



## Background

- Director, Masters Le Mesurier
- Principal Consultant, Acumen Alliance
- Strategic Sourcing, Getronics Australia
- Group Manager Facilities and Outsourcing, Allianz ANZ
- Chief Internal Auditor, Fujitsu Australia Limited
- Internal Audit Manager, National Rail Corporation Limited
- Manager Branch Systems Audit, Westpac Bank
- Senior Manager Information Systems Security, Ernst & Young
- EDP Audit Manager, Australian Airlines

## Skills Profile

- Program Governance
- Management of Internal and IT Audit Functions
- Business Use of Technology
- Project Management and Health Checks
- Internal Audit & Risk Management
- Negotiations and Business Partnering

- Facilitation and Coaching
- Business Process Improvement
- Strategic Sourcing

## Consulting Experience Overview

- Cisco Systems, AsiaPacificJapan
  - Theatre lead for business requirements, testing and change management for Oracle eProcurement implementation in US, Canada, Japan, Australia New Zealand.
  - Theatre lead for business definitions for Oracle eProcurement implementation through 12 Asian countries
  - Project Manager for implementation of Ariba in AsiaPacific
  - Project Manager for implementation of Procurement Card in AsiaPacific
  - Various consultancies on Procurement Strategies
  - Consultant leading vendor consolidation, vendor auditing and supplier enrolment processes
- EDS
  - Review of internal processes relating to non standard work request from Federal Government clients
- Australian Tax Office
  - Review of the process of requesting services and activities from their various technology suppliers



- Macquarie Bank
  - Lead the review of the process for management of Demand and Resource Management for IT development services
- Parramatta City Council
  - Leading the consultancy for the development of a Decision Support Process and Tool for project related activities
- ACT Education and Training
  - Lead auditor for an IT risk assessment and solution options for the various Student Welfare Management systems used across the Department's Schools.
- Compuware
  - Management of the Business Solution Partnership between Masters Le Mesurier and Compuware, particularly in relation to the Changepoint Program Governance Solution.
- NSW Department of Housing
  - Review of maintenance systems and processes for the Minister of Housing (May 2005 and June 2006). This review was to provide assurance to the Minister that his Department were appropriately undertaking this multi billion dollar maintenance reform project.
- NSW Parliament, Public Accounts Committee
  - Statutory Tri-ennial review of the Audit Office of NSW 2006 reporting to the NSW Public Accounts Committee (reports tabled in Parliament).
- eWater CRC
  - As part of the outsourced internal audit arrangement, development of the Internal Audit Strategic Plan for the research co-operative.
- Integral Energy
  - Lead Auditor for reviews of construction projects, capital acquisition and asset management. Leading the team undertaking reviews of capital project management and customer acquisition.
  - Probity Audit Senior Team Member for major outsourcing procurement activity.
- Australian Federal Police
  - Quality Assurance Partner for the review of Outsourced Internal Audit Assignments.
  - Lead Auditor of IT Governance and Program Management.
- NSW Police
  - Provision of Internal Audit Services (Performance, Compliance and IT)
- Pfizer Pharmaceuticals
  - Independent review of Outsourcing Tender for Facilities Management and Analysis of purchasing activities as input into Strategic Sourcing plan.
- State Rail Authority
  - Lead a cross functional workshop on issues as a "Readiness Assessment" for the implementation of e-Procurement within the Rail Authority in accordance with NSW Government directives.
- Client - Rail Infrastructure Corporation 2002 - Ongoing
  - CONSULTING ACTIVITIES
  - Quality Assurance for the provision of e-Procurement Strategy and implementation for the Corporation.



- LogicaCMG
  - Leading the delivery of consulting services to Logica as a member of the Logica Consortium which has been selected to design, build and manage the whole of NSW Government electronic marketplace.
- State Transit
  - Managing the delivery of co-sourced internal audit services to State Transit, including Revenue Audits, Payroll Audits and Integrated Ticketing Audit Strategy.
- Getronics (Australia) Pty Limited
  - Lead Consultant for an outsourced strategic sourcing function, including all MRO suppliers and interfacing with operational delivery via warehousing and logistics.
  - Overview of the entire purchasing operations of Getronics in Australia, including administrative and related purchasing as well as the operational purchasing (supply chain), strategy for e-Procurement and tendering a majority of the non-Production procurement.
- TAB Limited
  - Lead Consultant and Key Team member on assignment, with responsibility for vendor management and software delivery from a US supplier, financial management, procedures development and regulatory interface.
  - Also engaged to review the of preparation for delivery of a second product software solution.
- CSIRO
  - Key Team member on assignment responsible for the Strategic Sourcing Plan, Solution Identification Business Needs, Lead Facilitator, Market Review, and Implementation Strategy for the first Federal Government e-Procurement Strategy Study. Resulting from this assignment was the development of the Federal Government e-Procurement Strategy Framework for the National Office of the Information Economy.
- AFFA
  - Support member on market place strategy to the Acumen Team providing strategy and tender services to AFFA. for the first of the Federal Government e-Procurement Solutions
- GEAC
  - Provision of Strategic Sourcing for multinational data and voice communication services for the Asia Pacific Region.
- Mediterranean Shipping Company
  - Provision of strategy support and risk management through the transition of the move of their Head Office from Sydney to Fremantle, to ensure continuation of services in IT and Finance
- Support Command Australia – Department of Defence
  - Market Testing Strategy and Scoping Study of to review whether the Disposal and Marketing Agency was able to be Outsourced.



## Executive Experience Overview

### Allianz Australia/ MMI Insurance Group April 1998 - Sept 1999

#### Group Manager, Facilities and Outsourcing

##### RESPONSIBILITIES

Accountability for the overall delivery of administrative services that are pervasive throughout the organisation. Major activities at a high level include Property (\$15m), National Call Management Centre, Printing (\$2.8m), Stationery (\$1.5m), Travel Management (\$2.7), Fleet Management, Credit Cards, Office Equipment, Outsourced and In-house Mail-Rooms [including Couriers] (\$0.5), and Security. For a transition period also Voice Communication Systems.

##### ACHIEVEMENTS

- Negotiated many major agreements/issues with suppliers, including settling a \$2.4m claim down to \$380k; consolidation of supplies realising cost benefits.
- Managed a multi-professional project team for the selection of the National Head Office, which reduced the cost by approximately 100/ m<sup>2</sup> and has allowed the consolidation of two significant suburban offices back into the head office site.
- Designed, developed and implemented an outsourcing management approach, a computerised contract management system, and an IntraNet system to communicate to staff company suppliers.
- Call Management Centre and Voice Communications was dysfunctional. Implemented basic key performance indicators, changed structure, stabilised the environment and within months the Call Centre was running at best practice (external

call abandon rate from 15% to 3%). Established a Voice Communications Systems Strategy, which has lead to savings of multiple millions in telecommunications costs.

- Successful Year 2000 and GST Project Management for all accountable areas, on-time and budget.

### Fujitsu Australia Limited April 1996 to April 1998

#### Chief Internal Auditor

##### RESPONSIBILITIES

Accountability for the overall internal audit functions in Australia, New Zealand, PNG and Fiji. Directly reported to the Executive Director Finance and Administration, the most senior Japanese representative in the company. Responsible for audit planning, negotiating outsource arrangements, scope of activities, reporting, delivery of findings to Executive Management, internal liaison, field work on some activities, liaison with external auditors and, in New Zealand an "Internal Audit and Compliance Committee" of the Board.

##### ACHIEVEMENTS

- Following a request from their outsourcing division, I undertook a review to assist in transforming the division from a sales focus to a service delivery organisation. This review included analysis, best practice benchmarking and the change management process.
- At the request of the Managing Director of FBA, assisted with the replacement of an incomplete core system. Advice included: the process of system selection, contract negotiation and planning the implementation. This project successfully implement a new client and contract management system



- Key member of a multi-disciplinary review of two subsidiaries. This review identified the major financial weaknesses, fraud and development of a business recovery program, which led to their merger. At the initial stages of the merger I was responsible for the tactical information technology and property plans and the overall high level project plan.
- Introduction of a business risk model for major internal projects. As a consequence an Executive Director was made chairperson of each major project, which improved the accountability of the project teams.
- Led the internal audit and key facilitator in understanding and solving a \$2m problem in a New Zealand subsidiary, with the implementation of KPIs being a key success driver. The subsidiary returned to profitability.

### **National Rail Corporation Limited September 1992 - March 1996**

#### **Internal Audit Manager**

##### RESPONSIBILITIES

Accountable to the Audit & Finance Committee of the Board and Managing Director for all internal audit activities within the company. National Rail was a green field site, establishing modern team base enterprise organisational models in which internal audit had to support and operate within.

##### ACHIEVEMENTS

- Being involved in one of the first enterprise bargaining negotiations with the ACTU to develop a model of team-based accountability. The team workforce accepted the model.
- Developed an internal audit approach based on a significantly adapted control self assessment (Gulf Canada Model), to

support the team structure in the field. This gained acceptance by team workforce.

- Involved in the successful design selection and implementation of one of the most advanced IT outsourcing deals at the time.
- Outsourcing a large-scale internal audit function, which appeared seamless within the organisation. Had the function established and fully operational within five months of commencing with the organisation.

### **Westpac Banking Corporation May 1991 - August 1992**

#### **Manager Branch Systems Audit**

##### RESPONSIBILITIES

Managed an internal audit team overseeing the Australian retail bank host products, IT and manual systems, customer accounts and general ledger. The group was rebuilt during this time.

##### ACHIEVEMENTS

- Rebuilt the team to deliver a consistent quality of service across a number of technical skill bases.
- Significant involvement in the final stages of CS90, raising serious question about its approach and outcomes. Implemented the first internal control framework for developing systems in the CS90 program.
- Located some hundreds of millions of dollars misallocated with the integration of a purchased banking portfolio.
- Total redevelopment of a major product internal audit strategy leading to significant saving in audit costs and improving the outcomes of the audit deliverables.



**Ernst & Young**      **May 1988 - May 1991**

**Manager/Senior Manager**

RESPONSIBILITIES

Client relationships, marketing, personnel, staff training and development and service delivery to the firm's clients in the areas of computer audit (external audit and consulting), information security, business impact analysis and disaster recovery planning.

ACHIEVEMENTS

- Support person on bid, project leader (training) and project establishment leader for a major contract (US\$500,000) for the National Power Corporation of the Philippines.
- Saved several external audit clients for the firm by changing the approach to computer auditing.
- Developed a team of "poor performers" into the major computer audit team in the Melbourne market.
- Business Impact Analysis and Disaster Recovery plans for major Australian corporations.

**Australian Airlines Limited, January 1984 - May 1988**

**Graduate Trainee/EDP Audit Manager**

Commenced my professional career with TAA and left as the EDP Audit Manager some years later. Responsible for the entire computer and operational audit activities.

## Education

Flinders University of South Australia

Bachelor of Economics - (Major in Economics and sub-major in Computer Science)

Westminster School (South Australia)

## Professional Associations

Member of:

- Australian Institute of Company Directors
- Institute of Internal Auditors
- Chartered Institute of Purchasing and Supply
- Facilities Management Association of Australia
- Australasian Business Travel Association
- The New South Wales Justices' Association Limited

## Professional Activities

- Co-author of landmark Australian research book "Computer Security in Australia"
- Have worked on short-term assignments (two months or less) in Manila and Singapore
- Undertaken assignments in India, Singapore, Hong Kong, Japan, China, Korea, USA



- Regular speaker at conferences on the following:
  - e-Procurement
  - Information Technology
  - Business Impact Analysis
  - Disaster Recovery Planning
  - Process Improvement
  - Financial Systems
  - Outsourcing
  - Internal Auditing
- Spoken in the following countries: extensively throughout Australia, United States, Hong Kong, Singapore, Malaysia, Philippines.
- Lectured at RMIT and Monash University on Computer Security to Masters' Course students.

## Personal Interests

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- Sports: Basketball (umpire), Australian Rules Football, tennis
- Theatre, Movies, Travel
- Social Justice, especially in relation to young people
- Church, Youth Ministry, Worship Leading, Lay Preaching, Music