

## Male Candidate #4

### Brian Douglas

Mordialloc Bowling Club

### Proposed by

#### Gregory Mills

Mentone Bowling Club

### Seconded by

#### Phil Hardy

Mordialloc Bowling Club

## Introduction

After umpiring District Cricket (99 first games and Victoria seconds games etc) I joined Mordialloc Bowls Club in 1995. I have occupied every position at Mordialloc except President and currently play Division 1 and 2 and act as a Coach, umpire (need reaccreditation) Greenkeeper and Director of bowls. I also act as Tournament Director for the API Bowls Club.

I have previously occupied Executive positions at Sandringham and Parkdale Football Clubs and Heatherton Cricket Club. Life Membership was gained at all Clubs except Sandringham (years didn't qualify).

I presently am a member of Kingston Council Sports Advisory Group, an MCG Tour Guide and have been on Boards of the Victorian Football Association (VFA) and Australian Postal Institute Vic.

I spent 35 years at Telstra Head Office retiring in 2001 and am proud to reflect on my career rising to a Senior Executive Human Resource Manager in the top 100 at the time. My CV details this.

My vision for Bowls Victoria is as follows

- \* BV has committees to suit their needs. We need to put in place a Reference group to comment on BV strategy, its business plan and its operational approach to ensure the needs of its metropolitan and country clubs is met. The existing Regions have not evidenced any reflection of this.

- \* We need to address player recruitment from the perspective of the population change with our immigration and permanent residency rules. Incremental changes have been made over time to inspire membership recruitment but this is a gap
- \* I have for a long time sought to understand how BV makes its decisions as it affects the Clubs and Stakeholders. I know how Clubs operate and of the differential needs of players and Clubs. I seek to understand BV decision making and offer to "argue" these decisions if applicable as they affect Clubs, in the appropriate forums. This is a skill I have acquired in my organisation change environment, but learning from interaction with post graduate professionals in Telstra some years ago
- \* In Telstra I had day to day experience in Risk Management and interacted with legal practitioners in the areas of Industrial Relations, Award Simplification and Workers Compensation. The detail of this is contained in my CV. In the legal sphere it is important to not let professional legal people dictate the way forward, rather allow them to outline how what BV wants to achieve is attainable. High costs can be received by the organisation without control

\* *Relationship to Strategic Plan.*

## Career

My Telstra career and my other pursuits as outlined equip me to be a preferred candidate for the BV Board based on the following demonstrated attributes

- I have noted the culture change at my Club over 2 generations. We lost the best people with the departure of our war service colleagues and much change has occurred over that time to both replace the player numbers, acquire volunteers to do those Club jobs and to find a revenue source. Whilst we cost cut to match this we there are many non discretionary expenditures we can't influence such as Utilities, Insurance and even BV and Region levies.
- My skills as a person experienced with organisation change, system thinking, revenue growth and cost cutting within reason, equip me against the environment outlined above

- My business career predominately in Human Resource and Administration allows me to see issues from the “other person” perspective which I undertake to always argue. I understand my argument may be overcome but I will always inject the influence of my views. In bowls these views are based on needs at Club level mixed with the perspective of what say BV would be trying to achieve
- I have 50 odd years of sporting experience at a Club level. Over these years the needs at Club level haven’t changed but the environment has – “Today “its COVID-19 “ yesterday” drink driving”, “the day before” revenue and costs etc but always the same basic need – Club survival and success. If elected I will be driven by this environment

## Curriculum Vitae

### EDUCATION / QUALIFICATIONS:

1996 - Human Resource Management  
Stanford Business School, San Francisco, USA

1976 - Certificate in Business Studies  
South Melbourne Technical College, Sth Melbourne Vic

1966 - Secondary Education  
St Bede’s College, Mentone, Vic

I undertook numerous short courses whilst in Telstra. Relevant to today’s HR practices are the learning’s from courses run by UNSW which included

- Problem solving Techniques
- System Thinking
- Levels of Management in an Organisation (Jacques)
- Customer/Supplier relationships
- The alignment of Accountability with Authority (Jacques)

### CAREER SUMMARY:

#### HR Consultancy

July 2001-2007

In this period of time I provided HR Consultancy to the following Companies

#### Mancine Cosmetics and Evitan Wholesale Nursery

I undertake ad hoc HR Consulting in respect of issues that arise from time to time. My last period of work was for Mancine when I was called upon to deal with Harassment/Bullying complaints. For Evitan , I consulted on Employment issues having regard to Workchoices and Workcover.

#### Rooty Hill RSL, NSW

I was recruited by the Sydney Company of Monaghan McLean (Gary Cassidy) to provide a HR Consultancy with the following outcomes

- Mentor the new CEO in HR and Change Mgt
- Assist with the removal of the previous CEO
- Deal with 3 Workplace allegations of Harassment and Bullying
- Commence a Change Mgt Process
- New Functional organisation

#### Australian Public Service Commission

I undertook 5 months work conducting recruitment activities in the Australian Taxation Office and the Australian Quarantine Commission. In the former I acted as an expert panel member and in the latter I performed the role of Chairman.

#### SmartSalary

I undertook work associated with performance management for about 3 weeks. The consultancy centred around setting standards appropriate to meeting standards against which employers are measured by the AIRC in the areas of Unfair dismissal

#### Bizsimple

- Working with their Principals and Freehills, I jointly specified the attributes of an online performance management product for use by their joint venture partner Freehills. The product was to reside on Managers desktops and provide Managers with the tools to deal with performance and misconduct issues that will meet the law of the land

- A further specification I participated in the development of, was one for Workers Compensation which provides a desktop incident and claim notification between the customer (A SME) and the Insurer
- Work was performed at Qantas recommending savings that could be achieved in the Workers Compensation function. I am unaware as to whether our recommendations were implemented but I assume they were not, as a feature of the recommendation, was management of staff on long term leave (baggage handlers and customer service attendants) This recommendation was not favoured by line management as it may lead to industrial unrest. A multi-million effect on the Qantas bottom line was available

**GIO**

I consulted to their Business Development Manager in the derivation of a bid proposal. I submit I brought to the table knowledge of Commonwealth Workers Compensation and creativity in the topic of Injury Management, notwithstanding an option for GIO to increase their revenue and product reach if the bid is successful

**Yarrabah Special School**

At their request I undertook for 6 weeks a review in the areas of:

- Performance Review
- Spans of Control
- Unfair Dismissal and
- General HR Consultancy

The report was presented and accepted and was primarily about teachers doing what they were paid for

**TELSTRA ACHIEVEMENTS 1966 - 2001**

General Manager Human Resources, Telstra Countrywide 2000 & 2001

Reporting direct to the Group Managing Director, I assisted in conjunction with the direct report team, the establishment of the newly created Business Unit, being personally responsible for all HR Matters

*Key Achievements:*

- Established all jobs and their grading value
- Assisted in the filling of all jobs
- Derived employment contracts for 500+ staff with a TEC value and in parallel reviewed the annual remuneration of staff already on Telstra contracts to contain salary creep
- Established all ER policies, supporting processes (including the selection of appropriate suppliers who would compliment the Business Unit purpose) applicable to the minor regional/rural environment
- Selected and trained an external replacement
- As a member of the Senior Management team, participated at the Direct Report level

*Other HR Functions Undertaken in 2000-2001:*

- Relieved as General Manager HR Pacific Access (Yellow and White Pages) for 4 months while a replacement was found. I also commenced, at the request of the newly appointed CEO, a HR change program
- Established a \$170 LK (WRA) agreement in Advantra with much opposition from Unions and in parallel with the insourcing of staff and functions from Telstra. This approach was favoured in order that costs could be contained
- As National Manager of Telstra's Workers Compensation and Rehabilitation unit for 18mths, I instituted approaches that reduced Telstra's forward liability by \$60m, its claims by 3000(30%) and cost by an amount commensurate with the aforementioned outcomes. My suppliers were GIO and RTK and Associates (in the main)
- HR Business Planning for the IS&W Business Unit (30000 staff). The planning focussed on HR change initiatives to support cost reduction, staff retention and a new employment framework that focus on work and family.
- I mentored for 2 years recruited graduates to Telstra ER. These graduates "shadowed" me in all aspects of my work and I submit I gave them insight into communication with Senior Managers, system thinking and a HR perspective as it applies to Managers in the workplace

On 27 July 2001, I accepted a voluntary retrenchment from Telstra.

### **National Manager Policy and Simplification**

1998 - 2001

Undertake Award and Policy Simplification under auspices of WRA 1996 and redesign all Telstra ER Policies to enable more room for Managers to manage and therefore become accountable.

#### *Key Achievements:*

- Reviewed and simplified all Telstra ER policies and an Intranet Site
- Simplification of 12 Awards, 30 Registered Agreements and numerous Unregistered Agreements in conjunction with Barristers and Lawyers using the Award Simplification mandate of the AIRC as a facilitating tool
- Successful Negotiations and Merit Case in AIRC and acted as Telstra Expert Witness in AIRC.
- Enterprise Agreement content derivation to support company organisation principles, demonstrating that use of data makes and evaluates the effectiveness of change. I also participated in EA negotiations

### **General Manager Personnel Services**

1996 and 1997

Led a team of 100 ER Consultants to provide ER support to Managers nationally and internationally.

#### *Key Achievements:*

- Selection and Establishment of a national team, reducing numbers from 200 to 87.
- Reissued all Telstra processes as kits for Managers
- Redesign of Telstra Service Awards, Discipline Policy, and Promotion Appeal Policy.
- Design of a new system to account for people and work (EWS) to replace Public Service heritage system of positions, which drove negative staff behaviour.
- Establishment of a Group to provide expatriation and repatriation services to our off-shore staff.

### **General Manager,**

### **Human Resources, Commercial & Consumer**

1995

Managed the provision of HR Services to 30,000 staff and interface with Corporate Centre including OHS, Remuneration, Planning, Grading, Industrial Relations, Personnel Policy, Payroll and Administration, Learning and Development.

#### *Key Achievements:*

- Leadership and Management of 500 staff through a Change environment
- Direct support to Group Managing Director (Top 3 of Telstra)
- Respected ER Generalist at Senior Level

### **National Manager Payroll Services Commercial and Consumer**

1992 - 1994

Led and managed 300 staff to provide a Payroll and Administrative service to that part of Telstra responsible for domestic and small business customers.

#### *Key Achievements:*

- Payroll and Personnel Administration Support to support 30,000 staff.
- Reduction of Sites from 33 to 6 with no union intervention
- Implementation of staffing ratio 1:300
- Development and Implementation of Electronic Working Reports and Key it in Once System (KIIO)

### **Project Manager ER Corporate Centre**

1987 - 1992

Corporate Centre Employee Relations Project Manager

#### *Key Achievements:*

- Negotiated and implemented the AOTC Redundancy Agreement –Still in operation

- Established National Skills Service Centre Operating Framework and Services, which centralised redeployment, retraining and redundancy in Telecom to enable fast, voluntary downsizing.-Still operating
- Personnel Manager of Telecom Australia International
- Expatriation of 140 families to fulfil a Telstra international contract with Saudi Arabia. This work entailed staff selection and release from Telecom, passport and visa achievement and just in time task completion to the satisfaction of the Saudi Arabian customer.

**Manager Administration, Telecom Research Laboratories**  
1981 - 1987

Manager of approximately 100 staff responsible for the provision of all support services to 500+ professional and technical staff. Services included:

- Human Resources
- Administration
- Finance and Accounting
- Supply
- Properties

*Key Achievements:*

- Leadership and Management in a professional, highly academic environment where I was a direct report to the Research head and peer to his direct reports.
- Establishment of Human Resources and Finance and Administration Functions (Devolved from Head Office)
- Leadhouse for Health and Safety matters from Corporate Human Resources

**PMG/Telecom/Telstra**  
**Clerk Class 1-10 in the Personnel and Industrial Relations Department**  
1966-1981

In this period I learnt the HR function both as an operative and Manager and carried out numerous tasks such as:

- Payroll processing
- Staff movement activities
- Recruitment activities
- Automation of the 100000 PMG payroll
- Redefined HR policies, processes, forms and tools, delegations etc in an environment of monopoly, centralised authority and 100% government ownership
- Industrial Relations
- Various job evaluation techniques

In this period I was promoted 9 times to jobs inside and outside of PMG (I did not accept external jobs with other Public Service Depts) and I now reflect on the valuable learning's these 15 years gave me

**PERSONAL QUALITIES**

- Ability to work at a very senior level i.e. direct report to CEO
- Ability to get things done
- Understanding of people's values across disciplines
- Ability to integrate HR systems in a Change Management environment
- Extensive generalist knowledge of HR
- An ability to see issues from the perspective of operative staff

**Claims Relevant to the Position of Director**

I have 30 years plus HR experience in an organisation that transitioned from a monopoly to a customer focussed competitive business. My work in Telstra from the late 90s and Rooty Hill RSL was Change Management at 2nd level report to the Telstra CEO and as a direct report to the CEO in Subsidiaries

Reviewing the BV Board principal roles, I submit I have undertaken these functions over time.

**Contact**

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