

MARY SUTTON

DIRECTOR, STRATEGIC WORKFORCE PLANNING

Talent specialist, who partners closely with business leaders in developing enterprise-wide enhanced programs & operational systems that improve productivity, service delivery & business capability.

London-based Workforce Planning Manager... who offers a 15+-year record of verifiable success in managing talent as a critical resource, to position start-up, transitioning and integrated organisations for long-term growth.

Trusted TM and HR Advisor and Consultant... who's repeatedly built and driven cost-effective and fit-for-purpose HR functions, reliable systems, employee development programs and talent acquisition and retention strategies for mid- to large-sized organisations (2500+) within the Defence, natural resources and mines, energy and water supply, and health sectors.

VALUE OFFERED

- TM & HR Strategies & Frameworks
- Talent Acquisition, Retention & Engagement
- High-potential Team Development
- End-to-End HR & Change Management
- Performance Management & Improvement

- Policy Redesign & Implementation
- Corporate Restructure & Rebuilds
- Resource Allocation & Management
- Training Program Design & Delivery
- HR Project Management

- HR Business Partner Models
- Talent Pipeline Development
- Workforce & Capability Building
- Capability Forecasting & Delivery
- Employee Lifecycle & Progression

Technology & Productivity Tools: Microsoft Office, Oracle, MYOB & PeopleSoft, PeopleScout, Equifax, SAP

TM & HR LEADERSHIP & CONSULTING EXPERIENCE

NSW HEALTH ■ Sydney, Australia ■ 2018–2019

A comprehensive medical infrastructure meeting the health and welfare needs of Sydney and surrounding region.

TALENT & ON-BOARDING BUSINESS PARTNER

Hired to improve organisational capability and facilitate organisation-wide culture change for NSW Health, by developing, leading and aligning the talent management strategy and frameworks with NSW Health's workforce plan. Led and drove high-quality talent management services to deliver across people and culture, policy and frameworks, best practice recruitment, on-boarding, succession and workforce planning, performance improvements and exit methods and procedures.

Expertly influenced a high-performing, sustainable organisation, while also establishing NSW Health as an employer of choice within the region through the attraction, development and retention of highly productive and engaged employees, across a large workforce of more than 2100 staff and 200 volunteers dispersed across 10+ facilities.



Fused two disparate & non-compliant operating systems under a single contemporary structure.

Selected Highlights:

- **Played a key role in creating a streamlined, sustainable organisation** with standardised systems and a client-focussed culture—following the decade-old NSW and VIC divisional merger—by collaborating with key stakeholders to analyse existing TM/HR operations and designing and delivering a series of quick wins and future-focussed workforce strategies.
 - **First 4 weeks of hire:** Elevated TM/HR service delivery, efficiency, compliance and organisational capability, by strategically rewriting recruitment policies, processes, frameworks and tools, aligned with strategic plans. Standardised systems significantly improved contract and form accuracy and reduced time and resources for rework.
 - **First 8 weeks of hire:** Elevated engagement 2-18% within the wider business, by partnering with DPCD team to deliver the new TM/HR operations initiative. Fused new “business as usual” into business-wide discussions and enhanced overarching understanding of the new framework and clarity of the recruiting/on-boarding processes for staff.
 - **First 12 weeks of hire:** Halved the average time to hire from 6 weeks to just 3, shifted the focus to “placing the right people in the right jobs,” inspired a client-focussed culture, improved confidence in HR and enabled NSW Health to build functional and sustainable capability and improve alignment, outcomes and contributions to the strategic plan.

- **Saved ~\$75K in poorly-resourced HR services in 12 months**, by restructuring the delivery of HR services, eliminating the likelihood of multiple staff working on the same enquiries and improving workflow continuity during staff absence.
 - Championed the introduction of an online ticket system for support services and clearly defined roles responsibilities and timelines for managing, monitoring, prioritising and recording enquiries. New system enabled greater workload control, provided visibility to executives, improved accountability and enhanced service delivery.
- **Protected \$775K per annum (or 26%) in both human resources and materials** distributed throughout monthly corporate induction programs, while also significantly reducing the organisation’s carbon footprint and extent of wasted resources.
 - Wrote and presented business case to substitute printed materials with top-quality branded USBs preloaded with induction data for new recruits. Initiative won unanimous support from the executive team and 92% approval rating.

SYNACO GLOBAL RECRUITMENT (SGC) ■ NSW, Australia (Remotely) ■ 2017–2018

The leading recruitment partner to the Defence sector in Australia.

WORKFORCE PLANNER, INDEPENDENT CONSULTANT ON NAVAL ACQUISITION PROJECT

Headhunted for short-term remote consulting contract based in NSW with client-related travel to Adelaide, SA, to lead and deliver two projects for SGC clients. Leveraged extensive experience in workforce planning and the Defence sector to support start-up recruitment firm through developing a strategic workforce plan and targeted recruitment attraction strategy.

Enabled workforce ramp-up strategy for French client, Naval Group, to design and build a fleet of 12 submarines for the Royal Australian Navy. Integrated seamlessly within the culturally diverse, internationally headquartered firm, to bolster first-year efforts, by advising on priority investment areas to mobilise rapid workforce growth and sustain technical and specialist skills.



Designed a strategic workforce plan for the Naval group’s \$50B contract win—largest Defence contract in Australian history—to build Australia’s fleet of 12 submarines.

Selected Highlights:

- **Developed strategic workforce plan to expand labour force from just 35 staff to over 1.1K in 9 years and 1.5K in 15 years**, to support a \$50B Defence shipbuilding contract to build a fleet of 12 future submarines.
- **Bolstered bid for \$35B Defence contract to build 9 warships for the Royal Australian Navy (RAN)**, on behalf of SGC’s Italian client, Fincantieri, for Future Frigate Program—a future class of frigates for the RAN to replace the Anzac-class.
 - Investigated critical skills needed to deliver contract, mapped location and availability of skilled labour in adjacent industries pertinent to shipbuilding and designed a targeted recruitment strategy to rapidly attract and mobilise a workforce. Plan was well received, and client was shortlisted (1 of 3 bidders), however, failed to win contract.

DEPARTMENT OF NATURAL RESOURCES, MINES & ENERGY ■ NSW, Australia ■ 2015–2017

A department of the NSW Government in Australia, responsible for regulating mining, land, and water resources in the state.

PRINCIPAL HR CONSULTANT

Handpicked by the Director of Human Resources, to build organisational capability by developing the workforce strategy involving 2.5K employees for the Department of Natural Resources and Mines (DNRM) and the Department of Energy and Water Supply (DEWS)—prior to the 2017 merger to create the Department of Natural Resources, Mines and Energy (DNRME).

Challenged day one to contribute to appeasing the findings in the 2013 NSW Commission of Audit’s report, citing departmental reform and long-ranging commitments to culture change, value renewal and a 5-year strategic workforce plan.



Built organisational capability for two government departments through 5-year workforce strategies. Subsequently approached by Criterion Conferences—recognised as one of Australia’s 100 fastest growing companies—to present as a guest speaker at a Public Sector Workforce Planning Conference.

Selected Highlights:

- **Developed 5-year workforce strategies for two state government departments**, in compliance with the 2013 NSW Commission of Audit’s report. Aligned workforce plans to the long-term vision of the divisions, designed HR strategies with a focus on investment, and worked with the communications team to design and lead an effective roll out campaign.

MANAGER, WORKFORCE PLANNING - MARITIME

Seconded to lead workforce planning activities for 988 personnel across 52 maritime projects and sustainment of significant Defence assets Australia-wide. Provided senior-level advice, operational support and workforce analysis and capability forecasting to the Division Head, Chief of Staff and branch leaders including dashboard reports on HR performance metrics.

Challenged to reverse hindered growth caused by departmental reform including shared services model based in Canberra, that left the business with few staff in HR and finance to support day-to-day operations. Support the successful delivery of 2 major projects—the Air Warfare Destroyer (AWD) ships and Amphibious Assault Ships - Landing Helicopter Dock (LHD).



Overcame considerable resource cuts to sustain large workforce ~1K personnel across 50+ maritime projects based on current and future maritime projects such as manning the support structure to ANZAC ships.

Selected Highlights:

- **Judiciously managed large workforce (980+) with a significantly reduced resource allocation than previous financial year**, through strategically designing a 10-year, equitable distribution of resources. Streamlined bidding process and resource allocation. Aligned FTE budget with forecast workforce demand.

DEPARTMENT OF DEFENCE - CAPABILITY ACQUISITION & SUSTAINMENT GROUP

(FORMERLY DEFENCE MATERIEL ORGANISATION) ■ NSW, Australia ■ 2005–2010

An organisation within the Australian Department of Defence (ADF), controlling acquisition and supply chain management of military equipment and materiel including aircraft, ships, vehicles, electronic systems, uniforms and rations for the ADF.

HUMAN RESOURCE MANAGER & CHANGE MANAGER

Reported to: Director, Naval Inventory Procurement Office | Direct Reports: 3

Appointed in a dual role, to lead a small team in delivering HR services to a business unit of 145+ staff managing procurement and logistics of Navy equipment—while also supporting 45+ change-affected staff through redeployment activities. Tested to build new organisation and reverse uncertainty among staff, following major divisional restructure and workforce downsizing.

Oversaw recruitment, performance management, counselling and mediation, training and development and reward schemes. Held additional charge as Change Manager, implementing new payroll system and facilitating all HR aspects of the transition.



Built new organisational structure, while turning around organisation-wide culture and performance.

Selected Highlights:

- **Transformed culture and performance**, by orchestrating organisation-wide changes to operational structure, managing underperforming staff, and using merit-based selection in all recruitment to ensure fairness and transparency.
- **Redeployed (or had voluntarily redundancies accepted) for all 45+ surplus staff within a 7-month period**—and was awarded “Employee of the Month” by the Director.
- **Streamlined lengthy government recruiting practices and saved 3-month turnaround for each new hire**—by introducing rolling recruitment and merit pools of suitably qualified staff. Initiative removed the need for readvertising core roles.

EDUCATION & PROFESSIONAL MEMBERSHIPS

Master of Management Studies (Human Resource Management), University of New South Wales, Canberra, Australia

Chartered Fellow, Chartered Institute of Personnel and Development (CIPD), 2017

Fellow Certified Practitioner Human Resources (FCPHR), Australian Human Resource Institute (AHRI), 2016

Professional Member, Australian Human Resource Institute (MAHRI), CIPD equivalent