

Curriculum Vitae

Ernest Hocking

Ernest has over 20 years of experience as an executive manager and consultant in the IC&T and security industry. His skills have been gained in a diverse range of industries including defence, banking and utilities. His experience extends from the academic through technical management to general management skills. Ernest has specific experience in a wide range of IT and communication issues gained in a variety of settings including Defence Signals, Global financial institution, and a Government IT outsourcer. Ernest also has wider business experience in the utilities and government marketplaces.

In addition to his technical skills Ernest has excellent management and communication skills gained across government, commercial and defence areas. His forte is in the management of demanding technical and organisational change issues. These skills have been gained both in team environments as well as on individual consulting assignments. Specific skills include the development of business cases, IT strategic planning and implementation, organisational change, the introduction of innovative technology, project, system and organisational audits and general management. Ernest has considerable experience operating at the board level including oversight of strategic initiatives and monitoring of financial performance indicators.

Academic Qualifications

MSc in Information Processing, University of York, 1988

BSc (Hons) Maths and Physics, University of Sussex, 1980

Project Management Professional (PMP), Project Management Institution 1999

DPhil “Assurance in High Integrity Computer Systems” , University of York – Un-Submitted thesis.

ITIL Essentials. ITIL Infrastructure Management, ITIL Applications Management.

Qualified OGC Gateway Assessor

Current Professional Associations

Member	Institute of Electrical and Electronic Engineers (IEEE)
Member	Association of Computing Machinery (ACM)
Member	Australian Computer Society (ACS)
Member	Project Management Institute
Member	Business Continuity Institute

Past Professional Associations

President	Wireless Institute of Australia (WIA)
Member	Software Engineering Australia (SEA) ACT
Member	European workshop on Open Systems (EWOS) Expert Group on Security (EG Sec)
Member	European Security Federation (ESF)
Member	Computer Security Institute

Industry Experience

Education

University of Sussex
University of York

Government

AGIMO
Defence Research Agency (ex Royal
Signals Research Establishment)
Australian Communications Authority
ACT Department of Health
InTACT (ACT Department of Treasury)

Defence

UK MoD (Army)
Australian Department of Defence

Utilities

ACTEW Corporation

Finance

Cedel Bank Luxembourg

System Development

Syntegra (British Telecom)
Hand Whittington and Associates
Australian Communications
Authority (ACA)
Sun Microsystems

Work History

Think Plan Perform Pty Ltd

Oct 2002 – Present

Director – Think Plan Perform Pty Ltd

Pilgrim Group Indonesia

October 2011– present

Pilgrim is a local company established to facilitate entry into Indonesia of overseas companies with expertise in business areas that are in high demand. The initial venture saw the creation of PT Mutiara Laut to work with Kreuz Subsea, a Singapore based company with expertise in saturation diving and ROV operation in demanding environments. The consortia is in the process of establishing its Indonesian footprint and winning new business.

Paladin Group Indonesia

January 2011– present

Assumed the role of Paladin Group's CEO and Indonesia country manager in March 2011. The role includes oversight of the group's operations in the Asia region, and at the same time repositioning the company as a service and solution provider delivering risk reduction solutions to client across Asia. Services include due diligence investigations in support of mergers and acquisitions, sub-contractors and equipment purchasers to a range of national and multinational clients in the technology, and resources sectors.

Assisted Paladin group in the development, and deployment of a personnel screening system. The work included the development of an IT system to support the collection and analysis of personnel screening data.

Australian Government Information Management Office (AGIMO) December 2009– December 2010

Advice and assistance to the division manager (FAS) Policy and Planning Division. The main activity was the review, analysis and development of material to assist in developing a whole of government vision for the use of ICT in the Australian Public Service. The work also included a significant element of ICT strategic planning activity. Other activities included business planning, budgeting, and general consultation advice on the strategic use ICT in government.

Australian Government Information Management Office (AGIMO) April 2008 – December 2009

Assistance in the development and analysis of ICT proposals seeking funding approval including major projects subject to the ICT Two Pass Review Process. Reviews have covered the full range of Commonwealth Departments including Health (IEHR), Human Services (Service Delivery Reform), DEEWR (Disability Employment Services and The Computers for Schools measure as part of Education Revolution), and Immigration (Border Security).

Assistance to in respect of the analysis and review of major ICT projects that are subject to central agency review including: Standard Business Reporting, AFP Spectrum, and DIAC's System's for People.

Assistance to AGIMO on authentication and project governance matters in respect of a whole of Australian Government authentication and standardised business reporting project (www.sbr.gov.au).

Peoplebank Australia Pty Ltd**Sep 2007 – Feb 2008*****ACT Branch Manager – Peoplebank Australia Pty Ltd***

In September 2007 I joined Peoplebank as the ACT branch manager with full executive responsibility for all aspect of the management of the branch. The branch manages in excess of 400 contractors with annual revenues of around AUD70M. The branch provides permanent, contractor recruitment and related services to the majority of the Commonwealth agencies based in Canberra along with a wide range of commercial organisations

Think Plan Perform Pty Ltd**Oct 2002 – Present*****Director – Think Plan Perform Pty Ltd***

As a director of Think Plan Perform I conduct the full range of functions associated with the management of a small consulting business. This responsibility covers all aspects of daily business operations such as contract and financial management, the oversight and audit of accounting practices through to development of annual company reports.

Business Continuity Consultant- ACT Government June 2007- September 2007

Moved into an ACT Government BCM consulting role to support a push to improve BCM in all ACT Government agencies.

Branch Manager/ Chief Technology Officer- ACT Government Sep 2006- June 2007

InTACT is an in-sourced ICT organisation of some 450 persons which, on behalf of the ACT Government, supports some 18,000 public servants in some 180 locations across the Australian Capital Territory. The ICT fleet consists of some 700 servers, 15,000 PCs, and IP phones connected via a private fibre data network.

In September 2006 I moved back into the Branch Manager role responsible for all ICT infrastructure. The branch had been reorganised and the project management group replaced with a whole of ACT Government system development group which was formed from the various system development groups that had previously existed across the agency portfolios. During this time I represented ICT matters during the development of the ACT Primary Health Care strategy. I also sat on various ICT project boards with ACT health on a range of projects including their Radiology Information System, VOIP Telephony upgrade, and their iSoft based Patient Administration Systems.

Program Director – Business Continuity and Data Centre Dispersion Program Jan 2006 – Sep 2006

This role was created to bring together all aspects of Risk Management, Business Continuity and Disaster Recovery along with oversight of a number of projects to establish distributed data centre architecture for ACT Government IT services. The program embraces all aspects of the creation, and establishment of a network of 5 data centres capable of offering both increased levels of system availability and enhanced business continuity options for ACT government agencies. The role also includes responsibility for Business Continuity planning

Branch Manager, Technical Solutions Delivery - ACT Government Jul 2004 – Dec 2005

This ACT Government Senior Executive Service (SES) role is responsible for budgetary and personnel matters for 100 staff providing server, desktop, network, and project management services to the Whole of ACT Government. Key result areas include a major infrastructure technology refresh covering servers, storage, and a major desktop operating system upgrade. This was achieved primarily through the streamlining of the project management program office (20 Project Managers and around 300 projects annually). Project funding was based on a cost recovery model and the role was responsible for all aspects of demonstrating value for money to the customer base as well as ensuring that full personnel and equipment costs could be recovered. Without first restructuring the program management function it would not have been possible to release the technical resources required to deliver against the branch strategy. The role requires extensive consultation across the whole portfolio of Government Agencies to ensure that the Information Management requirements of all ACT Government programs are met in a timely and cost effective manner.

Manager Engineering and Planning - ACT Government Mar 2004 – Jul 2004

This role was created to enhance the IM planning and engineering culture within InTACT, the in-sourced IT provider for ACT Government. The role encompasses the full range of architecture and engineering aspects of IT across the whole of ACT Government.

Branch Manager, Service Delivery - ACT Government Jul 2003 – Mar 2004

This ACT Government SES role was created in July 2003 to facilitate the restructure of the IT Service Delivery function. The position is responsible for 100 staff working in the areas of customer service including the Customer Service Centre, Whole of Government Applications support, and the Customer Agreements function covering Service Level Agreements for all provided services.

A major part of the assignment is to establish all aspects of the day to day operation of the new branch including the creation of new liaison committees to ensure that all aspects of Service Delivery are met both internally within the group as well as externally across the whole of ACT Government.

Manager Security- ACT Government Oct 2002 – Jul 2003

Responsibility for all aspects of IT security across the Whole of ACT Government. This consulting appointment entailed the creation of dedicated IT Security Group tasked with addressing IT Security across the whole range of ACT Government agencies. In addition the assignment also included providing consultation and advice with all arms of Government in respect of a number of high profile historical incidents.

Sun Microsystems Australia**Oct 2000 – October 2002*****Project Manager***

The time at Sun covered both project management and business development activities including management of the implementation of the Sun and Third Party products for a secure distributed Unix system for a major Defence IT capability. Management of the Sun and Third Party hardware aspects of a major Air Force Command and Control System implementation throughout the whole of Australia. Management of a system upgrade for AGSO to migrate the in house AGSO Earthquake and nuclear monitoring application into a modern outsource environment. Management of the delivery of a number of Information Management audits to government customers. Management of the implementation of EcXpert at Centrelink to provide EDI services into the Centrelink e-Business environment. Involvement in various pre-sales bid activities and tender response preparation in the Defence, and Health arenas.

SMS Consulting**Jan 1997 – Oct 2000***Consultant***Australian Communications Authority (March 2000 – October 2000)**

Ernest was brought into ACT to manage the ACA's development of their in house Communications Administration System and other development activities following a period of missed deadlines. He was responsible for all aspects of the management of the range of development activities encompassing delivery of in house business functionality through to the implementation of the Government requirements of the Electronic Transactions Act supporting the full range of online commerce.

ACT Department of Health (December 1999 – March 2000)

Consultation on business case preparation, system specification and development, and security issues for two start up government on-line projects in the areas of Diabetes and the provision of on-line electronic health services.

ACTEW Corporation (January 1997 – December 1999)

Project Manager for a project recovery exercise of a Customer Information Management and Billing System. The system represents the largest source of corporate revenue, handling tasks such as data collection, invoice generation, revenue collection, provision of on-line customer enquiry data, and the provision of management information. The work encompassed aspects of both system implementation and system operational management.

Project Management for the ACTEW Spatial Systems Migration project, which provided asset and spatial data management functions for the hydraulic division. The project involved all aspects of system implementation and data conversion in-migrating from a legacy GIS to an Oracle-based solution provided by SPATIALInfo Systems. The project was part of a three pronged corporate strategy involving the upgrade of the existing system, preparation for a limited issue request for tender, and a review of data collection. A key deliverable of the migration project was to obtain a view of the match between business needs and product functionality to be used as an input into the RFT process prior to the full scale implementation of a single GIS across the whole corporation.

Project Manager for the development of the ACTEW National Energy Market (NEM) System. This system is an in house development aimed at the provision of functionality to enable ACTEW to manage both its involvement in the NEM and its wholesale electrical sales business.

Project Manager for a mobile map project to provide map and asset data to field operators of the ACTEW electrical network. This project entailed interfacing to the operational GIS environment in order to provide periodic extracts of business critical network connectivity data to electrical switching personnel in the field. The software for the system was developed primarily by CSIRO.

Responsibility for the development of the ACTEW IT disaster recovery plan, and IT Security procedures.

Cedel Bank Luxembourg**1994 – 1996***Consultant*

Designed and implemented a security architecture for a network of UNIX system in the appointment of deputy manager of IT security. These systems represented a major investment in client server technology aimed at providing online access to world-wide security settlement services. Currently 400

plus UNIX servers are deployed with plans for the rapid expansion of this service as customer demand for online transactions increases. One of the main challenges during this time was the need to establish a coherent system security policy between the existing Mainframe, Novel and NT based applications and the UNIX applications. This work extended to the analysis, procurement and deployment of cross platform, distributed security and administration tools. Extensive involvement in a number of networking projects including the provision of security measurers for Internet and Intranet connectivity for both customer and vendor systems. Design and specification of the authentication and privacy measures for a globally deployed financial systems.

Involved in the bid preparation for a European Trusted Third Party /Certification Authority initiated by the European Commission. This work entailed working in close conjunction with a number of vendors and agencies to establish a European Trusted Third Party using readily available European Technology. The bid partners included Cedel Bank, Sun Microsystems, ETH Zurich, and Uti-Maco Security Technologies.

Syntegra (British Telecom)

1993 – 1994

Consultant

Developed a Call Centre System for Rover Cars during with responsibility for managing all aspects of the system databases. This task entailed extensive liaison with a number of Rover groups' business functions in order to gain access to the required data to make the project viable.

Pre-sales and design for work for a MIS system for Colonade Insurance Brokers.

Pre-sales and design work for a distributed GIS emergency management system for use by the Navy, Airforce and Maritime rescue services.

Hand Whittington and Associates (HWA)

1991 – 1993

Consultant

Development and presentation of Object Oriented technology for delivery to Siemens Nixdorf (SNI) as part of the development of a distributed Object Oriented CASE tool development project. This work was delivered to SNI partners in Canada, Germany, Greece, Portugal and UK. Additional work for SNI has involved the preparation and teaching of a course on Sybase SQL.

Development of an international travel budget management system for BT Research and Development using the Oracle RDBMS. This work was specified by BT. The main role in this project was in liaison with the BT project manager to ensure satisfactory development of the system in line with their specification.

Developed an electronic auctioneering system in support of the livestock trade. The system is currently in operation and provides on-line access to livestock auctions at 10 regional centres throughout the UK. Development was performed using the Oracle tool set and supported all aspects of the livestock business from catalogue production, collation of sale details, invoice production and the production of management reports. Responsible for all of the back end database aspects of the project. These included initial system specification, system development and testing and coordination of the installation and subsequent support of the live system.

Involved in the design and implementation of a stock management system for Fosters of Bradford. This systems provided the complete range of inventory management functions for a nationwide food wholesale business.

University Of York**1987 – 1988*****Research Associate***

Employed on a Royal Signals and Radar Establishment (more recently the Defence Research Agency) contract to investigate the development of large scale secure computer systems suitable for future distributed command and control systems. The work was primarily mathematical in nature and involved the specification of systems in the specification language Z. The work also featured development of an Object Oriented demonstrators/prototypes in Eiffel and Smalltalk 80. The work entailed the projection of frequent written and oral technical reports that detailed progress on the project as well as both refereed and non-refereed academic papers.

Involved in the design, coding and testing of software to support the communication needs of a multi-processor test bed based on the Motorola 68000. Development took place in C and assembler under UNIX.

Military Service**1981 – 1995****Territorial Army Service****1987 - 1995*****Second in Command, SAS Sabre Squadron***

Training and exercise planning and execution typically involving Tri-Service planning and cooperation. Exercises were held throughout the NATO area and involved the organisation and participation in selection and training tasks.

Regular Service***Officer***

Initial tour was as a platoon commander with the Parachute Regiment. During this time with the Army, Ernest received instruction in various military skills, as well leadership and management training. Undertook operational deployments to the Falkland Islands, Northern Ireland and Central America.

In 1984 assumed command of a Divisional Headquarters Signal Troop based in Germany. This command entailed the management of 35 men and numerous vehicles. Duties included the organisation of exhibitions, custodianship for secure documents and equipment and various financial duties. Responsible for all aspects of the conversion to a digital telephony system known as Ptarmigan.

Brigade Signals and Communications Officer for a Territorial Army Brigade. Responsibilities included the provision of all aspects of communications, administration, movement and security (both physical and electronic) for a Headquarters of 150 personnel and up to 70 vehicles. This control was exercised through subordinate commanders who were able to provide expertise in specific areas. Exercises for this unit took place in both UK and Germany.

The final tour with the regular Army was spent attached to HQ 2 Infantry Division where he performed an analysis of requirements for contingency communications to support Military Headquarters in the event of industrial action by telecommunications workers. In addition he was given primary responsibility for the management of all aspects of a visit by Her Majesty the Queen Mother to the unveiling and dedication of the Kohima memorial in York Minster to British Forces who participated in the battle of Kohima.