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Career Summary - June 2007

Currently freelance contracting and consultancy work through Rob Harmer Consulting Services Pty Ltd which has been operational since 1991 servicing Small Medium Enterprises in SA.

Previously 2004 - 2006 (and 1998 – 2002) Manager Business Operations OTHR, BAE SYSTEMS Australia Ltd managing and developing tender responses for a high profile defence activity. Performed a wide spread of service based activities in finance, budgeting, commercial, sub-contract, facilities, administration, procurement, human resource utilisation, environmental, and asset management. Occupational health and safety and security were also a key part of the spectrum of activities covering staff levels of 160 at 4 locations with 12 direct reports.

Prior experience as Senior Executive Manager 2002-2004 (directly reporting to General Manager, Support Services at BAE SYSTEMS), with personal achievements in all aspects of business improvements, business management, process and business mapping, capability development, risk management, staff development and writing responses to complex tenders for a business unit covering over 600 personnel across Australia.

Champion for relevant business management skill development, delivery, training and mentoring. Experience gained in operational, corporate and service sector environments within the defence, manufacturing, finance, software, management accounting, technology service industry and consulting sectors.

Expertise in developing strategic plans and leading business improvement projects as well as creating and delivering training programs for staff. Significant contributions to organisational and cultural change, business improvement, capability development and balanced scorecard implementation, resulting in verifiable gains in business process improvements leading to tangible cost savings.

Project management roles in systems implementation and process re-engineering in range of senior executive positions, using adaptive techniques to leverage best practise into and across the organisation.

Experienced in enhancement and improvement of Quality Management Systems to exceed the stringent requirements of the international ISO9001 Quality Assurance Standards.

Rob Harmer Overview

EXPERIENCE

- § Over 38 years experience covering defence sector and/or multiple industries, manufacturing and service sector areas
- § Demonstrated capability in management and contract management with a proven track record
- § Managed multiple medium to large projects and contracts with a staff with a wide range of disciplines
- § Managed and participated in bid programmes for defence sector contracts
- § Process mapping to ensure procedures meet ISO 9001: 2000 and other standards
- § Good Commercial understanding of contracts, heads of agreements, joint ventures and commercialisation opportunities for intellectual property management and exploitation
- § Financial budgeting, forecasting and reporting
- § Balanced Scorecard and KPI development and reporting
- § A successful record of achievement as senior executive in a diverse range of organisations on major programmes
- § Proven expertise in provision of operational, logistic and contract management services
- § Exceptional business acumen and understanding of business opportunities
- § Exceptional leadership, influencing and communication skills leading to focused outcomes
- § Ability to lead and manage multi-disciplinary and diverse teams across multiple locations
- § Ability to identify and drive tactical and strategic outcomes
- § Managing change for the least pain and maximum gain
- § Good knowledge of OHS&W, Environmental and EEO principles and application
- § Vast knowledge and application of company processes, Life Cycle Management and Governance Frameworks
- § Long term Membership of professional management and accounting bodies

Career Approach

Dedicated approach to delivering outputs required to fulfil obligations and meeting targets and commitments, honest, high work ethic and integrity, seeks buy in from peers and subordinates, positive coaching style, with a firm belief in the power of intellectual capital being under utilised. Able to grasp new concepts and directions quickly and to leverage and adapt multi-industry experiences and knowledge from a big picture perspective to achieve desired outcomes for profitability.

Career Highlights

Strategic Planning / Business Improvement

- ∅ Contributed to strategic planning process at both a corporate, business unit and operational level. This has included planning, budgeting, employee development and strategic deployment of best practise to enhance capability and performance were matched.
- ∅ Designed and implemented a Business Management handbook by embracing traditional Project management methodology to encompass full range of business services for Remote Site managers as a "one-stop" reference point for running their specific business contracts. This handbook was individually tailored for each site to interface and dovetail with specific contract requirements and was to meet corporate governance standards, risk management and standard procedure guidelines, to fit within the company quality IS 9001:2000 certification
- ∅ Developed Internal Transition of Business / Staff Transfer and Redeployment plan to transmit contracts in an orderly fashion to other areas of the company. Covered staff deployment, business and customer IP, asset transfers, data and information management and recommended strategies for mitigating risks in relation to OHS&E, financial, customer liaison, and to meet internal governance and statutory requirements

Balanced Scorecard Development

- ∅ Developed Balance Scorecard for a business unit covering approx 500 to 600 staff and contracts in excess of \$80M p.a. Developed Key Success Factors, KPIs, PIs and Measures for tracking performance across disparate business contracts to manage the business
- ∅ Benchmarked policy and practice and formulated corporate policy to support achievement of balanced scorecard planning and performance measurement objectives
- ∅ Managed implementation phase of Balanced Scorecard cascaded to lower level contract activities and conducted training on the method of measurement and monitoring
- ∅ Consulted with senior management regarding specific business unit requirements and developed and communicated changes to policies and procedures for re-engineered processes
- ∅ Developed and implemented Service Level Agreements and SLA management plan across the business for functional service deliveries to internal customers

Rob Harmer Overview

ATTRIBUTES

- § When looking at information, sees patterns, trends, or missing pieces
- § As a leader, uses strategies to promote team morale and productivity
- § Openly seeks advice from others when unsure of approach or technology
- § Takes long term responsibility for customers and senior management
- § Recognises that people, are the most important resource and knows how to get the best from individual and team performance
- § Ensures that others buy into the team's goals, timeliness, process, climate, tone & policy
- § Anticipates the thoughts, feelings and concerns of others
- § Forges partnerships that help to shape internal and external customer expectations
- § Recognises unspoken organisational limitations, what is and is not possible at certain times or in certain positions
- § Identifies the underlying issues and motives of any communication and acts appropriately
- § Supports the development of others
- § Challenges and analyses situations, identifying opportunities for improvement
- § Works persistently to exceed the requirements of the job
- § Promotes and encourages co-operation within the team
- § Analytical and business acumen to present the big picture perspective
- § Seeks way to mitigate risk by looking for opportunities through effective risk management
- § Rapidly adapts to new situations and uses experience to gain product outputs to suit the situation at hand

Information Systems – Change Management

- ∅ Developed and implemented a plan to rollout Remote Site Connectivity to remotely located Australian sites and East Timor for e-mail, Intranet and Transaction Processing capability. Ensured change management, technology and people issues were effectively addressed
- ∅ Developed and implemented a plan to de-centralise Transaction Processing for Oracle based Accounts Payable, Accounts Receivable and Procurement activity to capture data locally for improved efficiency, accountability and timeliness over data. Ensured change management issues were effectively addressed particularly surrounding brokering and championing the change in capture mode (centralised to de-centralised) to senior management and functional areas

Culture Change through Process Change

- ∅ Introduced revised business processes and practices to support culture change in remote location sites throughout Australia. Achieved significant turnaround in local understanding and compliance to company governance and standard procedures
- ∅ Implemented change and development programmes connecting remote area sites to centralised location. Achieved improved turn around time in data communications and responsiveness to take-up of standard procedures in sites that traditionally were “left to their own resources”

Organisational Development

- ∅ Designed and implemented Remote Site Business Manager training and line management development programme based upon internal governance and quality management system standards using a variety of flexible delivery methods
- ∅ Designed and coordinated a development initiative in leading organisational change for line managers with development of learning materials to support business management skills training programme
- ∅ Developed and delivered step-up induction training programme and active participant in mentoring and buddy program for senior line managers and new employees on induction

Risk Management

- ∅ Developed and implemented Risk Management plans for business sector units for Business Continuity, Emergency Response, Disaster Recovery, Information Systems Backup and Recovery, Staff Emergency Evacuation from Frontline Field of Operations (East Timor) and Safety Management in Remote areas
- ∅ Managed and updated consolidated risk registers with aim of risk identification, mitigation and monitoring at senior management level
- ∅ Writing bid responses to complex bids and tenders to enable down selection of solution/s that met customer requirements and minimised risk to the organisation
- ∅ Conducted internal audits of business processes and functional areas with a view to measuring and reporting on the state of compliance to meet corporate governance.
- ∅ Worked in conjunction with external auditors on review programmes across financial and other areas of operational management.
- ∅ Reviewed, Drafted and Negotiated contracts and sub-contracts with prime and second-tier entities to achieve favourable outcomes for both parties

Health, Safety and Environment

- ∅ Implemented change and development programmes for Remote Site Safety issues, and Environmental practises where contract managers are located in customer premises, decentralised traditional Adelaide centric approach to safety and widened scope of safety awareness and coverage to reduce risk through development and implementation of safety improvement plans / initiatives and remote site safety management plans

Career History

Aug 2004 – April 2006 Manager Business Operations, OTHR - BAE SYSTEMS, Adelaide
 Developing a business case for acquisition of an SME. Developing strategy plans for the short medium and long term future of the Over The Horizon Radar Business in Australia and Overseas. Managing day to day accounting, financial, commercial, sub-contractor, procurement, security, safety, human resources and Intellectual Property assets for a contract value >\$100M. Developing key bid responses for Wedgetail AEW&C In Service Support Contract and OTHR Follow-On Support Contracts.

Feb 2004 – August 2004 Rob Harmer Consulting Services Pty Ltd

Recommended own business in February 2004 as Principal Consultant to develop and run seminar and coaching series called Managing Clouds and Moving Goalposts © 2003-2004. This comprised a set of topical issues relevant to managers in all areas of business and is designed to reduce risk. Also commenced designing a training solution for Small Medium Business to enter defence sector areas.

Nov 2002 – Jan 2004 Business Improvements Manager, Support Services
 BAE SYSTEMS, Adelaide

Business Improvements Manager for a business unit of approximately 500 to 600 personnel located throughout Australia at Woomera, Cairns, Darwin NT, East Timor, Wagga, Canberra, WA, Alice Springs NT and Adelaide. The role of the Business Improvement Manager is to develop strategies to lift performance to ensure strategic targets can be met or exceeded, as well as develop sound practises for identification of risk and risk minimisation.

Leading by example with a clear focus and tasking mandate to achieve change management through process improvement and delivery of innovation and change, and through development of key individuals to build up the team to deliver practical and achievable solutions through optimisation of business processes and capabilities. Other aspects cover development of knowledge management by building on existing systems and/or enhancements to better manage reporting capability using business imperatives and key business drivers that contribute to the strategic direction of the organisation.

July 1999 – Oct 2002 Manager Business Operations Jindalee Support Contract, BAE
 SYSTEMS, Adelaide

Key project management activity undertaken for the Jindalee Over The Horizon Radar was the successful completion of a major Year 2000 project for this Defence industry operational activity, listed as a Category 1 Defence site (high risk) due to its strategic support and surveillance capability in Australia. This task came in on time and UNDER budget and had one minor error of low order significance in over 5,000 program files with two lines of code in error in over several million. The error was fixed in less than 1 minute on the spot at the time of detection on 1st January 2000! This was an outstanding personal achievement.

At the same time as undertaking the task of Project Manager Year 2000, also involved in the tender and bid response process (and then the contract negotiation phases) for a significant defence support and development contract that resulted in employing in excess of 120 personnel for 5 years with 3 x 2 year extensions. An integral part of the task involved extensive contract and sub-contract negotiation and setting up back office systems to support the new 5 year contract period.

April 1991 – July 1999 Consultant, Rob Harmer Consulting Services Pty Ltd

- Full time operation of own consulting business from April 1991 to June 1999
- Software Design, development, testing and marketing, 1991 to 2006
- Consultant - small, medium and large business - since 1991 to June 1999
- Year 2000 Desktop consultancy services worldwide for hardware and software inventory from April 1997 to March 2000
- Designer, developer and marketer of the award winning; Software Inventory System - modules for Desktop Software Audit Compliance - BASELINE 2000, AUDIT-Manager, AUDIT-System, FINDEL and AUDIT-NET for NOVELL networks versions 2, 3 and 4 and most recently Software Asset Control. Software Inventory System was the winner at; COMTEC 94 - South Australian Information Technology Product of the Year in 1994 and in 1999 won the Small Business of the Year SA IT Sector Micro Business Network.

1968-1991 Various roles, senior positions - from 1980 onwards

- Banking - Bank Teller, Savings Bank of Sth Australia - 1968 to 1971
- Clay pipes - Pay Master, Office Manager, Rocla Stoneware Pipes Ltd - 1971 to 1973
- Finance - Debenture Officer, Finance Corporation of Aust - 1974 to 1976
- Pastoral Accounting, Merchandise, Building Supplies, Computing - Accountant, Business Systems Analyst, Elder Smith Goldsborough Mort - 1977-84
- Electronics & HF Radios - Accountant, Codan Pty Ltd - 1984 to 1986
- Cardboard Boxmakers & printing – Business Systems Manager, Smorgons - 1987 to 1989
- Rehabilitation services – Financial Controller, Company Secretary, CRM - 1989 to 1991
- Jindalee Over-The-Horizon Radar Support - 1991-1992, 1995-1996, 1998-2002, 2004-2006
- Defence Industry Consultant, 1991-92, 1994-1996, Employee, 1998-2006

Qualifications

- § Business SA - Training Small Groups 2002
- § Adelaide College of TAFE - Management Studies Certificate 1981
- § Adelaide College of TAFE - Business Certificate Accounting 1978
- § Supervision Certificate 1972

Security Clearance

- § Currently cleared by Australian Defence Security to SECRET level

Professional Memberships

- § Certified Professional Manager, CPMgr Australian Institute of Management since 1980
- § FPNA, Fellow National Institute of Accountants with 25 years membership
- § Previously an Associate Member, Australian Computer Society (for 25 years)

Referees Are available on request.

Other Significant Achievements

- Ø Speaker for Australian Computer Society WebCast "Pssst do you want some free software" aired on vxEdn www.acs.org.au
- Ø Speaker at e-Commerce sessions in March and April 2004 for Business Enterprise Centres at TTG and Morphettville and also Australian Computer Society .Net Special Interest Group.
- Ø Speaker at Consal Accounting Seminar at West Lakes March 2004 on "Policies and Procedures, Hidden Assets that can work for you".

- Ø Implemented a process mapping methodology based on an Australian designed solution to enhance and improve Quality Management Systems to exceed the stringent requirements of the international ISO9001 Quality Assurance Standards.
- Ø Designed, developed course content and delivered 3 training courses on Business Management skills and Corporate Governance for managers in a short 12 month time frame.
- Ø Designed a Virtual Resource Tasking system for BAE SYSTEMS using Intranet capability and current computer technology to enable 24 x 7 "round the clock" document processing across the world within the company. This task is currently under trial in Sth Australia with significant potential as a cost saving mechanism.
- Ø Guest Speaker at 3 breakfast sessions (around 100 attending per session) on "e-Commerce for Small Business" sponsored by BankSA.
- Ø Guest Speaker at Australian Computer Society Visual Basic Users Group Christmas function December 1999 on "Year 2000 - The Final Prognosis".
- Ø Guest speaker at AGM of Sheetmetal Manufacturers Association on "e-Commerce for Small Business" in February 2000 at Commerce House.
- Ø Significant contributor to Year 2000 strategic risk analysis for large companies in USA and Europe through development of a template driven strategy plan sold into over 200 major organisations across the world
- Ø Redesigned leading Year 2000 test tool from Eurosoft UK to deliver factual testing regime and reporting for PC based systems so proper risk analysis would assess need for replacement rather than wholesale "snake oil replacements" being done by other vendors. Sold this tool into US, Europe, Sth Africa and covered many large sites eg; US Military, Aus Defence, and 711 stores across USA
- Ø Consultant for the tender bidding process for a 5 year support contract that resulted in a winning bid that led to full time employment with BAE SYSTEMS in July 1999 followed by being invited to be an integral part of contract negotiation.
- Ø Winner of Micro Business Network 1999 - South Australian Information Technology Small Business of the Year in 1999 for a locally designed, developed and marketed software package suite of modules which is used by managers of companies and organisations to check their systems for illegal software.
- Ø Winner of COMTEC 94 - South Australian Information Technology Product of the Year in 1994 for a locally designed, developed and marketed software package suite of modules which is used by managers of companies and organisations to check their systems for illegal software.
- Ø Proposal Manager & Bid Manager for AWA Defence Industries Pty Ltd for the preparation and lodgement of tender documentation for several major Defence tender projects.
- Ø Business Development and Marketing Manager for INTEGRA Computer Systems Pty Ltd at Technology Park from 1990-1992
- Ø Consultancy Business continuously operational since 1991, Full time 1992 to 1999 involving significant marketing of (own developed) software throughout Australia and overseas.
- Ø Company Secretary and Financial Controller at CRM at Hindmarsh 1987-1989 with emphasis on designing enhancements for computerised desktop Rehabilitation billing computer system.
- Ø Consultant to Northern Adelaide Development Board assisting unemployed people start up small businesses included financial business plan creation for New Enterprise Incentive Scheme (NEIS).
- Ø Consultant for National Industry Extension Scheme (NIES) Business Plan and Export Plan for Computer Software Packages Pty Ltd 1994.
- Ø Designer of an Executive Information System for Smorgons 1989 - EIS permitted any manager to graphically review product and customer details and set prices for products "on the fly" during a period of extensive price war activity between 3 major market players in a volatile market place. The EIS system was never taken up and used by the company as the business was sold in SA to Visyboard at the same time as the system was proposed to the Smorgon family owners.
- Ø Installed on-line cost estimation, quotation, order entry, despatch, production, stock control, stocktake, general ledger, accounts payable and accounts receivable and budgeting system at Smorgon Corrugated Products in 1987-1989. Involved terminal entry screens in office and factory areas, training users and writing user manuals.
- Ø Installed On-line merchandise computer system for Elder Smith Goldsborough Mort in 1982-1984 in Melbourne, Sydney and Brisbane and designer of a unique microfiche and paper price book tailored to meet individual branch inventory requirements at Elders in 1982-83. Achieved reduced costs of production through tailoring price book for regional offices.
- Ø Over 80 articles written and published since 1993 in magazines plus management articles on the Internet located through: <http://www.TheIIA.org/ITAudit> <http://www.auditnet.org> <http://www.isaca.org> www.isaca.org.uk <http://www.hr.com> and <http://www.pcprofile.com>