

# Curriculum Vitae

## JEFFREY R. MCKEE

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## Background

Experience is key when the focus is people, projects, and business transformation. I have devoted much of my career to software development and business change. My experience is both unique and diverse, and that has reinforced my ability to contribute within teams and deliver exceptional outcomes. I bring an insightful perspective to new situations and a fresh, innovative edge to every context.

*My breadth of industry knowledge across many industries combines with an outstanding track record within government*

I have fifteen years' experience in project management and business analysis. Those two skillsets later converged in a niche role within internal software development units in the Australian government. My business acumen and customer service skills equipped me to liaise with managers and directors across various departments. Over those years I drew on my technical roots to shape requirements into viable solutions presented in documentation that development teams could work with. My mediatorial skills, ability to communicate technical constraints to the clients, tact in managing expectations, and guidance of the development staff enabled us to consistently produce intuitive and user-friendly solutions.

Since then, I have enjoyed the challenge of consulting into organisations to add value and deliver business outcomes through my ability to influence rather than leveraging a position within an organisation. This has empowered my passion to deliver technical solutions that are well accepted and business change that endures.

## Consulting

Most of my consulting career thus far has focussed on providing enterprise project management (EPM) software solutions to support project governance processes in large corporates and government departments.

*I worked with our clients to significantly improve their position*

Clients generally wanted me back to do more for them and so I was consistently able to generate repeat business for large accounts. Usually, this came about because I was able to quickly gain an in-depth understanding of their business needs, and leverage technology to achieve business outcomes. I have consulted across project and program delivery, financial and business modelling, audit compliance, training delivery, strategy and business process improvement, and business case production.

## Project Management

I have managed projects across a wide array of industries including construction, aged care, telecommunications, software development. I have strong skills in project definition and planning, competing for resources, mitigating risk, governance reporting and operating in a no-surprises culture. I am accredited as a Prince2 Practitioner and have a foundation-level qualification in MSP, as well as a working knowledge of other methodologies (e.g. PMBOK).

Whether I was managing projects in the construction industry which demanded flexibility, or successfully delivering software within the Australian Public Sector requiring rigorous discipline and reporting, I was able to adapt and thrive.

As a consultant, the challenge of configuring Microsoft EPM solutions in line with various PM methodologies has allowed me to grapple with the practical issues of project management, reporting and governance from an executive point-of-view.

## Business Analysis

My experience as a business analyst began with developing low-cost bespoke software solutions to small business. This became a significant stepping stone to a rewarding position as an analyst in the Australian Public Service.

One highlight of that role was my involvement in a local, state and federal government trade data-harmonisation project with the Australian Customs Service. This project was combined with a whole-of-government business case for a single-window portal system for the collection of all trade data for the country.

As a Business Analyst for the Small Systems Development Unit within Customs, my projects included a high-profile firearms tracking application for the Sydney Commonwealth Games, a rostering system for customs vessels patrolling the Southern Ocean, and an upgrade to the performance management system that was used by the whole Department.

I went on to contract to the Department of Finance and Administration in a BA/PM role, and the Department of Parliamentary Services as a BA. I have overseen more than twenty significant software development projects as a BA/PM and each time have delivered solutions that have exceeded the needs and expectations of my clients. It has been my privilege to work in dynamic and healthy teams. My highly developed communication and customer service skills and technical background has allowed me to contribute significantly back into those teams and organisations and enjoy the work.

## Business Intelligence

After being involved with data and reporting for many years, I transitioned into a specialist role as a Senior Business Analyst in Massey University's Business Intelligence Unit. The team I came into was already operating at a high level of BI maturity which allowed me to gain significant knowledge about industry best practice. My involvement with a Data Visualisation Procurement project including my significant contribution to the preparation of a five year Analytics and Business Intelligence Strategy document has provided me with robust perspectives around how BI and analytics should be implemented and governed.

I gained a solid foundation in data while working on a project for Australian Customs. The SDS project was a high-profile effort to harmonise all of the trade data across fifty-three Australian Government agencies with the World Customs Organisation dataset. I was part of a terrific team of very able professionals who invested heavily in my skills and passed on their perspectives on data modelling and working with metadata as I worked alongside them.

While working at Department of Finance and Deregulation, I led the Project Management Improvement Project. During this project, I configured MS Project Server. Afterwards, I went on to extract data using a bespoke tool I developed in SQL Server. I then wrote a suite of reports in SQL Server Reporting Services (SSRS), deploying and integrating them back into SharePoint pages using SharePoint/SSRS reporting web parts. The advantage of this approach was that I was able to reuse that intermediate layer of SQL Script modules in reporting solutions for other Project Server installations with completely different SharePoint configurations.

### *What I achieved was cutting-edge at the time*

On the basis of this work, PCubed, a consulting firm that specialises in Project Server installations, asked me to join their team as a technical consultant responsible for leading their reporting capability for the Asia-Pacific region. I used a proprietary data warehouse solution (DeliveryHub) that was developed in MS SQL Server. I not only routinely installed DeliveryHub, but was responsible for training our other Asia-Pacific consultants in the data warehousing and reporting space.

While developing a reporting suite for New Zealand Pharmaceuticals it became clear to me that the complexity of their situation called for a simple data-warehousing solution. NZP's data spanned three companies and an array of systems including their ERP (SYSPRO). To allow for simplicity of reporting I designed and implemented a Data Vault data warehouse in SQL Server. I created a data-driven method of automatically loading and updating datasets in the system, designed the data model, and then configured the system to load a warehouse and a data mart. I then wrote a suite of reports and collected them into a portal that was made available on the intranet. These reports ran significantly faster than existing ones and additional reports added value for the Business Development and Supply Chain Teams.

Massey University	Senior Business Analyst	Jun 16 - Feb 18
New Zealand Pharmaceuticals	Business Analyst/Project Manager	Nov 14 - Jun 16
Enable New Zealand	Corporate Services Manager	May 14 - Nov 14
Business Consultant	Business Analyst, Project Manager, and Senior Manger	May 10 - May 14
PCubed - Programme Planning Professionals	Consultant	Apr 08 - May 10
Dept. of Finance and Administration	Business Analyst & Project Manager	Mar 07 - Apr 08
Dept. of Parliamentary Services	Business Analyst	Nov 06 - Mar 07
Dept. of Finance and Administration	Business Analyst & Project Manager	May 06 - Nov 06
Australian Customs Service	Business Analyst & Project Manager	Nov 05 - May 06
Australian Customs Service	Customs Officer & Analyst Developer	Sep 02 - Oct 05
Business Administration Software Solutions	Analyst Developer & Business Owner	Dec 01 - Sep 02
Essential Network Services	State Sales Manager	Feb 01 - Dec 01
ALG Management Services	Project Manager, Sales & System Design	Oct 99 - Feb 01
JBM Communications	Licensed Telecoms Technician	Sep 98 - Oct 99
International Communications and Electronics	Telecoms Technician, Project Manager, Sales & Electronic System Design	Nov 92 - Sep 98

Progress	<p>Contracting to Massey to back-fill the BAU Senior Business Analyst role while a number of key staff were seconded to the Student Management System Refresh Project.</p> <p>Working together with the Team Leader we were able to progress 14 reports into production in less than two months from my start date. The reports were tested in-house, isocialised into the business through a UAT phase, and then released.</p> <p>I developed an Excel tool that automatically generates report test cases based on report requirements and tracks manual testing against these test cases. This greatly facilitated testing the reports and consolidated the defencibility and auditability of the Unit's report testing approach and documentation.</p> <p>My Team Leader and I worked with the Reference Group to gain direction on a long list of outstanding development jobs. Working together we were able to analyse and prioritise and progress them so that the backlog was cleared.</p> <p>I led the redevelopment of all SSRS Reports after the release of the new Student Management System and the new Data Warehouse configuration. Delivery was beyond stakeholder expectations.</p>
Helpdesk	<p>The Massey Enterprise Reporting (MER) Unit runs a helpdesk to support staff who are experiencing difficulty with existing reports or obtaining numbers using Excel pivot connections with the cube. My role included shared responsibility for managing the helpdesk queue. Most requests were actioned within 24 hours. I also delivered training and supported training delivery in this role.</p>
Business Analysis	<p>The MER Unit uses Kimball Data Warehousing and Business Intelligence Methodology. I developed requirements for a number of reports and cube changes in line with this approach.</p> <p>An example of this was the development of Budget Centre Profile Reports. They may be the most well received reports to be delivered to College and School Managers to date.</p> <p>These reports compared actuals across two financial years and a simple EoY projection was calculated, as well as a project variance to budget. The cube needed to be modified so that budgets could be available by snapshot date for a variety of revenue types.</p> <p>I worked with developers to manage the cube changes and report build. Requirements gathering and the UAT phase were in the context of a group of high-level University stakeholders. These stakeholders expressed a great deal of satisfacion with the process and the results of the project.</p>

Strategy

I supported my Team Leader in a Data Visualisation Procurement project and significantly contributed to the preparation of a five-year Analytics and Business Intelligence Strategy document in line with analysis and application of Gartner industry best practice.

I prepared the data for the 2016 Annual Report Team, routinely updated the Data Dictionary, led regression testing for a significant data-fix, and piloted the use of the use of cube formulas and MDX member statements in solving an issue around the use of Calendar Year and Snapshot Date together (YTD Support Desk Requests). I also developed the MDX Script for the third Pipeline Extract Report to facilitate a high-level stakeholder's project in the face of significant resource constraints. The report was tested, accepted by the business and released in line with the usual process.

Business Process Change

NZP brought me on to address a number of key business objectives that had come out of their strategic planning. They wanted to form a new Supply Chain Department to consolidate their routine administrative operations management and separate it from the activities of the Business Development Team who were to have a focus on new business.

I worked with the new Supply Chain Team and the Business Development Managers to gain consensus around the roles and responsibilities of the two new departments, and worked with HR to support the signoff of nine new position descriptions across the two teams.

Historically, pricing was determined by the Business Development team. I designed and implemented a structured pricing framework that released them from that responsibility. The solution was integrated with the organisations ERP system.

I also integrated the structured pricing solution with an eCommerce portal that I also designed and delivered. The projects presented a challenge as the business process change behind the scenes required me to turn stakeholder perceptions around. I was able to build the necessary concensus to ensure that these system and process changes were embedded properly into the fabric of the organisation.

Business Intelligence and Data Warehousing

I led the design and implementation of a Data Warehousing solution across the organisation (Data Vault Methodology). I ensured the system was tested, validated, documented, and delivered into production ahead of schedule, in time to support the reporting requirements of the new Supply Chain Department.

## Enable New Zealand

(MidCentral District Health Board)

**Senior Manager**

As, Acting Corporate Services Manager, I assumed full responsibility of the service unit. This allowed the current manager to devote her full attention to a large e-commerce project.

In this role, as part of the senior management team I contributed to the leadership of the organisation and its strategic planning, was a member of the Service Delivery Steering Committee, and reported to the Governance Board and to the Ministry of Health as required.

Working with the General Manager, I represented the organisation at a series of New Zealand Federation of Disability Information Centres workshops, to reinforce Enable New Zealand position within that context, for the best possible strategic outcome as we collaborated on the future of a Ministry of Health funded website.

**Projects**

The Quality Reference Group was in transition when it became my responsibility. Under my leadership a rudimentary CQI annual audit review cycle was established and initiated.

I led the selection process for a co-ordinator for the end-stage of the EMS Transition project, and oversaw the development of two SharePoint applications to support the EMS and RTL projects, and eventually led the training and implementation for one of those systems (CRM).

**Management Role**

I managed three teams and eighteen staff in all. I was able to catch up on a number of routine management activities that had fallen behind due to the previous manager workload. The role also required me to moderate existing team relationships and performance issues. I was able to achieve this and after some time they became asymptomatic.

During this period, Enable New Zealand experienced the loss of a major contract and this resulted in a twenty percent reduction in revenue. Operational staffing numbers needed to be reduced by fourteen FTE. I supported my staff through this challenging time, while professionally representing management perspectives.

## Business Consultant

(Self Employed)

**New Zealand Pharmaceuticals (NZP)**

Software compliance project to prepare the company for an FDA audit of their quality systems. Working with the IT team to ensure compliance of their information systems in accordance to GAMP guidelines, including definition of the compliance process, risk assessments, prioritisation of effort, defining functional requirements, and system testing. Project successfully delivered to a tight deadline.

**Çamlıca Öğrenci Yurdu (Turkey)**

Preparation and presentation of a business principles curriculum for university students. Focus on risk management, objectivity in decision making, and shaping small business for scalable growth.

**Bursa Municipality**

Develop business strategy to reshape the economy from its primarily industrial origins towards a sustainable future.

## Programme Planning Professionals

(PCU3ED)

Hampton Hall (Swiss Client)	Business cases to support trade negotiations with the European government departments and trade partners.
Logista Kurye ve Lojistik Hizmetleri Ltd	Business modelling to support venture capital applications and submissions for a national Turkish transport company.
Department of Climate Change	Installation of DeliveryHub Project Server 2007 solution, with full reporting suite. Particular emphasis on capability maturity as individual projects progressed. Project Server supported the formation of a new Government Department.
Department of Foreign Affairs and Trade	Installation of proprietary software, integrating Project Server 2007 schedule and workspace (SharePoint) data, and combining it with Project Portfolio Server information, to provide trend and project KPI reporting in SQL Server Reporting Services.
Caltex	Design and implementation of a reporting solution to automatically generate project status reports in pdf format, using SQL Server Reporting Services data driven subscription. These documents were then uploaded into corresponding Project Server 2007 workspaces (SharePoint) using proprietary software components.
Shared Service QLD	EPM reports, hosted in SQL Server Reporting Services. The reports consolidated information drawn from Windows SharePoint Services, and the Project Server 2007 reporting database.
TransGrid	Envisioning analysis exercise to design an implementation pathway for a Project Server EPM solution. Installation and configuration of Project Server 2007 as a pilot, and then deployment of the solution into production. Training was provided for administration and project management staff. Development of a suite of custom reports and executive dashboards.
Powerlink	Project Server EPM pilot and then full implementation across all of their Engineering projects. Emphasis on customisation, reporting capability and business process change.

## Department of Finance and Deregulation

Knowledge Assessor Application	The Department of Finance and Administration had purchased a COTS product for the provision of online assessments. The product lacked extensibility and flexibility, severely limiting its adequacy as a solution to the varied business areas' requirements. I highlighted this to management and suggested the development of a custom application. This involved business case preparation, system high level design (UML), project-planning, initiation and project management. The project was delivered on time and on budget.
Project Management	Initiation of a working group, representative's recruitment and guidance to agreement on the solution's business requirements.

Department of  
Parliamentary  
Services

Improvement Project	Developed business requirements, the implementation and process change strategy. Solution design and system configuration, and development of a suite of project and portfolio custom reports for PMO use. Development of training materials and training delivery.
Financial Management Information Sys.	Documentation of the non-functional requirements, including analysis of system interfaces, performance, backup and recovery, system support toolsets, and IT security requirements.
eWork Redevelopment Project (Workflow)	Documentation of requirements for the redevelopment of departmental workflow applications, liaising with some of the most high profile stakeholders in the organisation. Early delivery of these pieces of work enabled the project to absorb extra work associated with system development slippage.
CAPS Group Organisational Restructure Project	The department's organisation was being restructured and two business groups being merged impacting many departmental applications. Project management of this high profile project involved significant time constraints and considerable stakeholder management. The project was delivered on time, and significant below budget.

Parliamentary Printer Tender Project	Stakeholders from DPS, the Senate and the House of Representatives were consulted and requirements documented for the provision of an inter-departmental print solution. Working with three departments, assisting them to find compromises so that economies of scale could be realised. Standardisation of IT fleet management operations and development of a custom toolset to allow tracking of KPI's, management of whole-of-life procurement cycles and automation of the IT RFT evaluation process, greatly reducing decision-making timeframes.
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Department of Finance  
and Administration

eWork Redevelopment Project (Workflow)	Analysis, design and documentation (UML) for the redevelopment of the department's workflow applications.
ICT Multi-user List	Analysis and project management of this high profile project for AGIMO. Coordination of release schedule of the project with the timing of the Government's media releases, utilising only 60% of the project's budget.
Business processes	Documentation of the Budget Group's business process flows, developing an online tiered solution that was uploaded onto the department's intranet.



National Firearms Tracking System	Business requirements analysis, system design (UML) and project management. The project was delivered two weeks early, in time for use for competitors at the Commonwealth Games.
Southern Ocean Vessel Rostering System	Receipt of this project after handover late in the development phase. The project was floundering and well behind schedule. Working with the business, requirements were redefined to meet requirements, clear direction was provided and lost time was recovered, and the project delivered into production in a fit state.
Performance Management	Analysis of business requirements and system's design (UML). In particular, in-depth knowledge of system design principles simplified the system design.
Data Management Metadata Database	The clients that had requested this application needed a great deal of assistance to determine their requirements. Requirements analysis and system design (UML), and project management.
Australian Standardised Dataset (SDS) Project	This project was a whole-of-Government project, to nationally harmonise Australia's trade data with that of the World Customs Organisation (WCO). Responsible for project data, providing tools to meet the intense reporting (Prince2) (53 Agency Stakeholders) demands of this high profile project. Development of the SDS (meta) data model.
Single Window (business case for a billion dollar trade portal)	This project involved co-ordination of the requirements from 53 agencies to build up a joint business case for the trade portal. Development of the costing process for agency contribution, reducing their workload, and streamlining their submissions. Analysis of the resulting data (approx. \$2Billion for inclusion in a budget submission).

## Education

Bachelor of Science	1998	University of Queensland
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Certificate II in Government	2002	Australian Customs Service
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## Training

Treaty of Waitangi	2013	MidCentral DHB
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Certified Prince2 Practitioner (Project Management) & Certified MSP Foundation (Program Management)	2009	TPG Academy
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Microsoft Certified IT Professional	2009	Enterprise Project Management with Microsoft Office Project Server 2007
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Flawless Consulting I & II	2008/2009	Design Learning
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UML Documentation	2006	Object Training
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Advanced Writing	2005	Australian Public Service Commission
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Advanced MS Access & MS Project	2005	Wizard Training
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