

# RESUME

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## SUMMARY

Jude is a published author and workforce resourcing specialist, with lived experience leading large, remote, global, multi-cultural and outsourced teams. As a senior leader with a proven track record in delivering talent acquisition and talent management services; & implementing complex organisational transformation and change, Jude focuses on helping businesses design, review and implement their workforce structures to maximise value.

Through her previous experience in the global resources sector, Jude has championed, implemented and managed various cycles of in-house, outsource, centralise, decentralise, offshore, onshore, remote, global and local service delivery strategies; and understands in-depth, what it takes to maintain success in any version of these workforce configurations.

Strong operational and customer service focus, passionate and skilled at people development and improving employee engagement, Jude is commercially astute, action-oriented, process driven and focused on sustainable business outcomes. She is accredited to deliver DISC, Workplace Motivators (Driving Forces), DNA and Emotional Intelligence psychometric assessments and has published numerous articles and books, including "Offshoring or Not-Sure-ing", "Thriving in Flux", "Team Building in a Hybrid Workplace", "Embracing Diversity in Leadership" and "How Matrix Organisations Work" all available on [Amazon](#) or via her website [judemahony.com](http://judemahony.com)

Available for consulting, diagnostics, improvement projects, change & project management, operational delivery support and learning facilitation, Jude and/or her team of expert associates and partners can be deployed for short or long-term projects locally, nationally and internationally.

## MANAGEMENT ROLES:

- [Managing Director – Optimal Resourcing \(Consultancy\)](#)
- [Senior Manager, Operating Model Project – Rio Tinto \(Mining\)](#)
- [Senior Manager, Global Recruitment – Rio Tinto \(Mining\)](#)
- [Implementation Lead APAC, Global Location Strategy – Rio Tinto \(Mining\)](#)
- [Business Improvement Lead – Rio Tinto \(Mining\)](#)
- [Global Resourcing Operations Centre Lead – Rio Tinto \(Mining\)](#)
- [Workforce Management Lead APAC, HR Transformation Programme – Rio Tinto \(Mining\)](#)
- [Regional Lead APAC, Recruitment & Talent – Rio Tinto \(Mining\)](#)
- [Business Relationship Manager West, Recruitment & Talent – Rio Tinto \(Mining\)](#)
- [Business Manager – APMS Group \(SMP Contractor\)](#)
- [HR Manager – Brierty \(Civil Engineering Contractor\)](#)
- [National Recruitment Manager – UGL Limited \(EPCM Contractor\)](#)
- [Director – Sound Personnel \(Labour Hire / Recruitment company\)](#)
- [Senior Associate – Eastern Goldfields Personnel \(Labour Hire / Recruitment company\)](#)

## COMPETENCIES

- Opportunity analysis, risk assessment, design, planning and implementation of **outsourced, offshored, centralised, de-centralised** and **shared services** delivery teams
- **Strategic Workforce planning** and management:
  - Future of work, critical talent and skills of the future identification and mapping
  - Transition, knowledge transfer and implementation planning and project management for major workforce transformation programmes
  - Internal and external change drivers
  - Supply, demand and gap analysis
  - Risk assessments
  - Talent retention and acquisition strategies
  - Science-based talent psychometric assessments (competencies, behaviours, motivators, emotional intelligence)
  - Job benchmarking for hiring, inducting, developing and managing employees
  - Talent mapping, internally and externally
  - Rightsizing, redeployment and retrenchment support
  - Capability uplift design and delivery
  - Leadership and team alignment workshops
  - Processes, locations, technology, suppliers and management system review and optimisation
- Optimisation and execution of **operational talent acquisition** and management service delivery:
  - offshored, outsourced, centralised, de-centralised and/or hybrid models
  - global, remote, local, national recruitment and mobilisation
  - executive, professional, trades / technical (operators/maintainers), graduates, vacation students, apprentice roles
  - large scale construction (greenfields and brownfields) and maintenance (shutdown) projects (~1800 FTE)
- **Change management**:
  - stakeholder mapping, engagement and management,
  - implementation and transition planning, project management
  - communication strategies
  - effective workforce transition and training
  - governance and issue escalation processes
- **Project management** and implementation of various HR **software systems**
- **Budget** and cashflow management, forecasting and analysis (up to \$18M pa)
- Development, implementation and monitoring of operational **metrics, reporting and dashboards**
- Continuous **business improvement**, optimisation and innovation
- **Leadership**, coaching, mentoring of **small to large teams**
- **Strategic planning**:
  - session facilitation, business / operational planning and implementation
- **Branding and marketing** plan development, implementation, measuring and monitoring
- **Training delivery and development**
- **Remuneration and benefits** strategies; job family mapping
- Accredited **Psychometric assessment** delivery and debrief; Certified Professional
  - Behavioural Analysis (DISC)
  - Motivators Analysis (WPMOT)
  - Emotional Intelligence Analysis (TTI EQ)
  - DNA / Job competency Analysis (TTI DNA)

## EDUCATION AND TRAINING

	Detail	Provider
2020	<b>Professional Accreditation: Competencies Analyst</b>	TTI Success Insights
2019	<b>Design Thinking for Innovators</b>	Skills of the Modern Age
2019	<b>Leading Transformations: Manage Change</b>	Macquarie University
2019	<b>Professional Accreditation:</b> - Behavioural analysis - Motivators analysis - Emotional Intelligence analysis	TTI Success Insights
2018	<b>Leading for Success</b>	BTS (Rio Tinto)
2015	<b>Graduate Certificate in Business (GradCertBus)</b>	Edith Cowan University
2012 - deferred	<b>Graduate Certificate in Business (Human Resource Management)</b> 2 of 4 units complete	Edith Cowan University
2012 - 2015	<b>Understanding Bias</b> <b>Data Privacy Standards</b> <b>Fraud Awareness</b> <b>Integrity and compliance</b>	Rio Tinto
2010	<b>Trade Practices Act</b> <b>Corporate Governance</b> <b>Insider Trading</b> <b>Environmental Compliance</b>	Blake Dawson SALT
2009	<b>The Emotionally Intelligent Leader</b>	Mt Eliza Executive Education (Melbourne Business School)
2009	<b>Certificate 2 Achieving Organisational Improvement</b>	Learning Horizons
2008	<b>Certificate 1 Achieving Organisational Improvement</b>	Learning Horizons
2008	<b>Trade Practices Act</b>	Blake Dawson SALT
2008	<b>Code for Professional Conduct</b>	Recruitment Consulting Services Association
2007	<b>Finance for Non-Finance Managers:</b> BSBFIM501A Manage budgets and financial plans, BSBFIM601A Manage finances	AIM WA
2007	<b>Negotiation Skills Training</b>	Tony Shepherd – Shepherd & Shepherd
2007	<b>Presentation Skills Training</b>	Tony Shepherd – Shepherd & Shepherd
2006	<b>Effective Workplace Communications</b>	Realisations International
2006	<b>Adapt User Training</b>	Bond International Software
2005	<b>Leadership Development</b>	CCI Training Services
2005	<b>Counselling &amp; Discipline Skills Workshop</b>	CCI Training Services
2004	<b>Real Estate Sales Representative Registration</b>	Real Estate Institute of Western Australia
2002	<b>Privacy for the On-hire Industry</b>	Recruitment & Consulting Services Assn
2000	<b>Windows NT Server 4 Administration Course</b>	AIM WA
2000	<b>PC Hardware Troubleshooting</b>	AIM WA
1996	<b>Human Resource Consulting</b>	Recruitment Consulting Services Association
1992	<b>Small Business Management Certificate</b>	International Correspondence School
1991	<b>STAT (Special Tertiary Admissions Test)</b>	Tertiary Institutions Service Centre WA
1984	<b>Certificate in Business Studies</b>	Eastern Goldfields Senior High School, WA
1983	<b>Achievement Certificate</b>	Eastern Goldfields Senior High School, WA

## **PROFESSIONAL AFFILIATIONS & ACCREDITATIONS**

### **Licensed Employment Agent**

DEPARTMENT OF MINES, INDUSTRY REGULATION AND SAFETY

### **Certified Professional Competencies Analyst (CPCA)**

**Certified Professional Behavioural Analyst (CPBA)**

**Certified Professional EQ Analyst (CPEQA)**

**Certified Professional Motivators Analyst (CPMA)**

TTI SUCCESS INSIGHTS

### **Certified Recruitment Consultant (CRC)**

**Accredited Recruitment Professional (MRCSA)**

RECRUITMENT CONSULTING SERVICES ASSN.

### **Professional Member (FAIM)**

AUSTRALIAN INSTITUTE OF MANAGEMENT

## **PROFESSIONAL BOARD / DIRECTOR EXPERIENCE**

**ABRS Director ID# available on request**

### **Past Board Non-Executive Director**

Cystic Fibrosis WA

### **Past Executive Committee Member**

AUSTRALIAN INDUSTRY DEFENCE NETWORK

### **Past Executive Committee Member**

KWINANA CHAMBER OF COMMERCE INC. &

SOUTH COAST REGIONAL CHAMBERS OF COMMERCE

## **BOOKS**

### **Author: OFFSHORING OR NOT-SURE-ING**

**A Practical Handbook. Transitioning work across teams and countries**

Published September 2022

### **Author: HOW MATRIX ORGANISATIONS WORK**

**Understanding, Comparing, Working in and Implementing Matrix Structures**

Published July 2022

### **Author: THRIVING IN FLUX**

**Building Future Proof Skills Amidst Technological Revolution**

August 2023

## EMPLOYMENT HISTORY

OPTIMAL RESOURCING ([www.optimalresourcing.com.au](http://www.optimalresourcing.com.au))

March 2019 – present

### **Managing Director, Founder**

*At Optimal Resourcing we specialise in providing strategic resourcing solutions tailored to our clients needs now and for the future. From the basics of streamlining recruitment processes to refining talent strategies, or providing outsourcing and offshored options, our expertise lies in knowing the workforce market, developing strategic sourcing solutions and providing insights to ensure decision making is well-informed. Our goal is to build scalable, capable workforces that evolve and transform as our clients businesses grow.*

#### **BUILDING WORKFORCES THAT TRANSFORM ORGANISATIONS**

*Founding the business in 2019, I am accountable for end-to-end management and direction of the business. From business development to supporting project delivery, my role is multi-functional and all-encompassing.*

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RIO TINTO ([www.riotinto.com](http://www.riotinto.com))

February 2012 – February 2019

### **Senior Manager, Operating Model Project**

**May 2018 – February 2019**

*Leading a specialist team to deliver large-scale global workforce management and talent acquisition strategies as a key component of supporting the changes to the functional operating model (the largest change in the business' history).*

- *Reviewing and advising on supply, demand and gap analysis of talent markets within each newly created centralised hub and satellite offices (Perth, Brisbane, Montreal, Chicago, Singapore, Delhi, Frankfurt);*
- *Developing global, regional and local strategies and tactics to deliver talent from internal networks and external markets for eight transforming functions:*
- *Human resources; Procurement; Finance; Information systems and technology; Health, safety, environment and community; Legal and governance; Corporate relations; and the newly created Centres of Expertise of Surface mining (Perth), Underground mining (Brisbane), and Processing (Montreal) and new commercial hubs in Chicago and Frankfurt.*

#### **Key achievements:**

- *Workforce planning, project management and implementation management of centralisation, shared services, outsourcing, offshoring of eight service & support functions and four Centres of Excellence into 8 major locations globally reduced from 60+ locations*
- *5000+ FTE affected through recruitment, redeployment, retrenchment, transition, technology change, role consolidation, cross-skilling, upskilling, process simplification and optimisation*
- *Recruitment of new leaders and teams in Montreal, Brisbane, Perth, Singapore, Frankfurt, Chicago and Delhi*
- *Redeployment, retrenchment, transfer and transition of leaders and teams in Montreal, Brisbane, Perth, Singapore, Frankfurt, Chicago and Delhi and HQ of London and Melbourne*

### **Senior Manager Global Recruitment**

**November 2016 – April 2018**

*Reporting to the Head of People Services, this role was a dual accountability role:*

- **Global Project Lead:** *leading and managing the transition of recruitment partners closer to the onshore business assets within each region; and*
- **Global Delivery Lead:** *delivery of recruitment process services to the Rio Tinto business globally.*

#### **Key achievements:**

- *Workforce planning, project management and transition implementation of recruitment partners back into regional sites and offices, involving a change out of employees from the India shared services captive offshore delivery team;*
- *Recruitment of new leaders and teams in Montreal, Brisbane, Perth, Singapore and Salt Lake City;*
- *Knowledge capture and transfer;*
- *Retention strategies for key employees through the transition;*
- *Continuing to deliver recruitment of ~8000 vacancies with minimal disruption to the business*

**Implementation Lead - APAC, Global Location Strategy Project**

**April 2016 – November 2016**

Secondment to the Global Location Strategy team (subsequently the Operating Model Project team). The location strategy provides a vision for the business' long-term global footprint. It supports leaders to make the right decisions when placing the right resources in the right locations.

- Reviewing service delivery models of administrative support functions globally,
- Identification of centralisation, rightsizing and shared service opportunities globally,
- Identification of critical roles and skills,
- Supply, demand and gap analysis
- Risk assessments and mitigations
- Workforce planning and detailed design,
- Optimising, standardising, simplifying and automating processes,
- Talent retention and acquisition strategies and tactic design and implementation,
- Stakeholder engagement, project planning, transition implementation and associated change management of work packages into outsourced partners and the captive offshore shared services teams in India.

**Business Improvement Lead, Global Solution Delivery**

**January 2016 – March 2016**

Accountable for identification, scoping and delivery of improvement projects across the Global Resourcing function. Review metrics for trends in data and opportunities for process, people and/or system improvements

- Process standardisation, simplification and streamlining;
  - Root cause analysis / Time in motion studies of identified bottlenecks;
  - Change management: Stakeholder engagement, communication strategies, transition and training plans.
- Development of training modules on "soft skills" for Resourcing team (influencing, accountability, service mindset);
- Review of team structure and capacity planning (restructure implementation and governance);
- Development of simple metrics, operational/tactical reporting, LEAN information centre implementation.

**Global Resourcing Operations Centre Lead, Gurgaon India**

**July 2015 – December 2015**

The Resourcing Operations Centre delivered all recruitment activities for Rio Tinto globally including sourcing, selection, assessment, offers of employment and mobilisation and forms a part of the Global Solution Delivery team of Shared Services. Opened in 2012 to support recruitment for Australian based operations, followed by Asia in 2014, the Centre transitioned additional regions from 1 July 2015.

- managing a team of 60+ recruitment professionals to deliver all activities associated with Selection and Appointment across the Rio Tinto business;
- completing the transition of additional site and product group recruitment functions into the centre from July 1;
- implementation of new applicant tracking system (Cornerstone on Demand) from July 1;
- supporting the implementation of contract automation and e-offer software (in place across ANZ and Canada; subsequently rolled out in Asia, US, EMEA);
- driving efficiencies within the team and partnering with key contacts to deliver automation, standardisation and streamlining of recruitment processes and systems;
- supporting the new HR delivery model and partnering with the Regional Delivery teams, Areas of Expertise (AoE) and HR Business Partners (HRBP)

**Workforce Management Lead APAC, HR Transformation Project**

**December 2014 – June 2015**

The HR Transformation programme was undertaken to develop and implement a tiered HR delivery model (HR Business partners, Areas of Expertise and Shared Services) by end 2016

- Manage the delivery of all activities associated with Selection and Appointment of new HR organisation across the APAC region and D&E banded (HR General Manager) roles globally:
  - internal selection and assessment,
  - external recruitment,
  - appointment and onboarding,
  - mobility – Domestic and International Relocation
- Manage the delivery of the associated redeployment, redundancy and retrenchment activities for impacted roles and HR employees within the APAC region and D&E banded (GM) HR roles globally

**Regional Leader, Recruitment & Talent – APAC**

**October 2013 – December 2014**

*Requiring strong change management and stakeholder engagement, this role focussed on aligning the region to global processes, enabling and supporting manager self-service and standardised delivery.*

- Key contact for the delivery of recruitment and talent services for all Asia Pacific business units within the Rio Tinto group and accountable for the effective ongoing execution of this activity.
- Managing a budget of up to \$9m; delivering graduate, vacation student, apprentice, executive, professional and operator/maintainer recruitment.
- Leading a team of approximately 50 professionals who facilitate the partnering with key leaders within the Business Units, and our outsourced partners and offshored teams.
- Ensured offshored and outsourced partners were aligned, whilst monitoring and managing their outputs to meet business service delivery requirements.
- Reviewed metrics for trends in data and opportunities for process, people and/or system improvements.

**Business Relationship Manager, Recruitment & Talent - West**

**February 2012 – September 2013**

*This position played a critical role in developing and maintaining relationships with key business unit stakeholders; analysing work flow; evaluating systems; formulating plans; recommending strategies; and communicating the needs of the business to the R&T partners to ensure understanding of the business' strategic objectives.*

- Key contact for the delivery, and accountable for the effective ongoing execution, of recruitment and talent services for Rio Tinto Iron Ore, Argyle Diamonds and Dampier Salt Ltd.
- Partnered with local and regional HR and business leaders to implement Business Relationship Model for recruitment and talent that included complex change management whilst moving towards a shared services model.
- Interface between the business units and offshored, outsourced and onshore recruitment functions to facilitate recruitment delivery, building strong relationships across all areas.
- Consistently applied standardised regional delivery to support manager self-service and alignment with global processes.

**Key achievements:**

- Management of the offshored Shared Services centre during major change of HR delivery model, software, process and key regional stakeholders along with transition of additional regions and product groups into the operations centre;
- Management of the transition of RTIO contractor management and onboarding into the offshore operations centre;
- Implementation of Business Relationship Model involving comprehensive stakeholder engagement and management;
- Successfully partnered with HR and business leaders to implement offshored and outsourced shared services model across the recruitment and talent function in three waves, delivering up to 5000 placements per annum.
- Development and implementation of internal service governance "Working Pattern" within RTIO involving design and development of metrics, reporting suites (ie lead and lag stage gate reports), and customer service engagement patterns forming the basis for the expansion projects stakeholder engagement and reporting framework and subsequently rolled out across all product groups and business units globally.
- Development and deployment of online information centres (LEAN methodology) using SharePoint across three offices within the APAC region, subsequently adopted globally.
- Development and deployment of dynamic electronic metrics within the onshore and offshore recruitment centres for the APAC region.

**Business Manager**

- Oversee general day-to-day operations in order to meet KPI's and financial accountabilities whilst improving operational systems and processes;
- Contribute to short-term and long-term organisational planning and strategy as a member of the management team to achieve operational excellence;
- Manage and increase the effectiveness and efficiency of Support Services (HR, IT, OHS, Quality, Sales, Marketing and Finance), through improvements to each function as well as coordination and communication between project teams and support functions;
- Ensure that all staff are cognisant of the procedures involved in their jobs;
- Maintain accurate, current and accessible files including maintenance of financial and statistical information and records;
- Development and maintenance of Quality Assurance system;
- Develop long-range forecasts and maintain long-range financial plans;
- Monitor short and medium term cashflow;
- Assist MD with creation of organisational budget and project planning;
- Development, implementation and maintenance of marketing and sales plans, including digital media strategy, re-branding, sales analysis and forecasting, CRM implementation;
- Development, implementation and maintenance of administrative, financial and human resource management policies and systems including legislative requirements for payroll, superannuation and taxation;

**Key achievements:**

- Management of Voluntary Administration process for related business, including creditor management, funding options, ASIC requirements through to development and ongoing management of Deed of Company Arrangement;
- Negotiation of sole-source contract for shutdown maintenance with a leading resources company;
- Development and implementation of financial reporting, cashflow analysis processes and tools;
- Development and implementation of Human Resource policies, processes and systems, including in-house recruitment/mobilisation team;

**Director / Business Consultant**

Provision of on and off-site HR support, specialising in development, implementation and ongoing review of best practice HR systems and processes.

- Strategic HR plans that deliver directly to the bottom line;
- Up-to-date, relevant HR policies and procedures;
- Practical Recruitment strategies, including international support;
- Full design and implementation of in-house recruitment teams;
- Onboarding processes that aid long-term retention initiatives;
- Succession and Workforce Planning;
- Performance Management processes – annual, probationary, disciplinary

**Key projects:**

- Plan, develop and implement best practice HR policies, processes, and systems;
- Design and implementation of in-house recruitment teams



**Manager – Human Resources**

- Provide leadership, guidance and counsel to the Executive management group on strategic human resources, employee relations, and compliance
- Development and implementation of best practice HR policies and procedures;
- Develop market appropriate Attraction, Retention, Remuneration/Benefits Strategies;
- Implementation of remuneration structure, benefits strategy, job mapping and job families;
- Leading implementation of company-wide performance management system;
- Management and monitoring of training and development programs including Executive Development, Career Development Planning processes;
- Establishment, implementation and monitoring of best practice recruitment and selection processes including e-recruitment functions and talent pipeline development;
- Establishment, implementation and monitoring of Fair Discipline and Counselling processes in line with Fair Work Act;
- Champion of Indigenous Development across the business, including liaison with various Indigenous groups and organisations (GenerationOne, AEC, Clontarf, Larrakia Foundation, Role Models etc)
- Supervision, coaching and mentoring of Human Resources team members;
- Review and monitor Employee Assistance and Employee Referral Programmes;
- Review of HRIS, implementation of recruit, onboard, perform and remunerate modules;
- Develop and monitor annual budget;
- Monitoring of third party contractors and employment agencies spend, insurances and contractual arrangements. Implementation and review of Preferred Supplier Agreements.

**Key achievements:**

- Implementation of school-based traineeships in Civil Construction for Indigenous high school students
- Champion, project management and implementation of HRIS system for recruit, onboard, perform and remunerate modules;
- Implementation of Employee Referral Programme;
- Development and delivery of in-house training programmes for Performance Management, Right of Entry and Behavioural based Interviewing

**National Recruitment Manager, Perth WA****December 2006 – October 2009**

- Develop and manage cohesive and cost effective targeted national and international recruitment campaigns utilising an appropriate range of advertising sources
- Ensure the Recruitment Department maintained accurate financial records and meets budget (\$2m+ pa)
- Day-to-day management of the Professional and Technical Recruitment teams to ensure national recruitment requirements are fulfilled.
- Monitoring of third party contractors and employment agencies spend, insurances and contractual arrangements. Implementation and review of Preferred Supplier Agreements.
- Development and review of recruitment and sourcing requirements for new projects and tender documentation response
- Development of project specific recruitment strategies, budgets, team structures, mobilisation plans and project schedules
- Coaching and mentoring of recruitment team members, including performance management and review, disciplinary action, performance agreements and KPI's

**Recruitment Manager Western Region Operations, Kwinana WA****November 2004 – December 2006**

- Forward planning and implementation of strategies, systems and procedures to ensure that the labour needs of the business are met (WA/NT/SA only).
- Recruitment Department set up and operating as a profitable internal cost centre, providing a basis for the provision of external labour supply services.
- Maintenance of accurate financial records
- Ensures sound recruitment systems and procedures are in place to support the fast, efficient and cost effective delivery of recruitment services
- Introduction of appropriate on-line technology for recruitment, selection and data access, tracking and maintenance purposes.
- In consultation with regionally based HR Managers, coordinates and facilitates the redeployment and transfer of employees within UG Resources or United Group, tracking and linking demobilisations with upcoming labour requirements, retaining an appropriate pool of labour within the business.
- Development and implementation of workforce planning to ensure ongoing and emerging labour requirements of the business are met.
- Ensures that effective and reliable systems and procedures are in place for the recruitment and selection of overseas personnel, including the management of successful candidates' visa applications.

**Key achievements:**

- Implemented centralised recruitment model across Australia, with three centres nationally (two technical/trades, one professional/staff, 75 team members nationally)
- Reduction in time to fill for construction technical (trades) roles utilising ERMS system (21 day cycle time from 44 days)
- Reduction of agency spend across business unit (saving of \$1.5M pa)
- Reduction in cost-per-hire (~\$475 per full placement)
- Managed, coordinated and monitored all international recruitment (NZ, RSA, China, Korea, UK, USA, Canada)
  - Recruited approximately 150 qualified welders from non-English speaking countries, implementation of support systems and processes including translation of key building signage, driver education training, translation of key documentation (JHA's, SOP's etc), ongoing compliance management and employee support;
- Championed, project managed and implemented e-recruitment and on-boarding systems (Adapt, SAP, Taleo)
- Project management of large scale recruitment and mobilisation campaigns (up to 1800 personnel per project) for maintenance and construction projects
- Coordinated between 4500-5000 placements across the business per annum
- Re-engineering of recruitment processes

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REALTY EXECUTIVES, Keith Howes & Associates, Perth WA

August 2004 – November 2004

**Real Estate Sales Representative**

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EXTREME WORKFORCE & EMPLOYMENT, Mackay QLD

January 2004 – July 2004

**Employment Consultant**

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SOUND PERSONNEL, Rockingham and Victoria Park WA

October 1997 – November 2003

**Director / Licensee**

*Sound Personnel was a start-up employment agency, offering labour hired personnel and permanent placements founded with a business partner in 1997, sold to a multi-national labour hire firm.*

- *Strategic planning, business plan development;*
- *Financial planning and reporting, forecasting, cashflow management, P&L management;*
- *Sales and marketing plan development, implementation and ongoing maintenance;*
- *Policy, procedure development and implementation to ISO90001;*
- *Supervision, mentoring, monitoring and performance management of the team;*
- *Set-up and troubleshooting of hardware and software;*
- *Recruitment and induction of temporary and permanent personnel*

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EASTERN GOLDFIELDS PERSONNEL, Kalgoorlie WA

January 1996 - October 1997

**Senior Recruitment Consultant**