



## Curriculum Vitae

**Name:** Arthur Alexander

**Qualifications:** Bachelor Human Movement Studies (Physiology – Queensland University)  
MBA (Executive – Queensland University of Technology)  
Diploma of Teaching (Queensland University)  
DDI – Targeted Selection – Accredited  
Myers Briggs Type (MBTI) – Accredited  
Benchmarks 360° - Accredited  
MAICD

**Key Strengths & Experiences:**

Over 30 years result-driven executive, senior management, and consultancy experience in private and public sectors across mining, energy, water, engineering, construction, manufacturing, health, education and consulting industries in Australia. Extensive experience in the development and execution of corporate and business strategy, project management, comprehensive businesses review and analysis, organisational change management, human capital, team development, workplace culture, leadership, management and mentoring programs.

**Employment History:**

**1993 - Current**  
**Co-Director and Lead Consultant**  
ITAS Consulting

Itas Consulting is a boutique consultancy specialising in organisational development and successful business growth with a distinct focus on strategy, finance, human capital and business systems.

As a Co-Director and Lead Consultant, we continue to establish a difference with our consulting methods at Itas. We don't just help clients strategically plan. We stand by them with our research, analysis, reporting, ideas, and execution to help clients successfully implement change for positive growth in the direction they want.

We have successfully established a team with well over 100 years combined experience in business and direct consulting experience in mining, education, water resources, health, finance, engineering, manufacturing and building, backed with a wealth of experience in researching, developing and implementing ideas and processes for positive change.

Main activities and responsibilities:

- Co-Director
- Lead Consultant
- Comprehensive research, review and analysis
- Development, execution, and monitoring of corporate and business strategy
- Human capital reviews, strategic planning and managing
- Workforce planning including competitive reward systems
- Team development strategy and execution including start ups
- Project management of change and strategy implementation
- Mentoring and leadership development programs
- Risk management systems development and implementation
- Facilitation of workshops and focus groups.

A snapshot of ITAS clients including project overview:

- **Macarthur Coal**  
March 2010 - October 2010  
Project Manager Strategy Development

My role at Macarthur Coal during the 2010 period was specifically to research, analyse and develop the company's strategic plan, to be implemented over the 2011 to 2020 period.

- **Roche Mining (now Downer EDI Mining)**

Roche Mining was the contract mining and engineering services division of Downer EDI, an ASX 100 Company, which is a leading provider of engineering and infrastructure management services to customers operating in market sectors including Minerals and Metals, Oil and Gas, Power, Road and Rail Infrastructure, Telecommunications and Water.

January 2004-October 2006  
Group Manager, Organisational Development

Turnover: \$1.5 billion  
Employees: 1500

During a two and half year role at Roche Mining, I was appointed to improve several areas of the business from Human Capital, IT, to graduate programs and business development planning. My role saw the implementation of a new recruitment process across seven companies, the introduction of a new competency and behavioral-based performance management process and increased management and leadership competencies with the launch of a targeted Development program.

I facilitated the strategic planning process and the balanced scorecard across the seven companies, while also introducing a graduate accountants program and a junior accountant's development program. I launched a "Lesson Learnt" process for the IT group, for one of the group's companies to undertake post project completion, in addition to initiating and facilitating a quarterly planning forum for business development specialists across the group. These forums provided a feedback process for the group's strategy execution.

The role required a comprehensive understanding of different areas of the business, to identify areas of improvement and apply programs and processes that would improve business efficiencies.

- **CFA Victoria**  
June 2009 – February 2010  
Project Manager

CFA (Country Fire Authority) is a volunteer and community based fire and emergency services organisation. The organisation helps to protect 3.3 million people and more than one million homes and properties across Victoria.

Post-Phase One of the Royal Commission into the Black Saturday Fires, I was appointed to help implement 16 (of 22) projects based on the Royal Commissions recommended changes. I found this task challenging and rewarding, knowing how many lives had been lost, but how many could potentially be saved with the successful implementation of the changes outlined.

Details of the role include: project planning across the 16 projects; project management and execution; liaised with all districts and Government at the senior levels. Fourteen of the projects were completed on time and all projects were completed within three weeks of the predicted timeframe. The combined sixteen projects came in \$250K under budget

- **Queensland Health – Pathology and Scientific Services (QHPSS now CaSS)**  
1997 - 2002  
Change Management Consultant

Turnover: n/a  
No of Employees: 1,500

Pathology Queensland provides pathology services to all Queensland Health public hospitals and was composed of a hierarchical, networked system of 33 laboratories. These laboratories consist of district laboratories in rural hospitals, group laboratories in large

regional hospitals and unit base laboratories providing tertiary referral services in the metropolitan teaching hospitals. Forensic Pathology, Queensland Health (public health) Scientific Services, and Biomedical Technology Services were also part of QHPSS.

During my Change Management project at QHPSS, I enabled and facilitated the successful amalgamation of all pathology laboratories across the state, a large public health laboratory, complete forensic service (laboratory and pathology) and a Biomedical Engineering group into one business unit. The process included strategic planning, team development, review of processes and process improvement, introduction and implementation of the Balanced Scorecard, and introduction and implementation of the Performance Management and Development (PAD) process and system.

The diverse scope of the role called upon my project management skills, including change processes and implementation. The project spanned over several years and involved an in-depth understanding and practical application of the business and its operational requirements.

- **Anglo Coal: Moura**  
1997 – 2003  
Change Management Consultant

Anglo Coal (Anglo American Australia) has a vision is to be Australia's leading metallurgical coal business with the safest, best run, and most profitable business – not necessarily the biggest, but the best. They believe to achieve success they must be led by a strong and experienced executive team.

My role at Anglo Coal required the development and successful implementation of a Change Management program focusing on team development, communication, business and operation planning and process improvement - specifically with the coal handling and preparation group.

The success of the program was reflected in substantial increases in plant productivity and a corresponding significant decrease in cost of production over the course of the six years.

- **CSR Construction Material**  
1998 – 1999

CSR Construction Materials are a leading building products company in Australia and New Zealand with a network of trusted brand names including Readimix Concrete, Humes Pipes and over 70 quarries across the country.

I was responsible for, and facilitated the restructure of the entire financial group into a Business Service Centre with the introduction of SAP. The number of people in the accounting, accounts payable and payroll divisions of the three principal companies was reduced from over 300 to approximately 60, while there were significant reductions in costs of output. The team benchmarked against two ASX20 companies and a large Queensland Government Department and was the lowest cost per unit work.

- **Fulton Hogan**  
2008  
Team and Leadership Development Consultant

Turnover: \$1.5B (Australia and New Zealand)  
No of Employees: 5500 +  
This project was for the Australian operations only.

Fulton Hogan is a major Australasian civil contracting company, providing a broad range of products and services to customers in the roads, quarrying, civil contracting, rail, infrastructure maintenance and land development sectors.

I undertook two stages of consulting with Fulton Hogan, with stage one including a review, analysis and recommendations for the development of a tailored Talent Management program. This was followed by stage two, which included the successful implementation of a Team and Leadership Development program.

Other clients:

- BHP Coal (BMA)
- Sydney Water
- HRL/ACIRL
- Virgin Blue
- Australian Bureau of Statistics (ABS)
- Suncorp Metway
- Ampol Caltex
- Blue Care

**Other Interests:**

As well as a professional consulting background, I have also presented a weekly ABC Radio (Brisbane) segment for ten years. I established and am still actively involved with the Leukaemia Foundation "Taking Control" course, which was benchmarked as the leading support course of its type in the world in 1998. I also present regularly to Chifley Business School, as well as presenting papers in strategy and organisational change at conferences and am a current sitting board member.

I enjoy travel, music, kayaking (cruising and whitewater), and reading, specifically in history.

**References:** Available on request