

ISABEL WHITAKER

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PROFILE

Leading and managing the Human Resources function as a centre of excellence and providing a business partnering service model, which delivers relevant and responsive frameworks and procedures to support and facilitate effective functioning.

Designing and overseeing the implementation of innovative and proactive workforce strategies to attract, develop, monitor and retain a capable and qualified workforce to deliver on business goals both now and into the future.

Leading the development of workplace and industrial relations reform that meet business needs and lead the provision of effective and timely advice and resolution of matters.

EDUCATION

Bachelor and Masters in Psychology
University of Oxford, United Kingdom

Bachelor and Masters in Human Resources
Sydney University, Australia

Bachelor in Psychotherapy and Human Change
Jansen Newman Institute, Australia

BTEC in Business and Finance
Henley College, United Kingdom

International TESOL Certificate
TESOL Australia

International TESOL Diploma
TESOL Australia

International IELTS Teaching Certificate
TESOL Australia

Professional Development

CEB, DDI, LSI, OCI, McQuaig Interpretation, DISC, Mental Health Awareness, Breaking Bias

AIM - Support workplace coaching and mentoring

AHRI – Learning and Development

AHRI – Organisational and Cultural Change

AHRI – Investigating Workplace Misconduct

EXPERIENCE

INTERFACE Inc.

2018 - 2024

Interface Inc. is a global manufacturing commercial flooring company with an annual turnover of USD1.34bn. It is an integrated collection of carpet tiles and resilient flooring, including luxury vinyl tile (LVT) and nora rubber flooring.

VP of HR (APAC)

2018 - 2024

A member of the Senior Executive Team (SET), with a team of 20 direct reports globally, operating budget of \$84M and responsible for HR, IR, QESH, L&D, Payroll and Global compliance.

Achievements:

- Creation and implementation of the HR Organisation Strategy Map and Annual Operating Plan (AOP) in co-ordination and integration with EAAA and global requirements
- Created and implemented HCM system, including design of all policies covering the key elements of all employee processes and procedures, whilst in compliance with Australian Industrial Law
- Implemented individual KPI's for performance measurement, which directly correlated to bonuses
- Initiated, created and completed an Employee Enhancement Program that included requirements of complete and correct Position Descriptions including the required competencies for each role. This enabled the following to occur in unison: correct benchmarking for the normalising of salaries in the first instance, whilst allowing talent mapping, development and succession planning to be applied correctly. Successful implementation increasing internal fulfilment rate for management roles from 30% to 90%.
- Introduced program for induction training for new and long standing employees that covered all facets of the business. This would introduce and re-introduce employees to the values and expectations of the business in their specific area, but also for the company as a whole. Inclusion of broader reward and recognition programs. To follow on, completed full gap analysis of Australia wide learning needs for each employee
- Gained commitment from peers and management team to support and implement business strategy via structured and regular team forums

- Implemented management and leadership development programs for all employees with any leadership roles, from leading hand to MD levels. Some included: ADKAR training, Best Bosses (created), LSI, DDI, one on one coaching
- Implementation of best recruitment practices reducing agency costs by 70% within one year
- Initiated and created full business plan for restructure rollout. This was completed smoothly within 6 months – business savings exceeding \$4.8m
- Achieved ISO 45001:2018 QESH management system accreditation
- Lead successful EBA negotiations with CFMEU, resulting in a 3 year agreement at a fixed 2.5% pay increase per year and removal of RDO's
- Completion of Denison Culture Survey with on average 75th percentile improvement from previous 3 years. This was achieved within 12 months of starting with Interface through listening and collaboration with staff on where improvements could be made and showing employees the respect to listen via creation of: Culture Action Teams, The Safety Committee, The RAP (Regroup Action Plan)
- Providing accurate and timely industrial relations advice and award/agreement/legislation interpretation and assist in the management and prevention of industrial claims and disputes

EAGLE MATERIALS Inc

2006 – 2018

Eagle Materials Inc., through its subsidiaries, is a leading supplier of heavy construction materials, light building materials, and materials used for oil and natural gas extraction in the United States and its global Joint Venture and technology partnerships. Eagle Materials products are commodities that are essential in commercial and residential construction; public construction projects; projects to build, expand, and repair roads and highways; and in oil and natural gas extraction.

Eagle Materials employees 2,300 globally with an annual turnover of USD 1.393bn.

HEAD OF HUMAN RESOURCES (EAAA)

2012 -2018

With a team of 11 direct reports, operating budget of \$17M and responsible for HCM, HR, IR, HSE and corporate compliance.

Key responsibilities included the development and execution of the JV between CSR Lightweight Systems and American Gypsum (Eagle Materials subsidiary) ensuring HR and HSE strategy of the business, reporting to the board updates on regulatory compliance and work of Human Resources Committee, and company HSE performance.

Achievements:

- Led the JV between CSR Lightweight Systems and American Gypsum from 2013 – 2018 partnering with the GM Ops CSR Lightweight Systems in a highly effective manner.
- Established a 3 parties Technology Confidentiality Agreement between American Gypsum, CSR and Bob Bruce and Associates (Canadian based R&D laboratory) which led to the development of the first lightweight plasterboard in Australia.
- Established employee exchange programmes between American Gypsum and CSR Lightweight Systems.
- Oversaw the EAAA talent mapping and development plans for high potential employees.
- Ensure human resource information system and employee records are effective and meet the needs of the business via implementation of \$3m HCM program.
- Created a consistent and effective process for employee relations and employment law requirements covering all EAAA entities or affiliates.

HUMAN RESOURCES DIRECTOR (APAC)

2006 - 2012

Reported to President APAC

With a team of 7 direct reports, operating budget of \$9M and responsible for HCM, HR, IR and HSE.

Key responsibilities included the execution of the overall HR and HSE direction and strategy for the Eagle Materials technology partners Stepan Company, Yoshino Gypsum Company Ltd, National Gypsum and Bob Bruce and Associates in APAC.

Achievements:

- Developed staffing and sourcing strategies to identify talent within and outside the organisation.
- Instituted cross functional and cross company working groups to deliver global growth strategies.
- Developed and maintained an international performance management program and salary administration, including job descriptions and classifications, salary structure and salary increases that mirror the organisation's strategic goals and objectives.
- Recognised among senior colleagues as a key strategic business partner who brings immediate credibility on HR issues to the senior leadership team.