

Contractor 2934

EXECUTIVE SUMMARY

I have more than 20 years experience in the information technology and telecommunications (IT & T) industry. During my career, I have gained broad experience in the IT & T industry.

As Project Manager, I have successfully managed projects; covering complex system release, development and implementation projects; for government and telecommunications organisations. In these projects I have managed vendors on fixed price contracts to meet budget, schedule and quality expectations, including “hands-on” work to ensure quality and target dates of my projects.

As a Senior Business Analyst, I have developed Business, Functional and System Requirements Specifications for a variety of organisations. I have led JAD Workshops, gathering and documenting business processes - tending to ‘best practice’ - from internal and external stakeholders. . In recent roles, I have used hybrid data modeling/ process and data modelling methodologies such as UML and Entity Relationship Model to define System Requirements.

Throughout my career, I have implemented quality systems such as Rational Unified Process and Digital Program Methodology and has set up Project Offices. In quality management roles I have ensured that project and management processes are accepted by all participants and are auditable, and has engendered – though a coaching and mentoring approach - a climate of continuous improvement.

I have held leadership roles in the response to large government tenders. I have provided contract management services for System Integration projects and services contracts. Furthermore, I have participated in the development and quantitative evaluation of Request for Information and Request for Tender documents, monitored the tendering process for large scale government tenders and negotiated, as a part of a team, prime contracts.

EMPLOYMENT SUMMARY

2008	Office of State Revenue	Sen Business Analyst/ Project Manager
2007-2008	NSW Police Force	Sen Business Analyst/ Project Manager
2006-2007	Department of Education, Science and Training	Sen Business Analyst
2006	Attorney-General's Department of NSW	Business Analyst
2006	NSW Department of Environment & Conservation	Sen Business Analyst
2005-2006	Cardlink Services Limited	Project Manager
2004-2005	Whitesmiths Pty. Limited	Quality Manager Project Manager
2004	Legal Aid NSW	Project Manager
2003-2004	Commonwealth Rehabilitation Service (CRS)	Business Analyst
2003	International Solutions Evaluation Group (ISEG)	Technical Advisor
2002	Projax	Project Manager
2001-2002	Whitesmiths Pty. Limited	Business Analyst
1999-2000	NSW Department of Community Services	Sen Business Analyst
1998	Australian Water Technologies Pty Ltd	Sen Project Manager
1996-1997	Pt. Satelit Palapa Indonesia	Project Manager
1994– 1996	Optus Communications Pty Ltd	Business Systems Liaison Manager
1992–1994	Optus Prime Contracting Organisation (OPCO)	Project Manager

EMPLOYMENT MYTORY

Jul 2008 – Oct 2008 Office of State Revenue

Senior Business Analyst/ Project Manager

Responsibilities

Reporting to the Applications Development Manager, Information Systems Division, as Senior Business Analyst/ Project Manager:

- developed Business Requirements Specifications (including business process flows) based on discussions with key stakeholders and the outcomes of a number of workshops,
- developed project plans, managed the project team and reported on progress to management and the Governance Group, and
- prepared and submitted the Business Proposals to the ICT Steering Committee for approval.

I was responsible for the following projects:

- Duties File Tracking

The system will track the location and status of a Duties Application when lodged at one OSR office and forwarded to another for assessment.

Requirements for a web interface for clients to monitor the status of their Duties Applications were also developed.

- Electronic Duties Returns (EDR) Audit.

The project provides for the enhancement of the RECOUPS system to support the business processes performed by Duties Officers in conducting EDR Audits.

The enhancements include:

- Audit Selection
- Duties Re-assessments
- Audit Review
- Reporting

Jun 2007 – Jul 2008 NSW Police Force

Senior Business Analyst/ Project Manager

Responsibilities

In this role I have:

- collected business process flows and requirements for a number of projects,
- developed Business Requirements Specifications (based on use case models) for these projects, and for one project - Recovered Assets Pool (ReAP) - gained signoff by senior management (i.e. several Steering Committee members reporting directly to the Commissioner of Police), and
- developed project plans, managed the project team and reported on progress to management.

Projects worked on include:

- Recovered Assets Pool (ReAP),
- Extra-territorial Warrants,
- Exhibits,
- Accommodation and Facilities System,
- Master Review Tool,
- PEATS (Police External Agencies Transfer System), and
- Assets Confiscation System

Project Manager roles include:

- Recovered Assets Pool (ReAP),
- Local Management Issues (LMI), and
- PCYC PENN.

The PEATS project was a fixed priced development project (contracted to Fujitsu), with tight deadlines and high political visibility up to the NSW Minister for Police.

For this project :

- developed the Business Requirements,
- developed the Project Plan and tracked progress
- provided the acceptance criteria (based on the Business Requirements) for the Purchase Order (i.e. tender document) with Fujitsu,
- developed UAT test scripts (based on the Business Requirements) for the Test Director test management system
- chaired project team meetings, and
- supervised procurement of the production environment.

The project was completed within budget and on time. 's efforts in ensuring project tasks ran to the schedule were greatly appreciated by the business.

Sep 2006 – Jun 2007 Australian Government Department of Education, Science and Training (DEST)

Responsibilities

Senior Business Analyst

ISL System Enhancements

In this role with the International Science Linkages, Science Branch at DEST in Canberra, I was engaged to develop a gap analysis and system requirements analysis for a much expanded International Science Linkages (ISL) System.

The ISL System includes:

- collection of details for proposed international collaborative research projects,
- assessment and selection of projects to be funded,
- preparation of an electronic contract and electronic endorsement of such contracts,
- automation of the payment process, and
- management reporting.

Tasks undertaken in this project were:

- verification of business processes previously documented,
- development of the Gap Analysis,
- completion of Functional Specifications for Releases 1 and 2 (including a payment interface to SAP),
- development of test plan and specifications, and
- preparation of the business proposal (including financial analysis) for funding.

Negotiations with several other institutions were undertaken to provide for the downloading of data to the ISL System.

TNE Project

Following the completion of the requirements specification for the ISL System, was assigned to the Australian Transnational Education (TNE) project for the International Education Branch; DEST. The implementation of this project will allow prospective students, their parents, education providers, international governments and Australian providers to search and display information on Australian courses provided at offshore locations.

The TNE System Functional Specification includes requirements for:

- additional search screens, including an interactive world map, to the existing 'Study in Australia' website,
- inclusion of additional fields in the PRISMS database,
- data entry and maintenance,
- ing through SAP,
- complaints and enquiries, and
- reporting and statistics.

Other tasks undertaken in this project were the development of:

- the Test Plan and Specification, and
- the Project Plan for development and implementation.

Jun 2006 – Aug 2006 Attorney-General's Department of NSW

Responsibilities

Business Analyst

In a short-term contract role with the Business Solutions Department, IT Directorate at the Attorney-General's Department of NSW, I developed the Functional Requirements for a system to support Community Justice Centres.

The basis of the Functional Requirements was a process and a data model of the business requirements for these Centres.

Jan 2006 – Jun 2006 NSW Department of Environment & Conservation

Responsibilities

Senior Business Analyst

As a member of the Information Management and Assessment Unit, developed the User Requirement Specification for the New EPRD (Environment Protection & Regulatory Division) Licensing System. The User Requirement Specification documents the business processes that the Department follows to perform regulatory functions such as issuing as Licences, Permits, Consents or Certificates under the Acts:

- ◆ Protection of the Environment Operations Act,
- ◆ Threatened Species Conservation Act, and
- ◆ Aboriginal Cultural Heritage as defined within the National Parks and Wildlife Act

as well as the reporting obligations for the National Pollutant Inventory. Also within the scope of the User Requirements are Development Assessments and Determinations under the Environmental Planning and Assessments Act.

The business process flows documented for the New EPRD Licensing System are the basis for the development of a task-based system to manage, within the Department's regulatory environment, organisations or individuals that pollute of the environment, develop, threaten the habitat of threatened species or areas that contain aboriginal cultural heritage.

To document business process flows for the Departments' requirements in supporting the complicated legislation that governs this area, I interviewed stakeholders and ran workshops for interested parties.

The User Requirement Specification also addresses:

- ◆ Electronic Submission of Client Data
- ◆ Project Management Task Based
- ◆ Electronic Document and Records Management Requirements
- ◆ Knowledge Repository for Regulatory Instruments
- ◆ Systems Integration
- ◆ Extensive and Flexible Reporting and Querying Capabilities
- ◆ Financial Component to Manage Fees and Fines
- ◆ Security & Administration Management

Achievements

The User Requirement Specification is complete and is approximately 100 pages in length. It contains many business process flow diagrams (developed in Visio) and data diagrams, and provides for a common data mapping for all the Regulatory Instruments and defines a common process to generate these Instruments.

The User Requirement Specification will be the base document for the forthcoming tendering process.

Aug 2005- Jan 2006 Cardlink Services Limited

Responsibilities

Project Manager

I planned and managed the implementation of the Rational Unified Process (RUP) at Cardlink. Key activities for this implementation were:

- ◆ review of the Business Case prior to it going to the Board and being approved,
- ◆ the customisation of the Rational Unified Process (RUP) to meet the needs of Cardlink,
- ◆ the preparation and approval by the business of processes and templates for all phases of the RUP lifecycle,
- ◆ developing and providing RUP training to technical and business staff, and
- ◆ mentoring RUP usage during a pilot project.

I reviewed the Use Cases and Activity Diagrams for payment processes as part of the pilot project for the Bpay payment processing system.

Achievements

All elements of this Change Program, under the auspices of the General Manager Customer Service, were successfully achieved.

Jul 2004 – Aug 2005 Whitesmiths Pty. Ltd.

Responsibilities

Project Manager

Vodafone Prepaid Payments System

I took over the project management of the Vodafone Prepaid Payments System development and implementation. He:

- ◆ updated the Project Plan and the project cost for the altered resourcing (in Microsoft Project) to reflect the strategic decision by management to take the development from an outsourced agency to in-house and developed the Risk Plan,
- ◆ on an ongoing basis held regular project meetings - initially each fortnight and more frequently as the go-live date was approached – with the Vodafone Project Manager and members of my team where presented the Project Status Report, which included the updated Project Plan, Risk and Issues Logs,
- ◆ accepted the Business Requirements Specification and negotiated the functionality to be delivered in Phases 1 and 2 with Vodafone, and managed

the development of the Functional Requirements based on Use Cases for the initial implementation,

- ◆ reviewed the final commercial agreement for the solution delivery,
- ◆ managed a team of six (6) developers and four (4) testers to deliver this time critical system to meet the customer's specified go live date, and
- ◆ led the Post Implementation Review for Phase 1 and reported on its findings - main findings being that fast tracking delivery stretched the capabilities of both organisations and that not having a test environment exactly replicating the production environment caused early production errors - to Whitesmiths and Vodafone management.

Quality Manager

As Quality Manager, I was responsible for ensuring that:

- ◆ all projects ran according to the Rational Unified Process (RUP) project management methodology,
- ◆ all project and management processes were auditable, and
- ◆ continuous improvement in all project and management processes was achieved.

RUP Implementation

I planned and managed the implementation of the Rational Unified Process (RUP) at Whitesmiths. Key activities for this implementation were:

- ◆ the customisation of the Rational Unified Process (RUP) to meet the needs of Whitesmiths and its client base;
- ◆ the preparation and approval from section managers of templates for all phases of the RUP lifecycle, including the Vision statement, the Functional Specification, the Project and Quality Plan, the Test Plan and Specification, etc., and
- ◆ assisting Project Managers and their teams in the use of these templates for all current projects e.g. Vodafone Prepaid Payments System.

To support this implementation, initiated the following:

- ◆ RUP document naming conventions;
- ◆ a procedure to initialise a template prior to its development to allow automatic project reporting, and
- ◆ a common RUP project folder structure.

I developed and provided the necessary training and supporting documentation for this implementation.

Achievements

Vodafone Prepaid Payments System

The installation of Phases 1 and 2 of the Vodafone Prepaid Payments System:

- ◆ met the time critical deadline and was completed within budget,
- ◆ delivered an application which has proved to be a stable platform for the event driven collection of payments from a customer's bank account, and
- ◆ is gaining increased acceptance in the marketplace as a simple method of paying for mobile services.

RUP Implementation

The implementation of the RUP methodology at Whitesmiths has been:

- ◆ a key factor in its recent accreditation for AS/NZS ISO 9001/2000, and
- ◆ accepted positively both internally and by its client base.

Jan – Jul 2004

Legal Aid NSW
Project Manager

Responsibilities

Project Manager

As Project Manager in the Information Management and Technology Department, was responsible for the execution of a number of projects, namely:

◆ Family Law Precedents

The development of Family Law precedents and their installation in the Lawdocs environment (22 sites) will extend the use of Lawdocs by the solicitors and administrative officers in the Legal Aid NSW Family Law practice.

◆ Centralisation of the Lawdocs Environment

To enhance the operation of and reduce the maintenance effort for the Lawdocs environment for Head Office and regional offices, this Project will centralise the environment - providing access to regional office through Citrix – and upgrade the environment to current versions (Lawdocs 6.3 and Hotdocs 6.0).

◆ Business Case for Civil Law Precedents

To review the Business Case for LawDocs to provide precedents to the solicitors and administrative officers in the Legal Aid NSW Family Law practice and initiate the purchasing procedures for their installation to proceed.

◆ **IM and T Procedures**

To prepare and implement the Project Plan for the development and acceptance of IM and T Procedures; covering procurement, project management, change management, operations, etc.

I updated the Project Plans (in Microsoft Project) for the above projects, held frequent project meetings with Legal Aid management and the vendor (Midware), prepared Status Reports and regularly updated the Risks and Issues Logs. He also negotiated development and support costs with Midware.

Achievements

I brought the Projects:

- ◆ to develop and install Family Law precedents, and
- ◆ the centralisation and upgrading of the Lawdocs environment

back on track.

All Projects met their milestone targets.

Jul 2003 – Jan 2004 COMMONWEALTH REHABILITATION SERVICE (CRS)
Business Analyst

Responsibilities

Business Analyst

As a Business Analyst in the Application Services group I evaluated Request for Information (RFI) responses for the Nexus Succession Project. The Nexus Succession Project will provide CRS with the solution - *best of breed* – to upgrade existing legacy systems for Case Management, Finance and Human Resources.

The evaluation, resulting from assessing respondents' offerings to replace the legacy systems, resulted in a short list of five (5) vendors from a total of 27 vendor responses.

Solutions proposed, included enterprise (ERP) solutions e.g. Oracle, SAP and Peoplesoft and discrete offerings for each area e.g. MS Axapta for Case Management, MS Great Plains for Finance, Document and Records Management e.g. TRIM, Filenet, etc.

Compatibility of proposals with CRS' current environment was assessed.

Achievements

I developed models and used these models to assess the fit to requirements for:

- ◆ functional requirements for Case Management, Finance and Human Resources;
- ◆ the ability of each solution to meet CRS' current and future system performance needs and its technology platform; and
- ◆ whole of life cost.

The evaluation was completed on time, within budget and received management approval.

**Jan – Jul 2003 INTERNATIONAL SOLUTIONS EVALUATIONS GROUP
(ISEG)
Technology Advisor**

Responsibilities

ISEG's product – TheSolutionFinder – is a web-based database of Information and Communications Technology (ICT) products and services, providing sophisticated search and comparison features. As Technology Advisor for ISEG I managed the full sales cycle:

- ◆ developing a prospect list and contacting relevant senior officers in the identified organisation,
- ◆ presenting the benefits of TheSolutionFinder as valuable sales tool to the ICT industry, and
- ◆ closing sales and invoicing the customer.

Achievements

I successfully concluded sales (commissioned based) – in an extremely difficult business climate - of TheSolutionFinder product with a number of clients, exceeding sales targets.

**Aug – Dec 2002 PROJAX
Project Manager**

Project Manager

Responsibilities

For this start-up company, I developed the strategy and training material for the “on the job” Project Management Program, for both Business and IT areas, to:

- ◆ enhance managers' performance,
- ◆ meet projects' success factors, and
- ◆ ensure that processes are developed to achieve best practice.

I mentored Project Managers at a number of sites.

Achievements

As a result of the mentoring program, clients provided positive feedback on the enhanced performance of their Project Managers and were pleased with the savings – in excess of \$50,000 on several projects - achieved by their projects meeting their success factors.

Jan 2001-Aug 2002 WHITESMITHS PTY. LIMITED
Business Analyst

Business Analyst

Responsibilities

As Business Analyst developing requirements for the Dealer Front End for the Mobile Number Portability Project (MNP) for SingTel Optus, I:

- ◆ performed gap analysis of the Dealer Front End Functional Specifications with the baseline MNP Business Requirements Specification (BRS) developed by IBM;
- ◆ developed Functional Specifications for Web based interfaces of the Dealer Front End to backend systems, and
- ◆ performed the Program Office function of monitoring and reporting on the Testing Phase – based on ISO 9001 - (which was completed a week early) of this project.

Achievements

The project was completed a week early, accruing a bonus rather than a hefty penalty.

1999-2000 NSW DEPARTMENT OF COMMUNITY SERVICES
Senior Business Analyst

Senior Business Analyst

Responsibilities

I was appointed to lead the Community Partners System Project team in gathering business requirements and developing the prototype design. He:

- ◆ facilitated the JAD workshops, participants being Departmental Officers and representatives of external agencies, to develop business processes;
- ◆ led the team to prepare the Systems Requirements Specification (to the IEEE standard and over 600 pages of content), which included process flows (over 20 pages of business processes presented in Visio), specifications for each functional area, an integrated data entity relationship model for the Client/Community Partners System and the overall project plan for the implementation of Community Partners System;
- ◆ presented the content and progress of the Community Partners System project at the Department's Annual Conference;
- ◆ developed an understanding and acceptance with senior management of the Department's contracted service providers (i.e. the General Managers of Barnados, Salvation Army, etc.) of the Department's plans to simplify access to its systems through Web-enabled interfaces; and
- ◆ achieved sign-off of the Community Partners System Requirements Specification by the business owner (Director, Community Services) and key business stakeholders.

I worked on the development of the Request for Proposal (RFP) for the Client/Community Partners Systems and assessed compliance in the evaluation of responses for the RFP for the development and implementation of these systems. He was a member of the contract negotiation team for development and implementation services of value of more than \$10.0M.

I was responsible for the quality assurance of the detailed design specifications, prepared by the contractor, for the Web browser-based application being developed for the TeleService Centre facility.

Achievements

The Systems Requirements Specification for the Community Partners System was completed a month ahead of schedule, exceeding expectations for completeness. This project was a major change management initiative for the Department.

1998

AUSTRALIAN WATER TECHNOLOGIES PTY LTD
Senior Project Manager

Senior Project Manager

Responsibilities

I was responsible for the selection and implementation of the project management strategy and the supporting life cycle development methodology – I-CASE Rapid Development Methodology (RDM) – for the Breakthrough Program in the Utilities Business of Sydney Water.

The Breakthrough Program was a major initiative to provide solutions in the areas of:

- ◆ Customer Service,
- ◆ Assets Management,
- ◆ Works Management,
- ◆ Finance,
- ◆ Human Resources/Payroll, and
- ◆ IT Infrastructure.

Achievements

The project management strategy and supporting life cycle development methodology selected and implemented ensured the delivery of best practice solutions to all operational business divisions in Sydney Water.

1996-1997

PT. SATELIT PALAPA INDONESIA
Project Manager

Project Manager

Responsibilities

I implemented the System Development Life Cycle (SDLC) process, which included:

- ◆ the development of the implementation strategy,
- ◆ the preparation of reference manuals, and

- ◆ the presentation of the implementation strategy, with reference to supporting processes and methodology, to executive management.

He trained and coached Project Managers to utilise System Development Life Cycle processes and monitored their use of the SDLC methodology. In conjunction with the implementation of the SDLC methodology, planned and implemented the Project Office for the IT Department.

Achievements

The implementation of the SDLC methodology:

- ◆ increased the reliability of project implementation, and
- ◆ reduced updates and re-programming requirements by up to 50%.

It met the business requirements of the organisation, increasing management control and ensured the completion of projects on time, with a projected saving in excess of US\$5,000,000 per annum.

1994 - 1996

OPTUS COMMUNICATIONS PTY LTD

Business Systems Liaison Manager

Business Systems Liaison Manager

Responsibilities

In this role, I managed up to 15 staff being responsible for a portfolio of 8-9 projects simultaneously. He led the Core Teams, whose membership came from Customer Service, IT, ing, Marketing, Engineering, etc. and reported to the Operational Support Systems (OSS) Steering Committee, for each project. Further, I developed the methodology for the development for Service Level Agreements - SLA's for all OSS systems.

- ◆ was responsible for the acceptance and delivery of four (4) releases of the Customer Service System (including Customer Relationship Management – CRM) to 1,000 Customer Service Operators in Sydney and Melbourne. He determined the content of each release, oversaw contractor testing, user acceptance testing and training.
- ◆ He had a pivotal role in the management of the Business Process Re-Engineering (BPR) project and the preparation of the associated Business Case for the new customer service interface - Single Point of Contact - "SPOC".

Achievements

The release strategy for the Customer Service System (including Customer Relationship Management – CRM) resulted in:

- ◆ response time being reduced by up to 75%,
- ◆ an enhanced user interface,
- ◆ all Customer Service Operators being aware of the marketing campaign of the day,
- ◆ the elimination of all requests for further performance enhancements, and

- ◆ these releases being delivered within the \$500,000 budget.

In one release of this system which was implemented, an automatic update process for new software releases, which:

- ◆ reduced systems failures by up to 100 hours per month, and
- ◆ maintained continuity of service to the customer.

The Business Case for the new customer service interface “SPOC” – costing of the order of AU\$14M to implement - , providing a single point of contact for Optus Customer Service, showed that this system would achieve an Internal Rate of Return of more than 40% with a 2.2 year payback, when implemented. A significant outcome from this project was the development of ‘best practice’ business process flows for service provisioning and fault management for wireline.

1992 - 1994

OPTUS PRIME CONTRACTING ORGANISATION (OPCO)

Project Manager

Project Manager

Responsibilities

I developed the Systems Development Life Cycle methodology, established the structure of the team for project development, approval and implementation phases, and provided a structured review process for the status of any project.

He managed a range of projects in the Mobile Department including:

- ◆ ing,
- ◆ voice mail,
- ◆ international roaming, and
- ◆ Telecom interfacing.

As a Project Manager, prior to obtaining budget and approval to proceed on each of these projects, a Proposal had to be prepared and successfully presented to the Projects Board. The contents of Proposals included:

- ◆ An outline of the Business goals and strategies;
- ◆ Identification of Deliverables;
- ◆ Details of the effected Applications and (if required) customisation requirements;
- ◆ Details of required Development;
- ◆ An outline of Integration and interfaces to existing infrastructure;
- ◆ Hardware, data network and workstation requirements,
- ◆ An Implementation plan, including training, documentation and user acceptance testing;
- ◆ An Operations plan, including system performance and disk storage capacity;
- ◆ Details of Warranties;
- ◆ Details of Subcontractors engaged;
- ◆ Special contractual requirements;
- ◆ A Risk assessment and risk mitigation plan

- ◆ An Issues and Change Management strategy;
- ◆ A Relationship strategy and management;
- ◆ A Project Plan, including key milestones and proposed schedule (Microsoft Project); and
- ◆ A Pricing summary, including a payment schedule and future support costings.

Achievements

All projects for the Mobile Department were completed on schedule, met quality expectations and were up to \$100,000 under the optimistic budget.

TECHNICAL SKILLS

- Microsoft Windows XP: Word, Excel, PowerPoint, Outlook, Project, Visio & Access
- Apple web development
- WebObjects
- System & Product Development Life Cycles
- Testing Methodologies
- Risk Management
- Workshop Facilitation
- Business Process Re-Engineering, Business Case Development
- Specification Development
- I-CASE Rapid Development Methodology (RDM)
- User Interface Design
- Communications: Data, Voice, Mobile etc
- Statistics II, Pure Mathematics III and Operations Research I

EDUCATION

Master of Science (Metallurgy)

University of NSW

Bachelor of Science (Metallurgy)

University of NSW

PROFESSIONAL ORGANISATIONS

Member, Australian Computer Society
(and also the ACS Project Management Special Interest Group)

Member, Australian Society for Operations Research, Inc.