

RESUME

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SUMMARY

Jude Mahony is a specialist in organisational development and design, strategic workforce planning, and change management. With extensive experience in leading large-scale transformation projects, Jude excels at optimising organisational structures, workforces, workplaces, technology and processes to drive sustainable growth and efficiency.

A published author, her expertise is multi-faceted with dedicated experience in business strategy, leadership, resourcing, service delivery model design, talent management, and data-driven strategies to enhance organisational performance. Jude is known for her ability to deliver actionable insights through advanced data analytics, supporting businesses in achieving their strategic objectives.

She is a proven leader of global teams, ensuring effective operations across diverse regions with a passion for cultural awareness and integration. Jude holds numerous certifications and is dedicated to continuous improvement, inclusion and innovation.

STRATEGIC CAPABILITIES

Organisational Development & Design:

- Expertise in designing and implementing organisational structures and workforces that maximise efficiency and support strategic goals.
- Proven track record in leading organisational change initiatives and managing complex transformation projects.
- Skilled in workforce planning; talent acquisition, development and management; equity, diversity, inclusion and belonging; and process and technology optimisation to enhance business performance.

Strategic Workforce Planning:

- Capable of identifying future talent needs and developing strategies to address critical skill gaps.
- Experience in rightsizing, recruitment, redeployment, and retention strategies to align workforce capabilities with business needs.
- Proficient in job benchmarking, competency & data analysis, and talent mapping.

Change Management:

- Extensive experience in managing change initiatives, including stakeholder engagement, communication, and training.
- Ability to develop and implement change management strategies that ensure smooth transitions and minimise disruption.
- Expertise in impact assessments, risk mitigation, and governance processes.

Data Analytics:

- Proficient in leveraging data analytics to drive decision-making and improve operational outcomes.
- Experience in developing and utilising data dashboards, metrics, and reporting tools to monitor and enhance performance.
- Skilled in conducting supply-demand and gap analyses to inform strategic planning and resource allocation.

Resourcing (Talent Acquisition, Management, Development):

- Extensive experience in designing and implementing strategic talent acquisition initiatives that align with organisational goals and drive business success.
- Proven leadership in developing and managing talent through advanced performance management frameworks and targeted leadership development programs.
- Demonstrated capability in overseeing the operational delivery of talent solutions on a global scale, effectively leading remote teams and ensuring seamless execution across diverse geographies.

Leadership & Team Development:

- Skilled in coaching and mentoring leaders and teams to enhance performance and drive organisational success, utilizing advance psychometrics.
- Experience in designing and delivering leadership development programs and workshops, notably "Global Cultural Awareness and Integration"; and "Leading & Supporting Women through Perimenopause and Menopause".
- Strong focus on improving employee engagement and fostering a culture of continuous learning.

EMPLOYMENT HISTORY

OPTIMAL RESOURCING (MARCH 2019 – PRESENT)

Managing Director, Founder & Principal Consultant

- Specialising in providing strategic resourcing solutions tailored to client needs, with a focus on organisational development and design.
- Develop and implement data-driven strategies to enhance workforce planning and operational efficiency.
- Lead complex projects involving change management, process and people optimisation, offshoring, outsourcing, technology implementation and talent management.
- Projects included:
 - o Global FM Talent Function Transformation (SDM, technology, process improvement, workforce realignment)
 - o Global EPCM Resource Planning (Real-time reporting, SDM, WFP)
 - o Labour Hire Co Sale and Workforce Transfer (Transition planning & management)
 - o Scaffolding Co Acquisition and Workforce Transfer (WFP, Transition planning & management)
 - o Tier 2 Mining Co Insourcing (SDM, WFP, Training, Comms, Transition planning & management)
 - o Mining Services Co Leadership & Team Development (Inclusion, SASH, Managing people fundamentals, Coaching)
 - o Global Law Firm/s Cultural Integration Training & Team Development (Cross-country team training, Coaching)
 - o Global FM Payroll Technology & Pay Calculation Change Management (T&A, Payroll tech; EE change support)
 - o Global Travel Group HR Policy Development (Full HR policy suite reviewed, developed and updated)
 - o Mining Services Co Workforce Planning Maturity Assessment (Discovery & recommendations)
 - o Technology Co Offshoring (SDM, WFP, Value chain mapping)
 - o Various Co's OD Review & Ongoing Fractional Support
 - o Various Co's Confidential Executive Recruitment

EDITH COWAN UNIVERSITY current contract (AUGUST 2024 – PRESENT)

Workforce Strategy, Capability, Data Analytics, EDIB, Aboriginal Workforce Programs, Total Rewards, Policy, Communications

- Accountable for design, development, standing up and ongoing management of multiple workstreams under the Organisational Development banner, within the People & Culture function
- Workforce Planning: City Campus and BaU; Job family architecture; Transition planning support
- Business Intelligence: Employee Engagement Survey implementation and reporting; University-wide workforce analytics dashboard & reporting development; Stakeholder Engagement & Communication Framework; External body reporting, analysis & insights (WGEA, AHEIA)
- Capability Development: Academic & Professional Careers Frameworks, Promotions, Performance Improvement, Career Pathing, Success Planning, Values-based Behavioural Framework
- Total Rewards: Recognition & Rewards Strategy; Executive team performance review & rewards process; HEW10 benchmarking & levelling; Gender Pay Gap actions; Benefits vendor management; EVP insights
- EDIB: Aboriginal Workforce Programs leadership; EDIB strategy & action planning development and implementation (GBV, SASH, LGBTIQ+, Athena Swan, Accessible employment programs, Reproductive health support)
- Governance: Policy updates and development, Data & Records management governance, Procedural compliance and audits; Writing and review of Committee and Council papers; Committee representative
- Communications & change management: Implementation of programs
- Leadership of a team of 10+ Senior OD, EDIB, Data, Rewards, Comms and Policy Specialists

EMPLOYMENT HISTORY continued

RIO TINTO (FEBRUARY 2012 – FEBRUARY 2019)

Senior Manager, Operating Model Project (May 2018 – February 2019)

- Led the transition of global workforce structures, focusing on centralisation and optimisation of support functions.
- Conducted detailed supply-demand and gap analyses to inform workforce planning and talent acquisition strategies.
- Implemented change management strategies to support the transition of 5000+ FTEs across multiple global locations.

Senior Manager, Global Recruitment (November 2016 – April 2018)

- Managed the transition of recruitment teams to in-region and streamlined global recruitment processes.
- Developed data-driven recruitment strategies to support the business during significant organisational changes.
- Ensured continuity of recruitment services, delivering 8000+ placements annually with minimal disruption.

Implementation Lead, APAC Global Location Strategy Project (April 2016 – November 2016)

- Developed long-term global footprint strategies, identifying centralisation and shared service opportunities.
- Conducted risk assessments, workforce planning, and change management for major organisational redesigns.

Business Improvement Lead, Global Solution Delivery (January 2016 – March 2016)

- Identified and delivered improvement projects across global resourcing functions, focusing on process optimisation, capability uplift and data analytics.
- Implemented standardised metrics and reporting tools to monitor performance and drive continuous improvement globally.

Global Resourcing Operations Centre Lead, Gurgaon, India (July 2015 – December 2015)

- Managed a team of professionals delivering global recruitment activities.
- Implemented new applicant tracking systems and drove process automation to enhance efficiency.
- Transitioned remaining global regional service delivery to India operations centre

Workforce Management Lead, APAC HR Transformation Project (December 2014 – June 2015)

- Managed the selection and appointment processes for new HR organisation across the APAC region.
- Managed the talent management, assessment and appointment processes for HR executive appointments globally.
- Developed and implemented redeployment, redundancy, and retention strategies.

Regional Leader, Recruitment & Talent – APAC (October 2013 – December 2014)

- Aligned regional recruitment processes with global standards, supporting manager self-service and standardised delivery.
- Managed a budget of \$9M and led a team of 50 professionals delivering recruitment services across APAC.
- Transitioned recruitment service delivery for APAC region to India operations centre.

Business Relationship Manager, Recruitment & Talent - West (February 2012 – September 2013)

- Developed and maintained relationships with key stakeholders to ensure alignment of recruitment and talent services.
- Implemented the Business Relationship Model and standardised delivery processes across the region.
- Commenced the transition of recruitment service delivery to India operations centre and outsourced providers.

EMPLOYMENT HISTORY continued

APMS GROUP PTY LTD (AUGUST 2010 – FEBRUARY 2012)

Business Manager

- Managed day-to-day operations and contributed to strategic planning and operational excellence.
- Developed and implemented marketing, sales, financial, and HR management systems, focusing on organisational efficiency.

SUSTAINABLE HR SOLUTIONS (JANUARY 2010 – FEBRUARY 2012)

Director / Business Consultant

- Provided on-site and off-site HR support, specialising in best practice HR systems and processes.
- Developed strategic HR plans, recruitment strategies, and onboarding processes to support business objectives.

BRIERTY LIMITED (OCTOBER 2009 – AUGUST 2010)

Manager – Human Resources

- Led the development and implementation of HR policies, performance management systems, and recruitment strategies.
- Championed Indigenous development initiatives and managed HRIS implementation projects.

UNITED GROUP RESOURCES (NOVEMBER 2004 – OCTOBER 2009)

National Recruitment Manager (December 2006 – October 2009)

- Managed national and international recruitment campaigns, reducing agency spend and cost-per-hire.
- Implemented centralised recruitment models and e-recruitment systems, leading large-scale recruitment projects.

Recruitment Manager, Western Region Operations (November 2004 – December 2006)

- Developed and implemented workforce planning and recruitment strategies to meet business needs.
- Managed redeployment and transfer of employees, ensuring effective recruitment systems and processes.

SOUND PERSONNEL (NOVEMBER 1997 – NOVEMBER 2003)

Co-Founder / Director

- Start-up recruitment agency providing professional temporary and permanent employees.
- Strategic business planning; Technology implementation; Process development; Business development & ongoing marketing

POST NOMINALS, LICENSES & ACCREDITATIONS

Graduate Certificate of Business (GradCertBus)
EDITH COWAN UNIVERSITY

Licensed Employment Agent
DEPARTMENT OF MINES, INDUSTRY REGULATION AND SAFETY

Certified Professional Competencies Analyst (CPCA)
Certified Professional Behavioural Analyst (CPBA)
Certified Professional EQ Analyst (CPEQA)
Certified Professional Motivators Analyst (CPMA)
TTI SUCCESS INSIGHTS

Certified Recruitment Consultant (CRC)
Accredited Recruitment Professional (MRCSA)
RECRUITMENT CONSULTING SERVICES ASSN.

Professional Member (FAIM)
AUSTRALIAN INSTITUTE OF MANAGEMENT

Professional Member (MAICD)
Australian Institute of Company Directors

PROFESSIONAL BOARD / DIRECTOR EXPERIENCE

ABRS Director ID# available on request

Previous Board and Executive Committee Positions:

Board Member
Cystic Fibrosis WA

Executive Committee Member
AUSTRALIAN INDUSTRY DEFENCE NETWORK

Executive Committee Member
KWINANA CHAMBER OF COMMERCE INC. &
SOUTH COAST REGIONAL CHAMBERS OF COMMERCE

PUBLICATIONS

Author: OFFSHORING OR NOT-SURE-ING
A Practical Handbook. Transitioning work across teams and countries
Published September 2022

Author: HOW MATRIX ORGANISATIONS WORK
Understanding, Comparing, Working in and Implementing Matrix Structures
Published July 2022

Author: THRIVING IN FLUX
Building Future Proof Skills Amidst Technological Revolution
August 2023

www.judemahony.com/inthemedial

REFEREES PROVIDED ON REQUEST

EDUCATION AND TRAINING

	Detail	Provider
2023	Prompt Engineering for ChatGPT	Vanderbilt University
2020	Professional Accreditation: Competencies Analyst	TTI Success Insights
2019	Design Thinking for Innovators	Skills of the Modern Age
2019	Leading Transformations: Manage Change	Macquarie University
2019	Professional Accreditation: - Behavioural Analyst - Workplace Motivators Analyst - Emotional Intelligence Analyst	TTI Success Insights
2018	Leading for Success	BTS (Rio Tinto)
2015	Graduate Certificate in Business (GradCertBus)	Edith Cowan University
2012 - deferred	Graduate Certificate in Business (Human Resource Management) 2 of 4 units complete	Edith Cowan University
2012 - 2015	Understanding Bias Data Privacy Standards Fraud Awareness Integrity and compliance	Rio Tinto
2010	Trade Practices Act Corporate Governance Insider Trading Environmental Compliance	Blake Dawson SALT
2009	The Emotionally Intelligent Leader	Mt Eliza Executive Education (Melbourne Business School)
2009	Certificate 2 Achieving Organisational Improvement	Learning Horizons
2008	Certificate 1 Achieving Organisational Improvement	Learning Horizons
2008	Trade Practices Act	Blake Dawson SALT
2008	Code for Professional Conduct	Recruitment Consulting Services Association
2007	Finance for Non-Finance Managers: BSBFIM501A Manage budgets and financial plans, BSBFIM601A Manage finances	AIM WA
2007	Negotiation Skills Training	Tony Shepherd – Shepherd & Shepherd
2007	Presentation Skills Training	Tony Shepherd – Shepherd & Shepherd
2006	Effective Workplace Communications	Realisations International
2006	Adapt User Training	Bond International Software
2005	Leadership Development	CCI Training Services
2005	Counselling & Discipline Skills Workshop	CCI Training Services
2004	Real Estate Sales Representative Registration	Real Estate Institute of Western Australia
2002	Privacy for the On-hire Industry	Recruitment & Consulting Services Assn
2000	Windows NT Server 4 Administration Course	AIM WA
2000	PC Hardware Troubleshooting	AIM WA
1996	Human Resource Consulting	Recruitment Consulting Services Association
1992	Small Business Management Certificate	International Correspondence School
1991	STAT (Special Tertiary Admissions Test)	Tertiary Institutions Service Centre WA
1984	Certificate in Business Studies	Eastern Goldfields Senior High School, WA