

# Capability Statement

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**Miriam O'Brien Consulting**

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## **The Firm**

Miriam O'Brien Consulting offers management consulting services to business, government, industry organisations and professional associations.

Miriam O'Brien established the firm in 1991 after four years senior consulting experience with Touche Ross / KPMG Management Consultants, seven years working at a senior level in government and five years with firms in the manufacturing and service sectors.

We have extensive experience working in and consulting to a wide range of organisations. We are aware of the range of environments in which businesses of different types operate. We understand the issues that are important to managers. We understand the issues typically facing different industries.

### **Our Strategic Alliances**

On large assignments, we add to our team experienced management consulting firms or individuals with whom we have developed a strong strategic alliance. We maintain strong links with top professionals in a range of disciplines to provide specialist expertise where needed.

### **We aim to serve**

Our aim is to help our clients meet their desired goals from the project. We understand there is often an intricate mix of objectives. We appreciate many clients work within a highly competitive and complex environment. We are sensitive to the culture and values of the client organisation.

## **Approach to Consulting Assignments**

Miriam O'Brien Consulting follows certain basic operational policies to ensure our professional services meet clients' needs and expectations.

### **Agreeing the Terms**

Overall responsibility for each engagement rests with Miriam O'Brien.

Before starting an assignment, the firm and client agree on:

- the aims and scope of the project,
- the approach and methodology,
- the consulting team and
- fees and timing.

These details are agreed and defined in writing before commencement.

### **Client Liaison**

During each engagement, we hold scheduled project management meetings with our client. These ensure the client is kept informed of our progress and the direction of the project, and can give us feedback and guidance at key stages in the project.

### **Strong Project Management**

Each project has a project management plan and detailed work schedule. We coordinate the activities of all specialist consultants through each phase of the assignment.

### **Independent Advice**

Regardless of the type of project, we offer independent assessment and advice from our specialist consultants.

### **Working with you**

We generally prefer to directly involve clients and their staff. This helps ensure:

- outcomes are relevant
- management and staff are committed to results
- processes and outcomes fit in with the organisation's culture, style and values and / or the project objectives
- skills can be passed on to staff.

### **Ongoing results**

We aim to leave you with ongoing results and benefits of our involvement, through:

- project recommendations
- implementation strategies
- skills transfer.

### **Our Assurance**

Our clients know:

- They will get a personalised professional management consulting service tailored to meet their specific needs and circumstances.
- Each assignment will be under the strong leadership of an experienced professional who will manage the project to its completion.
- Our consultants are highly qualified and able to bring to the project experience from a broad range of environments.
- We will treat client information as confidential and will not take advantage of privileged information gathered during an assignment.
- We will be frank about expected outcomes, and not create unrealistic expectations, especially among staff.
- We will not accept an assignment unless we are confident we have the skills, knowledge and experience necessary to undertake the work.
- We will not assign any consultant to the project without the full agreement in advance from the client.

Miriam O'Brien has led or played a leading role in numerous assignments including:

Governance  
Human resources  
Market research & planning  
Organisation & operations  
Policy & programs  
Productivity & performance  
Risk management  
Strategic, corporate & business plan  
Training materials  
Workshops and seminars  
Writing and publications

Industries include:

Accounting & finance  
Aged care  
Agriculture  
Aviation  
Building & construction  
Business Services  
Community organisation  
Education  
Electricity distribution  
Entertainment  
Environment  
Fisheries & seafood  
Forestry  
Health  
Human services  
Industry and Professional Associations  
Insurance  
International Aid Agency  
International Government  
Land and water management  
Land management  
Local Authority  
Local, State & Federal Government  
Non-Government Agency  
Not-for-profit organisation  
Plant production  
Primary Industry  
Public transport  
Public utilities  
Retail  
Scientific and Technical Research  
Sport and Recreation  
Transport  
Urban services  
Waste Management

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**Governance**

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<b>Board Policies</b> Prepare Board policies for the Board of Hanover	<b>Hanover Welfare Services</b>
<b>Board Policy Development</b> Assist the Board of WCIG in developing policies broadly along the lines of the Carver model of governance.	<b>Not for profit Board</b>
<b>Board self-assessment survey</b> Design and conduct a Board self-assessment survey.	<b>Not for profit Board</b>
<b>Good Governance Workshop</b> Design and present a "good governance" introductory session for the WCIG Board	<b>Not for profit Board</b>
<b>Governance Framework</b> Assisting the Board of NESAY in developing a governance framework and policies in line with the Carver model of governance, including an overnight Board retreat and preparation of documentation.	<b>North East Support and Action for Youth Inc</b>
<b>Governance Charter and Framework</b> Develop a governance charter with the Centre's Board of Directors, based on the Carver model of governance.	<b>Centre for Excellence in Child and Family Welfare</b>
<b>Governance Presentation</b> Guest speaker, providing a presentation on governance to more than 60 board members and CEO's in the Hume Region, who are members of Aged and Community Care Victoria.	<b>Aged &amp; Community Care Victoria, Hume Region</b>

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## Governance

<b>Board Retreat Facilitation</b>	<b>Jobs Australia</b>
Design program and facilitate annual Board Retreat for Jobs Australia, including exploring important issues and reviewing key result areas and priorities.	
<b>Governance Review</b>	<b>National not for profit organisation</b>
assisting the Board in a review of governance and Board remuneration.	
<b>Board Strategic Directions Retreat</b>	<b>Jobs Australia</b>
Design and facilitate the Jobs Australia Board Retreat to review strategic directions for the years 2006 to 2011	
<b>Rowing Australia Governance Review</b>	<b>Rowing Australia</b>
Conducting a review of structures and systems relating to governance and providing advice on governance options for Rowing Australia, including stakeholder consultation, workshops and site visits to member organisations and Rowing Australia.	
<b>Strategy Meeting for VANA Board</b>	<b>VANA Limited</b>
Facilitate a strategy workshop for the Board of VANA, including helping design the workshop program, facilitating the workshop and preparing a report of agreed strategies.	
<b>Strategic Planning Workshop</b>	<b>VANA Limited</b>
Designing and facilitating three-day strategic planning workshop for the Board of the Victorian Authorised Newsagents Association Limited (VANA).	
<b>Strategic planning workshsop</b>	<b>Natural Resources Conservation League</b>
Design, facilitate and prepare a report of a one-day strategic planning workshop for the Board of the Natural Resources Conservation League.	
<b>Governance Review</b>	<b>The University of Melbourne</b>
As a member of a small working party, investigated and designed a new governance structure for the Faculty of Agriculture, Forestry and Horticulture, as a precursor to the creation of the Institute of Land and Food Resources at The University of Melbourne. The project involved consultation with industry representatives, staff and other universities.	

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## Strategic, corporate & business planning

<b>Operational Plan</b>	<b>ERMHA</b>
Facilitate the development of an operational plan for the Pathways Cluster of the Eastern Region Mental Health Association (ERMHA), including two half day workshops and plan documentation.	
<b>Board Strategic Plan</b>	<b>Not for profit Board</b>
Design and facilitate a strategic planning session for the ERMHA Board and prepare a report of the day.	
<b>Business Plan and Grant Application</b>	<b>Contemporary Europe Research Centre, The University of Melbourne</b>
Prepare a business plan and grant application for the Contemporary Europe Research Centre of The University of Melbourne, and design a survey of activities associated with Europe (in association with the School of Enterprise, The University of Melbourne).	
<b>Strategic Plan</b>	<b>Centre for Palliative Care, St Vincent's Hospital</b>
Designing and facilitating a process to develop a strategic and operational plan for the Centre for Palliative Care.	
<b>Risk Management Animal Health</b>	<b>Animal Health Australia</b>
Design and facilitate risk analysis for the Board of Animal Health Australia at their annual strategy meeting in Bowral NSW.	

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## Strategic, corporate & business planning

<b>Board Workshop</b>	<b>Victorian Women's Cricket Association</b>
Designed and facilitated a workshop for the Board of the Victorian Women's Cricket Association to review progress in integrating with Cricket Victoria, and prepared report of the workshop.	
<b>Science Business Strategy</b>	<b>Department of Primary Industries, Victoria</b>
Develop a science business strategy and business plan for the Department of Primary Industries Victoria, incorporating scenario modelling and capability planning.	
<b>Business Case for Risk Management Strategy</b>	<b>Department of Sustainability and Environment, Victoria</b>
Assisting in the preparation of a business case for development of risk management strategies for public land	
<b>Strategic Planning Workshop</b>	<b>Consumer and Business Affairs Victoria</b>
Facilitating a strategic planning workshop for senior managers of Consumer and Business Affairs Victoria	
<b>Strategy Plan</b>	<b>Department of Justice, Victoria</b>
Assist in the preparation of Strategy Plan for Portfolio Planning, Department of Justice, including designing and facilitating planning program, processes and group discussions; and preparing the documentation for the Strategy Plan and Annual Action Outline.	
<b>Forward Planning for Council</b>	<b>City of Stonnington</b>
Design and facilitate a forward planning session with incoming Councillors at City of Stonnington and prepare a report of the session.	
<b>Scoping Paper Fishing Industry Strategic Plan</b>	<b>Fisheries Co-Management Council</b>
Assist the Fisheries Comanagement Council of Victoria in preparing a scoping paper for the development of a strategic plan for the Victorian fishing industry	
<b>Business Case - Victorian Institute of Teaching</b>	<b>Department of Education, Employment and Training, Victoria</b>
Preparing a business case and business plan for the proposed Victorian Institute of Teaching, a new statutory authority having the primary purpose of maintaining professional teaching standards and teacher accreditation. The project included identifying and exploring options for structure, funding, systems, ancillary activities.	
<b>Strategic Plan</b>	<b>CityWide Service Solutions Pty Ltd</b>
Assist in preparing a strategic plan and related activities.	
<b>Strategic Planning Workshop</b>	<b>RMIT Department of Nursing</b>
Design and facilitate a strategic planning workshop for the Department of Nursing, RMIT and prepare a report.	
<b>Business Planning Workshop</b>	<b>EcoRecycle Victoria</b>
Design and facilitate a two-day Business Planning Workshop with the Board and senior managers of EcoRecycle Victoria.	
<b>Strategic Plan Health Services</b>	<b>Far East Gippsland Health and Support Service</b>
Prepare a strategic plan for the Board of FEGGHS, a multi-purpose hospital, health and community service centre based in Orbost, Victoria including extensive consultation with rural, remote and indigenous communities.	
<b>Business Plan - Open Space Design</b>	<b>Open Space Management Firm</b>
Prepare a business plan for Australian Landscape Management, an emerging Melbourne-based company specialising in open space design and construction.	
<b>Strategic Plan - Open Space Management</b>	<b>Excell Australia</b>
Prepare a strategic plan for the recently privatised open space management company, Excell Australia, including preparing a detailed document for discussion with New Zealand-based head office.	

## Strategic, corporate & business planning

<b>Strategic Plan - Consulting Firm</b>	<b>Pivotal Management Consultants</b>
Design and facilitate a program to develop a strategic plan through a workshop and interview program, and document the resulting plan.	
<b>Business Plan - Soya Bean Industry</b>	<b>ISO</b>
Develop a business plan for a soya bean industry in Victoria (with Pivotal Management Consultants).	
<b>Strategic Plan - Professional Association</b>	<b>Australian Podiatry Council</b>
Design and facilitate a strategic plan for the Australian Podiatry Council, including conducting a member survey, facilitating planning workshops and other associated activities.	
<b>Strategic, Business and Operational Plans</b>	<b>CSIRO</b>
Prepare strategic, business and operational plans for the CSIRO Wool & Textiles Sector and Division of Wool Technology, with Pivotal Management Consultants.	
<b>Strategic Planning, Thailand Public Universities</b>	<b>World Bank/AusAid</b>
Design, develop and deliver a training program on strategic planning to senior and middle managers in the Ministry of University Affairs and the Budget Bureau in Bangkok, as part of a World Bank / AusAid project. Design, develop and deliver three series of interactive training sessions and training materials on strategic management (approx 30 workshops) to Presidents, Rectors, Deans and senior staff of the 23 public universities in Thailand, with particular emphasis on science and engineering faculties. These workshops formed an integral part of management reform of higher education in Thailand as part of the Thai government reform program.	
<b>Strategic Plan - Industry Association</b>	<b>Australian Nursing Homes and Extended Care Association - Victoria</b>
Design and facilitate a strategic planning process and produce a documented five year plan.	
<b>Business Plan and CCT bid</b>	<b>City of Boroondara</b>
Design and facilitate the development of a business plan and successful tender submission for the Maternal and Child Health Unit of the City of Boroondara.	
<b>Strategic Plan and National Surveys</b>	<b>Australian Physiotherapy Association</b>
Design and facilitate the national strategic plan including national surveys of all 8000 members and 70 staff (with approx 40% response), two national weekend workshops and preparation of documentation.	
<b>Strategic Plan and Member Survey</b>	<b>Manipulative Physiotherapists Association of Australia</b>
Design and conduct a strategic planning process for the Manipulative Physiotherapists Association of Australia, including designing, analysing and reporting on a survey of all members and conducting a three-day strategic planning workshop for the State and National executives. Preparing a report of the resultant plan.	
<b>Business Plan</b>	<b>CitiPower</b>
Design and facilitate a process to develop strategic options on demand management and energy services for the Board and General Management Group of the newly created electricity utility, CitiPower Ltd. Prepare a business plan based on these options.	
<b>Business Planning - EcoPower</b>	<b>CitiPower</b>
Develop a business plan for EcoPower, a major new initiative of CitiPower Ltd.	
<b>Business Plan</b>	<b>City of Footscray</b>
Prepare a business plan for the Footscray Electricity Supply Department in preparation for its amalgamation into a new corporatised structure (Solaris).	
<b>Business Plan</b>	<b>City of Port Phillip</b>
Prepare a business plan for the Port Melbourne Electricity Supply Department in preparation for its amalgamation into a new corporatised structure (CitiPower).	

## Strategic, corporate & business planning

<b>Business Plan</b>	<b>City of Brunswick Electricity Supply Department</b>
Prepare a business plan for the electricity supply department in preparation for its amalgamation into a new corporatised structure (CitiPower).	
<b>Feasibility Study and Business Plan</b>	<b>Queen Victoria Hospital, Adelaide</b>
Conduct a feasibility study and prepare a business plan for commercialising a service of a major South Australian public hospital (with Clarke + Company).	
<b>Strategic Planning Workshop</b>	<b>Clarke &amp; Company</b>
Design and facilitate a strategic planning workshop for the partners of this chartered accounting and management consulting firm, and prepare a report.	
<b>Forward Plan for Social Work Department</b>	<b>Royal Children's Hospital</b>
Develop a forward plan and review organisational arrangements for the Social Work Department, including an extensive program of interviews, staff surveys, and staff planning workshop.	
<b>Corporate Plan</b>	<b>City of Brunswick</b>
Design and facilitate a process leading to the development of the first corporate plan for the City of Brunswick, including extensive consultation with the community, Council and staff.	
<b>Aquaculture Business Plan</b>	<b>Aquaculture Business Venture</b>
Develop a business plan for a new venture in intensive aquaculture.	
<b>Business Review - Forestry</b>	<b>Forestry Commission, Tasmania</b>
Business review to identify options to improve the profitability of commercial operations, increase efficiency of non-commercial public interest activities and develop a more commercial financial structural arrangement for the Commission.	

## Policy & programs

<b>Governance and Policy Training</b>	<b>Chinese Government Delegation</b>
Presentation and lectures for government delegation from the People's Republic of China - Shenzhen Municipality	
<b>Training for international delegation</b>	<b>Peoples' Republic of China delegation</b>
Presentation and training session for a government delegation from the People's Republic of China	
<b>RMIF Evaluation</b>	<b>Department for Victorian Communities</b>
Evaluation of the Regional Migration Incentive Fund	
<b>Dairy Industry RD&amp;E Capability Plan</b>	<b>Dairy Australia</b>
Part 3 of developing the RD&E capability framework and plan for the Australian dairy industry and the National Dairy Alliance	
<b>CSF Administrative Arrangements</b>	<b>Department for Victorian Communities</b>
Assisting in a review of administrative arrangements relating to the Community Support Fund, with HLB Mann Judd Consulting.	
<b>Evaluation of DPI Science Awards</b>	<b>Department of Primary Industries, Victoria</b>
Evaluation of DPI Science Awards, including design, conduct and analyse web-based survey	
<b>Managing Risk in Animal Health Services</b>	<b>Animal Health Australia</b>
Preparing and making a presentation for Animal Health Australia at Bowral, on the subject of Risk Management for Animal Health.	
<b>Submission on VEC Ward Review</b>	<b>City of Stonnington</b>
Drafting the Council's response to the Victorian Electoral Commission's Preliminary Report: Electoral Representation Review, City of Stonnington	

## Policy & programs

<b>Local Government Boundary Review</b>	<b>Holbrook Shire Council, NSW</b>
Assist the Holbrook Shire Council in the preparation of a submission to the regional review of local government boundaries in southern NSW, including providing advice on strategy and approach, analysing data and drafting the submission.	
<b>Policy Review</b>	<b>Melbourne Water</b>
Reviewing and rationalising the policies of Melbourne Water and providing advice on management of policies and procedures	
<b>RD&amp;E Capability Planning</b>	<b>Dairy Australia</b>
A scoping study on capability planning for research, development and education in the Australian dairy industry.	
<b>Local Government boundary restructure</b>	<b>Yass &amp; Queenbeyan Councils</b>
Assist the Yass and Queenbeyan Councils in the preparation of a proposal for restructuring municipal boundaries.	
<b>Queenscliffe services review</b>	<b>Borough of Queenscliffe</b>
Conduct a financial assessment and provide advice to the Borough of Queenscliffe to help assess future service delivery requirements.	
<b>Impact of regionalisation</b>	<b>Department for Victorian Communities</b>
reviewing impact of regionalisation on DVC	
<b>Emergency Animal Disease Expenditure Items</b>	<b>Animal Health Australia</b>
Review of normal expenditure for emergency animal disease outbreak for Animal Health Australia in respect of Australian, State and Territory Governments and Industry partners.	
<b>Review of Economic Programs</b>	<b>Department for Victorian Communities</b>
Review of economic programs for the Department for Victorian Communities	
<b>Review of Employment Programs</b>	<b>Department for Victorian Communities</b>
A review of employment programs of the Department for Victorian Communities (with Pivotal Management Consultants)	
<b>Review of Fisheries Levy</b>	<b>Department of Natural Resources and Energy, Victoria</b>
Review the operation of Section 151 of the Fisheries Act 1995 (re levy on commercial fishers) and related issues for the Victorian Department of Natural Resources and Energy.	
<b>Feasibility of Splitting Delatite Shire</b>	<b>Delatite Shire Council</b>
Develop a model to assess the feasibility of splitting Delatite Shire into two shires, and conduct a community review to determine attitudes to splitting the shire.	
<b>Fisheries Submission</b>	<b>Fisheries Co-Management Council</b>
Prepare a submission to the Parliamentary Inquiry into Fisheries Management	
<b>Project Planning</b>	<b>Environment Victoria</b>
Design and facilitating meetings to develop a project for Environment Victoria.	
<b>Health Round Table Discussion</b>	<b>Auditor-General's Department Victoria</b>
Participate in a round table discussion on health outcomes in the non-hospital sector to assist the Auditor-General's Department in scoping a performance audit.	
<b>Health Services Initiative</b>	<b>Health Services Provider</b>
Prepare a proposal for a new health care system and assist in developing the concept and detailed planning of the initiative.	

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## Policy & programs

<b>Education Program Review</b>	<b>Dairy Research and Development Corporation</b>
Follow up review of the dairy industry graduate training and development program at Gilbert Chandler Institute following the introduction of industry contribution.	
<b>Submission Preparation</b>	<b>North Western Health</b>
Provide consulting advice and support and prepare a submission to the Federal Government for project funding.	
<b>Community Consultation Program</b>	<b>Moreland City Council</b>
Design and conduct a consultation program involving local businesses, industry, the community and special interest groups to discuss the economic development framework of Moreland City Council. This included key industry sectors such as Textile, Clothing and Footwear; Retail; Services; Education; Employment; Development and Construction; Manufacturing; and Component Suppliers.	
<b>Economic Development Framework Consultation</b>	<b>Moreland City Council</b>
Design and facilitate a consultation program involving local business, industry, community and special interest groups to discuss the economic development framework of Moreland City Council. This includes key industry sectors such as Textile, Clothing and Footwear, Retail, Services, Education, Employment, Development and Construction, Manufacturing and Component Suppliers.	
<b>Enterprise Development Program Review</b>	<b>AusIndustry (Pivotal Management Consultants)</b>
Assist in a review of the needs of small to medium enterprises for enterprise development programs.	
<b>Graduate Program Review</b>	<b>Dairy Research and Development Corporation</b>
Review the Graduate Engineers Orientation Program delivered by Gilbert Chandler as an entrance program for process engineers to the dairy industry.	
<b>Local Laws Review</b>	<b>Moreland City Council</b>
Prepare new laws for Moreland City Council to replace existing Local Laws, through an extensive consultation process involving the community, Council and staff.	
<b>Industry Discussion Paper</b>	<b>Fisheries Research and Development Corporation</b>
Prepare an industry discussion paper on people development in the Australian seafood industry.	
<b>Project Submission</b>	<b>The University of Melbourne</b>
Prepare a submission for a major new education venture planned to involve The University of Melbourne and a major corporation, including cost projections and assisting in project design.	
<b>People Development Strategy</b>	<b>Fisheries Research and Development Corporation</b>
National review and development of options for people development in the Australian seafood industry.	
<b>Dairy Industry Education</b>	<b>Dairy Research and Development Corporation</b>
National review of current arrangements for dairy farmer education in Australia and recommend role, funding priorities, and guidelines and selection criteria for DRDC education programs.	
<b>Municipal Restructure Options</b>	<b>City of Traralgon</b>
Design and facilitate a community consultation and survey program and assist Council in preparing a submission to the Local Government Board. Assist in designing overall strategy and prepare detailed content of the submission.	
<b>Strategy Development</b>	<b>Inner Metropolitan Regional Association</b>
Review strategies and develop guiding principles for the local government boundary review for the inner metropolitan municipalities of Melbourne.	

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## Policy & programs

<b>People Development</b>	<b>Dairy Research and Development Corporation</b>
National program coordinator for the Dairy Research & Development Corporation, researching, establishing and coordinating projects with the overall aim of lifting dairy industry productivity through professional development activities of dairy farmers. Projects included a leadership program for the Australian dairy industry; research of sociological, behavioural and attitudinal characteristics of Australian dairy farmers.	
<b>Professional Standards - Social Work</b>	<b>Australian Association of Social Workers</b>
A major national study to develop professional competency standards for the social work and social welfare professions.	
<b>Professional Standards - Agricultural Science</b>	<b>Australian Institute of Agricultural Science</b>
A major national study to develop competency standards for professional agriculturists, funded by the Federal Government and the AIAS, based on extensive consultation with the profession.	
<b>Rural Education and Training</b>	<b>Federal Government</b>
Led a major national review of education and training for the agricultural, minerals and energy industries for a Federal statutory body. This review included an in-depth case study, industry surveys and extensive industry consultation.	
<b>Horticultural Export Inspection</b>	<b>Horticultural Policy Council</b>
National review of export standards and inspection services and systems in the Australian horticultural sector for the Horticultural Policy Council, a Federal statutory body. The study involved extensive consultation with industry throughout Australia and coordinating international data collection and analysis. Recommendations were accepted and implemented by industry and government.	
<b>Greyhound Racing Industry Review</b>	<b>Victorian Government</b>
Conduct a strategic industry study to assess the efficiency and effectiveness of Victoria's greyhound racing industry.	
<b>Resource Sharing</b>	<b>Victorian Government</b>
Develop options for resource sharing among a group of rural shires in Victoria in a strategic project funded by the Office of Local Government.	

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## Productivity & performance

<b>Service Level Review of VIFM</b>	<b>Department of Justice, Victoria</b>
A service level review of the Victorian Institute of Forensic Medicine including assessment of outputs provided for the Victorian Government and related aspects	
<b>Citizen Responsiveness Review</b>	<b>Boroondara City Council</b>
review of citizen responsiveness, including staff and community consultation and recommendations on integration with computer-based customer information systems and customer relationship management systems	
<b>Best Value Report</b>	<b>City of Boroondara</b>
prepare report of Best Value review for Statutory Planning Department of the City of Boroondara	
<b>Best Value Workshop</b>	<b>Melbourne City Council</b>
Design and facilitate a workshop as part of a "best value" review for a unit in Melbourne City Council.	
<b>Support Services Review</b>	<b>City of Essendon</b>
Review the support services functions and activities at the City of Essendon, with a particular focus on customer services, word-processing and general administration.	
<b>Productivity Review of Physical Services Program</b>	<b>City of Essendon</b>
Conduct a productivity review of Physical Services programs for the City of Essendon, including analysis of specific ongoing projects within the depot operations and other outdoor activities. This review resulted in significant productivity improvements and cost savings.	

## Productivity & performance

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**Review of Garbage Services** **City of Essendon**

Assist in a review of garbage services, considering a range of cost and operational options including the introduction of one-person trucks.

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**Productivity Review** **City of Essendon**

Design and facilitate a review to identify productivity savings for the City of Essendon. Over a two-year program, targeted savings were achieved.

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**Local Government Performance Indicators** **Office of Local Government**

Develop performance indicators at the City of Traralgon as a model for monitoring performance in Victorian local government authorities. Design the process, facilitate workshops, train staff, design and analyse community survey. Work with managers and staff to develop a practical set of corporate and operational performance indicators including industry benchmarks and trend analysis. Write a manual which has been used widely in local government.

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**Performance Indicators** **City of Essendon**

Design and facilitate a process to develop performance indicators for all operational areas of the City of Essendon, including training managers in the development and use of performance indicators.

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**Performance Monitoring Domestic Letter Service** **Australia Post**

Key member of the KPMG team that successfully designed the process for conducting independent testing of the performance of the domestic letter service of Australia Post (with KPMG winning this multi-million dollar contract).

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**Performance Indicators** **The University of Melbourne**

Design and facilitate a workshop to assist the Safety, Health and Risk Management Group of The University of Melbourne in developing management performance indicators.

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## Market research & planning

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**Marketing Action Plan** **Box Forest Secondary College**

Prepare a marketing action plan for Box Forest Secondary College, involving extensive consultation with students, staff, parents and neighbouring schools.

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**Demand for Agricultural Education** **The University of Melbourne**

Investigate the needs of industry, employers and current and prospective students in respect of agricultural education for the Faculty of Agriculture and Forestry.

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## Organisation & operations

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**Service Level Review** **Department of Justice, Victoria**

Conducting a service level review of the Office of Public Prosecutions of the Department of Justice.

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**Organisation Review** **Department of Urban Services, ACT Government**

Organisational review of Department of Urban Services, ACT

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**Contract Monitoring Review** **Department of Justice, Victoria**

review of contract monitoring for Enforcement Monitoring Unit of the Department of Justice

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**Review of Administration and Support Services** **Department of Innovation, Industry and Regional Development**

Review administration and support services across the Department of Industry, Innovation and Regional Development, including grants administration. This included mapping staff and functions across the department and identifying cost-effective strategies for future delivery of these services.

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## Organisation & operations

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**Organisation Review** **Office of the Director of Public Transport**

A review of the organisational structure, staffing and resource levels, including consideration of decision-making, communication and reporting structures; preparation of position descriptions; stakeholder needs and expectations; and analysis of the strategic business framework. A business process review approach was adopted, and competency profiles were developed and linked with the structure, position descriptions and resourcing requirements.

**Organisational Status Review** **Natural Resources Conservation League**

Conduct an organisational status review for the Board of the Natural Resources Conservation League, which operates four nurseries at sites throughout Victoria, provides a consultancy service, an educational service for school students and Arbour Week.

**Statutory Planning Review** **City of Boroondara**

Review the processes, systems, procedures and operations of the statutory planning unit and assist the unit in implementing initiatives to eliminate work backlog, improve customer service and enhance the working environment.

**Organisational Status Review** **EcoRecycle Victoria**

Design and conduct an organisational status review and prepare a report for the Board of EcoRecycle Victoria.

**Organisation Review** **Department of Urban Services, ACT Government**

Broad review of the organisational structure and operations of the Department of Urban Services, Canberra, including planning, housing, infrastructure. The review took account of issues relating to the purchaser/provider model.

**Organisational Status Review** **City of Boroondara**

Broad review of the status and performance of the organisation to assist in decision-making on organisational priorities, responsiveness, culture, efficiency and accountability, with particular reference to organisational responsiveness.

**National Training Program Review** **Royal Australian College of General Practitioners**

Major national review of the General Practitioner Vocational Training Program to assess the key aspects of the program's strategic directions, key processes, management, organisation and administration, competencies and assessment systems and processes, cost effectiveness and other key issues, including activity-based costing of services.

**Review of Fisheries Management Arrangements** **Ministry of Fisheries, South Australia**

Review the arrangements for management of fisheries in South Australia and make recommendations on future fisheries management options, including governance arrangements. This involved extensive consultation with industry and departmental officers. Resulting recommendations were endorsed.

**Financial Systems Review** **ITIM Australia**

Provide advice on systems and organisational needs as part of a financial systems study for ITIM Australia.

**Structure Working Group** **Australian Physiotherapy Association**

Design and facilitate a process to assist the APA Structure Working Group in reviewing the overall structure of the Association. The resulting recommendations were approved and implemented by the APA House of Delegates.

**Operations Review** **Corporate Airline Company**

Operations review of the technical services department of a major corporate airline.

**Productivity, Management and Organisation Review** **City of Brunswick**

A two-part review comprising:  
 a productivity review to significantly reduce annual expenditure while achieving corporate objectives, and  
 a management review encompassing the organisation structure, decision-making and communication systems and processes, with a view to streamlining systems and processes and rationalising resources.

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## Organisation & operations

<b>Client Services Review</b>	<b>City of Essendon</b>
Operations review of front counter services of Physical Services Division of the City of Essendon	
<b>Review of Course Administration Arrangements</b>	<b>The University of Melbourne</b>
Review the administration arrangements for a course in the largest faculty of The University of Melbourne, including an analysis of student enrolments, recommendations for approval procedures and a recommended framework for a course adviser's handbook.	
<b>Operations and Customer Services Review</b>	<b>Western Institute</b>
Review administrative, support operations and customer services activities of the School of Business, the largest school in a major western suburbs higher education institution.	
<b>Organisation and Operations Review</b>	<b>State Insurance Office</b>
Redesign office procedures, job duties and organisation structure of the Domestic Insurance Division of the State Insurance Office Victoria in association with the introduction of major technological change.	
<b>Administration and Structural Review</b>	<b>Northern Territory University</b>
Major review of the management, administrative arrangements and decision-making structures of Northern Territory University, including extensive consultation and marketing planning. Funded by the National Board of Employment, Education and Training and of national significance in the light of the Australia-side restructuring of higher education.	

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## Human resources

<b>Affirmative Action</b>	<b>Large construction company</b>
Provide advice and assistance with Affirmative Action programs, including preparation of annual Affirmative Action Progress Reports and assisting with development of AA Management Programs.	
<b>Job Review</b>	<b>City of Brunswick Electricity Supply Department</b>
Review selected positions in the Electricity Supply Department and develop position descriptions.	
<b>Management Workshop</b>	<b>City of Brunswick Electricity Supply Department</b>
Design and facilitate a workshop for managers of Brunswick Electricity Supply Department.	
<b>Executive Team Building</b>	<b>City of Brunswick</b>
Design and conduct a team building exercise for executive management of the City of Brunswick, designed around a case study to help future strategic planning.	
<b>Staff climate survey - Insurance Company</b>	<b>Insurance company</b>
Facilitate workshops for insurance company climate survey.	
<b>Human Resources Policies and Systems</b>	<b>Tennis Australia</b>
Conduct a major review of the human resources policies and systems of Tennis Australia (the national tennis and entertainment centre) and prepare a manual and guidelines for managers.	
<b>Personnel Management Model for Local Government</b>	<b>City of Traralgon</b>
Develop a personnel management model and manual for use in small to medium-sized municipalities in Australia. Funded by the Office of Local Government and used as a key reference for national and statewide developments in personnel management in local government.	
<b>Human Resource Strategy</b>	<b>City of Springvale</b>
Develop a human resources strategy, including conducting an employee survey taking account of equal opportunity issues. Prepare a document of the strategy and the process. Funded by the Federal Office of Local Government and designed to provide guidance to Australian local authorities developing human resource strategies.	

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## Risk management

<b>TSEFAP Animal Health Risk Assessment</b>	<b>Animal Health Australia</b>
Risk assessment of TSEFAP program for Animal Health Australia, including consultation with livestock industry and government representatives around Australia.	
<b>Risk Management Framework for Animal Health</b>	<b>Animal Health Australia</b>
Develop a risk management framework for the Australian animal health system and risk management structure for EAD.	

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## Workshops and seminars

<b>Amalgamation Issues Workshop</b>	<b>Australian Golf Union &amp; Women's Golf Australia</b>
Design and facilitate a workshop for Board Members of the AGU and WGA to explore issues relating to amalgamation.	
<b>Workshop on Consulting</b>	<b>ITIM Australia</b>
Design and facilitate a workshop session: The Consulting Practice, for members of ITIM Australia, including a training manual.	
<b>Gambling Industry Workshop</b>	<b>City of Boroondara</b>
Design and facilitate a gambling industry workshop to discuss the draft gambling policy, and prepare a report of the workshop.	
<b>Constitutional Convention Workshop</b>	<b>City of Moreland</b>
Facilitate workshop sessions at the Local Constitutional Convention as part of the activities preceding the national referendum on whether Australia should become a republic.	
<b>Options Workshop</b>	<b>City of Moreland</b>
Facilitate a workshop with the senior executive of Moreland City Council to examine options relating to a local community issue.	
<b>Community Workshop</b>	<b>Moreland City Council</b>
Design and facilitate a community workshop to develop options for Dawson St brickworks and prepare report of workshop outcomes.	

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## Writing and publications

<b>Submission preparation</b>	<b>Public Hospital</b>
Assist in the preparation of a submission for a major project.	
<b>Funding submission</b>	<b>Melbourne Health</b>
preparing a submission for project funding on behalf of Melbourne Health	
<b>Editing Course Handbook</b>	<b>The University of Melbourne</b>
Edit the entries of the Prospectus and Handbook for a faculty of The University of Melbourne, with special reference to course objectives and course descriptions.	
<b>Brochure Publication</b>	<b>Major international consulting firm</b>
Write, design and arrange printing and publication of a booklet to promote internationally a leading management consulting and chartered accounting firm.	

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## Training materials

<b>Competitive Tendering</b>	<b>APESMA (Pivotal Management Consultants)</b>
Write modules for a training manual on competitive tendering for senior and middle managers in public and private sector organisations.	

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## Training materials

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### Strategic Alliance Manual

APESMA (Pivotal Management Consultants)

Write a manual on strategic alliancing and partnering for senior and middle managers in business and government.

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### Finance and Business Skills Training Module

State Government Agency

Design and prepare training material for a seminar: Financial and Business Skills, for middle managers in a government agency.