Curriculum Vitae of Gayle Lewis

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Career & Education Summary

I have been working in my current role as Manager Information Technology (Level 8) at WorkCover WA since April 2009. I am responsible for managing 20+ staff (including FTEs and full-time contractors) in the Information Technology branch. The Corporate Information Services (Records) Team has recently been transferred under my leadership from the Finance branch. I report to the General Manager Corporate Resources.

The Manager IT role is responsible for the development, management and implementation of information technology strategies and policies and ensures provision of timely and strategic advice to the Board, the CEO, Corporate Executive and business units. IT Project delivery forms a large component of the role and several substantial projects have been successfully delivered under my leadership.

My previous role was as a Project Manager / Business Analyst / Service Delivery Manager at Multipro IT, which is an IT services outsourcing and consulting company specialising in managed IT solutions for the mining industry. My responsibilities were varied, with a strong focus on client relationship building.

Prior to Multipro, I was employed as a Business Analyst and Project Manager at Racing and Wagering Western Australia (RWWA) and as a Business Analyst and Project Manager at Co-operative Bulk Handling (CBH).

Before moving to Perth in April 2005, I worked at the University of Cape Town in South Africa for over 8 years, in various roles and at different departments of the university. My final role at the university was as Head of Information Systems at the Department of Communication & Development, where I managed a team of IT staff and was responsible for the Alumni and Fundraising Information System and its data.

My qualifications include a Bachelor of Science (Computer Science) degree, a Postgraduate Diploma in Management and a Bachelor of Commerce (Honours) degree in Information Systems.

Skills Summary

I have extensive experience in building relationships and liaising with stakeholders at all levels of an organization, including the Board, senior management, business and technical staff, vendors, suppliers and external consultants.

I have a sound management background and have extensive experience in leading and managing diverse teams.

I am a results-oriented person with a strong success record in planning, developing and implementation of various Information Technology solutions to address business problems, whilst managing costs and risks.

I am adaptable and flexible and have excellent analytical and hands-on problem-solving skills.

Education

► Tertiary & Secondary Qualifications

2002, Bachelor of Commerce (Honours) in Information Systems, University of Cape Town
(awarded in the First Class)

2001, Postgraduate Diploma in Management, University of Cape Town

1999, Bachelor of Science (Computer Science), University of Cape Town

1995, University of Cambridge General Certificate of Education (A-Levels), International School of South Africa

► Other Qualifications

2007, ITIL Foundation Certificate (version 3)

2002, CompTIA Certified Technical Trainer (CTT+)

1999, Microsoft Certified Professional (MCP) NT4

► Professional Development & Other Training

2013, Emergency Planning Committee Course, HES

2012, Writing Ministerials, IPAA

2011, Managing Poor Performance, The Institute of Public Administration Australia

2010, Practical Decision Making for Managers, Australian Institute of Management

2010, Occupational Safety & Health Training for Managers and Supervisors, Applied Safety & Risk Management

2010, Accountability and Ethical Decision Making Program, Public Sector Commission

2006, Essentials of Rational RequisitePro, IBM Software Group Education

2006, Mastering Requirements Management with Use Cases, IBM Software Group Education

2005, RWD Infopak (user support and documentation tool)

2003, Ensuring Success with Complex Projects, University of Cape Town Graduate School of Business

Membership of Professional Associations

► Australian Computer Society – Member since November 2003

► MENSA

Employment History (Summary)

Role	Employer	Dates
Manager Information Technology	WorkCover WA	April 2009 – present
Project Manager / Business Analyst / Service Delivery Manager	Multipro IT	January 2007 – May 2008
Business Analyst / Project Manager	Racing and Wagering Western Australia (RWWA)	October 2005 – January 2007
Business Analyst / Project Manager	Co-operative Bulk Handling Ltd (CBH)	June 2005 – October 2005
Head of Information Systems	University of Cape Town, South Africa (Department of Communication & Development)	May 2003 – April 2005
Various roles: - IT Systems Administrator - IT Support Consultant - Research Assistant (Part time) - Summer and Winter School Lecturer (Part time)	University of Cape Town, South Africa (various departments, including the ICT Services Department, Dept. of Psychology, Dept. of Education, Faculty of Humanities)	February 1997 – May 2003

References

Contact details of referees will be provided on request.

Employment History (Detailed)

IT Manager, WorkCover WA
April 2009 – present

► Responsibilities

> Providing leadership in Information Technology to WorkCover WA to ensure effective and efficient delivery of IT services.

> Providing strategic advice and guidance on IT strategy and policy to the Corporate Executive, consistent with WorkCover WA and whole of Government compliance requirements.

> Providing leadership to Information Technology staff and the Corporate Information Services (Records) staff and ensuring successful delivery of all IT services to WorkCover WA. The IT Manager position reports to the General Manager Corporate Resources position.

> Ensuring smooth, secure and reliable delivery of IT Services, including delivery of business applications, systems, database and network administration, service desk operation, technical security, telecommunications and web administration.

> Developing, implementing and managing WorkCover WA's IT policy, governance framework and defining standards.

> Planning and delivering the IT Strategic Plan, Operational Plan and IT projects that contribute to the maintenance of a contemporary IT environment at WorkCover WA.

> Mapping and delivering improved business processes, change management programs and risk mitigation strategies.

> Delivering improved infrastructure, software, licensing, data, IT planning and security.

> Effectively managing IT assets, including software, hardware and other assets. This includes ensuring software licensing agreements and laws are adhered to.

> Supervision of 20+ staff, including FTEs and full-time contractors, including the infrastructure team, application development team, service desk and various project-specific teams.

> Ensuring systems are implemented in accordance with audit requirements.

> Providing IT reports, including technical performance, vendor performance, staff productivity, financials and asset management.

> Keeping informed of latest trends in technology and proving recommendations for innovation and continuous improvement.

> Arranging IT procurement contracts, maintenance contracts and resolution of technical issues with third party suppliers.

► Project Achievements

I am responsible for delivery of the WorkCover WA IT Strategic Plan. The following IT Strategic Plan projects have been successfully delivered under my leadership to date:

> **2009:** Organisational-wide Desktop and Laptop Replacement (budget $550k)

> **2009:** Full Infrastructure Upgrade, including server virtualisation, storage and backup solution (budget $400k)

> **2010:** Phase 0 Project – Documenting business processes and requirements and making a recommendation to the Board on strategy for the replacement of unsupported VB6 core business systems (Budget $250k)

> **2011:** Email environment upgrade from Exchange 2003 to Exchange 2010 (budget $105k)

> **2011:** Core Business Systems Replacement Year 1: Dispute Case Management System (Budget $1.5million) – delivered $300k under budget due to the use of Agile development methodologies. This was a critical project for WorkCover WA as it related to a major legislative change.

> **2012:** Core Business Systems Replacement Year 2: Regulatory Services Case Management System (Budget $1.6million)

> **2013:** Core Business Systems Replacement Year 3: Scheme Information System (Budget $1.9million)
> **2013:** Records Management System replacement with HP Trim EDRMS (Phase 1 Budget $120k)

I am responsible for the following projects currently in progress:

> Replacement of WorkCover WA's external website (Budget $170k)
> HP Trim EDRMS implementation agency-wipe (Budget $500k)

► Other Achievements

> Establishment of Agile Development methodologies at WorkCover WA. Agile has now been successfully used since 2011 and was instrumental in being able to deliver on large in-house development projects to replace all legacy VB6 systems.

> Significant reduction in the backlog of in-house application development change requests.

> Resolution of outstanding IT audit findings and minimal new audit findings due to improved controls and processes.

> Operational efficiency improvements and streamlining of IT processes, including the implementation of an ITIL-aligned Service Desk.

> All of WorkCover WA's IT policies have been completely revised and consolidated to ensure their relevance to current technologies and to be in line with accepted industry standards (e.g. a new Information Security Policy based on the ISO/IEC 27000-series standard, a contemporary Acceptable Use of Technology Policy, a Portable Storage Device Policy).

> I am a member of the WorkCover WA IT Steering Committee and I regularly present to the Board, the Corporate Executive, the Audit Committee and the Board IT Working Group.

Project Manager / Business Analyst / Service Delivery Manager, Multipro IT
January 2007 – May 2008

► Responsibilities – Project Manager

> Co-project managing the ICT Implementation Project at the Koolan Island mine site (owned by Mt Gibson Iron), budget $700k. This involved day-to-day project management from Perth and visits to site. Multipro won the Infrastructure category award in the prestigious WA Information Technology & Telecommunications Awards (WAITTA) for this project in 2007.

► Responsibilities – Business Analyst

> Documenting internal business processes and suggesting improvements. Being a small company, Multipro had not previously documented their business processes. I was responsible for putting a framework in place and starting to document key business processes in order of priority.

► Responsibilities – Service Delivery Manager

> Customer relationships building and ensuring that Service Levels are being met.
> Drafting and implementing Service Contracts and Service Level Agreements.
> Designing solutions and preparing proposals to meet client requirements.

Business Analyst / Project Manager, Racing and Wagering Western Australia (RWWA)
October 2005 – January 2007

► Responsibilities – Business Analyst

> Liaising with various business stakeholders to develop ideas and concepts into Concept Identifications, Concept Analyses and Business Cases, which were presented to the RWWA Board for approval.
> Cost estimating and modelling for Business Cases.
> Facilitating workshops and meetings to obtain stakeholder input.
> Co-ordinating and facilitating end-to-end Tender and Requests for Proposal evaluation processes, from preparation of tender requirements to tender evaluation to contract award.
> Requirements gathering and preparing user and functional requirements documents.

► Responsibilities – Project Manager

> Managing project budgets and resources, including staff.
> Planning, scheduling and co-ordinating successful project delivery, on time and on budget.
> Liaising closely with all stakeholders involved in projects.
> Monitoring of work completed and keeping track of milestones reached.
> Risk, issue and change management.
> Regular reporting on project progress to steering committees.

► Achievements

I prepared a detailed Business Case for Customer Information Terminal implementation across the whole RWWA network, state-wide. This was a challenging Business Case, which involved a tender preparation and evaluation, complex cost estimating, workshops and negotiations with a large number of internal and external stakeholders. The final Business Case was for $1.4 million and it was approved by the RWWA Board and subsequently successfully implemented.

I also managed several small and medium-sized projects, including:

> Thoroughbred Microchip Identification System Implementation (budget $70k)
> FinanceOne Financial system upgrade from v10.2 to .NET (budget $700k)
> Cognos Budgeting and Strategic Forecasting Implementation (budget $700k)
> Distribution Process Business Process Improvement project (budget $65k)

Business Analyst / Project Manager, Co-operative Bulk Handling Ltd (CBH)
June 2005 – October 2005

► Responsibilities – Business Analyst

> End-to end analysis of the Finance "Purchase to Pay" process and its KPIs, as well as determining other metrics for the Finance department in order to implement process improvements.
> Drafting a detailed Business Continuity Plan for the Finance Department.

► Responsibilities – Project Manager

> At the time of my employment, CBH was going through major change and undertaking business process improvement across the whole company. There were 6 main processes identified for improvement. One of them was "Order to Cash", which was my responsibility to project manage. My responsibilities included:
  > Creating and maintaining the project plan in Microsoft Project.
  > Monitoring and tracking of work completed and keeping track of milestones reached.
  > Weekly reporting on progress at the Order to Cash Team Leaders meeting and at the BPR program meeting of all project leaders and managers.
  > Planning, scheduling and facilitating of workshops and meetings.
  > Risk and issue management.

> Liaising with the project leader, team leaders, change managers, process-mapping consultants and other stakeholders involved in the project.

> Liaising with other project managers to ensure consistent application of project management methodology at CBH.

Head of Information Systems
University of Cape Town, Department of Communication & Development
May 2003 – April 2005

► Responsibilities – Management of Information Systems & team leadership

> Managing the day-to-day operations of the Information Systems unit.

> Managing and leading the staff in the Information Systems unit. Setting of goals and objectives for the team, allocating work, doing regular performance appraisals and ensuring that staff remain motivated.

> Taking full ownership of and managing all information systems within the department.

> Ensuring maximum systems availability and providing support services to all users.

> Providing regular reports on work completed and team performance to senior management.

> Managing external vendor and supplier relationships. Negotiating contracts and Service Level Agreements and ensuring that issues and problems are resolved in a timely manner.

► Responsibilities – IT consultancy & data analysis

> Providing advice and consultancy services on all IT issues to senior management and other employees of the department.

> Auditing the use of information systems to ensure that high information quality, integrity and security is maintained at all times.

> Implementing new policies and procedures for the department (e.g. information security policy) and ensuring employee compliance with policies.

> Analysing data for the department, including statistical analysis and data modelling.

► Responsibilities – Systems / Business Analysis, BPR and requirements gathering

> Analysing and documenting existing business processes within the department and suggesting improvements.

> Liaising with other departments throughout the university to ensure that the most efficient and effective technology and processes were used (e.g. integration between the departmental information systems and SAP – the university's HR & financial system).

> Monitoring and reviewing existing information systems to determine if they are meeting the needs of the department.

> Making recommendations for implementing new information systems. Providing proposals and business cases in support thereof and presenting this to senior management at departmental and university level.

> Planning, scheduling and facilitating workshops and meetings for requirements gathering, design and systems review.

> Documenting requirements and writing specifications for review and sign-off by stakeholders.

> Presenting technical and functional specifications to software developers / external vendors to develop and configure customised functionality.

> Liaising with developers / vendors to ensure that requirements are understood and that development is in line with user specifications.

> Reviewing documentation and producing test plans to ensure quality of systems delivered.

► Responsibilities – Project Management

> Managing projects for the department, through the full systems development life cycle.

> Creating and maintaining project plans in Microsoft Project. Estimating, planning and

> scheduling of work, allocating tasks to resources, monitoring and tracking of work completed and keeping track of milestones reached.
> Identifying project assumptions and risks and implementing risk mitigation strategies.
> Providing regular project progress reports to senior management and to the project steering committee.
> Delivering presentations on project progress at the weekly meetings of the Academic Computing Coordinating Committee (the highest level strategic IT committee at the University of Cape Town).
> Planning, scheduling and co-ordinating the delivery of development releases and ensuring that overall project timelines are met.
> Managing and co-ordinating change requests and tracking issues.
> Determining user training requirements and designing and implementing training plans.
> Managing project budgets and approving all quotes and invoices from developers, vendors and suppliers.
> Negotiating and managing contracts and Service Level Agreements.
> Liaising closely with all stakeholders involved in projects, including end-users, developers, vendors, suppliers, external consultants and senior management.

► Achievements

I was responsible for managing a project to implement a new integrated Alumni and Fundraising Information System for the Department of Communication & Development to replace unsupported systems which did not meet business requirements. I was responsible for analysing the existing information systems and business processes, and selecting a new information system. After conducting a detailed requirements analysis and consulting with various stakeholders within the department as well as the rest of the university, I proposed that a new integrated information system be implemented to replace several existing information systems and to streamline business processes across the various sections of the department. The new system also interfaced with other systems at the university, such as the student records system and the HR & financial system (SAP). The new integrated information system was critical to the functioning of the department, enabling the development of greater business intelligence for fundraising efforts and relationship building with alumni.

I was a full member of the Academic Computing Coordinating Committee (ACCC), which was the highest-level strategic IT committee at the University of Cape Town. I represented the interests of the Department of Communication & Development. The committee met on a weekly basis, and its role was to oversee and approve all new IT projects and systems implementations across the university, in order to ensure strategic alignment. The committee was also responsible for approving all requests for upgrades and changes to SAP, the university's main HR & financial system, and for approving modifications to the university's student records system. Amongst the other members of the committee were senior members of the University of Cape Town management, including the Deputy Registrar, the Project Director from the Office of the Vice-Chancellor and the Manager of the Academic Computing Systems Department.

Various roles
University of Cape Town
February 1997 – May 2003

List of roles:

- IT Systems Administrator

- IT Support Consultant

- Research Assistant (Part time)

- Summer and Winter School Lecturer (Part time)

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