducted a Workplace Health survey of the organization to identify areas of concern, and then conducted briefing and training sessions with all Managers to enable the operational areas to workshop the issues raised and implement change. This initiative is being closely monitored and will be reviewed at regular intervals to maintain momentum.
- Develop succession plans for critical positions from Executive Managers down, identifying short fall in skill gaps and recruitment strategies should positions be vacated.
- Reporting directly to the Board, assisted with the investigation of matters raised as a direct result of an Ombudsman investigation. Initiated and implemented actions to rectify, including performance management and training within all levels of the organization including the Board.
- Develop retention strategies for key executive positions.
- Up to December 2011 setting up training systems to recognize skills required in positions that align to the Public Sector competencies and will then be mapped to skills of staff member to identify training gaps – this information will then be used to develop learning and development pathways and provide evidence of training required to back fill critical positions
- Revised the Performance Appraisal system to provide Key Performance Indicators that ensure staff are managed to achieve outcomes aligning with the organizations key goals.
- Reviewed the Payroll system to ensure compliance with legislation and EBA requirements, ensuring reporting to Finance meets the needs of the business
- Set up Employee Assistance program and Employee Consultative Committee to provide clear communications support to staff.
- Liaised with APESMA, CPSU and ASU unions regarding all IR matters
- Negotiated new EBA within budget within two weeks of bargaining, document has since been lodged with Fair Work Australia.

- Worked closely with Dept Treasury and Finance Industrial Relations Advisors to ensure Industrial Relations met Government requirements
- Worked closely with State Services authority to ensure Workplace wellbeing and Government policy was maintained within NVIRP
- Liaised with the Government Executive Remuneration Panel to ensure all Executives were managed within Policy frameworks
- Working with G-MW, Legal teams and consultants, Dept Sustainability and Environment, Dept Treasury and Finance and Dept Premiere and Cabinet to assist with the transition of NVIRP staff into G-MW, and HR/Employee relations and OHS requirements are considered

2007 – 2010 Bruck Group, Sydney, NSW
Group HR Manager – Wangaratta based.

- Reporting via the Strategic and Finance Executive to the CEO, this position is one of four Senior Management positions reporting through three Executives to the CEO.
- Responsible for HR & OH&S services to the Bruck Group, which consists of Several Divisions – Bruck Manufacturing, Bruck Trading, Wilson Fabric and Homewares and Melba Industries Divisions.
- Responsible for all recruitment, retention, induction, Industrial Relations/Employee Relations, performance management, remuneration, injury management, payroll services, training and Occupational Health and Safety for all Divisions within the Group.
- Liaison and reporting to Strategic and Finance Executive and through to the Chief Executive Officer (CEO) in relation to Industrial Relations and other strategic HR matters.
- Liaison regarding workforce planning, implementation and integration of workforces, strategy regarding roles and the direction of the business, reviewing of labor, skill and training requirements for the current and future requirements of the business as well as key issues such Aging Workforce and required succession plans.
- Work with all Executives and Senior Managers in relation to HR matters affecting the relevant Division.
- Develop, implement and maintain all Group and Divisional policies and procedures relating to Human Resources, Industrial Relations, Training, Occupational Health and Safety, Workcover etc.
- Provide strategic advice and assistance to all Divisional Executives.
- Manage all Performance Management, Industrial Investigations and associated outcomes
- Represent the organization at the Industrial Relations Commission
- Preparation of papers, statistics and reports for the Board showing the direction and value of the HR Team to the business.

- Provide advice to all other Managers and supervisors as required.
- Attend Division/Branch meetings to provide HR advice, strategy, feedback and assistance as required.
- Review and recommend on terms/conditions/packaging/salary increases of all salaried staff.
- Monitor external factors and provide advice on advisable actions available to the business.
- Design and implement industrial and legal instruments as required.

2004 – 2007 Bruck Textiles Pty Ltd, Wangaratta, Victoria
HR Coordinator - Bruck Manufacturing

- Reporting via the General Manager/Divisional Executive
- Responsible for HR services to the Wangaratta sites – Bruck Manufacturing Mill and Wilson Fabric and Homewares.
- Managed all recruitment, retention, induction, Industrial Relations/Employee Relations, performance management, remuneration, injury management and payroll services, training and Occupational Health and Safety for the Wangaratta sites.
- Develop, implement and maintain policies and procedures relating to Human Resources, Industrial Relations, Training, Occupational Health and Safety etc in Wangaratta.
- Provide advice to all Wangaratta Managers and supervisors as required.
- Attend Wangaratta meetings to provide HR advice, strategy, feedback and assistance as required.
- Manage all Performance Management, Industrial Investigations and associated outcomes
- Represent the organization at the Industrial Relations Commission
- Review and recommend on terms/conditions/packaging of all Wangaratta salaried staff.
- Monitor compliance with all relevant legislation, investigate and report on issues to the General Manager/Divisional Executive Manufacturing, manage resultant actions.
- Manage and improve the Training programs delivered to employees at Wangaratta.
- Manage all Industrial Relations aspects for Wangaratta sites, this includes liaison and negotiation with Australian Manufacturing Workers, Electrical Trades and Plumbers Unions for all Engineering based staff and the Textile Clothing and Footwear Union (TCFUA) for Textile staff as well as any nominated representatives for other employees.
- Participate as key management representative, manage, monitor and report on all issues raised through the Wangaratta Consultative Committee.

1989 – 2004 Wilson Transformer Company, Wodonga, Victoria
Personnel Officer

- Initiated training program for Frontline Managers – assisted in increasing productivity by 20%.
- Manage Occupational Health and Safety of entire site, including projects extending current factory and office buildings.
- Award interpretation (Metals, Engineering & Associated, Clerical)
- Recruitment of all new staff
- Initiated Contract Labor hire to promote flexibility of production requirements
- Management of Work cover claims and return to work program to ensure that claims costs are minimized. Reduced from \$148k to \$28k over 12 month period now reduced to \$11k.
- Negotiated Enterprise Agreement with all staff on site with an overall cost to the company of only 9% over two years, this is also one of the agreements that has passed the June 2000 period being due for renegotiation in November 2003
- Manage all Performance Management, Industrial Investigations and associated outcomes
- Representations on the companies behalf at the Industrial Relations Commission, successfully preventing costs and further industrial disputation
- Representations at conciliation conferences for workcover and terminations, successfully preventing or minimizing costs to the company.
- Liaison with Union organizers and Shop Stewards.
- Initiated changes to management of absenteeism, with Business Unit receiving Silver award for absenteeism in 1998 from the Australian Industry Group. Decrease of absences to 5%.
- Conduct and manage training on site.
- Initiation of Employee Support Program to assist staff needs emotional, financial or work related assistance.
- Manage first aid on site