

Mel Carmichael

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Senior HR Consultant / HR Business Partner with 10+ years' experience across HR strategy, HRIS, industrial relations, compliance, and workforce risk management in healthcare and community services. Led HR operations across 40 to 1,000 staff, implemented three HRIS platforms, and delivered \$50k+ savings through claims management, process improvement, and reporting discipline.

Skills

- HR Strategy
- Employee Relations/Industrial Relations
- HRIS implementation and optimisation
- Compliance
- Workforce Planning
- Reward and Recognition
- Leadership
- Return to Work/Workcover
- Performance Management
- Policy Development
- Talent Acquisition
- Change Management

Experience

PEOPLE PARTNER

ALPINE CHILDREN'S SERVICES

Mar 2026 – Present

Implemented and optimised Employment Hero across HR and payroll for 150 staff, replacing paper-based workflows and reducing manual handling by standardising HR and payroll workflows. Improved onboarding turnaround, data accuracy, and transaction consistency across the employee lifecycle.

Key Achievements

- Implemented and optimised Employment Hero across HR and payroll, replacing paper-based workflows and improving onboarding speed, data accuracy, and transaction consistency. Reduced manual handling by standardising workflows across HR and payroll.
- Reconciled and implemented a new Workcover system, improving payment accuracy, reporting integrity, and claims compliance. Identified missing payments and prevented overpayments, saving more than \$10k and reducing financial risk.
- Streamlined business processes by mapping workflows, identifying inefficiencies and building capability across HR and operational teams.

- Delivered compliant policy and procedure reviews aligned with legislation and child-safe requirements.

WORKPLACE RETENTION & RECOGNITION LEAD

CVGT EMPLOYMENT

Oct 2025 – Mar 2026

Owned remuneration, reward and recognition, people metrics, staff movements and Workcover for an organisation of approximately 350 staff, while stepping into the Executive Director People & Culture role during leave coverage.

Key Achievements

- Developed a remuneration matrix covering 40+ roles to standardise pay decisions and align remuneration governance with SCHADS and Labor Market Awards. Improved consistency and reduced ad hoc pay decisions across management and finance teams.
- Updated salary increase procedures and built quarterly review processes.
- Assisted with developing and rolling out a new performance rating module.
- Acted as Executive Director People & Culture during leave coverage, leading a team of 6 and maintaining continuity across workforce risk, people operations, and executive decision-making for up to 3-week periods.

SENIOR PEOPLE & CULTURE BUSINESS PARTNER

CVGT EMPLOYMENT

Jun 2023 – Oct 2025

Implemented a new HRIS end-to-end, represented the organisation in multiple Fair Work hearings and reduced Workcover premiums through proactive claims management and RTW programs, demonstrating capability across systems, industrial relations, and risk management.

Key Achievements

- Implemented a new HRIS end-to-end, configuring core HR, recruitment, performance, and engagement modules for 350 staff to improve data accuracy, onboarding efficiency, reporting, and user adoption. Delivered a more scalable employee lifecycle process and stronger HR data integrity.
- Represented the organisation in multiple Fair Work hearings, managing case preparation, evidence, and industrial relations risk across unfair dismissal and general protection matters. Supported favourable outcomes through evidence-led case management and reduced legal and reputational exposure.
- Reduced Workcover premiums by \$50k+ through proactive claims management and return-to-work programs across 350 staff. Improved risk control, case management, and reporting discipline, strengthening financial and compliance outcomes.

HUMAN RESOURCES MANAGER

360 HEALTH MANAGEMENT

Oct 2022 – Jun 2023

Established the organisation's first HR function and reported to the Managing Director, covering contracts, award compliance, onboarding, performance management, policy development, and HRIS

implementation for 40 staff. Reduced underpayment risk and built a scalable HR operating model to support business growth and compliance.

**HR BUSINESS PARTNER
ECHUCA REGIONAL HEALTH
Nov 2020 – Oct 2022**

Delivered HR support across recruitment, training, ER/IR, Workcover, and wellbeing for approximately 1,000 staff, including complex investigations, grievance management, and recruitment process improvements. Strengthened employee relations handling and reduced recruitment friction across the service.

**HR COORDINATOR
ECHUCA COMMUNITY FOR THE AGED
Aug 2016 – Nov 2020**

Managed recruitment, training, WorkCover, payroll support, and volunteer coordination for approximately 180 staff, while introducing a new HR/payroll system, wellbeing committee, and reward and recognition initiatives. Improved service delivery and supported more structured people processes across the organisation.

EARLIER CAREER

Nestlé / Fonterra / Parmalat — Production Clerk & Maintenance Administrator (2006–2016)
Bendigo Bank — Customer Relationship Officer (2002–2006)

Education

- Advanced Diploma of Human Resource Management (2024)
- Advanced RTW Training (2022)
- Diploma of Human Resources Management (2021)
- Diploma of Leadership & Management (2021)
- Wellness Coaching – Leading Positive Change (2023)
- Return to Work Coordinator Certificate (2016)