



Senior Information Technology Manager

Project Management | Application Development | System Management

Professional Profile

- Proactive self-starter with track record of delivering innovative solutions
- Knowledge of industry standards in both information technology and project management
- Strong ownership of work and reputation for removing barriers and making things happen
- Respected leader who effectively motivates others and directs top-level key organisational initiatives
- Creative and dependable with proven record in improving efficiencies and reducing cost
- Highly effective communicator who excels in strategic planning, problem solving and turn around management

Core Competencies

- Project Management (PRINCE2 Practitioner Certified – expiring Nov. 2020, Agile)
- Strategic Planning and Direction
- Strong Business and Vendor Relationships
- Team Building/ Recruitment
- Cloud Computing
- Performance Management
- Product Development
- Quality Assurance and Automation
- Budget Administration
- Business Requirements Consulting
- Web Services Delivery

Professional Experience

> Director – Ockham Solutions Ltd

Wellington, July 2015 – current

I have taken a break from full time contracts to develop my business and fill the role of stay home father until the end of 2017. Business development has focused on producing data radios for remote locations where cellular coverage is poor, bridging to the cellular network to permit internet access to collected data. The solution utilises Amazon Web Services and Open Source components where possible.

Contractor's maintaining pest traps for the DOC Predator Free NZ initiative are our target market, allowing efficient management of traps.

The following outlines the radio project and services I currently provide to clients;

- Project Management and Business Analyst services for a small client base, focus on web e-commerce/ payment gateway/ membership solutions/ Customised Off The Shelf (COTS)
- Establishing cloud server environments for development, UAT and production
- Research and development using DevOps model for hardware/software project
- Design of electronic circuitry for data radios (LoRa based), sensor and base station units
- Development of web interface to remotely manage and monitor the data radio network

> **Project Manager - The Treasury - Central Agencies Shared Services (CASS)**

Wellington, July 2014 – July 2015

This 12 month contract role involved managing six projects for the CASS unit of The Treasury using PRINCE2. Projects were internally managed under the Prince2 methodology, but a hybrid approach was required if external vendors provided support and development within Agile/ Waterfall. Monthly budget and progress reporting to the central governance committee was required for each project.

Project budget allocation was \$3 million for the following portfolio;

- Introduce secure file sharing solution between internal and external stakeholders
 - Review security requirements to host/exchange information to the “In Confidence” level
 - Manage a solution design with CASS IT security advisors
 - Seek and access candidate software solution, view to configure and customise existing app
 - Resource management: [Internal] System Solution Architect, Security Architect, Database Analyst, Business Analyst [External] 1-3 Vendors
- Complete RFP to source CMS application and vendor support
 - Ensure the project followed NZ Government procurement guidelines, selection panel participants were aware of their responsibilities of impartiality during the process
 - Liaise and co-ordinate vendor proposals through to final selection
 - Engage with internal legal team regarding contractual vendor agreements/ exemptions
 - Undertake all vendor due diligence tasks
 - Budget planning and forecasting for 3 years of the project
 - Resource management: [Internal] System Solution Architect, Security Architect, Database Analyst, Business Analyst, 7-8 Web Specialist [External] 10-15 Vendors
- Refresh of Android and iOS application for 2015 NZ Budget release
 - Review existing mobile applications for updating by external development company using Agile
 - Monitor and validate external vendor development tasks and delivery as no slippage was possible
 - Develop test infrastructure to securely undertake QA of both mobile platforms prior to public release. Budget information was strictly embargoed
 - Ensure application release lead times are accounted for within project timeline e.g. Android 1-2 days, iTunes 2-3 weeks review. This cycle of release also required that both the old and new applications must run via the existing data structure
 - Resource management: [Internal] System Solution Architect, Security Architect, Business Analyst, Test Analyst, 2-3 Web Specialist [External] 1 Development vendor
- Assess migration path and supplier for intranet CMS
 - Initiate project, gather requirements, create initial budget and establish risk and issue registers
 - Resource management: [Internal] System Solution Architect, Security Architect, Business Analyst
 - Project was later re-prioritised into the next financial year due to lack of available internal IT resource
- Introduce a CRM solution for all 3 agencies
 - Initiate project, gather requirements, create initial budget and establish risk and issue registers

- Resource management: [Internal] System Solution Architect, Security Architect, Business Analyst
- Project was later re-prioritised into the next financial year due to lack of available internal IT resource
- Assess and deploy a centralised test management system
 - Select and manage solution design with internal architects
 - Produce a proof of concept and present to software and applications development teams to gain buy in
 - Train internal staff in correct use of test automation, and educate development managers in strategic use of test automation
 - Resource management: [Internal] System Solution Architect, Security Architect, Business Analyst, Test Analyst, 2-3 Web Specialist [External] 1 Solution vendor

> **Manager, Applications Development and Architecture - Office of the Clerk of the House of Representatives**

Wellington, February 2013 – June 2014

This contract role was within the Organisational Performance and Public Information group, which provides administrative, financial, computing, planning and human resource support to Parliament. The original four month contract was extended twice to cover a role identified for dis-establishment.

- Lead the Applications team of seven staff and contractors, including Business Analyses, Project Management, System Support, Testing, Web, and Change Management
- Support application owners and negotiate application roadmaps;
 - Ensure development met internal business objectives and process e.g. sitting days, parliament sitting extended breaks
 - The business are updated and aware of their application dependencies and upgrade influencers e.g. OS, database, core application upgrades
- Develop and guide the Office's architectural strategy;
 - Acknowledge yearly budget capability, organisational direction e.g. outsource, business need and their drivers
- Managed external vendors to progress system support, hosting and development for the Office
- Project management, including maintaining up-to-date work plans for the team
- Ensuring IT systems and applications were available with minimal unplanned outage, collected data is stored and maintained to a high level of availability and quality

Role Highlights

NZ Parliament Website Platform Uplift.

Management of internal staff and external vendor to successfully complete both a software and server platform migration with minimal outage to www.parliament.nz. External vendors included Datacom for hosting, and Terabyte for system development of the content management system. I provided oversight of the solution as fit for production release within the scope of my role as Manager of Applications Development and Architecture, leading to the review of its performance deficiency.

The review I lead identified a previously undetected memory leak which caused the system to crash every 2-3 hours, and a networking issue between the backup and production site which could have delayed a restore of production by 2-3 days. Such issues would have caused the solution to become unstable during high load, being sitting days of Parliament.

All issues were resolved and the site launched without outage, leaving suppliers and Office of the Clerk with a show case deployment.

Question for Written Answer (QWA) Search Redeployment.

Project and technical management of external vendor for urgent replacement of the existing QWA search interface as directed by the Speaker of the House. The system was key for House members in assessing Question Time submissions in the House. I had only been with the Office for a short time when I was requested to take ownership of this urgent development. All of my staff were devoted to testing the Website Platform Uplift, so I needed to leverage my own knowledge with Google Search Appliances (GSA) and work with the suppliers to provide a sound solution to launch once and succeed.

I met with the supplier of the GSA devices, Fronde, to formulate development which minimised my internal team involvement, and could co-exist alongside both the current and pending CMS solution. I adopted the existing data feed to which Fronde developers modified the GSA to look and act like the current CMS solution, thus the deployment was transparent to any users, and require no training.

It was replaced per the Speaker's timeline at minimal cost, returning results in less than a second where the previous search took 4-5 minutes. This was a great win for our Office and supplier, with high political visibility. I further represented the Office for a Fronde Google Roadshow as a guest speaker of our innovative use of the GSA.

Parliamentary Question to the Speaker of the House;

https://www.parliament.nz/en/pb/order-paper-questions/written-questions/document/QWA_04200_2013/4200-2013-hon-trevor-mallard-to-the-speaker-of-the-house

Fronde Customer Success Story;

<http://www.fronde.com/customers/public-sector/office-of-the-clerk-delivers-quick-answers/>

Select Committee Video Streaming.

Following on from my success with both the Parliament CMS successful deployment, and redeveloping the QWA search system, the Office requested I project manage the delivery of video streaming public Select Committee meetings.

The Office had existing video streaming capability through the Parliament TV service, but it lacked capacity to host additional streams. I met with existing suppliers of both video capture and Content Distribution Network (CDN), and successfully negotiated services and low rates for the trial.

Special consideration was required to acknowledge the unique security requirements where the trial venue was tasked to host both public and closed meetings. The video equipment needed to remain in place for all meetings, but provide committee clerks with a simple "off switch" and visual verification the system was disabled for closed meetings.

The pilot was a great internal and public success to publicly stream Select Committee meetings, including the heated discussion between Kim Dotcom and the (then) Prime Minister John Key. The solution provided stable video streaming during such high public interest meetings.

The pilot was extended due to its high demand, and was a great success for the Office of the Clerk and the Select Committee Office.

Office of the Clerk Story;

<https://www.parliament.nz/en/get-involved/features-pre-2016/document/00NZPHomeNews201312041/webcasting-of-select-committee-meetings>

Kim Dotcom meeting at venue (non-Office video stream);

http://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=10894565

Automated Testing Deployment.

Working with a vendor to undertake a redeployment of the existing Silk Test automation system. The system was upgraded and redeployed onto new virtualised servers and tested successfully ready for production use.

Select Committee Submission System Upgrade

Project manage the upgrade of Objective to support the Select Committee public submissions. The transactional system securely received submissions for the public website and transferred them into the corporate records management system Objective. The transport system required a transactional process to track and record every submission, allowing for a complete audit if required.

I established a robust testing framework to validate the upgrade within our development server prior to production release. Production was then revalidated post update to provide a high confidence of success.

The Select Committee Office required a high level of reassurance any updates would not adversely impact their business process, being of a high level of public interest, and subject to auditing and ministerial scrutiny.

Select Committee Office received full test exit reports which provide confidence the process was reviewed fully. The upgrade was completed on time without issue.

Contract Extension.

The second contract extension was due to my feedback on the organisation restructure to senior management as recommended by a third party consultant. My feedback detailed key issues, risks and opportunities for the transition of IT services to Parliamentary Service. Senior Office of the Clerk Management and the external consultant requested/recommended I remain to transition services and staff to the new service model.

Transitioned Staff, Senior Office of the Clerk Management and Parliamentary Services benefited greatly from my direction and guidance to ease the transition, providing a high level of continuity for staff and external service providers.

> Consultant Outsourcing – Optimisation New Zealand

Wellington, May 2011 – 31 August 2012

Optimisation is the outsource partner for the Department of Corrections to support the MySource Matrix Content Management System. I was recruited after leading their technical team through a project while employed as Web and Intranet Manager at the Department of Corrections.

- Project Manage (Agile/Prince2/Waterfall) and drive technical development aspects of outsource agreement
- Produce Statements of Work to undertake analysis, build, test and deployment
- Providing technical leadership of the Web Development Team
- Guide the team through incident management
- Creation and maintenance of disaster recovery plans

Role Highlights

Restoration of Corporate Intranet.

Incident managed an outage to the Corrections Intranet system, CORNET. The system went offline unexpectedly late one afternoon, my team at Optimisation provided software support, while Gen-i (now Spark) provided hosting infrastructure. CORNET provides key practice and process information on how people under custodial care must be handled, thus key for approximately 2000 staff to complete day-to-day tasks.

I worked through trouble shooting tasks with suppliers and my internal staff, attempting to both understand what had caused the outage, and how to quickly restore services. The system was out for almost 2 days before one of our developer staff admitted to making a sweeping change outside Change Control.

The system was restored within 2hrs of understanding what had been changed, and rolled back. Root cause analysis provided key learnings for development staff and the need for effective Change Control.

> Manager Intranet and Web – Department of Corrections

Wellington, September 2010 – May 2011

- Manage web delivery within the newly establish outsource model
- Managed internal web resource to maintain intranet and internet content
- Liaise with other business units and translate technical issues into plain English
- Project management, working with external service providers and internal stakeholders

Role Highlights

Community Probation Service Practice Centre.

Project Managed web delivery and worked with an external design agency to design an efficient practice repository for the Probation Service. This project was initiated after an incident where a young offender, Liam Ashley, died within the care of the Department, highlighting to me personally the importance of the information we provide.

I lead the development of the Google Search Appliance (GSA) integration into the system, feeding corporate data to the GSA, then presenting a targeted search for the practice centre.

The final solution was awarded the yearly Chief Executive Innovation Award 2011.

Rehabilitation and Reintegration Practice Centre.

Review of business requirements with the IT Project Manager throughout build and test cycles into the final production release of the Practice Centre. The final solution was awarded the Chief Executive Silver Innovation Award in 2012.

> Team Leader Web Management & Support – Land Information New Zealand

Wellington, June 2008 – September 2010

Project and Team Management of web and content developers. Role specialities included accessibility, usability, ASP.Net, PHP and application development.

- Project management including work stream status and risk/issue reporting
- Monitor activities against work plan and take corrective action as required
- Identify talent within team, encourage, develop and retain it
- Communicate regularly and consistently with stakeholders

Role Highlights

In the organisation's Gallup Employee Engagement Survey my team ranked their engagement well above the overall IT Services Department and LINZ as an organisation. Particular areas that ranked highly included: people feeling recognition for their work and that they were able to develop in their roles; that their manager cares; and that they were a team that was committed to quality.

This was a great personal achievement, and positive feedback of my team leadership style.

Redesign of the Land Record Ordering System (LROS).

Review current system and assess user requested improvements. This system is used by the public to order current and historical (archived) land records from LINZ.

Topo50 site launch.

Project Manage the development of two web sites (one campaign site, and one corporate site) to launch New Zealand's updated topography map series, Topo50. The sites were to allow the public to review, download and locate retailers to source the new map series.

Wanganui online name change submission.

Project Manage development of a website for the New Zealand Geographic Board. The website was used to collect public submissions on the Wanganui name change. The system was deployed within a tight timeline, ensuring high availability and design quality.

Open Source Software IT Architecture Decision.

Directed the inclusion of Open Source Software (OSS) into the LINZ IT Architecture development framework. Creating the statement to define the approach to assessing OSS on equal footing with propriety alternatives. This decision enabled the initiation of the CMS procurement project, resulting in Drupal being deployed to manage web content.

Education

Bachelor of Science in Information Systems – Massey University 2006.

PRINCE2 Practitioner 2017 – PeopleCert Nov 2017 (certification expiry Nov 2020)