



Senior Information Technology Manager

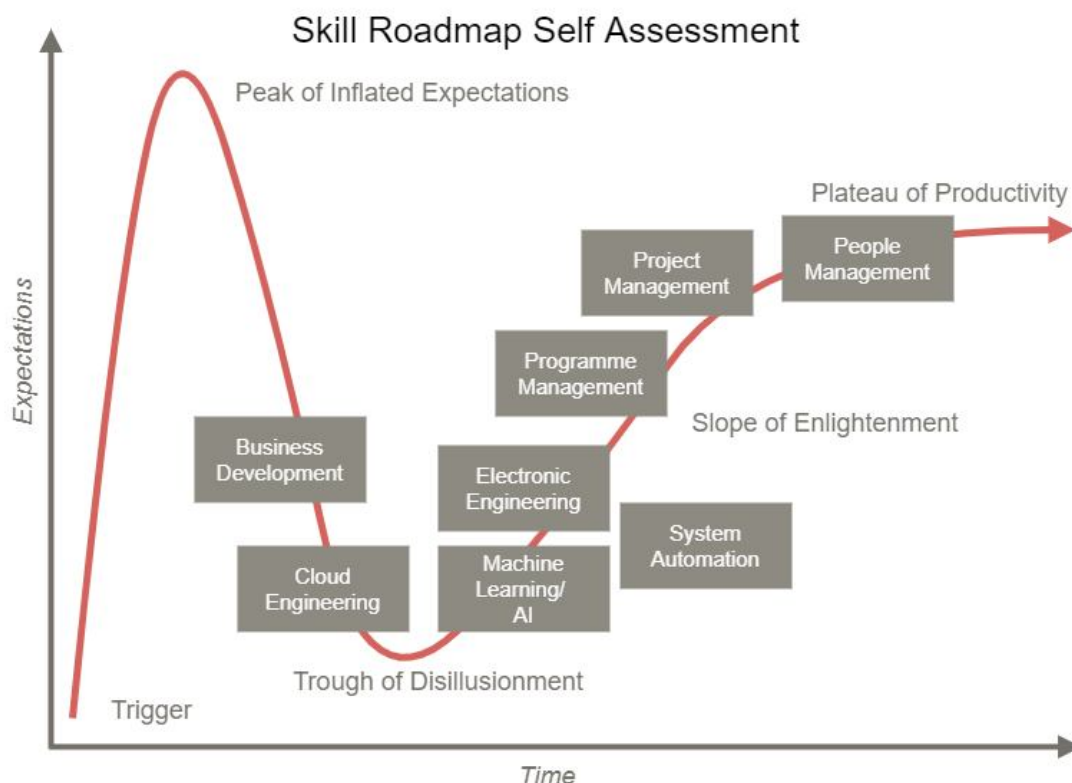
Project/Programme Management | Application Development | System Management

Professional Profile

- Proactive self-starter with a 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
- A respected leader who effectively motivates others to deliver key organisational initiatives
- Creative and dependable with a 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)
- Cloud Service Adoption
- Strategic Planning and Direction
- Strong Business and Vendor Relationships
- Team Building/ Recruitment
- Performance Management
- Product Development
- Quality Assurance and Automation
- Budget Administration
- Programme Management
- Web Services Delivery



Professional Experience

> **Director – Ockham Solutions Ltd**

Wellington, July 2015 – current

Business development focus from June 2019:

Develop a data radio network solution for remote deployment where limited 4/5G coverage is available to permit internet access to remotely sourced data. The solution utilises Amazon/Google Web Services and Open Source where possible. I break where possible between engagements to re-train and develop the radio network.

- Progress development of remotely deployed solution to identify NZ native bird calls through Machine Learning/ AI
- Upskill in Machine Learning and utilisation of Amazon Web Services, including travel to AWS re:Invent 2019 conference in the USA to attend the Machine Learning Summit (see my LinkedIn profile for summary – <https://bit.ly/dpwallace>)
- Edge compute deployment of Machine Learning model onto low power devices utilising Google TensorFlow

> **Senior Project Manager – Fronde**

Wellington, January 2020 – 30 June 2020

Provide project management services to Fronde's client base, primarily government. Manage all aspect of the project, internal team and delivery. Provide bid or Statement of Work estimation to maintain/grow business opportunities.

6-month contract activity reduced early due to the impact of COVID-19 through client lock-down impacting the project portfolio.

> **Project Manager – Ministry of Social Development – Insights and Investment**

Wellington, December 2017 – 28 June 2019

Managed introduction of Amazon Web Services (AWS) hybrid cloud capability to the Ministry, and facilitate data analytics to frontline staff, budget allocation \$7 million (circ.). Greenfield solution designed and deployed by a mix of 16 contract, permanent and vendor team resource.

Solution playbook produced to inform the broader government how AWS was introduced to the Ministry, both positive and negative aspects. Playbook intent to reduce wider government lead-time to achieve similar cloud adoption. Playbook development was undertaken through cross-sector government collaboration to ensure relevance and re-use.

Mentor business staff to best prepare deliverables to be production-ready for ongoing BAU development.

Original 12-month contract extended through to project end June 2019.

> **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 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 for each project.

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

- Introduce a secure file sharing solution between internal and external stakeholders
- Complete RFP to source CMS application and vendor support
- Refresh of Android and iOS application for 2015 NZ Budget release
- Assess the migration path and supplier for intranet CMS
- Introduce a CRM solution for all three agencies
- Assess and deploy a centralised test management system

> 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. Two extensions were granted from the original four-month contract 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 is 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. outsourcing, 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 the 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 complete both a software and server platform migration with the 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 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 analysis 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 a problem would have caused the solution to become unstable during high load, being sitting days of Parliament.

All issues resolved and the site launched without an outage, leaving suppliers and Office of the Clerk with a showcase deployment.

Question for Written Answer (QWA) Search Redeployment.

Project management external vendor for an urgent replacement of QWA search system directed by the Speaker of the House. The system was vital for House members in assessing Question Time submissions in the House. I had only been with the Office for a short time when requested to take ownership of this critical development. All of my staff were devoted to testing the Website Platform Uplift, so I needed to leverage my 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 Speakers timeline at minimal cost, returning results in less than a second where the previous search took 4-5 minutes. This was an excellent 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.

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 could not 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.

Unique security requirements needed consideration for the trial host venue for both public and closed meetings. The video equipment required to remain in place for all sessions, 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.

Extension of the pilot occurred due to high demand and proved a great success for the Office of the Clerk and Select Committee Office.

Automated Testing Deployment.

Undertake remedial work and redeployment of the 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 needed.

I established a robust testing framework to validate the upgrade within our development server before the production release.

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 to provide confidence the process was robust. The upgrade 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 specified vital issues, risks and opportunities for the transition of IT service 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.

> Consultant Outsourcing – Optimation New Zealand

Wellington, May 2011 – August 2012

Optimation 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 was offline unexpectedly late one afternoon, my team at Optimisation provided software support, while Gen-i (now Spark) provided hosting infrastructure. CORNET provides essential practice and process information on custodial care, thus crucial for approximately 2000 staff to complete day-to-day tasks.

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

System restoration occurred within 2hrs of root cause identification and rollback authorised. 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
- Manage 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. The project initiated after an incident where a young offender 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 annual Chief Executive Innovation Award 2011 was presented to the project team.

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 ultimate 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 workstream status and risk/issue reporting
- Monitor activities against work plan and take corrective action as required
- Identify talent within the 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.

The ranking was a tremendous 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 website) to launch New Zealand's updated topography map series, Topo50. The websites were to allow the public to review, download and locate retailers to source the new map series.

Wanganui online name change submission.

Project manage the development of the New Zealand Geographic Board website 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.

Facilitate the inclusion of Open Source Software (OSS) into the LINZ IT Architecture development framework. Define the approach to assess OSS on equal footing with propriety alternatives. This decision enabled the initiation of the CMS procurement project, resulting in Drupal selected to manage web content.

Education

Bachelor of Science in Information Systems – Massey University 2006.

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