

CARL PHILIPP HOFFMANN

RESUME

2018 -	Cultural collection management
2009 – 2018	Information Architecture and change management
2004 – 2009	Information systems analysis
1995 – 2004	Information Technology infrastructure and management

CONFERENCES

Information Management Management	Vendor Keynote - Knowledge Management Australia, Sydney 2010
Business Intelligence EQ	Conference presentation – Business Intelligence Australia, Sydney 2006

LANGUAGES

English	(Fluent)
German	(Fluent)
Spanish	(Conversational)
Neo-Melanesian	(Conversational)

CURRICULUM VITAE

Research Project Manager, Center for Image Science, Danube University.

July 2020 – Present;

I currently manage the federally-funded, “Lehr und Forschungsinfrastruktur für Digitale Künste an Hochschulen” (LeFo) Project at the Center for Image Science. This project develops infrastructure and functionality upgrades, content expansion and federation to significant Austrian and international Media Art collections, as well as delivering management and art history research outcomes.

Business Analyst - Agile, Specific Group

October 2017 – May 2018;

- Master Data; Use cases & stories, user Experience, Business Rules (Insurance)

I fulfilled a contract as an Agile Business Analyst at Specific Group, developing and extending requirements and user stories and supporting test cases for handling insurance products and customer data via a B2B gateway for a major insurance industry portal.

Solution Architect - Data, Essential Energy

February 2017 – May 2017;

- Master Data; Solution Architecture for industry (Utilities)

Due to industry deregulation and reform EE is undertaking business process reengineering to accommodate a massive increase in data volumes generated by the implementation of smart meters in the retail electricity market. This project required the reengineering of internal data handling. This included validation of customer records and electricity consumption data in order to comply with updated privacy legislation.

Senior Information Architect, Business Aspect

November 2016 - January 2016;

- Business intelligence and Master Data; Solution Architecture for industry (Transport)

I developed an architectural framework and supporting governance mechanisms for the harmonisation of transport infrastructure asset management datasets under the Austroads brand. The approach eschewed conventional layered topologies and static governance for an evolutionary dataspace paradigm. This has the effect of flattening risk profiles and demonstrating earlier ROI characteristics.

Enterprise Architect, InfoRED

September 2015 – October 2016;

- Enterprise Architecture, Information Management, Hybrid Cloud eg O365 and AWS
- Assessing project proposals and costings and performing quality assurance.

I developed flexible and sustainable cloud and BI strategies and policy, metadata libraries and governance processes.

Enterprise Information Architect, Queensland Department of Public Works

June 2015 - October 2015,

- Master Data Management and Information Architecture, Process redesign

I provided expert remediation advice on Information Management architecture relating to strategic procurement and contracts for Whole of Government, an annual \$17 Billion spend. Specifically documenting the minimal set of data requirements across finance systems in order to establish a Master Data Management catalogue and developing a 'Metadata Model Information Strategy' informing configuration of key procurement solutions and integration with finance systems in a variety of agencies.

This project has involved a significant discovery phase identifying and enumerating the systems in which subsets of data are held and developing a baseline catalogue of data entities and corresponding processes and system owners. Information gathered has then been aligned with operational roles and authorities to understand entry and exit points for Master Data within systems and discrete processes comprising the procurement lifecycle (Contract Management, Purchasing, Financials integration (GL/AP) and Spend Management across government lines of business).

Output of this engagement constituted an index of Master Data, relationship mapping and a high-level roll-up of Enterprise Architecture requirements that will enable the effective continuation of this program's objectives in the future, capitalising on the over \$100M in benefits already realised.

Internal Consultant, Glentworth.com

November 2014 – January 2015

- Quality Assurance and Governance

As a former Director at Glentworth, I returned to the organisation to review, sanitise and consolidate IP from previous finance sector and banking engagements for reuse and reference by consultants. This reworked content has been also transformed into a product offering of self-service policy and framework materials for SMEs that do not have dedicated IM resources or expertise. I delivered an integrated set of Strategy, Framework, Policy and Process documentation.

Applications Security & Process Consultant, Griffith University

October 2014 – November 2015

- Information Security and network design

I liaised with system owners to develop functional and security test plans for the migration of services to Akamai as part of G20 conference facilities. All cutovers were achieved with zero unscheduled outages.

Senior Analyst and Information Architect, RoadTek, (Qld Department of Transport)

January 2014 – July 2014

- Information Architecture and machine learning

I redesigned the organisation's IM environment into a cloud-based SaaS. I developed the concept of multiple presentation layer IAs, reflecting personalisation and location data as well as fuzzy search capabilities and system learning. This resulted in a revamped intranet resource that is accessible on multiple devices and exposes reference information in a timely manner without users' requiring detailed knowledge of information classification schemas, this has resulted in measurable cost saving and risk reduction.

Information Architect, Oil Search Limited

October 2012 – August 2013

- Information Architecture and Process Reengineering

I developed and delivered an Enterprise Information Management Strategy and Change Plan in parallel with the organisations' cloud-based Documentum EDRMS implementation. Incorporating design of a sustainable data discovery and governance mechanism, this strategy is based on a full review and analysis of the business' evolving business cases and historical EDRMS projects since 2004. My deliverables have been adopted as a baseline governance and framework for IM activities and ICT engagement in general.

Subsequently I was involved in tactical work in a high-paced project to operationalise D2 in support of the massive PNG LNG project. This project was defined by some fascinating characteristics which mandated a fast and light approach to implementation and resource training. A highly constrained telecommunications infrastructure in terms of bandwidth, latency and reliability.

- A need to deliver a variety of training events and packages to users during field operations.
- Sensitive cross cultural and environmental considerations provided for additional challenges.

The ECM solution was deployed to meet compliance requirements for safety and engineering documentation and records and involved the ingestion of over 300,000 documents from a diverse range of sources. Additionally, several structured data sources containing maintenance records, schedules and inspection data were incorporated into a unified reporting system.

User Experience Architect, Gruden.com

January 2012 – September 2012

- Information Architecture and Solution Architecture, Scrum master for finance and transport
At Gruden, a digital agency operating in the retail, media and government space I had the opportunity to deliver strategic and architectural consulting to a variety of clients:

Disney Interactive Media Group: Mobile platform strategy and site architecture. Disney had no offering in the mobile device entertainment sector. I developed a content-focus based strategy which enabled the rapid deployment to market of an interim solutions. Additionally this strategy established the roadmap for integration of interim content into the parent organisation's platform.

Fujitsu: Review of the Corporate Intranet for Asia Pacific and development of program roadmap for the redevelopment of the platform and integration of collaboration and Enterprise Search tools.

AMP/AXA: Integration of the two organisation's adviser portals' Information Architecture. I delivered design schemas that unified the user experience without the need for significant application or presentation layer rework.

Qantas: Interaction review of qantas.com frequent flyer's user experience, highlighting a number of defects for immediate remediation.

Adjunct Lecturer School of English & Media Studies, University of Queensland

October 2011 – Ongoing

- Ongoing casual engagement

I lead students to examine the insights available through exposure to different cultures and their applicability to communications between individuals with different professional backgrounds.

Integration Analyst Machinery of Government change, Queensland Department of Innovation

May 2011 – October 2011

- Solution Architecture, Systems migration/integration for provincial government

I was responsible for the assessment of business impacts to various state government agencies during their migration to a new ICT ecology. My work entailed identification of risk, mitigations and defect resolutions across a broad spectrum of domains such as infrastructure changes, extranet reengineering and application redevelopment. The migrations I was involved with were executed with minimal business impacts and a high degree of client satisfaction.

Product Owner, Hospitality Management Solutions (Startup)

May 2010 – July 2012

HMS was a start-up providing cloud based management for hospitality industry accreditations such as Gaming and liquor service. The concept provided for a SaaS environment whereby small operations would manage staff rostering and certification in licenced venues.

Director Enterprise Information Management, Glentworth.com

January 2010 – January 2011

Glentworth is a BRW Fast100 ranked Information Management consultancy. As principal consultant I delivered strategic analysis and planning to a variety of clients.

KPMG: I was engaged to validate the Business Requirements for its Enterprise Search project. I delivered analysis and scoping documents that have been used to shape the continued development of KPMG's Knowledge Management initiatives.

SANTOS: I redeveloped the business case for the Enterprise Information Management Program, focusing on cost and risk reduction through the application of Information Development concepts based on the MIKE2.0 framework. This projected operational savings of \$2M per year savings.

Breakthru People Solutions: BPS is one of Australia's largest not for profit organisations and delivers employment and training programs to the disadvantaged from over 60 locations across Australia. I lead an ICT strategy review and developed an approach grounded in establishing Information Management and performance analysis functions to inform future investment decisions.

NSW Dept. of Health: I delivered a low cost approach to devolving Content Management functions to Local Health Networks as part of the federal Your Health Services program.

SANTOS: I refreshed the Gladstone LNG Project's IM Roadmap during the transition of the entity to a new operating structure.

Tarong Energy: I developed an Information Management Roadmap and executive presentation pack to inform the business's IM Strategy Board.

QLD Dept. of Education: I developed the Web Services group's business re-engagement strategy based on TOGAF9 and Enterprise Information Management Roadmap. The approaches I identified focused on rapid realisation of outcomes through the identification of tactical opportunities within the organisation.

QLD Dept. of Communities: I developed the online approach for the Strategic Communications Services group, focusing on a communications lifecycle that leverages Web 2.0 concepts to bring the agency into closer dialogue with the community.

IT Consultant , Solomon Islands Red Cross

August 2009 – October 2009

Whilst SIRC receives significant funding and equipment through international aid channels, the organisation was lacking in established processes and administrative capability. I developed a remedial ICT plan, with a particular focus on Business Continuity Planning and sustainable operations.

Solution Architect, Solomon Islands Ministry of Environment and Meteorology

July 2009 – September 2009

- Information Architecture and Requirements Management for National Government

I developed an Environmental Information System specification for the management of Marine Protected Areas. The solution leveraged open source technologies and open access datasets in order to minimise cost, reduce time-to-implementation and enhance interoperability with other systems.

Senior Business Analyst, Information Transformation Program Queensland Department of Communities

December 2008 – December 2009

- Information Architecture, Requirements Management;
- Team leader and mentor in Community care for Provincial Government

This \$5M program delivered significant transformational change to the organisation's content and collaboration management. I developed business cases, Business Requirements Specifications, training and Benefits Realisation documentation for the program's constituent projects, including:

Development and documentation of practices leveraging a SaaS collaboration portal for the department's business units, allowing direct interaction with external parties. This platform was successfully rolled out to support, amongst others:

- Research to inform the basis of the department's collaboration strategy and social media policies.
- Requirements and Acceptance for an Enterprise Web Content Management System.
- Definition of as-is and to-be process for web content production; the processes I developed reduced publishing lead-times times and transaction costs several fold.
- Recruitment and mentoring of programme Business Analysts.
- Regular workshops with the incumbent content authoring and web management teams as part of the transformation process.

The program also delivered improvements to specific business units and agencies:

Qld Aboriginal and Torres Strait Islander Advisory Council (QATSIAC); enabling Elders across the state to collaborate and communicate in real time without leaving country.

State Emergency response plan and coordination Unit; enabling fast ad-hoc exchange of data between State, Federal, Local and NGO agencies.

Disability Support Services; facilitating exchange of case files, video material for remote client diagnoses and assessment as well as training packages for case workers.

Systems Analysis Manager, Allianz Global Assistance

July 2008 – November 2008

- SDLC, Enterprise Architecture, Requirements Management in the Insurance industry

I undertook the review and mentoring of a team of analysts and provided input to business process reengineering and redevelopment of core business Information Systems in the e-business space. I was instrumental in the development of formal governance processes, establishment of a Project Management Office and the business change activities that supported this transformation.

Senior Business Analyst, in*Roads Program, Queensland Department of Transport

November 2007 – May 2008

- Information Architecture, Requirements Management, Team lead and mentor

The Department launched an ambitious program of works encompassing organisation-wide discovery of business needs and requirements analysis for all online channels. My role was to interview senior stakeholders, facilitate workshops for technical staff, conduct focus groups and mentor other analysts. I was responsible for the on time delivery of formal requirements documentation.

Business Analyst, Telecommunications Migration Project Gold Coast City Council

January 2007 – November 2007

- Telecommunications, Change Management, Information Architecture and Requirements Management for Municipal Government

I was the analyst for a major telecommunications infrastructure project, rationalising and migrating all voice, mobile and data GCCC's services. I delivered financial modelling of telecommunications costs, process development and change management activities.

Senior Analyst, Information Management Practice, iFocus (now Bullseye Digital Media)

June 2005 – December 2006

- Project Management, Agile (ie Scrum master), Requirements Management;
- Information Architecture for Banking, National Government, Education

As an analyst and PM I had the opportunity to lead and participate in a diverse range of development, research and training projects in the e-business, Knowledge Management and Information Architecture space.

Australian Government Information Management Office: iFocus delivered Metadata training and reference materials for AGIMO. I was responsible for a significant proportion of content delivery.

Queensland Treasury Corporation: I was project manager for Records Management processes and policy development to establish compliance with Queensland's State Archives new legislative requirements.

Queensland Rail: iFocus was the preferred online service partner to QR. I executed analysis projects covering portal architecture, Intranet architecture, ecommerce systems and audience research projects.

Brisbane Airport Corporation: I developed content architecture for an online training system certifying tradespeople and contractors for airside operations.

Bank of Queensland: I developed specifications for the bank's information management policies based on stakeholder interviews and workshops.

QUT School of Nursing: Project Management of the school's geriatric care educational website workingwitholderpeople.edu.au. In addition to developing the site architecture and learning content models, I commissioned film crews and developed scripts for significant multimedia content.

Griffith University: I created and validated a new website architecture focused on student recruitment and developed the design concepts for a more media orientated homepage, leveraging the creative resources available through the university's School of Arts.

Project Manager Infrastructure, Suncorp Bank

January 2006 – June 2006,

- Requirements Management, Project Management for Retail Banking

I fulfilled a Project Management position provisioning and configuring infrastructure, reporting and collaboration systems for the bank's insurance partners. The role involved to coordination and assignment of virtual teams within the bank's ICT resources.

Consultant, Portal Technology, Wesley Hospital

January 2005 – May 2005

- Information Architecture, Requirements Management for Healthcare, Pharmacology

I conducted a review and analysis of the organisation's information systems and developed a plan for Management Information Systems upgrades, procedural efficiencies and future software requirements in the ERP and billing space. The recommendation I produced were used to inform a program of works to expand the integration of hospital systems and online presence in a sustainable and cash-flow neutral manner.

IT Manager, Napier & Blakeley

June 1998 – November 2004

- Management, SDLC, Information Architecture and Requirements Management in Financial Services, Engineering

- Infrastructure for datacentres and hybrid cloud

During the course of my tenure, I managed a an ICT team of 6 specialists across three locations. During this time I delivered infrastructure and supporting projects, and analysis and reporting to the CFO and board. It is this role that I developed an increasing appreciation of the business value of the Information aspect of IT, in contrast to just technology. This role represented the genesis a career in information and provided over several years, the opportunity to develop an appreciation for the role that people and effective communications play in defining whether or not an ICT investment will realise value to an organisation. As IT Manager, I was responsible for:

- Specification and implementation ERP and CRM as cloud based services.
- Establishment of new business premises, both greenfield and field offices in addition to corporate HQ relocation to accommodate the business' growth.
- Overall \$1M ICT operating and capital budget.
- All ICT, AUP policies and training
- Recruitment and mentoring of an ICT team
- A fully operational and national Wide Area Network incorporating redundancies and fail-over links.

Systems Administrator & Wintel Technician, Various Locations

June 1995 – June 1998

- Hardware, Network Architecture
- Requirements Management
- Network configuration and infosec monitoring
- Hardware procurement and repair
- Customer service, requirements gathering.