



About Me: Strategic workforce and transformation leader with 7+ years' experience across banking and consulting, advising executives and boards across financial services, healthcare, aviation, and public sector. Empowering growth and decision-making through data-driven insights, with a focus on building operating models that drive impactful transformation supporting teams in executing their vision.



Digital & Technology Strategic Workforce Manager | Sep 2024 – Present

(formerly Senior Transformation Strategy & Planning Analyst Oct 2023 – Oct 2025)

- Own the enterprise Digital & Technology workforce strategy, including capacity planning, resource governance, and demand prioritisation across the portfolio.
- Lead the delivery and governance of enterprise workforce management and resource planning systems, central to portfolio trade-offs, investment prioritisation, and quarterly planning cycles.
- Provide executive leadership with actionable insights on workforce capacity, constraints, and scenario impacts to inform funding decisions, roadmap sequencing, and Board reporting.
- Partner with senior business, Digital, and Technology leaders to embed workforce planning into enterprise strategy, capability mapping, and long-term transformation roadmaps.
- Coordinate cross-functional planning across Digital, Technology, and Architecture to deliver an enterprise-aligned release plan for Core Transformation, including development of Kiwibank's first customer product capacity plan.

Achievements:

- Built Kiwibank's enterprise Digital & Technology workforce strategy. led the delivery and governance of enterprise workforce management and planning systems that are now embedded in quarterly planning cycles, portfolio prioritisation, and Board-level reporting.
- Led the transition from fragmented Excel models to a single enterprise workforce planning platform, onboarding ~200 Kiwibankers and embedding workforce data into executive governance, quarterly planning, and Board reporting



KPMG – Assistant Manager Digital Advisory | Feb 2022 - Oct 2023

- Acted as a strategic interface between delivery squads and executive sponsors, ensuring alignment across people, technology, and strategy to support enterprise-wide visibility and decision-making.
- Partnered with executives to uplift digital capability, define future-state operating models, and establish governance frameworks.
- Engagement manager for digital workforce transformation engagements focused on capability uplift, governance frameworks, and future-state workforce planning aligned with organisational objectives.

Selected Engagements:



Strategy Analyst | Kiwibank | Board Independent Quality Assurance | Sept 2022 - April 2023

- Developed and delivered strategic reports for Kiwibank executives and the Board, providing analysis across cybersecurity, governance, testing, programme management, and compliance.
- Presented clear insights on workstream progress, surfaced key risks, and identified areas requiring intervention to support informed governance.
- Led the implementation of the Global Enterprise Technology Transformation (GETT) Framework, enabling robust, independent quality assurance across the transformation programme.

Engagement Manager | Air New Zealand | Digital integrity Internal Audit | June 2023 - Oct 2023

- High-level understanding of the current state and desired target state: Gain a high-level understanding of Air New Zealand's current state in terms of Digital Integrity governance, risk management, and compliance.
- Assess and provide recommendations on target state. Identify any areas of improvement for the target state that aligns with industry best practices, and clearly articulate gaps between current and desired state to help drive and prioritize delivery activity
- Delivered a comprehensive assessment of Air New Zealand's Digital Integrity governance, risk management, and compliance frameworks by evaluating the current state against desired industry best practices.

Lead Technical Business Analyst | Ministry of Business Innovation & Employment | Grant Management | July 2022 - Oct 2023

- Led requirements for offshore teams in delivering Microsoft-based Grant Management solutions.
- Advised on operating models for Māori data systems, enhancing usability and process efficiency.
- Designed front-end and back-end logic for business validation using Azure, Power Apps, and Power Automate.
- Microsoft Partner Finalist 2023 Partner of the Year Inclusion Changemaker Award.

Data Analyst | Te Whatu Ora | District Health Board Restructure Reform Programme | April 2023 – Oct 2023

- Analysed enterprise data assets to support decision-making across the national DHB restructure programme.
- Assessed current-state data, operating models, and governance arrangements, and developed target-state recommendations aligned to industry best practice.
- Identified gaps, risks, and improvement opportunities to inform reform priorities and sequencing.

Scrum Master & Project Manager | Ministry of Health | Covid-19 Secondments | Feb - July 2022

- Scrum Master of electronic ordering for high-volume GP practices, in COVID-19 testing.
- Managed integration of Environmental Science and Research agency with the National Health Index system.
- Managed connection of My COVID Record to streamline test result reporting and support public health efforts.
- Reduced enterprise ticket backlog for COVID-19 laboratories by 85%.



ANZ – Technology Graduate | June 2019 - Feb 2022

- Completed rotations across five technology functions including Product Ownership, Development, Business Analysis, and Data. Plus, an internship comprising two additional rotations.
- Key projects: SWIFT GPI, Personal loans advice chatbot, wholesale client platform migration, home lending application automation, Banker Work Bench development, Technology vendor contract management.

Key Rotations:

Product Owner | Payments & Pricing Portfolio | 2020 - 2022

- Drove product development and resource prioritisation for digital squads.
- Partnered with internal People and Strategy functions on skills alignment for squad-based ways of working.

Business Analyst | Technology Business Management Analyst | 2019 - 2020

- Supported modelling for TCO-informed workforce strategies, enabling data-driven decisions on skill development, sourcing models. Statement of Work & Total cost of ownership analyses of HCL, Capgemini, IBM, Fuji Xerox.
- Created a live analyticities dashboard with active databases for ongoing negotiations for all vendor relationships. Including collating live contracts into a central location.
- Performed an HP device understocking report. Involving Analyzing the Cope device strategy (Costs, Security, Maintenance, Compliance).



Education & Certifications

Bachelor of Commerce, University of Auckland, Majoring in Information Systems & Operations Management | 2016 - 2019

- Certified BA / International Institute of Business Analysis
- Software AG's (ARIS) Certified / Architecture of Integrated Information Systems

University Projects & Achievements

- Won first place in a start-up competition by developing subsurface membrane technology to reduce water and nutrient loss in low-yield agricultural regions.
- Conducted advanced banking data analysis to forecast customer profitability, behavioral trends, and retention strategies.
- Improved last-mile logistics efficiency for Freightways by implementing the Swift Box system, enhancing delivery density and operational performance.

Interests & Activities

CrossFit – Competitive athlete, Mentor – Summer of Tech Create Camps, Hackathons – YooBee Hackathon participant, Daffodil Day Fundraiser – Cancer Society volunteer