

# Steve Dobbys

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## Forestry Consultant

- Highly experienced and recognised natural resource and environmental manager with 31 years proven experience in balancing the often-competing social, economic and environmental interests of a complex natural resource business and its stakeholders.
  - Respected leader of creative, efficient teams and business units, who is a strategic thinker and highly analytical problem solver that consistently develops win-win solutions with stakeholders.
  - Expert technical knowledge of environmental legislation as it relates to natural resource management in NSW and its operational implications. Highly experienced at operating in a highly challenging regulatory environment that was continually evolving and thrives on the challenge of keeping pace with those changes and adapting practices, procedures and systems accordingly was ever present, often within tight timetables.
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### Skills

- [Tertiary qualifications and demonstrated experience in environmental management](#)
- [Extensive experience in implementing and developing environmental procedures](#)
- [Highly developed skills and demonstrated experience in sales, budgeting, business planning and analysis](#)
- [Proven experience in contractor management](#)
- [Extensive safety management experience](#)
- [Proactive, hands-on approach to work and enjoys completing fieldwork](#)
- [Well-developed communication skills and the ability to influence stakeholders](#)
- [Experience in community engagement programs](#)
- [Superior computer literacy](#)
- [Competent in the use of GIS mapping systems](#)
- [Current driver's licence](#)

### **Tertiary qualifications and demonstrated experience in environmental management, science or equivalent**

I successfully completed a Bachelor of Science (Forestry) degree at the Australian National University in 1987.

I have more than 31 years' experience in all aspects of environmental management at both an operational and senior management level in the native forest sector in NSW and the proven ability to balance the often competing social, economic and environmental interests of a complex natural resource business and its stakeholders.

During my career, I have gained substantial experience and clearly demonstrated superior management skills at all levels of environmental resource management and administration, including:

- 31 years' experience in native forest and plantation management;
- 28 years' experience in planning and supervising harvesting operations;
- 26 years' experience in sales and marketing on the NSW north coast;
- 20 years' experience in harvesting and haulage contract management;
- 2 years experience managing the Northern Regions Aerial Photography Interpretation Unit;
- 5 years experience in export log sales and marketing; and
- 12 years as a private forestry consultant.

With over 31 years working in native forest and plantation management and as the individual responsible for overseeing most of the frontline activities in Hunter and Central Regions, I have an intimate knowledge of and be extremely conversant with Government and Forests NSW's policies, Environmental Planning and

Protection legislation and other legislative requirements, the conditions of forest agreements, IFOAs, EPL, TSL and Fisheries Licences, Forest Practices Codes, public concerns and sound silvicultural practices.

I was routinely required to use this knowledge to provide detailed responses to Ministerial requests, stakeholder concerns and Regulatory investigations to mitigate criticism or regulatory action against Forests NSW. I was often the first point of contact to instruct, train, coach or advise other FNSW staff and my peers in environmental constraints and provisions.

As Acting Regional Manager, Hunter Region, I was responsible for overseeing the activities of 55 professional officers and fieldworkers in Hunter Region involved in the management of Forests NSW controlled lands including harvesting, roading, fire management, merchandising and delivery operations to ensure the required standards of utilisation and segregation, environmental management and occupational health and safety are met. I have previously relieved in the positions of Regional Manager, Hunter and District Forester, Kempsey for periods of up to 10 months at a time. I have a proven track record of delivery on programs and managing the complex range of issues in my daily duties.

As Timber Merchandising Manager, Central and Hunter, I was responsible for overseeing all harvesting and roading activities by direct and delegated supervision of up to 41 staff, 25 harvest and haulage contractors to deliver approximately 500 000 m<sup>3</sup> p.a. of log products to over 60 customers.

I have a extensive experience in all facets of environmental management including the tendering, implementation and supervision of delivered sales in Hunter Region; planning, supervision and management of timber harvesting operations on Crown-timber lands in line with environmental constraints and sound silvicultural practice; preparing, monitoring, reporting and reforecasting on budgets; plan, coordinate and supervise major new road construction activities for access into harvesting areas and plan all major road maintenance programs. Both these tasks have required the ability to organise, engage and supervise private contractors. I have been responsible for the organisation of annual hazard reduction burning activities, which often involved liaison with other fire control agencies in joint hazard reduction activities.

I have gained a comprehensive understanding of the ecological processes and principles within Australia's native forests through my tertiary studies, vocational training and more than 19 years managing native forests for Forests NSW. I have advanced training and experience in wildlife and flora identification and survey techniques, wildlife management, silvicultural practices, fire management and the control of feral animals and weeds. As a result of my knowledge of biological processes and their relationship to operational matters, I have previously represented Central Region at inter-Departmental negotiations on koala and large forest owl prescriptions, NPWS licensing arrangements and old growth identification.

I have extensive experience in planning, directing and monitoring a wide range of forest operations including the administration of the works program for the Northern Regions API Unit, undertaking an assessment of the private pine plantation resource in southern NSW and northern Victoria, plantation site preparation, 2R tree planting, low and high pruning, aerial fertilising, road survey activities, disease surveys in pine and native forests, control of feral animals and weeds, recreation facility development and asset maintenance.

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## **Extensive experience in implementing and developing environmental procedures**

Throughout my 19 year career with Forests NSW, it was my responsibility to manage the frontline forestry activities, including all harvesting and roading activities, through direct and delegated supervision whilst ensuring compliance with Government and Forests NSW policy and standards, the Forestry Act and Regulations, OH&S legislation and other legislative requirements, Regional Forest Agreements, Integrated Forestry Operations Approvals and their subsidiary Threatened Species, Pollution Control and Fisheries licences, Forest Practices Codes, public concerns and sound silvicultural practices. To ensure compliance is such a complex working environment, I was required to:

- develop, plan, coordinate, supervise and monitor a comprehensive 4-tier audit program across all relevant activities;
- implement and collate field audits of harvesting and roading operations to ensure environmental compliance and adherence to forest operational plans and licence conditions;
- investigate, mediate and adjudicate on disputes of logging practices and recommend appropriate action;

- convene regular meeting of field supervisors and industry to address issues relating to harvesting; and
- fulfil reporting requirements of and liaise with regulatory authorities, external stakeholders and internal management.

I believe operational best practice is the result of a continual cyclic process of planning, implementation, monitoring and evaluation. Furthermore, evaluation of an activity against contemporary practices and systems and peer review are valuable tools in continually improving outcomes.

Throughout my career with FNSW, I operated in a highly challenging regulatory environment that was continually evolving. The challenge of keeping pace with those changes and adapting practices, procedures and systems accordingly was ever present, often within tight timetables. Having adapted our practices, procedures and systems, I was required to coach, guide, and train both staff and industry in those changes.

I have designed, implemented, monitored and reported on a regime of 4 Tier routine internal and targeted audits at the District and Regional level of forest operations, including harvesting, road maintenance and construction, hazard reduction burning and firefighting to ensure operations meet established legislative, environmental and safety standards. I have participated in audits of FNSW's activities by regulatory bodies, stakeholder groups, environmental groups and the public.

I was responsible for annual reporting to regulatory authorities under the terms of the IFOA and its subsidiary licences. I was also responsible for monthly reporting on environmental compliance to the management team of FNSW.

At FNSW, I encouraged co-operative external audits by regulators with the aim of continuous improvement in forest practices. This meant recognising our own shortfalls, learning from them and moving forward.

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## **Highly developed skills and demonstrated experience in sales, budgeting, business planning and analysis**

I have over 26 years marketing experience with all major customers and contractors on the north coast from my roles as Marketing Forester, Kempsey; Regional Sales Manager, Hunter/Manning Regions and Timber Merchandising Manager, Hunter and a private forestry consultant managing the sale of log products from private native forestry operations, and a further 7 years experience in softwood and hardwood marketing at Lithgow and with the private sector in the Bathurst area.

My commercial skills have also been enhanced in my managerial roles with FNSW and the private sector. As the Acting Regional Manager, I have overseen the development and implementation of the Region's budget. As the Timber Merchandising Manager, I have assisted in the development of Regional Business Plans and budgets by providing cost estimates and revenue forecasts for activities under my control. I have been responsible for monitoring, reporting and reforecasting on Regional sales performance against the budget. I am conscious of the contribution the strategies outlined in an individual Business Unit's Business Plan make to the Corporate Business Plan in identifying financial and non-financial performance over the plan period.

As the Export Manager, ECI and State Manager, MTX, I was responsible for the development, implementation, monitoring, reporting and reforecasting of all harvest, haul, packing and export related activities for both businesses. As a private forestry consultant operating as a sole trader, I have been responsible for the full financial control of the business, including the operation of trust accounts for private native forestry harvesting activities.

Through my involvement with the development of delivered sales on the north coast and close association with harvesting and haulage contractors and their businesses since 1998, I have developed significant experience and knowledge of the harvesting and haulage businesses. I have been asked to advise contractors on the most appropriate systems and haulage configurations to suit local conditions and have travelled to Tasmania with one harvesting contractor to assess the suitability of new harvesting equipment prior to purchase.

I have participated in special rate reviews for harvest and haul contractors with FNSW's Commercial Services staff, which has involved a thorough knowledge of the true costs of harvesting and haulage in the marketplace. My knowledge and analytical skills were instrumental in my appointment as Pricing Analyst,

Native Forests and Hardwood Plantations with FNSW's Commercial Services and has been further enhanced through my management of Private Native Forestry harvesting and haulage operations from private property on the north coast and my management of log export operations in NSW and Victoria.

As the Export Manager, ECI and State Manager, MTX, I was responsible for fully developing business models for new ventures as both companies sort to expand their export operations in NSW, Victoria and Queensland. As a private forestry consultant, I developed of a comprehensive business plan for a diversified nursery and forestry enterprise in southern QLD that will supply ex-ground NATSPEC-compliant advanced trees to the wholesale market, new developments and civil projects in south-east Queensland and northern NSW, exotic timbers, containerised NATSPEC-compliant advanced trees and shrubs to the wholesale market; and nursery stock to other producers.

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## **Proven experience in contractor management**

Throughout my 19 year career with Forests NSW, it was my responsibility to manage the frontline forestry activities, including all harvesting and related roading activities, through direct and delegated supervision of up to 41 staff, 25 harvest and haulage contractors to deliver approximately 500 000 m<sup>3</sup> p.a. of log products to over 60 customers.

I was intimately involved with the introduction, progressive rollout and ongoing management of delivered sales (where FNSW directly engaged the harvest and haulage contractors) on the north coast of NSW since its introduction in the Coffs Harbour area in 1998.

As the Timber Merchandising Manager, Central Region, I was responsible for the ongoing management and supervision of 25 harvesting and haulage contracts that supplied approximately 500,000 tonnes of products p.a. to meets Forests NSW's supply commitments to up to 60 customers with total delivered sales revenue of approximately \$22.2M p.a. and a recurrent H&H contract expenditure of \$15.7M p.a.

As the Timber Merchandising Manager at Maitland, I was responsible for

- all the planning associated with the introduction of mill door delivered sales in 2002 and subsequent tender processes including:
  - developing a 4 year Order of Work capable of delivering 140,000 tonnes of products to 34 customers,
  - determining the appropriate contractor size and equipment suitability to match the OoW,
  - compiling all the data relevant to the Hunter Region for the Invitation to Tender including evaluation criteria, pricing analysis and contractor rate benchmarking,
  - calculating and negotiating delivery charges and delivered prices for all products with all Hunter customers, and
  - participated as the Regional representative on Tender Assessment Panels.
- overseeing the rollout and implementation of log merchandising in Hunter Region and assisting the process of awarding contracts for approximately \$5M p.a. in harvesting and haulage to service mill door sales, including the identification and procurement of the most appropriate harvesting and haulage systems to efficiently deliver products to mill door customers.
- leading a team responsible for bedding down the introduction of log merchandising with customers, contractors and staff and achieving the gains in productivity, average \$/unit of timber sales, new markets, safety and environmental performance that are possible by changing the point of sale. This also involved training new staff in management of delivered sales and focusing the manner in which our staff approach the timely delivery of harvesting plans, co-operative supervision of contractors, ensuring road planning, maintenance and construction facilitates efficient haulage operations and maintaining quality assurance throughout the delivery chain.
- the ongoing management and supervision of 9 long term and 3 short term harvesting and haulage contracts that supplied approximately 140,000 tonnes of products to meets Forests NSW's supply commitments to up to 34 customers with total sales of approximately \$3M p.a. and a recurrent expenditure of \$5M p.a.

- overseeing all harvesting and roading activities by direct and delegated supervision in accordance with Government policy, the IFOA and subsidiary licences. In this role, I was the principal contact for harvesting and associated roading related issues with stakeholders, including industry, regulators, interest groups and the general public.

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### **Extensive safety management experience**

Throughout my career I have been responsible for managing harvest and haul operations by direct and delegated supervision; for the implementation and collation of field audits of harvesting operations to ensure OH&S compliance and adherence to harvesting plan, organisational policy and regulatory requirements; and to identify hazards, assess the risk of those hazards, implement risk controls and report all incidents internally and when applicable, report them externally to WorkCover. I have been responsible for investigating incidents, gathering facts related to the incident, identifying contributing factors, examining operational factors, making recommendations, developing an action plan and following up on its implementation and success.

- I established MTX and ECI as log exporters from Australia under stump to mill arrangements. This included being responsible for the management of export harvesting and associated roading, merchandising, delivery and packing yard operations to ensure the required standards of utilisation and segregation, environmental management and occupational health and safety were met.
- I was involved with the introduction and progressive rollout of delivered sales on the north coast of NSW for FNSW since its introduction in the Coffs Harbour area in 1998.
- As Timber Merchandising Manager, Hunter and Central Regions, I was involved in the performance review of external 3rd party contractors engaged by FNSW to provide OH&S services to delivered sales operations.
- As Timber Merchandising Manager, Hunter Region, I was responsible for training harvesting and haulage contractors in the use of the Contractor Safety Pack at the time of its introduction and monitoring their conformance to it. This included group training sessions and one-on-one coaching.
- As TMM Hunter and Central, I was successful in the design, planning, assistance in tendering \$22.2M of harvest and haul contracts; contract and customer rate determination and negotiations; implementation and ongoing management of delivered sales; lead the attitudinal change in FNSW staff and broke down pre-existing adversarial relationships between customers and FNSW. I also developed numerous sales and contact management tools, several of which have been prototypes for FNSW sales system development.
- As Project Officer, Log Grading, I was responsible for the initial development of a nationally accredited Hardwood Log Grader Training Program, accredited in Log Measurement and was one of the initial trainers in the pilot nationally accredited Hardwood Log Grader Training Program in NSW.
- As TMM, Hunter I undertook all the planning associated with the introduction of mill door delivered sales in 2002 and subsequent tender processes.
- As a result of my knowledge of harvest and haul operations, I have been asked to advise contractors on the most appropriate systems and haulage configurations to suit local conditions and have travelled to Tasmania with one harvesting contractor to assess the suitability of new harvesting equipment prior to purchase.
- As Acting Regional Manager, Hunter Region, I was responsible for the implementation of Forest NSW's safety management system whilst directing the work of 55 staff and 9 contractors through direct and indirect supervision and managing the Region to reduce workplace incidents by taking all practical steps to reduce the exposure of all employees and forest workers to health and safety risks and for staff under my control.
- As Timber Merchandising Manager, Hunter and Central Regions, I was responsible for the management of occupational health and safety for all State Forests' controlled harvesting and associated roading, merchandising and delivery operations, which included up to 41 staff and 25 contractors.
- As Marketing Forester, Kempsey District, I was the Designated Safety Officer

- Identify and address OH&S issues of industry and District staff.
  - Plan, organise and conduct training programs.
  - Investigate accidents and near misses and recommend remedial actions to prevent reoccurrences.
  - Act as Rehabilitation Coordinator for staff who had suffered an injury.
- As 3rd Forester, Lithgow District, in the role of District Safety Officer, I was responsible for safety and training across the District.
  - I have undertaken a formal training in Train the Trainer and Instructor Training. I have planned, organised and conducted training programs in Backcare, Aerial Photo Interpretation, fire fighting, silviculture and the safe handling of chemicals and various in-house training courses with FNSW. I have developed training material for API schools and I was initially responsible for the development of a nationally accredited Log Grader Training Program, in consultation with stakeholders.

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### **Proactive, hands-on approach to work**

I have extensive experience in planning, directing, monitoring and undertaking a wide range of forest operations including road maintenance and construction, hazard reduction and bushfire fighting, timber harvesting supervision, EIS data collection, flora and fauna surveys, the administration of the works program for the Northern Regions API Unit, undertaking an assessment of the private pine plantation resource in southern NSW and northern Victoria, plantation site preparation, 2R tree planting, low and high pruning, aerial fertilising, road survey activities, disease surveys in pine and native forests, control of feral animals and weeds, recreation facility development and asset maintenance.

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### **Demonstrated well-developed written and oral communication skills and the ability to communicate effectively with and influence stakeholders**

I consider effective communication as the backbone of good management and leadership. I have used my communication skills to motivate, educate, persuade, discipline, instruct and sympathise with those I come into contact with in both my professional and private life.

During my career I have demonstrated superior written and verbal communication and interpersonal skills. I have been required to complete detailed reports, operational plans, write up project reports and provide expert written and verbal advice to Government, the general public, customers, education groups, local authorities and special interest groups. I have undertaken a formal course in Train the Trainer. I have planned, organised and conducted training programs in Backcare, Aerial Photo Interpretation, fire fighting, silviculture and the safe handling of chemicals. I was initially responsible for the development of a nationally accredited Log Grader Training Program, in consultation with stakeholders.

I consistently develop cooperation and teamwork amongst my fellow employees by encouraging participation and personal development.

I believe that to build productive partnerships with stakeholders, you must first be prepared "walk a mile in their shoes". You must be prepared to listen with an open mind to the views of others and recognise that they have legitimate beliefs and a right to be heard. It is only through such constructive engagement and understanding their position that solutions may be found. As a previous manager of a public asset that provides a variety of benefits to a variety of users, it is very unproductive to enter a meeting with a predetermined outcome in your mind.

This philosophy was a hallmark of my approach to my duties on behalf of Forests NSW in the past and served me well in achieving positive results in discussions with customers, interest groups and members of public. Further examples where I found constructive communication necessary include blockades by conservation groups, inter-Departmental negotiations on koala and large forest owl prescriptions, NPWS licensing arrangements and old growth identification, meetings to inform sleeper and fencepost cutters that they can no longer operate on State Forest, the investigation and mediation of environmental breaches leading to the suspension or cancellation of operator's licences and investigations of non-compliance by regulatory authorities.

Due to my interpersonal and negotiating skills, I was asked to represent Central Region at inter-Departmental negotiations on koala and large forest owl prescriptions, NPWS licensing arrangements, old growth identification and to chair several Regional meetings of my peers.

My approach to negotiation and conflict resolution has always been to attempt to find common ground and understand the other parties' viewpoint. In this way, I find I am more likely to get a win-win result. I would ensure that staff adopt a similar approach to their interaction with stakeholders and promote the constructive involvement of all stakeholders in pertinent issues.

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## **Experience in community engagement programs**

As both Timber Merchandising Manager and Acting Regional Manager, Hunter I was involved with FNSW's first attempt at serious stakeholder engagement through the formation of the Ourimbah Protocol in 2003. The Ourimbah Protocol was a unique partnership between Forests NSW and Central Coast community groups and businesses, including Darkinjung Local Aboriginal Land Council, The Combined Community Organisation (Gosford), Central Coast Landcare Network and The Sydney Rainforest.

The Ourimbah Protocol was the first collaborative forest management protocol to be made in New South Wales. It aimed to improve the social, cultural, environmental and economic benefits arising from the management of the 65,000 hectares of State forests along the Central Coast. The Protocol dealt with a number of environmental management issues including:

- significant cultural and ecological areas;
- biodiversity;
- water;
- remnant and riparian vegetation;
- fire management;
- recreation management;
- a sustainable timber industry.

Together the signatories are working to address these issues by creating a more robust, fair and sustainable forest management that acknowledges the needs and values of the wider community and thus improve the social, cultural, environmental and economic setting for the Central Coast.

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## **Superior computer literacy**

I possess a high level of computer literacy and have been involved in the development, field testing and enhancement of several Corporate systems for Forests NSW including Harvest Tracking V2, Logtrack, SCION and Permits and Licensing.

I have also developed numerous spreadsheet tools for log merchandising including:

- a Customer Rate Review model that was used by all north coast hardwood Regions to develop customer pricing for F05.
- a cost/benefit analysis model to assess the profit/loss of various customer and contractor combinations for a given compartment. The model has been adapted by the SCION development team to create a variance application within SCION that can ultimately feed an optimising tool and into Logtrack to aid scheduling.
- a prototype optimising tool that has again been adopted by the SCION development team for incorporation into the SCION delivery scheduling module. I have also been instrumental in the development of the production planning function within SCION which will reduce the workload of Woodflow Schedulers, tighten FNSW's control of logistics management and improve FNSW's profitability of delivered sales.

I have been formally trained in several computer packages including Excel, Arcview, Harvest Tracking V2, Logtrack, EDD, SCION, Permits and Licencing, Datawarehouse, Wildfires, Fauna and Flora Incidental Sightings Databases, FAMIS and Wood Resources Version 1.1.

I was previously responsible for maintaining Kempsey District's Geographical Information System and other expert computer programs and provide technical support for users.

My superior computer literacy and analytical skills were major factors that led to my current appointment as Pricing Analyst, Native Forests and Hardwood Plantations with FNSW's Commercial Services, whose responsibility it is to implement the native forest and hardwood plantation price review process in accordance with the various mechanisms within the myriad of wood supply agreements.

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## **Competent in the use of GIS mapping systems**

As mentioned previously, I was responsible for maintaining Kempsey District's Geographical Information System and other expert computer programs and provide technical support for users. I currently use Quantum GIS for harvest planning and mapping for Private Native Forestry operations.

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## **Current Class C motor vehicle drivers licence**

I possess a current NSW Class C driver's licence, licence number 8228AO, expiry 26th October 2020.

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## **Professional Experience**

### **JAMAX FOREST SOLUTIONS, Wauchope, NSW – Forestry consultancy business**

**Owner, 7/2008 to Present**

Provides independent expert native forest and plantation management and forestry consultancy services, with expertise in native forest and plantation management, harvest planning and supervision, haulage operations and logistics, domestic and export sales and marketing, timber procurement, private native forestry property vegetation planning (PNF PVP) and bushfire prevention and mitigation.

### **Selected Accomplishments:**

- currently manage 5-9 private native and plantation forestry harvesting operations from private property on the north coast with monthly sales exceeding \$0.5M, achieving significantly higher returns per m<sup>3</sup> for all log products than FCNSW and up to 61% of log products making poles.
- undertaken numerous forest appraisals to assess the current and potential standing value of their forest for clients across northern and western NSW and southern QLD.
- developed of a comprehensive business plan for a diversified nursery and forestry enterprise in southern QLD to supply ex-ground NATSPEC-compliant advanced trees, exotic timbers, containerised NATSPEC-compliant advanced trees and shrubs; and nursery stock.
- provided an estimated cost profile for containerised hardwood log export operations to China from forest areas on the North Coast of NSW.
- provided consultancy services and marketing advice for numerous timber industry businesses across NSW.
- provided expert witness testimony for the NSW Crown Solicitor's Office, Gunnedah Timbers and other legal cases.
- re-established and managed the harvesting, haulage, packing, pricing and sales of 100,000 tonnes p.a. of export logs from Bathurst.
- introduced transparent variable pricing based on fluctuations in exchange rate, selling price, sea freight rate and conversion factor with major private property suppliers in the Bathurst area.
- managed various land clearing projects for residential developments and major road infrastructure projects, including the Frederickton to Eungai Pacific Highway upgrade, and arranged the sale of salvaged log products to mitigate the cost of clearing and grinding with up to a 73% increase in expected revenue and a 64% reduction in overall cost of the clearing.



**MTX AUSTRALIA PTY LTD, Port Melbourne/Wauchope, Vic/NSW** – *Australian subsidiary of international log export and logistics company*

**State Manager, NSW, Vic and QLD, 7/2008 to 6/2009**

Established MTX as a log exporter under stump to destination port arrangements from Australia.

**Position dimensions:**

- Number of Contractors: 4
- Number of delivered sales contractors: Up to 23
- Approx Export Sales Value: \$24.0 Million p.a.
- Approx Export Sales Volumes: 250,000 m<sup>3</sup> p.a.

**Selected Accomplishments:**

- Re-established and managed the harvesting, haulage, packing, pricing and sales of 250,000 tonnes p.a. of export logs from NSW and Victoria.
  - Established MTX's greenfield log export yard in Melbourne, including the planning approvals and AQIS registration for fumigation.
  - Investigated numerous new log export opportunities in NSW, QLD and Tasmania and undertook negotiations with contractors, landowners, and packing and logistics companies. Prepared feasibility studies and financial analysis of each project.
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**ENVIRONMENTAL CONSULTANTS INTERNATIONAL PTY LTD, Sunbury/Wauchope, Vic/NSW** – *Australian subsidiary of a leading American environmental consultancy business, which specialising in vegetation management and forestry.*

**Export Manager, 7/2007 to 6/2008**

Joined ECI to manage log export operations from stump to destination port and establish ECI as a leading log exporter in Australia.

**Position dimensions:**

- Number of Customers: 27
- Number of Contractors: 8
- Approx Export Sales Value: \$11.0 Million p.a. (6 mth)
- Approx Export Sales Volumes: 100,000 m<sup>3</sup> p.a. (6 mth)

**Selected Accomplishments:**

- Established and managed the harvesting, haulage, packing, pricing and sales of 100,000 tonnes p.a. of export logs from Victoria and NSW.
  - Developed new export sales opportunities and customer relationships, including on site resolution of customer log quality issues in South Korea.
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**FORESTS NSW, HUNTER & CENTRAL REGIONS, Maitland & Wauchope, NSW** – *Public land management agency responsible for the commercial and sustainable management of Crown-timber lands in NSW*

**Timber Merchandising Manager, Central Region, 1/2007 to 7/2007**

**Timber Merchandising Manager, Maitland, Central Region, 2/2006 to 7/2006**

**Timber Merchandising Manager, Hunter Region, 1/1999 to 3/2005**

Responsible for the management of all frontline forestry activities, including all harvesting and roading activities, through direct and delegated supervision of up to 41 staff, 25 harvest and haulage contractors to deliver approximately 500 000 m<sup>3</sup> p.a. of log products to over 60 customers.

**Position dimensions:**

- Number of Customers: 60
- Number of Contractors: 25
- Approx Harvest and Haul Contract Value: \$15.7 Million p.a.
- Delivered Sales Volumes: 500,000 m<sup>3</sup> p.a.
- Approx Delivered Sales Revenue: \$22.2 Million p.a.

***Selected Accomplishments:***

- Breaking down the adversarial relationship that had previously developed between FNSW and our major local customers and built a relationship of trust and mutual respect through open and transparent communication.
- Leading the attitudinal change in local FNSW staff through the introduction of mill door delivered sales whereby there is an understanding that if our actions (or inaction) adversely affects the contractor or customer reasonable ability to make a living, so too it affects our own ability to stay in business. This has allowed us to foster relationships with industry where both parties recognise each other's needs and limitations and all parties benefit equally.
- The management of \$3M of timber sales within the Region to ensure FNSW meets its supply commitments to our customers.
- The operational rollout, implementation and ongoing management of log merchandising in Hunter Region and assisted in the process of awarding contracts for approximately \$5M p.a. in harvesting and haulage to service mill door sales, including the identification and procurement of the most appropriate harvesting and haulage systems to efficiently deliver products to mill door customers.
- The negotiation of and assessment of tenders for wood supply agreements in conjunction with Commercial Services staff.
- The negotiation and management of over nine short term and casual harvest and haul contracts.
- The development, negotiation and implementation of a new pricing structure and supply arrangements for Turpentine piles into Sydney that has seen royalty for TRP piles increase by between 200-300%.
- Encouraging and advising local harvesting contractors in the use of mechanised harvesters. Hunter Region went into the tender process for the rollout of mill door delivered sales with four harvesting contractors already employing mechanical harvesters.
- Identifying issues of concern, establishing common ground and ensuring sustainable outcomes in mediating disputes between staff, contractors, customers and members of the public.
- The timely supply and preparation of timber sales information and expenditure estimates for my sector for Regional budgets and Business Plans.
- the timely delivery of customer information, harvesting schedules, volume information, difficulty class and haulage route class information for the preparation of several Invitations to Tender in the initial rollout of log merchandising on the north coast and subsequent tenders.
- Introduction of a program of defect assessment for sawlogs delivered to all three major sawmillers in the Region that, per m<sup>3</sup> of quota sawlog sold, outstrips our better-staffed northern neighbours.
- Proposing and implementing a transect methodology for tracking tree retention rates in harvesting operations in Hunter Region. This methodology was forwarded to the NPWS by the Harvesting Compliance Functional Working Group for their concurrence that Forests NSW would be exercising due diligence by implementing the method.
- Ensuring compliance with environmental standards via a program of internal audits and monitoring.
- the development of numerous spreadsheet tools for log merchandising including a Customer Rate Review model that was used by all north coast hardwood Regions to develop customer pricing for F05, a preliminary scheduling optimiser and a cost/benefit analysis model to assess the profit/loss of various customer and contractor combinations for a given compartment. The model has been adapted by the SCION development team to create a variance application within SCION that can ultimately feed an optimising tool and into Logtrack to aid scheduling.

**FORESTS NSW, COMMERCIAL SERVICES, Pennant Hills, NSW** – *The Division with Forest NSW charged with managing the commercial relationships with FNSW's customers including the administration of contracts and wood supply agreements.*

**Pricing Analyst, Native Forests and Hardwood Plantations, 7/2006 to 1/2007**

Managed the implementation of the 2006 native forest and hardwood plantation price review process.

***Selected Accomplishments:***

- Implementation of the 2006 native forest and hardwood plantation price review process, including consultation, negotiation, approval and notification of individual customer rate adjustments and updating internal pricing systems.
  - Assisted with strategic policy development for future pricing arrangements.
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**FORESTS NSW, HUNTER REGION, Newcastle & Maitland, NSW** – *Public land management agency responsible for the commercial and sustainable management of Crown-timber lands in NSW.*

**Acting Regional Manager, 4/2005 to 2/2006**

Responsible for overseeing the activities of 55 professional officers and fieldworkers in Hunter Region involved in the management of Forests NSW controlled lands including harvesting, roading, fire management, merchandising and delivery operations to ensure the required standards of utilisation and segregation, environmental management and occupational health and safety are met.

***Position dimensions:***

- Number of staff: 55
- Number of Customers: 35
- Number of Contractors: 9
- Revenue: \$5.0 Million p.a.
- Expenditure: \$6.0 Million p.a.

***Selected Accomplishments:***

- Managed the Hunter budget until the end of F05 and the Hunter component of the combined MNC/Hunter budget for F06 including the implementation of expenditure savings identified by the joint management team in the Hunter Region.
  - Introduced a trial structure for Grade 1 foresters in Hunter Region that combined the role of the Harvesting Forester, Harvest Planner and Operations Forester. Under the trial, the person who writes the plan supervises its implementation, thus creating fewer opportunities for things to fall through the cracks and providing a broader experience base for Grade 1 foresters.
  - Maintained the Region's core service delivery despite reduced staff levels and up to nine staff members acting in higher duties positions to plug the holes.
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**STATE FORESTS OF NSW, MARKETING DIVISION, Newcastle, NSW** – *The Division with Forest NSW charged with managing the commercial relationships with FNSW's customers including the administration of contracts and wood supply agreements.*

**Regional Sales Manager, 11/1997 to 1/1999**

Responsible for the regional management of the commercial relationships with FNSW's customers including the administration of contracts and wood supply agreements.

***Position dimensions:***

- Number of staff: 2
- Approximate number of customers: 80
- Sales volumes: 250 000 m<sup>3</sup>
- Revenue: \$5.3 M p.a.

## ***Selected Accomplishments:***

- Established short-term harvesting and haulage contracts in Hunter Region to allow supply of quota sawlogs to Ford Timbers at Urbenville and Woodenbong, with the assistance of Marketing Division staff.
  - Achieved a significant boost in the sale of poles from the Hunter Region.
  - Undertook the implementation and ongoing management of Weathertex's monthly crew production quotas.
  - Rationalised the sale of salvage sawlogs in Hunter Region by reducing the number of sub-grades.
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**STATE FORESTS OF NSW, MARKETING DIVISION (secondment), Kempsey, NSW** – *The Division with Forest NSW charged with managing the commercial relationships with FNSW's customers including the administration of contracts and wood supply agreements.*

**Project Officer, Log Grading, 4/1997 to 11/1997**

Undertook numerous studies of log grading, segregation and specifications across NSW to identify uniform log product specifications, changes to log allocation policy and ultimately create uniform log grading and segregation training package for the native hardwood timber industry across NSW.

## ***Selected Accomplishments:***

- Completed a study of log grading, specifications and segregation for Marketing Division and prepared a discussion Paper for the Log Grading Steering Committee in 1997. The discussion paper recommended uniform log product specifications, changes to log allocation policy and proposed grading and segregation rules for the native hardwood timber industry.
  - Rewrote and updated SFNSW's Hardwood Log Measurement Guidelines and compiled the Log Product Specifications.
  - Lead the initial development of a nationally accredited Log Grader Training Program, in consultation with stakeholders.
  - Completed a study into the extent of quota leakage within non-graded sawlogs on the north and south coast of NSW.
  - Calculated of the haulage component of mill door delivery prices for log products to customers involved in the Log Merchandising Trial within the Mid North Coast Region.
  - Completed a study on impacts of changing log quality and resource on the viability of Boral's Gloucester mill.
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**STATE FORESTS OF NSW, KEMPSEY DISTRICT, Kempsey, NSW** – *Public land management agency responsible for the commercial and sustainable management of Crown-timber lands in NSW.*

**Marketing Forester, 11/1994 to 4/1997**

Responsible for the planning, supervision and management of timber harvesting operations on Crown-timber lands and Designated Safety Officer.

## ***Selected Accomplishments:***

- Successfully managed the widespread rescheduling of harvesting operations out of contentious compartments and accelerated harvest planning following the 1994 State election with minimal contractor standdowns.
  - Represented Kempsey District during the Interim Assessment Process in Sydney.
  - Represented Central Region at NPWS negotiations over licensing arrangements and various faunal prescriptions.
  - Successfully delivered the Backcare program to all Forests NSW staff in Central Region.
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**STATE FORESTS OF NSW, KEMPSEY DISTRICT, Kempsey, NSW** – *Public land management agency responsible for the commercial and sustainable management of Crown-timber lands in NSW.*

**Planning and Operations Forester**, 12/1992 to 11/1994

Responsible for the maintenance of the District's physical assets such as roads, vehicles, plant, buildings, stores, recreational facilities and research plots; fulfilled the role of Designated Safety Officer; responsible for Districts planning functions including adherence to the District's Management Plan, maintaining Preferred Management Priority maps, yield monitoring and post harvest assessment, compartment histories and logging history maps, all research activities and the Kempsey EIS data collection and coordination; responsible for the Districts operational functions including protection of the District's forests from wildfire, disease, feral animals and noxious weeds, hazard reduction burning activities and firefighting efforts; represented the District on the Kempsey Bush Fire Management Committee and Rural Lands Protection Board.

Responsible for the planning, supervision and management of timber harvesting operations on the Carrai Plateau.

***Selected Accomplishments:***

- Achieved the timely data collection and coordination for the Kempsey-Wauchope EIS.
  - Assisted in the design and implementation of a major inventory of the District's coastal forests.
  - Assisted in the implementation of the phase-out of sleeper cutters in the District.
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**STATE FORESTS OF NSW, NORTHERN REGIONS AERIAL PHOTO INTERPRETATION UNIT (API), Kempsey, NSW** – *Specialist business unit responsible for major API projects and the provision of specialist API services by the Northern Regions API Unit for the northern half of NSW.*

**Resources Forester**, 2/1990 to 7/1992

Responsible for the administration of the works program for the Northern Regions API Unit.

***Selected Accomplishments:***

- Completed various major species, stand condition and volume typing projects on more than 100 000 hectares of State Forest in a 2½ year period.
  - Undertook numerous specialist API and research projects, such as Scotch Broom distribution mapping in the Barrington Tops and examining the potential to delineate fluctuations in the boundary of fire-disclimaxed fringe-rainforest in northern NSW.
  - Successful development of, authoring, organising and conducting training in Aerial Photo Interpretation.
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**FORESTRY COMMISSION OF NSW, LITHGOW DISTRICT, Lithgow, NSW** – *Public land management agency responsible for the commercial and sustainable management of Crown-timber lands in NSW.*

**3rd Forester**, 4/1988 to 2/1990

Responsible for the administration of Newnes, Ben Bullen, Capertee, Airly and Falnash State Forests including the supervision of the works program, Pinus marketing, protection and roading programs. Also responsible for all the District's hardwood marketing, Pinus radiata plantation establishment, all research activities, occupation and other permits, feral animal and noxious weed control and to fulfil the role of District Safety Officer.

***Selected Accomplishments:***

- Successful supervision of external contractors in 2nd rotation site preparation and on time planting program.
  - Successful maintenance and expansion of the Permanent Growth Plot system.
  - Successful establishment of Sirex trap tree program and completion of forest health surveys.
  - Authored the management plan for The Castle Flora reserve.
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## **AUSTRALIAN NEWSPRINT MILLS LTD, Albury, NSW – Major newsprint producer**

**Field Supervisor**, 12/1987 to 3/1998

Responsible for the assessment of private *Pinus radiata* plantation resource in southern NSW and northern Victoria and to organise accommodation, work schedules and day-to-day running of a three-man inventory crew.

### **Selected Accomplishments:**

- Successful assessment of the private *Pinus radiata* plantation resource in southern NSW and northern Victoria.
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**FORESTRY COMMISSION OF NSW, EDEN DISTRICT, Eden, NSW – Public land management agency responsible for the commercial and sustainable management of Crown-timber lands in NSW.**

**Field Hand II, Road Survey**, 2/1982 to 2/1984

Assist to locate, survey, record and plot data from centre line survey of roading projects within Eden District.

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## **Technology**

**Software:** MS Office (Word, Access, Excel, PowerPoint), Arcview, Harvest Tracking V2, Logtrack, EDD, SCION, Permits and Licencing, Datawarehouse, Wildfires, Fauna and Flora Incidental Sightings Databases, FAMIS, Wood Resources Version 1.1 and TimberSmart.

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## **Education**

**AUSTRALIAN NATIONAL UNIVERSITY, Canberra, ACT**

**Bachelor of Science (Forestry), 1987**

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## **Memberships**

**INSTITUTE OF FORESTERS OF AUSTRALIA, Canberra, ACT**

- Voting Member, 2019
- Registered Professional Forester™ (General Practicing Forester with recognised skills in Forestry Consultancy, especially Timber Sales and Distribution), RPF 110

**TIMBER NSW, Camperdown, Sydney, NSW**

- Director, 2019-21
- represents TNSW on the NSW Forestry Skills Training Advisory Committee
- TNSW nominee for the ForestFit Industry Reference Group

**NORTH EAST NSW REGIONAL FORESTRY HUB**

- Advisory Board member, 2019

**HASTINGS LANDCARE INC, Wauchope, NSW**

- Voting Member, 2019

**HUNTER FARM FORESTRY NETWORK, Bulahdelah, NSW**

- Member, 2019