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Business problems first. HR is one of the tools.

STRENGTHS

Employee relations

Investigations, complex exits, performance cases, WorkCover and negotiated settlements

Organisation design

Restructures, consultation, redeployment and transfer of business

People operations

Policy, compliance, governance, HR systems and automation

Leadership

Coaching leaders and developing HR teams

Change and M&A

Merger integration and regional rollouts

JURISDICTIONS

Australia

Fair Work Act, NES, modern awards, WHS

New Zealand

Employment Relations Act

APAC

Singapore, Malaysia, Japan, Korea

HR SYSTEMS

Employment Hero, SmartRecruiters (Expert Administrator), SuccessFactors, HR3, ConnX

INDUSTRIES

Telco, infrastructure, rail, engineering, software, data, manufacturing, professional services

QUALIFICATIONS

Advanced HR Law, AHRI (2026)

Diploma of Business

AgilePM Practitioner

PROFILE

Commercially minded HR leader who gets brought in when the people side of a business is messy, changing or getting in the way of performance. Deep employee relations and people operations experience across Australia and New Zealand, with regional delivery across APAC. I work out what's actually going on, get leaders and employees aligned, then put practical systems around it. I'm strongest where the business problem and the people solution have to meet. Most of my roles started with a specific problem to fix, and finished with the business able to run without me.

HIGHLIGHTS

12%

off a \$3m leave liability in three months

95%

accuracy, AI HR assistant live in 6 countries

0

formal claims from a 10% restructure

20%

headcount growth in nine months

3

HR systems selected and implemented

2

clients hired our people in-house

EXPERIENCE

Senior HR Business Partner, ANZ

Mar 2026 to present

Octave 12-month fixed term

Merger of two legacy engineering technology businesses into one. ANZ HR lead through the integration, with APAC reach.

- Main people adviser to the ANZ leadership team, harmonising policy across both legacy entities, including a new on-call framework for New Zealand.
- Lead a team of three. Developed a junior practitioner from escalating most issues to owning leave, recruitment, grievance, fit-to-work and policy work; she is now on track to take on New Zealand.
- Built an AI HR self-service assistant, live across Australia, New Zealand, Singapore, Malaysia, Japan and Korea. 95% accuracy across 21 end-to-end test cases, with a designed hand-off to the HRBP for anything out of scope.
- Cut a \$3m accrued leave liability by 12% in three months for a largely remote workforce, using a tracker, manager briefings and visible monitoring, with further reduction expected after the year-end break.
- Connected payroll teams in five countries with the SuccessFactors implementation team so local pay rules and holidays were built in before go-live; built the employee comms plan and training, and provide ANZ support after launch.
- Coached leaders through two complex performance processes, moving them from frustration to evidence, clear expectations and fair process.
- Supporting an APAC Finance operating model review: current and future-state options, governance and consultation pathways.

HOW I WORK

1. Diagnose

Find the real problem. It's rarely the one I'm handed.

2. Frame the decision

Cost, exposure, timing and impact on the people doing the work.

3. Deliver properly

A process that would stand up at the Commission, without burying the business in paperwork.

4. Hand it back

Ownership with accountable leaders, and the capability to handle the next one.

WHAT I BELIEVE

Probation ends when the manager is satisfied, not when the calendar says so.

A clean exit doesn't need a deed.

Manage output, not keystrokes.

Managers own their people. HR makes them better at it.

If the case isn't there, the answer is no.

OUTSIDE WORK

Lead singer in cover bands. Originally from Whanganui, New Zealand.

Senior HR Consultant

May 2025 to Dec 2025

Australian Private Networks / Activ8me Fixed term

National telecommunications business without a working HR operating system. Remit: rebuild the function for the CEO and leadership team, then hand it over.

- Built an HR strategy on a page from a current-state maturity review, with initiatives mapped over two to three years.
- Designed performance architecture from company objectives to department KPIs to individual accountability, with RAG thresholds by function.
- Rebuilt 20+ policies against the NES, Fair Work Act, WHS and ISO 27001, including the whistleblower framework and SOP; scoped a full family and domestic violence compliance project; audited leave and entitlements.
- Ran an organisation design review, built the business case for CEO sign-off and ran a compliant restructure covering 10% of the workforce. Most roles settled without prejudice; no formal claims.
- Ran an HRIS market assessment, moved the business off ConnX and took Employment Hero live across recruitment, onboarding, records, leave and offboarding.
- Gave managers a practical performance and conduct toolkit so problems stopped landing on HR by default.
- Designed the CTO role and interview structure so technical and leadership capability were each assessed by the right people.
- Right-sized the ongoing HR role once the rebuild was done, and selected my successor before leaving.

Senior People Advisor

Aug 2024 to Apr 2025

John Holland, North West Program Alliance Maternity cover

Four-party rail alliance with Metro Trains, V/Line and KBR delivering level crossing removal projects.

- Ran the 2024 performance cycle and evidence-based calibration across 200+ employees, including manager preparation, rating disclosure and feedback conversations.
- Made John Holland's graduate development framework work at project level: objectives per rotation, monthly manager conversations and quarterly leadership review.
- Resolved a two-year underperformance matter through a negotiated voluntary redundancy, working with the in-house employment lawyers and the alliance. No escalation.
- Managed project demobilisation as workforce planning first: redeployment across projects before redundancy.
- Coached supervisors in the moment on expectations, evidence and proportionate responses; refreshed alliance onboarding and the recognition program; turned wellbeing survey results into an action plan for the Alliance Management Team.

HR Manager

Feb 2023 to May 2024

Thornton Engineering

Regional engineering and fabrication business in a period of fast growth.

- Supported roughly 20% headcount growth in nine months through employer brand, a graduate pathway, engineering information nights and proactive hiring, and implemented SmartRecruiters to run it.
- Rebuilt conduct frameworks covering harassment, substance use and behaviour, and coached workshop managers to run documented, off-the-floor performance conversations.
- Introduced a three-month probation check after nearly losing a hard-won workshop manager to a rival offer; it became policy.
- Managed a contested WorkCover claim through mediation on documented evidence, with the claim denied; resolved two return-to-work cases with reduced premium impact.
- Advised the owner against a termination the evidence didn't support, and managed the matter to a resolution without a contested dismissal.

Head of Human Resources

Jan 2021 to Jan 2023

Zetaris HR Business Partner via Logical Talent from 2018

Scaling data technology business with a remote-first team across Australia and the US. Started as a Logical Talent client; hired in-house when the pandemic closed the consultancy.

- Built the HR foundations: compliance audit, leave and flexible work policy, a 55-page employee handbook, onboarding, a leave workflow tied to the org chart, and formal roles and accountabilities.
- Built performance and OKR frameworks so people knew what good looked like without sharing an office.

Co-founder and General Manager

Apr 2018 to Jan 2021

Logical Talent Management

HR consultancy for tech and digital businesses. Two clients liked the work enough to hire our people in-house.

- Organisational diagnostic for a cloud consultancy: structured staff interviews, themes linked to operational cost, and a prioritised people program.
- Embedded HR and restructure for 500 Digital Media: new structure, position descriptions, exits, policy clean-up and recruitment for the roles the structure needed.
- HR3 HRIS implementation for Distinctive Options: process mapping across about 20 positions, workflow design, build, testing, training and handover.
- HR health check for a growing technology business covering policy, right to work, contracts against the NES and records, with a prioritised roadmap.
- Leadership 360 for a consulting firm, separating one-off grievances from recurring patterns in conflict, trust and decision rights.
- Workforce creation strategy for a CX consultancy facing a niche skills shortage: certification pathway, talent mapping and sponsorship options.
- Sold and ran recurring embedded HR and recruitment services, one to three days a week.

INDEPENDENT ENGAGEMENTS

Transfer of business	Advised on moving 500 Digital's workforce to a related entity: process, employee letters and info pack, and individual meetings confirming entitlements carried over.
Policy and compliance	20-policy suite, role architecture and contractor agreement review for Sparx Solutions (2024); ISO 27001 monitoring and privacy work for Zetaris (2024).
Psychosocial risk	Psychosocial risk and conflict-of-interest policy, with change comms, for a hospitality business dealing with a workplace relationship.
Employee-side advocacy	Prepared an employee for Fair Work conciliation on a disputed redundancy and reviewed an executive separation deed (2026). It sharpens how I build employer processes.

Earlier career: Ajilon (Adecco Group), Astute Payroll, Oncore Services, Outskill and MetaPM, 2010 to 2018.