



# Michael Gorman PMP

## Project Management Consultant

### PERSONAL DETAILS

Michael Gorman  
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Status: Australian Citizen

### CERTIFICATIONS

PMP (PMI)

PRINCE2 (APMG)

Agile PM Practitioner (DSDM)

### MARKET SECTORS

Government, Health, Education

Mining, Resources, Energy

Telecommunications & Digital

### SUBJECT MATTER AREAS

Project Portfolio Management

Enterprise and Solution  
Architecture, Solution Design

Software Development, DevOps

ISO/IEC 20000, IT4IT, TOGAF

IT Service Management, SIAM

Data Analytics, Transformation &  
Business Intelligence

Business Process & Workflow

Platforms & Infrastructure

IM, ERP, ECM, EDRMS, SCM, CRM,  
BPM, BC/DR, SCADA, ITS, IOT

### PERSONAL ATTRIBUTES

Clear communicator

Thought leadership

Disciplined and accountable

Confident and resilient

Comprehensive and tenacious

### SUMMARY

A seasoned professional with twenty years of project management experience and proven ability to deliver complex programs of work including:

- Target Operating Models, Operations Centres, Real-time Business Analytics, Business Intelligence, Data warehouse, and Data migration.
- ServiceNow implementation, automated service workflows, discovery-based CMDB, service mapping and integration across cloud platforms
- Portals, enterprise application platforms, bespoke software solutions
- Directory, Identity, SSO and Access Management Systems
- ERP, EDRMS, CRM, SCM, HRMS implementation and integration
- Business continuity/disaster recovery systems and procedures
- Platforms, infrastructure, storage and remote-access solutions

A technically proficient advocate for the user, works supportively with project teams and establishes an empathetic relationship with business stakeholders to foster an environment of confidence and trust.

Early work experience in a variety of project roles lends credibility based on broad-based subject matter expertise and real-world experience gained over many successful system development lifecycles. Using a collaborative, customer-centric approach, elicits requirements, solves problems, mitigates risks and establishes learnings through a variety of techniques (lateral, design, data-driven thinking) and holistic approach, maximising stakeholder buy-in, enthusiasm, and ownership of the results.

Acknowledging the complexity of projects involving business and technology, engages through Agile delivery methods within a traditional project methodology and governance framework. This approach allows developers to follow their best practices whilst still delivering performance in regard to scope, time, cost and quality. Able to flexibly adapt to change and yet consistently meet expectations, achieves agreed milestones and delivers fit-for-purpose outcomes of lasting benefit to the business.

Adept at negotiation and helping stakeholders reach consensus, employs mature discretion in appropriate escalation when necessary to safeguard project outcomes. Skilful in capturing issues, identifying risks and always prepared to propose well-considered options.

With consulting skills brought to the fore, amicably persuades and influences, appropriately tailoring the approach in order to provide guidance to organisations at different stages in their project management maturity.

Able to take projects from start-up to closure, or parachute into a troubled project to provide the leadership to bring it back on track, with a record of successful delivery in time-critical environments, helping organisations accommodate change and realignment to achieve business objectives.

### EDUCATION

- BSc Physics – Clarkson University, Potsdam, New York
- 2008 – PMP Intensive Preparation (Melbourne)
- 2009 – APCS Roundtable Workshops (Melbourne)
- 2011 – PMI Mega-conference (Melbourne)
- 2013 – DSDM Agile Project Management course (Perth)
- 2014 – Adaptive Frameworks PRINCE2 course (Perth)

References available on request

# PROFESSIONAL EXPERIENCE

More than a decade of experience in project management roles, with over twenty years in a variety of technical disciplines.

**Client:** Department of Transport, Perth WA

**Subcontract:** E-Prim Pty Ltd

**Role:** Project Manager

**Jan 2020 – Mar 2023**

**Overview:** Consultant project manager for a programme of digital transformation implementing a target operating model roadmap for IT aligned with the Western Australian Enterprise Architectural Framework, and SO/IEC 20000.

## Overall Responsibilities:

- Worked with the business architect to frame the programme vision, seek advice from other state and federal bodies who had implemented ServiceNow, deliver presentations to executive stakeholders, and form relationships with leadership across the organisation, gaining approval for procurement plan, RFTs, and buy-in from the business as a whole.
- Worked with Director IT Governance and Assurance and finance officer to project costs and secure capital and recurrent funds for the programme.
- Managed projects in the programme using Prince 2 Agile methodology:
  - Developed business cases and project implementation documents, and stage plans.
  - Developed requirements and product descriptions and requirement specifications suitable for tender
  - Managed the programme budget, monthly financial reporting, project status dashboards and risk registers
  - Reviewed Governance of IT Policy Framework Review and security audits to ensure project compliance
  - Managed internal teams, external consultants, and external vendor/implementation partner
  - Presented to the executive Programme Board monthly.

## Outstanding Achievements

- Put into place foundations for Enterprise Architecture (EA), IT Service Management (ITSM), IT Operations Management (ITOM) and Service Integration and Management (SIAM).
- Completed a programme of change and organisational re-alignment around the adoption of new process and tool, documenting and achieving common ITSM processes to raise the level of ISO 20000 process maturity.
- Integrated the Change Management process with the discovered catalogue of assets to provide visualisation of the dependency maps between applications, servers, databases and other infrastructure elements so that the complexity and risks of releasing changes is available as an aid to decision making.

## IT Operational Foundation

- Managed consulting team involved in the analysis of current state, findings, recommendations for a target operating model roadmap. This involved organising and ensuring wide participation in extensive interviews, workshops, and design sessions at all levels over many months.
- Implemented an Enterprise Architecture Repository (Orbus iServer) populated with a catalogue of DoT applications and a motivation model linking to capabilities strategies, principles, objectives and goals.
- Evaluated alternative operating models (InfoTech) in light of recommendations and collaborated with New Ways of Working consultants on in application of these models in the modern context.

## IT Management System / ServiceNow Implementation

- Manage vendor workshops for early requirements development for IT Service Management System based on the roadmap.
- Engaged ServiceNow representatives to present and provide consultation. Independently researched ServiceNow architecture, features, and licensing model.
- Wrote the business cases for an IT Service Management programme and for ODG Digital Capability Fund.
- Wrote the product description, detailed use cases, and request for tender for implementation services for the preferred solution, published and participated as a panel member in the evaluation of tender responses, conducted tender briefings, managed the vendor implementation teams, organised user acceptance and completed commissioning.
- Worked with enterprise architect to complete application and service catalogues, service blueprints, service maps, and populate the CMDB through automated discovery techniques, for a complete catalogue of hard and soft IT assets. Initiating vertical mapping to integrate services across data centre, private cloud, and public cloud platforms.
- Worked with OCM to assess the impact of change at a detailed level and develop a change and communication plans for awareness, desire, knowledge and ability across both IT and the business, reinforced through training, on-the-job coaching and simulation exercises.
- Worked with stakeholders in IT and throughout the business to deliver training based on staff capabilities gap assessment; wrote end-user documentation and ensured organisational change readiness.
- Developed a mapping of ITIL roles, ITSM processes and SFIA activities for IT staff and key business users to ensure the correct security personas are assigned in ServiceNow.

<b>Client:</b>	<b>Gaia Resources, Perth WA</b>	<b>Subcontract: Rayne Recruitment</b>
<b>Role:</b>	<b>Solution Architect / Security Analyst</b>	<b>Nov 2018 – Jan 2020</b>
<b>Overview:</b>	<p>Consultant to for a software development partnership developing an Aged Care applications and content management platform for the Department of Health, Canberra.</p> <p><b>Overall Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Development of solution architecture.</li> <li>• Creation of architectural diagrams, sequence diagrams and schemas in Sparx Enterprise Architect.</li> <li>• Worked with IRAP auditor to develop System Security Plan (SSO) and ensure compliance measures.</li> <li>• Liaised with Department of Health Enterprise Architects and attend architectural working groups to gain endorsement.</li> <li>• Provided feedback to Liquid Interactive partner on site design, requirements, usability and process flows.</li> <li>• Acted as the Gaia's team architect and analyst interpreting requirements and identifying gaps, solutions and strategies.</li> </ul> <p><b>Outstanding Achievements</b></p> <ul style="list-style-type: none"> <li>• Gained IRAP certification for the first application to run on GovCMS-as-a-platform.</li> <li>• Implemented a web platformed that securely channelled private personal information to internal My Aged Care systems without storing it.</li> <li>• Provided a tailored user experience based on interaction history of public users who remained anonymous.</li> </ul>	<p><b>My Aged Care Portal</b></p> <p>Authored solution and security architecture for bespoke My Aged Care (MAC) site running on the GovCMS platform.</p> <p>MAC published a highly-accessible data public search for Aged Care service providers, including quality ratings and non-compliance histories, and securely processed anonymous self-service requests for eligibility screening, assessment referrals and care fee estimates.</p> <ul style="list-style-type: none"> <li>• Solution architecture for the MAC, including GovCMS application stack on AWS comprised of: <ul style="list-style-type: none"> <li>• Akamai DDoS, AWS ELB, NGINX Drupal, MySQL/MariaDB, Solr-search, SFTP running on Docker / OpenShift.</li> <li>• Secure file transfer, ingestion, and synchronisation of Siebel XML data publishing Aged Care provider services and provider non-compliance.</li> <li>• Self-service requests via SOAP requests to Aged Care's internal API Gateway and GNAF postal data.</li> <li>• Secure processing of confidential forms and file attachments submitted by health care and the public.</li> <li>• Security updating for Drupal plugins required by the solution but not included in GovCMS out-of-the-box.</li> </ul> </li> <li>• Wrote IRAP security scope and controls, and OWASP-based SOPs to address concerns, protocols, and mitigations in the context of PHP, Angular and development of Drupal and Solr with Gitlab and Lagoon for Kubernetes.</li> <li>• Wrote process for ISO 20000 incident, defect and release management across Aged Care ALM and Liquid Jira systems.</li> <li>• Configured Drupal Security Kit for role-based security access, and developed Elastic security logging reports in Kibana.</li> </ul>

<b>Client:</b>	<b>Synergy, Perth WA</b>	<b>Contract: Project Studio Consulting</b>
<b>Role:</b>	<b>Senior Portfolio Scheduler</b>	<b>May 2018 – July 2018</b>
<b>Overview:</b>	<p>Consultant to the Portfolio Management Office, advising implementation of an enterprise-wide portfolio management system consolidating applications and operations PMOs.</p> <p><b>Overall Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Process and technical consultant</li> <li>• Advised on application of Agile principles to project and program planning.</li> </ul>	<p><b>Sensei Microsoft Project Online Implementation</b></p> <ul style="list-style-type: none"> <li>• Coached and trained project and program managers across Synergy to embed best practice for schedule and resource management.</li> <li>• Aggregated actual costs-to-date and forecasted estimates-to-complete for all projects/programs and contrasted these with business cases and change requests to establish baselines across the entire Synergy portfolio.</li> </ul>

<b>Client:</b>	<b>Curtin University (CITS)</b>	<b>Subcontract through Hitachi Vantara</b>
<b>Role:</b>	<b>Technical Project Manager</b>	<b>September 2017 – Jan 2018</b>
<b>Overview:</b>	<p>Coordinating development and implementation of Pentaho analytics platform, dashboard/reports, data integration and edge analytics to measure and assess effective utilisation of space across the Bentley campus.</p> <p><b>Overall Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Vendor and Supplier Management</li> <li>• Integrated Schedule development</li> <li>• Stakeholder Management and Communications with Building Tenants, Activity Owners and Faculty</li> <li>• Requirements &amp; User Story Development</li> <li>• Risk and Issue Management</li> <li>• Reported to the Innovations Director and COO</li> </ul>	<p><b>Visual Analytics – Room Utilisation Dashboard &amp; People Counter Bentley Roll-out Project</b></p> <ul style="list-style-type: none"> <li>• Gained buy- for an innovative project that required the cooperation of number of University departments.</li> <li>• Developed and executed a schedule coordinating PoE cabling, switch patching, DHCP registration, camera installation and device calibration of 320 edge-analytic sensors in 240 rooms in 40 buildings across the campus.</li> <li>• Coordinated a plan for integration of the solution with Syllabus Plus, Student One, and Archibus data sources through Mulesoft/Squirrel MQ messaging bus.</li> <li>• Kept project on-track for capture of Room Utilisation data from the start of Semester 1 2018</li> </ul>

<b>Client:</b>	<b>Main Roads, Perth WA</b>	<b>Subcontract through Gel Gov</b>
<b>Role:</b>	<b>Project/Program Manager</b>	<b>June 2016 – June 2017</b>
<b>Overview:</b>	<p>Coordinated start-up activities for the Real-time Network Intelligence project, a Business Intelligence and Big Data initiative for Intelligent Transport Systems and Road Network Operations.</p> <p><b>Overall Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Project and Program Management</li> <li>• Business Analysis</li> <li>• Business Case Development</li> <li>• Guided the Project Board on Prince2 start-up and initiation process.</li> <li>• Solution Architecture, start-up and initiation stage planning.</li> <li>• Reviewed current-state of IT/ITS technical environment,</li> <li>• Facilitated Industry presentations and identified commercial off-the-shelf solutions to satisfy high-level requirements.</li> <li>• Advised the PMO in their project management and contract management processes for the MS Project Online/UMT360 Portfolio management platform.</li> </ul>	<p><b>Real-time Network Intelligence Program</b></p> <ul style="list-style-type: none"> <li>• Conducted ‘art of the possible’ investigations and feature definition workshops. Worked with key stakeholders to develop narratives, epics, and high-level requirements including predictive engineering, stochastic and value-driver models for road space supply and demand.</li> <li>• Created product breakdown structure, product component descriptions, and solution’s conceptual reference architecture for platform integration of disparate data sources.</li> </ul> <p><b>Enterprise Project Management Roll-out</b></p> <ul style="list-style-type: none"> <li>• Revised Main Roads business process and procedures for project scheduling, cost control, and work breakdown.</li> <li>• End user training, change management and user acceptance.</li> </ul> <p><b>Outstanding Achievements</b></p> <ul style="list-style-type: none"> <li>• Authored full business case for a \$9 million project returning &gt;\$50 million dollars of direct benefits to business and public.</li> <li>• Completed procurement plan and packages for vendor expressions of interest.</li> <li>• Launched AddInsight - Traffic Intelligence System system. Further implementation halted due to change in government.</li> </ul>
<b>Client:</b>	<b>Brightwater Care Group, Perth WA</b>	<b>Subcontract: Verse Group</b>
<b>Role:</b>	<b>Project Manager</b>	<b>August 2015 – Sept 2015</b>
<b>Overview:</b>	<p>Initiated project for SharePoint and controlled document management system implementation.</p> <p><b>Overall Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Developed Project Management Plan, Communications Management Plan, and Risk Management Strategy.</li> <li>• Worked with vendor and internal project teams to detail user requirements and develop an integrated schedule with shared milestones tied to vendor work package deliverables.</li> <li>• Analysed processes, documents and systems to develop content taxonomy, metadata requirements and org. chart.</li> <li>• Managed the Active Directory project, which synchronised user accounts in Active Directory with manager, department, location and contact details sourced from the Pay Global payroll system database.</li> </ul>	
<b>Client:</b>	<b>Mercy Care, Perth WA</b>	<b>Fixed Term Employment</b>
<b>Role:</b>	<b>Project Manager, Change Manager</b>	<b>Nov 2014 – Jun 2015</b>
<b>Overview:</b>	<p>Managed design, development and implementation of Enterprise Content Management (ECM) System based on SharePoint 2013 for Mercy Care, a non-profit provider of community services across Western Australia.</p> <p><b>Overall Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Agile Scrum Product Owner, Project Manager, Change Manager, Test Manager</li> <li>• Created and executed Project Management and Change Management Plans.</li> <li>• Managed internal project team detailing acceptance criteria and objectives for current and future phases.</li> </ul> <p><b>Outstanding Achievements</b></p> <ul style="list-style-type: none"> <li>• Brought project initiation and the first execution phase to completion on an aggressive four-month delivery schedule.</li> </ul>	<p><b>ECM Implementation Project:</b></p> <ul style="list-style-type: none"> <li>• Directly managed vendor software development team developing custom applications (MVC/C#) and migrating the existing portal from SharePoint 2010 to 2013.</li> <li>• Upgrading the portal, migrating its content and creating new online applications to bring corporate policy management and the HR on boarding process to an enterprise content management standard</li> <li>• Developed corporate taxonomy and its representation in SharePoint metadata columns.</li> <li>• Managed program-level plans for integration of services, including integration with Active Directory, back-end ETL integration with the Chris21 HR system</li> <li>• Managed UAT and its remediation to a successful conclusion, materially supporting the organisation’s strategic goals.</li> </ul>

<b>Client:</b>	<b>Public Sector Commission, Perth WA</b>	<b>Subcontract: Gel Group</b>
<b>Role:</b>	<b>PRINCE2 Coach, MS Project Specialist</b>	<b>May 2014 – Jun 2014</b>
<b>Overview:</b>	<p>Consultant to the project management team on applying PRINCE2 principles and themes in MS Project.</p> <p><b>Overall Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Wrote guidelines for use of MS Project in PRINCE2 environment</li> <li>• Updated project plans to best practice through template standardisation, shared resources &amp; constant-work based tasks.</li> <li>• Mentored project support on level-of-effort estimation</li> </ul>	
<b>Client:</b>	<b>BHP Billiton Iron Ore, Perth WA</b>	<b>Subcontract: Full Circle Partners</b>
<b>Role:</b>	<b>1SAP CIT WM Project Manager</b>	<b>Aug 2013 – Jan 2014</b>
<b>Overview:</b>	<p>Provided Customer-Implementation Team project management to BHP Billiton Iron Ore for 1SAP Work Management implementation, deployment and commissioning at mine site.</p> <p><b>Overall Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Reported to CIT WM Lead Mines, WM Lead L &amp; I, and WM Project Lead.</li> <li>• Managed 1SAP Site Implementation Plan and Work Management Action Plan for new green-field mine.</li> <li>• Coordinated these plans with other 1SAP work streams – HR, Finance, Supply, Production Integration, and HSEC.</li> <li>• Assisted site with scheduling of business readiness activities and roll-out of WAIO-wide WM protocols.</li> <li>• Collaborated on data quality reporting, analysis, issue assessment, and verified resolution in 1SAP.</li> <li>• Managed deployment of process, data and related knowledge transfer to site through cutover rehearsals, UAT, and Actual Cutover.</li> <li>• Managed data freeze and cutover period by development of business continuity procedures.</li> <li>• BI reporting and analysis of project commissioning KPI metrics and cross-functional enablers with PMO.</li> <li>• Wrote Project Closure Report for CIT Work Management &amp; Data team and managed documentation handover in Documentum.</li> </ul> <p><b>1SAP R4 Implementation and Commissioning:</b></p> <p>This project phase rolled out the Work Management components of 1SAP ver. R4 across Western Australian Iron Ore operations as well as operations in South America. The deployment included process for notifications and event management as well as data cleansing, conversion from GSAP to 1SAP, and deployment to the new 1SAP system. The WM project management team worked closely with the Deployment Data team on Master Data Governance and Master Data Management process with the aim of business compliance and a quality data build. We managed within an extensive Organisational Change plan that spanned several years delivering its most critical and ambitious outcomes.</p> <p><b>Team:</b> 5-member WM site team, ~ 100 WM CIT team</p> <p><b>Outstanding Achievements</b></p> <ul style="list-style-type: none"> <li>• Completed the implementation plan and outstanding business readiness activities and cross-stream enablers on schedule in coordination with other sites and functions across WAIO.</li> <li>• Successful handover of WM deliverables to 1SAP BPD Leads responsible for operational asset management (Fixed Plant, Mobile, NPI, Rail &amp; Infrastructure).</li> <li>• Provided support to site through a remarkably smooth cutover and commissioning with minimal issues.</li> <li>• Achieved tangible results in improved work strategies underlying preventative maintenance for assets across WAIO, meeting all project KPIs and on-track toward meeting operational management KPIs measuring business benefits.</li> </ul>	
<b>Client:</b>	<b>Permeance Technologies, Perth WA</b>	<b>Full-time Employee</b>
<b>Role:</b>	<b>Project Manager / Program Manager</b>	<b>Mar 2012 – Jul 2013</b>
<b>Overview:</b>	<p>Managed teams working on a number of portal development projects for Telstra and ABC as well as state and federal agencies. Increasingly provided program-level management for internal and external projects.</p> <p><b>Overall Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Project Management and Business Analysis for large and small client projects.</li> <li>• Project Management for the team implementing the Telstra Online Content Management platform.</li> <li>• Program Manager for Federal Australian Pesticides and Veterinary Medicines Authority's OLAF project for product, permit, and registration search.</li> <li>• Coordinated teams of internal and external architects, analysts and developers working across time zones in different states.</li> <li>• Managed end-to-end delivery of portal platform environments, security configuration, deployment of applications, theming, and content development</li> </ul> <p><b>Telstra Online Content Management Project:</b></p> <p>Implemented Telstra's Help and Support site and the Liferay Enterprise portal on Tomcat platform, integrating Oracle Universal Content Management and Google Search Appliance</p> <ul style="list-style-type: none"> <li>• Information Analyst and Scrum Master</li> <li>• Configured out-of-box portlets to securely meet requirements</li> <li>• Integrated content workflow for Oracle content approval</li> <li>• Integrated XML feed for mobile device product line publishing</li> <li>• Provided documentation, training, and on-site support and technical handover to Telstra.</li> </ul> <p><b>Australian Pesticides and Veterinary Medicines Authority (APVMA) Program:</b></p> <p>Replaced an end-of-life legacy system with a modern sustainable solution still in active use. Initial installation and configuration of the portal environment, solution architecture, requirements, and Java/web implementation.</p> <ul style="list-style-type: none"> <li>• Development and migration of online registration renewal and levy payments from legacy WebLogic platform to the Liferay</li> </ul>	



- using DevOps approach.
- Wrote responses to tender requests, managed resources, and provided program management across all projects.
- Developed system for online dashboards for cross-project schedules and resource management, 'sizing' projects and project management best practices.

#### Outstanding Achievements

- Influenced Telstra's decision to utilise the Liferay platform for all of their internal and external sites and applications, greatly reducing the cost of Telstra's application deployment process and generating significant new business for Permeance.

Enterprise on the JBOSS Enterprise platform. Coordinated with the customer's internal project to migrate their data from INGRES to several MS SQL databases and integrate our applications with the customer's internal ETL processes.

- Solr-based smart-search applications (PUBCRIS, Permits, Mobile Theming) allowing the public to search databases for registered products and special-use permits. Responsive and adaptive design techniques adjusted user experience for desktop and mobile clients.

#### Other Small Projects

- Completed South Australian Certificate of Education's (SACE) Liferay migration (v5.2 to v6.0) including code remediation.
- Implemented the portal platform for ABC Splash project, Solr search, performance testing, and best practice coding.

**Client:** University of Western Australia, Perth WA

**Role:** Project Manager

**Overview:** Managed the Directories Consolidation and Identity & Access Management Design, Development and Implementation stages, supporting the Future Frameworks course structure and the drive to Student Mobility 2012.

#### Overall Responsibilities:

- Chaired working groups and liaised with stakeholders and subject matter experts across the university to develop technical as well as policy requirements.
- Managed core project team of architects, business analysts, developers, policy writers and testers.
- Developed detailed requirements and business rules from high level requirements and business objectives.
- Reported to Senior Management Team and liaised across a multi-project, multi-program Prince 2 / MSP environment spanning a number of independently managed organisations.
- Managed Scope, Schedule, Resources and Risk at the project / program level.
- Maintained project site in SharePoint 2010.

**Subcontract:** PRA

**Apr 2011 – Aug 2011**

#### Directories Consolidation Project:

The project provided students, faculty and employees single sign-in to a common Active Directory domain consolidating all other Active Directories at the University. This included integrated DFS file storage, student printing, external DNS/DCHP solution (Infoblox), and integration with the Identity and Access Management solution.

Brought project deliverables to technical implementation for phased roll-out of Student Mobility.

#### Identity and Access Management Project:

The project developed MS Forefront Identity Manager as a central repository of identity data consolidated from authoritative sources (Alesco HR, Callista SMS, PeopleSoft, Oracle, Unicard).

#### Outstanding Achievements

- Met milestones for Student Mobility ahead of schedule.
- Managed development of a delegated administration model fitting the university structure and selected solutions for delegated DNS and DHCP management.
- Changed stakeholder perceptions for uncertain projects by making outcomes credible and certain, increasing enthusiasm and support for an unpopular service consolidation.

**Client:** BHP Billiton Iron Ore, Perth WA

**Role:** Project Manager

**Overview:** Provided supplier-side project management to BHPB Iron Ore for their 1Portal Dynamic Content Migration project's selection and definition phases.

#### Overall Responsibilities:

- Managed schedule, budget, scope, issues and risk using Iron Ore IM Project Management Methodology.
- Responsible for project financial management incl. Mariner/SAP reporting.
- Developed high-level requirements from business objectives, Group Level Documents, and technical constraints for solution options.
- Worked with Enterprise Architect to assess solutions for feasibility and business fit using TOGAF standard.
- Evaluated WebSphere 7 and SharePoint 2010 Enterprise as Application Service Platforms.
- Completed a catalogue of GSAP reports, hosting systems, URLs, and characteristic web queries.
- Executive-level reporting to Business Owner, Project Governance, and Program Delivery.

**Subcontract:** CSC / maXxprofessional

**Sept 2010 – Nov 2010**

#### 1Portal Project (Dynamic Content Migration):

Completed project selection and definition, gained PMO and EA approval of planning for development of a Links Management Service, built on SharePoint services, to replace the GSAP reporting portal with a 1SAP compliant solution.

This tool a 'smart' links management approach. Simple URL-based links, embedded in a 1SAP iView, SharePoint list or Business Critical Document (Documentum), are managed by a workflow-driven back-end web service. This service rewrites and forwards configured requests to the targeted reporting system to establish connections that the simple link cannot create on its own.

#### Outstanding Achievements:

- Saved a project 'meant to fail,' which turned out to be the first Iron Ore project in a 5-year programme, culminating in the 1SAP CIT WM in 2013.
- Gained acceptance of a GLD compliant, strategic, fit-for-purpose solution in a complex environment crossing group / customer-sector boundaries.
- The solution provided a strategy for integrated content lifecycle management facilitating planned transitions as GSAP

- Recruited team teams from multiple vendors.

reports are replaced by 1SAP reporting.

**Client:** Editure Technology (New Era), Melbourne Victoria  
**Role:** Project Manager

**Fixed-term Employee**  
**Jul 2009 – Feb 2010**

**Overview:** Managed development of My Personal Learning Space (myPLS, mySuite) for the education market space. This was an enterprise portal integrating LAMS based eLearning, web filtering, Jasper reporting, email, and calendar. Also managed development of Identity Management System integrated with the suit through JBOSS Enterprise Service Bus with XML-based business process management.

**Overall Responsibilities:**

- Developed project initiation documents, managed scope, schedule, quality, issues and risk using formal PRINCE2 methodology.
- Presented executive level reports to the Project Governance Board.
- Developed product breakdown structures and supervised completion of work packages.
- Managed and mentored business analysts in development of Agile requirements/user stories.
- Managed development of test cases and coached the Quality Control testing team.
- Maintained issues and risk registers (Jira).
- Lead developers and Service Delivery in collaboration on automated deployment and CI/CD techniques.
- Managed change requests and managed configuration management documents.
- Organised application packaging and setup of UAT/pilot environment and, security configuration.
- Negotiated with Liferay to agree a service level agreement for the customised end product.

**Stargate Project:**

Developed customised Liferay Enterprise portal on JBOSS Enterprise. Extended Liferay for education market, associating class ‘communities’ with hierarchical school organisations to provide teachers control of site moderation and student collaboration.

- Product owner for Agile development iterations involving internal development team and overseas vendor team working across time zones.

**Identity Project:**

Developed an identity management with OpenLDAP/Windows AD and Single Sign On (CAS), integrated with JBOSS ESB via BPM.

**Reporting Project:**

Developed a Reporting Service including web filter and portlet usage reports. Data was aggregated in Jasper and stored in sharded MySQL-based data warehouse.

**Outstanding Achievements:**

- Managed a hybrid project of Agile and Waterfall development streams within a traditional Prince2 project framework.
- Pioneered DevOps approach to Agile development releases with the System Engineering team.
- Customised an upstream open-source portal whilst minimising changes to core code resulting in a product easily upgraded and tested through future upgrades.
- Met the requirements of various tenders through a software build process that could be configured to integrate with a variety of external Identity management technologies.
- Delivered a Service Oriented Architecture integrated though an Enterprise Service Bus.

**Client:** Nurses Board of Victoria, Melbourne Victoria  
**Role:** Information Systems Project Manager

**Permanent Employee**  
**Aug 2005 – May 2009**

**Overview:** Managed development of business processes, software applications, databases, network architectures, and disaster recovery plans for the Nurses Board of Victoria, a self-funded statutory body responsible for registration, case management, investigation and accreditation for over 80,000 registered nurses, midwives, and health practitioners in Victoria.

**Overall Responsibilities:**

- Project manager, analyst and trainer for bespoke, web-based REX Victorian nurse registration system.
- Provided best practices, processes and procedures for system migrations, improving the currency and capability of IT infrastructure.
- Lead SCRUM sessions with developers and testers.
- Gathered requirements, managed change control and configuration management for the Rex system.
- Interviewed SMEs and conducted workshops to determine business rules for business, financial and legal processes.
- Wrote system-level procedures migrating from Lotus/Win 2000 to modern network environment (Windows 7, DB2, Redhat, VMware/ESX, Cisco)
- Managed User Acceptance tests, gained sign-off closed projects. Disseminated lessons learned.

**Rex I Nurse Registration and Case Management System:**

- Provided client-side project management of ASP.Net software development after a failed vendor-led UAT.
- Performed gap analysis and obtained CEO sign-off for scope change to deliver a satisfactory solution by a critical date.
- Completed revised requirements specification and managed the vendor contract through remediation.
- Managed internal builds, tests, acceptance, and deployment of fully integrated mission-critical modules.
- Configured and deployed an Umbraco .NET based CMS supporting an online Registration Renewal.

**Rex II Nurse Registration & Case Management Project:**

- Generalised the Rex system to comply with new legislation (HPRA 2005, NRAIP 20007) suitable for AHPRA tender by implementing business process management.
- Brought development and testing teams in-house as a quality assurance measure resulting in completion of critical modules on schedule.
- Reviewed internal ‘as is’ business flows and responded to RFC on proposed ‘to be’ NRAIP flows for nationalisation of health practitioner registration.
- Developed project plan for code & database refactoring and business process control to accommodate new registration

- Maintained issues register (Jira) and documented configuration management.
- Setup and managed MS Project Server and SharePoint 2007
- Introduced ITIL change register for version control, configuration and integrated change management.
- Mentored departments to assist them in documenting their business processes, risk factors, recovery objectives and to plan BC/DR assessment criteria and recovery priorities.
- Lead internal user workshops and organised external focus groups to validate design.

**Outstanding Achievements:**

- Saved a troubled project, remediating over 3000 priority UAT issues to completion.
- Implemented web service-based registration renewal application reducing paper handling, generating half of Board's yearly revenue.
- Released frequent enhancement versions through strict change management and quality control.
- Implemented enterprise portal with role-based access for nurses, employers and educators.

schemes (Victorian Health Practitioner Registration Act 2005).

- Enhanced online renewal and registration check features.
- Implemented online course accreditation auditing.

**Public Portal Project:**

- Developed project plan for customer-facing Liferay portal, custom Java portlet development and XHTML/CSS based design.
- Interfaced with Department of Human Services for de-referenced online surveys and data extractions.

**Electronic Record and Document Management System:**

**Budget:** \$ 800,000 **Team:** 7 core team, 2 external consultants

- Developed scheme for integrating EDRMS with the organisation's primary application/database (REX).
- Interfaced with the Public Record Office Victoria for archiving.
- Completed the EDRMS specification as a request for tender.

**Business Continuity/Disaster Recovery Project:**

- Updated Business Impact Analysis and Risk Schedule for Business Continuity Planning/Disaster Recovery.
- Documented BCP/DR plan for IT systems including migration to HDR / VMware ESX virtual environment.
- Managed and tested vendor implementation of nightly backups and uploading server images to offsite recovery environment.
- Implemented and rehearsed the organisational DR /BCP plan.

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**EARLY EMPLOYMENT HISTORY**

**Prior to Aug 2005**

Telecom/SCM/CRM/BI  
 Supercomputing  
 SCADA/XML/XSLT  
 J2EE/SCM/RFID/Workflow  
 CAD/C++/COM  
 J2EE/Oracle/BCPDR  
 ESCON/Fibrechannel  
 Finance/ERDBMS  
 CAM/POST  
 ERP/CAD/CIM/Optics  
 Opto-electric/Servo Eng.  
 CAD/CAM/CAE/C++

- Project Manager for Eventra Vendorsite SCM, Charles River Consultants, New York
- Senior Technical Writer for Powerllet / ASPEED Corporation, New York
- Business Analyst, Senior Technical Writer for Cimplicity HMI, GE Industrial Systems, Albany, New York
- Business Analyst, Web/Content Developer for Ubiquity Corporation, Danbury, Connecticut
- Senior Technical Writing Consultant for Applied 3D Science, Merrimack, New Hampshire
- Senior Technical Writing Consultant for Republic Bank (Y2K Remediation), New York
- Senior Technical Writing Consultant for Connecticut Technology Products (Elect. Eng.), Woodbury, Connecticut
- Technical Writing and Robohelp Consultant for FlexiInternational Software, Trumbull, Connecticut
- Senior Technical Writing Consultant for MasterCam, CNC Software, Tolland, Connecticut
- MS Office Solution & Technical Writing Consultant for Gerber Optical, South Windsor, Connecticut
- Technical Writing / CAD Consultant for CMX Systems, Wallingford Connecticut
- Technical Writing Consultant for CADKEY, Windsor, Connecticut