# Professional Summary

My career in ICT spans over twenty five years. Domains of expertise include program management, project management, portfolio management, client service management, application development, systems integration, solution architecture, business intelligence, systems analysis, business analysis, and governance modelling.

Having worked for major service based companies and businesses, and also ICT consulting and management firms, both nationally and overseas, I have extensive knowledge and experience in providing substantial benefit to any prospective client, position, role, and project to which I am engaged. Managing vendor and client services using quality assurance principles has been integral in all aspects of engagement and delivery.

My professional and tertiary studies have been targeted toward program delivery and project management, with an underlying base of business analysis, design, and planning at a strategic and also, project delivery and program governance level. Supplementary studies and learnings have aligned to interoperable systems and data architecture, as well as methods of product delivery and management, integrating quality assurance and centering on agility of delivery. Recognition has been achieved internationally as a result of collaborated outcomes utilising off-shore resources and facilities.

Experience includes working at senior corporate and executive levels, with positions held reporting directly to board and executive bodies, and senior management. Sectors include federal and state government, private enterprise, incorporated affiliations, start -ups, joint ventures, and also ‘not for profits’, including community and regional based entities.

As a professional I am quality outcome driven. I am team centric and embrace a collaborative diverse team culture. I am also driven by a solution mindset, with a focus on problem solving through structured, and at times flexible interoperable models and frameworks of delivery.

# Professional Experience and Career Summary

Having worked in both the private and public sectors I am well versed in business/corporate and government protocols and acumen.

Industry sectors include – Health (public and private), Education, Telecommunications, Televised and Music Media, Rail, Airline Logistics, and Transport.

I have held senior positions within large national, international and global organisations namely - DWS, SA Health, Country Health SA, DFEEST, Cramer/Amdocs UK, MTV Europe UK, National Rail Corporation.

The following highlights my career progression. A summary table is provided at the end.

**2015**/**2016 Current (9mths) – Independent ICT Consultant (AUS)**

I am currently working as an independent consultant and contractor. Clients include South Australian government agencies and also local/regional healthcare organisations. Roles of engagement include:

* Solution/Network architecture review – Solution Architect/Systems Analyst.
* Implementation planning and costing analysis – Project Management/Business Analysis.
* Supplier contract review and negotiation – Management Consulting.
* ICT\_Business strategic planning – Management Consulting.
* NFP Board of Directors quality assurance and governance role – Non Executive Advisor.

# 2011/2015 (4.5yrs) - Senior Consultant at DWS (AUS)

My client based roles varied in regard to the projects and tasks performed. Roles and positions undertaken:

* **Transition Program Lead** at **South Australian Health eHealth Systems –** Responsible for the program transition planning of ICT clinical systems and business services from the existing Royal Adelaide Hospital (RAH) to the newly developed replacement hospital (nRAH). The main task being the review of the existing transition model, architecture and proposed plans. The role coordinated and led the transition programs’ Project Managers, Solution Architects and Business Analysts during this process.
* **Senior Consultant** – **Attorney Generals SA –** Coordinated workshops with business Subject Matter Experts, Solution Architects and Analysts in the requirements analysis, scoping, and estimations process for a DWS tender submission.
* **Senior Consultant /Systems Analyst** at **SA Health eHealth Systems -** Impact Assessment of the Enterprise Patient Administration System (ePAS). The system had been partially rolled out to a number of sites and was at the stage of an implementation gateway review. The role coordinated workshops and interviews with senior clinicians and health management personnel, which culminated in the analysis and presentation of findings (written report and visual media) to South Australian Health executive and senior management. The findings covered aspects of build, integration, implementation/rollout, system usability, change management, risk management, and also health and safety.
* **Senior Business Analyst** at **Country Health SA –** Development of a significant Business Case, and its supporting Cabinet Submission, for implementation of a Patient Administration System across Country Health SA. Tasks included development of a concise implementation plan and costing model for deployment across 67 regional hospitals. Review and final documents presented to SA Health executive and senior management.
* **Program Manager** at **Country Health SA -** Analysis, planning and implementation of a shared and fully integrated ICT platform across three Aboriginal community health services. The program also directed and facilitated the process of transitioning the three Aboriginal Community Controlled Health Organisations (ACCHO’s) away from SA Health and Country Health SA.

Scope and achievements included:

* + Community engagement process and governance modelling.
  + Market approach and supplier contract negotiation and formation (and novation of existing SA Health contracts) for the provision of services to the ICT platform.

Suppliers included (and not limited to) – Telstra (cloud, telehealth, mobile networks, and WAN), TechnologyOne (finance systems), Netics (desktop, integration, and network support), Communicare (clinical information and patient administration systems), Microsoft, DonorTec, and Citrix.

* + Facilitated the formation of a Joint Venture between the three ACCHO’s – I am currently an advisor to the board.
  + Successful implementation of a ‘two staged’ cloud services transition process. This gave opportunity for a ‘Proof of Concept – Bedding In’ period which allowed the health services to incorporate their core health services first, followed by integrated business services.
  + The full transition of ICT facilities and services away from South Australian Health Department (government) to one of community control. It included desktop, hardware/peripherals, WAN, LAN, telephony, mobile services, and data.
  + Decommissioning of ICT services and hardware within government facilities and transfer of custodianship.
  + Integration and implementation of mobile and satellite technologies and services in remote communities and regional areas.
  + Successful implementation of a fully functional ICT platform supporting Aboriginal community health services spanning across the mid north of South Australia.
  + Development of an ICT governance and support model for ongoing management of the platform.
  + Development of a detailed close out report for Country Health SA Executive.
* **Project Manager** at **Northern Territory (NT) Health -** Led a team (client and supplier based) in the analysis/design, development, and implementation of middleware BI software. This included interfacing components to external systems that contributed to the development of the national Personally Controlled Electronic Health Record (PCeHR).
  + Build, test and implement integration components relating to inert Argus/Java API’s – integrating NT clinical health systems, DCA data registers, and Communicare Patient Information Systems.

**National Delegate** – A significant ‘value add’ to this engagement was my attendance at the InterSystems Global Health forum in Orlando Florida. Information shared and gained added to the successful implementation of this project, and to the broader program.

# Senior Consultant at DWS (AUS) continued - In addition to the roles undertaken whilst at DWS, I also performed key senior support roles within the (national) organisation, these included:

* Committee member on the national Quality Assurance Committee.
* Trainer of the DWS delivery model and support framework, Spinnaker One.
* One of a 14 person membership on the national 1-ONE-14 Committee – DWS company policy and reform program.
* Senior interviewer for consultant recruitment and engagement.
* Senior mentor for junior and graduate consultants, including facilitator and lead for special interest groups within DWS.
* Analysis, planning and estimations for bids and tenders.

**2008**/**2010 (2yrs) – Business Case Development Manager -** at **SA Health eHealth Systems (AUS)** - reporting to the Director of Strategy and Standards, and then to the Director of Program Management Services, my overall responsibility was managing the development and progression of Business Cases within SA Health eHealth Systems. I represented the eHealth Systems Strategy and Standards Division from a portfolio program management perspective. Achievements included:

* Implementation of a portfolio program of work governance framework. This incorporated the stage gates for submission and approval, including evaluation of additional work outside of the portfolio management framework.
* Facilitator and chairperson of the business case review panel.
* Development and implementation of an enterprise SDLC delivery framework aligned to Prince2 and SA Health governance processes.
* Review of over 160 ‘in development’ business Cases within SA Health for assessment and inclusion within the SA Health portfolio of work.
* Management of a team of Business Analysts, Technical Analysts, Solution Architects, and Project Managers in the development of Feasibility/Options Analysis, Business Cases, and cabinet submissions.
* Standardisation of business analysis and solution architecture modelling within the organisation.
* Executive membership and representation on project and program boards.
* Executive membership and representation on clinical review committees and boards.
* SA Health ICT government supply panel reviewer.
* Contract reviewer and advisor throughout vendor and supplier engagement processes.
* Advisor to ICT eHealth client management and business services team.

**2008 (6mths) - Independent Consultant** at **Various Client Sites (UK)** - Consulted with a number of organisations on short term contracts, which included:

* Fitness First (Global). Assisted in the development of their global rollout strategy and implementation plan across Asia, and the Asia Pacific region.

**2006**/**2008 (1.5yrs) - PMO Manager**, **Scrum Master** and **Delivery Manager** at **Cramer/Amdocs (UK)** - Responsible for the implementation of telecommunication technical inventory (specific) ICT products within a multi-tiered supplier/vendor chain – the client being **British Telecom**.

The role was pivotal in setting up an Agile framework across the program. This culminated in managing scrum teams in-house and with the various vendors across multi-national sites - India (Pune), and Ireland (Dublin), whilst being based in London, and also Bath in the UK.

Key roles included:

* Setting up of the Project Management Office to support an Agile development framework.
* Implementation of an Agile framework, incorporating an offshore third party software development model.
* Initial Scrum Master, and then coordination and management of Scrum Teams and Scrum Masters, both onshore (UK) and offshore (India and Ireland).
* Managed delivery of the final stages of implementation resulting in full integration across the program.

**2005**/**2006 (1.5yrs)** - **Project Manager** at **SA Health (AUS)**

Worked within the (then) Application Services Department. Key roles included:

* Managed the development and delivery of a number of concurrent ICT projects within a program of work. Involved managing a team of in-house developers, analysts and testers. Systems built were primarily data capturing and Business Intelligence based using dotNet and SQL technologies.
* The initial development of a SA Health ‘ICT Delivery and Governance Framework’ - this led to my eventual role in 2008 as Portfolio Business Case Development Manager.

**2003 to 2005 (2yrs)** - **Project Manager** at **DFEEST (AUS)** Managed the prototype development of a web enabled Traineeship Apprenticeship Information System (ATIS).

Key roles included:

* Managed an in-house team in the analysis, design, build and implementation of a system for tracking and reporting on training activities associated with apprentice traineeship. The system was web based and primarily built using DotNet and SQL technologies.
* Development and implementation of a RAD/XP development and delivery framework.

**2001**/**2003 (1.5yrs)** – **Independent Consultant – Various Clients (UK/Canada/AUS)** – Worked with various clients in the UK, Canada, and also Australia. Engagement was primarily geared toward consultation in areas of ICT systems analysis and solution architecture review. Work packages generally included options/recommendations, feasibility and costing analysis, and also high level project or program planning. With the larger clients and/or projects this also entailed more detailed business case or proposal development.

**1999**/**2001 (1.5yrs)** – **Business Solutions Manager** at **MTV (UK)** - Responsible for the ICT strategic planning and solution architecture for the business departments of: advertising, finance, market/business intelligence, and human resource. Key roles included:

* Leading a team of business/technical analysts and solution architects in determining the feasibility, modeling, and implementation of ICT business solutions.
* Managed ICT Business Solutions functions for finance, data analytics, research/ development, and televised advertising across the whole of Northern Europe of which included Netherlands, Scandinavia, and Russia. The role also managed client service relationships with ICT service providers and ICT as a core business.
* Implementation of a delivery framework based around Prince2 and RAD.

**1998**/**1999 (1.5yrs)** – **Client Service Manager East Coast** at **National Rail Corporation (AUS)** - Reporting directly to the CIO, I managed the ICT service and supplier contracts for the east coast of Australia, as well as enterprise and national integrated systems. Key roles included:

* Management and reporting line of the primary ICT service provider – DMR/Fujitsu.
* Strategic planning and management of the ICT portfolio of work.
* Client service management of all ICT suppliers and service providers.
* Program management of key projects affecting the east coast directorate.

**1996**/**1998 (1.5yrs)** – **Data Warehouse Manager** at **National Rail Corporation (AUS)** – Reporting to the Director of Strategy and Corporate Intelligence. I managed a team of business and technical analysts in the delivery of business intelligence within National Rail Corporation. Key roles included:

* Managed the implementation of an enterprise data architecture and framework that supported the businesses operational and strategic intelligence needs.
* Managed the implementation of OLAP data mining tools and templates.
* Developed a corporate and enterprise reporting and intelligence strategy.

**1994**/**1996 (2.5yrs)** – **Senior Business Analyst** and **Project Manager** at **National Rail Corporation (AUS)** – First employed by NRC to perform the business analysis and feasibility for implementation of an optimized crew rostering and scheduling system. In the second year I took over the role of project manager. Main tasks and deliverables:

* Managed the design/build/implementation - integrated national crew roster system.

**Career Summary Table**

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| **Period** | **Position** / **Title** | **Company** / **Organisation** |
| 2011/2015 | DWS – Transition Program Lead | SA Heath eHealth Systems |
|  | DWS – Senior Consultant | Attorney Generals Dept SA |
|  | DWS – Senior Systems Analyst | SA Heath eHealth Systems |
|  | DWS – Senior Business Analyst | Country Health SA |
|  | DWS – Program Manager | Country Health SA |
|  | DWS – Project Manager | NT Health |
| 2008/2010 | Business Case Development Manager (contract) | SA Heath eHealth Systems |
| 2008 | Independent Consultant – PM/SA/BA (contract) | Various (UK) |
| 2006/2008 | PMO Mgr / Scrum Master / Delivery Mgr (contract) | British Telecom (BT) |
| 2005/2006 | Project Manager (contract) | SA Health |
| 2003/2005 | Project Manager (contract) | DFEEST |
| 2001/2003 | Independent Consultant – PM/SA/BA (contract) | Various (UK/Canada/AUS) |
| 1999/2001 | Business Solutions Manager | Music Television (MTV) |
| 1998/1999 | Client Service Manager | National Rail Corporation |
| 1996/1998 | Data Warehouse Manager | National Rail Corporation |
| 1994/1996 | Senior Business Analyst / Project Manager | National Rail Corporation |

**Skillsets Summary Table**

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| **Skillset** | **Experience in Years** |
| Program Management | 10 |
| PMO Management | 7 |
| Project Management | 15 |
| Senior Business Analyst – Business Case Development | 10 |
| Business Analyst – Requirements Definition and Modelling | 10 |
| ICT Strategic Planning and Portfolio Management | 10 |
| Solution Architecture | 10 |
| Network Operations Management | 7 |
| Data Warehouse Management | 3 |
| Business Intelligence / Information Management | 18 |
| Client Service Management - Vendor | 15 |
| Delivery Management | 15 |
| Cloud Integration/Implementation | 7 |
| Agile and RAD | 10 |
| Middleware and Interoperability | 7 |
| WAN/LAN Implementation | 4 |
| Application Development Management | 15 |

# Qualifications / Studies

**Australian and International**

* Project and program management certificate (in association with PMBOK) – Deakin University, Melbourne
* Liberal Studies (marketing, psychology, communication) – Uni SA
* Additional professional qualifications and studies include:
  + Agile Scrum Master (Exoftware – London UK).
  + Rational Unified Process – RUP (IBM – Adelaide AUS).
  + RAD/Extreme Programming – XP (DotNet Solutions – Canberra AUS).
  + UML/OO Modelling Concepts (Object Consulting – Sydney AUS).
  + Prince2 (FMP – Adelaide AUS).
  + Quality Assurance Certificate (Australian Quality Council – Sydney AUS).
  + Senior Management and Executive Training – (MTV – London UK).

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