

PERSONAL PROFILE

BERNARD TE UIRA HARRIS

MANAGEMENT / BUSINESS BACKGROUND

SHELL OIL NEW ZEALAND LIMITED:

1. 1959-1963: Member of 3-man team charged with converting manual systems to machine-accounting in anticipation of full computerisation in 1964. All target dates met.
2. 1964-1965: Introduction of computer procedures throughout the company. Fully co-ordinated introduction.
3. 1965-1967: Initiated procedures for telex consolidation of Royal Dutch Shell Group Financial Results in place of manual consolidations, enabling early release of Group results to Stock Exchanges world-wide.
4. 1966: Member of 3-man NZ team to restructure NZ operations consistent with Group policy to move from production to marketing philosophy. Introduction of international computer coded information systems.
5. 1967-1969: Introduction of Marketing administration systems in Wellington Branch area with centralisation of Finance function in Head Office.
6. 1970-1973: Design and operational implementation of integrated computerised Marketing Information System to meet Group guidelines, combining Marketing, Operations and Finance functions. Concepts contained in New Zealand system adopted internationally.
7. 1972: Refinement of operating procedures of network of 21 Service Stations (White-Glove Group) in preparation for government directive to sell-down oil-industry ownership. All sites ultimately retained Shell representation under independent ownership. Prepared manual of Service Station operating procedures.
8. 1973: Consequent upon O.P.E.C. sudden increase of world crude oil prices by 300%, member of team charged with co-ordinated rationing of oil products in New Zealand from 1 January 1974.
9. 1974; Chairman of Oil Metrication Committee charged with co-ordination of all marketing, operational, financial and computer systems of 6 industry members by 1 January 1975. This was the final stage of a 5-year programme. Appointment was in March 1974 as programme

was not meeting time-table. Co-ordination was with Metric Advisory Board and all systems and legislative requirements were in place on due date.

10. 1976: Introduction of sophisticated computerised forecasting system of Shell's annual oil requirements for most cost-effective supply, refining, distribution and marketing of all products. Oil representative in negotiating systems and facilities during separation of Shell Chemicals Ltd. from Shell Oil NZ Ltd. Centralised control of all product pricing.

**RANK XEROX NZ LIMITED:**

11. 1977-1979: Maintaining market position of company when patent protection lapsed in 1976 and Japanese photocopy competitive products entered the market. Attained Branch awards for sales, technical and administration in 1978 & 1979 with 2nd and 3rd salesmen awards in world-wide competition in 1979. Exceeded all profit expectations throughout the period. Prepared special report for New Zealand management in 1979 when Xerox Corporation obtained controlling interest from the Rank organisation, to explain marketing implications of proposed international restructuring to new field-business unit philosophy. Subsequently Xerox lost competitive position world-wide. (Unsolicited testimonial from Xerox is attached).

**CLYDE INDUSTRIES LIMITED/CLYDE COMMERCIAL LIMITED:**

12. 1980-1981: Joined company to restore liquidity and to implement restructuring implications. Profitability recovered after nine months (lacking for prior three years) with international supply arrangements from England, Italy, U.S.A., Japan and Australia renegotiated. Group share price on the NZ Exchange doubled during the period. Developed a proper awareness with NZ Employers Federation of position of smaller organisations in industrial advocacy with unions, to combat cost-plus mentality with wage bargaining of major enterprises.

**PRICE WATERHOUSE:**

13. 1982-1984: Consultancy Division grew from four people in the Wellington and Auckland offices to over fifty people through adopting a policy of appointing multi-disciplinary senior executives with general management or similar track records, or proven practitioners with specialist functional experience.
14. 1984: Involvement with A.N.Z.C.E.R. negotiations and prepared the publication - Exporting to Australia: Guide

to Marketing (refer article from NZ Society of Accountants magazine dated March 1986).

15. 1984-1987: Specialised consultancy in the Health and Electricity/Gas industries. Appointed to Ministerial Study Team to consider amalgamation options of the electrical supply authorities in the Wellington-Manawatu region.
16. 1985-1988: Major consultancy assignments within the public service for State Services Commission, Treasury, Government Print, Maori Affairs and Survey and Land Information.
17. 1988-1991: Efforts concentrated towards Maori economic development and independence from State support systems. As Te Arawa representative on the Executive Committee of the Federation of Maori Authorities was instrumental in future strategic planning. Emphasis during 1988 & 1989 resulted in Maori interests being accommodated within forestry and fisheries legislation. Member of the Maori negotiating team during the Crown forest sale process. Secretary of the Crown Forestry Rental Trust during 1990 and 1991 establishing systems, procedures, funding criteria and communication with fully co-ordinated government agencies ( capital fund now exceeds \$M100).  
Within same period introduced international programme for re-employment counselling catering for major down-sizing as a consequence of the stock-market collapse of 1987. Extensive advisory assistance to public and private sector in suitable change management recovery planning.

**B H ENTERPRISES LIMITED:**

18. 1992-1993: Developed a Maori Employment Initiative Project in collaboration with Chief Commissioner, State Services Commission, Treasury and NZ Employers Federation. The pilot-project in Rotorua, once refined, was to be adapted to other regions. It was anticipated that all community interests would be co-ordinated to provide a supportive framework for employment initiatives. This model has emerged under different labels, but the need to address the unemployment problem, from other than improvements in the economy, appears to have been recognised. The Employment Task Force, its 120 recommendations, and the multi-party accord as a consequence, is now part of the future policy machinery of government.
19. 1994-1995: Consultations at the highest levels of government to restore the momentum towards Maori self-dependency through settlements of the outstanding claims process. This equally involved the Treaty of Waitangi

Fisheries Commission and the Crown Forestry Rental Trust where the potential for economic self-management is conservatively estimated at close to \$B1, with extravagant forecasts over the next fifteen years being cited at \$B30. Regardless of the numbers, racial tensions would be significantly reduced when self-dependency, from a stable economic platform, becomes a natural expectation.

### COMMUNITY INVOLVEMENT AND PARTICIPATION

1. Community Affairs: I have lived in the same suburb in Wellington for virtually my whole life and am therefore an "identity". It is not unusual that my management background is well known and I am a constant participant in virtually all community affairs and am regularly asked to work on local committees. Due to other commitments my time is apportioned to those activities where my experience can open the necessary doors for helpful discussions and the resolution of apparent difficulties. I have negotiated matters of public concern to the community with all Mayors since 1968, with the exception of Mark Blumsky whom I met socially on 15 December 1995.
2. Tennis: I have been an active member of the local tennis club since 1945 and have served in all positions up to President in 1978. I was accorded life-membership in 1980. From 1973-1978 I was on the Junior Executive Committee of the Wellington Lawn Tennis Association. In 1991 my management consultancy experience was sought in the re-structuring of the Association and guidance in managing the \$M6 Renouf Tennis Centre.
3. Exporting: I served on the Committee of the Export Institute of NZ (Wellington) Inc from 1983 and was President in 1988. In 1994 I withdrew due to other business demands and was accorded (humorously) the title of Emeritus Consultant to exporting. I still maintain a regular interest in export development.
4. Personnel Management: I have been a member of the Institute of Personnel Management of NZ Inc since 1982 and served as Treasurer in 1987 to develop a financial base for the Institute in Wellington. This was achieved through specialised training in personnel management. I was accorded professional membership in 1993.

5. Management Consultancy: I have been a member of the Institute of Management Consultants since 1987 and am a certificated international consultant.
6. Management: I attended Course 35 of the Administrative Staff College in 1975 and a review course in 1979. I accepted appointment as President of The New Zealand Executive Management Society Inc in 1992 and held the position until late 1994. I have recently been re-graded to Associate-Fellow of the New Zealand Institute of Management.
7. Wellesley Club: I have been a member of the Club since 1982 and served as the Head of the Finance portfolio on th Committee during 1994 and 1995.
8. Trustee of the Nataria and Zealand Mitchell Trust, in Rotorua.