

Tom McAtee

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Profile

Helping organisations achieve positive outcomes through effective people management is what drives me.

Demonstrated expertise in directing the organisation's Human Resources agenda to support business outcomes. Driven strategic and innovative business initiatives including a number of start-up operations and mergers and acquisitions. Substantial broad-ranging experience in enterprise leadership roles providing human resources leadership and advice to the Board, CEO, and Executive Leadership Teams as well as providing functional HR leadership across subsidiary companies / multiple sites.

Senior Human Resources executive with international experience with large, complex high profile organisations including Norco Co-operative, Yancoal Australia, Wesfarmers Group, Shell Group and BOC Gases. Demonstrated expertise in HR strategy development, HR Team leadership, HR Management and high level organisation change management.

Operated effectively at a senior level across a variety of industries including manufacturing, industrial and rural retailing, mining, minerals processing, and agribusiness. Considered by others to be a person who can build relationships across cultures and all levels of the organisation with ease and respect.

Sought after as a strategic thinking partner on a wide variety of business matters, not just HR.

Key Skills

- ◆ Trusted advisor to senior executives; proven executive coaching & HR leadership capabilities.
- ◆ Strategic insight and thinking; strong analytical and critical-thinking capability; able to challenge the status quo.
- ◆ Demonstrated expertise in HR strategy, leadership development, employee relations and remuneration.
- ◆ Well-developed business and people acumen; excellent communication/ relationship skills across all levels.
- ◆ Proven capability to apply HR principles and strategies to solving problems in volatile, complex situations.
- ◆ High cultural versatility gained from working globally including expatriate assignments in the UK and the Middle East.
- ◆ Flexibility to quickly switch between strategic and operational requirements and between big and small business.

Career Summary

2014 - Current	Peplemix Consulting – Brisbane Director and Principal Consultant
2019 - 2022	CleanCo Queensland – Brisbane Human Resources Consultant
2016 - 2018	Norco Co-operative – Lismore General Manager, Human Resources
2010 - 2014	Yancoal Australia – Sydney Executive General Manager, People
2009 - 2010	Sohar Aluminium – Oman (Middle East) Manager, Organisation Development
2004 – 2009	Wesfarmers Group – Brisbane/ Blackwater Project Manager, Leadership Development, Wesfarmers Resources, Brisbane Manager Human Resources, Wesfarmers Resources (Curragh Mine), Blackwater
1994 – 2004	Shell Group – London/ Melbourne/ Muswellbrook Senior Consultant, HR/ Learning, Shell People Services, London Senior Consultant, HR/ Organisation Development, Shell People Services, Melbourne Employee & Community Relations Manager, Shell Coal (Drayton Mine), Muswellbrook
1993 – 1994	Snowy Hydro – Cooma Group Manager Corporate
1989 – 1993	BOC Gases - Melbourne Human Resources Manager Victoria/ Tasmania

Peoplemix Consulting – Brisbane

Jan 2014 – Current

Director and Principal Consultant

As an outsourced Human Resources Consultant, I have worked with clients across a range of industries including mining services, renewables energy and agribusiness.

As a HR Subject Matter Expert, I have performed work for:

The HR Space / The Next Step Group – Brisbane

Workshop Facilitator – HR / HSE Professional Development Program

Queensland University of Technology (QUT) - Brisbane

QUT Representative – external HR Strategic Roundtable

Sessional Lecturer – HR Strategy

Key Responsibilities:

- ◆ Working with external clients, identify performance and organisational improvement opportunities, and implement appropriate interventions using consulting skills and processes within agreed time, cost and quality standards.
- ◆ Act as a source of expertise on HR Strategy, Industrial Relations, Organisational Change, Culture and Organisation Effectiveness, both at a strategic and operational level.

Key Achievements:

- ◆ Developed HR/IR frameworks, people strategies, organisation structures and policies to optimise organisation performance.
 - ◆ Negotiated Enterprise Agreements covering major electricity generating sites.
 - ◆ Provided HR strategic and operational support for a successful start-up of a highly innovative mining services supplier.
 - ◆ Facilitated public workshops covering topics such as Transformational Change; Talent & Capability; Multi-Disciplinary Collaboration; Advanced Business Measurement.
 - ◆ Rewrote and lectured the Queensland University of Technology HR Degree Capstone Unit MGB305 “HR Strategy” with excellent teacher evaluations scores from the participating students.
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CleanCo Queensland – Brisbane

Feb 2019 – Dec 2022

- A low-emission energy generator, retailer, and developer
- 10 low-emission electricity generating assets (wind, solar, hydro, pumped storage, gas-fired)
- Annual turnover A\$600 million; 210 employees

Human Resources Consultant

Key Responsibilities:

- ◆ As a member of the start-up HR team, I was responsible for providing HR/IR and Organisation Consulting services during start-up phase including acquisition due diligence, asset operations transitional change management and building HR systems / operations support.
- ◆ Provided leadership coaching and mentoring to CleanCo’s executive team and line managers.

Key Achievements:

- ◆ Developed HR/IR frameworks, people strategies, organisation structures and policies to optimise organisation performance across the newly established CleanCo against the background of CleanCo being a government-owned corporation with very tight politically driven start-up timelines and deadlines.
 - ◆ Negotiated Enterprise Agreements covering major generating sites and the newly created Corporate Office. The negotiations involved senior industrial officials from major unions with a very strong interest from senior government officials.
 - ◆ Provided IR support and Award/Agreement interpretation to enable the implementation of new Payroll and full HR Information Systems (SAP).
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Norco Co-operative Limited – Lismore

Apr 2016 – May 2018

- Australia's only remaining 100% farmer owned dairy coop
- 3 major dairy processing plants producing multiple FMCG products
- 24 rural stores across Qld, NSW; 2 stock feed mills
- Annual turnover A\$600 million; 850 employees

General Manager, Human Resources

Key Responsibilities:

- ◆ As a member of the Executive Leadership Team, I reported directly to the CEO. I was responsible for directing organisation-wide policies and programs for workforce planning, staffing, employee relations, health & safety, organisation development, human resources information systems, leadership development and remuneration.
- ◆ Provided leadership and guidance to Norco's Workplace Health & Safety team.
- ◆ Exercised full operational responsibility for Norco's site-based HR activities to ensure that all HR strategies and activities across the Norco Group are aligned with Norco's business plans.

Key Achievements:

- ◆ Project managed a complex and extensive Coronial Inquest resulting in no adverse findings against Norco.
 - ◆ Successfully negotiated multiple Enterprise Agreements covering major manufacturing sites and rural retail sites. The negotiations involved major unions and were completed without any lost time.
 - ◆ Developed HR framework, people strategies, organisation structures and policies to optimise organisation performance across the Norco business units.
 - ◆ Developed the capability of the existing HR team to handle a wide range of HR issues including unfair dismissal cases, industrial disputes and employee grievances.
 - ◆ Directed the implementation of new Payroll, E-Recruitment and full HR Information Systems (ICHRIS).
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Yancoal Australia Group (ASX: YAL) – Sydney

Dec 2010 – Jan 2014

- Majority owned subsidiary of Yanzhou Coal Mining, a Chinese State-owned enterprise
- 10 operating mines across Qld, NSW, WA; 3,000 employees incl. contractors
- Australia's largest pure-play coal company; production 32mtpa
- Annual turnover A\$1,600 million

Executive General Manager, People

Key Responsibilities:

- ◆ As a member of the Executive Leadership Team, I reported directly to the CEO and the Board Vice-Chairman as well as the Remuneration Committee of the Board of Directors. I was responsible for directing Group policies and programs for leadership and talent development, remuneration and benefits, staffing and workforce planning, employee relations, organisation development and human resources systems.
- ◆ This role also had oversight functional responsibility for mine site HR programs to ensure that all HR strategies and activities across the Yancoal Group were aligned with the Yancoal business plans to support the achievement of required business outcomes.
- ◆ Developed people strategies, organisation structures and Human Resources policies to maximise and optimise organisation performance across the Yancoal Group of companies.

Key Achievements:

- ◆ Established a HR function across the Yancoal Group with a centralised Corporate HR team which was responsible for strategic and organisational policy and development and decentralised mine site HR teams who were primarily responsible for implementation. Developed and implemented a full suite of HR Management Standards including HR Governance Framework; HR Authorities Matrix; HR Policies.
 - ◆ Directed the HR strategy, organisation design and integration activities involved in four major mergers and acquisitions which expanded Yancoal rapidly from one operating mine employing 300 people to 10 operating mines employing 3,000 people in three years. Involved in due diligence; development and execution of 100 Day Plans to integrate the acquired companies.
 - ◆ Directed the implementation of new Payroll, E-Recruitment and HR Information Systems (SAP).
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- ◆ Designed and implemented revised Corporate and Organisational structures to take Yancoal from a private Company to a listed entity on the Australian Stock Exchange. Developed the Annual Remuneration Report.
 - ◆ Developed comprehensive and contemporary Short Term Incentive Plan (STIP) suitable for a public company. The development and implementation of the STIP required gaining Board approval.
 - ◆ Developed Yancoal Succession Plan covering the key executive positions across the whole Group.
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Sohar Aluminium – Oman (Middle East)

Oct 2009 – Dec 2010

- Joint venture company between Oman Oil, Abu Dhabi Electricity & Water Authority and Rio Tinto Alcan
- \$3 billion start up smelter in regional Oman; 1,100 employees

Manager, Organisation Development

Key Responsibilities:

- ◆ Reporting to the General Manager, Human Resources (a local Omani appointee), provided internal consultancy services to support Company Divisions and Departments in regard to organisational structure and processes, including workforce planning, succession planning and leadership development.
- ◆ Acted as the primary source of in-house expertise on Organisational Change, Organisational Culture, Organisation Design & Effectiveness and HR Systems, both at a strategic and operational level.

Key Achievements:

- ◆ Managed two major Organisational Reviews resulting in a workforce reduction of approximately 10%.
 - ◆ Facilitated ongoing organisational structure reviews of operating and service Departments resulting in more highly valued and cost-effective work structures.
 - ◆ Developed Sohar Aluminium Succession Planning and Leadership Competency Framework.
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Wesfarmers Group (ASX: WES)

2004 – 2009

Wesfarmers Resources, Brisbane Qld

Oct 2008 – Jul 2009

- 2 operating coal mines; 1,400 employees incl. contractors; production 14mtpa
- Annual turnover A\$1,200 million

Project Manager, Leadership Development

Key Responsibilities:

- ◆ Project managed the introduction of a new leadership model/competency framework across the Wesfarmers Resources Division.
- ◆ Developed and implemented leadership development programs, online learning materials and modified HR processes across the Division to support the new leadership model/competency framework.
- ◆ Engaged with learning specialists across the Wesfarmers Group and external experts to bring the best leadership development practices to the Resources Division.

Key Achievements:

- ◆ Developed and subsequently embedded a Leadership Competency Framework across the operating mines and Resources Corporate Office.
- ◆ Developed and facilitated workshops covering topics such as Inspire & Engage; Coaching & Mentoring; Deliver Results/ Influencing.
- ◆ Developed and implemented an online Leaders' Portal/ Toolkit/ Development Guide to enable self-directed learning.

Wesfarmers Group (ASX: WES)

2004 – 2009

Wesfarmers Resources (Curragh Mine), Blackwater

Jun 2004 - Oct 2008

- 1,000 employees (direct + contractors); production 10mtpa
- Annual turnover A\$1,000 million

Manager, Human Resources

Key Responsibilities:

- ◆ Provided leadership, guidance, and support to ensure that the Company had a committed and competent workforce. Created and implemented HR policies and people strategies to optimise organisation effectiveness.
- ◆ This role encompassed the full range of HR including recruitment & selection; employee relations; leadership & career development; culture & organisational change; employee communications; payroll management; community relations; workforce & contractor accommodation.
- ◆ Provided leadership and guidance to the Health, Safety & Environmental team.

Key Achievements:

- ◆ During my time as HR Manager, the Curragh workforce (direct + contractors) increased by over 100% from 450 (June 2004) to 1000 (June 2008) to support the increased mine production from 4.0mtpa to 10.0mtpa.
- ◆ Successfully negotiated a “one site, one Enterprise Bargaining Agreement” without any lost time during a period of expansion of the Curragh mine and the opening of the Curragh North mine.

The 2008 EBA involved a complete revision, including trialling new rosters at the new Curragh North mine. This was a protracted negotiation due to the perceived bargaining position held by the unions as a result of the record coal prices being attained. The high level of publicity given to the coal price and company profits added to this perception. Agreement was reached without any lost time and with salary increases contained to 5% per annum at a time when other mines were awarding up to 8 % p.a. increases.

- ◆ Implemented the concept of differentiated individual employee value propositions covering each employee’s perceptions regarding their personal elements of remuneration and benefits, learning and development and satisfaction with their job and work environment – to help attract, engage and retain our workforce. Staff turnover was reduced from 22% (June 2007) to 14% (June 2008).
- ◆ Implemented the safety culture change program “Zero Incident Process” (ZIP) to support the business drive to “Zero Harm”.

Shell Group (LON: SHEL) – London/ Melbourne/ Muswellbrook

1994 – 2004

Senior Consultant, HR/ Learning
Shell People Services, London

Jan 2001 – Jan 2004

Senior Consultant, HR/ OD
Shell People Services, Melbourne

Apr 1998 – Dec 2000

Employee & Community Relations Manager
Shell Coal (Drayton Mine), Hunter Valley, Muswellbrook

Apr 1994 – Apr 1998

Key Responsibilities: Senior Consultant, HR/ OD/ Learning (London & Melbourne)

- ◆ Working with internal Shell companies (at all levels from local to national to regional to global) identified performance and organisational improvement opportunities and implemented appropriate interventions using consulting skills and processes within agreed time, cost and quality standards.
- ◆ Acted as a source of in-house expertise on Change, Culture, Organisation Design & Effectiveness, both at a strategic and operational level.

Key Achievements: Senior Consultant, HR/ OD/ Learning (London & Melbourne)

- ◆ Coached and facilitated national and international leadership development/ business improvement project teams to deliver over A\$100 million in recurrent annual operating cost savings.
- ◆ Developed and implemented global executive onboarding processes and workshops to assist senior executives recruited from outside the Shell Group to successfully integrate into the Shell culture. This work was recognised by the Corporate Leadership Council as World’s Best HR Practice.

- ◆ Developed, implemented, and facilitated the Shell organisational change methodology **SCALE**: Strategic Change Action Leadership and Engagement – a fast-paced 90-day change program where participants (“the brightest of the brightest”) were tasked by senior executives to achieve “mission impossible”. Participants were required to frame, analyse, develop and then execute their organisational change program in 90 days.
- ◆ Facilitated management workshops covering topics such as leadership development, strategy development and onboarding in 17 countries across the world (Australia, New Zealand, USA, England, Scotland, Ireland, Italy, Germany, Norway, Netherlands, Hong Kong, PNG, Malaysia, Thailand, Singapore, Philippines and Fiji).

Key Responsibilities: Employee & Community Relations Manager – Drayton Coal (Hunter Valley)

- ◆ As a member of the Drayton Coal senior management team, provided leadership, guidance and support to ensure that the Company had a committed and competent workforce. Created and implemented HR policies and people strategies and structures to optimise organisation effectiveness.
- ◆ Provided leadership and guidance to the Health, Safety & Environmental team.

Key Achievements: Employee & Community Relations Manager – Drayton Coal (Hunter Valley)

- ◆ Developed and implemented effective change management interventions for the 1997 major organisation restructuring at the Drayton Coal mine involving a reduction in the workforce from 430 to 210 employees whilst at the same time increasing output. Output per employee increased by more than 140%.
- ◆ Implemented self-managing teams in Production and Maintenance work areas following the 1994 and 1996 organisation restructuring exercises to enable new ways of working to improve productivity.

Education

Bachelor of Business - Management (Major in Human Resources) Queensland University of Technology

Professional Development (Selected Activities)

Panel Discussion Member – “Innovating HR Transformation for business impact”

Resources Industry Senior HR Leaders’ Summit, Gold Coast

Human Resource Competency Study - What it Means for HR, Prof Dave Ulrich, AHRI, Sydney

Leadership Development Program, The Leadership Consortium, Deakin University, Geelong

Strategic Human Resources Management, Australian Graduate School of Management, UNSW, Sydney

Senior Management Program, University of Melbourne Business School, Mt Eliza

Accredited Facilitator, HR Functional Excellence (Compensation), Shell International, London

Accredited Facilitator, Coaching for Performance, Shell International, The Hague

Accredited Facilitator, Future Search Conference, Marvin Weisbord & Sandra Janoff, Future Search Network, Mansfield, Australia

Accredited Facilitator, Shell Leadership Challenge, Shell International, The Hague

Professional Memberships

Member, Australian Human Resources Institute