

Gayle Lewis

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Chief Information Officer (CIO)

Blends 17 years of practical IT experience with rigorous training in IT, CS, and business management
The “go-to” person for cleaning up a big IT mess • Repeatedly selected for the most difficult projects

I am best known for delivering consistent results under the worst-case conditions, especially during “mission impossible” turnarounds. My special talent is IT leadership: I enjoy reviving demoralized staff, mobilizing them into high-performing teams, and coaching them to success.

PROFILE

- **Turnarounds and Rebuilds:** Orchestrated an total IT rebuild for University of Cape Town’s alumni-donor system. Rescued a failing IT organization for WorkCover WA – a comprehensive, four-year project.
- **Leadership:** Builds high-performing teams by insisting on high standards, leading by example, and communicating truthfully. Restored trust at WorkCover WA, where employees had threatened to strike.
- **Versatility:** An energetic and extremely competent IT Leader who blends easily into different work environments – academia, government, and private business – and quickly adapts to life in different countries (fluent Czech, Afrikaans, and English).

CAREER SUMMARY (1997–PRESENT)

Please see separate Addendum and Project Record for full details of projects, certifications, and technologies

WorkCover WA, Perth AU	May 2009–Present	Manager of Information Technology, a CIO equivalent role: Led a highly successful, four-year turnaround of IT infrastructure and business systems. Rebuilt IT department and restored morale.
Multipro IT, Perth, AU	Jan 2007–May 2009	Project Manager / Business Analyst / Service Delivery Manager: Co-led an implementation for the Koolan Island mine site, which resulted in a prestigious WAITTA award for Multipro.
Racing and Wagering Western Australia, Perth	Oct 2005–Jan 2007	Business Analyst / Project Manager: Implemented numerous projects. Prepared an extremely challenging business case that led to upgrade of RWWA’s customer terminals.
Co-Op Bulk Handling (CBH) Perth, AU	Jun 2005–Oct 2005	Business Analyst / Project Manager: Relocated from Cape Town, ZA to Perth, AU and resumed IT career as a contractor with CBH. Analysed and proposed improvements to “Purchase to Pay” and “Order to Cash” processes.
University of Cape Town, ZA	May 2003–Apr 2005	Head of Information Systems for Department of Communication & Development: At a young age (25), promoted from IT support to manager of an entire IT department. Achieved a complete rebuild of the donor-alumni system, which was inefficient for fund raising.
University of Cape Town, ZA	Feb 1997–May 2003	Various IT support roles throughout the university system.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Postgraduate Diploma in Management, University of Cape Town, South Africa, 2001
Bachelor of Commerce (Honours), Information Systems, University of Cape Town, South Africa, 2002
BS, Computer Science, University of Cape Town, South Africa, 1999
2007, ITIL Foundation Certificate (version 3) 2002 • CompTIA Certified Technical Trainer (CTT+) Australian Computer Society • Member of MENSA

WORKCOVER WA, Perth, Australia**April 2009–Present****Manager of Information Technology (Equivalent to CIO Role)**

Initially hired to transform a dysfunctional and demoralized IT department. Prior management had attempted to outsource IT but – within five years – systems were breaking down, the employee union was on the verge of striking, and all stakeholders were complaining. During 2009–2013, rebuilt the IT infrastructure, re-engineered business processes, and restored morale.

- **BUSINESS SCOPE:** WorkCover WA is a government agency that oversees the workers' compensation system, monitors workplace injuries, and regulates insurers in Western Australia.
 - ☑ IT plays critical role for reports, data collection, case management, and monitoring of employers and industries.
 - ☑ 3 key areas: Oversight of insurers, dispute resolution, and "scheme" – the overall system analysis.
- **SEVERE CHALLENGES:** Former CEO outsourced IT without adequately consulting the stakeholders. The previous regime spent 3 years redesigning systems – with no positive result – and neglected basic IT ops.
 - ☑ While attempting to correct some minor problems, the new outsourced approach created a monster with major new problems.
 - ☑ Existing IT staff was bypassed – powerless to do their jobs – and the problems became acute when the employee union threatened to strike. Internal users of the IT system were unhappy – email problems, for example – and payment authorizations were delayed to key stakeholders.
 - ☑ Problems escalated to the Board and Minister, which replaced management with a new team.
- **ACTION 1: INFRASTRUCTURE REPLACEMENT:** First priority was enterprise infrastructure replacement – desktops, servers, and network – which were neglected for over 5 years and had degraded to a high-risk state (no warranties). Drove the total upgrade – starting from scratch – with help from a consulting firm.
 - ☑ Managed an open-bid tender that chose an outside consulting firm to help architect the new system.
 - ☑ Implemented enterprise-wide desktop and laptop replacement (2009, \$550k).
 - ☑ Upgraded all infrastructure, including server virtualisation, SAN storage, and backup (2009, \$400k).
- **ACTION 2: BUSINESS ANALYSIS & REENGINEERING, "Phase Zero Project" (2010):** Information gathering and documentation of existing processes. Recommended strategy and plan to the Board for replacement of antiquated core business systems that were programmed in Visual Basic (Budget \$250k).
- **ACTION 3: REPLACEMENT OF CORE BUSINESS SYSTEMS,** a three-phase approach – over three years – that overhauled processes in three WorkCover's 3 main areas: "Dispute, Regulatory Services, and Scheme":
 - ☑ Dispute Case Management System (2011, \$1.5 million): Completed this project \$300k under budget thanks to introduction of Agile methodologies.
 - ☑ Regulatory Services Case Management System (2012, \$1.6 million).
 - ☑ Scheme Information System (2013, \$1.9 million).
 - ☑ Records Management System replacement with HP Trim EDRMS (2013, \$120k).
- **RESULTS AND LEGACY:** Restored the Board's confidence in senior management: Board disbanded its Special IT Working Group, which confirmed that all IT issues at WorkCover WA were finally resolved.
 - ☑ Completed the infrastructure upgrade within 9 months.
 - ☑ Introduced Agile Development methodologies at WorkCover WA, an essential prerequisite for delivery of large in-house development projects that replace the legacy VB6 systems.
 - ☑ Replaced thousands of documents with a practical architecture and approach.
 - ☑ Revised and consolidated policies in accordance with industry best practices, for example: Information Security Policy (based on ISO/IEC 27000-series standard) • Acceptable Use of Technology Policy • Portable Storage Device Policy.

ADDITIONAL EXPERIENCE

MULTIPRO IT, Perth, AU (Jan 2007–May 2008), Project Manager and Business Analyst for an IT services company that focuses on small mining companies in Western Australia:

- **Project Manager:** Co-managed a \$700k ICT implementation project at the Koolan Island mine site (owned by Mt Gibson Iron). Project was so successful that Multipro won *Infrastructure Category* at the prestigious WA Information Technology & Telecommunications Awards in 2007.
- **Business Analyst:** Introduced documentation – and set up a framework – for internal business processes.
- **Service Delivery Manager:** Strengthened customer relationships and ensured achievement of service levels (SLAs). Designed solutions, drafted service contracts, and prepared proposals.

RACING AND WAGERING WESTERN AUSTRALIA, Perth, AU (Oct 2005–Jan 2007), Business Analyst and Project Manager: Modeled business case for upgrade of RWWA's customer terminals – an extremely challenging business model that included a tender process and evaluation, complex cost estimating, workshops, and negotiations with many external stakeholders. Managed additional projects:

- Implementation of Thoroughbred Microchip Identification System (\$70k).
- Upgrade of *FinanceOne Financial System* from v10.2 to .NET (\$700k).
- Implementation of Cognos Budgeting and Strategic Forecasting (\$700k).
- Distribution – Business Process Improvement (\$65k).

CO-OPERATIVE BULK HANDLING LTD (CBH), Perth, AU (June 2005–Oct 2005), Business Analyst and Project Manager. Hired as a temporary contractor to analyse the "Purchase to Pay" process and project-manage "Order to Cash" process. Proposed new metrics that accelerated process improvements.

UNIVERSITY OF CAPE TOWN (UCT), Cape Town, ZA (May 2003–Apr 2005), Head of Information Systems for Department of Communication & Development: Promoted from a low-level IT-support role to manager of a strategically important and very high profile IT department.

- **Challenge:** UCT was losing donor opportunities because the existing system was poorly designed and unable to track the universe of potential donors, especially wealthy alumni.
- **Actions and Result:** Re-engineered all IT systems, streamlined business processes, and connected the donor IT network with complementary systems such as student records, HR, finance (SAP), and business intelligence. Advocated for additional resources for as a member of UCT's top IT committee. The new IT system increased annual revenue from donors.

UNIVERSITY OF CAPE TOWN, Cape Town, ZA (Feb 1997–May 2003), various roles across the university system: IT Systems Administrator. IT Support Consultant, Research Assistant, and part-time Lecturer.