

David Gray

HR Practitioner



Hi there,

This a quick snapshot of my background as an HR practitioner.

In a nutshell, I have more than 30 years' experience in business. In this time, I've done almost everything there is to do in HR. I have worked in many industries and in most sectors of the economy—public, private and not-for-profit. I bring all of this experience to bear in my role as a practitioner, consultant and contractor, tackling the tough jobs that require a pragmatic business head and plenty of been-there-done-that wisdom.

If it looks as though my skills and experience might be of interest to you, please give me a call. I'll be delighted to hear from you.

Summary of Experience:

- self-employed consultant and contractor (15 years)
- director of a global consulting firm (KPMG), leading a team of human resources consultants (three years)
- HR Manager for a professional services firm (two years)
- inaugural HR manager for a new FMCG company (six months)
- consultant in various human resources consultancies (six years)

Qualifications:

- Graduate Diploma in Business (2004) — University of Auckland
- Diploma in Business (human resources) (1998) — University of Auckland
- General Management Programme (1993) — University of Auckland
- Professional Member, Human Resources Institute of New Zealand (20+ years)

Here's a bullet-point summary of my experience:

As a practitioner, consultant and/or contractor, I have—

- set up the HR function for an FMCG company, before handing over to a long-term appointee; this included researching and preparing an HR plan, writing HR policies and procedures, rolling out uniform employment contracts, managing employee relations, implementing structured recruitment and selection processes, and so on (six months)
- designed and project-managed a nationwide change management initiative for a large, federated not-for-profit, which included renegotiating the federal membership agreement, scoping and negotiating shared services within the organisation, and establishing the role of national Chief Executive Officer (six months)
- carried out a two-year, three-stage review of a collective of 18 healthcare providers, which encompassed all aspects of governance, management and operations, then project-managed a subsequent series of change initiatives, including a complete restructuring of the management function (two years)
- project-managed the restructure of the human resources function within a large local authority (four months)
- managed the turnaround of a health services provider (150 staff), which included replacing its board of trustees, appointing a new board, and reviewing all aspects of the organisation's service delivery (one year)
- designed and facilitated workshops on change management for the 1,000 staff of a Crown Research Institute (one month)
- planned, designed and project-managed the creation of a new business unit within a local authority, with the objective of consolidating all of the Council's property-related activities into one unit (nine months)
- recruited several staff for local businesses (blue-collar and white-collar roles)
- led a three-year project to design and establish a tribal governance body for an iwi, a complex, nationwide, multistakeholder process carried out against a backdrop of historical animosity between competing groups within the iwi and a diverse range of agendas
- reviewed and updated the employment agreements for several businesses
- managed the exit of several underperforming staff from a small manufacturing company (three separate occasions)
- acted as advocate both for employees and employers in the resolution of personal grievances
- carried out the research, organisation design, recruitment and selection for the position of Executive Officer managing a Chief Executive's office (three months)
- planned and managed the reorganisation and relaunch of the communications unit within a large local authority (four months)

- planned and project-managed an organisation-wide change process for a small social services agency in Gisborne (20 staff), including employment contract negotiations and all other HR-related aspects of the change (six months)

KPMG Consulting

As Director, Change & HR, for three years, I—

- led a team of HR staff working on HR and multidisciplinary consulting projects from both the Auckland and Hamilton offices
- was concurrently HR Manager for the Hamilton office (approximately 100 staff), which included writing the human resources plan for the office (18 months)
- managed the roll-out of a firm-wide, integrated competencies model (covering recruitment and selection, training and development, and performance management) for the Hamilton office
- developed a number of market-leading product/service innovations for the firm's recruitment consulting activities
- designed and implemented the strategic and business planning systems for a newly-established \$250 million client company
- delivered outplacement services (i.e. counselling, careers advice, logistics, communications) to the staff of a large utility undergoing restructuring
- recruited and selected the inaugural General Manager, Human Resources, for The Warehouse Limited, working with Stephen Tindall
- analysed and redesigned the administration function within a Crown Research Institute
- delivered lectures on *HRM for Line Managers* in the Diploma in Business programme at the University of Auckland

Franklin District Council

As General Manager for two years, I—

- was one of four senior managers reporting to the Chief Executive, with particular responsibility for managing change, mentoring team leaders and reforming the elected arm of Council
- led an innovative workplace reform initiative
- chaired the joint management/staff/union [PSA] committee overseeing a substantial change process
- codified Council's HR policies for the first time
- designed an innovative performance-based pay system which included a significant 'at-risk' component