
A HIGHLY EXPERIENCED IMPROVEMENT MANAGER AND PEOPLE LEADER

An Operations and Improvement Manager with +5 years' experience of working in suburban rail operations. Led the achievement of safety incident (Cat A SPAD) reduction, eliminated the risk of occurrence of non-compliant Drivers, standardised incident investigations, and reduced Driver non-active days to support operations goals of safety, punctuality and service delivery.

EMPLOYMENT HISTORY

Strategic Business Planner

Finance & Commercial

Metro Trains Melbourne

Mar-19 – Current

Coordinate and facilitate end-to-end business planning, including improvements to the quality of business initiative definition, benefits estimation and performance monitoring.

- Designed and delivered a redesigned business plan and KPI cascading methodology including the materials, training packs, online video tutorial and delivery to Executive Directors, General Managers, function heads and finance business partners reducing lead time and improving initiative quality aligned to performance gaps.
- Redesigned and delivered preplanning situation analysis including PESTLE external analysis, internal maturity assessments and key performance indicator analysis.
- Designing and coordinating Operational Excellence (Centre of Excellence) across the Operations division, including 4 streams: performance management, strategy deployment, process excellence (standardisation and process improvement), and high-performance teams (structure, roles, role accountability and authority, role relationships, and individual capability).

Head of Quality Assurance

Operations | Train Services

Metro Trains Melbourne

Mar-16 – Mar-19

Led two teams consisting of Driver Compliance and Investigations with three direct reports and 24 staff which delivered the competence management system for Train Drivers, rolling stock-operations interface technical change management, and the investigation function for level 2 safety breaches such as Signals Passed at Danger, Wrong Side Door Release, and Station Stopping Errors.

- Designed and delivered the restructure of the Driver Compliance team to improve quality of insights gathered through investigations, and efficiencies in driver compliance processes, achieving a total remuneration cost reduction of \$15,000.
- Key safety issue, Signal Passed at Danger (Cat A SPAD) decreased approx. 26% in the first year of the strategy and a further 9% in the second.
- Achieved the status of nil Drivers non-compliant for the first time for Train Services history and maintained ongoing in business-as-usual at 0%.
- Reduced the average days Drivers are stood aside for driving duties whilst under investigation from over 15 days down to an average of 2.5 days whilst improving investigation effectiveness.

Lean Six Sigma Master Black Belt

Trainer/Coach (Part-Time)

Pyzdek Institute

Jan-09 – Current

Provide training, coaching and project support to students from various countries and organisations including:

- US defense (Defense Logistics Agency)
- Education (Texas Tech University)
- State and local government (City of Melbourne, St. Louis County MN, Ontario CA, Pasco County FL)
- Mining (Peabody Energy)
- Infrastructure (Lighthouse Resources)
- Telecommunications and Utilities (Comcast, NZ Telecom, Verizon, dura-line)
- Airlines (American Airlines)
- Pharmaceutical (Abbott, Bayer, ACADIA Pharma, teva Bio and Pharma Germany)
- Automotive (Magna Canada)
- Aerospace (Airbus, Boeing, Calmax Technology Silicon Valley CA)



- Manufacturing (hp, GE, Black+Decker Stanley, Zenner, Kingsbury Inc., Georgia-Pacific, SeaSucker Bradenton FL)
- Healthcare and emergency services (Queensland Health, Hamad-Qatar, BlueCross)
- Consumer Goods (Church & Dwight Co Ewing NJ)
- Wholesale and retail (The Home Depot; alto Pharmacy San Francisco CA; Oberto Specialty Meats Seattle WA)
- Transport and logistics (Sun Distributing CA)
- Banking and financial services (Bank of Aruba, Bank of South Africa, LeasePlan, Prosperis Holdings)
- Outsourcing services (Schenck Process)
- Consulting (Accenture, Huron Consulting Group San Francisco CA)

Manager, Lean Capability

Metro Trains Melbourne

Nov-14 – Mar-16

Led the Lean Capability team of three direct reports, delivering a >4.5 ROI multiplier on programs and projects delivered by the team.


- Delivered on-time a 100-day commencement plan, including the design and execution of a customised Lean maturity assessment and the resulting Lean continuous improvement strategy.
- Delivered on-time and to requirements the highly regarded Continuous Improvement Review 2014-2015 to meet the PTV Franchise Agreement (Train) clause 8.12.
- Provided professional and highly valued program support, workshop facilitation and documentation services for a range of business-wide programs and projects, such as:
 - P&P transformation baseline Define Phase activities and workshops,
 - Operations Performance Improvement Team 2015 workshops (Victoria University),
 - Trains Services 2015-16 Reliability Growth Plan (RGPs) workshop, and
 - Rolling Stock dwell-time improvement workshop.
- Successfully led the delivery of the proof-of-concept of the Integrated Enterprise Excellence (IEE) operating model management system, facilitating all divisions and departments in defining value chains, key performance indicators, and process measures, including the digital delivery via interactive touch screen portal. 
- Created and delivered Lean fundamentals training (Practical Problem Solving and 10 Basic Tools) to Infrastructure Signals Maintenance, Work Improvement Committee and Finance teams. 

Manager, Business Planning and Improvement

Yarra Trams (KDR)

Nov-13 – Nov-14

Led and managed team of three planning and improvement specialists, the executive personal assistant and administration officer team, and the coordination of the Yarra Trams-PTV Network Development Partnership.

- Developed and implemented standard visual management boards for executive team level business plan accountabilities, including introduction of measurement and charting standards for improved decision-support.
- Led the application of Lean and Requisite Organization design to the Executive Assistant and admin teams to eliminate incorrect levels of work, level task demand and excessive lead time of eight directors and CEO and created and filled a new Administration Team Manager role.
- Internal consulting and coaching to the Safety Division including establishing improved safety process measures, visual management, and investigation problem solving. 
- Facilitated and coached the Customer Service department manager and two Authorised Officer team managers in 8-step (PDCA) A3 problem solving to address the objective of reducing fare evasion through increasing Myki validation on trams. Fare evasion survey conducted by PTV verified 2014 as the lowest rate of fare evasion since the introduction of Myki.
- Developed the conceptual and detailed measurement, analysis, and business reporting method for version two of the operational performance reporting of tram punctuality and service delivery (PRIDE II). Improving reduction of timetable variation and passenger waiting penalties on the 2014 budget, and achieving a service punctuality of 87.04%, 2.49% above the same time last year and which was the best in over 10 years.


- Designed and set-up the blueprint model for operational Visual Management performance boards and weekly management huddle routines in the Customer Service department, including Authorised Officers (AOs) and Customer Service Employees (CSEs). Led subsequent implementation into IT, Finance, Infrastructure, Safety & Environment, and Rolling Stock.

Manager, Process

Improvement

LeasePlan Australia

Apr-12 – Nov-14






- Led the four direct reports of the quality management and process improvement team, with key responsibility for deployment of quality improvement and Lean Thinking transformation. Additionally, to balance the management and improvement of a certified ISO 9001: 2008 quality management system (QMS) for all state sites, while embedding Lean methodology.
- As Lean coach of the Finance Manager and direct reports, accelerated the completion of a \$1.4 million mirror account imbalance improvement of the SAP Lease Account Engine (LAE) addressing business process, SAP logic, interface, and workflow design. 
 - Trained and coached the Leasing Services Department Manager as an end-to-end process owner to reduce FTE by reducing manually approved maintenance service orders by 14%.
 - Increased the annual internal ISO assurance audit completion and NCR close rate from the prior three years using a proactive engagement and pre-audit preparation methodology integrated into daily stand-up performance meetings.
 - Coordinated process analysts in the creation and updating of 291 ARIS EPC process models (98.3% updated in 2012) for end-to-end SAP system (CRM, ECC finance, and leasing engine), and approximately 890 uPerform eLearning work instructions, training modules, and quick reference guides. Continuing in 2013, switching over to deployment map (BPMN) process modelling method from April 2013 as part of the version 6.0 to 7.0 SAP CRM/ECC/SRM/Net Weaver upgrade.
 - Delivered the problem-solving component of the corporate four-day management training program (Critical Connections), facilitating workshops for over 80 managers across three states, and follow-up coaching on action learning projects.




Manager, Business Planning,

Improvement and Risk

City of Melbourne

Jan-09 – Oct-11

- Managed and led two teams with eleven staff with four direct reports, including two IT project managers, four infringement processing and system administration team members, three business planning, risk and audit staff, a Lean Thinking facilitator, and a Lean Six Sigma project manager.
- Project lead for the first deployment of Forrest Breyfogle's Integrated Enterprise Excellence (IEE) operating model management system methodology in Australia. I led the implementation of IEE as an improvement to the Balanced Scorecard I had implemented the year prior in the Parking and Traffic Branch. 
 - Oversaw the branch project team deliver the DCA PinForce parking and local laws IT system and handheld device upgrade including the compliance of licence plate recognition technology to state and local legislation (Road Safety Act 1986, Road Safety Road Rules 2009, and Infringements Act 2006) and business rules (withdrawals and appeals). 
 - Black Belt project manager for the highly successful \$800,000 savings in the Faulty Parking Meter 3-day business rule infringement write-off project as part of the larger parking improvement of the City of Melbourne's Lean Thinking program. 
 - Led the engagement and communication with the parking Authorised Officers and Parking Inspectors' union and Australian Services Union, coordinating significant change of 50+ year work practices patrolling and issuing infringements in support of the trial of ParkMobile cashless parking. 
 - Led the joint liquor infringement processing improvement project between City of Melbourne and Victoria Police, reducing the rate of unenforceable issued fines.
 - Achieved the successful Lean Six Sigma project return of \$108,000 in annual write-off recovery of incorrectly coded infringement transactions in 2010/11 operating year.
 - Led a successful Lean Six Sigma Community of Practice to support training and improvement projects across the Parking and Traffic branch. 

- Facilitated and coached the Parking Permit lead time reduction project as part of the larger parking improvement of the City of Melbourne's Lean Thinking program reducing permit issuing from over 2-days to over-the-counter issuing for walk-up customers. 
- Guided a processing team to reduce Return to Sender courtesy (penalty reminder notice) letter, achieving a 78% reduction in DPID barcode address label errors and a 6% saving on direct expenses.
- Practice lead for business planning, and the implementation of Balanced Scorecard into the Parking department, designing all strategic operating plan elements, facilitating each management level through key performance indicator definition and set-up, vision and mission statements, strategy setting, cascading plans down to team leaders, and administering all templates, documents and plans. 
- Proposed and led the 'Eliminating 500 Non-Value-Added Steps' initiative as an introduction for employees to Lean Thinking, achieving 511 NVA steps removed in eight months. 

Senior Officer - Business

Improvement and Planning

Moreland City Council

2007–2008

Improvement program leader for corporate improvement projects, and facilitating Business Excellence program, corporate strategic business planning, performance measurement, and annual business planning.

- Led the human resources business unit through a Lean improvement project on the recruitment and selection process, reducing lead time for recruitment by 28-days.
- Administering, and improving adoption and application of Council's leadership, management, and risk assessment programs (Australian Business Excellence Framework) in cooperation with Council's Internal Auditor.
- Facilitated all of councils' divisions, departments and teams through Council's annual business planning processes.


Manager - Knowledge

Management, Business

Intelligence & Improvement

Bayer CropScience

2005–2007

- Improved annual submission process of country market data to the global business intelligence team, bringing the Australian organisation from 58th in the global BI accuracy and completeness performance ranking to 4th in one year.
- Implementation leader for an eBusiness project for the commercialisation of the first commercial GMO release in Australia, providing sales channel concept, process design and specifications, saving \$70,000 on project budget and delivered on Go-Live schedule of just 11 weeks. 
- Achieved the implementation a Customer Relationship Management (CRM) solution as project manager for field based sales force, regional satellite sales offices, customer service team, 1800 technical help desk, and head office marketing teams, with an \$82,000 saving on the project budget.
- Established the business knowledge management strategy and led implementation of programs targeting knowledge drain of a large aging research and development workforce.

EDUCATION / QUALIFICATIONS

- Lean Six Sigma Master Black Belt (IASSC and SSC Certified) - Pyzdek Institute, 2013 
- Lean Six Sigma Black Belt (IASSC and SSC Certified) - Pyzdek Institute, 2010 
- ISO Internal/Lead Auditor – bsi, 2013
- Master of Business Administration (MBA) - Monash University, 2003 
- Lean Six Sigma Champion - Segla International, 2010
- Six Sigma Green Belt - Motorola University, Hawthorn, Victoria, Australia, 2006
- Bachelor of Science (Botany)/Bachelor of Environmental Science (Soil Science) - UWA, 1996 