
Professional Profile

Greg Stephens

**Organisational Development
Strategy and Planning
Learning and Development**

Setting Direction

Engaging People

Building Capability

Driving Performance

Facilitating Improvement

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Career Profile

Greg is a highly experienced Organisational Development practitioner with a strong record of achievement in delivering projects and services. His 'well-rounded' capability set comes from a career characterised by leadership and innovation across a broad spectrum of organisational development, human resources and strategic planning functions and initiatives.

Greg has held leadership positions – as manager, consultant or project leader – in diverse organisations over some twenty years. His experience ranges from strategic planning across quite different functions to 'hands on' delivery as a facilitator and trainer, with a considerable focus on process consulting throughout.

The importance of making the business case and aligning initiatives with the broader strategic, commercial or political drivers underpins Greg's approach. The varied nature of the organisations Greg has worked in has provided an understanding of differing business contexts. He has been employed in large public service departments – both central and service delivery – and small public sector agencies, each with quite different operating environments and organisational cultures. He has also held roles in charitable and membership organisations.

Greg brings the capacity for 'big picture' conceptual and strategic thinking with a drive for innovation and continuous improvement *balanced* with a strong customer focus to ensure initiatives make sense, are workable within the realities of the environment and are linked to business outcomes. He is always mindful of the importance of efficient delivery, responsive service and demonstrating 'value-add' in today's competitive environment.

Key to Greg's success is a truly facilitative approach. He partners with people to understand what they are trying to achieve and actively works with them to find their own solutions or to tailor approaches to meet their specific needs. This leads to 'real' results with better take up and more impact.

Passion, integrity, a commitment to growth and developing others, combined with a drive for excellence, are hallmarks of Greg's personal philosophy. His strong emotional intelligence means he is a 'people person' with well-developed interpersonal, team and people management skills. Greg is an energetic and enthusiastic facilitator of people and processes with an established reputation for actively engaging people in the work at hand.

Specialisations

Greg provides service across the spectrum of organisational development, learning and development and strategic planning, with strengths in:

- Facilitation
- Consultation and Change Processes
- Team Development
- Management Development and Coaching
- Organisational Development Initiatives
- Performance Management
- Organisational Learning and Development
- Strategic and Business Planning

Accreditations

Greg holds accreditations in the following tools:

- MBTI
- Think One Team
- Leadership Architect
- Certificate IV in Workplace Training and Assessment

Responsibilities and Initiatives Delivered

The following is a selection of key responsibilities and successful initiatives that Greg has managed or played a lead role in:

Organisational Development

- Establishment and management of the new People Development function for the Department of Primary Industries – previously a shared service – comprising organisational development, learning and development, human resources policy, workforce planning and employment programmes
- Management of Organisational Development Consulting Services for the Department of Transport
- Change management in implementing the industrially-sensitive Victorian Public Service Career Structure for Primary Industries and Film Victoria
- Set up of the redeployment programme resulting from the relocation of State Revenue Office services to Ballarat; creation of new VPS-wide redeployment recruitment processes
- Management of restructure processes at the Australian Red Cross Blood Service – Victoria (ARCBS-Vic)
- Design and implementation of new performance management systems in Primary Industries and Film Victoria; documentation development and skills building in the redesigned performance management system for Transport
- Design of a Science Career Model for scientists at Primary Industries Research Victoria
- Certification of the Film Victoria Industrial Agreement
- Design and implementation of a multi-rater (360°) feedback instrument for ARCBS – Vic
- Development of the staff recognition and reward scheme for ARCBS - Vic
- Facilitation of diverse organisational development processes, including: roll-out of values and behaviours (Department of Premier and Cabinet, ARCBS-Vic); development of competency sets (Premier and Cabinet, State Revenue Office); development of policy and procedures (Primary Industries, ARCBS – Vic)
- Facilitation of workshops, including: team building, stakeholder relations, performance management, team planning, consultative forums, evaluation and reflective practice
- Coaching and consultancy for managers and team members in people management and human resources issues in Transport, Primary Industries, Film Victoria and Premier and Cabinet

Learning and Development - Corporate

- Management of Learning and Development functions for Transport, Institute of Architects, Premier and Cabinet, Office of Public Employment, ARCBS-Vic (joint)
- Learning and Development strategic plans for Premier and Cabinet and ARCBS-Vic

- Design of Management Development Programme for Transport
- Contract management of Australian and New Zealand Strategic Public Leaders Summits programme
- Contract management of VPS-wide executive development programmes
- Professional development programme for Human Resources practitioners across the VPS
- Programme design and promotion of the National Seminar Series for architects
- Expansion of eLearning services for architects, including content development and delivery, website redesign and promotional activities
- Design and endorsement by regulatory bodies of a new approach to formal CPD assessment for the Australian Institute of Architects Conference 2008
- Development of an online orientation programme for Premier and Cabinet
- Learning and Development policy at Premier and Cabinet and ARCBS-Vic
- Training Calendar for Premier and Cabinet
- Training design, delivery and evaluation: induction and orientation, supervisory skills, team work, customer service, managing people, performance management, giving and receiving feedback, assertiveness, train the trainer, workplace assessment

Learning and Development - Vocational Education and Training

- Development of national enterprise competency standards for the blood banking industry (with National Manager)
- Accreditation of ARCBS-Vic as a Registered Training Organisation
- Implementation of Diploma of Frontline management at ARCBS - Vic
- Coordination of Victorian input to the development of the Public Services Training Package

Strategy and Business Planning

- Facilitation of annual Business Planning workshops (Transport; V/Line)
- Three-year Business Plan and Budget for national Continuing Professional Development, including a three-year retrospective analysis to establish financial viability (Institute of Architects)
- Strategic Plan and Business Plan at Film Victoria
- Project management of Stage 1 of the development of a ten-year strategic plan for Victoria's Film, Television and Digital Media industry
- Office of Public Employment strategic planning process

Tertiary Qualifications

Greg holds post-graduate qualifications in teaching, training - specialising in action learning - and landscape architecture. He has also undertaken tertiary studies in management. He holds a Certificate IV in Workplace Training and Assessment, recognised as the industry standard for training and assessment.