

# Chris Chappell

## Professional Competencies & Recent Achievements



To each assignment I bring a unique breadth and depth of practical, ‘hands-on’ experience, from running annual public sector budgets of up to \$80m, establishing an 18 outlet business start-up which achieved a 40% return in its first year, to running small “shoe-string” community organizations.

I have managed major public sector programs, been a senior federal public servant, and worked as a lobbyist and as policy adviser to two Federal Ministers and the Minister Assisting the Premier in North Queensland.

I have led major organisational change in both the public and private sectors, managed operations with up to 500 staff, and provided policy research and advice at the highest levels.

I established myself as an independent consultant ([Chris Chappell, Independent Contracting Services \(ABN: 45 374 330 376\)](#)) early in 2001 specifically to provide high quality, freelance management services to business, government and not-for-profit decision-makers without the overheads, price tag or hype of the major consultancies.

Now based in Townsville from where I previously managed the North Australia operations of both Employment National and the then Commonwealth Dept. of Employment, Education, Training and Youth Affairs, I have a keen appreciation of North Australia’s economic and social environments and the strategic opportunities they present.

## Strategic and Operational Development

*Knowing exactly where you’re going, having a clear and frank understanding of your strategic and competitive environment and knowing how you are performing against your objectives are critical to business and organisational focus and growth.*

### Recent Achievements:

- Using a purpose built business planing and review framework, successfully established and grew the 18 outlet North Australia operation for Employment National;
- Introduced business and strategic planning principles and practices to the Commonwealth Employment Service (North Australia).

## Performance Improvement

*In an environment of increasing complexity and change, continual improvement in performance is critical to business profitability and organisational survival.*

### Recent Achievements:

- Realised a two-fold improvement in profitability and productivity in the first 12 months of operation for Employment National (North Australia)
- Within an AWA environment, successfully used a performance review framework linked to a staff bonus regime to achieve a focus on and commitment to performance excellence and improvement at all levels.

## **Excellence in Customer Service**

*Customers are our business.*

### **Recent Achievements:**

- Introduced over 500 managers and staff to customer centred growth principles and strategies;
- Providing constituent liaison for two federal MP's in marginal electorates where "every customer votes, every customer will leave happy"

## **Creating a Culture for Success**

*Good leadership at all levels builds a culture and climate for success – Good leaders are made not born.*

### **Recent Achievements:**

- Building leadership teams in both the private and public sectors which in turn built exceptional levels of staff commitment and performance excellence;
- Being confident that any manager or team leader who has worked for me would vouch for my leadership development skills

## **Managing Change**

*Change is a constant now days – managing it rather than having it control you is the difference between growth and oblivion*

### **Recent Achievements:**

- Developed and negotiated support, financing, and stakeholder endorsement for a number of significant Commonwealth and State social policy initiatives.
- Successfully managed two major corporate downsizings (70% reductions) without incident.

## **Operational and Strategic Management**

*Underlying everything is the importance of managing people. With over 20 years management experience in a wide variety of settings, I offer a unique breadth and depth of practical, 'hands-on' experience.*

### **Recent Achievements:**

- Managed within budget operation of up to 500 and annual cost budgets of up to \$80m
- Established an 18 outlet business start-up which achieved a 40% return in its first year

## **Research, Analysis & Problem Solving**

*Research and analysis are critical foundations to good decision-making. However, on their own they do not guarantee good decisions.*

### **Recent Achievements:**

- ♦ the highest level conceptual and analytical skills were required in my various policy roles on the staff of Federal Ministers, in the Federal bureaucracy and in my involvement in the development the previous Federal Government's Green and White Papers on Employment Opportunities;
- ♦ market, performance and competitor research and analysis enabling the effective strategic positioning of Employment National in North Australia;

## **Presentation, Communication & Networking**

*An essential ingredient in organisational leadership is that the leader pulls rather than pushes people along. Communicating with customers, empowering staff and influencing internal and external stakeholders have been constant features of, the senior management positions I have held.*

### **Recent Achievements:**

- ♦ Developed and communicated a new commercial vision to the then CES enabling a smooth transformation to a corporatised structure
- ♦ Successfully lead major corporate downsizing in the then DEETYA and more recently in Employment National.

## **Adaptability**

*My professional successes and achievements have in large part have been enabled by a high level of adaptability, a capacity to discern strategic and operational priorities in turbulent environments and to lead staff and constituents through change.*

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# Profile

**NAME:** Christopher Ian Chappell

**DATE OF BIRTH:** 1 October 1955



## Company Details

**NAME:** Chris Chappell, Independent Contracting Services

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## Current & Recent Customers

<b>NQ Australian Technical College Consortium</b>	-	Preparation successful Business Plan and Tender for Australian Technical College funding
<b>City of Thuringowa</b>	-	Thuringowa Motor Sports Precinct Scoping Study
<b>DNR&amp;M, Burdekin Dry Tropics Board, and NaRef</b>	-	Facilitating Community Forums and Strategic Planning Workshops,
<b>Townsville Aboriginal and Torres Strait Islander Cultural Centre Unit Trust</b>	-	Project Management of the establishment of the Townsville Cultural Centre
<b>Dept of Defence, Corporate Services and Infrastructure Group (NQ)</b>	-	Workshop Facilitation Senior Staff Selection
<b>Townsville CBD Taskforce</b>	-	Preparation of a Business Plan for a proposed Heritage Railway Museum
<b>Dept. Aboriginal and Torres Strait Islander Policy, North Qld Regional Office</b>	-	Homelessness Services Review Safe Place Site Scoping Study RCHDC Policy Manual & Workshop Facilitation
<b>Bindal Sharks Football Club</b>	-	Preparation of a Sports Development Strategy, operations and resource manuals
<b>Centrelink Area Central &amp; Northern Qld</b>	-	Review of Palm Island and Yarrabah Service Improvement Projects
<b>Hon Mike Reynolds MP</b> Minister Assisting the Premier in North Qld Minister for Emergency Services	-	Policy Advice

*Providing Freelance Management Services*

# Employment History

## Position

## Responsibilities

### North Australia Manager

Employment National (12/98 - 05/00)

- establishment and management of 8 Business Centres and 18 outlets across North Qld and NT with 124 staff.
- 1998/99 turnover of \$17.9m, income 102% and costs 82% of budget
- member of National Executive Team
- leadership of new commercial venture

### North Australia Manager

DEETYA, (02/97 – 11/98)

- management of 19 CES outlets, 5 ATSIEUs and 3 SACs across North WA, NT and North Qld with a total of some 500 staff during a period of significant structural change and uncertainty,
- management of a Running cost budget of some \$20m and a programs budget of some \$60m,
- leadership in re-focusing the CES to a commercial framework

### Assistant Area Manager

DEETYA Area Qld North (06/96 – 02/97)

- management of a programs budget of some \$60m and the Area Operational Plan and the Area's external relations
- management of the Area running cost budget of some \$20m

### Adviser

Office of Hon Warren Snowdon MP;  
Parliamentary Secretary for Employment,  
Education and Training (06/93 – 11/95)

- provision of advice on labour market policy and services
- speech writing and preparation of briefing materials and media releases
- liaison with Ministers, PMO, Backbenchers and departmental officials

### Director

Access Strategies, DEET (09/91 – 06/93)

- labour market programs policy development,
- development of Cabinet Submissions and briefings,
- National Manager of the JET and Child Care Assistance Programs,

### Director

Training Assistance, DEET (08/90 – 09/91)

- National program manager for the JOBTRAIN, JOBTRAIN Bridging Courses of Migrant Professionals and Child Care Assistance programs,
- labour market programs policy development

### Director

Programs and Special Needs, DEET  
04/90 – 08/90)

- Management of new service delivery models for CES clients with special needs.
- Policy development for the 1990-91 Budget package of reforms to services for persons with a disability.

### Ministerial Consultant

Office of the Minister for Employment and  
Education Services  
(12/89 – 04/90)

- Policy analysis and advice on: labour market assistance, youth homelessness, income support, and social justice issues.
- liaison with the Minister's Department and other portfolios, computer analysis of electoral data, preparation of speeches, press releases, briefings etc.

### Director

Social Policy and Analysis, Youth Bureau,  
DEET (09/89 – 12/89)

- Non-DEET youth policy issues including oversight of the Bureau's relationship with other portfolios, social policy agencies and international youth affairs agencies.

### **Senior Consultant**

On interchange to the SA Government  
(10/88 – 09/89)

- Acting Assistant Secretary - October-November 1989.
- Development of the SA Government Youth Strategy including, preparation of the Strategy, negotiation with State Treasury, State Cabinet Committees and a cross-section of State Departments.
- The \$3m State Youth Strategy was launched in October 1989.

### **Principal Executive Officer**

Consultation and Support, Youth Bureau,  
PMC/DEET (07/87 – 07/88)

- Oversight of staffing and administration of the Bureau's grants and publications programs and its consultative relationship with State and Local Governments and the non-Government sector.

### **Assistant Director**

Special Needs and Projects, Department of  
Social Security (07/86 – 07/87)

- Policy research, analysis and development on income support for sole parents, the disabled and the unemployed for the Social Security Review;

### **Policy and Development Coordinator**

Youth Affairs Council of Australia  
(07/84- 10/85)

- Organisational development and communications strategies, membership development and servicing, computer systems development, staff and student supervision, media liaison
- policy development and analysis on employment, labour market training, industry relations, job generation, income security, taxation, health, national youth policy, youth housing, youth services and youth consultation;

### **Project Coordinator**

'The Cooperative Housing Project'  
(10/83 – 04/84)

- Feasibility study for a community housing program,
- development of WA Government's Community Housing Policy
- establishment of the resulting Community Housing Program.

### **Executive Officer**

Tasmanian Council of Social Service  
(03/80 – 04/83)

- Organisational planning, management and administration, promotion and accountability;
- management of internal and external relationships; and resourcing.
- Social policy development and analysis.

### **Project Officer**

SA Council of Social Service. (08/78 –  
04/80)

- liaison with Government and non-Government sectors;
- social policy analysis and development in housing, disabled persons affairs, voluntarism, youth affairs, labour market training, unemployment and health;

### **Community Development Officer**

Northern Metro Adelaide Regional Social  
Planning Study. (07/77 – 04/78)

- Community needs identification and analysis;
- Action research design, conduct and management.

### **Director**

Noarlunga District Youth Centre.  
(05/76 – 06/77)

- direct service provision, streetwork and crisis intervention;
- management of small organisation; recruitment and supervision of staff; public, press and local government liaison.

### **Nurse**

Strathmont Centre, Adelaide (05/78 to  
10/75)

- General nursing, behaviour modification programs, life skills training programs, development of non-institutional recreation programs.
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# Publications

## Author

- ◆ Safe Place Site Scoping Study, DATSIP, September 2003 (not published)
- ◆ Bindal Sharks Aboriginal Corp. Improving Aboriginal and Torres Strait Islander People's Participation in Sport – Strategic Plan, Resources Directory and Action Manual, 2003
- ◆ The Great Northern Heritage Centre – A Development Strategy and Business Case, 2002
- ◆ State Youth Strategy: SA Ministry of Youth Affairs, 1989.
- ◆ "Young People and Taxation"; "A Piece of the Action - A Youth Policy Report"; "A Training Kit for Workers with Young Disabled People" and numerous discussion papers for the Youth Affairs Council of Australia.
- ◆ "Cooperate for Better Housing - An Analysis of the Need for and Potential of Housing Cooperatives in WA", 1984;
- ◆ "Captives or Change Agents - A Report to the National Forum of State Youth Affairs Councils", 1984 (unpublished).
- ◆ "Emergency Relief in Tasmania - A Report of a Study of Tasmania Emergency Relief Agencies", 1982;
- ◆ "Volunteering in Tasmania", 1983;

## Contributor

- ◆ "Bringing up Children Alone, Policies for Sole Parents", Issues paper No.3, Social Security Review and initial contribution to Social Security Review Issues Paper No.4 on income support for people with disabilities.
- ◆ "The How To Book, A Guide for Community Organisations", 1982; "A Discussion Paper on Credit Law", 1982; "Credit Law and Practices", 1983; TASCOS
- ◆ "Youth Affairs in Australia". YACA
- ◆ "Northern Profile - a Prelude to Planning for Community Services in the Northern Metropolitan Region (SA), published by the Community Services Task Force, 1977.
- ◆ "Towards a Policy on Voluntary Work", SACOSS 1979/80;

## Editor

- ◆ "The Employment Advisers Guide - How to Identify Your Client's Needs" and a range of Information Resources for CES Staff, Programs Division, DEET, 1991.
- ◆ "TASCOS News";
- ◆ "Housing - Right or Privilege", TASCOS, 1982;
- ◆ "SACOS News";
- ◆ "Volunteering - A Guide to Current Issues in Volunteering and Employing Volunteers", SACOSS, 1980;
- ◆ "Emergency Relief - The Issues", SACOSS, 1979;
- ◆ "The Rights of Intellectually Handicapped People", SACOSS, 1979.