

Curriculum Vitae for Henry Dowler



Current at February 2012

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Skills, competencies and typical behaviours

Henry Dowler has a wide range of skills and competencies, including:

Project management: Planning, documenting and leading large and complex projects.

Stakeholder engagement: Engaging with diverse stakeholders and establishing and working with professional steering and advisory groups.

Policy analysis and research: Preparing strategic and operational policies, developing new legislation and providing other regulation and standards development services. Gathering and analysing information and empirical evidence and preparing advice for decision-makers.

Strategy and planning: Developing practical solutions to complex problems. Developing plans and guidelines to ensure effective implementation.

Facilitation and relationship management: Facilitating internal and external stakeholder events. Building and leading effective teams to ensure effective working relationships among diverse people and organisations.

Contract management: Designing and managing procurement and contracting arrangements to help ensure high quality products and services are delivered on time and within budget.

A catalyst for success

Henry is often the catalyst for success in situations where others have previously failed to deliver. He is:

a positive, constructive and insightful team-player

a decisive, inclusive and pragmatic leader

highly intelligent and an effective critical thinker – he can make order from chaos

determined to find sustainable solutions, with facilitation, negotiation and analytical skills of the highest order

committed to meeting deadlines – he is highly productive and invariably delivers an excellent product on time or ahead of schedule

Exceptional experience and practical expertise

As summarised below, Henry's diverse skills and expertise come from an exceptional range of experiences over three decades in a wide range of sectors at local, regional, national and international levels.

Henry would add considerable value to any undertaking by:

applying his considerable strategic and intellectual capacity to help deliver robust and innovative solutions to complex problems within short timeframes and in challenging environments

providing access to the extensive professional networks he has built through his businesses and through previous leadership roles in central and local government

fulfilling key relationship management, facilitation and strategic advisory roles at both governance and operational levels

helping to design vitally important engagement processes with key stakeholders, including, where appropriate, reviewing and developing new policies and business proposals

applying his varied experiences from successfully completing diverse and challenging project management and strategic policy roles in a wide range of sectors, many of which involved developing and providing detailed advice to government ministers,

statutory boards, chief executives and other senior decision-makers

helping to develop or reviewing corporate strategic and operational policies and related guidance materials to ensure alignment with strategic goals and objectives and/or regulatory requirements where they are relevant to governance interests

designing and providing oversight of procurement and contracting activities

leading and contributing to any special purpose advisory groups established to inform or support wider policy, governance or corporate interests

helping to design research and other projects, and providing oversight of the conduct and evaluation of such projects.

Please note that Appendix A provides more detail on Henry's skills, competencies and typical behaviours.

Examples of recent contract roles

Canterbury Earthquake Recovery Authority (CERA) – Senior Advisor: Strategy, Planning and Policy (June – December 2011)

Led the design and overall direction of CERA's \$750 million (approx) 'Worst Affected Suburbs Programme' as well as leading or contributing to:

inter-agency liaison, problem-solving, facilitation and community engagement

policy solutions around Crown zoning decisions, residential land acquisition and land and housing supply/affordability (including the design, procurement and implementation of a survey of over 5000 residential red zone property owners)

developing the CERA Recovery Strategy 'vision' and participating in public discussion sessions about the Strategy as a CERA 'expert'

resolving legislative issues related to dangerous and insanitary buildings and the use of reserve lands for temporary accommodation and associated issues raised by the Regulations Review Committee

Department of Building and Housing – Various contract and consultancy roles (April 2005 – December 2011)

Led and contributed to major legislation reviews, regulation development, general policy, procurement advice and filled significant relationship management roles.

Work was undertaken on the review of the Building Act 2004, resource management and building control interface, building consent authority accreditation, product certification, and temporary accommodation services and facilities for people displaced by the Canterbury earthquakes. Tasks undertaken for the Department included:

start to finish leadership and project management of policy, consultation and legislation development and implementation activities

preparing strategy and policy advice for senior managers, Ministers and Cabinet

drafting *Gazette* notices to meet legislative requirements and preparing responses to official information requests

undertaking research and analysing and reporting on the results

leading and contributing to drafting and negotiating service level agreements.

Accident Compensation Corporation (ACC) – Various contract and consultancy roles (August 2006 – May 2011)

A variety of contract roles have been completed for ACC including:

independent facilitation of, and reporting on, ACC work with large national corporations and Auckland-based employers to test ideas about the development of more employer-centric ACC services

leading and coordinating an independent review of the training of primary response in medical emergency (PRIME) practitioners (rural doctors and nurses). The review work included:

- assessing clinical content and comparing PRIME with other national and international training programmes
- establishing and working with a clinical advisory group and conducting surveys and interviews with a range of practitioners and stakeholders
- making recommendations about desired standards for practitioners participating in PRIME, the potential for PRIME to be linked to existing professional standards or qualification framework(s), and the relationship of PRIME to future health workforce directions.

project managing, facilitating and reporting on the operational review of the ACC Accredited Employer Programme. The review project, sponsored jointly by ACC, the Department of Labour, Business New Zealand and the New Zealand Council of Trade Unions, involved management and coordination of four separate workstreams with around 45 participants, a technical subgroup and a joint chief executives' steering group.

project managing and facilitating the work of the Air Ambulance Reference Group (a group with around 50 members and an independent Chair - ex Ombudsman, Mel Smith) and developing the Group's report to Ministers recommending reform of New Zealand's national air ambulance and rescue helicopter services.

Henry also led a related project for District Health Boards New Zealand from December 2006 to May 2008 to help define a cost-effective, nationally coordinated, regionally delivered inter-hospital transfer service for New Zealand.

Auckland District Health Board – Programme Directorships (June 2008 – April 2011)

Contracted as director and project manager for the following two major programmes led by the Auckland District Health Board (DHB):

Pathways to Health Careers: A foundation initiative of the large, cross-government, urban redevelopment programme known as the Tāmaki Transformation Programme (TTP). The programme work involved engaging beneficiaries and other low income people in education to tertiary level and

ensuring their successful transition to health careers.

This was achieved by 'joining up' of health, education, employment and social services to provide integrated and coordinated wraparound support for participants in the specific context of their family and community situation.

The Pathways role involved working closely with DHB and TTP executives, Board Chairs, cross-sectoral advisory groups and community representatives. A major responsibility was a full programme design review to deliver large cost reductions and development of an associated business case for the DHB Board.

National Quality Improvement: Infection Prevention and Control (IPC) Programme: Led and managed three separate project teams with clinical and technical membership drawn from ADHB and other DHBs from throughout New Zealand. The work involved national leadership of work related to:

- developing and publishing guidance and consultation

documents, a website and a range of other resources for DHBs

- developing and distribution of an electronic, PDA and internet-based, healthcare worker compliance and infection rate monitoring solution; and guidance and advice on data monitoring, collation, analysis and reporting
- training a national pool of auditors and establishing effective networking arrangements for the auditors and local DHB programme coordinators
- provision of change management support and advice to the National DHB CEOs 'Steering Group on sustainable funding to support all the ongoing, national elements of the Programme.

Education Ministry – Consultant (May – July 2010)

Strategic and operational policy review and report setting out recommendations on how to deliver a new model for national school student engagement and attendance services including by:

establishing a mechanism for multi-agency input to help ensure effective sharing of expertise and information

rationalising and integrating a range of current, related but relatively uncoordinated services

establishing a new community-based service with consistent and coherent linkages to other social services

improving overall coordination of social services, the most effective application of limited resources and a pathway for continuous service improvements.

Transport Ministry – Consultant and Project Manager (August 2008 – March 2009)

Provided project management and consultant services to the independent National Land Transport Programme cost allocation model and charging mechanisms review. This role included:

detailed project planning and management of project resourcing issues

managing communications between the independent review group, the

Ministry of Transport and other stakeholders

overseeing and contributing to the drafting of the final review report.

The Treasury – Consultant and Project Manager (February 2008 – June 2008)

Independent project management services for the Waterview Connection Procurement Project. This involved:

managing a team of Treasury and Ministry of Transport analysts and independent consultants (including PriceWaterhouseCoopers and Deloitte) to develop a report to the Finance and Transport Ministers.

The project, with a public-private sector steering group, chaired by Sir Brian Elwood (former Chief Ombudsman), reported on the viability of a public private partnership to procure and build the proposed NZ\$1.89 billion Waterview Connection motorway tunnels in Auckland.

Previous central government employment

Prior to his contracting career, Henry was employed by central government as follows.

Education Ministry – Senior Policy Analyst, Acting Senior Manager, Education Management Policy (August 2003 – March 2006)

policy and regulation development, implementation planning and project management, and designing, overseeing and evaluating pilot programmes

leading and co-ordinating inputs to inter-sectoral activities such as the United Nations Convention on the Rights of the Child work programme

contributing to other diverse Ministry activities such as the review of the Health and Physical Education Curriculum in New Zealand, the development of the New Zealand Schooling Strategy, the Ministry of Education Statement of Intent and corporate reports.

Youth Affairs Ministry – Policy Manager (May 2002 – August 2003)

directing and leading all the Ministry's policy activities, related advisory, consultation and relationship management activities, and acting from time to time as the Ministry Chief Executive.

the development of the Ministry's Statement of Intent and its underpinning intervention logic

completing a capability assessment and a related business case for the future development of the Ministry's overall capacity and capabilities

leading and coordinating implementation of:

- the Youth Development Strategy Aotearoa and the New Zealand Youth Suicide Prevention Strategy
- the United Nations Convention on the Rights of the Child work programme
- the effective drug education initiative, as part of the Government's Action Plan on Alcohol and Illicit Drugs.

Agriculture and Forestry Ministry: Biosecurity Authority – National Policy Coordinator (June 2000 – May 2002)

leading and co-ordinating inputs to a Ministerial inquiry into the \$80 million per annum National Bovine Tuberculosis Strategy, and designing and overseeing performance audits of the Animal Health Board

chairing the MAF advisory group charged with determining statutory

compensation claims arising from the varroa bee mite incursion

leading the development of co-operative agreements such as the National Pest Plant Accord (involving 4 government departments, all regional councils, industry organisations and interest groups).

Emergency Management Ministry – Senior Policy Analyst and Project Manager (March 1999 – May 2000)

policy lead on the development and introduction of the Civil Defence Emergency Management Bill to repeal and replace the Civil Defence Act 1983

strategic design of the framework for the National Emergency Management Strategy and working with the Department of Prime Minister and Cabinet on the revision of the National Disaster Recovery Plan

representing New Zealand on the Australian (State and Commonwealth) Disaster Mitigation Working Group and working with Emergency Management Australia and the Federal Emergency Management Agency (USA) on matters of mutual interest

development of guidelines for local government clarifying government emergency assistance policies.

Health Ministry – Various senior technical, policy and project management roles (September 1995 – February 1999)

Ministry roles included (some simultaneous) Senior Adviser (Health Protection), Senior Policy Analyst, Deputy Chief Technical Officer (Biosecurity), Team Leader (Environmental Health), and Project Manager of the Public Health Legislation Review. These roles included:

line responsibility for up to ten permanent staff and leadership of complex and varied technical and policy projects

responsibility for budgets up to NZ\$4 million (excluding staff salaries) and the development and oversight of around 20 separate science service contracts

leading policy development through to drafting instructions for a Bill to repeal and replace the Health Act 1956 and Tuberculosis Act 1948

membership of national and international advisory committees or statutory Boards including:

- the Australian Legislation Reform Working Group
- the Australian (State and Commonwealth) Directors of Environmental Health Forum
- the Plumbers Gasfitters and Drainlayers Registration Board
- the Biosecurity Council.

Previous local government employment

Henry worked for three local authorities (Southland County 1981 – 1987, Queenstown Lakes District 1987 – 1990 and Invercargill City 1990 – 1995) as a statutory officer and line manager of officers under the following environmental management statutes:

Health Act 1956	Resource Management Act 1991
Clean Air Act 1972 (now repealed)	Dangerous Goods Act 1974
Local Government Act 1974	Biosecurity Act 1993
Noise Control Act 1982 (now repealed)	Hazardous Substances and New Organisms Act 1996.
Building Act 1991	

Henry also served as Executive Director of the New Zealand Institute of Environmental Health (September 1993 – September 1995). He planned and led a strategic review of what was then a struggling professional association. His personal commitment and inspirational contributions were publicly acknowledged as setting the Institute back on a pathway to success.

Henry's local government roles and responsibilities spanned a wide range of activities, including:

General regulatory enforcement:

Enforcement of statutes, regulations and other regulatory instruments. Drafting and service of statutory notices, preparation for legal proceedings and giving of evidence in the Courts. Review, development and drafting of bylaws. Preparation of submissions and advice on proposals to review statutes and other regulatory instruments. Lead or participated in inter-agency groups as required.

Air quality: Planning and zoning, surveillance and enforcement (eg, of emission standards). Served as a member of regional council advisory group developing regional policy statements and regional air plan. Also a member of the Comalco (Tiwai Point) aluminium smelter Technical Advisory Group which dealt with issues such as discharges to air, land and water, and waste management.

Built environment: Contributing to building and related resource consent approvals and inspection of new and existing structures. Compliance checks for components (eg, water supply, wastewater, stormwater, other reticulated services and heating and ventilation systems) of residential and large-scale commercial and industrial premises. Examples being the third potline expansion at the Tiwai Point aluminium smelter, Queenstown hospital and multi-story hotels.

Communicable disease control: Investigation and reporting on cases of notifiable infectious disease. Conducting surveys and environmental sampling to ascertain sources of infection and taking action or providing advice to eliminate sources and to prevent the spread of disease.

Civil defence and emergency

management: Planning for the mitigation of, response to, and recovery from the effects of natural and other hazards. Various headquarters (eg, intelligence) and practical field roles. Participation in responses to a number of declared local and regional emergencies. Contributed to the drafting, review and approval of statutory emergency management plans.

Engineering services and waste

management: Provision of advice on design and construction of water, wastewater, stormwater and land-based waste management systems. Both on-site and large-scale reticulated systems. Acted as appeal authority as 'Engineer' under the Drainage and Plumbing Regulations 1978. Prepared subdivision (engineering) service standards for Queenstown and supervised the installation of services in new residential, commercial and industrial land developments.

Environmental noise:

Measurement and assessment of environmental noise for enforcement and resource management purposes. Active enforcement and advice, particularly in relation to emissions from commercial and industrial premises. Also oversaw the design and completion of a section 32 (Resource Management Act 1991) analysis in relation to community noise as the basis for the development of district plan provisions.

Hazardous substances and

pollution control: Member of hazardous substances technical liaison committee. Leading responses to spills and incidents and preparation of related reports. Overseeing approvals of new dangerous goods installations, compliance checks for existing facilities and contributed to reports on related resource consent applications. Development of advisory material on collection, treatment and disposal of hazardous substances. Environmental audits of contaminated sites and risk assessments for sites where activities indicate contamination potential.

Offensive or noxious trades:

Licensing and oversight of the conduct of offensive and noxious trades. Environmental and process audits. Provision of technical advice to operators and/or liaison with other specialist advisors as appropriate.

Resource management:

Participation at both regional and district level as a member of advisory groups contributing to the development of resource management policies, plans and rules. Review of, and reporting on, aspects of resource consent applications. Provision of specialist advice and contribution to reports on potential environmental effects. Appearance at pre-hearing consultations and hearings to assist or give evidence as required. Compliance checks and enforcement.

Appendix A: Assessment of skills, competencies and typical behaviours

Able to think commercially and financially about strategies, projects and the intelligent deployment of resources.	<p>Henry's responsibilities mean he is often leading several complex, resource intensive projects and teams simultaneously. Projects undertaken for clients and previous central and local government roles require detailed consideration of both strategic and operational commercial and financial matters. He routinely makes decisions and/or provides advice about investment and resource allocation priorities involving very large sums of money and human resources.</p> <p>Henry has a detailed understanding of the important relationships between matters such as cost-effectiveness, efficiency and productivity – and the need to balance such considerations with quality assurance and maintenance of a positive organisational culture.</p>
Articulate and able to convey thoughts in a concise and clear manner.	Henry is highly articulate and has a longstanding reputation for clarity and conciseness in his communications – both oral and written. He has the ability to identify and explain in plain terms critical issues that others may otherwise struggle to see or understand.
Prepared to be counted on in important matters.	Henry is forthright in a carefully considered way and utterly reliable. His professionalism and integrity are widely recognised and can always be relied upon. In business and otherwise, he will stand up and be counted for what he knows to be factually or morally correct.
Have a clear commitment to, and understanding of, the responsibilities of directorships.	Henry is a member of the Institute of Directors. His commitment and understanding of directorships is demonstrated by his success in establishing and leading two private consulting companies. He is, however, still very keen to build on past experiences by developing and expanding further his directorship skills through exposure to new and different governance challenges.
Objectivity in decision making.	<p>Objective decision-making and advice have been central to Henry's consultancy and previous local and central government roles. His analytical skills are of the highest order.</p> <p>Henry has a detailed understanding of how to design and use research and an evidence-base to design and assess options and ensure effective and appropriate solutions to the problems and challenges faced.</p>
Respect for colleagues and staff.	<p>While self-assured and strongly assertive, Henry is always calm and respectful of others. He takes careful account of different perspectives in his communications and actions. His relationship management and facilitation skills are highly developed and well recognised by clients and colleagues alike.</p> <p>Henry is often seen as a 'voice of reason'. He builds trust with colleagues and staff through a friendly, patient and considerate approach.</p>
High ethical standards.	Henry operates to the highest possible ethical standards. His honesty and professional integrity are widely recognised.

Proven commercial experience.	<p>Henry has successfully established two private consulting businesses and continues to lead HankStar Consulting Limited today. Initially, after around 18 months, Henry developed Monarch Consulting Limited from a one-person operation to an enterprise employing or sub-contracting around 10 full-time consultants.</p> <p>Since selling that company to his co-directors, Henry has operated HankStar Consulting Limited with a slightly different operational model (ie, no employees and fewer subcontractors with more focus on leveraging off himself and trusted associates and ongoing use of joint venture partners).</p>
Leadership experience at a senior level.	<p>As summarised above, Henry has been the Managing Director and Principal Consultant in both the consulting companies he established. In addition, many of his government and contract consultant roles have been critically important leadership roles.</p> <p>He has led or project managed major reviews of government legislation and programmes involving expenditure of hundreds of millions of dollars. In many instances these roles have required Henry to bridge between government and private commercial interests (eg, a joint ACC, Business New Zealand, NZCTU and Labour Department operational review of the ACC Accredited Employer Programme).</p> <p>Henry has worked closely and has excellent working relationships with CEOs and Board members in both the private and public sectors.</p>
Strong financial acumen.	<p>Through the operation of two substantial businesses and as a senior manager with responsibility for large budgets, Henry has a sound understanding of both business and government accounting and finances. He can read and understand financial accounts and reports and regularly leads or contributes to major financial planning and budgeting processes.</p> <p>For example, he led a Canterbury Earthquake Recovery Authority (CERA) programme and oversaw the development of the programme budget (approximately \$750 million), which spanned several complex workstreams.</p>
Strong strategic and critical reasoning skills	<p>Strategic and critical reasoning skills are a major strength. In a psychometric assessment undertaken in 2001, Henry scored at or above the 95th percentile compared to the general population for both conceptual reasoning and critical thinking. The report indicated that this was an 'exceptional' result and that this is an area of intellectual strength.</p>
Visionary	<p>Henry is regarded by many as visionary. He can picture and describe future outcomes and the pathways that others fail to recognise or understand without his guidance. Henry will actively consider and proceed with actions to achieve audacious goals that others cannot imagine as possible.</p>
Innovative	<p>Henry is a natural born innovator. He regularly develops solutions for novel or non-routine problems – often under great time pressures or in circumstances where others have failed to deliver.</p>

Leadership	Henry's leadership ability is well demonstrated. He has a balanced interpersonal style which mixes sociability with assertion. Henry is firm and confident, but balances this with enthusiasm and cheerfulness.
Strong Influencing skills	Henry has a long history of strong influencing and directing roles with high levels of responsibility.
Taking accountability	Where responsible for actions taken and decisions made, Henry always take full accountability for those actions and decisions. In the relatively rare event of making a mistake or unanticipated negative outcomes, he will be active in determining and employing an appropriate remedy.
Being a contributor	Henry is an active contributor. He immerses himself fully in all he undertakes with energy and enthusiasm. He will always go the extra mile to help ensure success.
Enquiring and challenging	In his various leadership and team roles, Henry enquires and challenges sensibly to help ensure well-informed, reasonable and pragmatic decision-making. In challenging or playing the role of 'devil's advocate', he is constructive. Henry always contributes positively to discussion and debate.
Evaluative	Henry values highly and uses empirical evidence derived from sound science (ie, both quantitative and qualitative research). He carefully considers a range of perspectives, especially from those with experience, expertise or who will be affected directly by decisions. Henry regards measurement, review and response as critical to ensuring ongoing success.
Decisiveness	Henry is decisive, but not impulsive. The speed of his decisions is balanced with the need for urgency. Henry does not rush in without thinking things through. His strong focus on achievement ensures that decisions are both timely and well founded.
Confidence	Henry is very confident and, emotionally, very mature. He copes readily with stress and unexpected challenges.
Excellent written and verbal communication skills	Henry's writing and verbal communication skills are excellent and well honed after many years of professional practice. He is used to addressing large audiences, some of whom are not always happy to receive the message he has to deliver. Henry often amazes his peers with his ability to present information through simple illustrations or by using a fraction of the words they have drafted.
A collaborative operating style	While a strong leader, Henry enjoys and prefers a collegial approach to working with governance colleagues, associates, contractors and staff. He uses an empathetic style and reportedly come across as credible and genuine. Collaboration with others has been a hallmark of Henry's business approach – in some cases with others that might, at first glance, appear to be direct competitors.