




Application for Skills-Based Director

Personal Details		
Surname	Hamilton	
First names	Christopher Ernest	
Preferred name	Chris	
Honours and awards (if applicable)		
League Details		
District Branch	North Queensland	
Sub Branch	Longreach	
Period of League Membership		
Date from	Date to	Sub Branch
2011	Unknown (2017?)	ADF Online Defence Virtual Sub-Branch managed by RSL Victoria. It closed at some point without advising members.
March 2020	Current	Longreach
Details of League Service (e.g., Board/Committee roles, appointment as Delegate)		
Date from	Date to	Sub Branch
March 2021	March 2022	President – Longreach RSL Sub-Branch
July 2021	March 2023	Member – RSLQ Governance, Constitution and Awards Committee
October 2022	Current	Director RSL Queensland Branch
April 2023	July 2023	Chair – RSLQ Nomination Remuneration & Board Governance Committee
May 2023	Current	Director – RSL Australia Ltd
September 2023	Current	Chair- RSLA National Veterans' Affairs Committee

(Please attach a separate page if required)

Nomination Form

In accordance with the RSL Queensland Constitution, each candidate for election as a Director must be nominated/proposed by a Service Member or Life Member and seconded by another Service Member or Life Member.

Proposer Details and Signature	
Surname	
First names	
Preferred name	
Honours and awards (if applicable)	
District Branch	
Sub Branch	
Signature	
Date	
Seconder Details and Signature	
Surname	
First names	
Preferred name	
Honours and awards (if applicable)	
District Branch	
Sub Branch	
Signature	
Date	

Acknowledgement and Consent

I _____, acknowledge and agree that:

	Yes	No
I consent to being nominated for election as a Skills-based Director of RSL Queensland, and if elected, will act as a Director of RSL Queensland and sign an Engagement Agreement with RSL Queensland.	<input type="checkbox"/>	<input type="checkbox"/>
I satisfy all Eligibility Criteria, including that: <ul style="list-style-type: none"> I am not disqualified from managing a corporation within the meaning of the <i>Corporations Act 2001</i> (Cth). I have not been disqualified by the ACNC at any time from being a responsible person of a registered charity. I am not ineligible to be a director under the <i>Associations Incorporation Act 1981</i> (Qld). I am able to obtain a valid working with children's check before taking office. 	<input type="checkbox"/>	<input type="checkbox"/>
I have read and understood the Selection Criteria (including the Position Description contained in Annexure A and Skills Matrix contained in Annexure B).	<input type="checkbox"/>	<input type="checkbox"/>
I am willing to uphold the RSL Queensland values and objects (as contained in the Code of Conduct and Constitution).	<input type="checkbox"/>	<input type="checkbox"/>
If elected, I will hold office for a term of 3 years from the date of appointment.	<input type="checkbox"/>	<input type="checkbox"/>
I have familiarised myself with the requirements, if elected, under both the ACNC Governance Standards and Governance for good: A guide for Responsible People ACNC .	<input type="checkbox"/>	<input type="checkbox"/>
If I hold a position as an officer of Sub Branch or District Branch, I will resign from this position/s if elected as Director of RSL Queensland.	<input type="checkbox"/>	<input type="checkbox"/>
I consent to this form and accompanying information (including your resume/Curriculum Vitae and photo) being made publicly available to members for the purpose of informing them regarding my nomination if I am deemed to be a suitable candidate (see also the Privacy Collections Notice).	<input type="checkbox"/>	<input type="checkbox"/>
I consent to Directors Australia and RSL Queensland undertaking those searches required to verify that I satisfy the Eligibility Criteria, including a criminal record check, and will assist Directors Australia in this regard.	<input type="checkbox"/>	<input type="checkbox"/>

C. Hamilton

(Applicant signature)

(Date)

19 March 2025

The Returning Officer
RSL Queensland
companysecretary@rslqld.org

Dear Hayley,

Application for Reappointment as Director, RSL Queensland

I seek reappointment as a Skills-based Director of RSL Queensland, motivated by my unwavering commitment to improving the lives of veterans and their families. Having served over 40 years in the Australian Defence Force, including two operational deployments and holding senior leadership positions nationally and overseas, I have dedicated my career to service.

That dedication continues through my leadership and advocacy in the veteran, not-for-profit, and social services sectors. My career and voluntary work have consistently focused on making a tangible difference in the lives of those who have served and those in need.

Beyond my military service, I have been deeply engaged in organisations that provide direct support to veterans, their families, and disadvantaged Australians. As a Director of RSL Queensland and RSL Australia, I have worked to strengthen the governance and advocacy of the League at both state and national levels. My tenure on the Queensland Veterans' Council has given me insight into government policy and decision-making, ensuring that veterans' voices are heard where it matters most.

My leadership in the broader social services sector is equally extensive. As CEO of RESQ Plus Pty Ltd, I lead programs that create employment, training, and education opportunities for Indigenous Australians and long-term unemployed individuals in remote Queensland communities. This role has reinforced my ability to develop and implement community-driven solutions, a skillset that translates directly to strengthening RSL Queensland's role in veteran welfare and community engagement.

Additionally, my experience as a Director of Jobs Australia—now Amplify Alliance Australia Ltd, the national peak body for the social services sector—has provided me with a national perspective on workforce participation, social inclusion, and employment services. This insight is invaluable in ensuring RSL Queensland remains at the forefront of delivering support that genuinely improves the lives of veterans and their families.

My governance and leadership extend to Legacy Australia and Legacy Brisbane, where I have worked to care for the widows and families of fallen veterans, and the United Service Club Queensland, which provides a critical social connection for ex-military personnel and their families. These roles have reinforced my understanding of the importance of community, camaraderie, and structured support systems in maintaining veterans' well-being.

My expertise aligns strongly with the Skills Matrix, ensuring I bring tangible value to the Board:

- **Governance and Compliance:** As a Graduate of the Australian Institute of Company Directors, I have a strong governance foundation, supported by experience managing regulatory compliance under the ACNC Act, Corporations Act, and Associations Incorporation Act. I have played a significant role in governance reform efforts, including leading Legacy Brisbane's transition to a company limited by guarantee, managing the

transition of business of RAPAD Employment Services Queensland Pty Ltd to RESQ Plus Pty Ltd, and my continued roles on various RSL governance committees.

- **Strategic Leadership and Business Transformation:** In my executive roles - including as CEO of RESQ Plus Pty Ltd, Managing Director of AAFCANS, and General Manager at Nutrien Ag Solutions - I have successfully led business transformations, operational realignments, and strategic initiatives that have improved efficiency, service delivery, and financial performance. My ability to drive change while maintaining stability will support RSL Queensland's ongoing evolution.
- **Financial and Risk Management:** With experience overseeing multi-million-dollar budgets in both the commercial and not-for-profit sectors, I have a strong grasp of financial governance, risk management, and investment oversight. My work on governance and finance committees has strengthened organisations' financial sustainability while ensuring resources are directed towards their core mission.
- **Stakeholder Engagement and Advocacy:** Effective stakeholder management has been a hallmark of my career. I have successfully engaged with government, industry, and community organisations to advocate for veterans, regional communities, and social enterprises. My roles in government advisory bodies, including the Queensland Veterans' Council, have given me experience in influencing policy and securing support for critical initiatives.
- As Chair of RSL Australia's National Veteran's Advisory Council, I am directly engaged in "big A" advocacy to government, engaging with the Minister for Defence and the Department of Veterans Affairs and providing oversight of development of national policy advice to government.
- **People, Culture, and Organisational Development:** With post graduate qualifications in Human Resource Management, my leadership philosophy is grounded in fostering strong, effective teams. In both military and civilian roles, I have led organisations through cultural change, talent development, and workforce alignment. I am committed to ensuring RSL Queensland fosters a culture that supports and empowers its Sub-Branches to deliver their vital work.
- **Technology, Digital, and Business Innovation:** In past roles, I have been responsible for implementing digital transformation projects, modernising service delivery, and improving operational efficiency through technology. This expertise will be valuable as RSL Queensland continues to refine its digital engagement and service offerings for members.

My vision for the next three years is clear: to strengthen the cultural and operational effectiveness of RSL Sub-Branches, ensuring they are fully supported by RSL Queensland to meet their objectives. I want to ensure a more unified, professional, and well-resourced organisation, where governance and service delivery are aligned with the evolving needs of veterans and their families.

It would be an honour to continue contributing my skills, experience, and strategic insight to the future of RSL Queensland. Thank you for considering my application.

Yours sincerely,



Chris Hamilton

CHRISTOPHER HAMILTON

MBA(HR & Mktg), BAppSc(Agr), DipAppSc(Agr), DipLdrshp & Mgt, AssocDipAppSc(Hort), GAICD

CORPORATE GOVERNANCE

BOARD CHAIR, DIRECTOR & CHIEF EXECUTIVE OFFICER OF COMMERCIAL AND NOT-FOR-PROFIT ENTITIES

Corporate Governance specialist with many years' proven success managing operations across agribusiness, commerce and whole-of-government settings.

Commercially astute with a focus on operational excellence; adept at integrating strategy, executing and managing change, and driving continuous improvement, and revenue, profit and market share growth.

Talented Project Manager; delivers high value, complex programs across regionally dispersed sites, on time and within budget targets.

Respected leader and trusted advisor; partners with stakeholders across all levels to deliver positive outcomes, and leverages an inclusive, inspirational leadership style to build highly engaged, motivated teams.

"... I consider him the ultimate professional, he sets and maintains the highest of standards in every endeavour ..."

T. Donovan – Extract of LinkedIn Recommendation

CAREER HIGHLIGHTS

- **Led continuous business process reform** of an ASX-listed farm supplies business, delivering key projects and change management across operations.
- **Project managed development and delivery of a Point of Sale System** to a group comprised of 17 business and 183 retail sites, on time and within budget.
- **Generated >\$100M gross revenue and drove service excellence** to clients in the Northern Territory and Western Australia, as General Manager of a multi-million dollar agricultural supplies business.
- **Showcased high-level command, leadership and strategic management** skills throughout a military career spanning 40-years' full and part time service.
- **Reversed a decline in market share and profitability** within a climate of increased activity from competitors in a low margin commodities market.
- **Enjoyed progressive tenure with fast-track promotion** through key leadership roles, in recognition of contributions and performance, within the agribusiness sector.

KEY SKILLS

STATUTORY & BOARD APPOINTMENTS

Member: Queensland Veterans' Council, 2022-Present

Director QLD/NT: Jobs Australia Limited, 2021-Present

Director: RSL Australia, 2023-Present

Director: RSL Queensland, 2022-Present

Member: South West Queensland Hospital and Health Board, 2021-2024

Member: Western Queensland Community Forum, 2022-2023

Colonel Commandant: North West Mobile Force and The Pilbara Regiment, 2018-2022

President: Returned & Services League Australia Longreach Sub Branch, 2021-2022

Services Member: Veterans' Review Board, Department of Veterans' Affairs, 2012-2018

Director: RAPAD Employment Services Pty Ltd, 2013-2017

Vice President & Committee Member: United Service Club Queensland, 2009-2017

Director: Legacy Australia Incorporated and Chair, Development Committee, 2016-2017

Chair: The Legacy Club of Brisbane Ltd, 2014-2016

Director: Legacy Brisbane Incorporated, 2012-2014

PROFESSIONAL EXPERIENCE

RESQ PLUS PTY LTD

2020-PRESENT

Provider of Australian government employment programs and Centrelink agent services. Support jobseekers and employers in remote, regional communities of Queensland, connecting them with strong, sustainable work opportunities.

Chief Executive Officer

01/2020-Present

Appointed to create strong and successful communities in remote and regional areas of Central West and South West Queensland through quality employment, training and education opportunities for a diverse range of jobseekers, including Indigenous and the disabled. Reports to five not-for-profit shareholders for organisational governance and delivery of the federal government's Community Develop Program contract.

NUTRIEN AG SOLUTIONS (FORMERLY RURALCO HOLDINGS LTD)

2016-2019

Agribusiness with national rural merchandise, fertiliser, wool, livestock, water solutions, real estate, soft commodity risk management, grain marketing, finance and insurance operations. Ruralco Holdings Ltd delisted and merged with Landmark to form Nutrien in 2019.

Business Process Manager

12/2018-12/2019

Promoted to lead a continuous improvement program focused on order-to-cash aspects of a rural farm supplies business. Reporting to the General Manager, Transformation & Execution, successfully managed business process reform, project delivery, and change management for the retail and rural merchandise division. Increased merchandise net profit margin by 2% across the group in one year.

Business Lead – POSitive Project

09/2017-12/2018

Led the Point of Sale project team and drove design, development and deployment of a web-based Point of Sale system to the Ruralco group, which comprised 17 businesses and 183 retail sites, and facilitated the provision of training to over 850 users. Delivered a high performing, comprehensive and functional system to the network, on time and within budget.

General Manager – Territory Rural Pty Ltd (Darwin & NT)

12/2016-09/2017

Managed a multimillion-dollar agricultural supply business, with five direct reports and a team of 20. Drove delivery of a suite of services to clients in the Northern Territory, and Kimberley and Pilbara regions of Western Australia, and generated >\$100M in gross revenue.

AUSTRALIAN ARMY

2015-2016

Australia's military land force and part of the Australian Defence Force.

Inquiry Officer

08/2015-11/2016

Led teams that conducted administrative inquiries into strategic, significant and sensitive matters on behalf of the Chief of Army and Chief of Defence.

EMPLOYMENT SERVICES QUEENSLAND PTY LTD

2011-2015

Delivered Australian government Job Search Australia suite of programs, operating over 30 permanent sites and 25 outreach locations in southern and central Queensland. Connected jobseekers and employers to provide enduring and beneficial work opportunities.

Chief Executive Officer

11/2011-07/2015

Developed diversified and profitable programs that provided quality, specialised employment, training and education services to a diverse range of jobseekers, including the most disadvantaged. Reported to four not-for-profit shareholders on organisational governance and delivery of government contracts.

ARMY & AIR FORCE CANTEEN SERVICE (AAFCANS)

2006-2011

Not-for-profit organisation, supporting troops in Australia and overseas.

Managing Director

08/2006-08/2011

Led a Commonwealth Statutory Authority formed to provide goods, facilities and services for the entertainment and recreation of designated members of the 'Defence family'. Reported to the AAFCANS Board, the responsible federal Minister, and the Chiefs of Army and Air Force on the organisation's operation and performance.

EARLY CAREER TIMELINE

2001-2015 | AUSTRALIAN ARMY & AUSTRALIAN DEFENCE FORCE

Chief Safety Officer – Land Operations | Assistant Commander – Headquarters 1st Division | Deputy Commander – 7th Brigade | Senior Operations Advisor to the Commanding General, Timor Leste Defence Force | Commanding Officer – Defence Cooperation Program, Timor Leste | Deputy Director – Defence Force Recruiting Organisation

2000-2001 | PIVOT LIMITED

Territory Manager & Sales Agronomist

1984-1999 | PRIMAC HOLDINGS & PRIMAC ELDERS LIMITED

Animal Health Salesman & Broadacre Grains Agronomist | Merchandise Manager & Grazing Extension Officer | Branch Manager & Horticultural Agronomist | Branch Manager – Primart Rural Warehouse | Area Manager Merchandise

TERTIARY QUALIFICATIONS

Diploma Leadership and Management, 2021

Registered Training Institute

Graduate Diploma, Company Directors Course, 2008

Australian Institute of Company Directors

Master of Business Administration – Human Resource Management & Marketing, 2003

University of New England, NSW

Associate Diploma in Applied Science (Horticulture) with Distinction, 1995

University of Queensland, Gatton College Campus

Bachelor of Applied Science (Rural Technology – Grazing Animal Production), 1982

Queensland Agricultural College

Diploma of Applied Science (Rural Technology), 1981

Queensland Agricultural College

PROFESSIONAL DEVELOPMENT

Certificate IV in Project Management Practice: Australian Institute of Management, Current; **Australian Civilian Corps Foundation Training Course:** Department of Foreign Affairs and Trade, 2011; **Australian Defence Force Command & Staff Course (Reserve):** Australian Defence College – ACT, 2003; **Joint Reserve Command & Staff Course:** Canadian Forces College – Canada, 200; **Certificate IV in Government (Procurement & Contracting):** Defence Education Training & Development Services – ACT, 2002

AWARDS & RECOGNITION

Australian Service Medal with East Timor (2004) & Bougainville (2000) Clasps

Defence Long Service Medal with 20, 25, 30, 35 and 40 years' Service Clasps

Australian Defence Medal

United Nations Mission in East Timor Service Medal (2004)

Prince of Wales Award (1991) – Achievement of excellence in both civilian and military careers

PROFESSIONAL MEMBERSHIPS

The Legacy Club of Brisbane: Member, 2011-Present

Returned & Services League, Longreach Sub-Branch: Member, 2008-Present

Australian Institute of Company Directors: Member, 2006-Present

United Service Club Queensland: Member, 2009-Present

Defence Activities Committee South Queensland: Deputy Chairman, 2005-2007

Defence Reserves Support Council Queensland: State Executive Committee, 2005-2006

North Queensland Military Trust Incorporated: Vice President, 1999

North Queensland Military Museum Committee: Chairman, 1998

Referees supplied on request