CURRICULUM VITAE – LES NICOPOULOS

In Summary

Personal Details:

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Career Aspirations:

Both business and academic:

A) Operational and strategic leadership, management and development of a large team/division (multiple team members or departments) in a forward thinking organisation at either National/General Manager/Manager or Executive Director level having full responsibility for the P&L, portfolio delivery, PMO set-up, reporting and mentoring, coaching, training and developing a high-performance team by drawing on my collective cross-industry and sector experience, academic qualifications and teaching experience.

B) Pass on my experience by joining academia part-time – NB. I have been a tutor in Project Management at Monash University Caulfield this past year in their Faculty of IT (FIT).

Value Proposition:

Extensive cross-industry and sector experience in managing large project/program portfolios, building and managing PMO, managing large departments/teams, developing high performing teams, mentoring, coaching, developing extensive in-house training programs with a high drive for delivering.

Education/Certification:

Certificate IV Training & Assessment (completed Nov 2016)
Southern Cross Training
Melbourne, Victoria
Masters of Project Management (Completed 2007)
Royal Melbourne Institute of Technology
Melbourne, Vic., Australia
Certificate in Business Systems Analysis (Completed 1994)
Pearcey Institute for Computing
Monash University, Clayton, Melbourne, Australia
Bachelor of Business (Marketing) (Completed 1991)
Monash University, Clayton, Melbourne, Australia
Bachelor of Science (Completed 1988)
Monash University, Clayton, Melbourne, Australia
MPD (Master Project Director) Certification- Australian Institute of Project Management (AIPM)
PRINCE2 – Foundation

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Work Experience Summary:

Company	Perm/Contract/ Employment Contract (EC)	Title	No. Direct Reports	Highest level of Direct Reports	Total no. in Team	Year(s)
Deakin Iniversity eSolutions	Contract	eSolutions PMO Operations Manager	15	Project/Change Managers	15	2017-
Inlogik	Permanent	PMO Manager	9	Project Manager	9	2017-17
Mazda	Fixed-Term EC	PMO Lead	1	Team Manager	1	2016-17
Inner Circle	Contract	Consultant	0	NA	NA	2016
VicTrack	Fixed-Term EC	Manager, PMO	2	Manager	2	2014-15
Toll Holdings	Permanent	Head of PMO	3	Senior Managers	40	2010-13
UniSuper	Fixed-Term EC	Program Delivery & Change Manager	5	Manager	90	2009-10
SuperPartners	Permanent	PMO & ERP Program Manager	30	Program Director	100	2008-09
National Foods	Permanent	Manager, Project Delivery	3	Administrator	4	2006-08
Kellogg, Brown & Root	Permanent	Project Director	5	Project Manager	6	2005-06
Coles Myer Ltd	Permanent	Senior Capability Advisor	0	NA	30	2003-05
Tattersalls	Permanent	Project Team Manager	5	Project Manager	6	2002-03
BHP	Permanent	Project Manager	0	NA	NA	2000-02
Telstra	Permanent	NTC Systems Deployment Manager	4	Coordinator	5	1997-2000

	Government

Detailed History

Nov 2017- **eSolutions PMO Operations Manager**

Deakin University – Geelong Campus (Waterfront)
eSolutions Division
contracting

Responsibilities:

A) Audit current project management and PMO (Project Management Office) processes, practices, methodology, governance and modes of delivering producing recommendations and future roadmap;
B) Manager team of 15 Project Managers, Change Managers and PMO staff – FTE & Contractor;
C) Oversee the delivery $20m portfolio of projects;
D) Process improvement;
E) Attending steering committee, strategic and tactical meetings;

Sept 2017-Nov 2017

PMO Manager

Inlogik Australia
Permanent Employee

Responsibilities:
A) Responsible for constantly improving project and PMO (Project Management Office) related processes, practices, methodology, governance and delivering ongoing training;
B) Portfolio Management & Delivery responsibility - Oversee the roll out of a constant stream of projects into client sites;
C) Manage and develop team of 9 Project Managers – VIC & NSW;

April 2016-April 2017

PMO Lead

Mazda Australia – Mulgrave, VIC
12 Month Fixed Term Employment Contract

Major Achievements:

1. Established PRF (Project Review Forum) including its Terms of Reference (ToR) successfully getting the Managing Director Australia to agree to be Chair and all Executives to become members.
2. Created then rolled out new project governance structures for all current and new projects in the Mazda project portfolio including: Executive acceptance and ratification of the (ToR), restructure of projects to include Sponsors, Steering Committees, Project Managers, etc.
3. Established and received PRF ratification for their Capital Investment Process including new Business Case template.
4. Established and received ratification for new Work Request and Work Assignment processes;
5. Created new Project Plan template and guidelines and have rolled out its use into 3 major projects so far.
   Planned deliverables: Master Scheduling and Resource Plans, Prioritization processes, Project Management Framework, Portfolio level reporting and trends analysis & Project Manager training programs.
6. Designed and developed in-house targeted training programs and trained over 80 staff.

Feb 2016-Mar 2016

Consultant

Inner Circle Consulting
Status: Contractor to IC as a Consultant, working in Telstra

Major achievement: Conducted on-site review of PMO and Project Manager capability then produce and present Recommendations Report on a new PMO structure.

Dec 2013-Dec 2015

Manager, PMO

VicTrack
3 Year Fixed Term Employment Contract
Direct Reports: 3

1. Portfolio Controls Manager
2. Portfolio Quality, Standards and Tools Manager
3. Portfolio Officer

Major achievements:

1. Gained initial Board approval to hire PMO team after presenting structure and sold value;
2. Developed and implemented VicTrack's PMO from ground level upwards;
3. Introduced portfolio reporting to Board and Executive Management team for more informed decision making;
4. Introduced and drove monthly Executive level portfolio reviews and reporting called the PGSC (Project Governance Steering Committee);
5. Introduced and drove departmental-level portfolio reviews and reporting called Group Boards;
6. Introduced and rolled out Investment Management Framework including Estimating techniques and processes;
7. Introduced both portfolio and business metrics and trend analysis reporting for executive decision making;
8. Introduced Governance processes and structures across VicTrack and in line with its partners;
9. Executive approval for the PMO's 'Three year strategic plan';
10. Introduced Project Management MasterClass series – monthly guest speakers and presenters;
11. Introduced, developed and delivered monthly internal training programs;
12. Developed and rolled out RightTrack (project management waterfall methodology) across organisation;
13. Introduced and applied the Agile methodology across many projects.
14. Introduced master scheduling and resourcing for organisation-wide decision making;
15. Introduced and rolled out Contingency Management and Cost Modelling guidelines, tools and processes;
16. Sold and rolled out Clarity project management system across VicTrack;
17. Developed key strategic relationships with key government bodies such as Public Transport Victoria (PTV), Treasury, VLine, Major Projects Melbourne (MPM);
18. Developed implementation plans (master schedule, master resourcing plan, organisational risk analysis, dependency management, benefits management, etc.) against VicTrack

Corporate Plan (Goals, initiatives and objectives);
19. Key adviser to Group Executives, DCE (Deputy Chief Executive) and CE (Chief Executive);
20. Implemented project HealthCheck methodology across project portfolio and conducted multiple project health checks;
21. Introduced Benefits Realisation planning, tracking and management across VicTrack executive and Board;

Nov 2010 – Oct 2013

Head of Program Management Office

Toll Holdings
Global Information Services
Permanent employee
Direct Reports: 3

1. Program Delivery Manager (~30 staff) – application and infrastructure project managers and program managers
2. Quality Assurance Manager
3. Manager- Standards, Methods and Tools (3 staff) – reporting, metrics, systems administration, training, process development

Major achievements:

1. Restructured inherited team into a high performing team with metrics produced to prove turnaround and results – mentoring, coaching, KPI target setting and training;
2. Successfully stopped the 'NOISE' that had existed prior to my arrival surrounding poor project delivery and created a Toll PMO offering commercial services;
3. Implemented and integrated into existing systems RFW (Request for Work), Estimating, Capital Review, quote and Prioritisation processes;
4. Developed and implemented Toll project management methodologies – waterfall and Agile;
5. Delivered $20m of projects and programs per annum from a portfolio of $60m;
6. Key portfolio metrics and trend reporting to senior Executive and managers;
7. Successfully integrated processes between service delivery areas and gained cooperation to ensure processes followed and delivery of projects and programs successful;
8. Decreased times from the time work requested to estimate provided to project approved to project started – metrics created to prove results;
9. Introduced successful escalation process for roadblocks and issues;
10. Implemented standards into project management disciplines – risk, issue, quality, cost, benefits, resource, stakeholder, governance, time, procurement, Earned Value et al.
11. Designed targeted in-house training programs and trained all staff on a month-by-month basis.

Nov 2009 – Nov 2010

Program Delivery & Change Manager

UniSuper Management
1 Year Fixed Term Employment Contract
Direct Reports: 5

1. Business Solutions Manager – 30 Business Analysts and Team Leaders
2. Testing Services Manager – 52 Testers and Team Leaders
3. Project Services Manager – 10 project managers
4. PMO Administrator
5. Program Accountant
6. BPIP Program - 46 staff

Dec 2008 to Sept 2009

ERP (SAP) Program Manager

Superpartners
Project Delivery (Budget $20M)
Level 12, Casselden Place, 2 Lonsdale Street, Melbourne, Vic, 3000
Permanent employee
Major responsibilities:

1. Program managed a team of 45 staff (internal, implementation partner and SAP software provider) in the implementation of SAP (ECC V6.0, BI and BPC) into Super Partners (SP) business through the Preparation, Blueprint, Realisation and go live stages of the program.
2. Led a team of direct reports: Transition Manager, IT Manager, Client Engagement Manager, CSC Project Director and Vendor & Product Assurance Manager.
3. Established the project organisational structure and governance processes and structures for the program using PRINCE2, Agile and SP Transition methodologies.
4. Presented status to Executive Steering Committees, Working Groups and regulatory bodies such as APRA.

Major achievements:

1. Delivered SAP ECC V6.0 and BW within 6 months through the Preparation, Blueprint, Realisation and Final Preparation stages including training, configuration, testing, role mapping, user access set up, Blueprint, BPP and technical specification completion.
2. Delivered first of four major nextGEN deliverables at SuperPartners.

Jun 2008 – Dec 2008

Manager, PMO

Project Delivery
SuperPartners
Permanent employee

Major responsibilities:

1. Line management responsibility for 27 direct reports including: Project Business Analysts, Project Managers and a Project Coordinator delivering multiple projects across SuperPartners. (Portfolio budget: $14M);

2. Manage the effective planning and allocation of team resources to projects
3. Maintain and improve SuperPartners project delivery methodology, standards, tools and controls.
4. Ensure the consistent deployment of SuperPartners project delivery methodology and proactively address areas of weakness
5. Provide ongoing mentoring and coaching to team members and develop the project management capability within SuperPartners
6. Actively promote and communicate the benefits of project management and standardised approaches within the business, to educate stakeholders and engender support for Project Delivery across the organisation.
7. Attend project management related conferences and institute related activities
8. Support major business transformational, strategic and client funded projects through the allocation of resources.
9. Design and deliver in-house targeted project management training programs including hands-on training.

Aug 2006 – June 2008

Manager, Project Delivery

Business Services Group
National Foods Ltd
Permanent employee

Major responsibilities:

1. Manage the Shared Services Project Delivery Team (Program Management Office Manager, PMO Administrator and Senior Project Manager who in turn manages a team of contracted project managers (10) to deliver a planned portfolio of strategic IT Projects into the business totalling $14.3M in addition to new projects.
2. Liaise with senior management and executives in understanding their ongoing strategic goals in creating/realigning the portfolio and then heading analysis and costing for portfolio for both annual and ongoing approval.
3. Portfolio status reporting to the IT Steering Committee (attended by all NFL Executives) and other key stakeholders including the CIO.
4. Accountability for ensuring that all projects are on time, budget and to scope/specification and the proper quality processes are being adhered to the satisfaction of all NFL customers
5. Portfolio Financial tracking – Capex versus Opex, capitalisation process and portfolio cash flows. (N.B I have extensive knowledge of accounting rules relating to tangible and intangible assets).
6. Master schedule accountability including inter-dependencies
7. Business change management accountability involving IT projects
8. Assisting other business non-IT projects in project set-up, providing the tools and services of the team and in the role of quality assurance.
9. Procurement of contracted and seconded resources to populate project positions
10. Development of the Encompass 2 – Project Delivery Framework and a ‘Lite’ version for use by divisions outside IT for their projects. Plus other in-house project management tracking tools such as the PMO

Dashboard.

11. Promote project management throughout NFL.
12. Mentor and coach project managers within National Foods including in-house training on project management theory and methodology.

June 2005 – Aug 2006

Project Director
Kellogg, Brown and Root
KBR Government & Infrastructure (Asia Pacific)
Permanent employee

Major responsibilities: Directing domestic and international projects through all phases in the TSP programme through planning and execution on single or multiple projects.

1. Planning, organising, coordinating and controlling all aspects of projects
2. Creating and communicating group and program vision, mission and key objectives on an ongoing basis.
3. Implementing best practice from industry or government in all projects
4. Supervising project leaders/managers ensuring responsibilities are met, within budget and schedule with minimal risk to health and safety.
5. Providing leadership to the TDMC (Technical Data Management Centre project) project team including mentoring, coaching and training
6. Establishing and maintaining alliance and sub-contract relationships
7. Working with the management team to establish new alliance relationships at senior management level
8. Resourcing projects including mix, allocation of resources and recruitment
9. Budgetary control – controlling all project/bid budgets, business development budgets and financial delegation.
10. Project Manager development - mentoring , coaching and training
11. Report to the Program Director on performance and progress.
12. Setting and monitoring individual performance for performance reviews and professional development planning
13. Established project management practices and processes.
14. One on one coaching and training of Project Managers in my team.

March 2003 - June 2005

Senior Capability Advisor
IT Programme Management Office
Coles Myer Ltd
Permanent Employee

Main Responsibilities:

1. Designed, developed in-house (processes, tools, templates) and implemented Coles Myer Limited project management methodology – 4QD (Four Quadrant Delivery) - that is Internet enabled and industry certified. This also included:
   - Designed the 4QD training program and conducted training (Over 400 CML staff) including designing training and marketing material.
   - Developing marketing (communications) programs, designing promotional materials, planning and rollout across CML.
   - Process re-engineering existing methodologies such as the SDLC

and incorporating into 4QD.
- Integrating many 'Build' methodologies into 4QD, making it scalable enough for any area or industry to use e.g. property development, IT or marketing.
- Presentations to Managing Directors, CIO, CEO, executive and leadership teams to sell the concept of 4QD and gaining acceptance.

2. Designed in-house project management training and development programmes and did the training.
3. Established processes and templates for CML IT Project Risk Management Committee attended by all IT General Managers and CIO.
4. Establishing Coles Myer Ltd Centre of Excellence in Project Management
5. Established and led the CML IT PMO Capability Team offering project management services across CML including:
   - 4QD consulting and implementation into new Coles Myer Ltd areas
   - Mentoring
   - Risk workshop facilitation
   - Post Implementation Review workshops
   - Project Auditing/Health checks
   - Process analysis and improvement (Quality)
   - PACRIM/AIPM/PMI involvement
   - Competency Assessments
   - Metrics Reporting
   - Methodology support
   - Assessment and Accreditation programmes
   - Established CML Project Management Forum - quarterly.
6. Developed Benefits Management processes into CML IT as a pilot that includes – Establishing a Benefits Review Committee, templates and processes.
7. Implemented 4QD Lite for small projects
8. One-on-one coaching of ~40 Business Managers to become Project Managers including designing training programs

Examples of previous roles Prior to 2003:

PMO Manager – Tattersalls (Permanent role)
Project Manager – BHP (BHP IT, 120 Collins Street) (Permanent role)
Telstra's National Telemarketing Centre (NTC) Systems Deployment Manager – Telstra (3 staff) – Burwood, VIC (Permanent role)
Route Salesman/Truck Driver – Frito Lay (Permanent role)
Floor sanding and polishing – C.N. Floors (School breaks only)

Additional Information:

Major Strengths:

- Experienced in planning and driving major change transformation in organisations such as Toll in project management/PMO processes, practices and tools, into service delivery and other IT organisational teams;
- Experienced Project Delivery, PMO and Head of PMO manager working across diverse industries and small to large multi-billion dollar organisations in both Corporate services and IT departments;

- Managed business units/departments with 80+ staff (including multiple manager direct reports) responsible for and tracking both P&L and recovery targets;
- Established PMO in organisations including: Metrics and Reporting, Quality Assurance and resource and budget administration;
- Use performance trending data to implement ongoing process improvement and organisational change;
- Have developed in-house training programs relating to project management methodologies, key competency areas and processes and have trained hundreds of staff [NB. I am a Tutor of project management at Monash Caulfield's FIT (Faculty of IT) both semesters 1 & 2 2017 (57 students) – Casual – Evening Classes]
- Established and implemented organisational-wide processes such as; RFW (Request for Work), Estimating, and Concept Review.
- Managed a portfolio of IT projects and programs totalling $60m+;
- Regularly meet and exceed Key Performance Indicators and Targets regarding on time and on budget delivery, request for work turnaround, Estimate accuracy and others;
- Experienced and comfortable in training and presenting to any staff across multiple industries.
- Experienced Program Manager delivering large programs (e.g. SAP) and portfolio manager delivering multiple complex projects on time, on budget and to specification (Budgets to $60M);
- Designed and implemented project management methodologies and Governance processes, successfully deploying them across organisations such as Coles Myer, National Foods Ltd and now Toll Holdings;
- Industry experienced and tertiary qualified (Masters of Project Management et al) in project/programme managing IT and business projects;
- A reputation for delivering and exceeding expectations;
- Have reported to CIO, Chief Executive and other divisional General managers and Heads, understanding fully their expectations having also presented to Executives & to Boards;
- Excellent presentation and documentation skills;
- Strong customer/service focus
- Computer literacy in the Microsoft Suite and project management software tools (MS Project, PrimaveraP6, Bijingo, Clarity)

Examples of Conferences attended:

AIPM National Conferences 2000, 2001
EIS Project Office Management Conference, Sydney 2002
EIS Benefits Management Conference, Sydney 2003
Open Standards Conference, Sydney, 2005
Gartner, Sydney 2006, 2012
PMI World Conference, Sydney, 2008

Methodologies/ Frameworks Used:

Ernst & Young Navigator (Telstra), Context (BHP IT), Catalyst (CSC), Prince2, SDLC, 4QD (Coles Myer), A-SAP, RightTrack (VicTrack), Agile, Encompass (National Foods) and PMBOK.

Referees: On-Request