

Name: DON WHARTON

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36 Alexandra Street, Hunters Hill, NSW 2110

Profession: Business/Technology Co-ordinator - Specialising in Business Problem Solving and Productivity Enhancement.

Position: Managing Director
Effective Technology Ltd

Nationality: British, with Australian Passport

Year of Birth: 1950

Qualifications: Bachelor of Technology 1st Class Honours,
BRUNEL University, London, England

Experience
Summary:

A BUSINESS/TECHNICAL CONSULTANT with an excellent record in business problem identification, solution development and implementation of practical commercial applications for integrated high technology developments. Strong bias towards technology based business solutions in a multi-disciplinary environment. Has proven project management skills with expertise in business planning, financial control and business development. Experience across a broad range of private and public sector business environments and large/small corporates. Extensive experience in strategy planning, business re-engineering, system/network design and project management.

Special expertise:

Strategic Planning, Enterprise Modelling, Business Re-engineering, Productivity Assessment, Change Management, Project Management, Team building and motivation.
Application of technologies to enhance business performance.

Rapid assimilation of new technologies. Network design.

Extensive lecturing experience in UK and Australia on Economics Statistics and Business Methods.

Strengths:

Conceptual/strategic thinking, analytical/entrepreneurial
Affinity for technology, pattern recognition, lateral thinking.
Requires minimal structure, team builder/motivator, negotiator.
Achievement oriented, determined, persuasive.

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Experience:

Nov 99 - Jul 02 CHIEF INFORMATION OFFICER, Rail Services Australia
CHIEF INFORMATION OFFICER, Rail Infrastructure Corp.

Rail Services Australia (RSA) was the engineering arm of the NSW railways with turnover of \$750M, 4500 staff and 3000 desktops. IT operational budget was \$24M with a further \$10M in capital. RSA was commercially focused with interests across Australia and a number of joint ventures both in Australia and overseas.

From 1/1/2001, RSA has been merged with Rail Access Corporation (RAC) which carried ownership and management of the rail infrastructure within NSW, to form Rail Infrastructure Corporation (RIC). RIC now has turnover of over \$1200M, 6000 staff, 4800 desktops, IT operational budget of \$30M and IT capital expenditure of approx. \$25M. RIC now has a less commercial brief with the focus clearly on provision of safe and reliable rail infrastructure for NSW.

The CIO role was new in RSA and had to be created from scratch with all necessary structures and governance bodies together with development and implementation of an IT strategy to support the corporate objectives. It was also necessary to manage a number of existing situations including Y2K; enterprise system (MIMS) issues; failed attempts to impose a centralised IT management model; joint venture support and consolidated IT spending assessment. Key elements for delivering on this responsibility included:

- Construction of a federal governance structure with necessary business buy-in;
- ERP change management process and development strategy;
- MIMS ERP system review and development plan;
- Establishment and agreement of an IT standards framework together with mechanisms for revision and development;
- Assessment and re-negotiation of a commercial alliance with RIC's IT supplier, CSC, to tailor selective outsourcing arrangements and standardise service delivery;
- Creation of a IT Strategic Plan matched to corporate objectives and coordinated with individual business strategic plans and Government policy with full business 'buy in';
- Development of cross-business reporting procedures and policies to allow consolidation of IT spend;
- Integration of an engineering-driven technical computing strategy with corporate governance and control structures, preserving innovation capacity whilst standardising infrastructure;
- Portfolio Management development and implementation for all IT projects.

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Mar 98 – Nov 99 GROUP INFORMATION SYSTEMS MANAGER, Sydney Water Corp

This newly created role oversaw the entire Sydney Water Group and had the responsibility of setting strategic direction, developing and implementing standards and policies, monitoring and reporting IT spend across the businesses, assessing Sydney Waters IT performance against best practice and the development of a knowledge management framework to assist Sydney Water to address the effective use of the range information resources at its disposal and the demands made on it. Key elements required to deliver on this responsibility included:

- Construction of a Group management structure with necessary business buy-in;
- Establishment of Year 2000 programs to address Y2K requirements across 3000+ sites together with necessary internal and external reporting requirements and government liaison;
- Establishment and agreement of an IT standards framework together with mechanisms for revision and development;
- Negotiation of a commercial agreement with SWC's IT supplier, AWT-ICS, to regulate in-sourcing arrangements and standardise service delivery;
- Creation of a Group IT Strategic Plan matched to Group objectives and coordinated with individual business IT strategic plans and state government policies/directions;
- Development of cross-business reporting procedures and policies to allow consolidation of IT spend;
- Development of benchmarking framework in conjunction with standard service level agreements to permit comparisons with best practice;
- Implementation of PeopleSoft ERP covering Finance, HR and Works Management functionality. Project completed on time and under budget;
- Construction of a knowledge management model and identification of a migration path together with key stakeholders, policy requirements and cultural 'pressure points'.

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Mar 97 – Mar 98 GENERAL MANAGER, Scandic International

Scandic International was a medium-sized technology company in its 25th year of operation with 250 employees and an annual turnover approaching \$95 million. Profits for the year ended 1997 exceeded \$24 million and the company was entirely self-financed. Scandic was privately owned and for the last few years the owner has resided in Sweden, visiting Australia twice yearly. As General Manager, I had total responsibility for all aspects of the operation of the company, reporting to the owner in his capacity as managing director on a monthly basis. A key challenge of this role was to effect a radical change in the nature of the company, turning it from the one-man focus it had since its inception to a more independent, team-based entity operating within professional standards and with its own corporate culture quite separate from its founder.

Scandic had 20 people in engineering research and development; 178 in manufacturing (in a purpose-built factory unit); 28 in a service department; 10 in sales and marketing; 2 in procurement and 6 in accounts and administration. There were two separate lines of business broadly defined by the markets addressed:

- Within the gaming machine industry, Scandic held 90% of the domestic market for coin acceptors. Change machines are manufactured in-house to Scandic's own design and for a number of years a cashless gaming system based on smartcard technology has been developed and positioned in readiness for the anticipated decline in coin-based systems;
- For the traffic surveillance and enforcement industry Scandic has for many years been a supplier of radar speed camera equipment and red light camera installations to state police around Australia.

In both of these areas the technology base is moving rapidly and presents both threats and opportunities for the future of Scandic. Smartcard technology now appears ready to move into the mainstream creating many market opportunities for the core technology Scandic has been developing for over ten years. Networked digital imaging has the capacity to fundamentally change the economics of all police traffic camera operations. Key issues surrounded appropriate resourcing and controls for engineering projects (both software and hardware); striking a sustainable balance of service and product delivery and establishing the appropriate degree of in-house manufacturing as opposed to contracted out production. The identification of new market areas reachable from the existing technology base also presented a challenge, as did the longer-term development of the technology base itself.

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1991-March 1997 BHP ENGINEERING CORPORATE, (SYDNEY)

IT Director

Initial brief to establish the current functionality of IT systems within BHPE and assess the systems basis for the production of KPI's as part of the shift within BHPE to TQM (Total Quality Management). Initial assessment indicated the need for radical changes and the provision of an IT Strategic Plan for the development of IT systems over the next five years together with organisational changes, short-term fixes to the current systems and a change of culture within the IT department. Responsibilities covered all of these areas with a departmental operating/capital budget of some \$14 million and a strategic development budget of \$10 million. Achievements included:

- Design and implementation of IT Strategic Planning project incorporating appropriate methodologies for the definition of Corporate objectives and the development of an information systems architecture to support them. This project produced a Strategic Plan for BHPE's use of IT as well as a company-wide data model that formed the basis for systems integration. Over 150 people participated in developing the plan establishing a broad ownership base.
- Development and implementation of Business Plan for the IT function. This initiated some 10 development projects focused on business objectives.
- SAP R3 Financials, HR & Project Costing implemented utilising BHPE data model to establish scope and interface requirements. Extensive business process re-design undertaken to exploit integrated systems capability with focus on extending processes outside of Engineering boundaries into rest of BHP thus eliminating wasteful steps in business process. All agreed technical benchmarks were met with data on defined business benchmarks collected and reported. Project went live on time and on budget with no interruption to business services.
- Design, planning and implementation of national network system together with necessary IT standards, documentation and user training. Establishment of Web server infrastructure together with procedures and templates to facilitate informal information sharing on a location independent basis. Introduced document management system to collect and organise formal information sources and promote corporate memory and re-use of work.
- Re-organisation of the IT function. Introduction of TQM program initiating change towards customer focus with associated changes in roles and responsibilities. Formed an Australian Engineering benchmarking group and developed metrics to enable performance measurement for the IT function as a precursor to outsourcing and as a future management tool. Outsourcing agreement developed and finalised with focus on partnering arrangements.

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1989-1991 EXPERT RECALL LTD. (LONDON)

Principal & Consultant

Established consultancy to provide expertise in meeting business threats and opportunities and provide solutions to both. Particular skills offered in various aspects of information technology with particular emphasis on relational database systems, 4GL's and the use of Artificial Intelligence and Expert Systems. Emphasis throughout on practical solutions to identified problems with the use of new technology where necessary and economically viable.

An overview of the functional needs of BBC network radio undertaken with detailed analysis of current usage of technology and outside broadcast work-systems together with assessments of the impact of new technology and working practice on productivity and functionality. This ultimately formed the basis for a definitive statement of the evolutionary path to be followed by the BBC in incorporating new advances into its technological base.

Adviser to Department of Health and Social Security in the design and implementation of new information system utilising Expert System techniques. This entailed detailed analysis of the operations conducted by DHSS and subsequent proposals for the incorporation of existing systems and work-practices into a revised structure, capable of utilising current technologies whilst preserving system integrity and operational continuity.

Provided UK technical support as well as trouble-shooting and product development for CASE 4GL products marketed by Comtecno BV (Holland) to all UK clients including Mercury, Bull, Datalogic, British Telecom, Praxis, Ernst Young, LBMS, Glaxo and Northern Ireland Civil Service. Commissions undertaken for NEC, Trafalgar House Group (John Brown Engineering), and National Archives involved analysis of user requirements in terms of operational and financial needs and efficient application of technology to produce new systems capable of integration into existing systems with minimal disruption. Extensive use was made of 'Active Data Dictionaries' to facilitate uniformity of standards and extensive re-use of code together with high-level system maintenance. High level of reverse-engineered functionality was attained leading to productivity and maintenance benefits from existing systems. Re-vamping of existing 500 form/150 table development project for NEC to incorporate CASE techniques resulted in a documented 60% reduction in development time

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1987 - 1988

SciRad Fund Ltd. Brisbane, Australia
Director of Commercial Development

Venture Capital Group. Appointed to evaluate commercial potential of all projects, produce business plans, participate in investment negotiations and recommend allocation of limited funds, reporting to the Chief Executive and to the Board of 8 leading Australian businessmen and scientists.

- Convinced the Board of the commercial potential of a powerful AI-based software development system. Adviser to DSS (Canberra) in devising a tender specification for the incorporation new system security techniques into existing DSS methods of operation. Negotiated a joint venture with a software developer for an advanced computer security system utilising AI technology; expanded specifications following market research to reach a \$ multi-million IBM mainframe user market.
- Prepared and presented a revised business plan to Institutional Shareholders resulting in a successful \$1.0 million Rights issue to allow development to continue on the critical software project.
- Investigated and reported on proposed acquisition, avoiding liabilities of \$2m. Produced business plans for the commercial exploitation of leading edge AI technologies. Reviewed project development, established tight project control, objectives and budgetary limits. Identified 14 new products and 4 new market areas from existing technology base.

1985 - 1987

RESULT RESEARCH Ltd. -Brisbane
Senior Consultant

- Developed Corporate Plan for Logan City Council and implemented a planning process to ensure an on-going planning cycle.
- Designed and developed an employment and industry database enabling city council to encourage industrial relocation into a development area of Queensland.
- Designed and developed a computerised forecasting model for the allocation of Federal funds by the Office of Local Government Affairs using objective and measurable criteria, obtained by means of customised interface with Central Statistical Office database, freeing funds suspended by political debate.
- Awarded the Fred Rogers Memorial Research Grant defeating competition from QIT, University of Queensland and fifteen other short-listed candidates.

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- 1979 - 1985 BUSINESS RESEARCH AND ADVISORY PARTNERSHIP,
London
Principal Consultant
- Planned and guided a private medical investment group to a successful £20 million flotation. This encompassed all aspects required for a corporate flotation including production of Prospectus, Business/ Financial plans and establishment of an on-going R&D facility together with a Swiss production plant (initially producing an innovative Peristaltic Blood Pump).
 - Conducted a major review of Burke's Peerage publishing Group. Following high-level enterprise assessment, re-focussed and re-financed business with new Business Plan. Designed and implemented computerised publishing system together with an exploitable information database. Increased turnover from £60k to over £6.0 million within 18 months.
 - Set up and managed an innovative data preparation bureau using KDEM optical scanning technology (the first in UK), achieving profitable sale to Datasolve only two years from inception.

- 1979 - 1983 Doctoral Studies - FITZWILLIAM COLLEGE, Cambridge
- Thesis - "The Absorption of New Technologies into Old Industries" - concerned with the dissemination of 'Best Practice' techniques through different industry structures and the consequent effect on measured productivity.
- The first half of the thesis developed a theoretical framework for the definition and measurement of productivity levels at the plant and industry level and developed statistical techniques to monitor productivity movements using available Census of Industrial Production data.
 - The second half of the thesis applied the developed techniques and theory to industry Census data for the UK economy between 1954 and 1978. Using a common theoretical base, procedures were developed for productivity measurement on an individual industry basis and then applied to produce detailed estimates of intra- and inter-industry movements in productivity. Conclusions were then drawn concerning the factors that influenced productivity levels across a wide range of industry structures and the rate at which a given level of plant productivity was able to disseminate throughout an industry.

- 1977-1979 A. S. A. P. DESPATCH CO. Ltd., London
General Manager
- Appointed to restore turnover, profits and reputation, reporting to the Chairman.

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- 1976-1977 OVERSEAS DEVELOPMENT AGENCY, Kenya
- Research Fellow
- Engaged to develop an economic model of the Kenyan economy together with a development plan.
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- 1974-1976 OECD, Paris
- Statistician
- Collection, processing and presentation of statistics for use in economic forecasts by the OECD
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- 1973-1974 BRUNEL UNIVERSITY, London
- Lecturer
- Courses Macro Economics, Applied Statistics, Capital Theory
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- 1972-1973 MSc. Economics, London School of Economics, London, England
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- 1968-1972 Bachelor of Technology 1st Class Honours, BRUNEL University, London