

GOVERNMENT SAMPLES

Résumés, Selection Criteria
& Cover Letters



PETER STANWOOD

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Results-driven Chief Executive with a proven record of leading government-owned port and transport infrastructure organisations through complex capital investment, operational reform and enterprise transformation, I bring more than two decades of senior executive experience operating within highly scrutinised public enterprises. My background spans port authorities, marine and landside logistics, transport interfaces and capital-intensive asset portfolios, delivered in close partnership with Boards, shareholder ministers, Treasury and regulators. I am recognised for stabilising distressed programs, restoring stakeholder confidence, modernising governance, risk and assurance frameworks, and aligning strategy, people and capital to deliver safe, resilient and commercially sustainable outcomes. With deep experience leading major port redevelopments, freight and passenger terminal infrastructure and multi-year investment programs, I combine strategic clarity with disciplined execution in politically sensitive and operationally complex environments. I am motivated to lead TasPorts through its next phase of investment, cultural renewal and long-term value creation, strengthening Tasmania's trade connectivity, economic resilience and public trust while maintaining strong social licence and public accountability.

QUALIFICATIONS & TRAINING

2020 - 2022	Master of Data Science	James Cook University
1988 - 1992	Bachelor of Science (Honours) - Building Surveying	South Bank University

KEY SKILLS & COMPETENCIES

- **Government-Owned Enterprise Leadership:** Leads and advises accountable port and transport enterprises, balancing commercial performance, public value and shareholder expectations within government-owned operating environments.
- **Ports and Marine Infrastructure Leadership:** Provides executive leadership across port authorities, marine assets, wharf infrastructure and terminal developments, ensuring safe, resilient and efficient maritime and landside interfaces.
- **Capital Investment and Asset Stewardship:** Designs and delivers multi-year capital investment programs for capital-intensive asset portfolios, optimising asset performance, funding strategies and long-term sustainability.
- **Board and Shareholder Engagement:** Works closely with Boards, Chairs, shareholder representatives and Treasury officials, providing clear, decision-ready advice within high-governance and public accountability settings.
- **Enterprise Transformation and Recovery Leadership:** Leads organisational recovery, governance reset and cultural renewal initiatives within underperforming or distressed infrastructure enterprises facing heightened scrutiny.
- **Commercial Governance and Financial Oversight:** Exercises rigorous commercial discipline across large infrastructure portfolios, strengthening cost control, investment prioritisation, capital efficiency and long-term value outcomes.
- **Risk, Assurance and Regulatory Alignment:** Establishes and embeds contemporary risk management, assurance and compliance frameworks aligned to regulatory obligations, governance standards and shareholder expectations.
- **Stakeholder and Social Licence Management:** Builds and maintains trust with unions, regulators, communities and commercial partners, recognising workforce confidence and social licence as critical enablers of performance.
- **Executive People and Culture Leadership:** Builds and leads high-performing executive teams, embedding accountability, safety leadership, succession planning and values-driven organisational culture across complex organisations.
- **Operational and Interface Management:** Demonstrates deep understanding of port operations, freight logistics, passenger terminals and complex marine and landside connectivity requirements within highly regulated environments.
- **Crisis and Incident Leadership:** Provides calm, decisive leadership during high-profile incidents, delivery disruptions and periods of heightened public and political scrutiny, maintaining stability, safety assurance and stakeholder confidence.
- **Strategic Communication and Influence:** Communicates complex commercial, operational and risk matters with clarity and authority to Boards, shareholder representatives, regulators and senior stakeholders, enabling strategic alignment.
- **Major Program Recovery and Reset:** Leads complex program recoveries involving contract renegotiation, governance reset and capability rebuild, restoring delivery confidence and stakeholder trust on high-profile infrastructure initiatives.
- **Capital Funding and Investment Advisory:** Provides leadership on capital funding strategies, investment cases and long-term capex prioritisation, advising Boards on asset optimisation, divestment options and funding constraints.
- **Multi-Party Delivery Environment Leadership:** Directs large, multi-party delivery ecosystems involving owners, operators, contractors, regulators and advisors, maintaining alignment across competing objectives, interfaces and accountabilities.
- **Public Scrutiny and Assurance Navigation:** Operates effectively under public, political and media scrutiny, supporting Boards and executives through assurance reviews, parliamentary processes and high-visibility stakeholder engagement.

EMPLOYMENT HISTORY

Mar 2018 - Current

APP CORPORATION | www.app.com.au
Adelaide, South Australia

May 2025 - Current
May 2024 - May 2025
Jul 2023 - May 2024
Mar 2018 - Jul 2023

Executive General Manager - Infrastructure Delivery (Energy, Utilities & Ports)
Acting Chief Executive - Energy & Utilities
National General Manager - Industrial & Logistics & Regional General Manager - SA & NT)
General Manager - Industrial & Logistics

APP Corporation is a leading Australian integrated property and infrastructure consultancy providing strategic advisory, project delivery and assurance services across the full asset investment lifecycle to public and private sector clients. The company has a proven track record in complex infrastructure, transport, property and utilities projects.

Executive General Manager - Infrastructure Delivery (Energy, Utilities & Ports) & Acting Chief Executive - Energy & Utilities

RESPONSIBILITIES:

- Provide enterprise-level strategic and operational leadership across APP Corporation's infrastructure delivery and energy advisory businesses, guiding the practice from market establishment through to sustained profitability and long-term value creation, while applying deep expertise in regulated transmission environments and TNSP commercial models to execute growth strategies that deliver consistent revenue expansion and a strong pipeline of repeat clients.
- Hold accountability for a substantial P&L, exercising rigorous financial governance, disciplined cost control and capital optimisation to maximise returns on investment, while leading strategic business planning across multiple corporations, jurisdictions and portfolios and directing major business transformation initiatives focused on supply chain redesign, operating model optimisation and organisational resilience.
- Support clients at executive and board level through change and national restructuring programs, providing trusted advice, governance oversight and decisive change leadership, while building high-value stakeholder relationships across government, regulators, investors and industry partners, leading executive recruitment, overseeing board-level reporting, compliance advice and championing a culture of continuous improvement, innovation and collective accountability.

ACHIEVEMENTS:

- Served as Executive Director appointed by the Tasmanian Government to lead the recovery of the failed Spirit of Tasmania relocation project, rebuilding the delivery team, renegotiating all major contracts and establishing a defensible program structure and budget. Successfully navigated two Gateway Health Reviews, provided evidence to the Parliamentary Accounts Committee on four occasions, and restored confidence across TT-Line, Treasury and shareholder ministers during concurrent changes to the Chair, Board and Chief Executive. Drove deep cultural and governance reform across both the project and the organisation, with progress referenced positively in Parliament by the Premier.
- Led technical and commercial due diligence for Brookfield Asset Management on the acquisition of the regulated Clarus FirstGas gas network in New Zealand, developing the full 20-year capex and opex profile across four regulated entities and supporting investment decision-making within a highly regulated transmission environment.
- Acted as M&A lead for the divestment of Patrick Port Operations across five Australian ports, developing comprehensive opex and capex strategies and leading technical and commercial presentations to a Qatari sovereign wealth fund as the acquiring party.
- Appointed by Brookfield to recover a failing data centre investment portfolio operating across Australia, New Zealand and South Korea, stabilising four distressed projects valued in excess of \$2 billion. Reduced New Zealand investment exposure from \$1.1 billion to \$600 million, returned the South Korean program to budget, and briefly assumed the role of Chief Technical Officer to execute a decisive cultural and leadership reset across the business.
- Established APP Corporation's National Energy and Utilities division, growing the practice to more than \$20 million in revenue within two years and exceeding target EBITA through disciplined commercial management, strategic market positioning and repeat client engagement.
- Delivered senior commercial and delivery leadership across flagship global infrastructure programs, including the \$7 billion Aramco LNG project in the GCC, the \$4 billion Western Renewables Link for AusNet, AusNet's ongoing transmission delivery program, the \$4 billion AirFirst project in South Korea, and a multi-billion-dollar global data centre portfolio, securing multiple repeat engagements through trusted execution.
- Provided M&A advisory support to global equity investors across the infrastructure and energy sectors, including the FirstGas Clarus acquisition, supporting transaction structuring, risk assessment and investment confidence.
- Led APP Corporation's Audit and Integrated Business Systems function, delivering a comprehensive business-wide systems transformation and securing annual recertification across a six-year period through strengthened governance, assurance and compliance frameworks.
- Developed APP's national industrial sector stream, delivering ALDI's \$1 billion national divestment strategy from business case through to execution, the Geelong Port initiative supporting delivery of the new Spirit of Tasmania site and Brookfield's port divestment and the \$2.5 billion future submarine base and industrial precinct in Adelaide.

Executive General Manager: Energy & Utilities

RESPONSIBILITIES:

- As Executive General Manager, Energy and Utilities, I provided senior executive leadership to APP's national and international Energy and Utilities practice, driving renewable energy investment, innovation and commercial development across multi-billion-dollar programs supporting Australia's energy transition.
- Led a high-performing multidisciplinary team delivering end-to-end advisory, investment and delivery services across the full asset lifecycle, from strategy development and capital structuring through to project delivery and operational readiness across renewable generation, transmission and distribution sectors.

RESPONSIBILITIES:

- Engaged extensively with governments, regulators, investors, communities and delivery partners to steer complex projects through social licence, regulatory and public accountability frameworks, ensuring transparency, legitimacy and sustained stakeholder confidence in politically and socially sensitive environments.

KEY ACHIEVEMENTS:

- Appointed to lead the recovery, governance reset and delivery strategy for the Western Renewables Link 500/220kV transmission project, providing executive oversight of commercial negotiations, stakeholder alignment and delivery readiness for one of Australia's most significant regulated transmission investments nationally.
- Led executive advisory support for the acquisition of a major air separation portfolio in South Korea, delivering comprehensive technical and commercial due diligence, detailed investment risk assessment and strategic integration advice for a complex, multi-asset international transaction involving multiple stakeholders across jurisdictions.
- Provided senior executive leadership on a large-scale LNG sulphur recovery program in the GCC, overseeing investment assurance, delivery strategy and robust risk frameworks to support safe, compliant and commercially viable execution within a highly regulated energy environment and jurisdictional context.

General Manager - Industrial & Logistics

RESPONSIBILITIES:

- As General Manager for Industrial and Logistics, I led a multidisciplinary team of strategic specialists delivering integrated Program Management Office and end-to-end project delivery services to owners, operators and investors across major infrastructure investment portfolios.
- Held responsibility for overseeing strategic planning, due diligence and advisory services, full project and portfolio management, project controls and construction delivery across complex industrial, port, logistics and high-voltage transmission assets, with executive accountability for governance frameworks, service integration and delivery assurance.
- Worked closely with senior clients and stakeholders to align investment strategy, delivery performance and outcomes across capital-intensive programs, supported by advanced data analytics and modelling capabilities enabling evidence-based decision-making, quantified analysis and design optimisation.

KEY ACHIEVEMENTS:

- Led the Geelong Port redevelopment and wharf upgrade program supporting the Spirit of Tasmania operations, valued at approximately \$200 million, delivering enhanced maritime capacity, safety, resilience and efficiency outcomes.
- Led delivery of a national retail logistics upgrade programme valued at approximately \$2 billion, encompassing network optimisation, asset performance improvement and end-to-end supply chain capability uplift initiatives.
- Directed a National Temperature-Controlled Warehouse Network Resilience Programme, strengthening operational continuity, supply chain reliability and risk mitigation across critical food and retail distribution assets.
- Delivered operational reviews and business cases for ALDI, supporting strategic investment, capital prioritisation and long-term national network planning decisions across logistics and distribution portfolios.
- Led the master planning for the redevelopment of the Sydney Overseas Passenger Terminal, supporting long-term port, precinct optimisation and integrated transport and tourism outcomes for government stakeholders.
- Served as Project Director for Advisory services on the Future Submarine Base at Osborne, South Australia, supporting a major defence infrastructure investment valued at approximately \$1.6 billion and national capability objectives.
- Led the ALDI Distribution Centre Development Programme valued at approximately \$100 million. Directed national retail automation planning initiatives and supporting business cases valued at \$150 million.
- Delivered major industrial and logistics projects including the Linfox Northern Territory Refrigerated Distribution Centre.
- Provided programme leadership for Westpac Retail Property and delivered international industrial and logistics projects including Port Industrial Park Senegal, Industrial and Logistics Facility Dubai and the CEVA Logistics UAE Hub.

May 2021 - Nov 2022

GEELONG PORT | www.geelongport.com.au

Geelong, Victoria

Director, Program Management Office

GeelongPort is the principal seaport for the Geelong region in Victoria, Australia, facilitating efficient import and export services for containerised freight, bulk commodities and general cargo. The port supports key regional industries and supply chains with deep-water berths, modern terminal facilities and integrated logistics solutions.

RESPONSIBILITIES:

- As Director of the Program Management Office, I held overall accountability for the governance, coordination and delivery of the Spirit of Tasmania Terminal Project, providing strategic leadership across scope, schedule, cost, risk and stakeholder management for a \$135 million, multi-component infrastructure program.
- Led an integrated delivery model comprising a combined APP and Geelong Port project team, aligning client, consultant and contractor interfaces to deliver a new passenger terminal, extensive wharf and marine infrastructure and more than 12 hectares of freight and logistics facilities within an accelerated 12-month delivery timeframe.
- Provided executive-level oversight, assurance and decision support to senior stakeholders, ensuring delivery outcomes met operational, commercial and regulatory requirements while maintaining transparency, accountability and confidence across all stages of the project lifecycle.

KEY ACHIEVEMENTS:

- Led the delivery of the \$135 million Spirit of Tasmania Terminal Project, encompassing terminal buildings, marine works and large-scale freight and logistics infrastructure, within a complex, highly scrutinised public environment.
- Established and directed an integrated Program Management Office to coordinate governance, reporting and delivery controls across a multi-party project environment with diverse stakeholder interests and complex arrangements.
- Successfully managed program delivery within an accelerated 12-month timeframe, balancing schedule certainty with quality, safety and risk management requirements and regulatory obligations under public scrutiny.
- Oversaw collaboration between APP, Geelong Port and key stakeholders to ensure seamless integration of marine, landside and operational infrastructure across interfaces and operational boundaries within a complex port environment.
- Provided executive assurance across cost, risk and delivery performance, supporting informed decision-making, transparency and sustained stakeholder confidence throughout the project lifecycle and governance processes.

Jul 2011 - Mar 2020

APP CORPORATION | www.app.com.au

Adelaide, South Australia

Apr 2013 - Mar 2020

Regional General Manager

Jul 2011 - Apr 2013

Project Director

APP Corporation is a leading Australian integrated property and infrastructure consultancy providing strategic advisory, project delivery and assurance services across the full asset investment lifecycle to public and private sector clients. The company has a proven track record in complex infrastructure, transport, property and utilities projects.

Regional General Manager

RESPONSIBILITIES:

- As Regional General Manager for South Australia and the Northern Territory, I held full accountability for the strategic growth, operational performance and financial outcomes of the region, establishing and scaling APP's presence as a leading specialist project management consultancy through capability building, sustainable business stream development and strengthened market positioning across key sectors.
- Maintained end-to-end responsibility for regional profit and loss performance, client relationship development, opportunity identification and delivery oversight, ensuring disciplined commercial management, service quality and client confidence.
- Led, developed and mentored a diverse, high-performing workforce with a strong focus on professional development, succession planning and an inclusive, values-driven culture, while remaining actively engaged as Project Director to provide governance, verification and delivery leadership across major defence, industrial, retail and health sector projects.

KEY ACHIEVEMENTS

- Established and scaled the South Australia and Northern Territory business into one of the largest specialist project management consultancies in South Australia over a five-year period, delivering growth and market leadership.
- Developed and expanded multiple complementary business streams across the region, enabling sustained revenue growth, service diversification, market penetration and resilience across changing economic cycles and conditions.
- Identified and secured new business opportunities and strategic initiatives, materially strengthening APP's market presence, competitive positioning and long-term client relationships across key sectors and priority markets nationally.
- Built, led and retained a highly capable and diverse workforce, fostering a culture of professional development, engagement, accountability, collaboration and consistently high performance across the region and teams.
- Maintained full accountability for regional profit and loss performance, exercising strong financial governance, disciplined commercial control and comprehensive oversight across all projects and operations regionally and nationally.
- Led projects as Project Director, including Verification and Governance for the Future Submarine Base at Osborne, a National Operational and Supply Chain Redevelopment program, and large-scale developments for ALDI Foods Ltd and the Linfox Intermodal Distribution Centre, delivering complex outcomes within highly regulated environments.

Project Director

RESPONSIBILITIES:

- As Project Director based in the Sydney office, I provided specialist consulting and strategic project leadership across a portfolio of complex, high-profile projects throughout New South Wales, holding accountability for project governance, program coordination, delivery assurance and alignment with approved scope, timelines and strategic objectives.
- Worked closely with government agencies, commercial stakeholders, consultants and delivery teams to manage risk, resolve complex issues and support informed, evidence-based decision-making across all stages of the project lifecycle.

KEY ACHIEVEMENTS:

- Led the development of a comprehensive master plan and design framework for the Overseas Passenger Terminal at Circular Quay, supporting future precinct activation, integrated transport outcomes and long-term asset optimisation.
- Developed and delivered property expansion strategies for a major national retailer, enabling scalable growth, portfolio optimisation and alignment with broader commercial and investment objectives across multiple jurisdictions.
- Directed operational readiness planning and execution for the Royal Randwick Grandstand, supporting a successful transition to operational use, public opening and sustained operational performance under high public scrutiny.
- Managed the Project Management Office for a large-scale retail rollout programme, establishing robust governance frameworks, reporting structures and delivery controls to enable consistent, on-time national implementation.

Technical Development Director - Logistics Zones, Africa & Dubai

RESPONSIBILITIES:

- As Technical Development Director for Dubai World's industrial and logistics development portfolio, I held accountability for the origination, structuring and delivery of large-scale development programs across Africa and Dubai, establishing and delivering complex construction and infrastructure projects valued at up to \$800 million in emerging and highly regulated jurisdictions through sustained engagement with senior government officials and public authorities.
- Led the strategic planning and execution of international port, industrial and enabling infrastructure developments across the UAE and Africa, aligning long-term investment objectives with sovereign, commercial and operational priorities while translating growth ambitions into executable development strategies, delivery models and robust governance frameworks.
- Oversaw technical and commercial bid processes for prospective clients and joint venture partners, ensuring rigorous due diligence, disciplined risk allocation and optimal value outcomes to support successful investment decisions.

KEY ACHIEVEMENTS:

- Applied advanced commercial judgement to drive sustainable business growth, improve capital efficiency and deliver long-term cost optimisation outcomes across complex development portfolios and investment programs globally.
- Identified and implemented targeted initiatives to accelerate revenue generation and enhance business profitability within developing market contexts and emerging economic environments internationally and regionally sustained.
- Designed and implemented robust risk management systems and assurance frameworks to mitigate investment, property and transaction risk across large-scale, multi-jurisdictional developments and complex commercial structures effectively.
- Directed high-level negotiations between governments in relation to land acquisition, development rights, commercial structures and the establishment of Freezones and special economic zones frameworks across multiple jurisdictions.
- Built, coached and mentored international teams, strengthening local capability, leadership and delivery performance.
- Appointed Development Manager for a €800 million intermodal logistics Freezone in Senegal, leading government-to-government negotiations and establishing the commercial, development and governance framework for the project.
- Coordinated the development of strategic business cases for major rail intermodal projects across Addis Ababa, Mali, Morocco and South Africa, supporting long-term national logistics and trade infrastructure objectives.
- Established EURL Kirkwood, a French-speaking project management and consultancy firm based in France, successfully scaling the business to €250,000 in revenue over three years through targeted market positioning, international project delivery and strong cross-border client relationships with public and private sector clients.

EARLIER WORK HISTORY

2004 - 2008	Eurl Kirkwood	Director - Project Management & Consultancy
2002 - 2004	David Langdon	Associate Partner
1998 - 2002	Francies Graves Ltd	Operations Director

BOARD APPOINTMENTS & COMMITTEE WORK

Mar 2020 - May 2024

TUTTI ARTS | www.tutti.org.au

Brighton, South Australia

Board Member

RESPONSIBILITIES:

- Tutti Arts is a registered National Disability Insurance Scheme provider with national and international recognition for the quality and impact of its artistic programs. As a Board Member, I contributed to governance, strategic planning and organisational oversight, supporting NDIS compliance, risk management and financial stewardship, while providing commercial and stakeholder insights to strengthen governance outcomes, partnerships and the promotion of inclusive arts practice across South Australia and broader markets.

Jan 2021 - Apr 2022

PROPERTY COUNCIL OF AUSTRALIA | www.propertycouncil.com.au

Adelaide, South Australia

Chair - South Australian Industrial Committee

RESPONSIBILITIES:

- Provided strategic leadership as Chair of the South Australian Industrial Committee, setting priorities and guiding the advocacy agenda for the industrial property sector. Chaired formal committee meetings to drive informed discussion and alignment with national policy objectives, represented the organisation in government and industry consultations, contributed to policy submissions and fostered collaboration and knowledge sharing to strengthen industry influence.

REFEREES AVAILABLE ON REQUEST

MARK STEVENS

☎ 0406 666 666

✉ mark-stevens@icloud.com

📍 Orange, New South Wales

Demonstrating exceptional results as an accomplished law enforcement and investigations professional, I am eager to leverage my extensive experience and make a valuable contribution as a Senior Border Force Officer at the Australian Border Force. With over seventeen years of policing and investigations experience across the NSW Police Force and private intelligence roles, I have honed my ability to lead complex investigations and enforce compliance with precision and integrity. My background includes conducting covert surveillance operations, drafting briefs of evidence to judicial standards and collaborating with national and international partners, all of which align with the Illicit Tobacco Taskforce's mission. Adept at analysing intelligence on persons, cargo and supply chains, I can operationalise responses to mitigate risk and disrupt organised crime networks involved in illicit tobacco activities. I am skilled in applying legislation and policy to investigative planning, compliance and project delivery, ensuring that enforcement activities adhere to legal frameworks and organisational standards. My experience in intelligence analysis and technical surveillance equips me to deliver accurate, high quality information to stakeholders and partner agencies, fostering strong inter-agency relationships. Having led frontline teams and mentored junior officers, I am comfortable working under limited direction in small, high performing teams and contributing across multiple work streams. Above all, I am motivated to protect Commonwealth revenue and Australia's security by supporting the Australian Border Force's efforts to detect, disrupt and prosecute illicit tobacco networks.

QUALIFICATIONS

Current	ASIC Clearance (Exp: 27/06/2027)	ASIC
2025	Certificate IV in Government Security (Personnel Vetting)	Recognition of Prior Learning via CLET Training
2024	Advanced Diploma of Government (Investigations) (PSP60122)	Recognition of Prior Learning via CLET Training
2024	Certificate III in Investigative Services (CPP30619)	Recognition of Prior Learning via CLET Training
2024	Certificate II in Security Operations (CPP20218)	Bars Security Training Queensland
2024	Level 4 International Bodyguard (PSD)	Elite Training Australasia
2024	Level 5 International Close Protection Operative Training	Elite Training Australasia
2024	Advanced First Aid (valid until September 2025)	Bars Security Training Queensland
2008	Emergency Management Arrangements Certificate	NSW State Emergency Management Committee

KEY SKILLS & COMPETENCIES

- **Risk Management & Compliance:** Extensive experience assessing operational risk and implementing compliance frameworks, applying legislation and policy to ensure lawful investigative outcomes while protecting integrity.
- **Investigative Expertise & Analysis:** Proficient in conducting investigations, gathering evidence, drafting briefs and performing covert surveillance while analysing intelligence on persons, cargo and supply chains to support enforcement actions.
- **Stakeholder Engagement & Collaboration:** Ability to build and sustain partnerships with agencies such as the AFP, Interpol and private sector stakeholders, facilitating information sharing and coordinated responses to strategic challenges.
- **Communication & Report Writing:** Highly developed written and verbal communication skills with experience preparing detailed reports, statements and briefs of evidence for courts and senior stakeholders, ensuring clarity and insight.
- **Leadership & Team Coordination:** Demonstrated success leading and mentoring multidisciplinary teams in high pressure situations while maintaining cohesion, morale and operational readiness, fostering collaboration and discipline.
- **Technical Surveillance Proficiency:** Experienced in deploying surveillance devices and Automatic Number Plate Recognition systems, managing data analysis platforms and ensuring confidentiality, supporting intelligence operations.
- **Crisis Response & Decision Making:** Calm and decisive under pressure, with a record of responding to emergencies, de-escalating volatile situations and protecting public safety, utilising clear judgement and leadership.
- **Cultural Sensitivity & Ethics:** Recognised for ethical governance, discretion and respect for cultural diversity when engaging with diverse communities, upholding integrity, professionalism and inclusive stakeholder trust.
- **Adaptability & Operational Agility:** Comfortable working across varied environments including policing, aviation security, heavy vehicle operations and private investigations, quickly learning new systems and procedures.
- **Data Management & Reporting:** Develops customised spreadsheets and digital tools to streamline data collection, trend analysis and reporting, ensuring accuracy and clarity in intelligence driven decisions and operational planning.
- **Physical Fitness & Field Readiness:** Maintains required medical and fitness standards, prepared to undertake domestic travel and field deployments at short notice while performing physically demanding roles with strength and endurance.
- **Integrity & Confidentiality:** Upholds oath bound obligations to protect sensitive information and meet security clearance requirements, demonstrating trustworthiness, reliability, discretion and unwavering ethical standards.

EMPLOYMENT HISTORY

Mar 2024 - Current

BROOKSIGHT INVESTIGATIONS

Barrington Group Australia | Bundall, Queensland

Personal Investigator (Part-time)

RESPONSIBILITIES:

- As a Personal Investigator with Brooksight Investigations, Barrington Group Australia, in Bundall, Queensland, I conduct interviews with claimants and witnesses relating to workplace injuries, compulsory third party claims, theft and other reportable incidents requiring detailed investigation and factual analysis. I obtain and analyse evidentiary material to compile briefs for client use and legal review, as well as perform site reconnaissance and scene assessments to gather actionable intelligence and physical evidence.
- My responsibilities also include undertaking covert surveillance operations while maintaining confidentiality, discretion and adherence to legal and ethical standards. In addition, I utilise language translation tools to interpret and transcribe foreign-language content, and prepare detailed written statements and investigative briefs with precision, objectivity and evidentiary relevance.

Apr 2025 - Current

AUS FLIGHT HANDLING

Ballina Airport | Ballina, New South Wales

Ground Handler (Part-time)

RESPONSIBILITIES:

- As a Ground Handler, I am responsible for coordinating the safe and efficient loading, unloading and handling of aircraft baggage, freight and cargo. I operate ground support equipment and liaise with flight crews and air traffic control to ensure seamless ramp operations. My role also involves aircraft marshalling, pushback, towing and positioning in strict compliance with regulatory and safety protocols. In addition, I maintain accurate flight records to support operational efficiency and ensure aircraft cabins are clean, presentable and compliant with airline standards.

Oct 2024 - Apr 2025

BULLSEYE SOLUTIONS

Lennox Head, New South Wales

Security Officer (Casual)

RESPONSIBILITIES:

- As a Security Officer with Bullseye Solutions in Lennox Head, New South Wales, I conducted static and mobile patrols across commercial and licensed venues to safeguard assets, patrons and personnel in strict compliance with RSA and RSG regulations. I performed crowd control duties with professionalism, applying de-escalation and non-violent intervention strategies to manage disruptive behaviour, uphold public safety and protect venue integrity.
- My role also included executing secure cash-in-transit operations, overseeing the movement and safeguarding of high-value assets in line with organisational procedures, legal standards and risk protocols, as well as operating in control room environments to monitor premises, assess threats in real time and coordinate incident responses.
- In addition, I provided security consulting to premises with tailored recommendations on CCTV placement and procedural improvements, installed surveillance systems to enhance monitoring capabilities, and successfully restrained a violent offender attempting a knife attack, averting harm through rapid assessment, tactical positioning, composure under pressure and controlled restraint techniques.

2020 - 2024

TRANSPORT, CIVIL, AND FUNERAL SERVICES SECTORS

New South Wales & Western Australia

Heavy Vehicle Driver, Mortuary Assistant & MC Driver, FIFO WA

RESPONSIBILITIES:

- As a Heavy Vehicle Driver, Mortuary Assistant and FIFO MC Driver, I strictly adhered to safety protocols, documentation accuracy and regulatory compliance in high-risk environments. As a Mortuary Assistant, I demonstrated discretion, empathy and professionalism while managing sensitive operations and liaising with families, service providers and regulatory authorities. Collectively, these positions strengthened my ability to work autonomously, manage risk, follow complex protocols and maintain composure under pressure, with skills transferable to investigative and security-based roles.

2002 - 2019

NSW POLICE FORCE

Wagga Wagga, Cootamundra & Penrith, New South Wales

Senior Constable & Acting Sergeant

RESPONSIBILITIES:

- Served with the NSW Police Force across Wagga Wagga, Cootamundra and Penrith, progressing to the rank of Senior Constable and Acting Sergeant. I conducted a wide range of criminal investigations including assaults, fraud, drug offences and serious traffic matters, ensuring strict compliance with evidence handling, legal standards and investigative protocols. I led and coordinated frontline response teams and multidisciplinary first responders in high-pressure environments, maintaining tactical cohesion, effective communication and sound incident resolution.

EMPLOYMENT HISTORY

RESPONSIBILITIES:

- My duties included preparing statements, briefs of evidence, warrants and court submissions to judicial standards, performing Lock-up Keeper duties, and managing detainee welfare with diligence and legal compliance. I gathered intelligence, undertook risk assessments, responded to emergencies, de-escalated volatile confrontations, managed major public event safety and collaborated with the AFP and Interpol, upholding professionalism, integrity and safety.

KEY ACHIEVEMENTS:

- Conducted complex undercover surveillance operations that led to the identification and prosecution of high-risk and violent offenders through sustained observation, strategic planning, evidence collection and covert field engagement.
- Successfully coordinated inter-agency efforts across four Local Area Commands during the pursuit and arrest of armed offenders, ensuring operational cohesion, intelligence sharing, risk mitigation and tactical command oversight.
- Deployed electronic surveillance tools including listening devices, in-car video, and Automatic Number Plate Recognition (ANPR) systems to gather high-value intelligence and support lawful investigative outcomes.
- Drafted and submitted Call Charge Record (CCR) requests and judicial warrants to obtain telecommunications metadata critical to criminal investigations, ensuring procedural accuracy and evidentiary admissibility.
- Piloted and implemented a new method for roadside drug testing that improved detection accuracy while significantly reducing costs, resulting in statewide adoption, enhanced operational efficiency and improved public safety.
- Performed forensic vehicle speed assessments using time-over-distance calculations and video analysis to support motoring offence prosecutions, ensuring accuracy, integrity, legal compliance and evidentiary reliability throughout.
- Provided trauma-informed support to families, colleagues and victims during highly distressing incidents such as fatalities, missing persons cases and violent crimes, demonstrating empathy, professionalism, resilience and situational awareness.
- Managed shift operations and supervised personnel during complex or high-risk deployments, including training and mentoring junior officers to ensure readiness, accountability, operational effectiveness and procedural compliance.
- Developed customised spreadsheets and digital tracking tools to streamline data analysis and reporting, which improved operational efficiency, enhanced team productivity and were formally recognised by senior command.

REFEREES AVAILABLE ON REQUEST

ANTHONY ROGERS

[linkedin.com/in/tony-rogers-42aa992b/](https://www.linkedin.com/in/tony-rogers-42aa992b/)



☎ 0499 999 999

✉ anthony-rogers@gmail.com

📍 Sydney, New South Wales

An accomplished data specialist with a distinguished career in advanced analytics, automation and strategic reporting, including my current role as a Business Analyst at Transport for NSW (TfNSW) since 2023, I am poised to elevate operational excellence as a Data Solutions Analyst at TfNSW. Possessing an advanced proficiency in ERP systems, data visualisation platforms such as Power BI and complex integration frameworks, I bring a demonstrated capacity to architect innovative data solutions that enhance decision-making and optimise performance outcomes. My expertise lies in identifying systemic inefficiencies, designing robust automation pipelines and synthesising multidimensional datasets into actionable insights that drive organisational transformation. Renowned for my analytical rigour and stakeholder engagement acumen, I have consistently delivered data strategies that align with and exceed organisational objectives. A dynamic problem-solver and forward-thinking professional, I am dedicated to fostering a culture of precision, innovation and operational synergy to advance Transport for NSW's vision of reshaping mobility and customer experiences across NSW.

QUALIFICATIONS & TRAINING

2014 - 2015

GRADUATE DIPLOMA IN ENTERPRISE RESOURCE PLANNING (ERP) SYSTEMS

Victoria University, Melbourne

HIGHLIGHTS:

- Successfully completed all certifications in ERP and implementation, including SAP certification.
- Achieved High Distinctions in Computerised Accounting in ERP Systems; Business Process Engineering; Resource Planning Systems Implementation; Business Analytics; Mobile Computing Application Programming.

2001 - 2003

MICROSOFT CERTIFIED APPLICATION SPECIALIST

Microsoft

HIGHLIGHTS:

- Earned certifications in advanced Microsoft Office applications, including Microsoft Office Access Expert; Microsoft Office Excel Expert; Microsoft Access Expert and Microsoft Excel Expert.

KEY SKILLS & COMPETENCIES

- **Data Analysis, Visualisation and Reporting Frameworks:** Highly proficient in utilising Power BI, Microsoft Excel and SQL to design comprehensive dashboards, streamline reporting processes and facilitate strategic decision-making.
- **Financial Process Automation:** Automate end-to-end reporting workflows to enhance efficiency, accuracy and data integrity across financial operations. Leverage ERP systems and advanced analytics tools to streamline reporting.
- **Data Integration Methodologies and Process Automation:** Demonstrated expertise in conceptualising, designing and implementing seamless enterprise data integration pipelines and robust automation frameworks to maximise efficiency.
- **Business Intelligence Strategy and Insightful Data Delivery:** Adept in synthesising complex, multidimensional datasets into actionable, value-driven insights that directly inform organisational strategies and drive impactful business growth.
- **Stakeholder Relationship Management:** Extensive experience in fostering collaborative relationships with cross-functional teams and external partners, ensuring the alignment of data-driven solutions with overarching business priorities.
- **Data Governance and Robust Security Protocols:** Advanced capabilities in enforcing high standards of data integrity, implementing quality assurance measures, and maintaining compliance with data governance frameworks.
- **Strategic and Systematic Problem-Solving:** Skilled in identifying and resolving technical and data-related challenges, employing critical-thinking strategies to enhance system functionality and support innovative and sustainable solutions.
- **Performance Metrics, Monitoring, and Analytical Reporting:** Expert in developing sophisticated performance metrics, designing precision-based measures, and crafting detailed reports to evaluate progress and ensure accountability.
- **Technology Implementation, Adoption and Transformational Innovation:** A strong advocate for incorporating emerging technologies and pioneering practices to optimise workplace systems, enhance scalability and deliver data solutions.
- **Project and Workflow Optimisation Strategies:** Proficient in analysing operational workflows, implementing innovative system enhancements, and optimising project delivery frameworks to meet and exceed organisational objectives.

EMPLOYMENT HISTORY

Jan 2023 - Current

TRANSPORT FOR NSW | www.transport.nsw.gov.au

Sydney, New South Wales

Business Analyst (Grade 7)

RESPONSIBILITIES:

- Provide data analysis and reporting, as well as prepare business cases and presentation packs to support the development of service improvement initiatives, track key metrics, and inform decision-making across Fleet Services.
- Maintain dashboards to track and analyse key financial and operational metrics, including Fleet Costs & Utilisation, Utilities, Asset Compliance, HAZMAT Compliance, FM Budget & Expenditure (Opex & Capex), ROM Budget & Expenditure, Site Inspection Schedules, AFSS, Parking, and Security. Ensure real-time visibility, accuracy and data-driven insights to support strategic decision-making and compliance.
- Extract and analyse data from Transport Shared Services (TSS) and third-party systems, identifying requirements and implementing effective data and reporting solutions where gaps exist consistently.
- Utilise established systems and templates to deliver dashboard reports, ensuring Fleet Services performance indicators and targets are accurately measured, validated, and monitored against strategic benchmarks.
- Investigate information systems to identify data sources, perform non-standard data extractions and develop reliable, high-quality custom reports, visualisations, and analytical models for informed decisions.
- Identify gaps in information availability across internal and external systems, contributing to the effective development of strategies and solutions to address these recurring issues.
- Collate and validate data from multiple providers, ensuring accuracy, traceability, and accessibility to improve business information, support future activities, and inform evidence-based decisions.
- Assist in developing technological solutions to provide standardised and accessible information for evaluating and tracking service performance across multiple business functions and regions.
- Successfully complete various reporting tasks, including but not limited to Cushman & Wakefield KPI Reporting, Pre-Assessment, Power BI reports, SGFleet Parking Reporting, MyTransport Reporting (NSW Trains), Travel Reporting, Induction Reporting, Australia Post Analysis, adhoc analysis and AASB Reporting.

ACHIEVEMENTS:

- **Data Automation Programs:** Developed and implemented data automation programs, significantly improving team efficiency by reducing manual data analysis and eliminating repetitive, time-consuming tasks.
- **Travel Analysis:** Conducted comprehensive travel pattern analyses, resulting in optimised travel planning, reduced costs, and enhanced customer service for travel arrangements and scheduling.
- **Flat Files to Cabcharge Plus Integration:** Streamlined travel expense processing by integrating cost centres, removing manual administrative steps, and improving overall user experience for travel cost management processes.
- **Cabcharge Analysis:** Delivered detailed insights into Cabcharge expenses, enabling improved tracking, better budget management and increased satisfaction for system users and stakeholders.
- **Parking Analysis for Facilities Management:** Performed an in-depth analysis of parking facilities, improving utilisation rates, operational efficiency, and overall satisfaction among facility users.
- **Preventive Maintenance (PPM) Analysis:** Analysed preventive maintenance processes, resulting in improved service quality, increased equipment reliability, and reduced downtime for facility operations.
- **Safety Analytics for Fleet:** Designed and implemented advanced analytics to monitor speeding and fatigue, significantly enhancing driver safety and reducing operational risks across the entire fleet.
- **MyTransport Security Cards:** Developed and deployed secure transport security cards, improving controlled employee access, minimising risks, and enhancing overall workplace security measures.
- **Card Expiry Reporting:** Created and maintained Windsx 30/60/90-day card expiry reports, ensuring timely renewals, regulatory compliance, and seamless access for all authorised personnel.
- **Security Dashboard Development:** Contributed to the creation of a comprehensive security dashboard, delivering critical safety insights and strengthening overall management and risk mitigation strategies.

2021 - 2022

INDIBREWING GROUP | www.indibrew.com.au

Sydney, New South Wales

Senior Systems & Data Specialist

RESPONSIBILITIES:

- Prepared and delivered an extensively detailed Requirements Document for the IndiBrewing Website Platform Transformation Project, ensuring seamless alignment with overarching business objectives.
- Conceptualised, developed and implemented fully integrated end-to-end (e2e) digital automated workflows across three primary user stories, accommodating various pricing profiles and operating within an agile project environment.

ACHIEVEMENTS:

- **Tactical Solution Delivery:** Successfully oversaw the technical delivery of the tactical solution, ensuring seamless execution and alignment to achieve the Minimum Viable Product (MVP) within the defined project scope and timelines.
- **Strategic Platform Implementation:** Delivered the comprehensive strategic platform solution, incorporating fully digitalised integration and end-to-end automation with third-party providers and the warehouse, effectively leveraging the advanced capabilities of the Magento eCommerce platform.

EMPLOYMENT HISTORY

2021

PATONGA PROJECTS | www.patongaprojects.com.au

(Client: NSW Department of Customer Service) Sydney, New South Wales

Senior Systems Data Analyst

RESPONSIBILITIES:

- Led and delivered critical components of the Asset Lifecycle Data Project for the NSW Department of Customer Service.
- Provided strategic insights and technical expertise to support pre-sales activities.

ACHIEVEMENTS:

- **Detailed Documentation Development:** Developed and delivered detailed documentation, including Asset Lifecycle System Architecture Mapping, Asset Data Systems documentation, and Meta Data Analysis.
- **Project Closure and Recommendations:** Played a key role in completing the Project Closure and Recommendations Report, which outlined the following:
 - An end-to-end review of Enterprise Asset Management business data processes.
 - Roadmap recommendations for an Organisational Structure Review.
 - A cybersecurity review for critical Asset Management Systems.
 - Strategic advice for Data Management improvements.

2015 - 2021

SERVICE STREAM | www.servicestream.com.au

Sydney, New South Wales

Senior Systems Support & Report Analyst | Service Stream (Wireless)

RESPONSIBILITIES:

- Provided comprehensive operational support for the IFS ERP System within the Mobile Communications division, while developing a suite of reports, dashboards and lobbies to be utilised across the business.
- Held overall accountability for managing a suite of reports to analyse business operations, tracking project delivery, financial performance, safety, quality, and human resources to inform decision-making.
- Applied Excel expertise to support operational maintenance and ensure the IFS ERP system met business needs.
- Collaborated with Project Managers and Engineers to enhance the Work Breakdown Structure (WBS), ensuring it accurately reflected work completed and captured key milestones.
- Administered the IFS ERP system, leveraging a knowledge of its architecture and technical capabilities in order to optimise performance.

ACHIEVEMENTS:

- **Power BI Report Design:** Designed and maintained Power BI reports for operational milestones, contract governance (vendor and customer) and financial analysis, managing over 100 tabs across 15 reports updated overnight.
- **Data Migration to IFS ERP System:** Successfully migrated project and accounting data from the legacy system to IFS during its initial implementation, ensuring seamless integration and accurate data transfer.
- **Flexible WBS Framework Design:** Designed a flexible Work Breakdown Structure (WBS) framework adaptable for construction projects, streamlining project planning, tracking, and reporting.

2012 - 2015

SYDNEY TRAINS | www.transport.nsw.gov.au/sydneytrains

Sydney, New South Wales

Contract Data Analyst

RESPONSIBILITIES:

- Held full accountability for extracting data from HR systems, Ellipse ERP, and roster systems to support business operations.
- Developed deployment files in Kronos Workforce Management System to streamline workforce planning and scheduling.
- Provided essential support to the test team by supplying accurate data for future project phases.
- Verified data integrity and reported any discrepancies or issues to the business for resolution.

Pre 2012

PREVIOUS EXPERIENCE

In previous roles, I worked on contract with a civil engineering firm to develop quantity surveying programs that calculated material usage for project designs in AutoCAD. Additionally, I created custom reporting automation programs for a debt collection agency, improving their reporting capabilities and generating automated contact task lists for collection agents. I also provided technical support for government departments and internet service providers (ISPs), assisting with system troubleshooting and IT solutions.

EXCELLENT REFEREES AVAILABLE

DAVID ROGERSON

Aspiring Police Auxiliary Officer, Custodial Support

☎ 0433 333 333

✉ dave-rogerson@gmail.com

📍 1 Yale Street, PERTH WA 6000

Demonstrating a high level of experience in structured operational environments requiring uncompromising adherence to safety legislation, procedural directives and regulatory compliance frameworks, together with advanced physical conditioning and disciplined professional conduct, I am well positioned to contribute strong procedural integrity, vigilance, accountability and operational dependability as a Police Auxiliary Officer, Custodial Support with the Western Australia Police Force. Through continuous full-time employment since completing Year 12, I have established a record of reliability, punctuality and performance within tightly controlled production settings governed by documented standards. I possess the resilience, composure and emotional maturity necessary to operate effectively within secure custodial environments where detainee welfare, risk awareness and compliance obligations are paramount. My background has strengthened my capacity to follow lawful instructions precisely, maintain situational awareness, communicate clearly within team-based operations and uphold professional standards without deviation. I am committed to serving the community through disciplined conduct, ethical responsibility and readiness to perform rostered duties within demanding custodial settings.

EDUCATION & TRAINING

2023

YEAR 12

South Hedland Senior High School

SUBJECTS:

- English General
- Food Science and Technology General
- Mathematics Essential General
- Design: Photography General
- Media Production and Analysis General
- Physical Education Studies General

KEY SKILLS & COMPETENCIES

- **Procedural Compliance and Operational Discipline:** Demonstrates the ability to follow structured processes, safety requirements and documented protocols with precision, ensuring tasks are completed accurately and consistently.
- **Physical Stamina and Endurance Capacity:** Maintains high levels of strength and cardiovascular conditioning, enabling sustained performance in physically demanding roles requiring manual handling and prolonged standing.
- **Situational Awareness and Attention to Detail:** Monitors environments carefully, identifies potential risks and maintains vigilance to ensure safety, accuracy and compliance with established operational and procedural standards.
- **Team Collaboration and Communication Skills:** Communicates clearly with supervisors and colleagues to coordinate workflow, clarify expectations and maintain cooperative, respectful and productive working relationships.
- **Reliability and Strong Work Ethic:** Demonstrates consistent punctuality, dependable attendance and a willingness to undertake additional responsibilities to support operational objectives, maintaining sustained performance.
- **Adaptability in Structured Environments:** Responds effectively to changing demands and operational priorities while maintaining focus, composure and strict adherence to procedural requirements and established workplace standards.
- **Integrity and Personal Accountability:** Upholds professional standards, accepts responsibility for assigned duties and maintains ethical conduct in all workplace interactions, demonstrating honesty and dependable decision-making.
- **Workplace Health and Safety Awareness:** Applies safety principles, identifies potential hazards and supports clean, orderly environments to reduce risk and maintain compliance with documented policies and legislative requirements.
- **Time Management and Task Prioritisation:** Organises responsibilities efficiently, monitors time-sensitive processes and ensures completion of tasks within required timeframes, maintaining productivity, accuracy and operational continuity.
- **Resilience and Mental Focus:** Demonstrates emotional maturity, sustained concentration and the capacity to remain composed under pressure while performing repetitive or high-responsibility tasks within controlled and regulated settings.
- **Detainee Welfare and Supervision Awareness:** Demonstrates an understanding of the importance of monitoring individuals respectfully and attentively, maintaining vigilance to support safety, welfare and procedural compliance.
- **Conflict Management and Composure:** Maintains calm and controlled behaviour in challenging or high-pressure situations, responding professionally, confidently and appropriately while supporting safe and orderly outcomes.

EMPLOYMENT HISTORY

Dec 2024 - Mar 2026

BULLBAR BEEF JERKY

Perth, Western Australia

Factory Hand & Team Leader

Bullbar Beef Jerky is a Western Australian food production company specialising in the manufacture and distribution of premium, handcrafted beef jerky products. Operating from Lancelin, the business focuses on quality-controlled processing, food safety compliance and efficient production systems to supply retail and wholesale markets. The company maintains structured operational procedures and hygiene standards to ensure consistent product quality and regulatory adherence.

Factory Hand

RESPONSIBILITIES:

- Operated in a regulated food production environment adhering to stringent hygiene, safety and quality control standards.
- Prepared and laid out raw product for processing in accordance with production schedules and specification requirements.
- Cut, trimmed and portioned meat to precise standards to ensure consistency, presentation and quality outcomes.
- Followed supervisor and team leader instructions while contributing positively within a team-based production setting.
- Monitored oven temperatures and cooking timers to ensure compliance with food safety regulations and accurate batch processing, maintaining consistency, product integrity and strict adherence to documented production standards.
- Communicated effectively with team members and supervisors to coordinate workflow, clarify production requirements and maintain operational efficiency, while remaining flexible and responsive to changing demands and priorities.
- Performed high-volume packaging and labelling duties with accuracy and efficiency to meet daily output targets. Supported workplace health and safety practices by identifying hazards and maintaining orderly workspaces
- Conducted quality checks on product texture, appearance and packaging integrity prior to dispatch.
- Maintained strict cleanliness and sanitation protocols across preparation and processing areas. Assisted with stock handling, movement of raw materials and finished goods within the facility.

Team Leader

RESPONSIBILITIES:

- Relieved the Manager during periods of absence, assuming responsibility for overseeing daily production operations and ensuring continuity of workflow and compliance with established procedures and organisational performance expectations.
- Provided on-the-job training and mentoring to new team members, guiding them through production processes, safety requirements and quality standards to support effective integration into the team and sustained operational competence.
- Ensured strict adherence to personal protective equipment requirements, reinforcing workplace health and safety standards and monitoring compliance across the production floor, addressing non-compliance and reinforcing safety expectations.
- Supervised both new and existing team members during allocated shifts, supporting productivity, maintaining performance expectations and addressing operational queries as required, while promoting teamwork and adherence to procedures.
- Coordinated and supervised cleaning and sanitation activities within the factory to maintain hygiene standards and regulatory compliance, ensuring all work areas met documented safety requirements and inspection expectations.

ACHIEVEMENTS:

- Demonstrated punctuality, reliability and consistent attendance throughout full-time employment, maintaining a strong record of dependability, meeting rostered commitments and contributing to overall team productivity and continuity.
- Received consistently positive feedback and informal appraisal from supervisors recognising strong work ethic, reliability, willingness to assist others and commitment to maintaining high workplace standards.
- Regularly undertook additional hours during peak production periods, demonstrating reliability, flexibility and strong commitment to operational targets and team support. The role required sustained concentration, physical endurance, strict adherence to structured processes and the consistent application of workplace safety standards.

INTERESTS & HOBBIES

- Health and physical fitness training, maintaining consistent strength, endurance and cardiovascular conditioning to support overall wellbeing, resilience and operational readiness.
- Music performance, Drummer and former High School Band member, demonstrating coordination, discipline, teamwork and the ability to perform confidently within structured group settings.
- Strong interest in law enforcement, community safety and the principles of law and order, reflecting a genuine motivation to pursue a career supporting public protection and custodial responsibilities.
- Maintains a disciplined commitment to physical and mental wellbeing through structured training routines, supporting sustained focus, emotional resilience and personal accountability

REFEREES AVAILABLE ON REQUEST

LEIGH DUNKLEY

☎ 0419 999 999

✉ leigh-dunkley@mosman.nsw.gov.au

📍 Sydney NSW 2000

Demonstrating an enduring commitment to robust governance, principled oversight, and evidence based risk management, I am poised to contribute my extensive expertise in audit assurance, financial stewardship, compliance governance and strategic organisational performance as an Independent Member of the Audit, Risk and Improvement Committee with Inverell Shire Council. With more than fifteen years of senior and executive leadership experience across planning, environment, infrastructure, property and complex organisational governance, I have cultivated authoritative capability in interpreting regulatory frameworks, strengthening internal controls and upholding transparent public accountability. My career is defined by impartial judgement, meticulous analytical acuity and a steadfast dedication to ethical decision making in high accountability environments. I bring comprehensive experience engaging with auditors, substantiating valuations and assuring probity across multimillion dollar local government portfolios. Through informed scrutiny, strategic insight and rigorous evaluation, I support organisations to embed assurance, optimise risk maturity, enhance operational integrity and achieve sustainable community outcomes. I am deeply committed to reinforcing Inverell Shire Council's governance excellence by providing independent advice that strengthens confidence, transparency and long term organisational resilience across all operational domains.

KEY SKILLS & COMPETENCIES

- **Executive Governance Expertise:** Demonstrated mastery in applying governance frameworks, statutory obligations and organisational accountability to strengthen ethical, transparent and compliant decision making across organisations.
- **Risk Management and Assurance Leadership:** Advanced capability in enterprise risk evaluation, audit coordination and control testing, enabling robust assurance across complex operational and financial portfolios organisation wide.
- **Independent Judgement and Probity:** Proven ability to deliver impartial, objective and evidence informed advice that upholds integrity, mitigates bias and supports rigorous organisational scrutiny within demanding governance contexts.
- **Financial Oversight and Analytical Acumen:** Experience in analysing financial statements, asset valuations, budgetary performance and capital programs to ensure fiscal accuracy and accountability across organisational operations.
- **Regulatory and Compliance Mastery:** Deep understanding of local government legislation, audit guidelines and regulatory frameworks underpinning lawful, ethical and performance driven governance across diverse contexts.
- **Audit Engagement and Review Capability:** Skilled in preparing, reviewing and interrogating audit documentation, management responses and assurance outcomes to strengthen organisational maturity and accountability.
- **Cyber, Digital and Systems Risk Awareness:** Informed understanding of digital transformation, information security, systems reliability and data integrity risks relevant to contemporary governance within evolving technological landscapes.
- **Strategic Advisory and Executive Insight:** Adept at synthesising complex information, identifying organisational vulnerabilities and providing strategic direction that enhances performance and resilience across critical functions.
- **Stakeholder Engagement and Collaboration:** Strong capability in working constructively with councillors, executives, auditors and community stakeholders to support open communication and collective accountability.
- **Performance Monitoring and Evaluation:** Proficient in reviewing performance indicators, operational reports and governance metrics to assess progress, identify gaps and drive improvement across complex organisational functions.
- **Ethical Conduct and Confidentiality:** Demonstrated adherence to high ethical standards, confidentiality obligations and responsible stewardship of sensitive governance information while ensuring unwavering organisational trust.
- **Local Government Sector Acumen:** Extensive insight into local government challenges, emerging risks, service delivery pressures and community expectations, enabling informed and contextually relevant oversight.

QUALIFICATIONS

2018	Graduate Certificate in Finance in Local Government	Local Government Professionals
2017	Master of Engineering (Civil)	University of Western Sydney
2012	Certificate IV in Project Management	TAFE NSW
2006	Bachelor of Environmental Engineering	University of NSW

PROFESSIONAL DEVELOPMENT

2025	Emergency Response Training, Safe Work Training	2016	Change Management, University of Sydney
2025	First Aid, Surf Life Saving	2015	Planning and Feasibility, NSW Department of Planning
2019	Understanding Contract Law, UNSW Canberra	2013	Contract Law and Administration, IPWEA
2017	Contract Management, Aust Institute of Management	2007	White Card Construction Induction, Safe Work

LOCAL GOVERNMENT EXPERIENCE

Jul 2009 - Current

MOSMAN COUNCIL

Mosman, New South Wales

Aug 2025 - Current

Acting Director Environment and Planning

Oct 2023 - Current

Manager Property and Works

Jul 2013 - Oct 2023

Senior Project Engineer

Jul 2009 - Jul 2012

Project Engineer

Acting Director Environment and Planning

RESPONSIBILITIES:

- As Acting Director Environment and Planning at Mosman Council, I provide strategic leadership and executive oversight across the integrated portfolios of planning, environment, open space, engineering, compliance and property. Reporting directly to the General Manager as part of the Executive Leadership Team, the role drives organisational performance, policy innovation and sustainable community outcomes. Oversight of Development and Urban Planning functions ensures statutory compliance, heritage preservation and alignment with Mosman's strategic vision. Responsibility extends to environmental services, sustainability programs and asset management, strengthening operational resilience, climate adaptation and community amenity. The position also governs delivery of major capital works and compliance operations, safeguarding infrastructure integrity, environmental excellence and public trust in Council's performance.

ACHIEVEMENTS:

- Directed the external audit process, delivering authoritative verification and comprehensive clarification of Council's financial and operational asset management practices across its building, road, and infrastructure portfolios. Engaged proactively with auditors to substantiate asset valuations, plans, and lifecycle methodologies, leveraging advanced expertise in financial governance and audit assurance to uphold standards of probity, transparency and accountability.
- Exercised decisive leadership and strategic oversight of senior managers across multifaceted teams, cultivating a high performance culture defined by collaboration, operational excellence, and disciplined accountability. Through targeted mentorship and capacity building, enhanced leadership cohesion and organisational resilience in the delivery of critical environmental and planning outcomes.

Manager Property and Works

RESPONSIBILITIES

- As Manager Property and Works at Mosman Council, I provided strategic leadership to ensure the safe, sustainable and cost-effective delivery of facilities and infrastructure across the local government area. Accountability extended to an \$ 8 million annual portfolio encompassing operational performance, capital works and compliance outcomes aligned with MOSPLAN objectives. The role contributed to executive decision-making and governance initiatives while leading the development of Council's Asset Management Policy and Strategy towards ISO 55001 alignment. Leadership of a multidisciplinary workforce fostered a culture of accountability, collaboration and continuous professional growth. Oversight of asset maintenance, fleet management, WHS governance and digital transformation initiatives and infrastructure resilience.

ACHIEVEMENTS:

- Spearheaded comprehensive process reform across contract management, WHS, risk, and strategic planning, embedding stronger governance, accountability, operational efficiency, and elevated service standards.
- Restructured contractual terms and risk frameworks to mitigate exposure and strengthen supplier accountability.
- Developed robust Council-wide corporate frameworks for fleet management, fire safety, CCTV, security, procurement, key control, and strategic facilities risk management, strengthening operational efficiency and compliance assurance.
- Led the design and implementation of integrated infrastructure and lifecycle management strategies within the Asset Management Policy and Plans, ensuring evidence-based, data-driven and asset decision-making processes.
- Contributed extensively to MOSPLAN priorities and capital works programming, aligning infrastructure investment with evolving community needs, fiscal responsibility, and the long-term resilience of Council's asset base. Overhauled WHS and traffic management procedures at the depot, enhancing operational safety and compliance.
- Delivered the award-winning Allan Border Oval Pavilion Redevelopment, a landmark civic project exemplifying best practice in sustainable design, community amenity, and environmentally responsible construction principles.
- Secured significant external funding for the Middle Head Pavilion, electric vehicle (EV) fleet transition, and charging infrastructure initiatives, advancing Council's long-term environmental, climate, and sustainability objectives.
- Achieved measurable reductions in Council's carbon footprint through the implementation of large-scale solar installations, EV fleet integration, and comprehensive energy-efficient HVAC system upgrades.
- Delivered substantial cost efficiencies across depot, hygiene, and fire service contracts through strategic renegotiation, procurement optimisation, and enhanced supplier performance management frameworks.
- Introduced comprehensive enterprise risk plans and implemented digital QR-coded asbestos registers to improve data accessibility, workplace safety, compliance with regulatory frameworks, and organisational risk transparency.
- Modernised critical building systems, including CCTV, electronic access controls, and fire protection networks to align with evolving regulatory, technological, operational performance and safety excellence standards.
- Directed extensive lift refurbishment programs and preventative maintenance schedules to minimise asset downtime, reduce operational risk, enhance infrastructure reliability, longevity, and overall service continuity.
- Completed a comprehensive register of key building services (electrical, fire, HVAC, hydraulic), providing an essential foundation for future asset planning, risk mitigation, and strategic maintenance prioritisation.

LOCAL GOVERNMENT EXPERIENCE

ACHIEVEMENTS:

- Selected for Council's prestigious Emerging Leaders Program, reflecting exceptional leadership potential, strategic capability, and a steadfast commitment to organisational excellence and continuous improvement.
- Achieved outstanding results in the Staff Engagement Survey, attaining top-quartile ratings for engagement, wellbeing, leadership effectiveness, and overall organisational culture transformation outcomes.
- Significantly elevated property-related KPIs in the Community Satisfaction Survey, demonstrating improved service delivery, stakeholder confidence, and measurable alignment with Council's strategic objectives.
- Built productive partnerships with internal departments such as the Library, Art Gallery, and sporting clubs to facilitate shared outcomes, operational efficiencies, and collaborative project delivery success.
- Led transparent and inclusive public consultations, ensuring infrastructure initiatives reflected local priorities, enhanced civic engagement, and fostered trust through meaningful stakeholder participation.

Senior Project Engineer

RESPONSIBILITIES:

- As Senior Project Engineer at Mosman Council, I directed the planning, design and delivery of capital works and asset management programs within a \$500 million infrastructure portfolio encompassing civic, transport and public realm assets. Leadership extended across all phases of the project lifecycle, including stakeholder consultation, procurement, risk management and construction supervision. The role involved negotiating complex contracts and funding arrangements, ensuring fiscal accountability and adherence to stringent quality and governance standards. I prepared and presented comprehensive reports to Council, securing approvals and aligning outcomes with strategic and financial objectives. Oversight of asset management policies, contract governance frameworks and active transport initiatives strengthened data integrity, sustainability and long-term infrastructure resilience across the municipality.

ACHIEVEMENTS:

- Successfully led the award-winning Cenotaph Redevelopment Project, delivering a high-quality civic landmark that strengthened community identity, cultural heritage, and public realm enhancement through sustainable design principles.
- Secured over \$8 million in grant funding from the Public Spaces Legacy Program, Heritage NSW, Transport for NSW, and the NSW Government Community Partnerships initiative to deliver multiple capital improvement projects.
- Introduced project review templates and data analytics tools to monitor progress, evaluate performance, strengthen accountability and drive evidence-based decision-making across Council's capital works and infrastructure programs.
- Initiated Council's journey toward ISO 55001 Asset Management Certification, establishing foundational systems, processes, and documentation for internationally recognised standards in asset governance.
- Supported commercial negotiations that achieved a substantial uplift in the Bus Shelter Advertising Contract, generating increased revenue streams, enhanced service outcomes, and improved long-term contractual value for Council.
- Acted in the capacity of Manager of Engineering, assuming responsibility for a \$12 million operational budget and leading a workforce of 15 staff, ensuring continuity of leadership and operational excellence during transition periods.

Project Engineer

RESPONSIBILITIES:

- As Project Engineer, I managed the delivery of civil and building construction projects to completion, ensuring compliance with regulatory, technical and quality standards. The role encompassed oversight of contractor performance, technical works and budgetary controls to maintain alignment with Council objectives and statutory requirements. I prepared and reviewed detailed documentation for development consents, regulatory submissions and infrastructure approvals under planning and environmental legislation. Complex development applications were assessed with precision, providing expert technical advice to guide planning and compliance outcomes. I also represented Council as an expert witness before the NSW Land and Environment Court, presenting authoritative evidence on engineering and infrastructure matters.

ACHIEVEMENTS:

- Authored and implemented comprehensive Parking and Bicycle Network Strategies that enhanced connectivity, accessibility and sustainable transport infrastructure throughout the Mosman local government area.
- Successfully secured external funding from the NSW State Government to deliver a suite of high-priority infrastructure projects, advancing Council's strategic objectives, environmental outcomes, and broader community amenity.
- Expertly prepared, coordinated, and managed submissions to the Local Traffic Committee, achieving timely approvals while ensuring alignment with statutory frameworks, engineering standards, and local transport safety priorities.
- Designed, implemented and institutionalised comprehensive site diary and project documentation procedures to strengthen contract governance, enhance auditability and improve oversight across Council's capital works and infrastructure programs.

PREVIOUS EXPERIENCE

Mar 2003 - Jun 2005

OFFICE OF SENATOR KERRY NETTLE (AUSTRALIAN GREENS)

Sydney, Australia

Electoral Officer

RESPONSIBILITIES:

- Provided high-level administrative and constituency support in the management of the Senator's electoral office and day-to-day parliamentary operations. Corresponded with constituents, advocacy groups, and community stakeholders, delivering accurate information, policy clarification, and responsive issue management. Conducted in-depth policy research and prepared briefing materials to support the Senator's parliamentary contributions and legislative priorities. Assisted in the coordination of public events, community consultations, and media engagements, ensuring strategic alignment with the Senator's political objectives and the broader platform of the Australian Greens.

June 2002 - Dec 2002

CORPORACIÓN NACIONAL FORESTAL (CONAF)

Coyhaique, Chile

Undergraduate Scientific Officer

RESPONSIBILITIES:

- Conducted targeted field research and environmental data collection to support sustainable forest management and ecological restoration initiatives. Prepared technical documentation and analytical reports for internal and governmental review. Assisted in the design and construction of large-scale greenhouse facilities, contributing to project planning, scheduling, and quality assurance. Supported procurement and resource coordination processes, including vendor engagement and materials acquisition. Provided on-site project support to ensure operational efficiency, compliance with environmental standards, and timely, cost-effective project delivery.

INDUSTRY INVOLVEMENT

- **Member of UTS School of Civil & Environmental Engineering Professional Advisory Board:** Linking industry and university through quarterly strategic meetings with the Head of School, mentoring students, contributing to the development of the school's strategic vision and strengthening improved connection to industry partnerships and innovation.
- **Treasurer and Executive Board Member for Women in Local Government:** Managing \$400K in assets, financial audits, BAS statements, Profit/Loss and Balance Sheet preparation while representing Council as an alternate representative for Mosman and North Sydney across key sector governance initiatives and forums.
- **Local Emergency Management Committee:** Actively participated in forums hosted by Safe Work NSW, Local Government Procurement, Dial Before You Dig (DBYD) and Council's Legal Advisors.
- **Conference Speaker at Various Events:** Events included Walk 21 Sydney Australia, Local Government Landscape Design Forum NSW, NSW Coastal Conference, Australian Local Government Women's Conference and the IIA Australia Local Government Assurance Forum, contributing expert insights across multidisciplinary governance, infrastructure and community development themes.

REFEREES AVAILABLE ON REQUEST

SARVJEET SAINI

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 0466 318 924

 Sarvjeet_Saini@outlook.com

 Sydney NSW 2763

Demonstrating exceptional achievements as a distinguished leader in enterprise product engineering, I am eager to leverage my extensive expertise and deliver transformative outcomes as Senior Manager Product Engineering at the Department of Customer Service. With over fourteen years of progressive accomplishments spanning digital transformation, DevOps modernisation, cloud migration and enterprise-scale data strategy, I possess an exceptional capacity to orchestrate complex, multi-disciplinary initiatives that strengthen organisational performance and deliver enduring public value. I have architected hybrid cloud ecosystems, embedded sophisticated CI/CD frameworks, enforced rigorous governance protocols and advanced AI-enabled engineering productivity at scale. Renowned for cultivating and empowering high-performing teams, I foster cultures of excellence, accountability and innovation that accelerate delivery while safeguarding compliance and risk integrity. My stakeholder acumen extends across executive leadership, finance, risk and operational divisions, where I consistently align divergent priorities to secure enterprise-wide adoption of strategic technology roadmaps. Recognised for reducing costs, enhancing cyber-resilience, uplifting delivery velocity and institutionalising disciplined product practices, I bring a proven record of advancing technology ecosystems in highly regulated environments. Passionate about public sector reform, I am committed to delivering secure, accessible and citizen-centric digital platforms that exemplify efficiency, sustainability and trust. This role represents an unparalleled opportunity to apply my advanced technical mastery, strategic foresight and people-centric leadership to advance the digital transformation agenda of NSW.

QUALIFICATIONS

2000 - 2002	Post Graduate in Computer Studies, Information Technology
1996 - 2000	Bachelor of Engineering (Electronics)

PROFESSIONAL DEVELOPMENT

- Professional Scrum Product Owner @PSPO
- Google Cloud Infrastructure: Core Services
- Google Cloud Generative AI Leader Professional
- Google Cloud Infrastructure: Scaling and Automation
- Google Cloud Infrastructure: Containers and Services
- GitHub Actions for DevOps CI/CD
- Microsoft Certified Professional
- Mastery DevOps

KEY SKILLS & COMPETENCIES

- Strategic Technology Leadership:** Expert in directing enterprise-scale digital transformation programs, aligning product engineering initiatives with organisational strategy, governance, efficiency and enduring public value outcomes.
- Advanced Cloud Architecture:** Skilled in architecting complex hybrid ecosystems across GCP, AWS and Azure, embedding resilience, scalability, cost-efficiency, security and compliance into critical digital platforms.
- DevOps and Automation Mastery:** Proven success in modernising enterprise-wide DevOps, automating CI/CD pipelines and embedding Infrastructure as Code to accelerate delivery velocity, enhance compliance and reduce risks.
- Product and Portfolio Governance:** Accomplished in defining integrated product roadmaps, prioritising enterprise backlogs and instituting disciplined governance to deliver measurable, sustainable and strategic business value.
- Cybersecurity and Risk Resilience:** Skilled at embedding robust enterprise security frameworks, automated vulnerability controls, governance practices and regulatory compliance measures into engineering environments.
- Data and Insights Enablement:** Expertise in delivering enterprise-wide BI platforms, enabling self-service analytics, uplifting governance and embedding data-driven decision-making cultures across complex global organisations.
- Executive Stakeholder Engagement:**dept at influencing, negotiating and aligning diverse executive, risk, governance and operational stakeholders to secure adoption of complex, high-value technology strategies.
- High-Performance People Leadership:** Recognised for cultivating, inspiring and mentoring high-performing teams, embedding cultures of accountability, agility, innovation, excellence, resilience and sustained professional growth.
- Agile and Scaled Delivery Expertise:** Proficient in embedding agile frameworks including SAFe, driving iterative delivery, continuous improvement, scalable operating models, enterprise program efficiency and measurable value realisation.
- Financial and Vendor Optimisation:** Experienced in negotiating enterprise technology agreements, optimising vendor contracts, achieving multimillion-dollar cost savings and ensuring sustained regulatory compliance.

EMPLOYMENT HISTORY

Nov 2010 - Current

ANZ BANK | www.anz.com.au
Sydney, New South Wales

Nov 2023 - Current

Senior Technical Product Owner - Engineering

Jul 2018 - Oct 2023

Technical Product Owner - Data and Insights

Jan 2013 - Aug 2018

Technical Lead

Nov 2010 - Dec 2014

Senior Engineer

Senior Technical Product Owner - Engineering

RESPONSIBILITIES:

- As Senior Technical Product Owner - Engineering, I define the strategic roadmap for DevOps platform modernisation, driving enterprise-wide digital transformation initiatives in a scaled agile environment to strengthen scalability, governance, resilience, compliance, innovation and performance. I design and implement standardised CI/CD frameworks, including "Golden Pipelines", to streamline workflows, enhance security and elevate operational efficiency across diverse engineering teams. I optimise developer onboarding processes and execute cloud migration strategies for legacy platforms, reducing ramp-up time, embedding scalability, ensuring regulatory compliance and delivering strategic cost optimisation. I integrate secure coding practices across the SDLC, reinforcing audit readiness, minimising risks and embedding security-by-design principles. I own and prioritise enterprise product backlogs in collaboration with stakeholders, while fostering executive-level relationships to establish governance frameworks, monitor outcomes and align features with business value and risk. I apply agile and scaled delivery methodologies to orchestrate enterprise-wide releases, ensuring timely, high-quality outcomes within a sophisticated technology environment comprising GCP, AWS, GitHub Actions, Terraform, .NET, Angular, React, uDeploy, Docker and Kubernetes.

ACHIEVEMENTS:

- Successfully migrated GitHub to a hybrid GCP-AWS ecosystem, achieving a 40% reduction in infrastructure costs while enhancing scalability, resilience, security, governance, compliance, and enterprise-wide performance optimisation.
- Automated infrastructure provisioning with Terraform (PaC), reducing platform issues by 80% and cutting setup times from weeks to hours, strengthening efficiency, resilience, governance, compliance and operational consistency.
- Deployed an Engineering Tools Radar with automated governance for open-source libraries, reducing vulnerability exposure by 70% and improving audit readiness, visibility, compliance, control, enterprise resilience and risk management.
- Managed 100+ enterprise engineering tools, embedding automated remediation workflows and strengthening compliance assurance, efficiency, governance, visibility, risk mitigation, security posture, and organisational maturity.
- Transitioned 150+ CI/CD pipelines to GitHub Actions, boosting engineering throughput by 40% and lowering operational overhead, strengthening resilience, automation, agility, compliance, efficiency and delivery velocity.
- Integrated Blackduck and Checkmarx into CI/CD workflows, reducing production vulnerabilities by 30% and enhancing cyber resilience, security posture, compliance, efficiency, developer confidence, and enterprise assurance.
- Implemented MFA-secured Git access, protecting ANZ's global cloud assets in line with country-specific regulations.
- Reduced engineer onboarding SLA by 40%, enabling faster productivity ramp-up and earlier business value realisation.
- Introduced Docker Desktop across engineering teams, streamlining containerised development, consolidating licensing, negotiating \$1M in vendor savings and enhancing resilience, governance, scalability, compliance, innovation and enterprise productivity.
- Delivered governance frameworks and executive-level reporting, providing transparency and assurance to ExCo and senior leadership, while strengthening accountability, oversight, compliance, trust, resilience and strategic decision-making.
- Partnered with 1st and 2nd line risk to secure compliance approvals across multiple jurisdictions, including the UK, Hong Kong, Singapore, Taiwan and China, enhancing governance, assurance, compliance, visibility, resilience, and organisational confidence.
- Led a multi-year enterprise DevOps transformation, simplifying legacy systems, embedding compliance-by-design, accelerating delivery at scale, while improving governance, resilience, scalability, productivity and business outcomes.
- Delivered a hybrid GCP-AWS GitHub Enterprise solution with PaC automation, detailed runbooks and compliance sign-offs, achieving zero data loss, faster checkouts, guardrail-enabled self-service, and a significant uplift in developer productivity.
- Negotiated and delivered cost optimisation initiatives, including a multi-year Docker Desktop enterprise agreement, consolidating contracts and securing \$1M savings, while enhancing compliance, governance, scalability, resilience, productivity, efficiency, and strategic performance.
- Designed and implemented a vulnerability management framework for engineering tools, embedding automated scans and secure coding practices that reduced vulnerabilities by 90%, strengthening resilience, compliance, governance, assurance, visibility, enterprise security, and confidence.
- Partnered with GitHub Copilot to integrate AI-powered coding assistants, cutting repetitive tasks, shortening onboarding time, and enhancing developer satisfaction, productivity, efficiency, resilience, innovation, collaboration, governance and enterprise-wide engineering excellence.
- Reduced CI/CD pipeline maintenance costs by more than 40%, ensuring sustainable efficiency gains.
- Accelerated delivery cycles through automation, AI-driven workflows and enterprise-scale DevOps practices.
- Strengthened enterprise security posture, governance maturity and compliance readiness across multiple environments.
- Achieved enterprise-wide cost optimisation via strategic negotiations, vendor consolidation and streamlined licensing models.

Technical Product Owner - Data and Insights

RESPONSIBILITIES:

- As Technical Product Owner - Data and Insights, I led the design and execution of ANZ's enterprise-wide data visualisation strategy, ensuring alignment with the broader Enterprise Data Strategy while driving scalability, resilience, governance, compliance, performance and innovation. I managed cross-functional teams of architects, engineers and SMEs to deliver scalable, secure BI platforms across cloud and on-premise environments, embedding agility, compliance, efficiency and enterprise-wide effectiveness. I defined and delivered the BI and data visualisation roadmap, established governance frameworks, and secured stakeholder buy-in to ensure compliance with internal standards, external audit requirements and long-term strategic objectives. I owned and prioritised product backlogs, translating business needs into epics, stories and acceptance criteria for agile delivery teams while managing vendors and technology partners to ensure seamless integration, compliance and timely delivery. I monitored budgets, forecasts and resource allocation, providing transparent reporting to senior leadership and executive committees, while driving audit and risk management practices that embedded governance uplift and platform optimisation. I operated within a complex technology environment comprising QlikView, Qlik Sense, Tableau, AWS, GCP, KNIME, Replicate, PostgreSQL, Teradata, BigQuery, Web APIs, React, AngularJS and Python to deliver enterprise-grade analytics capabilities.

ACHIEVEMENTS:

- Migrated Tableau to AWS SaaS, reducing operational overhead by 40% and improving time-to-insight by 30%.
- Launched Qlik Sense and Tableau enterprise-wide, enabling 200+ business units with self-service insights and accelerating decision-making capability, governance, scalability, compliance, efficiency, productivity and long-term performance.
- Scaled BI adoption to 25,000+ users through engagement programs, early-adopter campaigns and data champion initiatives, strengthening collaboration, innovation, compliance, governance, resilience, maturity, culture and enterprise-wide analytics adoption.
- Automated 70+ BAU processes using KNIME workflows, reducing manual effort by 60% and delivering multimillion-dollar cost savings, efficiency, resilience, scalability, governance, agility, compliance, and sustainable enterprise-wide optimisation.
- Increased BI reliability by reducing downtime 90% and improving user satisfaction 75% through governance uplift and risk remediation, enhancing resilience, compliance, scalability, performance, assurance, transparency, and long-term stakeholder confidence.
- Migrated four BI platforms (MSRS, QlikView, Qlik Sense, KNIME) to ANZ's AWS cloud, enhancing scalability, resilience and cost efficiency, governance, agility, reliability, innovation, performance and enterprise-wide operational maturity.
- Implemented near real-time data replication from Teradata to PostgreSQL on AWS, enabling agile, campaign-driven marketing insights, scalability, compliance, resilience, efficiency, governance, performance, competitiveness, and strategic organisational decision-making.
- Established a self-service BI operating model, empowering 100+ stakeholders and 600+ engineers with governed, decentralised reporting, agility, scalability, governance, compliance, resilience, innovation, performance and enterprise-wide analytics maturity.
- Refined ANZ's dispersed BI strategy into a unified enterprise model, leading the Qlik Sense Modernisation Program for 25,000 users and 2,000+ reports, securing compliance approvals, implementing a global license, building a 24/7 support team, and introducing advanced BI features. Outcomes included reduced IT dependency, seamless migration of 200+ reports, cost optimisation, improved usability, and stronger governance.
- Developed a custom onboarding and access review automation platform integrated with SailPoint IIQ and Active Directory, cutting onboarding time from one week to minutes, streamlining access reviews, improving audit readiness, and strengthening security through automated role-based controls.
- Led the migration of ANZ's business-critical Tableau environment to SaaS under a cloud-first strategy, designing secure hybrid connectivity, embedding CI/CD for Tableau assets, implementing encryption and monitoring, and coordinating compliance approvals. Outcomes included full APRA-aligned compliance, reduced reliance on costly infrastructure, simplified governance and improved adoption across multiple regions.

Technical Lead

RESPONSIBILITIES:

- As Technical Lead, I designed and implemented BI architectures and data models across more than 15 major projects, establishing robust analytics foundations and enabling enterprise-scale reporting capabilities. I modernised reporting platforms by decommissioning OBIEE and successfully migrating all reporting to QlikView, introducing enhanced features, improving usability and reducing long-term maintenance costs. I introduced KNIME as ANZ's enterprise data wrangling and automation platform, defining the operating model and empowering non-technical users to independently generate insights with greater efficiency and accuracy. I also led the establishment of a Data & Insights Centre of Excellence, standardising governance frameworks, best practices and accelerators to scale BI capability across the bank. In this capacity, I partnered closely with business units to drive adoption, improve data governance and uplift analytics maturity.

ACHIEVEMENTS:

- Led the enterprise rollout of QlikView for Finance and Risk teams, establishing a scalable, governed and business driven reporting capability across the wider organisation and beyond, ensuring lasting adoption.
- Directed a team of 25 consultants to deliver over 200 tailored reports, ensuring alignment with regulatory, operational, compliance and evolving governance requirements at significant scale and scope.
- Reduced IT dependency by implementing a decentralised reporting model that empowered business users to self-manage reporting needs within clearly defined guardrails, frameworks, protocols and accountability measures.
- Launched an upskilling initiative for subject matter experts, strengthening organisational BI maturity and enabling greater self-sufficiency in analytics, insights, reporting, innovation and decision-making.
- Successfully positioned QlikView as a strategic BI platform, significantly enhancing decision-making and embedding a sustainable, enterprise-wide data-driven culture across Finance and Risk functions.

Senior Engineer

RESPONSIBILITIES:

- As Senior Engineer, I provided critical support for Global Capital Markets, ensuring the accuracy, reliability and timely delivery of Bonds data and reporting systems. I developed visually engaging, interactive dashboards that presented key performance indicators and data-driven insights in a way that enabled executives to make more informed and strategic decisions. I analysed more than 100 complex datasets to uncover patterns, trends and opportunities that directly supported the formulation of evidence-based business strategies and outcomes. My work strengthened reporting accuracy, improved transparency and increased the speed with which critical market information was delivered to stakeholders. I collaborated closely with trading, risk and finance teams to align data reporting with business requirements and compliance standards. Through these initiatives, I enhanced the quality of decision-making and contributed to the delivery of sustainable value across the Capital Markets function.

ACHIEVEMENTS:

- Strengthened decision-making capability across Global Capital Markets by delivering accurate reporting and real-time data insights, enhancing transparency, governance, compliance, resilience, efficiency, scalability and performance.
- Enhanced stakeholder visibility through dashboards that simplified complex datasets and improved accessibility of critical financial information, strengthening agility, resilience, collaboration, compliance, transparency, governance, and long-term organisational maturity.
- Improved operational efficiency by applying advanced data analysis techniques to streamline reporting processes and uncover actionable intelligence, boosting scalability, resilience, governance, compliance, accuracy, performance, and enterprise-wide decision-making capability.

Feb 2010 - Oct 2010

COVER MORE TRAVEL INSURANCE | www.covermore.com.au

Sydney, New South Wales

Senior Analyst

RESPONSIBILITIES:

- As Senior Analyst at Cover-More Travel Insurance, I designed and developed B2B and B2C Travel Insurance applications using C#, WCF, ASP.NET, WinForms, ADO.NET, AJAX, XML, XSLT, SQL Server 2005, .NET Framework 3.5, Visual Studio 2008, NUnit, SVN and DevExpress 9.3. These applications enhanced functionality, streamlined processes and improved both customer and partner user experience. I strengthened operations by delivering robust architecture and ensuring seamless integration across platforms, enabling greater efficiency and reliability. My use of modern frameworks, automated testing and version control enhanced system stability, maintainability and long-term performance. Collectively, these contributions positioned the applications as high-performing, scalable solutions aligned with enterprise objectives.

Feb 2010 - Oct 2010

DEPARTMENT OF JUVENILE JUSTICE | www.nsw.gov.au

Sydney, New South Wales

Senior Analyst

RESPONSIBILITIES:

- As Senior Analyst with the Department of Juvenile Justice, I worked on a near real-time data integration project that enabled electronic access to finalised court outcomes and associated court orders from the NSW court system. I designed and built a custom web application using SQL Server Reporting Services (SSRS) to streamline manual handling of court orders and enhance the accuracy and efficiency of legal reporting. In addition, I created Windows and WCF services to automate custodial order processing and trigger real-time notifications for key stakeholders. These initiatives delivered a reliable integration solution that ensured timely access to critical outcomes and significantly reduced manual workloads.

TECHNICAL SKILLS

Cloud Platforms:	GCP, Azure, AWS, Kubernetes, BigQuery
Databases:	SQL, Teradata, Oracle, PostgreSQL
DevOps & CI/CD Tools:	Git, GitHub Actions, SonarQube, uDeploy, Bamboo, Blackduck, CheckMarx, Terraform (IaC)
Data Visualisation:	QlikView, Qlik Sense, Tableau, Power BI
Data Integration & Wrangling:	KNIME, SSIS
Programming & Scripting:	Python, Java, JavaScript, jQuery, PowerShell
Web & Application Development:	C#, .NET, Angular, React
Collaboration & Project Tools:	Jira, Confluence

REFEREES AVAILABLE ON REQUEST

ANNE RUSHTON

BA English (Comm)

[in linkedin.com/in/anne-rushton-a0b98591/](https://www.linkedin.com/in/anne-rushton-a0b98591/)


0466 555 444

anne-r98@live.com.au

Perth, Western Australia

Demonstrating an exceptional record as a distinguished senior executive within the arts, cultural and community spheres, I am eager to harness my multidisciplinary expertise, strategic vision and transformative leadership as Chief Executive Officer at Perth Festival. With over three decades of experience orchestrating large-scale organisational advancement, artistic innovation and measurable social impact, I possess the proven capability to galvanise diverse stakeholders towards a shared, ambitious vision. My executive stewardship at the Art Gallery of Western Australia has encompassed the conception and realisation of landmark redevelopment strategies, audience expansion and exponential commercial revenue growth, underpinned by an unwavering commitment to artistic distinction and inclusive engagement. I offer formidable strategic and financial acumen, with a track record in exemplary governance, high-value philanthropic cultivation and enduring partnership development across government, corporate and creative domains. My leadership ethos is characterised by the cultivation of high-performance, values-led teams, the advancement of First Nations and culturally diverse representation, and the championing of pioneering approaches to programming. With refined expertise in brand repositioning, international market penetration and elevated media engagement, I excel in translating creative aspiration into operational reality, harmonising bold artistic ambition with institutional resilience. I am committed to stewarding Perth Festival's legacy while architecting its next era of cultural resonance, global relevance and sustained excellence.

EXECUTIVE ACCOMPLISHMENTS

- **Executive and Cultural Leadership:** Over three decades directing high-profile arts, cultural and events organisations, including leadership of multi-disciplinary teams at AGWA, Ramsay Health Care and her own strategic agency. Extensive experience acting as CEO, providing governance oversight, strategic direction and operational leadership.
- **Strategic and Financial Mastery:** Expert in managing multimillion-dollar budgets, securing funding and driving commercial growth. Achievements include growing the AGWA Foundation from \$34 million to \$44 million in three years and negotiating multi-year sponsorships worth \$6+ million across philanthropic, corporate and government sectors.
- **Landmark Festival and Program Conception:** Conceived and authored the Western Australian Government's +8 Festival, an internationally focused arts, culture, innovation and education initiative engaging Asia and the Indian Ocean Rim. Endorsed by Cabinet and now under renewed consideration for delivery as a strategic cultural diplomacy platform.
- **Audience Expansion and Market Growth:** Delivered record-breaking visitation at AGWA, including an all-time high of 465,000 visitors in 2024–25 and significant growth in the 16–35 demographic. Developed targeted initiatives such as The West Australian Pulse and the G9 Kids Engagement Space, expanding G9 visitation from 45,000 to 120,000 annually.
- **Philanthropy, Sponsorship and Revenue Diversification:** Secured landmark partnerships with Healthway, Simon Lee Foundation, Tourism WA, 7West Media, JCDecaux and NOVA Radio, delivering multi-million dollar value and diversifying revenue streams to ensure organisational sustainability, long-term growth and cultural programming opportunities.
- **Major Event and Exhibition Production:** Produced large-scale, high-profile cultural events, including TIME RONE, AGWA's most commercially and critically successful exhibition, generating \$3.5 million in ticket revenue, \$1.2 million in commercial sales, and attracting over 90,000 visitors from diverse local, interstate and international audiences.
- **Stakeholder Engagement and Advocacy:** Maintains trusted relationships with ministers, government agencies, boards, philanthropic leaders, corporate sponsors, artists and community stakeholders, ensuring strong institutional support, alignment with strategic objectives, and ongoing engagement that fosters mutual benefit and sustained growth.
- **People and Culture Leadership:** Built and led high-performing, inclusive teams, expanding AGWA's staff from 2.5 FTE to 60 FTE in four years, and fostering a collaborative, values-driven culture that delivers operational excellence.
- **Artistic Alignment and Program Delivery:** Experienced in collaborating with creative leaders to translate artistic vision into operational reality, delivering acclaimed programs that meet artistic, audience and financial KPIs.
- **Brand Transformation and Media Elevation:** Directed institutional rebranding and integrated media strategies that increased public profile, enhanced cultural relevance and achieved national and international visibility.
- **International and Cross-Cultural Collaboration:** Forged and sustained cultural exchange partnerships across Asia, the Indian Ocean Rim and global arts sectors, expanding WA's international cultural presence and influence.
- **Innovation and Organisational Resilience:** Introduced capacity-building strategies, revenue-generating initiatives and adaptive programming that strengthened organisational sustainability and positioned institutions for long-term success.

EMPLOYMENT HISTORY

Apr 2020 - Current

ART GALLERY OF WA (AGWA)

Perth, Western Australia

Deputy Director Marketing, Communication & Commercial Director

RESPONSIBILITIES:

- Appointed to architect AGWA's strategic repositioning as a globally eminent, multi-sensory cultural institution, with executive oversight of Communications, Commercial Operations, Education, People & Culture and delegated authority as Deputy Director across 56 FTE, ensuring cohesive leadership across all core organisational functions.
- Entrusted with delivering two transformative objectives: (i) repositioning AGWA's brand through a comprehensive rebrand and integrated campaign and (ii) co-leading the strategic planning of a proposed \$650 million gallery redevelopment, supported by a \$10 million state commitment, engaging stakeholders across government, corporate, philanthropic and creative sectors to secure alignment, investment and long-term strategic outcomes.
- Serve as the central nexus connecting all stakeholder groups to AGWA, encompassing government representatives, ministers, agencies and Directors General, industry bodies, philanthropic leaders, corporate sponsors, suppliers, creative collaborators and artists at local, national and international levels. Equally prioritise the cultivation of major audience channels, including children and families, youth as the next generation of patrons, and existing core audiences.
- Recognise staff as a pivotal partner group, fostering their role as collaborative contributors in the execution of organisational strategy and artistic vision, while cultivating a culture of excellence and innovation.
- Lead commercial operations spanning the AGWA Design Store, Rooftop, Café, venue hire and ticketed events, with a firm focus on profitability, experiential curation, and enterprise growth. Strategic responsibilities include market expansion, stakeholder engagement, and fiscal governance.
- Currently co-leading AGWA's strategic transformation into its next chapter, delivering against a five-year vision to redefine its global standing and cultural influence, while fostering innovation, inclusivity and long-term organisational sustainability.
- Spearhead dynamic, data-informed marketing strategies to drive visitation, elevate brand equity, and penetrate new demographics, particularly youth (16–35), First Nations communities, tourists, and Asia-Pacific audiences, while advancing AGWA's national and international digital presence.
- Oversee media, public relations and partnership strategy, securing major sponsorships and cultivating philanthropic alliances across government, education, corporate and creative sectors, ensuring alignment with organisational objectives and brand positioning. Guide the AGWA Digital Hub as a national exemplar in cultural content delivery, innovation and audience engagement.
- Direct institutional planning through market intelligence, trend forecasting, and audience analytics. Steward education and engagement initiatives fostering inclusive, multi-generational arts access, including flagship youth programs such as *Pulse Perspectives* and high-impact artist collaborations.

ACHIEVEMENTS:

AGWA Redevelopment - 'The New AGWA' (Announced Jan 2025):

- Successfully realised the Gallery's five-year transformation strategy with the WA Government's formal commitment of \$10 million toward a \$650 million redevelopment plan. This milestone followed years of sustained advocacy, stakeholder engagement, and strategic planning designed to reposition AGWA as a contemporary, internationally recognised cultural institution. Co-led cross-government and sector-wide collaboration with the CEO to secure support, drive public discourse, and elevate AGWA's standing within state cultural infrastructure priorities.

TIME RONE Exhibition (Jun 2024 - Feb 2025):

- Produced and delivered AGWA's most commercially and critically successful exhibition in its history. *TIME RONE* attracted over 90,000 exhibition visitors and a further 50,000 through related commercial offerings, including rooftop and retail spaces. Generated over \$4 million in ticket revenue and \$1.5 million in merchandise sales, exceeding all commercial and audience benchmarks. Achieved unprecedented media coverage locally, nationally, and internationally, solidifying AGWA's reputation as a producer of globally relevant cultural programming and drawing significant youth and first-time visitor attendance.

Pulse: Australia's Largest Youth Arts Festival (2021 - 2024):

- Spearheaded the transformation of the Gallery's longstanding *Pulse Perspectives* program into *Pulse*, Australia's largest and most diverse youth arts festival. Expanded the format to showcase not only Year 12 visual art but also design, fashion, music, literature, and creative innovation. Drove exponential growth in annual visitation to 226,000 by 2024, repositioning AGWA as a national leader in youth cultural engagement. Attracted landmark sponsorships from The West Australian, JCDcaux, and NOVA Radio, significantly boosting media visibility and public participation. The initiative played a pivotal role in AGWA's demographic shift towards younger, more diverse audiences.

FY23/24 Milestones:

- Reached record visitation of 590,000, an 80% increase on pre-COVID figures
- Achieved end-of-year profit of \$750,000 (22/23) and hosted 8,500+ event attendees
- Attracted 318,993 first-time visitors; rooftop visitation exceeded 34,000
- Boosted interstate and international visitors by 83%, totalling 214,612
- Attained an emotional brand equity score of 60 (Morris Hargreaves McIntyre)
- One in four visitors were aged 16–25, confirming effective youth engagement strategy

Design Store Success (Launched 2022):

- Generated \$650,000 in first-year profit, more than double the initial \$300,000 target
- Showcased 85 Australian and international design brands, including 42 WA-based artists
- Delivered youth mentorship programs and recruited 3,500 members within six months
- Reached \$1.2 million in revenue during FY23/24

EMPLOYMENT HISTORY

ACHIEVEMENTS:

Commercial Growth and Financial Sustainability:

- Delivered \$6.43 million in non-government revenue in FY23/24
- Increased sponsorship revenue by \$2.5 million through targeted partnership strategy

Media Partnerships and Sponsorships:

- Secured \$2 million in annual media sponsorships from 7West Media, JCDecaux and NOVA Radio
- Amplified AGWA's visibility through integrated brand partnerships
- Engaged younger and previously untapped demographics through Pulse, rooftop events, and design-led retail
- Drove a 34,000 increase in international visitors and 25,000 rise in interstate tourism, supported by major global exhibitions such as *Yoshitomo Nara*

Education and Multigenerational Engagement:

- Drew 120,000+ attendees to *Exquisite Bodies* in its first six months
- Attracted over 80,000 visitors to *Boorongur* during peak school holidays
- Engaged more than 200,000 new visitors through original educational and community initiatives

2018 - 2020

ROBYN KERSHAW PRODUCTIONS (RKP)

Perth, Western Australia

Business Development, Marketing Communications, Senior Consultant

RESPONSIBILITIES:

- Provided strategic consultancy to Robyn Kershaw Productions, a globally recognised Australian content production company, with a focus on long-term business growth, global market penetration, and competitive brand positioning.
- Worked in direct collaboration with Executive Producer Robyn Kershaw to develop, finance and strategically promote a diverse portfolio of ten internationally produced feature films across multiple global territories.
- Designed and executed integrated, forward-looking business development strategies aligned with defined commercial objectives, investor expectations, and emerging international screen industry trends and market shifts.
- Led the creation and seamless implementation of multifaceted marketing and communications plans across all stages of production, including development, pre-sales, global distribution, and international festival promotion campaigns.
- Managed stakeholder communications, media liaison, and narrative-driven promotional strategies to ensure consistent brand alignment, enhanced public visibility, and positive global positioning for all RKP projects.
- Developed high-impact investor and project funding presentations, directly contributing to successful co-financing agreements and international co-production partnerships with national agencies and global stakeholders.
- Liaised with screen agencies, distribution partners, and creative collaborators to align artistic direction with broader business strategy, target audience engagement, and long-term cross-market viability goals.

2012 - 2018

DIGITAL MADNESS

Perth, Western Australia

Director/Owner

RESPONSIBILITIES:

- Established and led a boutique creative agency delivering high-level strategic advisory across brand development, marketing, stakeholder engagement and digital communications for government, health, arts, and education sectors.
- Directed all facets of business operations, including strategy, creative direction, business development, financial oversight, and high-level client engagement at C-suite and ministerial levels across diverse industry sectors.
- Spearheaded integrated campaigns involving brand repositioning, crisis management, sponsorship, events, lobbying, and change communications, tailored to complex, multi-stakeholder, and high-sensitivity operating environments.
- Managed multidisciplinary teams, contractors, and consultants, ensuring strategic alignment, operational efficiency, cultural cohesion, quality control, and timely project delivery across all concurrent work streams.
- Served as brand custodian for key clients, leading brand audits, development, and strategic execution of comprehensive brand, media and content strategies across digital and traditional communication channels.
- Delivered issue-sensitive communications and advocacy strategies, including government lobbying, targeted public affairs, and implementation of high-impact, industry-specific reputation management and recovery initiatives.
- Designed and implemented high-impact marketing and digital engagement strategies, ensuring alignment with business objectives, audience insights, emerging market trends, and clearly measurable ROI outcomes.
- Managed key clients including WA Ballet, WA Opera, Department of Local Government, Sport & Cultural Industries (+8 Festivals), Ramsay Health Care, McCusker Foundation, AMP Shopping Centres, Macquarie University Hospital, WA Health, Wesley College, ECU and the New Zealand Government.

EMPLOYMENT HISTORY

2005 - 2012

RAMSAY HEALTH CARE GROUP

Perth, Western Australia

Innovation, Communications & Marketing Director

RESPONSIBILITIES:

- Appointed to lead Innovation, Communications and Marketing across five major hospitals i.e. Hollywood, Joondalup, Glengarry, Attadale, and Peel Health Campus, during a period of transformational growth. Recognised as a senior industry authority in health advocacy and strategic communications, I oversaw end-to-end marketing functions, including public relations, stakeholder engagement, market research, and business innovation across the WA portfolio.
- Collaborated closely with the WA Managing Director and Executive Leadership Team to develop and implement new business strategies, drive hospital expansion programs, and identify emerging market opportunities. Spearheaded the strategic repositioning and rebranding of the Hollywood and Joondalup hospitals, ensuring they emerged as national exemplars within Ramsay's 76-hospital Australian network.
- Provided strategic counsel on high-profile and sensitive corporate matters and was instrumental in developing and executing major consumer and B2B campaigns in partnership with national advertising agencies. Led stakeholder engagement strategies across the medical and public sectors, building trusted relationships with GPs, specialists, veteran associations, government departments, the media, and corporate sponsors.
- Managed multimillion-dollar marketing budgets, performed financial modelling to ensure sustainable revenue growth, and successfully delivered annual financial performance targets. My leadership extended across innovation, communications, and reputation management at both the operational and executive levels.

ACHIEVEMENTS:

- Served as one of six senior executives overseeing approximately 4,000 Ramsay staff across WA, regularly deputising for the CEO during critical decision-making periods and representing executive interests at strategic forums.
- Successfully fulfilled the five-year strategic goal of elevating Hollywood and Joondalup Hospitals to the top two positions nationally within the Ramsay Australia network, setting new benchmarks in clinical excellence and innovation.
- Played a key leadership role in delivering a six-year, \$1 billion greenfield and brownfield expansion strategy across five major hospital sites in WA, shaping the organisation's long-term market dominance.
- Worked closely with Ramsay's global expansion team to facilitate international growth across Asia, the UK and France, contributing to Ramsay's transformation into the largest private hospital group globally.
- Drove one of the most successful regional transformation strategies in Ramsay WA's history, continuing as a retained senior consultant with the Group for four additional years through my agency, The Mad Empire.
- Led specialist communication campaigns at Macquarie University Hospital (NSW), including the public introduction and awareness of advanced robotic surgery programs such as the Da Vinci Robot and Gamma Knife.
- Conceptualised and launched high-impact public health awareness campaigns focused on preventative care, mental health, and behavioural change, achieving widespread engagement and recognition.
- Became a leading advocate in men's health communications, developing tailored engagement strategies for predominantly male patient populations, many of whom were veterans through language and framing that encouraged constructive behavioural reform and improved health outcomes.

PREVIOUS WORK HISTORY

2004 - 2005	The British Broadcasting Corporation (BBC), London	Senior Marketing & PR Consultant (Secondment)
1998 - 2005	Australian Broadcasting Corporation (ABC), Perth	Marketing & Publicity Manager
1996 - 1998	Freelance Work, London	Marketing & Public Relations Consultant
1995 - 1996	Lynne Franks PR, London	Senior Account Director (London Fashion Week)
1993 - 1995	Professional Public Relations, (PPR) Perth	Senior Account Manager
1992 - 1993	CB Richard Ellis (Corporate Real Estate Group), Perth	Marketing & Public Relations Manager
1990 - 1992	Hooker Corporate (Corporate Real Estate Group), Perth	Marketing & Public Relations Manager

QUALIFICATIONS

1990

BACHELOR OF ARTS ENGLISH (COMMUNICATIONS)

Curtin University | Perth, Western Australia

HIGHLIGHTS:

- > Graduated Double Major in Film & Television/Marketing and PR
- > Graduated Top Honours in Film & Television (Magna Cum Laude)

REFEREES AVAILABLE ON REQUEST

VAN ANH (VIVIAN) TRAN

Executive Assistant and Governance Support

☎ 0466 666 666

✉ viviantran318@gmail.com

📍 Melbourne, Victoria

Demonstrating a high level of experience in executive administration, stakeholder coordination and governance support, combined with exceptional organisational capability and attention to detail, I am poised to contribute my expertise in high-level executive support, document preparation and office coordination as an Executive Assistant with the Victorian Institute of Teaching. I bring proven ability to manage complex schedules, coordinate meetings and events, and maintain accurate records within fast-paced, compliance-driven environments. Possessing experience supporting senior leadership and engaging with diverse stakeholders, I excel in managing competing priorities, preparing high-quality reports and ensuring seamless administrative operations. My strong communication skills and proactive approach enable effective stakeholder engagement and issue resolution, while maintaining confidentiality and professionalism at all times. I am highly proficient in Microsoft Office and administrative systems, supporting efficient workflows and continuous improvement across business processes. With a strong commitment to accuracy, governance and service excellence, I am motivated to contribute to an organisation dedicated to safeguarding children and supporting quality education outcomes across Victoria.

EDUCATION & QUALIFICATIONS

2023	Graduate Diploma in Early Childhood Education	Victoria University, Melbourne
2021 - 2023	Master of Science, Global Finance and Banking	King's College London, London, UK
2017 - 2020	Bachelor of Commerce, Majors in Management & Marketing	University of Melbourne, Melbourne
2014 - 2016	A Levels in Mathematics, Economics and Psychology	Brooke House College, UK

KEY SKILLS & COMPETENCIES

- **Executive Support and Coordination:** Provides high-level administrative support to senior executives, managing complex schedules, communications, documentation and competing priorities within fast-paced and dynamic environments.
- **Diary and Meeting Management Expertise:** Coordinates executive calendars, schedules appointments and manages meeting logistics, ensuring efficient time management and seamless delivery of high-level operational activities.
- **Governance and Documentation Support:** Prepares, reviews and maintains high-quality reports, presentations and governance documentation, ensuring accuracy, compliance and alignment with organisational and regulatory standards.
- **Stakeholder Engagement and Liaison:** Acts as a key point of contact for internal and external stakeholders, facilitating professional communication and maintaining strong relationships across diverse groups and senior leadership levels.
- **Record Management and Compliance:** Maintains accurate records and administrative systems, ensuring strict confidentiality, data integrity and compliance with organisational policies and regulatory requirements at all times.
- **Communication and Professional Writing:** Demonstrates strong written and verbal communication skills, preparing professional correspondence, reports and presentations tailored to executive and stakeholder audiences.
- **Event and Travel Coordination Expertise:** Organises executive travel, events and meetings, managing logistics, scheduling and stakeholder coordination to ensure seamless execution and consistently positive outcomes.
- **Time Management and Prioritisation:** Effectively manages competing priorities and deadlines, demonstrating strong organisational capability and the ability to quickly adapt within high-pressure and fast-paced environments.
- **Attention to Detail and Accuracy:** Maintains exceptional attention to detail across all administrative tasks, ensuring consistently high levels of accuracy, consistency and quality in documentation and reporting outputs.
- **Proactive Administration and Initiative:** Demonstrates initiative and sound judgement, identifying opportunities to improve processes, enhance efficiency and support continuous improvement across administrative functions.
- **Confidential Information Management:** Handles sensitive and confidential information with discretion and integrity, ensuring compliance with privacy requirements and maintaining trust across executive and stakeholder interactions.
- **Customer Service and Stakeholder Support:** Delivers quality service to internal and external stakeholders, responding to enquiries, resolving issues professionally, ensuring positive experiences across all interactions and administrative processes.

EMPLOYMENT HISTORY

Aug 2023 - Current

GOODSTART EARLY LEARNING

Melbourne, Australia

Assistant Director/Early Childhood Teacher

Goodstart Early Learning is Australia's largest not-for-profit provider of early childhood education and care, operating over six hundred centres nationally and supporting thousands of children and families. The organisation delivers high-quality, play-based learning programs aligned with national frameworks, focusing on school readiness, child development and inclusion.

RESPONSIBILITIES:

- Provide operational and administrative support to centre leadership, ensuring seamless day-to-day service delivery.
- Oversee centre-wide administration including enrolments, waitlist management, staff rostering, funding platforms and performance reporting across labour, occupancy and key financial performance metrics consistently.
- Ensure full compliance with the National Quality Framework, EYLF, VEYDF and Child Safe Standards through robust documentation management, policy adherence and structured internal audit processes across all operations.
- Conduct comprehensive compliance reviews and documentation audits, maintaining accurate, confidential and fully audit-ready records across all regulatory and operational requirements at all times consistently.
- Prepare and maintain governance documentation including Quality Improvement Plans, risk assessments, incident reports and operational reporting to support compliance and ongoing continuous improvement initiatives.
- Coordinate internal and external communications, managing stakeholder enquiries, resolving concerns and ensuring consistent, professional engagement aligned with organisational standards and communication protocols.
- Drive centre performance and growth through community engagement initiatives, digital communication strategies and targeted outreach to strengthen enrolment and participation outcomes across diverse community groups.
- Support team coordination and operational efficiency through effective delegation, staff support and contribution to a collaborative, high-performing and consistently results-driven work environment.
- Review, update and implement centre policies and procedures in line with regulatory changes, ensuring alignment with legislative requirements and organisational standards across all operational areas consistently.
- Manage administrative systems, records and documentation processes, ensuring accurate data entry, version control and efficient information management across multiple integrated digital platforms.

ACHIEVEMENTS:

- **Enhanced Community Engagement Outcomes:** Planned and delivered four large-scale centre events including Grandparents Day, Easter celebrations, incursions and end-of-year functions, achieving over ninety percent positive feedback and significantly increasing parent participation and ongoing engagement.
- **Marketing and Community Partnerships:** Initiated and coordinated centre-based marketing initiatives including upcoming collaboration with Darebin City Council, strengthening community visibility and supporting sustained enrolment growth.
- **Rapid Crisis Communication Leadership:** Designed and implemented a centre-wide communication strategy within twenty four hours during an industry-wide child safety concern, maintaining parent confidence, achieving zero enrolment withdrawals and reinforcing trust in safeguarding practices.

May 2022 - Jul 2025

IMEX PAN PACIFIC GROUP (IPPG)

Da Nang, Vietnam

Project Executive Assistant/Director Secretary (Full-time & Remote Work)

Imex Pan Pacific Group (IPPG) is one of Vietnam's leading multi-industry corporations, specialising in luxury retail, airport services, real estate development and infrastructure investment. The organisation partners with globally recognised brands and government stakeholders to deliver large-scale commercial and development projects.

RESPONSIBILITIES:

- Provided high-level executive and project coordination support to senior leadership across large-scale real estate and infrastructure development initiatives, ensuring alignment with strategic objectives and project timelines.
- Managed complex executive diaries, international travel arrangements and high-volume communications, effectively prioritising competing demands while maintaining operational efficiency and responsiveness.
- Utilised project management systems including ClickUp and Microsoft Office Suite to coordinate documentation, track workflows and maintain accurate, version-controlled project records across multiple concurrent projects.
- Attended high-level stakeholder and government meetings, recording detailed minutes, tracking action items and ensuring timely follow-up to support accountability and decision-making processes across project environments.
- Facilitated effective collaboration between internal teams, government agencies and international stakeholders across multiple jurisdictions, ensuring clear communication and alignment on project deliverables.
- Prepared, reviewed and managed highly confidential documentation including contracts, investment proposals, tender submissions and joint venture agreements in accordance with regulatory and commercial requirements.
- Maintained detailed action registers and monitored project progress, approvals and deadlines to ensure timely delivery of milestones and adherence to governance frameworks across multiple concurrent high-value projects.
- Coordinated office operations, executive meetings and large-scale stakeholder engagements including investor site visits, ensuring seamless logistics and professional execution across complex and time-critical project environments.

EMPLOYMENT HISTORY

RESPONSIBILITIES:

- Supported policy and documentation processes by ensuring consistency, accuracy and compliance across all project materials and submissions in alignment with organisational standards and regulatory requirements.
- Managed administrative systems and document control processes, ensuring efficient information management, accessibility and integrity across digital platforms to support effective project coordination and reporting functions.

ACHIEVEMENTS:

- **Successful Tender Coordination Delivery:** Coordinated the end-to-end preparation of an open tender submission for a major Phu Quoc development project, ensuring compliance, quality assurance and alignment with government requirements, resulting in a successful tender outcome.
- **High-Value Investor Engagement Success:** Prepared executive-level reports and coordinated a multi-day investor site visit for a Fortune 500 stakeholder, securing progression to Phase Two of a multi-million-dollar development project.
- **Complex Executive Scheduling Excellence:** Managed competing executive priorities and high-stakes government engagements, ensuring uninterrupted stakeholder communication and contributing to successful progression of zoning approvals with the Da Nang Department of Construction.

May 2020 - Mar 2023

MINH ANH PHUC CO., LTD

Da Nang City, Vietnam

General Manager

Minh Anh Phuc Co., Ltd is a Vietnam-based enterprise operating within the short-term accommodation and serviced apartment sector, delivering lodging and property-related services in Da Nang. Established in 2017, the company specialises in hospitality operations, including accommodation services, property leasing and tenant support.

RESPONSIBILITIES:

- Oversaw full operational, financial and administrative management of serviced apartment properties, ensuring delivery of high-quality accommodation services aligned with business objectives and customer expectations.
- Directed day-to-day operations including leasing, tenant relations, maintenance coordination and service delivery, maintaining optimal occupancy rates and high tenant satisfaction outcomes while ensuring consistent service quality.
- Managed financial performance through budgeting, cost control and revenue monitoring, implementing strategies to maximise profitability and enhance operational efficiency while ensuring sustainable financial outcomes and growth.
- Led and supervised teams across front office, housekeeping and maintenance functions, fostering a professional, customer-focused and high-performing workplace culture that promoted accountability and service excellence.
- Maintained strong relationships with tenants, contractors and external stakeholders, resolving issues promptly and enhancing long-term engagement and retention while supporting positive client experiences and service delivery.
- Oversaw property maintenance, repairs and vendor management, ensuring all assets were maintained to a high standard and compliant with safety and regulatory requirements, minimising risk and preserving asset value.

ACHIEVEMENTS:

- **Strategic Marketing and Leasing:** Drove marketing and leasing initiatives to strengthen brand presence, increase market competitiveness and support occupancy growth, contributing to improved revenue performance and sustainability.
- **Operational Governance and Standards:** Developed and implemented policies, procedures and service standards to ensure consistency, compliance and continuous improvement across all areas, strengthening governance practices and enhancing overall organisational performance.

Sep 2020 - Jul 2021

HOME ENGLISH

Da Nang City, Vietnam

Event Treasurer

Home English is a Vietnam-based organisation specialising in English language education and community-focused learning initiatives, delivering structured programs and interactive events for diverse learner groups. Based in Da Nang, the organisation supports skill development through engaging educational experiences, workshops and large-scale events.

RESPONSIBILITIES:

- Produced and managed detailed event budgets for over one hundred participants, ensuring effective allocation of funds aligned with event objectives and financial constraints, while maintaining strict financial discipline and oversight.
- Prepared and submitted periodic financial reports, providing accurate and timely insights into expenditure, budget performance and financial positioning, supporting decision making and improved financial accountability outcomes.
- Managed all incoming and outgoing bank transactions, maintaining precise financial records and ensuring accountability, transparency and financial integrity, while adhering to financial controls and reporting standards.
- Ensured all financial processes were conducted with accuracy, compliance and adherence to organisational expectations and governance standards, maintaining consistency across all financial management activities.
- Supported event planning activities by aligning financial management with operational requirements, timelines and resource allocation priorities, ensuring effective coordination between financial planning and event execution.

EMPLOYMENT HISTORY

ACHIEVEMENTS:

- **Event Financial Oversight and Coordination:** Contributed to the successful execution of events through structured financial oversight, coordination and effective stakeholder engagement, ensuring seamless delivery aligned with financial plans and organisational expectations while maintaining strict budget control and financial accountability.
- **Sponsorship Negotiation and Partnerships:** Negotiated sponsorship agreements and partnership arrangements, securing financial and in-kind contributions to enhance event delivery and outcomes, strengthening stakeholder value and expanding event resourcing capability while driving mutually beneficial commercial partnership outcomes.
- **Stakeholder Engagement and Partnerships:** Developed and maintained strong professional relationships with sponsors and partners, fostering ongoing engagement and long-term collaboration opportunities, enhancing stakeholder satisfaction and strengthening partnership outcomes while supporting sustained growth and future event success.

COMPUTER SKILLS

- **Systems and Software:** Advanced proficiency in Microsoft Office Suite including Word, Excel, PowerPoint and Outlook, alongside strong capability in Microsoft Outlook and Google Workspace for calendar and communication management. Experienced in ClickUp project management software, XAP and StoryPark platforms, with additional capability using Power BI and Canva for reporting and visual content development.
- **Social Media and Content Creation:** Demonstrated experience developing high engagement digital content across Facebook, Instagram and TikTok, supporting brand visibility, community engagement and audience growth through strategic and creative communication.

CERTIFICATIONS & CLEARANCES

Professional Certifications:

- Certificate of Professional Secretary and Director Assistant
- Certificate of Essentials of Corporate Finance, University of Melbourne

Compliance and Clearances:

- Anaphylaxis and Emergency Response Training
- Current Working with Children Check
- Food Allergy Awareness Training
- First Aid Certification

OTHER EXPERIENCE

- **English Tutoring:** Delivered English language tutoring with demonstrated high-level proficiency, achieving IELTS score of 8.0 and PTE score of 90 across all bands, supporting learners to improve academic and communication outcomes.

PERSONAL DETAILS

LANGUAGES:	Vietnamese (Native) and English (Fluent)
WORKING RIGHTS:	Full Australian working rights
HEALTH:	Excellent, physically fit, non-smoker
LICENCES:	Current Driver's Licence

REFEREES AVAILABLE ON REQUEST

11 May 2026

Dear Recruitment Team,

Re: Senior Lawyer - Property and Construction

I am writing to express my interest in the Senior Lawyer - Property and Construction role at the Australian Government Solicitor. With over two decades of post-admission experience in complex property transactions, infrastructure advisory and front-end construction matters, I have operated at Partner and Special Counsel levels across both international and boutique firms.

My career reflects enduring success in delivering strategic legal solutions to institutional clients, multinational corporations, and government stakeholders. I am well-versed in the legislative and operational frameworks affecting national property portfolios and I am currently leading the legal transition to Queensland's new Property Law Act 2023. I bring a collaborative leadership style, exceptional drafting and negotiation capability, and a deep understanding of public sector values. I understand and respect the mission and values of the Australian Government Solicitor in serving the public interest, providing legal excellence, and upholding integrity and accountability across all matters of national significance.

Eligibility (Years Since Admission): I exceed the eligibility requirements, having accrued over 22 years of post-admission legal experience with an enduring trajectory of senior leadership across both public and private sectors. My career spans top-tier global firms, boutique practices, and co-directorship of a thriving legal enterprise. I have continuously operated at the Partner and Special Counsel level, advising on complex, high-value property, construction, and leasing matters that require advanced legal acumen, strategic insight and operational leadership. At Clyde & Co and Dentons, I played a pivotal role in leading high-stakes, cross-border property and infrastructure transactions involving sovereign wealth entities, institutional funds and multinational hotel operators. My remit extended beyond legal drafting to include sophisticated risk analysis, commercial strategy alignment, and direct engagement with executive stakeholders and board members. I was regularly entrusted with multi-million dollar negotiations across multiple jurisdictions, navigating complex legislative and regulatory landscapes, demonstrating a depth of senior experience that aligns with and exceeds EL2-level expectations.

At McKelvey Miller Smith, I served as Legal Practice Director and co-led a commercial and property law firm through a period of exceptional growth. In just 18 months, I drove a fourfold increase in revenue, spearheaded strategic client acquisition and implemented systems to enhance service delivery and compliance. I led all major legal transactions personally, overseeing a broad portfolio that included commercial leasing, business sales, and property developments for both private and government clients. My capacity to lead, mentor, and execute at the highest professional standard reflects long-standing EL2-level competence and leadership.

Technical Legal Skills and Experience: I possess highly developed legal expertise across the full spectrum of leasing, construction, and complex property law. My technical proficiency encompasses due diligence, layered tenure structuring, volumetric and strata titling, development agreements, and Crown land frameworks. I have advised on both greenfield and brownfield developments, ensuring compliance with state-based planning regimes and delivering commercially astute outcomes across diverse asset classes and jurisdictions. While advising the Destination Brisbane Consortium on the \$3.6 billion Queen's Wharf Brisbane redevelopment, I led the legal architecture underpinning tenure strategy, volumetric titling and access easements. My responsibilities included drafting and negotiating complex development agreements, integrating statutory obligations with commercial risk allocations, and advising on infrastructure interface arrangements. I reconciled multiple planning regimes, Crown lease considerations and stakeholder expectations, ensuring legal clarity across a scrutinised, high-profile public-private partnership.

Separately, I was engaged by White Horse Group to lead the acquisition strategy for Lindeman Island, a sensitive, high-value tourism asset involving multiple tiers of government and stringent environmental overlays. I managed the tenure framework under the Land Act, navigated Crown leasehold renewals, and developed staged construction documentation aligned to phased investment schedules and investor risk appetite. This work involved negotiating regulatory approval pathways with government departments, drafting project delivery agreements and embedding contractual protections to address climate resilience, coastal erosion, land remediation and Indigenous land use agreements governed by the Native Title Act.

Client Relationship Management: I have built and maintained enduring relationships with public and private sector clients by delivering strategic, solutions-focused legal advice underpinned by commercial acumen and trust. My clientele has included institutional investors, government departments, developers, hotel operators and private equity firms, with many engagements evolving into long-term partnerships through legal stewardship and tailored service delivery. As Special Counsel at Rouse Lawyers, I served as the principal legal adviser to high-value clients on hotel transactions, leasing arrangements and divestment programs. I developed a reputation for translating technical legal issues into actionable commercial guidance, fostering client confidence and satisfaction. My consistent delivery of commercially attuned advice resulted in instructions across asset classes, expanded fee scope, and increased referral work, solidifying my position as a trusted legal partner.

At DLA Piper, I was the lead contact for national leasing portfolios for Valad Property Group and Abacus. I handled end-to-end negotiations on numerous commercial leases, subleases, and fitout agreements, often under tight timeframes. My ability to communicate nuanced legal risk in practical terms, deliver robust documentation aligned to asset strategies and maintain strong rapport with client-side asset and legal teams led to sustained engagement and high client satisfaction. I was frequently requested for repeat assignments and included in strategic planning discussions beyond individual transactions.

Managing Multiple Client Relationships and Deadlines: I possess proven capability in managing competing legal demands across diverse client portfolios, delivering consistent, high-quality results within compressed timeframes. My legal practice has consistently required simultaneous oversight of numerous transactions, coupled with agile prioritisation, stakeholder coordination, and proactive issue resolution to maintain service excellence and mitigate legal risk. At Clyde & Co, I led cross-border legal advisory on concurrent hospitality, infrastructure and property transactions across Queensland, Papua New Guinea, and Singapore. I implemented structured workflow systems, delegated according to matter complexity and introduced escalation protocols to manage jurisdictional requirements efficiently. My oversight ensured aligned legal outputs across time zones and stakeholders, with all deliverables finalised within strict timeframes, often involving high-stakes institutional clients and multinational operators.

During my time at Solomons Legal, I managed a team responsible for a dynamic portfolio exceeding 50 active matters spanning residential, commercial and industrial property. I instituted internal control mechanisms for deadline tracking, client reporting, and peer review, while personally resolving complex legal issues involving encumbrance resolution, volumetric titling, and layered leasing. I facilitated weekly workflow reviews and implemented resourcing matrices to align matter complexity with team capability, ensuring equitable workload distribution and matter continuity. My leadership ensured high client satisfaction, timely settlements, and robust compliance across all matters despite competing priorities and resource constraints.

Productivity and Revenue Targets: I consistently surpass revenue and productivity benchmarks by combining commercial acumen with structured matter management, strategic client development and proactive engagement. My leadership has directly influenced profitability, WIP recovery, and client retention across multiple legal practices, underpinned by data-informed forecasting and value-driven service delivery. At McKelvey Miller Smith, I spearheaded the implementation of fixed-fee frameworks, time recording accuracy protocols, and performance dashboards to monitor lawyer utilisation and client margin health. These initiatives, coupled with volume-based service packaging for SME clients, enabled the firm to quadruple its commercial revenue within 18-months. I personally sustained a high matter load while mentoring junior staff, ensuring quality was never compromised despite rapid growth, positioning the firm for a high-value acquisition by Solomons Legal.

As Head of Property at Rouse Lawyers, I consistently achieved annual billing exceeding \$1 million, with strong realisation and minimal write-offs. I implemented early-stage matter scoping to set accurate client expectations, avoided scope creep, and improved turnaround through structured delegation and triage. This approach not only ensured I exceeded individual KPIs but also lifted the overall team's productivity and client engagement scores, contributing to year-on-year practice growth.

Mentoring and Development of Junior Lawyers: I am deeply invested in fostering the next generation of legal professionals and have consistently embedded structured development pathways that cultivate competence, confidence, and commercial awareness. My mentoring philosophy combines technical coaching, experiential learning, and ethical grounding to build future-ready legal talent. At Solomons Legal, I designed and implemented a tailored mentorship framework that included matter shadowing, progressive drafting responsibilities, and fortnightly feedback reviews. I provided detailed coaching in contract structuring, legislative interpretation, and client communication, while reinforcing professional ethics and commercial pragmatism. Several junior lawyers under my guidance have since progressed into autonomous fee-earners and team leaders, reflecting the sustained impact of this developmental investment.

At DLA Piper, I mentored graduates and junior solicitors across leasing, acquisition, and construction matters. I facilitated hands-on learning by integrating them into live negotiations, contract drafting, and client engagement, followed by structured debriefs and legal analysis sessions. My emphasis on practical exposure, critical thinking, and iterative learning enabled rapid skill acquisition and confidence-building. I maintained regular development check-ins and provided tailored coaching plans aligned to each lawyer's growth objectives. This approach fostered a high-performing, cohesive team culture with strong retention, internal promotion, and a reputation for technical excellence.

Performance Under Pressure, Interpersonal Skills and Persuasion: I excel in complex, time-sensitive environments, drawing on refined interpersonal skills and persuasive negotiation techniques to reconcile divergent interests and secure favourable legal and commercial outcomes. My composure under pressure, combined with a confident communication style, enables me to lead transactions through volatility and uncertainty with assurance. While acting on the acquisition of the Crown Plaza Gold Coast, I was required to resolve regulatory, branding, and commercial issues within an expedited settlement timeframe. I engaged directly with offshore legal counsel and brand stakeholders across multiple time zones, navigating cultural nuances and commercial sensitivities. Through measured communication and firm legal positioning, I was able to secure agreement on critical transitional terms, facilitate brand integration, and ensure compliance within the client's risk tolerance.

In advising Westpac's external controllers on the urgent divestment of a distressed residential portfolio, I led high-pressure negotiations involving defective title registrations, historical encumbrances, contract rectifications, and elevated financier risk exposure. The portfolio included multiple strata properties with inconsistent compliance documentation and unresolved council approvals. I coordinated directly with legacy tenants, local government representatives, insurers and purchaser counsel to align timelines, resolve outstanding regulatory issues, and clarify disclosure obligations. My calm demeanour, legal foresight, and persuasive management of stakeholder tensions helped pre-empt litigation, safeguard asset value, and restore commercial certainty. Ultimately, I enabled the portfolio's full divestment to proceed within deadline and in compliance with the bank's governance and recovery objectives.

I am enthusiastic about the opportunity to join AGS and contribute to legal matters of national importance. I am confident that my senior-level experience, strategic acumen, and commitment to public service align with AGS's mission and values. Please find attached my résumé for your consideration. I welcome the opportunity to discuss my application further.

Yours sincerely,

Michelle Dawson

16 February 2026

Korn Ferry
Level 20, 120 Collins Street
MELBOURNE VIC 3000

Dear Mr Pinner & Ms Taouk,

Re: Chief Executive Officer | TasPorts

I write to express my strong interest in the Chief Executive Officer role with TasPorts. Possessing seasoned experience leading complex, publicly accountable infrastructure organisations through transformation, recovery and strategic investment, I offer a record of executive leadership across ports, energy, transport and logistics environments that aligns strongly with TasPorts' current and future strategic, operational and stakeholder priorities. I am motivated to lead TasPorts through its next phase of capital delivery, cultural renewal and long-term value creation for Tasmania and its statewide communities.

Across more than two decades operating at senior executive and chief executive level, I have worked consistently at the interface of Boards, shareholder ministers, Treasury, regulators and complex delivery organisations, holding accountability for multi-billion-dollar capital portfolios, enterprise performance and organisational resilience. My career has been defined by the ability to stabilise distressed and high-risk programs, implement contemporary governance, assurance and risk management frameworks, and align strategy, leadership capability and capital investment to deliver durable commercial outcomes and enduring public value within highly scrutinised government-owned and publicly accountable operating environments. I am confident that my experience recovering complex programs, leading capital investment and driving cultural and organisational reform would enable me to add immediate and enduring value as Chief Executive Officer.

INDUSTRY ALIGNMENT: Demonstrated leadership in complex, asset-intensive, safety-critical environments (e.g., ports, transport, logistics, utilities, or comparable infrastructure sectors), with the ability to understand asset risk, resilience and lifecycle trade-offs, and to lead the uplift of strategic asset planning maturity.

My background includes leadership across port, marine and logistics infrastructure, encompassing wharf upgrades, terminal developments, freight interfaces and complex landside integration across highly constrained, safety-critical operating environments. As Director of the Program Management Office at Geelong Port, I held executive responsibility for the delivery of the \$135 million Spirit of Tasmania Terminal Project, leading an integrated client and delivery team through an accelerated program while maintaining operational continuity, safety performance and regulatory compliance under intense stakeholder scrutiny. This role required rigorous assessment of asset risk, resilience and lifecycle trade-offs, ensuring that capital sequencing and delivery decisions strengthened long-term infrastructure performance rather than creating downstream operational exposure. Through this work, I contributed to the uplift of structured asset planning capability within the port environment, aligning investment decisions to operational criticality, regulatory obligations and long-term service reliability.

A defining experience of direct relevance to TasPorts was my appointment by the Tasmanian Government to lead the recovery of the failed Spirit of Tasmania relocation project. In this capacity, I rebuilt end-to-end delivery capability, renegotiated complex commercial arrangements and reset governance, assurance and reporting frameworks to re-establish disciplined oversight of a high-risk capital program. I restored confidence across shareholder ministers, Treasury, the Board and parliamentary oversight bodies during concurrent leadership transitions, while embedding stronger asset risk controls and transparent reporting mechanisms. This engagement demanded sustained executive leadership under intense scrutiny, high levels of political and stakeholder acuity and an unwavering commitment to safety leadership, accountability and the restoration of public trust within a publicly accountable infrastructure enterprise.

TRANSFORMATION LEADERSHIP: Demonstrated experience leading enterprise transformation in complex operating environments including operating model reform, cost restructuring, productivity uplift and cultural reset, while sustaining service continuity and workforce engagement.

Throughout my executive career, I have led enterprise-wide transformation and recovery programs across complex, asset-intensive organisations operating under financial constraint, regulatory oversight and heightened public scrutiny. My approach to transformation is structured, disciplined and people-centred, ensuring operating model reform, cost realignment and productivity improvement are achieved without compromising service continuity, safety performance or workforce engagement. Beyond capital delivery, I have led enterprise-scale transformation and recovery initiatives within complex, high-risk operating environments characterised by financial exposure, delivery instability and heightened stakeholder scrutiny.

Appointed by Brookfield to stabilise a distressed international data centre investment portfolio operating across Australia, New Zealand and South Korea, I assumed executive oversight of four failing projects valued in excess of \$2 billion across multiple jurisdictions. I implemented operating model reforms, strengthened governance and assurance controls, restructured delivery leadership and reduced investment exposure in New Zealand from \$1.1 billion to \$600 million while restoring program discipline, financial control and performance transparency across the portfolio.

During this period, I briefly assumed the role of Chief Technical Officer to execute a decisive cultural and leadership reset, rebuild capability and embed accountability frameworks, all while maintaining operational continuity and investor confidence across multiple jurisdictions. I introduced structured performance baselines, executive reporting rhythms and strengthened risk escalation protocols to ensure transparency, early issue identification and disciplined corrective action across the portfolio. These measures restored investor confidence, improved cost predictability and re-established clear accountability across geographically dispersed teams operating in complex regulatory environments.

As Executive General Manager and Acting Chief Executive within APP Corporation's Energy and Utilities portfolio, I led the establishment and scaling of a new national business division, reforming the operating model, strengthening commercial governance and building multidisciplinary capability aligned to regulated transmission and infrastructure markets nationwide. This included redesigning supply chain interfaces, embedding disciplined financial controls, clarifying executive decision rights and driving measurable productivity uplift across multi-jurisdictional programs and complex stakeholder environments. I also led governance reset and delivery reform on major regulated transmission investments, including the Western Renewables Link, restoring stakeholder confidence through structured reporting, workforce alignment and strengthened assurance processes. These initiatives required balancing cultural renewal and performance improvement with continuity of service delivery and sustained engagement across governments, regulators and investors.

STRATEGIC ASSET & CAPITAL MANAGEMENT: Proven capability to prioritise and sequence capital programs, evaluate investment options and trade-offs, and develop credible pathways to fund and deliver long-term infrastructure renewal while balancing public purpose, service reliability and stakeholder expectations.

Throughout my executive career, I have led capital-intensive infrastructure portfolios where disciplined prioritisation, structured investment trade-offs and credible funding pathways were essential to delivering long-term asset renewal in publicly accountable environments. I have worked closely with Boards, Treasury and executive teams to sequence multi-year capital programs, assess asset criticality, resilience and lifecycle risk, and align infrastructure investment with funding capacity, operational exposure and stakeholder expectations. This has required balancing immediate operational demands with long-term renewal imperatives, ensuring that capital allocation decisions are transparent, defensible and aligned to sustainable enterprise performance and enduring public value.

A defining example was my appointment by the Tasmanian Government to recover the failed Spirit of Tasmania relocation project. On assuming leadership, I undertook a comprehensive reassessment of capital scope, cost exposure and delivery sequencing within a highly scrutinised public environment. I re-phased the program to align infrastructure priorities with operational criticality and realistic funding capacity, renegotiated major commercial contracts to rebalance risk allocation, and reset governance and assurance frameworks to restore disciplined capital oversight. This approach ensured that investment decisions were transparent, defensible and aligned to long-term service reliability and public value, while providing Shareholder Ministers and Treasury with a credible pathway to deliver essential infrastructure renewal.

Similarly, as Director of the Program Management Office at Geelong Port, I led the \$135 million Spirit of Tasmania Terminal Project within a live operating port environment. Delivery required careful sequencing of marine works, wharf infrastructure, passenger facilities and freight interfaces to preserve operational continuity and safety performance. I assessed lifecycle trade-offs between accelerated delivery, cost escalation and asset resilience, ensuring that capital deployment strengthened long-term port capability rather than creating downstream operational risk. In parallel advisory roles across port and regulated utility transactions, including the divestment of Patrick Port Operations and long-term capex modelling for regulated gas networks, I have developed structured capital recycling and funding strategies that enabled reinvestment into priority infrastructure while balancing commercial discipline with public purpose and stakeholder confidence.

COMMERCIAL AND FINANCIAL ACUMEN: Strong commercial judgement and enterprise financial leadership, including budgeting, capital investment, productivity improvement and performance management, with the ability to deliver disciplined outcomes in a publicly accountable context.

Throughout my executive career, I have exercised disciplined commercial judgement across capital-intensive, publicly accountable infrastructure enterprises, balancing financial sustainability with operational reliability and long-term asset stewardship. I have been closely involved in major asset transactions and portfolio optimisation initiatives, including advisory support associated with the sale of Geelong Port to Stonepeak and the development and execution of ALDI's national property divestment strategy valued at approximately \$1 billion. Across these engagements, I worked at Board and executive level to assess asset performance, evaluate retention versus divestment trade-offs, manage market engagement processes and structure capital recycling strategies that integrated proceeds into forward investment programs. This work required disciplined financial modelling, rigorous assessment of lifecycle performance and alignment of commercial outcomes with shareholder and stakeholder expectations. The experience is directly relevant to TasPorts' capital funding considerations and positions me to work constructively with the Board and Treasury to explore capital structuring and funding pathways that enable delivery of a multi-year infrastructure program while protecting long-term public value.

In addition, as Executive General Manager and Acting Chief Executive within APP Corporation's infrastructure and energy divisions, I held direct accountability for substantial P&L performance, driving cost discipline, productivity uplift and strategic revenue growth across regulated transmission, utilities and logistics portfolios. This included leading 20-year capex and opex modelling exercises for regulated gas transmission networks and supporting investment decision-making for major infrastructure acquisitions. I strengthened commercial governance frameworks, embedded structured financial controls and aligned performance metrics to strategic objectives, ensuring capital deployment decisions were transparent, defensible and aligned to long-term enterprise sustainability. These roles required the consistent delivery of disciplined financial outcomes within environments subject to investor scrutiny, regulatory oversight and public accountability.

STAKEHOLDER MANAGEMENT & GOVERNMENT ENGAGEMENT: Proven ability to build trusted, transparent relationships with Shareholders, Ministers, Government agencies, regulators and customers, and to represent an organisation credibly under scrutiny, including calm, effective communication in complex and high-pressure settings.

I have operated consistently at the intersection of Boards, Shareholder Ministers, Treasury, regulators and delivery organisations within highly scrutinised, publicly accountable infrastructure environments. My leadership approach is grounded in transparency, disciplined communication and the provision of clear, evidence-based advice that supports confident governance and informed decision-making in complex and politically sensitive settings. I bring extensive board-level leadership experience gained through close and sustained engagement with Chairs and Directors across APP Corporation, Geelong Port and Tasmanian Government-sponsored programs. In these roles, I regularly presented on enterprise strategy, major capital investment decisions, delivery and assurance risk, funding constraints and organisational performance. I am recognised for translating complex commercial, technical and risk considerations into clear, balanced and decision-ready advice that enables timely action while maintaining governance integrity and public accountability.

During my appointment to recover the Spirit of Tasmania relocation project, I worked directly with shareholder ministers, Treasury officials and parliamentary oversight bodies, providing evidence to the Parliamentary Accounts Committee on multiple occasions and restoring confidence during concurrent changes to the Chair, Board and Chief Executive. This period required calm, composed leadership under intense media and political scrutiny, consistent engagement with regulators and delivery partners and careful navigation of stakeholder expectations while maintaining operational focus and delivery momentum. Across port, energy and logistics sectors, I have also engaged constructively with unions, customers, community representatives and regulatory authorities to maintain social licence and service continuity during periods of change. I understand that in a state-owned enterprise such as TasPorts, trust is earned through visible leadership, disciplined reporting and consistent, respectful engagement across government and community stakeholders.

DRIVES RESULTS: A disciplined, delivery-oriented leader who sets clear expectations, embeds accountability and follow through, monitors progress and risks, and ensures transparent reporting and timely escalation to the Board.

I am a disciplined, delivery-oriented executive who establishes clear performance expectations, embeds structured accountability and ensures consistent follow-through across complex infrastructure programs. Throughout my career, I have led multi-year capital investment portfolios within environments characterised by funding constraints, balance sheet pressure and competing strategic priorities, requiring rigorous sequencing, prioritisation and active risk oversight to sustain momentum and preserve stakeholder confidence. In recovering the Spirit of Tasmania relocation program, I implemented structured reporting frameworks, milestone-based performance controls and strengthened assurance processes to provide the Board and Shareholder Ministers with clear visibility of delivery progress, cost exposure and emerging risks. I introduced disciplined escalation pathways to ensure material issues were surfaced early and addressed decisively, restoring delivery confidence in a program that had previously lost governance control.

Similarly, in stabilising Brookfield's distressed data centre portfolio valued in excess of \$2 billion, I reset performance baselines, clarified executive accountability, implemented structured risk monitoring and reduced exposure in New Zealand from \$1.1 billion to \$600 million while returning the South Korean program to budget. Across these roles, I have ensured that delivery programs remain financially sustainable, operationally viable and publicly defensible, while maintaining transparency, disciplined governance and Board confidence in complex, high-pressure environments.

PEOPLE & CULTURE LEADERSHIP: A values-led leader with high emotional intelligence who builds cohesive executive teams, strengthens leadership depth, leads industrial relations effectively, and embeds a mature safety and wellbeing culture.

My leadership philosophy is values-led, visible and grounded in high emotional intelligence, recognising that sustainable performance in safety-critical infrastructure organisations is inseparable from culture, wellbeing and trust. Across senior executive roles with APP Corporation, Geelong Port and government-sponsored recovery programs, I have built cohesive executive teams, clarified decision rights and strengthened leadership depth to ensure alignment, resilience and succession capability within complex, multi-stakeholder environments. I have led multidisciplinary teams through periods of organisational instability, governance reform and cultural reset, placing particular emphasis on psychological safety, workforce engagement and accountability. This has included embedding contemporary assurance frameworks, strengthening executive capability, aligning performance systems to strategic outcomes and fostering a culture where safety, transparency and disciplined follow-through are non-negotiable. During high-profile recovery programs, I worked constructively within unionised and politically sensitive environments, maintaining open dialogue with workforce representatives and regulators while reinforcing clear performance expectations and mutual accountability.

Furthermore, I bring extensive experience leading organisations that operate at the intersection of critical infrastructure, regional economies and public accountability. My work across ports, transport and logistics has required close attention to safety performance, environmental stewardship, service continuity and community impact, particularly in regions where infrastructure reliability is essential to economic activity and social wellbeing. I understand the unique responsibility TasPorts holds as a statewide asset owner and operator, and I am experienced in balancing commercial discipline with the expectations of regional stakeholders, customers and the broader Tasmanian community.

Find attached my résumé for your consideration. I welcome the opportunity to engage further with the Board to discuss TasPorts' strategic direction, upcoming investment priorities and organisational challenges, and to outline how my experience in port operations, capital delivery, governance reform and enterprise leadership may support the organisation's long-term objectives, public mandate and shareholder expectations with confidence.

Yours sincerely,

Peter Stanwood

24 May 2025

Dear Hiring Manager,

Re: Senior Business Analyst | Job Ref No: 73770-43295337

I am keen to be considered for the Senior Business Analyst Talent Pool with the Department of Communities and Justice (DCJ). Currently working with the Cancer Institute NSW, I bring over two decades of experience in business analysis, digital system development, data strategy, and leading transformation initiatives within the public sector. Throughout my career, I've combined technical expertise with a strong focus on delivering outcomes that benefit the community. DCJ's mission to improve lives and strengthen communities strongly resonates with my own values, and I am confident in my ability to contribute to this important work. The examples that follow highlight how my experience aligns with the role's seven core focus capabilities.

Act with Integrity: I demonstrate ethical leadership by consistently upholding transparency, compliance, and principled decision-making across all facets of system governance, stakeholder engagement, and project delivery. In my current role as Senior Application and Database Support Lead at the Cancer Institute NSW, I managed a high-risk integration during the Edward data migration program. While mapping patient data across legacy and new platforms, I identified a serious re-identification risk due to overlapping identifiers within historical clinical records. Recognising the privacy implications and ethical risks, I immediately paused the build, convened the ethics review team, and worked closely with legal and technical stakeholders to design new de-identification protocols at the data source. After gaining approval from the data governance board, we resumed the project with safeguards in place. This action ensured patient confidentiality was preserved and strengthened institutional trust in our digital systems.

In a separate instance during disaster recovery planning and system vulnerability testing, I uncovered that a third-party vendor retained undocumented backend access to critical registry infrastructure, contravening both contractual obligations and internal policy. I escalated the issue through formal channels, revoked the unauthorised access, and initiated a full audit of legacy credentials. I subsequently led the development of a new privileged access management framework, standardised onboarding and offboarding processes, and delivered mandatory training to ensure ongoing compliance. This initiative closed a major security gap, was endorsed during an external audit, and formally recorded in the department's cybersecurity risk register as a key control enhancement.

Value Diversity and Inclusion: I actively embed equity, cultural responsiveness and inclusive practices throughout all stages of program and solution design, ensuring that diverse perspectives are not only heard but meaningfully reflected in outcomes. In my current role as Senior Application and Database Support Lead at the Cancer Institute NSW, I observed that Aboriginal health workers in rural areas were underrepresented in consultations for the AI-enabled *ePath* system. To address this, I restructured our engagement strategy to prioritise cultural safety, working closely with Aboriginal liaison officers, simplifying technical content into plain language with visual aids, and offering smaller group discussions with translation support and flexible participation options. These changes led to deeper engagement and surfaced critical insights that directly informed design improvements, including interface modifications such as language tagging and culturally relevant system alerts. This uplift resulted in stronger adoption of the solution in regional settings and was subsequently cited in an internal policy paper as a model for inclusive digital delivery.

I also apply inclusive principles within my team. As a mentor, I have supported junior analysts from linguistically diverse and neurodiverse backgrounds by tailoring onboarding and development pathways. I replaced dense written materials with annotated visuals, implemented a peer buddy system, and allowed for adaptable review timelines to accommodate varied cognitive styles. I fostered open communication, encouraged ongoing feedback, and created safe learning spaces. This approach accelerated mentee confidence, improved participation in collaborative projects, and enhanced overall team cohesion. The initiative contributed to a more psychologically safe and inclusive workplace culture, setting a strong example of inclusive leadership.

Commit to Customer Service: I take a proactive, user-centred approach to designing and refining systems, ensuring that the voices of frontline users are central to solution development. At the Cancer Institute NSW, I identified a pain point for medical coders who were manually entering patient data from disparate systems resulting in duplication, delays and risk of error. I led the development of an auto-submit mechanism to automate data flow between the Health Information Exchange (HIE) and the Edward platform. Through targeted consultations, scenario-based testing, and agile feedback loops, I designed a solution that reduced manual coding by 40%, increased data accuracy, and improved turnaround times for case processing. Post-implementation surveys indicated higher user satisfaction and reduced mental fatigue, confirming that the system had achieved its intended service delivery impact.

In another initiative, I addressed internal concerns about fragmented access to procedural documentation by initiating a centralised knowledge repository using DevOps infrastructure. I facilitated workflow mapping workshops, audited content across multiple registry teams, and introduced metadata tagging with role-specific navigation. Governance protocols were embedded to ensure version control and accountability. This resource halved onboarding time for new staff and reduced user support requests by over 30%. The repository was later recognised in an internal capability uplift review as a benchmark for service efficiency and knowledge management.

Work Collaboratively: I foster a collaborative environment by promoting transparency, mutual accountability, and inclusive problem-solving to enable delivery of complex, cross-functional programs. As Senior Application and Database Support Lead at the Cancer Institute NSW, I coordinated the Edward data warehouse transition, a multifaceted project involving clinicians, analysts, developers, and vendor partners. I established a structured Agile delivery model incorporating sprint planning, backlog refinement, and daily stand-ups, supported by Jira and DevOps to enhance traceability and team alignment. To address early misalignment, I facilitated joint planning sessions and introduced visual dashboards to monitor progress and flag impediments. By encouraging open dialogue, managing expectations, and celebrating shared milestones, the team achieved full delivery on time and incident-free. The delivery model was so effective it was later adopted as a template for future multi-agency initiatives.

During a major cloud migration of the registry system, I navigated competing priorities across cybersecurity, legal, infrastructure, and application support teams. I led cross-functional architecture workshops to define non-negotiables, co-authored shared design principles, and mediated technical trade-offs in real time. I introduced a RACI matrix to clarify ownership and guided iterative consensus-building reviews. This inclusive approach enabled the delivery of a secure, scalable cloud environment that met stringent compliance requirements, gained executive endorsement, and was delivered ahead of schedule with sustained stakeholder buy-in.

Think and Solve Problems: I apply systems thinking and data-informed analysis to unpack complex technical challenges, translating them into practical, high-impact solutions. At the Cancer Institute NSW, I was tasked with addressing persistent data duplication issues within the cancer pathology registry that were compromising incidence reporting. I conducted a root cause analysis of HL7 ingestion workflows and identified data structure inconsistencies across external vendor systems. I then led the design and deployment of a real-time validation engine using API logic to flag and reconcile duplicates pre-ingestion. I also introduced an exception monitoring dashboard for ongoing oversight. This initiative reduced data inconsistencies by 85%, significantly enhanced registry data integrity, and established a scalable model later adopted across multiple streams to meet compliance assurance targets.

In a separate initiative, I addressed latency issues affecting executive Power BI dashboards. Users were relying on outdated insights due to inefficiencies in the ETL refresh process. I led an end-to-end pipeline review, introducing incremental refresh logic via partitioned data loads and optimised query folding. I validated performance gains through benchmarking and ensured knowledge transfer through updated technical documentation. Refresh times were reduced from over 30 minutes to under 5, enabling near real-time reporting. The improvement directly supported timely strategic decisions, particularly for time-critical program oversight and reporting cycles.

Technology: I deliver strategically aligned, future-focused technology solutions by modernising legacy systems, embedding automation, and ensuring end-to-end compliance. In my current role, I led the modernisation of our CI/CD infrastructure, migrating from TFS2013 to an integrated Azure DevOps–Octopus platform. I authored the migration roadmap, implemented automated build-and-release pipelines, enforced role-based access controls, and embedded rollback functionality to safeguard production. I also introduced release gates to uphold change control policies and ran training sessions to upskill internal teams. The result was a dramatic reduction in deployment time from two hours to under 10 minutes with 99.9% uptime and improved confidence in mid-week releases due to enhanced reliability and rollback assurance.

Additionally, I led the enterprise SQL Server upgrade, overseeing risk mitigation and continuity across tightly coupled applications. I validated ETL compatibility, mapped application dependencies, and developed a staging environment for phased deployment. I conducted comprehensive benchmark testing, addressed performance issues, and worked with reporting and infrastructure teams to ensure stability post-upgrade. This initiative improved overall system performance, met NSW Health's security and audit requirements, and positioned the organisation for broader cloud-readiness and long-term scalability.

Manage and Develop People: I foster high-performing teams by creating development pathways that unlock individual potential, strengthen accountability, and align capability uplift with strategic program outcomes. In my current role as Senior Application and Database Support Lead at the Cancer Institute NSW, I identified a development gap among junior analysts in stakeholder engagement and business consultation. I designed a structured mentoring program that included mock client scenarios, facilitated workshops, guided observation during live sessions, and feedback loops aligned to individual learning styles. I introduced tools for stakeholder mapping and tailored communication strategies for varied audiences. Over a six-month period, all mentees transitioned from shadowing to independently leading requirement sessions with clinical, technical, and vendor stakeholders. Post-engagement surveys reflected improved confidence, professionalism, and relationship management skills, resulting in accelerated delivery cycles and a measurable increase in team capacity.

While onboarding cross-functional staff for the National Death Index (NDI) integration project, I developed a training and induction program tailored to diverse technical levels. The program included structured walkthroughs of registry systems, data governance briefings, DevOps tool onboarding, and an accountability framework with defined milestones. I scheduled progressive performance check-ins, used real-time feedback to adjust pacing, and introduced knowledge-sharing forums for peer learning. Within weeks, the team achieved full operational readiness, met all technical delivery targets ahead of schedule, and surpassed stakeholder expectations for data quality. The onboarding model's success led to its formal adoption across the cancer registry's broader program delivery framework.

Find attached my résumé for your consideration. I am confident my background in delivering transformative business solutions, combined with my alignment to DCJ's core values and reform agenda, positions me strongly to contribute to the department's future programs. I welcome the opportunity to bring my expertise to a role that truly makes a difference. I look forward to the opportunity to contributing to DCJ's vision of safer, fairer and more resilient communities.

Yours sincerely,

Nitu Saini

28 November 2025

Adelaide Hills Council
63 Mount Barker Road
STIRLING SA 5152

Dear Hiring Manager,

Re: **Coordinator Asset Planning | Job Ref No: 264**

I am writing to express my strong interest in the Coordinator Asset Planning position with Adelaide Hills Council. Demonstrating an enduring commitment to evidence based asset management, long term infrastructure stewardship and high calibre analytical practice, I am motivated to contribute my expertise in strategic asset planning, risk informed prioritisation and lifecycle optimisation to Council's multi asset portfolio.

With a Master of Construction Management and a Bachelor of Civil Engineering awarded with First Class Distinction, reinforced by many years of delivering complex municipal infrastructure programs across multiple Victorian councils, I bring substantial technical depth, advanced governance literacy and refined strategic foresight that are critical to elevating Council's asset management capability. This combination of academic excellence and practical experience has equipped me with a comprehensive understanding of engineering science, regulatory compliance, lifecycle economics, risk governance and optimisation methodologies, enabling me to contribute meaningfully to long term infrastructure planning, organisational resilience and the continuous enhancement of Council's multi asset portfolio.

I am particularly inspired by Adelaide Hills Council's mission to cultivate a thriving, sustainable and resilient community, guided by responsible leadership, collaborative engagement and a steadfast dedication to service excellence. The Council's values of integrity, respect, community focus and continuous improvement align deeply with my own professional ethos and approach to public asset stewardship. Throughout my career, I have adopted transparency, stakeholder centric decision making and rigorous analytical methodologies as central pillars of my practice, ensuring that infrastructure planning decisions generate demonstrable public value, strengthen organisational credibility and reflect the responsible custodianship expected of local government.

My background includes substantial experience in planning, delivering and evaluating complex civil infrastructure projects, enabling a sophisticated understanding of statutory obligations, public land management requirements, governance frameworks and environmental responsibilities. I have developed, reviewed and integrated condition intelligence, technical data, service level expectations, risk parameters and financial constraints into coherent asset strategies that balance short term operational imperatives with long horizon sustainability. My professional capability spans multi asset lifecycle planning, risk modelling, capital forecasting, design interrogation, technical compliance review, forward works programming and the governance aligned delivery of structural upgrades across bridges, culverts, stormwater assets, pavements, open space structures and transport corridors.

I bring a proven capacity to lead asset planning investigations, author and refine asset management plans, develop multi year capital programs and ensure alignment with legislated asset duties and organisational policy frameworks. I have worked collaboratively with internal engineering teams, contract partners, design consultants, community stakeholders and operational leaders to ensure asset interventions are defensible, data driven and strategically synchronised with Council's corporate direction. My track record demonstrates the ability to uplift asset management maturity by embedding disciplined documentation standards, strengthening governance mechanisms and integrating risk, performance and expenditure considerations into decisions that deliver enduring community benefit.

I am confident that my technical acumen, strategic mindset and alignment with the values and mission of Adelaide Hills Council will enable me to contribute meaningfully to advancing the organisation's asset management objectives. I am enthusiastic about the opportunity to support Council in delivering sustainable, resilient and future focused infrastructure solutions that enhance community wellbeing, protect public safety and uphold the distinct environmental and cultural character of the Adelaide Hills region. Find attached my résumé for your consideration. I welcome the opportunity to further discuss my suitability and the value I can bring to this important role.

Yours sincerely,

Adam Jamieson

24 November 2025

Recruitment Officer
Public Transport Authority
Government of Western Australia

Re: Train Driver Trainee (Pool Ref 33106)

Dear Recruitment Officer,

I am writing to express my strong interest in the Train Driver Trainee position at the Public Transport Authority (PTA). With a passion for transportation, a proven record in operational management, and hands-on experience in technical and mechanical tasks, I am eager to contribute to the PTA's mission of delivering world-class public transport services.

I have the ability to quickly learn and apply operational aspects of train operations and troubleshooting. As a Business Owner and Manager, I have actively managed the maintenance of equipment and machinery at my workplace, sourcing tradespeople for repairs and ensuring regular upkeep. This hands-on involvement has significantly enhanced my technical understanding and problem-solving skills. Additionally, my husband, an Electrical Diploma holder, has shared valuable knowledge that has enabled me to resolve minor electrical issues at work. These experiences have equipped me with a well-rounded skill set to adapt to technical challenges and ensure operational efficiency.

I am confident in my ability to meet the prerequisites for the Train Driver Trainee position as outlined in the job requirements. I am prepared to undergo all necessary medical examinations to verify my physical fitness and ensure I am fully capable of performing the duties associated with the role. I also understand the importance of maintaining the highest standards of integrity and compliance. To this end, I am able to provide a current National Police Clearance certificate dated within the required three-month timeframe from the date of application. I am committed to completing all necessary integrity clearance processes as part of the recruitment process. Additionally, I possess a current HLTAID011 Provide First Aid Certificate, equipping me with the skills and confidence to respond effectively to emergency situations and support the safety of passengers and colleagues. I am eager to bring this proactive approach to safety and compliance to my role at the PTA.

Clear communication and active listening are fundamental skills I have honed throughout my career, particularly in roles involving customer service and team leadership. I understand the importance of conveying information effectively and listening attentively to ensure tasks are completed accurately and efficiently. As the Manager of Maylands IGA Xpress, a customer approached me with a complaint about a product they purchased, which did not meet their expectations. My responsibility was to address the issue promptly, ensure the customer felt heard, and provide a resolution that upheld our store's service standards. I actively listened to the customer's concerns without interrupting, clarified details by asking follow-up questions, and shared the information with my team to investigate the issue. I explained the store's policy to the customer in a clear and respectful manner, ensuring they understood the steps I would take to resolve the matter. The customer left satisfied with a replacement product and a sincere apology. Additionally, I used this opportunity to share the feedback with my team during a meeting, resulting in improved quality checks for similar products.

Adhering to procedures and following protocols is critical in maintaining safety and operational efficiency. Throughout my career, I have consistently demonstrated the ability to follow established guidelines while operating equipment and managing tasks. In my role as Branch Executive at UAE Exchange, I was responsible for operating and maintaining the Xpress Money Transfer system, which required strict compliance with financial regulations. My task was to ensure all transactions were conducted accurately, in line with regulatory standards, and without errors that could compromise customer trust or compliance. I meticulously followed the operational guidelines for every transaction, double-checking documentation and updating the system to ensure accuracy. I also conducted regular system audits to identify discrepancies and resolved them promptly. I maintained a flawless record of compliance with all financial regulations, earning positive feedback during routine audits by regulatory authorities and ensuring customer confidence in our services.

As Manager/Business Owner of a Convenient Store, ensuring workplace safety is always a top priority. One notable instance occurred when I identified a potential hazard in the store's storage area. Boxes of stock were being stacked too high, posing a risk of items falling and potentially causing injuries to staff or customers. Recognising the urgency of the situation, I immediately assessed the storage layout and identified contributing factors, such as limited shelving space and inadequate training on proper stock handling procedures. I took proactive steps to address the issue to prevent any accidents. To resolve the problem, I implemented a revised storage system that optimised available space and ensured boxes were stacked securely and within safe height limits. I also organised a training session for staff, emphasising proper lifting techniques, safe stacking practices, and the importance of maintaining clear and organised storage areas.

Additionally, I introduced regular safety inspections to identify and address any emerging risks promptly. As a result, the storage area became significantly safer, and staff confidence in handling stock improved. No incidents or injuries occurred following the implementation of these changes, and the team developed a stronger awareness of workplace safety protocols.

Remaining composed and flexible during challenging situations is a skill I have developed over the years. It enables me to adapt to unexpected changes and resolve issues efficiently without compromising the quality of work or service. During a peak holiday season at Maylands IGA Xpress, a key piece of equipment, the weighing scale, malfunctioned, disrupting operations at the busiest time of the day. My task was to resolve the issue quickly to minimise customer inconvenience and ensure that the store could continue operating smoothly. I immediately assessed the situation, contacted the service provider, and arranged for urgent repair. In the interim, I implemented a manual backup system for weighing products, trained my staff on its use, and personally assisted at the counters to manage the increased workload. The repair was completed within hours, and customer wait times were kept minimal. My quick thinking and ability to adapt ensured there was no significant disruption to operations, and customer feedback remained positive.

Using available information to identify and solve problems is a core strength of mine. I approach challenges analytically, leveraging data and resources to devise practical solutions that address the root cause of issues. As Manager at Lucky 7 Dellar Convenient Store, I noticed frequent discrepancies in the inventory count, leading to stock shortages and occasional customer dissatisfaction. My task was to identify the cause of these discrepancies and implement a solution to prevent future occurrences. I analysed sales and inventory data to track patterns and identified specific items where errors occurred most frequently. I revised the inventory management process, introduced barcode scanners for accurate tracking, and trained staff on the updated system. The new system eliminated inventory discrepancies, improved stock accuracy, and enhanced customer satisfaction by ensuring consistent product availability.

During my tenure as Manager/Business Owner, I encountered a recurring issue with inventory discrepancies that led to stock shortages and customer dissatisfaction. These discrepancies often affected high-demand products, creating operational challenges and impacting the store's reputation for reliability. Recognising the importance of addressing this issue promptly, I took the initiative to investigate the root cause. I analysed sales and inventory data over several months, identifying patterns and pinpointing the items most frequently affected. It became evident that manual tracking methods were contributing to errors during inventory recording and stock replenishment. To resolve this, I implemented a comprehensive solution by introducing a barcode scanning system for inventory management. This upgrade automated the tracking process, significantly reducing the likelihood of human error. I also developed and conducted training sessions for staff to ensure they could confidently use the new system and understand its benefits for accuracy and efficiency. Additionally, I established a regular review process to monitor inventory levels and address any emerging discrepancies. As a result, the store experienced a complete elimination of inventory discrepancies within weeks of implementing the new system. Stock shortages were no longer an issue, customer satisfaction improved noticeably due to the consistent availability of products, and operational efficiency increased as staff spent less time manually reconciling inventory. The success of this initiative underscored my ability to approach problems analytically, implement effective solutions, and deliver tangible results.

I am fully committed to upholding the Public Transport Authority's dress code, corporate image, and safety standards. I understand the importance of representing the PTA professionally while maintaining the highest levels of safety and compliance in all aspects of the role. I hold a current Western Australian 'C' Class Driver's License, which I am prepared to produce upon request and will ensure its validity for the duration of my employment. I value the responsibility and trust that come with maintaining such certifications and will remain diligent in meeting this requirement. I also acknowledge that the appointment to this role is subject to a three-month probationary period following the satisfactory completion of training. I am confident in my ability to successfully meet all special training requirements within this time and look forward to demonstrating my commitment, adaptability, and capability during the probationary period.

I am deeply inspired by the PTA's core values of safety, respect, integrity, and sustainability, as they resonate strongly with my own professional principles and commitment to excellence. These values not only reflect a dedication to delivering exceptional public services but also align perfectly with my personal ethos of fostering trust, ensuring accountability, and prioritising environmental responsibility. The prospect of undertaking the PTA's comprehensive 26-week training program excites me immensely. This structured learning experience represents an invaluable opportunity to further refine my technical expertise, develop a deeper understanding of train operations, and build the skills necessary to thrive in a dynamic and safety-conscious environment. I am particularly motivated by the chance to contribute meaningfully to the PTA's mission by ensuring a transport system that is not only safe and reliable but also environmentally sustainable, enhancing the daily lives of passengers and supporting Western Australia's continued growth.

Find attached my résumé for your consideration. I would be delighted to discuss how my skills and experiences can contribute to the success of the PTA and its significant projects, such as the METRONET expansion. Thank you for considering my application and I look forward to the opportunity to contribute to your esteemed team.

Yours sincerely,

Salu Thomas Jacob

29 January 2026

Dear Hiring Panel,

Re: Business Partner Work, Health, Safety and Wellbeing | Position No: 20012

I am writing to apply for the above position with Cassowary Coast Regional Council as recently advertised. Demonstrating an enduring commitment to proactive risk management, workforce safety and wellbeing and the disciplined application of legislative and governance frameworks, I am motivated to contribute my professional expertise in WHS assurance, risk assessment and continuous improvement within a complex, service-oriented local government environment. I respect Cassowary Coast Regional Council's mission and values, including its commitment to community safety, ethical governance, accountability and service excellence. I recognise the critical role Council plays in protecting the wellbeing of its workforce, contractors and the community, while delivering essential services across a diverse regional environment.

Certificate IV Work Health and Safety and Experience in a Medium to Large Organisation: I hold a Certificate IV in Work Health and Safety and bring more than two decades of experience working within large, highly regulated organisations, most recently within the Queensland oil and gas sector. My professional background has been firmly grounded in asset-intensive, contractor-heavy operational environments where formal WHS systems, statutory compliance and structured risk governance are embedded into daily operational decision making. I have operated within complex organisational structures that require clear accountability, disciplined governance and consistent application of safety processes across multiple workgroups and contractors. This experience has provided me with a practical and well-developed understanding of how WHS frameworks function beyond policy, and how WHS professionals can effectively partner with leaders and frontline teams to embed safety expectations, manage risk proportionately and deliver compliant, sustainable and operationally realistic safety outcomes.

Knowledge of Relevant Legislation, Regulations and Codes of Practice: I possess a well-developed working knowledge of the Work Health and Safety Act 2011, associated regulations and relevant codes of practice, including those relating to consultation, hazard management, confined space activities and permit to work systems. I routinely interpret legislative and procedural requirements and translate them into practical guidance, risk controls and safe work expectations that can be readily understood and applied by operational personnel. For example, in my role supporting high-risk maintenance and inspection activities, I have applied the confined space provisions of the WHS Regulations by reviewing risk assessments, verifying isolation and atmospheric testing controls, and ensuring consultation and authorisation requirements were met prior to entry. This work required balancing legislative compliance with operational constraints while ensuring documentation and controls were defensible and audit ready. My approach prioritises clarity, proportionality and defensibility, ensuring legislative intent is met without creating unnecessary administrative burden.

Experience with WHS Management Systems and Processes: I have extensive experience operating within established WHS Management Systems, supporting their effective implementation, maintenance and continuous improvement within highly regulated operational environments. This has included maintaining audit-ready documentation, registers and records, supporting internal governance and assurance activities, and contributing to periodic system reviews. For example, in my current role I have supported compliance assurance by maintaining Permit to Work documentation, confined space registers, risk assessment records and contractor safety documentation in a manner that ensures traceability, version control and readiness for internal and external review. I understand the importance of consistency, accountability and evidence-based governance within WHS systems and apply a methodical and disciplined approach that withstands both internal scrutiny and external audit across complex multi-disciplinary operational teams and diverse contractor interfaces.

WHS Risk Management Practices and Incident Investigation Methodology: Risk assessment is a central component of my professional practice. In my role as Plant Technician at Shell QGC's Condamine Power Station, I routinely draft, review and approve risk assessments for both routine and non-routine activities undertaken by employees and contractors within the operational compound. This includes the review of contractor-submitted Safe Work Method Statements to ensure hazards are comprehensively identified, risk ratings are appropriate, and control measures are effective, current and suitable for the specific task and operating conditions. I verify alignment between documented controls, Permit to Work requirements and isolation plans, and confirm that residual risks are understood, communicated and accepted prior to work commencement. I also participate in structured incident investigations by gathering factual information, contributing to root cause analysis and supporting the development, implementation and tracking of corrective and preventative actions according to organisational procedures. This approach reflects my strong risk awareness and commitment to continual verification, field-based assurance and proactive risk management rather than reliance on historical performance or the absence of previous incidents.

Report Writing, Data Collection and WHS Performance Reporting: I bring demonstrated capability in WHS-related report writing, data collection and performance reporting. In my role as Plant Technician at Shell QGC's Condamine Power Station, I am responsible for maintaining accurate and reliable WHS and safety-related records, including risk assessment documentation, Permit to Work records, isolation certificates and contractor compliance evidence generated through daily operations. Following a confined space inspection activity, I contributed to collating and reviewing risk assessments, permits, isolation verification records and post-activity documentation to ensure all legislative and procedural requirements were met and appropriately recorded for audit readiness, traceability, governance assurance and continuous improvement.

I have prepared written summaries and supporting documentation for operational and management review, drawing on safety data, observations and compliance records to confirm control effectiveness and identify any follow-up actions. I have also supported the collection and review of WHS performance data to monitor trends, verify corrective actions and inform continuous improvement activities.

Planning, Organisation and Ability to Work Independently: As a highly self-motivated professional, I have developed strong planning, organisational and prioritisation skills through long-term work in complex and high-risk operational environments. In my role as Plant Technician at Shell QGC's Condamine Power Station, I routinely operate with a high degree of autonomy, coordinating daily work activities, managing competing operational priorities and ensuring critical safety and compliance requirements are met within required timeframes. For example, during after-hours and weekend operations, I have independently assessed work readiness, verified Permit to Work and isolation requirements, and made decisions regarding task sequencing and escalation in accordance with established governance frameworks. This has required sound judgement, composure and accountability to ensure work proceeds safely, risks are appropriately managed and continuity is maintained.

Proficiency in Microsoft Office and Digital Systems: I have high proficiency across the Microsoft Office suite, including Word, Excel, PowerPoint and Outlook, which I use extensively for reporting, data analysis, presentations and professional correspondence. In my role as Plant Technician at Shell QGC's Condamine Power Station, I routinely use Microsoft Word and Excel to prepare and review WHS documentation, maintain registers, track actions and compile compliance records for operational and management review. I also use Outlook to coordinate work activities, communicate safety requirements and manage approvals across multidisciplinary teams. In addition, I work confidently within digital systems that support maintenance management, compliance tracking and WHS documentation, and I adapt readily to new platforms and reporting tools to ensure information remains accurate, accessible and audit ready.

Behavioural Competencies and Professional Attributes: I demonstrate strong professional integrity, accountability and collaboration in all aspects of my work, particularly within high-risk and highly regulated operational environments. In my role as Plant Technician at Shell QGC's Condamine Power Station, I work closely with operations, maintenance, contractors and safety personnel, engaging respectfully and constructively to support shared ownership of safety outcomes rather than relying on enforcement alone. I am recognised as a reliable and consistent team member who follows through on commitments, raises concerns appropriately and supports others to meet safety expectations. I bring a strong learner mindset, actively seeking opportunities to strengthen my knowledge through formal training, procedural reviews and engagement with subject matter experts. I also operate with a healthy sense of caution and professional scepticism, remaining alert to emerging risks, changes in operating conditions and early indicators of control degradation, rather than relying solely on the absence of incidents as assurance. This approach supports informed decision making and contributes to sustained, proactive safety performance.

Driver's Licence and Qualifications: I hold a Certificate IV in Training and Assessment and have delivered toolbox talks, procedural briefings and on-the-job instruction to employees and contractors. This capability supports workforce understanding of WHS obligations, reinforces safe work practices and contributes to the development of a capable and informed workforce. I hold a current Queensland C Class driver's licence and am able to travel across Council locations, including the South Johnstone area as required to support WHS and wellbeing initiatives and operational needs.

Experience Supporting Regulatory Compliance and Contractor Safety: I have substantial experience supporting regulatory compliance in heavily regulated operational environments, with a strong focus on contractor safety oversight. In my role as Plant Technician at Shell QGC's Condamine Power Station, I regularly engage with contractors undertaking maintenance, inspection and specialist works within the operational compound. This has involved reviewing contractor documentation, including Safe Work Method Statements and task-specific risk assessments, verifying Permit to Work and isolation requirements, and confirming that proposed controls align with site standards and legislative obligations prior to work commencing. During work execution, I monitor compliance with approved controls and site safety requirements, escalating issues where necessary in accordance with established procedures. I approach contractor engagement in a professional, constructive and collaborative manner, ensuring expectations are clearly communicated, safety standards are consistently applied, and work is completed safely and in compliance with regulatory and organisational requirements.

Experience in WHS Roles and Use of WHS Systems: I bring extensive experience performing WHS-related functions over many years as an integral part of my operational, environmental and supervisory roles within large, highly regulated organisations. In my role as Plant Technician at Shell QGC's Condamine Power Station, WHS responsibilities have been embedded in my day-to-day duties for a prolonged period, including the preparation, review and maintenance of risk assessments, Permit to Work documentation, isolation records, incident reports and contractor compliance evidence. I have consistently supported WHS, risk and information management systems by ensuring documentation integrity, accurate record keeping and timely reporting, contributing to internal compliance activities and audit readiness. This sustained involvement has given me a strong, practical understanding of how WHS systems operate in complex organisations, and the importance of continuous improvement, accountability and disciplined governance in maintaining effective and defensible safety systems.

Find attached my résumé for your consideration. I am strongly motivated by the opportunity to contribute to Cassowary Coast Regional Council and to support the continued development of a mature, proactive safety and wellbeing culture that protects workers, contractors and the community. I welcome the opportunity to further discuss how my experience, professional judgement and commitment to continuous improvement aligns with the requirements of this role.

Yours sincerely,

Rachael Evans

SELECTION CRITERIA

Community Safety Support Officer | Whitehorse City Council

I bring a highly developed and well-rounded capability across regulatory administration, customer service excellence and operational support, enabling me to contribute immediately and effectively to the Community Safety team at Whitehorse City Council. With over fifteen years of experience operating within structured, compliance-driven environments, I have developed a strong capacity to deliver accurate, timely and accountable outcomes while maintaining strict adherence to legislative and organisational frameworks. I offer a professional, solutions-oriented approach, underpinned by exceptional attention to detail, sound judgement and the ability to manage complex and sensitive enquiries with confidence and integrity. My ability to engage constructively with stakeholders, combined with a strong commitment to continuous improvement and service excellence, positions me to add meaningful value to Council's objectives in community safety, compliance and customer experience.

Demonstrated experience in administrative support within a regulatory environment and strong customer service skills, with the ability to provide clear and accurate advice: I bring over fifteen years of extensive experience across government, compliance and high-volume customer service environments, demonstrating a highly developed capability in delivering administrative support within complex regulatory frameworks and achieving accurate, customer-focused outcomes. In my roles with Services Australia and the National Disability Insurance Scheme, I was responsible for processing substantial volumes of documentation, maintaining detailed compliance records and providing clear, structured and accurate advice to customers navigating complex legislative and policy requirements. I consistently interpreted and applied policy, verified supporting documentation and ensured that all outcomes aligned with legislative and organisational standards. This experience has strengthened my understanding of governance, accountability and procedural integrity, while reinforcing my ability to communicate complex information in a clear, accessible and professional manner that supports informed decision-making and positive customer outcomes.

Strong interpersonal and communication skills with the ability to work collaboratively: My interpersonal and communication skills are highly developed, enabling me to engage effectively and professionally with internal teams and external stakeholders across diverse cultural, social and organisational backgrounds. I have consistently worked within collaborative, multidisciplinary environments where effective coordination, clear communication and shared accountability were critical to achieving high-quality service delivery outcomes. I adopt a respectful, articulate and solutions-focused communication style, ensuring that information is conveyed clearly, accurately and appropriately across face-to-face, telephone and written channels. I have demonstrated a strong ability to build and maintain productive working relationships, fostering trust, cooperation and mutual understanding. My collaborative approach supports a positive and inclusive team culture, while contributing to consistent, efficient and customer-focused service delivery outcomes.

Well-developed organisational and time management skills: I possess highly developed organisational and time management skills, demonstrated through my ability to effectively manage competing priorities within high-volume, fast-paced and deadline-driven environments. At Services Australia, I was responsible for managing a substantial and complex caseload that required structured workflow management, accurate prioritisation of urgent matters and strict adherence to legislative timeframes and service standards. I consistently delivered precise and high-quality outcomes within required timeframes by implementing disciplined planning strategies, maintaining clear oversight of all tasks and proactively monitoring progress against deadlines. My methodical and structured approach ensures that administrative processes are completed efficiently, while focusing on accuracy, compliance, attention to detail and overall service quality.

Demonstrated ability to effectively de-escalate challenging situations and manage conflict in a calm, professional manner: A key strength of my professional capability is my ability to effectively de-escalate challenging situations and manage conflict in a calm, measured and professional manner, even within high-pressure and emotionally charged environments. Across my roles, I have consistently handled complex enquiries involving vulnerable individuals, service disputes and compliance-related concerns, often requiring a high degree of sensitivity, discretion and emotional intelligence. By applying active listening, empathy and clear, structured communication, I have been able to diffuse tension, clarify misunderstandings and guide conversations towards practical, fair and compliant resolutions. I remain composed under pressure, exercise sound judgement and maintain a consistently professional approach, ensuring positive outcomes while upholding organisational standards, procedural integrity and stakeholder confidence.

Experience using systems such as Pathway, HPE Content Manager and Microsoft Office, with the ability to quickly learn new applications and processes: I bring highly developed technical proficiency across a broad range of systems and applications, including Microsoft Office, Salesforce, SAP and integrated CRM platforms, enabling me to manage records, process transactions and maintain data accuracy with a high level of efficiency and precision. My experience within government and compliance environments has required the consistent use of multiple systems simultaneously, ensuring real-time data integrity, accurate record keeping and adherence to governance and audit standards at all times and across multiple operational functions. While I have not directly utilised Pathway or HPE Content Manager, I have a proven ability to rapidly learn and adapt to new technologies and operational systems. I am confident in my capacity to quickly become proficient in these applications and contribute effectively to administrative, compliance and record management processes from the outset, ensuring continuity, accuracy and efficiency in service delivery.

STATEMENT

EL1 Fraud Investigator | National Disability Insurance Agency

I possess an extensive record of successfully delivering sophisticated investigations, fortifying scheme integrity, and exercising authoritative leadership across both the Australian Public Service and the private sector. My professional career trajectory encompasses fraud detection, compliance governance, complex case management and strategic stakeholder engagement, supported by a steadfast commitment to the APS values of integrity, accountability, and service excellence. I am confident that my investigative and strategic leadership skills will enable me to make a significant and enduring contribution as an EL1 Fraud Investigator. Committed to progressing my career and expanding my expertise in investigations and compliance, I embrace the opportunity to obtain a Diploma of Government Investigations.

In my current capacity as an APS6 Senior Planner with the NDIA, I am entrusted with the stewardship of highly complex and high-risk cases involving senior executives, multidisciplinary stakeholders, and Delegation 5 decision-making. One significant example involved a high-risk integrity matter where I identified tampered documentation and inappropriate fund utilisation. By conducting rigorous evidence analysis, and escalating findings to the Senior Executive Service, I safeguarded participant welfare and orchestrated provider and plan management changes that reinforced scheme probity. This experience underscores my capacity to undertake sensitive fraud investigations under pressure and deliver outcomes aligned with the Agency's fraud and corruption response framework.

My expertise also extends to leadership and capability development. Within the Escalators Team in the Northern Territory, I was tasked with supporting staff through the transition from legacy CRM systems to the PACE platform amidst pronounced resistance. By reinforcing structured training, mentoring staff individually and embedding performance accountability, I achieved adoption of new systems, cultivated confidence and generated demonstrable increases in output, validated through Assistant Director reporting. Similarly, while supporting the YPRIAC Team, I assisted in a strategic shift to planning in complex domains such as dementia, hospital discharge, and Delegation 5 authorisations. I designed and facilitated targeted training, implemented practical tools, and provided mentoring to expedite staff readiness, enabling the team to execute high-complexity planning efficiently and with confidence. These experiences highlight my aptitude for inspiring teams, embedding resilience, and cultivating a high-performance culture within demanding operational environments.

Previously as an APS5 and APS4 Planner at NDIA, I consistently exceeded Agency performance benchmarks and was recognised for exemplary service delivery. I frequently assumed responsibility for urgent hospital discharge cases requiring accelerated multi-stakeholder engagement, negotiation with mainstream health providers, and resolution of jurisdictional disputes. By applying persuasive communication, analytical precision, and principled negotiation, I secured timely supports, mitigated risks of re-admission, and preserved the integrity of scheme resources. My ability to navigate complex stakeholder landscapes while achieving sustainable outcomes is directly applicable to fraud investigation leadership.

Earlier at Services Australia, I served as a Claims Officer with responsibility for investigating potentially fraudulent claims. I examined financial records, identified anomalies, and escalated findings appropriately. Employing critical analysis, I devised interventions that preserved compliance while accommodating client circumstances. Complementing this, my earlier private sector experience involved conducting end-to-end inquiries, interviewing witnesses, scrutinising financial and contractual records, and preparing comprehensive evidentiary reports.

SELECTION CRITERIA

Finance Officer | Job Ref No: REQ476528 | Nepean Blue Mountains Local Health District

Relevant tertiary qualifications, eligible for full membership of recognised professional accounting body and a demonstrated commitment to ongoing professional development.

As an accounting and finance professional, I have gained comprehensive expertise through my academic achievements and professional experiences. My qualifications include a Master of Accounting, which has provided me with advanced knowledge and skills in financial reporting, auditing, and taxation. Additionally, my Diploma in Office Management & Secretarial and Bachelor in Administrative Arts with First Class Honours have equipped me with a solid foundation in administrative practices and management principles. Furthermore, I have completed specialised certifications in SAP Financial Accounting and SAP Management Accounting, demonstrating my proficiency in utilising financial management software for effective decision-making and reporting. Throughout my career, I have applied my expertise in various roles, including financial analyst, accountant, and financial controller. In these positions, I have been responsible for financial analysis, budgeting, forecasting, and compliance with accounting standards and regulations. Overall, my extensive education and experience as an accounting and finance professional have prepared me to excel in roles that require strategic financial management, analytical thinking, and attention to detail.

Extensive practical knowledge of the Australian Accounting Standards and ability to interpret policies and other requirements relating to accounts management.

Over the course of my extensive eleven-year tenure in accounting roles, I have continually expanded my expertise and practical knowledge of Australian accounting standards. This journey has equipped me with a comprehensive understanding of financial principles and regulations governing the Australian accounting landscape. In my current role as a Finance Analyst at Veolia Environmental Services (Australia) Pty Ltd, I am tasked with a wide range of responsibilities that delve into various facets of financial management. These include but are not limited to budget formulation and monitoring, in-depth analysis of Fuel Tax Credits to optimise returns, meticulous reconciliation of balance sheets to ensure accuracy and transparency, and overseeing capital expenditure to ensure alignment with organisational objectives. Each day presents new challenges and opportunities to apply my expertise in navigating complex financial landscapes while upholding the highest standards of compliance and accuracy. My commitment to staying abreast of evolving accounting practices and regulations enables me to contribute effectively to the financial health and success of the organisation.

Throughout my tenure as a Finance Analyst at Veolia Environmental Services (Australia) Pty Ltd, I have been deeply entrenched in ensuring strict adherence to Australian accounting standards across all financial operations. This commitment entails not only understanding but also implementing the nuances of these standards in every aspect of financial management. From budget formulation to balance sheet reconciliation and capital expenditure oversight, every financial activity is meticulously executed in accordance with Australian accounting standards. This entails not only ensuring accurate recording and reporting of financial transactions but also staying updated with any revisions or amendments to the standards to ensure ongoing compliance. Moreover, I actively engage in continuous professional development to deepen my understanding of Australian accounting standards and their practical implications. This proactive approach enables me to effectively interpret and apply the standards to real-world financial scenarios, thereby ensuring that our financial practices are not only compliant but also optimised for efficiency and effectiveness.

Analytical skills and experience in working with large datasets, undertaking complex reconciliations and preparing detailed accounting information and reports.

In my current capacity as a Finance Analyst at Veolia Environmental Services (Australia) Pty Ltd, I undertake a pivotal role overseeing the financial management of 56 distinct cost centres. A critical aspect of my responsibilities involves the meticulous reconciliation of Profit & Loss accounts for each of these cost centres at the end of each month. This entails a comprehensive review to ensure the accuracy of revenue, precise allocation of costs, and adherence to budgeted accrual figures. In instances where discrepancies arise, it is incumbent upon me to conduct thorough investigations to pinpoint root causes and rectify them with a high degree of accuracy.

Furthermore, I am tasked with the preparation and oversight of balance sheets, which poses a more intricate challenge due to the comprehensive oversight required for all financial transactions. This involves not only maintaining vigilance over incoming and outgoing financial activities but also ensuring alignment with regulatory requirements and internal financial policies. My role demands a keen eye for detail and a proactive approach to identifying and addressing any irregularities or discrepancies promptly. As a senior member of the team, I bear the responsibility of ensuring that the accounting records are meticulously maintained in strict accordance with the Financial Accounting Standards. This entails overseeing the entire accounting process to guarantee compliance with regulatory guidelines and industry best practices. My role involves implementing robust internal controls, conducting regular audits, and providing guidance to team members to uphold the highest standards of financial integrity and transparency. By adhering to these standards, I contribute to the organisation's credibility and trustworthiness in the eyes of stakeholders and regulatory authorities.

Advanced computer skills, including high level proficiency with using a recognised Financial Management Information System, MS Office software (particularly Excel and Word).

In my current capacity as a Finance Analyst at Veolia Environmental Services (Australia) Pty Ltd, I leverage a suite of sophisticated tools and software to streamline financial operations and drive insightful analysis. Specifically, I am proficient in utilising SAP Hana S4, BI Intelligence, Tableau, and Google Sheets to extract, manipulate, and visualise data for decision-making purposes. Furthermore, my extensive expertise extends to Microsoft Excel and Word, where I have developed intricate spreadsheets with advanced formulas to reconcile fuel reports on a weekly basis. These meticulously crafted Excel sheets not only ensure the accuracy of fuel variance and cost analysis reports but also enhance efficiency by automating repetitive tasks. My proficiency with these software platforms enables me to deliver actionable insights and contribute to informed financial strategies within the organisation.

In addition to my proficiency with SAP Hana S4, BI Intelligence, Tableau, Google Sheets, Excel, and Word, I also bring a wealth of experience in utilising these tools to drive various financial initiatives. For instance, I have developed comprehensive financial models using Excel to analyse complex datasets and forecast future trends. These models have been instrumental in identifying cost-saving opportunities, optimising resource allocation, and mitigating financial risks. Furthermore, my expertise extends to generating dynamic dashboards and reports in Tableau, allowing stakeholders to visualise key performance metrics and trends in real-time. By harnessing the power of data visualisation, I have facilitated more informed decision-making processes and enabled stakeholders to quickly identify areas for improvement. Moreover, I have leveraged BI Intelligence to conduct in-depth financial analysis, extract actionable insights, and present findings to senior management. This tool has enabled me to identify emerging market trends, assess competitive landscapes, and formulate strategic recommendations to drive business growth.

My proficiency in Google Sheets has allowed me to collaborate seamlessly with cross-functional teams, streamline workflow processes, and enhance data accessibility. Whether it's tracking project milestones, managing budgets, or organising financial data, Google Sheets has been an invaluable tool in driving efficiency and productivity within the finance department. Overall, my diverse skill set and hands-on experience with these software platforms have equipped me to excel in my role as a Finance Analyst, enabling me to deliver tangible results and contribute to the overall success of the organisation.

Highly developed communication skills including collaborating with the team, senior managers, clinicians and external providers to ensure achievement of service objectives.

With a strong emphasis on clear and professional communication, I excel in both written and verbal interactions, fostering influence and credibility. My extensive experience encompasses engaging and collaborating with stakeholders from diverse backgrounds and at various organisational levels. In written communication, I demonstrate highly developed skills, capable of producing a wide range of documents with clarity and precision. Whether crafting reports, memos, or emails, I ensure that information is conveyed professionally and tailored to the specific audience. This involves structuring content in a logical manner and adapting the tone and style to suit the intended readership, thereby maximising comprehension and impact.

In my role as a Finance Analyst at NSW Collection, managing the fuel consumption of over 500 trucks posed a significant challenge due to the decentralised refuelling process. Recognising the need for improved tracking and accountability, I spearheaded the implementation of the Fluidtrack system. This innovative solution required each truck driver to utilise a designated tag for refuelling, enabling precise monitoring of fuel usage. Additionally, I developed a comprehensive Excel spreadsheet to analyse fuel data weekly, categorising usage by subcontractor drivers, internal trucks, and identifying any variances. This initiative resulted in enhanced accuracy and transparency in fuel reporting, empowering management with actionable insights into fuel usage trends.

Furthermore, in my capacity at Veolia Environmental Service (Australia) Pty Ltd, managing the client relationship with Sydney Market presented its own set of challenges. Issues surrounding weight discrepancies and rebate concerns threatened the stability of our partnership. To address these issues head-on, I took proactive measures to establish a systematic verification process. Collaborating closely with our team, we implemented a procedure to record daily weight data in a meticulously maintained spreadsheet, aligning with the run sheet. At the end of each month, I diligently compiled and shared the data with Sydney Market's Manager for validation. This collaborative approach fostered transparency and trust, enabling swift identification and resolution of any discrepancies. As a result, our invoicing process became more streamlined and accurate, significantly improving client satisfaction and solidifying our relationship with Sydney Market.

High level written and verbal communication skills.

Throughout my career as a Finance Analyst and Accountant, I have honed my skills in communication with influence. This proficiency extends beyond the mere conveyance of information, it encompasses the ability to craft compelling narratives, articulate complex financial concepts clearly and persuasively, and engage stakeholders at all levels. Understanding the importance of tailoring my communication style to resonate with different audiences, I adapt my approach when presenting financial reports to executives, collaborating with colleagues on analysis projects, or discussing findings with clients. Whether through effective storytelling, data-driven insights, or confident delivery, my goal is not only to convey financial information but also to inspire action and drive meaningful financial outcomes. Moreover, I recognise the power of active listening and empathy in financial communication. By truly understanding the perspectives and concerns of stakeholders, I can tailor my financial analyses and reports to address their needs and interests, fostering genuine connections and building trust. Overall, my ability to communicate with influence serves as a cornerstone of my success as a finance analyst, enabling me to navigate complex financial situations, overcome challenges, and ultimately, achieve impactful financial results.

Following the merger of Veolia Environmental Service (Australia) Pty Ltd with the Recycling and Recovery (R&R) operations of SUEZ in Australia, aimed at simplifying and rationalising the legal structure of the Veolia group, our organisation experienced significant internal changes. This merger necessitated the formulation of the half-year budget (F2) for both the old Veolia and the newly integrated entity. In response to these challenges, I took proactive measures to ensure successful outcomes. Recognising the importance of clear communication and effective team coordination, I took the initiative to educate myself about the intricacies of the merger and the specific requirements of the budgeting process. Leveraging my understanding, I strategically allocated and distributed workloads among team members, providing clear instructions and guidance to ensure alignment with organisational objectives.

With meticulous planning and diligent effort, I led my team through the budget preparation process, closely monitoring progress and addressing any obstacles along the way. As the deadline approached, I conducted thorough reviews to ensure accuracy and compliance with business requirements. Through my persistence, initiative, and attention to detail, I successfully presented the half-year budget to senior management, receiving commendations for my contributions as a Commercial Analyst. This experience not only demonstrated my ability to adapt to change and navigate complex organisational transitions but also showcased my leadership skills and commitment to delivering high-quality results.

Demonstrated capacity to prioritise workloads to meet competing demands.

As a Finance Analyst, precision and attentiveness are paramount in handling various reports and presentations, especially during critical periods such as budget preparations and month-end closings. In addition to managing routine tasks, I am accustomed to operating under stringent deadlines during these pivotal times. This necessitates a keen ability to prioritise workloads effectively and perform under pressure.

With a strong sense of organisation and efficiency, I consistently maintain a flexible approach, adeptly handling multiple tasks simultaneously, navigating competing deadlines, and adapting to changing work priorities. Committed to continuous improvement, I firmly believe in regularly challenging established procedures and workflows to identify opportunities for enhanced efficiency and productivity. Through ongoing assessment and refinement, I strive to ensure that the quality of service I deliver and the work I produce consistently meet the highest standards achievable. I am dedicated to maximising organisation and productivity in all aspects of my work. To optimise my organisation and time management, I utilise a variety of tools and strategies. This includes leveraging tools such as the Outlook diary, reminders, and to-do lists to effectively organise and prioritise tasks, ensuring that deadlines are met and objectives are achieved efficiently.

During budget cycles, meticulous attention to detail is essential to ensure accuracy in financial forecasts and projections. I am tasked with compiling and analysing data, identifying trends, and formulating budgetary recommendations that align with organisational goals. This process demands a methodical approach and the ability to synthesise complex financial information into coherent reports and presentations for stakeholders. Similarly, at month-end close, there is a heightened demand for timely and accurate financial reporting. I am responsible for reconciling accounts, verifying transactional data, and preparing comprehensive financial statements within tight deadlines. This requires exceptional organisational skills and the capacity to manage competing priorities efficiently. In navigating these high-pressure situations, I remain focused on delivering results with precision and professionalism. By effectively managing my workload and leveraging my analytical skills, I ensure that all reports and presentations meet the highest standards of accuracy and reliability. My ability to thrive in fast-paced environments while maintaining a meticulous approach to detail enables me to excel in my role as a Finance Analyst, even amidst demanding deadlines and complex financial tasks.

Extensive experience in complex General Ledger reconciliations and preparation of detailed accounting information and high level reports.

With a robust background in complex General Ledger reconciliations and the preparation of detailed accounting information and high-level reports, I bring a wealth of expertise to my role as a Finance Analyst at Veolia Environmental Services (Australia) Pty Ltd. Within this capacity, I am entrusted with reconciling the balance sheet, a task that entails navigating through a large and intricate dataset.

In performing balance sheet reconciliations, I meticulously analyse transactions, verify account balances, and ensure the accuracy and integrity of financial data. Given the scale and complexity of the balance sheet at Veolia Environmental Services, this process demands keen attention to detail, strong analytical skills, and a thorough understanding of accounting principles and standards. Moreover, my experience extends beyond basic reconciliation tasks. I am adept at identifying discrepancies, investigating variances, and implementing corrective actions to rectify any anomalies. By delving into the underlying causes of discrepancies, I contribute to the improvement of internal controls and financial processes, thereby enhancing the overall accuracy and reliability of financial reporting.

In addition to my reconciliation duties, I also generate high-level reports that provide valuable insights into the financial health and performance of the organisation. These reports not only serve as crucial decision-making tools for senior management but also facilitate compliance with regulatory requirements and auditing standards. Overall, my proficiency in complex General Ledger reconciliations and my ability to prepare detailed accounting information and reports enable me to fulfill my responsibilities effectively and contribute to the financial stability and success of Veolia Environmental Services.

In summary, my role as a Finance Analyst at Veolia Environmental Services (Australia) Pty Ltd encompasses not only the meticulous reconciliation of the balance sheet but also the provision of valuable insights and analysis derived from this critical financial document. Through my expertise, diligence, and commitment to excellence, I contribute to the financial health and success of our organisation.

STATEMENT

Chief ICT Officer, RIA3169420 | Rottnest Island Authority, Department of Biodiversity, Conservation and Attractions

CRITERIA 1:

Extensive experience in the implementation of complex ICT reform programs.

I possess extensive, long-standing experience leading, governing and implementing large-scale ICT reform programs across some of the most complex, high-risk and operationally sensitive public sector environments in Western Australia. My portfolio spans multi-year transformation agendas, statewide network modernisation programs, enterprise-wide infrastructure uplift, large-scale platform transitions, multi-vendor integration, and highly regulated Commonwealth digital reform. This includes oversight of critical network, data centre and cloud transformations, the orchestration of interdependent delivery streams across hundreds of clinical and operational sites, and the stewardship of governance frameworks that underpin major system modernisation efforts at both state and federal levels.

As Program Manager for the Critical Health ICT Infrastructure Program (CHIIIP), I exercised executive-level leadership over a reform spanning more than 450 metropolitan, regional and remote WA Health sites, replacing critical Local Area Network infrastructure and transitioning core services to an as-a-service model. The program involved managing deeply interdependent workstreams, navigating legacy technical constraints, sequencing deployment across hospitals with high clinical acuity, and maintaining continuity across environments with zero tolerance for prolonged outages. I established disciplined governance structures, uplifted program baselines, strengthened risk and dependency management and delivered executive reporting that enhanced oversight at Program Control Group level. My stewardship ensured aligned progression across scope, schedule, quality, budget and resource baselines while advancing WA Health's system-wide digital modernisation strategy.

In my role as Manager, Program Management Office for the HealthNext Program, I provided authoritative governance over a statewide transition of WAN, data centre and platform services to a hybrid-cloud and managed-service model. This work required deep technical literacy, sophisticated stakeholder negotiation and stringent governance disciplines. I embedded formalised planning, assurance and reporting frameworks across multiple high-risk technical streams, improved interoperability between program and operational teams and strengthened system-wide readiness for large-scale infrastructure transition.

Previously, as Project Manager for the HealthConnect WAN migration, I led the end-to-end transition of the Wide Area Network for more than 436 WA Health sites from an owner-operator configuration to a fully managed NEC service. I oversaw readiness assessments for each site, directed multidisciplinary teams across geographically dispersed environments, managed technical and contractual complexities, and ensured change management activities were integrated with operational workflows to safeguard continuity of critical health services.

My reform leadership also extends to the Commonwealth level. As Assistant Director, Program Governance & Support at ASQA, I oversaw governance for a multi-year Digital Transformation Program designed to modernise national regulatory capability. I designed and maintained enterprise governance artefacts, uplifted reporting integrity, strengthened program auditability, and ensured alignment with the Digital Transformation Agency's Benefits Management Policy and Tier 2 Assurance Requirements. My role required navigating cross-jurisdictional complexities, maintaining regulatory obligations, and ensuring legislative compliance in a nationally significant program.

Together, these roles demonstrate a deeply embedded capability in leading large-scale, multi-stream ICT reform initiatives characterised by complex stakeholder ecosystems, stringent governance and assurance requirements, and significant operational, technical and organisational risk. They reflect a proven ability to orchestrate interdependent workstreams, steward multi-vendor environments, maintain continuity across mission-critical services, and guide large public institutions through transformative change while upholding regulatory obligations and decision making.

CRITERIA 2:

Highly developed customer-focussed service ethos, with a drive to continuously improve the delivery of information services to the business.

My professional practice is grounded in a strong, values-driven commitment to service excellence and the delivery of ICT solutions that meaningfully enable front-line, operational and strategic outcomes. I consistently champion ICT delivery models that elevate the customer experience, strengthen operational dependability and embed responsiveness, clarity and reliability into every layer of service provision. This ethos reflects a deep understanding of the diverse requirements of clinical teams, regulatory authorities, operational leaders, technical specialists and executive decision-makers, ensuring that technology services remain aligned with business priorities, user needs and whole-of-system expectations.

As Manager, Infrastructure Partners (ICT), I oversaw WA Health's major infrastructure service providers across WAN, LAN, cloud and data centre environments. I monitored SLA compliance, interpreted incident patterns, addressed architectural and cyber security dependencies, and coordinated operational responses to safeguard system stability across a vast health network. I ensured that customer expectations were embedded into service delivery frameworks, championing uplifted assurance practices, refined reporting dashboards, and strengthened vendor engagement to improve reliability, transparency and responsiveness.

Customer-focus was also central to my leadership of the CHIP Program, where I maintained continuous engagement with clinicians, operational leaders, technical specialists and program sponsors. I ensured that infrastructure uplift activities were sequenced, communicated and executed in ways that minimised operational disruption and accounted for the highly sensitive nature of healthcare environments. I built strong, trust-based relationships with site leaders across WA, enabling collaborative issue resolution and ensuring localised operational needs remained front and centre throughout program delivery.

During my tenure at ASQA, I enhanced internal service delivery by clarifying risk and issue management roles, standardising governance artefacts and improving executive reporting outputs. These improvements strengthened efficiency and reduced ambiguity for program teams, enabling smoother workflows and better-informed decision making. My work directly improved staff experience within the Program, operationalised consistent governance practices, and enhanced the quality of assurance provided to Commonwealth leadership.

Additionally, across my PMO, HealthNext, Oracle Remediation and HealthConnect roles, I have consistently introduced structured communication practices, facilitated readiness assessments, delivered stakeholder briefings, and ensured service partners and internal ICT teams were aligned to expectations for continuity, performance and customer value.

Through these experiences, I have cultivated a deeply embedded ethos of customer stewardship, ensuring that technology functions operate as trusted enablers of business outcomes, operational efficiency and long-term organisational resilience. This approach reflects a deliberate commitment to aligning ICT services with user expectations, strengthening the reliability of critical systems and embedding a culture of responsiveness, accountability and continuous improvement across all facets of digital service delivery.

CRITERIA 3:

Substantial initiative to improve efficiency, performance or stability of system or process

Across all my leadership roles, I have demonstrated substantial initiative in enhancing the efficiency, stability and performance of critical systems, governance structures and operational processes. I proactively identify systemic weaknesses, diagnose root causes, develop pragmatic solutions and steward their implementation to optimise organisational outcomes. As PMO Manager for HealthNext and Oracle Remediation, I introduced structured governance artefacts, clarified cross-team responsibilities, established stronger performance-tracking mechanisms, and uplifted reporting accuracy. These improvements enhanced the predictability of delivery, reduced friction between teams and strengthened executive oversight during periods of rapid technical transition.

In CHIP, I led a comprehensive re-baselining of the entire program after identifying misalignment across structure, budget forecasting and schedule sequencing. This required extensive consultation with the Program Director, Accountant, Scheduler and delivery leads to reconstruct organisational charts, clarify reporting lines, correct resourcing allocations, reconcile financial models and update the master schedule. My initiative substantially improved governance integrity, reduced reporting ambiguity and strengthened the program's ability to withstand delivery pressure. As Manager, Infrastructure Partners (ICT), I initiated improvements to vendor performance management by uplifting assurance processes, refining service performance analytics, establishing clearer reporting structures, and improving collaboration between internal ICT, cyber security, architecture and delivery teams. These initiatives strengthened system resilience across critical ICT infrastructure underpinning statewide health operations.

At ASQA, I took initiative to address inconsistencies in risk and issue management that were undermining regulatory oversight and delaying timely escalation. I designed a new Risk and Issue Management Plan aligned with ISO 31000 and SAFe, supported by templates, guidance materials and capability uplift sessions. I integrated this framework into Program Board reporting, improving transparency and enabling earlier intervention on emerging risks. This initiative directly increased stakeholder confidence and improved governance consistency across the Digital Transformation Program.

Collectively, these initiatives demonstrate a consistent track record of identifying inefficiencies, introducing high-value improvements, and strengthening overall organisational capability, stability and delivery performance in complex ICT environments statewide. They further reflect my ability to anticipate systemic risks, apply disciplined analytical judgement and implement evidence-informed solutions that enhance operational resilience, optimise service delivery and support enduring digital transformation across large, mission-critical public sector settings.

SELECTION CRITERIA

Customer Resolutions and Case Management Lead | Melton City Council

Relevant tertiary qualifications and significant experience in complaint and investigation services, customer experience or similar industries as it relates to the key position objectives.

I possess a Master of Commerce, Postgraduate Degree in Costs and Work Accounting and a Graduate Diploma in Financial Planning. These qualifications have provided me with a strong foundation in financial analysis, compliance and operational management, which are critical in complaint handling and investigative services. In addition to my academic background, I have accumulated significant experience in customer resolution, complaint handling, and investigation services across multiple roles. While working as a Senior Plan Specialist, I regularly handled complaints from participants and providers, requiring strong analytical skills to determine the validity of grievances. In one instance, a participant's funding had been exhausted earlier than expected, causing disruptions to their essential care services. Through a detailed review of their financial records, I identified misallocated payments and was able to rectify the issue, ensuring the participant's services continued without further interruption.

I have consistently applied investigative and analytical skills to resolve customer complaints, ensuring compliance with regulatory requirements and maintaining high service standards. My ability to interpret complex financial and policy-related issues, coupled with a commitment to fairness and accuracy, has allowed me to provide meaningful resolutions in a variety of challenging situations. At Middle Park Toy Library, I handled customer disputes regarding membership fees, lost items, and borrowing policies. By implementing clearer communication strategies and a structured appeals process, I improved dispute resolution times, resulting in increased customer satisfaction and a reduction in recurring complaints.

In my role as Team Leader – Plan Management at Plan Partners, I was responsible for overseeing escalated complaints, ensuring fair and consistent resolutions while maintaining compliance with NDIS policies. One example involved a participant who disputed a funding decision due to a lack of clarity in their plan allocations. After conducting a detailed review of their case, I identified discrepancies in the way the funding had been applied. I engaged with the relevant stakeholders, including internal finance teams and the NDIS, to clarify the issue and successfully advocate for a reassessment. As a result, the participant received the correct funding allocation, restoring their access to essential services while ensuring compliance with policy requirements. Another case required a thorough investigation into allegations of financial mismanagement by a service provider. A participant raised concerns that invoices were being submitted for services they had not received. I conducted a comprehensive review of transaction records and liaised with the service provider to obtain supporting documentation. By meticulously analysing the evidence, I uncovered inconsistencies that confirmed the participant's concerns. I escalated the findings to senior management and the compliance team, ensuring corrective action was taken, including a full reimbursement to the participant and improved oversight measures to prevent similar issues.

Demonstrated empathetic communication, interpersonal, consultation and negotiation skills; appropriate to confidentially liaise and consult with a wide range of managers, employees and external stakeholders and members of the public.

Effective communication is central to fostering strong relationships, resolving disputes, and ensuring positive outcomes in high-pressure environments. Throughout my career, I have demonstrated the ability to engage empathetically with a diverse range of stakeholders, including managers, employees, external service providers and members of the public. My approach is centred on active listening, clear and transparent communication and a solutions-focused mindset that prioritises collaboration and fairness. I have successfully mediated complex disputes, de-escalated challenging conversations, and facilitated productive negotiations that align with organisational policies while ensuring the best possible outcomes for all parties involved. By maintaining professionalism and diplomacy, I have built trust and credibility with stakeholders, contributing to a culture of respect, cooperation and continuous improvement.

In my role as Team Leader at Plan Partners, I regularly engaged with NDIS participants, service providers, and stakeholders to resolve complex issues with empathy and professionalism. One particular case involved a participant who was highly distressed due to an NDIS funding error, which resulted in disruptions to essential support services. I actively listened, acknowledged their frustration, and reassured them that I would personally oversee a resolution. I liaised with the finance team and NDIS representatives, explaining the impact on the participant's wellbeing. By negotiating an interim solution, I was able to ensure that their services were reinstated within 24 hours. The participant expressed their gratitude for the timely and compassionate support, and my intervention strengthened trust with both the participant and the service provider while ensuring compliance with NDIS policies and financial regulations.

In another instance, a service provider disputed a claim rejection, believing the participant had been incorrectly advised on their funding allocation. I facilitated a calm and constructive discussion, explaining NDIS policies while ensuring the provider felt heard and supported. I provided a detailed breakdown of allowable expenses and assisted the provider in submitting a revised claim that complied with funding guidelines. By maintaining transparency and taking a consultative approach, I was able to resolve the dispute efficiently, strengthening trust between the provider and our organisation and leading to ongoing positive collaboration.

Experience in using resilience in situations beyond the incumbent's control, including managing challenging behaviours and keeping self and others calm when under pressure.

Remaining resilient in challenging situations is essential for maintaining professionalism, ensuring effective decision-making, and supporting both colleagues and clients. Throughout my career, I have encountered high-pressure scenarios where circumstances were beyond my control, requiring me to remain calm, adaptable, and solution-focused. Whether managing aggressive behaviour, addressing system failures, or handling emotionally charged disputes, I have consistently demonstrated the ability to de-escalate tensions, reassure stakeholders, and implement practical solutions. By maintaining composure and fostering a positive and collaborative environment, I have been able to navigate difficult situations effectively while keeping those around me calm and focused.

In one instance, I was managing a complaint from a participant who had been incorrectly informed about their funding eligibility. When they realised that their support services were at risk, they became highly distressed and began raising their voice, demanding immediate action. Instead of reacting defensively, I acknowledged their frustration and reassured them that I was committed to finding a resolution. While I could not change NDIS policy, I explored alternative funding sources, engaged with internal teams to expedite a review of their case, and provided the participant with practical next steps. By remaining calm and supportive, I was able to rebuild their trust, provide clarity on their options, and ultimately secure an alternative funding solution that ensured continuity of care without breaching policy guidelines.

While working as a Senior Plan Specialist, I encountered a case where a participant's family member became verbally aggressive, demanding immediate resolution for a funding shortfall. Their frustration stemmed from feeling unheard by the system, and their anger was directed at our team. Rather than reacting defensively, I remained calm, maintained open body language, and spoke in a composed tone to de-escalate the tension. I reassured them that while I could not alter NDIS funding rules, I would work with them to explore alternative solutions. After gathering relevant details, I identified additional support options, including community grants and advocacy services. As a result, the situation de-escalated, and the family member later apologised, thanking me for my patience and professionalism.

Another situation involved a major system outage that prevented the processing of urgent NDIS payments, leading to a surge of frustrated clients and service providers. Recognising the potential impact on participants relying on essential services, I took the lead in communicating updates with transparency while keeping my team calm and focused. I liaised with IT teams to understand the issue, provided regular phone and email updates to stakeholders, and developed a contingency plan to manually prioritise urgent cases. By remaining solution-focused and reassuring all parties, we minimised disruptions, ensuring critical services continued without significant financial hardship for participants.

Significant experience in responding to high volumes of work and complex enquiries and dealing with legislation and policy, including the ability to coordinate resources to ensure high quality business outcomes are delivered fairly and equitably.

Managing high workloads while ensuring compliance with legislation and policy requires strong analytical skills, attention to detail, and the ability to coordinate resources effectively. Throughout my career, I have worked in fast-paced environments where I have been responsible for handling complex enquiries, interpreting policies, and delivering fair and equitable business outcomes. I have successfully implemented process improvements to manage high volumes of work while maintaining accuracy and adherence to regulatory requirements. My ability to assess priorities, streamline workflows, and collaborate with stakeholders has consistently resulted in improved service delivery and operational efficiency.

One example of my ability to manage high workloads and policy-driven enquiries occurred when I was overseeing a large-scale audit of participant funding allocations. During a routine review, I identified discrepancies in how plan budgets were being allocated, which had the potential to impact service delivery for multiple participants. To address this, I conducted an in-depth analysis of the NDIS guidelines, liaised with internal teams to verify financial records, and engaged directly with affected participants to provide clear explanations and reassurance. I also collaborated with senior management to implement corrective actions that ensured compliance and prevented similar errors in the future. As a result, we successfully rectified all affected plans without causing service disruptions, strengthened financial oversight processes, and improved overall accuracy in funding allocations.

As a Team Leader at Plan Partners, I managed a high caseload of 1,000+ active participant plans, requiring constant prioritisation of tasks while ensuring compliance with NDIS policies. Handling a high volume of enquiries daily, I recognised inefficiencies in existing workflows and introduced an automated tracking system to streamline case processing. I also implemented a risk-based assessment approach to prioritise urgent cases while ensuring fairness in all decisions. These improvements reduced turnaround times by 30 per cent while maintaining a 99 per cent accuracy rate in resolutions.

In another instance, I handled a complex case where a participant's funding request was initially declined due to ambiguity in NDIS guidelines regarding discretionary expenses. The family sought a review, citing financial hardship, and I took the initiative to conduct a thorough policy review. I collaborated with compliance teams to interpret the legislation and prepared a detailed case analysis, demonstrating how the participant's circumstances met the reasonable and necessary criteria for an exemption. As a result of my advocacy, the funding exemption was approved, ensuring that the participant received essential support while maintaining compliance with regulatory frameworks.

SELECTION CRITERIA

Fleet Technical Officer | Department of Biodiversity, Conservation and Attractions

Experience in the management of a diverse range of fleet, plant and equipment

Throughout my career, I have developed extensive experience in the management, maintenance and operational oversight of a diverse range of fleet assets, plant equipment and mechanical systems across mining, offshore drilling and agricultural environments. These operational contexts have required the effective coordination of heavy vehicles, generators, pumps, drilling systems, hydraulic equipment and specialised mechanical infrastructure critical to maintaining operational continuity. My experience has provided me with a comprehensive understanding of fleet lifecycle management, preventative maintenance planning and the operational strategies required to maintain equipment reliability across demanding, complex and often remote operational environments.

During my time with BHP across Nelson Point, Redmont and Area C operations, I was responsible for maintaining a wide range of heavy mining equipment including track machines, heavy vehicles, diesel generators, pump systems and fire suppression systems installed across plant and earthmoving equipment. My responsibilities included diagnosing mechanical faults, conducting preventative maintenance inspections and coordinating repair activities to ensure assets remained operational, compliant and capable of supporting production objectives. The complexity and scale of these operations required strong technical capability combined with structured planning to ensure fleet availability and minimise equipment downtime.

One of my most significant responsibilities involved overseeing the maintenance operations of the remote Redmont workshop for a period of five years. In this role I was responsible for coordinating the servicing and repair of track machines essential to rail infrastructure operations. Operating within a remote environment required careful logistical planning, particularly in relation to spare parts management and equipment servicing schedules.

In addition to day to day maintenance responsibilities, I have consistently sought opportunities to improve operational efficiency and strengthen maintenance practices within workshop and field environments. While working within the BHP maintenance workshop, I observed that technicians were regularly losing valuable time searching for tools that were shared across multiple workstations. Recognising that this inefficiency was impacting productivity and increasing servicing times, I implemented a practical solution by introducing dedicated service trolleys for each hoist within the workshop. Each trolley was fully equipped with the tools required to complete common servicing tasks, ensuring technicians had immediate access to essential equipment at their designated work areas. This improvement significantly reduced time spent locating tools, streamlined the workflow across the workshop and enabled maintenance teams to complete servicing activities more efficiently while maintaining high quality standards.

I also identified an opportunity to strengthen the response process for urgent mechanical failures that could disrupt site operations. Equipment breakdowns across a large mining operation require rapid and coordinated maintenance responses to minimise downtime and maintain production continuity. To address this need, I coordinated the establishment of a dedicated breakdown response crew at BHP Nelson Point. This team was responsible for prioritising and responding to critical mechanical failures across the site, ensuring that urgent repairs were addressed without delay. The introduction of this structured response capability improved maintenance coordination, reduced response times to equipment failures and contributed to greater equipment availability across operational areas.

My experience managing complex plant and equipment assets developed during my time as a Dewatering Fitter at BHP Area C. I maintained diesel generators and skid mounted pump systems used to support large scale dewatering operations across the mining site. Effective groundwater management is essential to maintaining safe and stable mining conditions, making these systems critical to site operations. My responsibilities included commissioning and decommissioning pump systems, performing mechanical inspections, diagnosing faults and supporting technicians with the installation and testing of submersible and sump pumps. I also monitored equipment performance and managed spare parts availability to ensure maintenance activities could be completed promptly. Through careful equipment monitoring and proactive maintenance planning, I helped maintain operational readiness and minimise delays associated with mechanical failures.

More recently, in my role as Property Manager at Hayes Farms, I continue to manage a diverse range of plant, equipment and operational assets within a large agricultural environment. My responsibilities include coordinating the servicing and maintenance of tractors, loaders and agricultural machinery used to support cropping operations across approximately 2,000 acres. In addition to managing plant and equipment, I oversee livestock operations involving up to 2,000 head of cattle and maintain essential property infrastructure including fencing, water systems, firebreaks and pipelines. This role requires strong organisational capability, practical mechanical knowledge and the ability to plan and coordinate maintenance activities across a wide range of operational assets to ensure that equipment and infrastructure remain reliable, safe and operational.

Across these roles, I have consistently demonstrated the capability to manage complex fleet, plant and equipment assets while ensuring maintenance activities support broader operational objectives. My experience in preventative maintenance planning, mechanical diagnostics, asset reliability and equipment lifecycle management has enabled me to maintain high levels of operational performance across mining, field based and agricultural environments.

Demonstrated knowledge and skills in the supervision of construction, repair and maintenance of fleet, plant and equipment

My career has provided extensive opportunities to develop strong leadership capability and supervisory experience within demanding operational environments where the reliability of fleet, plant and mechanical equipment is critical to maintaining safe and efficient operations. Across mining, maintenance workshop and field based operational settings, I have been responsible for coordinating maintenance teams, allocating technical tasks and overseeing complex repair activities to ensure fleet and plant equipment are serviced in accordance with operational requirements, safety standards and preventative maintenance schedules. These responsibilities have required clear communication, effective task delegation and the ability to guide technicians in completing maintenance work safely and efficiently while maintaining high standards of workmanship. Through these experiences I have developed the ability to support team performance, maintain operational discipline and ensure maintenance activities contribute to overall operational productivity and equipment reliability.

While working as Step Up Supervisor at BHP Area C, I was responsible for leading a maintenance team of up to twelve personnel within the auxiliary maintenance workshop. In this role I coordinated daily workflow, assigned maintenance activities and ensured technicians were deployed effectively across multiple work fronts. The workshop supported a broad range of mobile plant, heavy vehicles and mechanical assets essential to mining operations, requiring careful planning to ensure maintenance activities were conducted efficiently without disrupting production schedules.

A key aspect of my supervisory responsibilities involved identifying and prioritising urgent mechanical repairs while maintaining structured preventative maintenance schedules across workshop assets. By carefully coordinating labour resources and aligning maintenance priorities with operational demands, I was able to minimise equipment downtime and support consistent fleet reliability across site operations. I also attended regular operational planning meetings with maintenance coordinators and site supervisors to ensure workshop maintenance programs were aligned with production targets and operational requirements. My role required ongoing liaison with equipment vendors and service providers to source replacement parts, obtain technical advice and resolve equipment performance issues. Establishing strong working relationships with external suppliers enabled me to secure critical components quickly and ensure repair activities could be completed without unnecessary delays, which was essential in maintaining equipment availability within a high demand mining environment.

Earlier in my career as an Engineering Mechanical Technician at BHP Nelson Point and Redmont, I frequently stepped into supervisory responsibilities during periods when workshop leadership was unavailable. During these times I coordinated workshop activities, supervised technicians and apprentices and ensured maintenance tasks were completed safely, efficiently and in accordance with operational procedures. My ability to maintain effective communication, provide practical guidance and prioritise maintenance tasks allowed workshop operations to continue seamlessly and safely during these periods. In addition to supervising experienced technicians, I also mentored apprentices and supported Indigenous school students participating in structured work experience programs within the workshop environment. I ensured these individuals were provided with practical guidance, exposure to mechanical trade practices and a strong understanding of workplace safety requirements while working in an operational maintenance setting.

My experience supervising maintenance activities has also contributed to several practical improvements within workshop operations. For example, I introduced dedicated service trolleys for each hoist within the workshop, which significantly improved tool organisation and reduced time spent locating equipment. This initiative enhanced overall workflow efficiency and allowed technicians to complete maintenance tasks more effectively. I also played a key role in establishing a structured breakdown response crew at BHP Nelson Point to prioritise urgent mechanical failures across site operations. This initiative strengthened the workshop's ability to respond rapidly to equipment breakdowns and significantly reduced delays associated with critical plant failures.

In addition, while managing the remote Redmont workshop for an extended period, I successfully coordinated maintenance schedules, technician workloads and resource allocation to ensure track machines and associated equipment remained operational in a remote and demanding environment. Operating in an isolated location required careful planning to ensure servicing activities, parts availability and maintenance priorities were effectively managed to prevent equipment downtime. Through structured maintenance planning, proactive supervision of technicians and clear communication with operational teams, I ensured servicing and repair activities were completed efficiently and in full compliance with site safety procedures and operational standards. This approach helped maintain consistent equipment availability and reliable performance of critical track machines supporting ongoing site operations.

These experiences have enabled me to develop well established leadership capabilities and a comprehensive understanding of the importance of effective supervision within maintenance environments. I recognise that successful supervision requires clear communication, sound technical knowledge and the ability to foster a culture of safety, accountability and teamwork among maintenance personnel. Through my leadership roles and technical experience, I have consistently demonstrated the ability to coordinate maintenance teams, supervise repair activities and ensure fleet and plant equipment remain reliable, compliant and capable of supporting operational requirements.

SELECTION CRITERIA

ICT Computer Services Team Leader | REQ611294 | Nepean Blue Mountains Local Health District

CRITERIA 1: Proven ability to foster a positive team culture, drive accountability and align team performance with organisational goals, supported by experience mentoring staff, managing change and promoting collaboration across disciplines to deliver high-quality outcomes.

Throughout my career, I have demonstrated an unwavering ability to build and sustain high-performing, collaborative teams that operate with accountability, shared purpose and professional pride. My leadership approach combines strategic direction with emotional intelligence, ensuring that technical excellence and people development progress in tandem. I prioritise transparency, open communication and continuous learning to create an environment where individuals feel valued, empowered and motivated to contribute their best. I view leadership not only as guiding outcomes but as enabling others to realise their full potential through structure, clarity and trust.

As Senior Technical Product Owner – Engineering at ANZ Bank, I led cross-functional teams across Australia, India and Singapore through a major DevOps modernisation and cloud transformation program affecting more than 3,000 users. This was an extensive program of work that required unifying diverse teams, integrating multiple delivery models and establishing shared accountability for outcomes. I developed a comprehensive leadership and performance framework that defined objectives, metrics and decision rights for each delivery stream, linking individual performance indicators directly to enterprise technology goals. This provided visibility, fairness and consistency across all regions, improving both morale and performance alignment.

To cultivate engagement and ownership, I introduced weekly performance and retrospective forums that encouraged open dialogue, data-driven review and co-created improvement strategies. These sessions became a platform for constructive feedback and collaborative problem-solving, resulting in faster resolution of cross-team dependencies and stronger relationships across time zones. The improved communication cadence reduced project escalations by 25 per cent and enhanced delivery predictability across multiple business units.

Recognising that sustainable success depends on capable and confident people, I also established a mentorship and capability uplift program for junior engineers and emerging leaders. This initiative focused on technical mastery, adaptive communication and resilience in high-pressure environments. I personally coached staff on presentation, stakeholder engagement and decision-making frameworks, fostering readiness for leadership progression. These efforts built a culture of empowerment, where emerging talent took ownership of deliverables and drove measurable improvements in efficiency and collaboration.

During the COVID-19 pandemic, I transitioned my teams to full remote operation without loss of performance or cohesion. By implementing structured communication protocols, daily check-ins and virtual collaboration hubs, I preserved psychological safety and productivity. The teams maintained 100 per cent service continuity across global regions, and internal surveys showed increased engagement and satisfaction compared to pre-pandemic levels. Measurable outcomes included a 35 per cent improvement in delivery velocity, a 40 per cent reduction in operational incidents and a sustained increase in stakeholder confidence.

My leadership style reflects NBMLHD's CORE values of Collaboration, Openness, Respect and Empowerment. I believe that positive team culture is a strategic enabler of innovation, accountability and service excellence. By modelling integrity, inclusion and professional respect, I build cohesive teams that align individual purpose with organisational mission. Within NBMLHD, I would apply this leadership philosophy to cultivate an empowered ICT workforce capable of delivering dependable, secure and innovative technology solutions that enhance both clinical and corporate outcomes across the District.

CRITERIA 2: Extensive experience in a senior ICT support role with strong leadership and technical skills (Office 365, Intune, SCCM, Windows 11, Server 2019+).

I possess extensive knowledge and leadership experience across infrastructure, endpoint and cloud platforms, with strong expertise in designing, implementing and supporting Microsoft ecosystems including Office 365, Intune, SCCM, Windows 11 and Windows Server 2019. My technical capability is underpinned by a rigorous understanding of ITIL governance, information security principles and modern enterprise architecture. Over my career, I have combined strategic foresight with technical execution to ensure ICT systems are robust, compliant and capable of supporting large-scale organisational growth.

At ANZ Bank, I led an enterprise-wide modernisation initiative to standardise and automate endpoint management across more than 30,000 devices spanning hybrid cloud and on-premise environments. The challenge involved aligning legacy infrastructure with modern platforms while maintaining security and operational continuity across multiple regions. I directed the transition to Microsoft Intune for mobile device management and SCCM for workstation deployment, introducing configuration-as-code practices and centralised policy control. These improvements reduced configuration drift by 80 per cent, improved compliance rates and increased overall system uptime across the bank's technology environment.

I also managed the organisation-wide migration from Windows 10 to Windows 11, a complex, multi-stage project requiring

meticulous planning, stakeholder engagement and rigorous testing. By implementing structured risk assessment, pilot phases and post-deployment review processes, I ensured seamless adoption and full integration with existing systems. In parallel, I led the upgrade of critical server infrastructure to Windows Server 2019, embedding automated patching, vulnerability management and compliance auditing. These initiatives reduced unplanned downtime by 45 per cent and improved information security audit results across multiple business units.

One of my most notable achievements was the design and delivery of a hybrid AWS and GCP automation framework utilising Terraform and Ansible. This platform enabled self-service infrastructure provisioning for development teams, significantly reducing delivery times from days to hours. It also introduced resource tagging, automated scaling and cost monitoring, optimising infrastructure costs by 30 per cent while enhancing transparency and governance over cloud utilisation.

Beyond technical implementation, I established robust governance and monitoring mechanisms to ensure performance, risk and compliance objectives were consistently achieved. I developed dashboards to track uptime, patch compliance and endpoint performance trends, providing executive stakeholders with actionable data for decision-making. My proactive approach to capacity planning and performance forecasting ensured that system growth remained sustainable, predictable and aligned with business strategy.

Throughout these initiatives, I placed strong emphasis on collaboration, mentoring and capability development. I worked closely with infrastructure engineers, project managers and security specialists to transfer knowledge, strengthen cross-team communication and embed a culture of shared accountability. This collaborative approach fostered innovation, strengthened team capability and ensured every technology improvement was underpinned by collective understanding and ownership. In alignment with NBMLHD's CORE values of Collaboration, Openness, Respect and Empowerment, I view technology leadership as a partnership between people and systems. My approach combines technical precision with empathy and inclusivity, ensuring that ICT decisions strengthen operational excellence, compliance and patient-centred care across the District.

CRITERIA 3: Proven ability to establish productive stakeholder and vendor relationships, lead and inspire teams, and deliver outcomes aligned with strategic objectives and KPIs.

I have consistently demonstrated throughout my career the ability to build trusted, long-term relationships with stakeholders and vendors, inspire high-performing teams and deliver outcomes that align with strategic objectives, KPIs and organisational priorities. My leadership philosophy is anchored in transparency, mutual respect and collaboration, ensuring that all parties share ownership of success and accountability for performance. I understand that meaningful engagement is achieved not only through effective communication but through consistent delivery, integrity and the ability to align operational activities with broader business vision.

At ANZ Bank, I was responsible for overseeing a portfolio of more than 100 enterprise engineering tools supported by multiple vendors across the Asia-Pacific region. The environment was complex, with overlapping service responsibilities and inconsistent governance structures that risked inefficiencies and compliance exposure. To address this, I designed and implemented a Vendor Governance Framework that defined measurable KPIs, performance metrics and contractual review mechanisms. This framework introduced monthly governance forums, structured escalation processes and continuous improvement roadmaps, ensuring alignment between vendor outputs, service quality and the bank's operational strategy.

A major achievement within this framework was the successful renegotiation of the global Docker licensing agreement. By analysing usage data and consolidating regional contracts, I reduced annual licensing costs by more than \$1 million while streamlining vendor support structures and eliminating duplication. This outcome not only delivered significant financial benefits but also enhanced audit compliance and simplified vendor accountability.

In addition to financial and operational efficiencies, I fostered strategic partnerships with major vendors such as Microsoft, Red Hat and Atlassian to drive innovation in automation, monitoring and security. Through joint initiatives, my teams co-developed solutions that improved system efficiency, strengthened cyber resilience and enhanced data governance. These partnerships transformed vendor relationships from transactional engagements into collaborative alliances that contributed to strategic delivery outcomes.

Internally, I worked to ensure alignment between my teams and executive-level KPIs by introducing quarterly OKR reviews and real-time performance dashboards. These mechanisms created a clear link between daily activities and long-term organisational outcomes, ensuring every team member understood how their work contributed to the bank's objectives. The introduction of transparent reporting also improved cross-departmental cooperation and fostered a results-oriented culture grounded in accountability and achievement.

These initiatives produced measurable outcomes. Vendor SLA adherence rose from 89 per cent to 98 per cent within twelve months, operational risk incidents declined by 35 per cent and internal stakeholder satisfaction scores reached record levels. The Vendor Governance Framework I implemented was later adopted across multiple departments for its effectiveness in promoting clarity, accountability and collaboration. Beyond measurable improvements, I am proud of the cultural transformation these initiatives achieved. By modelling respectful engagement, encouraging open dialogue and ensuring consistent feedback, I cultivated a culture of partnership that extended across internal teams, vendors and executive stakeholders. I believe this culture of shared success is the foundation of operational excellence.

I am confident that my ability to integrate governance discipline with relationship management and technical understanding will enable me to deliver sustainable outcomes and enduring value to NBMLHD's ICT operations, ensuring that services remain reliable, secure and responsive to both staff and patient needs.

CRITERIA 4: Highly developed analytical skills with the demonstrated capacity to interpret complex issues, conduct trend

analysis, and identify underlying problems. Proven ability to approach challenges with creativity and develop effective, evidence-based solutions.

I possess advanced analytical and conceptual skills developed over more than a decade of leading large-scale, high-stakes technology programs requiring precision, creativity and data-informed decision-making. My analytical capability is strengthened by a strong ability to interpret complex datasets, translate technical insights into actionable strategies and deliver practical solutions that align with organisational objectives and governance frameworks. I am equally comfortable managing granular technical analysis and presenting strategic outcomes to executive leadership to inform policy, investment and service delivery decisions.

In my role at ANZ Bank, I was appointed to resolve persistent system instability within the organisation's CI/CD toolchain, a critical enabler of the enterprise's continuous delivery environment. The challenge was complex, spanning multiple teams and infrastructure layers, and directly affecting deployment timelines and developer productivity. By conducting log correlation, trend modelling and root cause analysis, I discovered configuration drift and uncontrolled manual changes were primary contributors to recurring failures. I designed and implemented automated monitoring, configuration baselines and performance dashboards that introduced consistent controls and rapid feedback loops. These measures reduced system errors by 60 per cent, cut deployment times by 30 per cent and significantly improved reliability across 500 application pipelines.

Building on these results, I conceived and delivered the Engineering Tools Radar, an enterprise-wide governance and analytics platform that consolidated operational, risk, cost and utilisation data for more than 100 development tools. This centralised view enabled executives to identify inefficiencies, reduce redundancy and make data-driven investment decisions. The platform also introduced predictive analytics that highlighted early warning indicators of performance degradation and compliance gaps, improving proactive intervention and budgeting accuracy.

In parallel, I developed an infrastructure capacity forecasting model integrating data from ServiceNow and Splunk to predict utilisation and resource growth requirements. This allowed for proactive scaling of storage and compute capacity before thresholds were reached, avoiding potential service disruptions and improving cost forecasting accuracy by 25 per cent.

My problem-solving philosophy combines methodical analysis with creative thinking. I ensure that solutions are not only technically sound but are practical for the teams responsible for maintaining them. I frequently facilitate collaborative solution design workshops where engineers, business representatives and risk specialists jointly evaluate issues and test remediation options. This approach has fostered collective ownership of improvements, strengthened knowledge sharing and accelerated adoption of new processes. I also recognise that effective analysis extends beyond numbers. I actively consider human and operational factors such as training, communication and stakeholder expectations when formulating solutions. For example, after implementing automated monitoring, I introduced visual dashboards and staff training to ensure teams understood the new processes and could act confidently on data insights. This improved engagement and accountability across the delivery environment.

Aligned with NBMLHD's CORE values of Empowerment and Openness, I use analytical transparency to build stakeholder confidence and promote informed decision-making. I see analysis not as an end in itself but as a mechanism for continual improvement, collaboration and service excellence. These capabilities equip me to anticipate risks, interpret complex system interactions and deliver data-driven, innovative and sustainable solutions that enhance the reliability, performance and compliance of ICT infrastructure supporting both clinical and corporate operations.

CRITERIA 5: Demonstrated experience in the development and management of work schedules, resource planning tools and action tracking mechanisms. Proven capability in utilising the ServiceNow platform for task allocation and delivery of ICT services within an ITIL framework.

Throughout my career, I have demonstrated advanced capability in resource planning, workload management and operational scheduling, ensuring ICT services are delivered with efficiency, transparency and alignment to ITIL frameworks and enterprise governance. My expertise in optimising processes and leveraging digital platforms such as ServiceNow has consistently improved visibility, accountability and operational agility across complex ICT environments.

In my role at ANZ Bank, I was accountable for coordinating multiple global engineering teams delivering both business-as-usual support and enterprise transformation projects. Operating in a highly regulated financial setting required meticulous scheduling and prioritisation to balance reactive service requests with long-term project deliverables. To improve transparency and efficiency, I initiated the integration of ServiceNow and Jira into a unified operations management platform. This innovation enabled end-to-end visibility of work allocation, capacity planning, SLA compliance and project tracking across regional teams in Australia, India and Singapore. By centralising data, I reduced reporting delays, improved decision-making accuracy and fostered stronger accountability among team leads.

Recognising inefficiencies in manual ticket triage, I designed and implemented automated ServiceNow workflows that categorised and assigned incidents based on technical complexity, urgency and skill availability. This initiative reduced ticket turnaround times by 35 per cent, improved SLA adherence by 25 per cent and enhanced end-user satisfaction ratings. I also introduced dynamic dashboards and real-time performance analytics that provided executives with critical insights into backlog trends, risk exposure and resource bottlenecks, enabling proactive reallocation and improved workload equity. To embed ITIL-aligned service management discipline, I led targeted staff training sessions on incident, problem and change management processes. I reinforced the importance of root cause analysis, documentation quality and post-implementation reviews, ensuring process improvements were continuous and data-driven. As a result, the teams achieved sustained compliance with audit requirements and improved reliability across operational workflows.

A key highlight was the development of a Capacity Planning and Forecasting Model within ServiceNow, which projected resource utilisation and demand across multiple business units. This tool enabled predictive staffing, prevented resource shortfalls and allowed precise alignment of workforce capability with business demand. It was later adopted across other technology portfolios for its effectiveness in promoting proactive management.

My leadership extended beyond system integration to driving a cultural shift towards analytical decision-making. I encouraged my teams to use ServiceNow not just as a ticketing system but as a strategic intelligence platform, emphasising data accuracy and ownership. This elevated the maturity of service delivery functions, transforming operations from reactive support to proactive performance management.

These achievements illustrate my ability to combine strategic foresight, technical enablement and structured governance to deliver measurable improvement. Within NBMLHD, I would apply this evidence-based, analytical and people-centred approach to optimise ICT scheduling, resource planning and service delivery. Aligned with NBMLHD's CORE values of Collaboration, Openness, Respect and Empowerment, I believe that structured communication, intelligent resource management and real-time insight are critical to operational excellence. My focus would be on ensuring every ICT process, from incident response to strategic planning, contributes to service quality, accountability and the delivery of dependable, technology-enabled healthcare across the District.

CRITERIA 6: Proven leadership and management experience, including oversight of third-party suppliers and vendors to ensure timely delivery of support, consultancy, and assistance across both business-as-usual operations and project environments.

I possess extensive leadership and management experience overseeing large-scale ICT operations and complex vendor ecosystems, ensuring that both operational stability and project delivery are achieved with precision, transparency and measurable value. My management approach integrates strategic governance, relational leadership and performance accountability to ensure that service partners, suppliers and internal teams operate cohesively in pursuit of shared outcomes.

At ANZ Bank, I was responsible for managing a diverse vendor network providing infrastructure, cloud and DevOps services across multiple time zones. Recognising inconsistencies in reporting and oversight, I developed and implemented a comprehensive Vendor Performance Framework designed to standardise SLAs, KPIs and escalation protocols across all supplier contracts. The framework introduced clear measurement criteria, performance dashboards and regular review cadences, allowing for early detection of issues and proactive remediation. Through quarterly governance forums and monthly operational reviews, I ensured service consistency, contractual compliance and alignment with corporate objectives.

One of my most impactful achievements involved the consolidation of multiple overlapping vendor contracts. By streamlining services, renegotiating pricing models and introducing a unified service catalogue, I eliminated duplication and improved cross-vendor coordination. This initiative reduced costs by more than \$2 million annually while simultaneously improving service quality and time-to-resolution metrics. I also led the negotiation of enhanced contractual terms that introduced performance incentives linked to innovation, incident reduction and customer satisfaction. These measures not only elevated service reliability but also embedded a continuous improvement mindset across the vendor ecosystem.

In parallel, I invested in developing internal leadership capability through structured mentoring and coaching. I trained team leads in contract governance, supplier performance analysis and negotiation techniques, building confidence and competence in vendor engagement and escalation management. This internal upskilling reduced reliance on external consultants, improved knowledge retention and promoted professional growth within the team.

Another key success was improving cross-functional collaboration between internal ICT, procurement and legal divisions. I established integrated workflows for contract renewals, performance audits and compliance checks, which accelerated approval cycles and ensured full alignment with enterprise risk and financial governance frameworks. These governance enhancements strengthened the organisation's ability to meet audit requirements and reinforced operational transparency.

My leadership style balances authority with partnership. I lead with respect, clarity and collaboration, promoting open dialogue and shared accountability between internal staff and external partners. This approach fosters trust and drives sustainable performance improvement, even in complex, high-pressure environments. These capabilities translate directly to the operational needs of NBMLHD. In a healthcare setting, where reliability, security and compliance are paramount, I would apply this governance-based yet people-centred leadership to ensure third-party vendors and internal ICT teams operate in synergy.

Aligned with NBMLHD's CORE values of Collaboration, Openness, Respect and Empowerment, I view leadership not merely as oversight but as stewardship of people, partnerships and performance. Through clear communication, accountability and strategic engagement, I ensure that ICT functions not only meet contractual obligations but also drive continuous improvement and excellence in support of the District's mission to deliver high-quality, technology-enabled healthcare outcomes.

CRITERIA 7: Demonstrated expertise in leading and contributing to endpoint and server architecture design workshops, delivering innovative technical solutions tailored to the healthcare environment. Proven strength in analytical thinking, technical problem-solving, and effective incident management.

I possess deep expertise in technical design, infrastructure modernisation and incident management, with a strong focus on delivering resilient, secure and innovative ICT solutions that are both technically robust and strategically aligned. My approach integrates architectural rigour with analytical problem-solving, stakeholder engagement and collaborative delivery to ensure outcomes that are scalable, cost-effective and sustainable in the long term.

At ANZ Bank, I led enterprise-level architecture design workshops that transformed the organisation's endpoint and server landscape, supporting over 30,000 users globally. Partnering with engineering teams, enterprise architects and business leaders, I developed standardised design blueprints for Windows Server 2019 environments, incorporating automated deployment pipelines, continuous monitoring and dual-region failover architecture. These enhancements increased service resilience, optimised resource utilisation and strengthened compliance with the bank's internal governance and risk standards.

Recognising the importance of secure endpoint management, I directed the implementation of Intune and Azure AD Conditional Access policies to enforce consistent device controls, multi-factor authentication and encryption standards. This initiative reduced endpoint security incidents by 40 per cent and ensured alignment with international information security frameworks such as ISO 27001 and APRA CPS 234. I also introduced a zero-trust approach to access management, enhancing overall cyber resilience and operational assurance.

When a critical data centre incident caused widespread service disruption, I was appointed Incident Lead and coordinated a multidisciplinary response across engineering, vendor and risk teams. By maintaining structured communication channels and applying root-cause analysis techniques, I identified systemic weaknesses in replication processes and introduced proactive monitoring scripts and failover testing protocols. These actions reduced mean time to restore by 45 per cent and established new incident management benchmarks within the organisation.

Beyond technical execution, I prioritised collaboration and knowledge sharing through structured design forums and technical communities of practice. These sessions encouraged engineers to propose creative solutions, challenge conventional approaches and collectively refine system architecture. As a result, design documentation, version control and risk traceability improved significantly, enhancing overall governance maturity.

I also played a pivotal role in ensuring that innovation aligned with sustainability and business objectives. By introducing configuration-as-code and standardised infrastructure templates, I reduced deployment timeframes, improved compliance auditing, and enabled continuous delivery practices that supported future scalability.

My leadership style is grounded in openness, respect and empowerment, principles that directly reflect NBMLHD's CORE values. I believe that successful technical leadership lies not only in engineering precision but also in clear communication, inclusion and shared accountability. These attributes are particularly vital in healthcare environments where ICT reliability underpins patient safety and service continuity.

If given the opportunity to serve within NBMLHD, I would apply this combination of analytical acumen, architectural insight and collaborative leadership to deliver secure, high-performance systems that enhance clinical workflows, protect patient information and enable efficient, technology-enabled healthcare delivery across the District. My focus would be on creating a culture of innovation and reliability that ensures every digital solution supports NBMLHD's mission of delivering high-quality, patient-centred care.

CRITERIA 8: Proven ability to communicate effectively across all levels of an organisation, conveying complex concepts clearly through both verbal and written communication. Skilled in engaging internal and external teams, vendors, suppliers, and other stakeholders to ensure alignment and understanding.

I possess advanced communication and interpersonal skills that enable me to articulate complex technical and strategic information with clarity, empathy and influence across all levels of an organisation. My communication approach is guided by active listening, situational awareness and factual transparency, ensuring that every interaction builds understanding, trust and shared ownership of outcomes. At ANZ Bank, I frequently briefed senior executives, program sponsors and board-level governance committees on technology transformation initiatives, operational risks and compliance matters. These sessions demanded the ability to simplify intricate technical data into strategic insights and recommendations that could guide investment, prioritisation and policy decisions. My reports to the Chief Information Security Office and Technology Governance Committee were consistently acknowledged for precision, structure and influence, securing endorsement for critical infrastructure programs such as the Cloud Governance Framework and CI/CD Automation Program.

Recognising that communication must be multidirectional, I also led structured information flows between technical delivery teams, executive stakeholders and external service providers. I developed templated reporting mechanisms, risk dashboards and communication packs that standardised progress updates and mitigated the risk of misalignment. During cross-regional delivery, I chaired virtual town halls and retrospectives to ensure teams in India, Singapore and Australia remained informed and connected, even across time zones. These initiatives fostered a unified sense of purpose and prevented delays caused by miscommunication or duplication of effort.

My communication style is particularly effective in high-pressure environments. During a major service degradation event that impacted deployment pipelines, I served as the primary liaison between engineers, vendors, risk officers and senior management. I maintained calm, factual and time-bound communication throughout the incident response, ensuring all stakeholders had accurate situational awareness. Following resolution, I facilitated a structured post-incident review session that focused on learning, not blame. This approach strengthened cross-team collaboration and reduced future incident escalations by 30 per cent. Beyond executive and incident communication, I am deeply committed to developing communication capability within my teams. I coach staff in stakeholder engagement, presentation design, report writing and executive correspondence, ensuring technical professionals can represent their work credibly and confidently. I also mentor junior engineers in influencing techniques, active listening and audience analysis, equipping them to communicate effectively in multi-disciplinary settings. These initiatives have led to improved cross-departmental cooperation and elevated professional confidence among team members.

Well-developed interpersonal and oral communication skills and experience in effective liaison and negotiation with internal and external parties, with the ability to apply analytical skills to resolve complex technical or contractual issues

Effective communication and stakeholder engagement have been fundamental to my success in operational and maintenance roles. Many of the environments in which I have worked involve complex operational requirements where clear communication between technicians, supervisors, contractors and equipment suppliers is essential to maintaining safety, productivity and efficient maintenance coordination. Working within high risk operational environments has reinforced the importance of providing clear technical information, listening to the perspectives of operational teams and ensuring that maintenance priorities are understood across all stakeholders involved in daily operations.

Throughout my career with BHP I regularly liaised with operational teams, contractors and equipment suppliers to coordinate maintenance activities, source technical advice and resolve mechanical issues affecting plant and equipment. These interactions required the ability to communicate technical information clearly while ensuring that all parties understood maintenance priorities, operational risks and required repair timeframes. For example, when I introduced dedicated service trolleys within the workshop environment, I first consulted with technicians and supervisors to understand the operational challenges associated with tool accessibility. After analysing workflow patterns and identifying inefficiencies, I proposed a practical solution that would improve workshop organisation. By engaging team members in the implementation process and incorporating their feedback, I ensured the new system was accepted by the team and effectively integrated into daily workshop operations, resulting in a more organised and efficient maintenance environment.

Similarly, the establishment of the breakdown response crew at BHP Nelson Point required close collaboration with maintenance teams, supervisors and operational personnel to redesign repair prioritisation processes and strengthen response coordination. I facilitated discussions with workshop staff and supervisors to identify the most common causes of delays when responding to critical equipment failures across the site. Through structured consultation and open communication with colleagues, I was able to develop a coordinated response framework that clearly defined priorities and responsibilities during breakdown situations. This approach improved communication between maintenance personnel and operational teams, enabling urgent mechanical issues to be addressed more quickly. As a result, response times to equipment failures improved, operational disruptions were reduced and overall maintenance responsiveness across the site was significantly strengthened.

Another example of stakeholder engagement occurred while coordinating maintenance activities within the remote Redmont workshop. Operating in a remote environment required regular communication with operational supervisors, supply teams and maintenance personnel to ensure that required parts, tools and labour resources were available when needed. By maintaining clear communication with these stakeholders and providing updates on equipment status and maintenance schedules, I was able to ensure servicing tasks were completed efficiently while minimising disruption to site operations.

My work within offshore drilling environments also required strong interpersonal communication and teamwork capabilities. While working with OMS Drilling and Wilcraft Offshore, I operated within multicultural teams across several international locations including South Korea and New Zealand. These operational environments brought together personnel from diverse cultural and professional backgrounds, requiring clear communication, mutual respect and strong teamwork to ensure tasks were completed safely and efficiently. Working within these teams strengthened my ability to communicate technical information clearly, listen to the perspectives of others and contribute positively to collaborative problem solving. These experiences enhanced my capacity to build effective working relationships with colleagues, supervisors and contractors while maintaining professionalism and cooperation in high pressure operational environments.

A further example of effective communication occurred while supervising Indigenous students undertaking structured work experience placements at the BHP workshop. In this role I provided practical instruction, explained workshop safety procedures and guided students through basic mechanical tasks to help them develop practical skills and confidence within the workshop environment. I ensured that instructions were delivered clearly and in a supportive manner, allowing students to understand both the technical requirements of the tasks and the importance of maintaining safe work practices. This experience required clear, patient communication and demonstrated my ability to mentor and engage with individuals at different stages of their professional development while supporting a positive learning environment within the workshop.

In addition to interpersonal communication, my roles frequently required the application of strong analytical problem solving to diagnose mechanical faults and determine effective repair strategies across complex equipment systems. Troubleshooting mechanical failures across drilling rigs, pump systems and heavy vehicles required a structured and methodical approach, including systematic analysis of mechanical components, operational performance and equipment behaviour. This process often involved collaborating with other technicians to share technical insights and collectively identify the root causes of faults. For example, when complex mechanical issues occurred across heavy vehicles or pump systems, I worked closely with maintenance personnel to analyse mechanical symptoms, review equipment performance data and assess potential causes of failure. Through careful diagnosis and coordinated teamwork, we were able to implement targeted repair solutions that restored equipment functionality and ensured operational performance was maintained.

By combining strong technical knowledge with effective communication and analytical thinking, I have consistently been able to resolve complex mechanical issues, coordinate maintenance activities and support operational teams in maintaining equipment reliability across mining, offshore and field based environments. These capabilities have enabled me to contribute positively to team performance while ensuring maintenance activities are aligned with operational requirements, regulatory obligations and strict workplace safety standards across complex and high risk operational environments.

Evidence of well-developed written communication skills and the ability to prepare reports and use Excel to good standard

My work across mining, offshore and maintenance environments has required the consistent preparation and maintenance of technical documentation, inspection reports and equipment service records. Accurate written documentation is essential for maintaining compliance with safety regulations, tracking equipment performance and supporting effective preventative maintenance planning. In operational environments where equipment reliability and safety are critical, clear written communication ensures that maintenance activities, faults and servicing requirements are properly recorded and communicated to relevant personnel.

While working with BHP, I was responsible for maintaining detailed service records for heavy vehicles, mechanical equipment and fire suppression systems. These records documented inspection results, servicing schedules, fault identification and completed maintenance activities, ensuring that all equipment servicing complied with operational safety standards and regulatory requirements. Maintaining these records enabled maintenance teams and supervisors to track the service history of critical assets and ensure preventative maintenance activities were completed within required timeframes.

In my role overseeing the Redmont workshop, I maintained detailed parts inventory records and equipment servicing logs to ensure all maintenance activities were accurately documented and workshop resources were effectively managed. As the Engineering Mechanical Technician responsible for overseeing operations within the remote Redmont workshop, my position required a high level of accountability for coordinating maintenance activities and ensuring equipment reliability. Maintaining these records required consistent attention to detail and the ability to track servicing schedules, parts usage and equipment performance across multiple assets. By regularly reviewing inventory records and service histories, I was able to identify frequently used spare parts and anticipate upcoming equipment servicing requirements. This proactive monitoring enabled spare parts to be ordered in advance and ensured essential components were available when required. As a result, delays associated with parts shortages were reduced and maintenance activities could be scheduled more efficiently, supporting reliable equipment availability and improved maintenance planning across the workshop.

Clear written documentation was also essential when escalating equipment faults or safety concerns to supervisors and operational teams. When identifying mechanical failures or potential safety risks, I prepared concise written reports outlining the nature of the issue, potential operational impacts and recommended corrective actions. This ensured that maintenance priorities were clearly understood and that appropriate repair actions could be scheduled promptly to minimise operational disruption. For example, when recurring faults were identified in pump systems used within dewatering operations, I documented equipment performance data and servicing history to support discussions with maintenance supervisors. By presenting clear written records of equipment behaviour and repair history, the team was able to identify the underlying mechanical issue and implement targeted maintenance actions that improved equipment reliability.

I am proficient in the use of Microsoft Excel and other Microsoft Office applications for maintaining maintenance records, monitoring equipment servicing schedules and organising operational data effectively across multiple operational environments. Excel has been particularly valuable for tracking equipment inspections, monitoring spare parts inventory levels and maintaining structured documentation that supports maintenance planning and operational decision making.

My experience maintaining detailed maintenance documentation demonstrates my ability to communicate technical information clearly and accurately through written reports, ensuring that maintenance teams, supervisors and operational personnel have access to reliable information required to support safe and effective equipment management. By recording inspection findings, service histories and maintenance activities in a structured and consistent manner, I help ensure that equipment performance can be monitored effectively and that emerging issues are identified early.

Completed a trade certificate in a vehicle related or engineering aligned trade

I have completed a Diesel Fitter Apprenticeship through Bunbury TAFE, which provided a strong technical foundation in diesel engine systems, mechanical engineering and heavy vehicle maintenance. This qualification has supported my work across mining operations, offshore drilling environments and agricultural settings, enabling me to diagnose mechanical faults, perform complex repairs and maintain a wide range of fleet and plant equipment. In addition to my trade qualification, I have completed several professional training programs including Appointed Person Section 44 certification, confined space entry, working at heights, gas testing accreditation and high risk work licences covering dogging, forklift operation, vehicle loading cranes, non-slewing cranes and elevated work platforms.

I have also undertaken specialist training relating to the installation and maintenance of fire suppression systems. This training enabled me to complete annual servicing and quarterly inspections of fire suppression systems installed across heavy vehicles and earthmoving equipment at BHP operations. Through this work I ensured that fire suppression systems remained fully operational and compliant with safety requirements designed to protect personnel, equipment and operational environments. These inspections also involved identifying potential system faults, conducting preventative maintenance and ensuring all systems were maintained in accordance with site safety procedures and manufacturer specifications.

Furthermore, I have partially completed a Certificate IV in Conservation and Land Management, reflecting my interest in environmental stewardship and sustainable land management. This qualification aligns with the objectives of the Department of Biodiversity, Conservation and Attractions and provides additional knowledge relevant to managing equipment and infrastructure within environmentally sensitive environments. Combined with over fifteen years of practical mechanical experience, my trade qualifications and ongoing professional development provide a strong foundation for contributing effectively to the Fleet Technical Officer role.



NSW Police Force

TARGETED QUESTIONS

Investigations Coordinator | Motor Unit, Financial Crimes Squad, State Crime Command

QUESTION 1:

The effective management and coordination of multiple investigations, with often varying levels of risk and complexity, is a key function of an Investigations Coordinator. How would you ensure this at the Motor Unit?

Throughout my career with the NSW Police Force spanning twenty-four years, I have led complex and protracted criminal investigations at the PAC and the State Crime Command. I am dedicated to ensuring the effective management and coordination of multiple investigations, with varying levels of risk and complexity in the Motor Unit. To achieve investigative outcomes, I would strategically balance operational and corporate risk; instigate loss of time sensitive evidence or evidence opportunities; measure against teams objectives and the Motor Unit's business plan. I would work diligently to maximise disruption to Organised Crime Networks and in general to accommodate the public's best interests whilst undertaking considerations for the safety of the public, encompassing actual/physical and perceived public perceptions.

My experience providing effective management and coordination of multiple investigations in the Motor Unit can be demonstrated in my previous contributions whilst managing the Ryde PAC, Proactive Crime Team. As the Team Leader, I directed, mentored and managed a team of twenty-four junior investigators, responsible for running many criminal investigations. In this role, I guided and directed the team to carry out ongoing investigations into a large crew of offenders responsible for over thirty car thefts, mainly via break and enters to steal car keys. Under my leadership and direction, the junior investigators targeted offenders through normal investigative strategies such as fingerprint analysis, canvassing the local area and through proactive measures including bail checks, person searches and police interaction. As a result, the criminal group were dismantled. They were eventually all charged and bail was refused. In NSW, the penalty for stealing a motor vehicle carries up to 10-years prison under section 154F Crimes Act 1900 (NSW).

As the Investigation Coordinator, Detective Inspector at the Fraud Unit in the Financial Crimes Squad State Crime Command, I managed numerous investigations including a serious organised fraud operation which involved obtaining over twenty cars. Using a strategic approach, I worked diligently to balance the risk to these cars continuing to be stolen by fraud, and their potential use in violent offences to gather evidence for a prosecution, i.e. disruption vs prosecution. Positive outcomes were achieved as the offenders were successfully arrested and charged, ceasing the criminal syndicate. While the Strike Force was known as SF ONSITE was a top priority for the investigative team, I simultaneously managed other Strike Forces being investigated and I successfully ensured they were all appropriately staffed. As I determined that SF ONSITE presented the greater risk, this was prioritised.

In my substantive position as OIC of SF TRONTO (Perinal Bushfire SF), I led several investigations on serial bushfire lighting offenders, resulting in several people charged over the past year. I utilise high-level risk management skills to make strategic decisions which allows offences to potentially continue until we obtain sufficient evidence to charge the offenders. I carefully weighed up risks to public safety and ensure all required contingencies are put in place with firefighting authorities such as Fire & Rescue NSW and NSW Rural Fire Service to optimise safety whilst achieving prosecutions.

QUESTION 2:

Demonstrate how you have leveraged on your professional relationships with internal or external stakeholders to deliver an efficient and effective operational outcome.

Since the commencement of my career with NSW Police Force in December 2000, I have established, maintained and leveraged professional relationships with internal teams including other districts, State Intelligence Commands, Deputy Commissioners as well as external stakeholders including the Australian Federal Police, Fire and Rescue NSW, NSW Rural Fire Service and other agencies. I collect, analyse and disseminate intelligence related to high-volume crime, serious crime, organised crime, major events and public order, working closely with other law enforcement agencies and partners to ensure the effective sharing of information and intelligence.

In my current role as Detective Sergeant Arson Unit, I have been actively involved in negotiations between the NSW Police and Rural Fire Service (RFS) on two Memorandum of Understandings (MoU) in relation to (i) investigation of fires and (ii) information sharing. Additionally, I manage the RFS Liaison Officer who is embedded within my office during the bushfire season. Working collaboratively, we ensure information flow and keep updated with current trends in fire/arson and newly identified hot spots to identify potential new serial arson offenders. Whilst working with the RFS Liaison Officer, focused on delivering effective operational outcomes, I have identified several serial arson hotspots which has led to the successful arrest of offenders.

Additionally, I played an instrumental role as a key member of the working party between the Arson Unit and NSW State Coroner to develop the new Coronial reporting criteria for fires in NSW. This was successfully developed and subsequently I prepared a report to the NSW Police Executive to endorse the new reporting criteria into the NSW Police Handbook i.e. Master Policy Document. I re-wrote the Fire Section of the handbook to be more contemporary and assisted Police Commands in fire investigation. These initiatives were all endorsed and successfully adopted by the Executive into the NSW Police Handbook.

While relieving as the Investigations Coordinator, Detective Inspector at the Fraud Unit, Financial Crimes Squad for five months, I participated in MoU negotiations with ASIC which was already partially underway. Furthermore, I participated in monthly meetings and information sharing with ASIC, contributing as the NSW Police single point of contact with ASIC and managed the formal information sharing between the two organisations. Moreover, I utilised an influential approach to negotiate access to the Australian Financial Crimes Exchange (AFCX) for the Financial Crimes Squad, which is a database of fraud information on offenders and accounts. Positive outcomes were achieved as we obtained access to AFCX, which aided in crucial information gathering for the Financial Crimes Squad.

In the majority of my investigative and leadership roles over the past two decades, I have coached and mentored colleagues, providing guidance, advice, support and feedback. In many cases staff members were recently transferred from another PAC and were unfamiliar with the process adopted at State Crime level, and complexities involved in investigations. I ensured that staff were aware of the mandate of the unit and responsibilities when responding to investigations by providing support and directing them to information.

TARGETED QUESTIONS

Project Officer, Events | Job Ref No: 00008ER2 | NSW Education Standards Authority (NESA)

Q1. Describe your experience delivering events with external stakeholders and how you managed stakeholder expectations. (300 words)

After initially receiving an event enquiry from NESA in late 2020 to quote a large conference for February 2021, this evolved into a 2021 events program of 5 events. I was tasked to qualify the Event Lead to determine the full scope of requirements, generate bespoke proposals addressing requirements, communicate and persuasively negotiate with NESA and internal stakeholders to achieve a mutually beneficial business arrangement. Furthermore I needed to contract individual events, liaising with stakeholders to customise contract terms and conditions according to government body regulations.

Embracing this challenge, I extensively communicated with NESA's key decision-maker to determine event scope, budget caps and restrictions. Although budget caps were lower than the hotel's standard price-points, particularly for two of five events in high-season months, I considered the broader context of securing all five programs and analysed overall revenue and profitability, considering unstable market conditions due to COVID-19. I presented a business case to Revenue Management, Event Operations and third-party AV supplier teams, collaborating to generate a quote within the client's caps whilst ensuring program profitability. I employed creative methods to offset costs to the client whilst incurring minimal additional costs, utilising cost-saving and value add benefits of promotional event business offers. In response to the NSW lockdown, I worked with the client on further customised contract terms to still proceed with securing their final event, drafting COVID-specific postponement and cancellation terms that provide security and flexibility.

My ability to address the client's requirements and provide customised solutions, resulted in building a strong relationship and securing all five programs with our property against competitors with \$140,000+ revenue. As a result of the relationship, overcome their difficult demands and successful program management, I gained a loyal client who will be presenting our property as the preferred events venue with recommendations for future programs.

Q2. Describe how you have effectively developed and implemented a solution to a complex problem using new and emerging technologies. (300 words)

Having demonstrated exceptional results as a Sydney Property Events OS Champion, with an advanced system knowledge coupled with strong data management skills, I was selected by Head Office in February 2020 to join the Delphi Training Taskforce to retrain our sister property in Cairns as well as updating OS standards and procedures according to company standards. I received three weeks' notice to identify key areas of concern within the sister property and develop a one week, face-to-face training program. Due to the escalating COVID-19 situation, one week prior it was decided that conducting in-person training in Cairns was no longer suitable, and the program needed to be conducted virtually. Additionally, I was tasked to conduct a sister property OS audit to determine areas of concern, create and facilitate a training program to address relevant areas and modify the training program to be facilitated virtually online.

Dedicated to achieving objectives, I firstly communicated with the Head Office Taskforce Lead to generate audit reports and determine key areas of concern to be addressed in training. Secondly, I collated Departmental Trainer materials I previously created over the years with Head Office guides and materials to create customised training program targets to address the key areas of concern, including PowerPoint slides, live examples and training activities. With one week's notice to move to a virtual format, I proceeded to liaise with sister property representatives and IT to arrange tools for online Microsoft Teams training program. Positive results were achieved as we conducted successful, virtual training which resulted in significant improvement to sister property entry standards and reduced audit errors. Furthermore, I successfully pioneered virtual training within the Shangri-La Group, and based on my experience, I was subsequently tasked by Head Office to create Virtual Training Framework to be further developed and rolled out company-wide.

STATEMENT

EL2 Director, Business Operations & Governance | Department of Defence

I am excited to undertake new challenges as EL2 Director, Business Operations & Governance at the Department of Defence offering a broad range of qualifications and experience as an experienced leader with a background across a range of teams and organisations with key accomplishments in leading teams to achieve results coupled with experience in providing corporate support services. Throughout my career I have held managerial and supervisory positions where I have lead teams dispersed across many areas of NSW including regional and remote locations. Moreover, I have successfully motivated and mentored teams, aligning complementary skills and allocating responsibilities in a manner that instills a sense of purpose and delivers exceptional results.

As a leader, I demonstrated judgement and decision making when handling a staff underperformance issue. A member of my team was regularly failing to meet deadlines, taking advantage of flex arrangements and producing sub-standard written documents. As a Manager, I was tasked to bring their performance up to an acceptable standard in such a way that the staff member concerned was cooperative and other staff supported my actions. The staff member did not recognise that their performance needed changing, despite a month's evidence. In addition, whenever the subject was raised, they became defensive and at times abusive. In handling this situation, I listened to the views of the staff member, team members and staff in other teams who had worked with the person; considered the workload and goals of the team and the impact continued underperformance would have on team morale and risks to delivery of results during a peak workload period. I considered several options for performance improvement, taking account of the staff member's personal issues impacting on their work performance; consulted with HR to confirm policy and correct procedure. My assessment was to narrow the options to two, which I discussed with the staff member. By a firm and fair process that allowed for support as well as confirmation of workplace requirements, the staff member gradually came to realise the seriousness of their situation and the need to take remedial steps. After several meetings we arrived at an agreement that met their, my, the team's and organisation's objectives. Within one month there was an improvement and after three months the staff member's performance returned to satisfactory.

Communicating clearly and professionally with influence and credibility, I am adept in engaging varied audiences with the ability to articulate concepts to people all levels and cultural backgrounds. I seek out and facilitate opportunities to engage and collaborate with internal and external stakeholders, developing and maintaining credible relationships. I have excellent communication skills, which have been used to brief Ministers and senior officials and to lead sensitive community based consultations on complex issues. I have worked in close collaboration with Aboriginal and Torres Strait Islander communities and people from culturally and linguistically diverse backgrounds. As Principal Policy Advisor with Transport for NSW, I developed the External Data Request Policy, Procedure and other associated documents. I engaged with many stakeholders and built an excellent rapport with KPMG who provided supporting costing documents under my advice and direction. This policy and supporting documents has now been successfully implemented and providing the appropriate guidance and direction to both internal and external stakeholders.

Well organised and efficient, I consistently maintain a highly flexible approach with the ability to work on multiple tasks simultaneously, handle interruptions, competing deadlines and changing work priorities. Dedicated to continuous improvement, I believe it is important to challenge procedures and ways of working regularly to determine if there is a more efficient way of performing tasks, maximising organisation and productivity. I dealt with a diverse range of complex matters and highly conceptual issues on a daily basis with limited timeframes. I successfully managed this through my ability to adapt to a dynamic work environment, particularly with an evolving and progressive organisation such as Sydney Metro as it went through substantial changes.

I have demonstrated high-level analytical skills daily in the planning of workloads, managing and developing processes, identifying and analysing facts, developing solutions or recommending corrective actions. In my role as Management Coordinator, Sydney Metro, I managed the entire function of the Business, Strategy and Governance area which included the GIPA process, Ministerial and Parliamentary Services and varying other duties to ensure good governance for Sydney Metro. I reviewed, allocated and tracked applications and requests for information under the GIPA Act, prepared ministerial documents and guided the budget estimates process.

As a results-driven and innovative professional, I am adept in responding to changing demands with a commitment to optimising business processes with experience instigating opportunities to drive continuous improvement. As Principal Policy Advisor with Transport for NSW, I developed the External Data Request Policy, Procedure and other associated documents. I engaged with many stakeholders and built an excellent rapport with KPMG who provided supporting costing documents under my advice and direction. This policy and supporting documents is now implemented and providing the appropriate guidance and direction to both internal and external stakeholders. Additionally, whilst at the NSW SES, I undertook a project to review the current policy and procedure status following an ICAC enquiry. I conducted analysis of existing policy, consulted broadly across the whole of NSW's SES volunteer and workforce and identified gaps. I developed, reviewed and edited many policies and implemented several strategic processes along with a Key Document Index (KDI) available on the intranet for all staff and volunteers to access.

I am confident that my skills, knowledge and experience would be well utilised as EL2 Director, Business Operations & Governance and have the ability to perform all position requirements to a high standard and contribute to Defence goals and objectives. I am excited to make a valuable contribution to the Department of Defence and uphold your mission to defend Australia and its national interests to advance Australia's security and prosperity.



GOVERNMENT RÉSUMÉS

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