



ORGANISATION TRANSFORMATION, PROGRAMME AND CHANGE MANAGEMENT

Deep experience in organisation transformation management, programme management, IT management, and consulting experience across a wide range of government agencies and industries.

Profile An expert in organizational transformation, program management, and strategic consulting with a proven track record across government and diverse industries in New Zealand and Australia. I specialize in guiding organizations through complex change by integrating change management with robust technical and project methodologies.

My Approach I drive permanent change by aligning **purpose and outcomes** with **execution constraints** (budget, time, and quality). My methodology focuses on:

- **Cultural & People Alignment:** Identifying those affected and managing the human impact of change.
- **Operational Capacity:** "Making room" by addressing BAU constraints to release capability.
- **Structured Frameworks:** Building the necessary technology infrastructure and processes to ensure seamless BAU adoption and benefits realization.

Background With a foundation in accounting (Finance, Risk, and Asset Management), I am highly skilled at diagnosing underlying issues in complex environments and facilitating structured option analysis. My experience spans FMCG, utilities, transport, manufacturing, and government services.

AREAS OF EXPERTISE

- Organisation Transformation Management
- Change management (ADKAR)
- PMO, Portfolio, Programme, and Project management
- Governance
- HPHE (High Performance, High Engagement) facilitation
- Project rescue
- Methodologies (Waterfall, Agile, PMP & PRINCE2)
- Root cause analysis, diagnostic problem-solving, and structured option analysis
- Management Consulting
- Finance
- Manufacturing
- Business processes definition and modelling
- Core business/ERP implementation
- Business systems and application development
- Supply chain management
- Systems integration
- RFIs and RPFs
- Commercial contract management
- Account Management
- Solution delivery management
- IT management
- Leadership

PROFESSIONAL EXPERIENCE



Orion Group

Aug 2024 – Oct 2025

Programme Manager Intergraded Asset Management

Managed the sector-leading Integrated Asset Management programme for Orion Group over both Orion and Connetics businesses. This involved refocus on organisational outcomes.

Outcomes:

- Led the transformation from legacy systems to Maximo and Esri, ensuring seamless integration and functionality
- Organisation change, including intercompany operational business modelling, and
- Collaborated with cross-functional teams to enhance asset management processes, driving efficiency and effectiveness
- Transitioned from external service provider to internal resources
- Transition to outcomes tracking
- Implemented earned value and benefits tracking
- Data readiness



University of Canterbury

===

Jun 2024 – July 2024

Project Coaching

Coaching project managers of two projects on planning/reset and financial management.



Foodstuffs South Island

===

Mch 2023 – Oct 2023

This engagement covered three items.

Programme Manager on Payroll and Roster

This programme deployed a replacement of payroll and rostering to 55 stores/Markets (Pak 'n Save and New Worlds). I was engaged for the review and recovery of deployment. A 10-point plan was developed which included:

- Reestablishment of governance, and deployment roles & responsibilities
- Revision of deployment schedule and the increased confidence it was achievable
- Analysis of organisation impacts at stores
- Resourcing adjustments following detailed analysis of planned and actual effort; BAU support requirements upon handover
- Complete reset of financial position (including clarification of budget, forecast and adjustments to costs to/from programme and BAU to recognise true programme costs)
- Moved from a deployment focus to an outcome one

Outcome:

- Programme recovery (outcomes focus, Govn., roles, schedule, financials).

Coaching on Payroll and Roster

- Coaching of PM.

Programme Manager on Wholesale Strategy covered:

- Strategy and scope
- Organisation design
- Budget
- Business case.



Christchurch City Council (CCC)

Aug 2022 – Nov 2022

Transformation Programme Manager on Employee Experience Programme

Develop scope, assess readiness, and prepare business case.

Given an organisation design, the Employee Experience Programme (EXP) was a business led initiative to transform the employee experience at Council. Working with assumptions and thinking about the future of work 10 years out, it was centred on employee experience outcomes at all stages of the employee life cycle at Council (attraction to re-engagement/alumni) and through layers of employee experience, culture, workflow, workplace, and the supporting technology.

It was determined that although needed, CCC didn't have the organisational capacity for such a programme.

Outcome:

- Defined future high-level employee end-to-end employee experience and change principles
- High level organisation readiness assessment, and organisation modelling
- Advised the sponsors the organisation not ready for the work due to other change work already underway.



Lyttelton Port Company (LPC)

Oct 2019 – Jul 2022

Transformation Programme Manager on Rostering and Fatigue Management (RaFM) programme

LPC had little experience with change and was one where there was a poor (distrustful) relationship between management and employees. It had well established, and treasured by many, work practices, customs, and practice.

The RaFM Pgm. was a complex organisation and technical transformation programme that caused a significant change to rosters and to payroll. Rostering was in turn affected by the application of fatigue management. Both affected every employee to some extent with there being particular employee triggers, e.g., reduced likelihood of being given overtime work with union staff.

Payroll changes involved technical upgrades to Pay Global, cleansing, and rationalising metadata and moving some metadata to the roster tool to ensure single source of truth was established and then able to be maintained. Role and responsibility changes were applied as well as fixes to historical configuration errors (where manual interventions had been persistently used instead of fixing the errors), and threshold based triggered reporting for operational managers and finance were established.

RaFM was made up of three projects:

- Rostering and Payroll - A new rosters system for all staff, including approx. 450 union members:
 - Significant personal and industrial relations triggers
 - New standardised processes and the separation of duties, e.g., payroll no longer approving leave
 - A new tool configured to work with LPCs very complex collective (CEA) and individual (IEA) employment agreements including Order of Utilisation requirements from completing unions
 - Integration of the rosters system and the payroll system plus various other minor systems
 - Key risks:
 - Configuration to apply complex CEAs and IEAs
 - Understaffed planner/schedulers with emotional attachments to the old techniques
 - Complex payroll rules, e.g., allowances
 - Reduction in overtime for some staff
 - Marine, Inland Ports and the Terminal were deployed without employee discord
- Fatigue Management - Definition and then implementation of a fatigue management standard across all company sites
- Presence - Complete physical security with scanning in and out of employees

The people challenges in each project were considered by management likely to lead to industrial relations issues including strikes. Due to the change approach taken and effort to build trust with the unions no people issues occurred. Each project was technically challenging and made more so by a lack of internal IT IP, a programme team made up largely on contractors and considerable technical debt.

The programme took a proactive organisation change approach. Project (Prince2) and Change Management (ADKAR) techniques were merged into a single integrated method. Additionally, HPHE techniques were used with proactive involvement of the unions in as much of the programme as possible.

Outcome:

- Defined and then created the future state rosters and fatigue management
- Transformation of rosters underpinned with new fatigue management controls
- Organisation changes in Finance, Payroll, and Operations
- New roster application and updated payroll application (complex pay, fatigue management, and allowance requirements)
- Engaged and supportive staff (mainly union members with combination of CEAs and IEAs)

- New integration technology/layer.

Transformation Programme Manager on M3/INFOR Upgrade

M3 at the Port was 17 years and several major releases out-of-date. The role, concurrent to the RaFM programme, was to upgrade M3.

Outcome:

- Developed upgrade strategy considering organisation risk, organisation capability and capacity for change, funding availability, hosting (on-prem vs. SaaS).
- Evaluated M3’s EAM solution, recommended adoption and prepared business case
- Recommended M3 upgrade be deferred given a change of business priorities.



Paternity Leave

May 2019 – Oct 2019



Anonymous

Feb 2019 – April 2019

Consulting on project recovery

Providing guidance on an off-track project.

Outcome:

- Rescue (outcomes, Govn., roles, schedule, financials)



Enable Networks

Sep 2018 – Dec 2018

Programme Manager on Implementation of Project Management Methodology and PMO Function

Formalising a hybrid waterfall/agile project methodology including:

- Developed tools for change management
- Definition of project method and various templates
- Tools for project methodology and resource management
- Training for project managers
- Development of core reporting and a dashboard for KPI monitoring

Outcome:

- Establish PMO and project methodology



Enable Networks

Sep 2017 – Aug 2018

Programme Manager on Implement Customer Interaction Management

Implementation of SaaS based Zendesk customer interaction manager, bespoke internal development of data store for system integration, bespoke system integration, establishing appropriate environments for testing and training, and extensive testing and training.

The project approach used Prosci’s ADKAR change management framework which was integrated with a hybrid of PRINCE2 and agile project methods.

Outcome:

- Defined the future state organisation design and then transformation of customer service function
- Organisation changes in customer service
- New customer service system.



Environment Canterbury

Jan 2017 – Jun 2017

Programme Manager on Project Management Office implementation

Set up a PMO function focusing primarily on IT projects including

- Definition of method and various templates
- Tools for project methodology, change management and resource management
- Training for project managers.

Outcome:

- Establish PMO and project methodology

Call Centre Upgrade

Project manage upgrade of Customer Call Centre application.

Outcome:

- Upgraded call centre application.



ANZCO Foods

Mar 2015 – Jan 2017

Transformation Programme Manager on Health & Safety Change Programme

The change context was achieving organisation cultural change (the right thinking, focus and action) relating to H&S and also a technical one that provides an integrated IT solution for workflow and applications. Culturally, some people needed to be moved from thinking that “we’re a meat works; people get hurt”.

The role covered:

- Defined the future state H&S culture
- Management leadership group H&S culture change
- Operational changes to engineering risk and maintenance practices
- A group-wide approach (vs. the prevailing autonomous plant-based approaches)
- Extensive plant-based risk assessment and remediation (physical changes and procedures)
- Development and implementation of critical risk controls including permit to work, working at heights, confined space, etc.
- Creation of a workflow (policies, processes, forms, registers, etc.) tool incorporating various business processes with H&S integrated within them (vs. H&S as a function/process in its own right)
- Creation of a risk tool and workflow incorporating assets register, hazard/risk assessments, controls and remediation actions
- Creation of an incident tool and workflow, integrated to the risk tool, for the recording and management of incidents
- Clear accountability; clear standards and correction acceptance criteria
- Selection and implementation of enterprise contentment management tool and a health and health and safety tool; the tools above are working models to help understanding before this stage is commenced.

Outcome:

- Transformed management leadership H&S culture to proactive removal/reduction of plant-based risk
- Organisational changes in Engineering and HR/H&S
- Extensive mechanical and procedural improvements to remove/reduce plant-base risk
- Established H&S governance and operational mechanisms for continuous improvement.



ANZCO Foods

Nov 2014 – Feb 2015

Transformation Programme Manager on Consolidation of Group Financial (Close and accounting)

Various activates associated post go live including:

- Comprehensive work on inventory valuation and reconciliation between plants, marketing and corporate business entities; similar exercise for sales reconciliation
- Comprehensive lessons feedback (which have been used in subsequent projects).

Outcome:

- Improved visibility and accuracy of sales and inventory values
- Coaching on techniques
- Commenced operational improvements uncovered in lessons feedback.

Transformation Programme Manager on Consolidation of Group Financial Function

To upgrade the ERP, migrate business units not on the ERP to it and extensive organisation change due to the ERP.

The role covered:

- Defined and then created the future state for global and shared service finance function
- Implementing global organisation change including extending shared services function
- Significant upgrade of the ERP (recovered over 17 years and two major software releases)
- Integration to related applications including plant floor systems
- NZ, AU, UK, US and EU business units
- Creation of intranet-based workflow
- Establishing data governance

Outcome:

- Defined and then created the future state for global and shared service finance function
- Global organisation transformation
- Organisation changes in Finance
- Comprehensive operational and procedural changes
- Significant technology changes

PRIOR EXPERIENCE

- **Waimakariri District Council (2012–2013):** Core ERP replacement – negotiated vendor contract, initiated programme, transitioned to internal management.
- **City Care: (2012-2013):** Green space contracts
- **Meridian Energy (2006–2012):** PMO Manager and Programme Manager – led organisation redesign, earthquake recovery programme, and smart metering rollout.
- **SIMPL Group (2003–2006):** Delivery Manager & Deputy Head of Project Services – managed 18 staff, ERP replacements, Microsoft Health showcase, and project rescues.
- **Other (pre-2003):** Lion Nathan, PepsiCo, Dominion Breweries; early career in accounting (finance, payroll, risk, asset management).

REGISTRATIONS AND MEMBERSHIPS

- Registered with PRINCE2.com
- Membership with PMI.org
- Registered with PROSCI.com

SKILLS

- **Transformation & Change:** ADKAR, HPHE, organisation change, cultural change, programme recovery
- **Leadership:** Union/industrial relations, executive engagement, coaching, stakeholder trust-building
- **Programme Leadership:** PRINCE2, PMI, Agile, PMO establishment, governance
- **Management Consulting:** Cap Gemini/Ernst Young, Intentionia New Zealand
- **Systems Expertise:** Maximo, Esri, SAP, M3/Infor, TechnologyOne, Zendesk
- **Finance & Commercial:** Accounting background, budget resets, benefits tracking, contract negotiation

EDUCATION/LICENSES

- Bachelor of Commerce, Majoring in Accountancy - University of Canterbury