

RICK MARSH MCom(HRM)(Hons), MHRM

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HUMAN RESOURCE PROFESSIONAL

Multi-talented and goal-focused professional with outstanding qualifications, comprehensive knowledge and impressive hands-on experience across generalist human resources, staffing, leadership, and performance management functions within results- and customer-driven environments. Incisive ability to prioritise and balance time-critical assignments to ensure the smooth and efficient flow of HR, administrative and financial functions. Steered organisations through periods of cultural change and advancement, successfully aligning HR with corporate vision and objectives. Track record in the execution of process redesign, optimisation and cost-cutting solutions, impacting positively on bottom-line profitability. **Professional Strengths Include:**

- Strategic Planning & Fulfilment
- Recruitment, Interviewing & Selection
- Staff Liaison & Dispute Resolution
- EEO & OHS Understanding & Compliance
- Staff Scheduling, Supervision & Evaluation
- Reorganisation & Cultural Change
- Generalist HR Functions & Administration
- Team Building & Performance Growth
- HR Policies & Procedural Development
- Communication & Interpersonal Skills
- Procedural Streamlining & Optimisation
- Key Alliance & Relationship Building

Human Resource Management ▪ *Strategic Human Resource Management* ▪ *High Commitment Work Systems*
▪ *New Forms of Work Organisation in the Workplace* ▪ *Human Resource Management in the Health Sector* ▪
Best Practices for Recruitment and Retention of Nurses

Qualifications

MCom(HRM)(Hons) CSturt - Master of Commerce (Human Resource Management) (Honours)

Thesis: The Applicability of High Commitment Management within a Hospital Context: Evidence From a Private Hospital in a Regional City in Australia.

Research Supervisors: Dr Robert Macklin and Professor Alan Fish.

Examiners: Dr Pamela Mathews, School of Commerce, Charles Sturt University and Dr Julie Cugin, Australian Graduate School of Management, University of New South Wales.

Recommendation that the degree be awarded without further assessment – 30 May 2006

▪ Charles Sturt University (2000-2006)

MHRM CSturt - Master of Human Resource Management (1999) ▪ Charles Sturt University

GradCertHRM CSturt - Graduate Certificate in Human Resource Management (1997) ▪ Charles Sturt University

DipHR Monash/AHRI - Diploma in Human Resources (1995) ▪ Monash University / Australian Human Resources Institute

ADipBus TNQT - Associate Diploma of Business (1989) ▪ Tropical North Queensland Institute of TAFE

Research Papers

The Applicability of High Commitment Management within a Hospital Context: Evidence From a Private Hospital in a Regional City in Australia. MCom(Hons) thesis, 2006

Research Interests

- High Commitment Work Systems
- High Commitment Management within the hospital and healthcare sectors
 - Strategic Human Resource Management
- The history of organisational thought, particularly institutionalism and the thought of F.W. Taylor, Mary Parker Follett, and Henry. S. Dennison
- The historiography of scientific management and the Human Relations "School" of management
 - Critical organisational theory and discourse
 - Activist management, particularly in the post-Fordist era
 - Postmodernism

Selected Accomplishments

- Distinguished record in the delivery of pro-active HR and corporate functions/activities underpinning significant improvement across recruitment and selection methodologies and performance management functions.
- Exploited comprehensive understanding of current HR and IR research, theory and practice to manage senior-level HR functions, capturing improvements across staff morale, job satisfaction and overall performance.
- Improved organisational efficiency through realigning HR strategies with business objectives including a new payroll and staff records management system.
- Restructured HR policies and programs offering more flexible hours in response to full time staff requirements, impacting positively on employee confidence, job fulfilment and operation.
- Positioned organisation for continued transformation and improvement through instituting regular staff performance appraisals and ensuring strategic feedback systems were in place.
- Recipient of the *Golden Key International Honour Society*, in recognition of outstanding scholastic achievement and excellence (2004).

Professional Experience

CAIRNS CRICKET ASSOCIATION, Manunda, Cairns 1988 - 2001

Honorary President and Director (2000-2001); **Honorary Treasurer and Director** (1988-2000)

Key leadership role, challenged to steer sweeping changes throughout the association to establish and promote effective linkages/networks, execute cost-cutting and profitability enhancing initiatives, overhaul and transform ineffective HR and financial reporting processes into highly functioning operations, while engendering a sense of trust across this keystone organisation.

HR/Staffing & Leadership

- Realigned HR strategies with business objectives and enhanced staff wage payments/data management following implementation of new payroll and employee records systems.
- Improved HR processes/programs and reinforced need to forge key alliances with external organisations underpinning significant cost saving through partnership with Australian Football League Cairns (AFL Cairns).

Operational Streamlining & Profitability Growth

- Co-forged key alliance with AFL Cairns and Cairns Saints Football Club; devised, articulated and finalised Right of Use Agreement for joint use of facilities during football seasons, **reducing ground maintenance costs up to \$20K /annum.**
- **Slashed \$40K/annum** from operational costs through outsourcing ground maintenance services.
- **Cut operational expenditure by \$2.5K/annum** following execution of tactical cost reduction initiatives across public liability and general insurances on capital improvements.
- Bargained and secured greater share of proceeds from international cricket matches played at AFL Cairns’ stadium by leveraging affiliation with AFL Cairns.
- Drove creation of various performance-enhancing policies, including net practice availability, canteen facilities and oval hiring.
- Elevated association’s profile by spearheading successful cricket and coaching programs involving visiting international/state teams, and trials in conjunction with Cairns Junior Cricket Association (CJCA).

Overview

The Organisation:

Founded in 1940 with 11 affiliated clubs and a membership of 300 in 2001.

Report to:

Board of Management

Direct Reports:

- 2 ground curators
- 20 event volunteers

Accountabilities:

- Operations Control
- HR Policy & Program Development
- HR Administration & Management
- Cricket Program Administration & Delivery
- Key Alliance Building
- Business Activities Review and Improvement
- Financial Management & Reporting

- Optimised cash flow by restructuring and improving wicket fee collection system, changing collection from fortnightly to weekly, and by accompanying fees with player lists to enable ease of reconciliation.
- Initiated innovative systems to raise Director's awareness of fiduciary requirements and ensured timely lodging of ASIC reports with audited financial statements, previously unachieved.
- Co-pioneered a \$200K ground/capital redevelopment project, boosting organisation's professionalism and profile across the sporting industry.
- Jointly prepared and submitted rezoning application of freehold land to local authorities facilitating eventual sale of subdivision worth \$500K.

- Budget Control
- Cost Control and Minimisation
- Regulatory Reporting
- Strategic Planning & Fulfilment

Key Alliances

- Cemented solid relationships with leading sporting bodies including AFL Cairns, CJCA, Cairns Saints Football Club, Far Northern Zone Cricket Council (FNZCC), North Queensland Cricket Conference (NQCC), Queensland Country Cricket Association (QCCA), and Queensland Cricket Association (QCA).
- Co-lobbied Cricket Australia and Queensland Cricket Association and won support to host international cricket and first class cricket matches in Cairns including Pakistan (1988), West Indies (1991), Sri Lanka (1995), New Zealand (1997), and England (1998).

CAIRNS CRICKETERS' CLUB LTD, Manunda, Cairns

1988 - 1994

Honorary Secretary and Director

Diverse role providing high quality generalist HR support and advice to President and Board of Directors, while transforming delivery of services through development of high performing teams and execution of numerous turnaround strategies including payroll processing, and improved revenue collection system, stock/inventory control, and performance management functions.

Key Achievements:

- **Improved staff morale, job satisfaction and performance** by aligning HR policies/programs in response to employee needs establishing more flexible hours for full time staff by setting up time off in lieu for additional hours worked policy.
- **Positioned organisation for continued change and advancement** by orchestrating regular staff performance appraisals and ensuring adequate feedback mechanisms were in place.
- **Ensured HR functions supported cultural change** for renewal and transformation across organisation following newly-created partnership between CCA and CCC. Achieved new mindset and garnered support of this new joint venture thus benefiting both shareholders and members.
- Championed development and execution of strategic business plan and **positioned HR strategies with new corporate vision**, successfully positioning organisation for continued growth, while underpinning ability to meet significant monthly financial commitments.
- Optimised financial management and reporting by instituting regular spot checks on cash takings, stock on hand, and weekly supervision of bookkeepers' cash books.

Report to:

President and Board of Directors

Direct Reports:

- 3 full-time and 12 part-time staff

Accountabilities:

- HR Policies & Functions
- HR Generalist Support
- Staff Payroll
- Financial Control
- Staff Leadership
- Performance Building
- Strategic Vision & Planning

FAR NORTHERN ZONE CRICKET COUNCIL (FNZCC), Babinda

1996 - 2000

Honorary Treasurer

Pivotal role within administration team tasked with mapping future direction of cricket in Far North Queensland, while providing financial and general support and advice to President and delegates.

Prepared minutes, documentation and memoranda; collaborated within policy formulation successfully underpinning application and delivery of highly professional cricket programs and services.

Overview

The Organisation:

Cricket Regulatory Authority.

Key Achievements:

- Established and maintained strong alliances with extensive networks including NQCC, QCCA, CCA, QCA and visiting international teams, securing numerous high-profile games.
- Reduced costs and successfully boosted overall profitability by generating new income streams through sale of merchandise and advertising opportunities.
- Sourced, wooed and secured various sponsorships from local businesses.
- Instrumental in raising FNZCC's profile by identifying and exploiting various initiatives and ongoing relationship building.

Report to:

President and Club Delegates

Accountabilities:

- Administration & Financial Control
- Sponsorship & Alliance Building
- Strategic Planning

Affiliations

- Affiliate Member, Center for Advanced Human Resource Studies (CAHRS) Cornell University, New York (2005)
- Fellow of the Australian Institute of Management (FAIM) (2005)
- Certified Professional, Australian Human Resources Institute (CAHRI) (2005)
- Cairns Cricket Association, Life Membership (1999)
- Charles Sturt University Alumni (2005)

Technologies

Statistical package for Social Sciences (SPSS) Windows 10 ▪ MS Windows ▪ Outlook Express ▪ Internet ▪ MS Excel