

Karen Ferris

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Summary

A result focussed, self-motivated senior professional in IT Service Management and the application of best practice as per ITIL across a breadth and range of industries including agriculture, education, import/export, finance, government, healthcare, ICT/technology, mining, retail and utilities. An experienced practitioner in Organisational Change Management.

Has added value for a diverse range of quality companies including IBM, Telstra, NAB, Coles Myer, Deakin University, MMG, Department of Defence, Hazelwood Power, South East Sydney Area Health, Victorian Parliament, CSC Australia, Vodafone, NEC, Department of Health and Aging, and HP.

Extensive experience and proven capability in building service and process improvement strategies and plans to enable small, medium and large scale organisations to deliver commercial results to their internal clients and external customers thus ensuring that business objectives are achieved. Combines service management with organisational change capability to ensure business outcomes and return on investment are realised. An industry leader with significant experience in setting industry best practice through extensive contribution to Service Management publications, including ITIL Version 2 and 3. A sought after international keynote speaker. Received Lifetime Achievement Award from ITSMF Australia in 2014 in recognition of her contribution to the ITSM industry.

Strengths Include:

- Managing the process improvement cycle from strategy generation, analysis, opportunity identification, and development through to implementation and continual service improvement
- Negotiating and influencing to realise strategic objectives by being alert to new ideas, engaging and agreeing team direction and goals
- Complex problem solving by taking a strategic view combined with a tactical and practical approach that delivers business value
- Driving organisational change and acceptance of new ways of working through strong leadership, coaching and mentoring, clear communication and planning
- Understanding business drivers for change and moving the organisational culture from a technology focus to a service focus

Professional Experience

MACANTA CONSULTING

2009 – Present

A business management consultancy providing a range of commercial services including IT Service Management, Process Improvement, Organisational Change and Training.

Director

Established Macanta Consulting to provide consultancy services which ensure that process improvement incorporates not only process design and implementation but the development of an agreed strategy, shared vision, goals and objectives, people leadership and management of cultural / organisational change. Pushed the boundaries of Service Management to incorporate sustainability with the development of the eco-ITSM service. Developed the DARE methodology to create a unique approach to organisational change incorporating the 'Balanced Diversity' framework.

- Selected as one of six global architects for the development of the AXELOS ITIL Practitioner qualification
- Led the Organisational Change Management stream on the ITSM Transformation project at Department of Defence
- Organisational change management for COMSARM user support transition within Logistics Information Systems (LOGIS) at Department of Defence
- Led the ITSM transition of Logistics Information Systems (LOGIS) from HPSM7 to HPSM9 at Department of Defence

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- Created an organisational change management strategy for the rollout of a revised IT Change Management process across whole of Chief Information Officer Group (CIOG) at Department of Defence
- Created the ICT Service Catalogue and strategy for a whole of Corporate Services service catalogue at Department of Health and Aging (DoHA)
- Conducted ITSM assessments for WHK Northern Hub and Melbourne University Advancement Services
- Conducted eco-ITSM assessment for Deakin University and AusAID
- Established Service Catalogue for Melbourne University Advancement Services and Minerals and Metals Group (MMG)
- Developed and implemented IT Service Management strategic plan for Upstream Print Solutions
- Provided leadership and expertise for the Service Management consolidation and improvement programme at NEC Australia

NATIONAL AUSTRALIA BANK

2007 – 2009

National Australia Group is an international financial services organization with total assets of \$654,120 million, 39,000 full time employees and annual underlying profits of \$9.3 billion.

Head of Service Management Office

2008 – 2009

Established the Service Management Office responsible for regional Service Management processes across the technology division. Provided strategic direction and organisational structure to enable uplift in process effectiveness and efficiency and continual process improvement. Ownership for process and functional areas of Problem Management, Change and Release Management, IT Service Continuity Management, Service Reporting, Service Catalogue Management, Availability and Capacity Management and Service Management tools.

| Dimensions: Direct Reports: 5; Indirect Reports: 45.

- Increased team capacity by 10% by making recommendations for a change in organisational structure, engaging multiple teams in the approach and leading the implementation and delivery of change.
- Increased employee engagement by 12% through a programme of leadership development, engagement, coaching and mentoring, communication and team building activities.
- Saving of \$1 million by identification of alternative disaster recovery capability for asset management teams replacing their planned investment in technology and resources with use of existing facilities.
- Provided strategy generation and direction as the subject matter expert in Service Management for the NextGen technology transformation project – the largest technology project undertaken by NAB.
- Reduction in Incident volumes by 50% through proactive Problem Management activities including education and support for tier 2 teams.
- Established the roles of Service Owner and Process Owner into the organisation to drive both service and process improvement through provision of business case, approval, and implementation.

Manager, Service Delivery

2007 – 2008

Responsible for regional Service Delivery across the technology division with ownership for Service Level Management, Availability Management, IT Service Continuity Management, Service Reporting and Service Account Management.

- 60% reduction in service impacting Changes through process improvement, education, training, measurement, monitoring and execution of corrective action.
- 20% decrease in callouts resulting from Incidents by working with teams to provide awareness and education in the use of automation tools and gathering requirements for alerting.
- Increased the competency and capability for process improvement through the introduction of an ITIL training plan for all staff based on roles and responsibilities.

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- Consolidated disparate improvement initiatives, removed duplication of effort and provided focused and prioritised activities through the introduction of a Continual Service Improvement process to drive improved process effectiveness and efficiency.

PROACTIVE SERVICES

2004 - 2007

Australia's leading supplier of ITSM training and consultancy based on the best practice defined in the IT Infrastructure Library, and in the international standard for IT Service Management (ISO/IEC 20000).

Practice Manager

Responsible for the consultancy and training branch of the business whilst also providing training and consultancy services to ProActive Services clients.

| Dimensions: Direct Reports: 13

- Reduced staff turnover by 25% through establishment of the Practice Management Office which included development of a consultancy structure, job descriptions, interview and selection process, buddy / mentoring programme, staff induction programme, career progression plans, succession planning, performance management and review system, and formal training structure.
- Increased capacity and capability with an increase in consultants from 5 to 13 through introducing and execution of a formalised, structured and focused recruitment process and associated activities.
- Improved product quality and consultancy capability through creation of a Service Catalogue for ProActive's products and services, allocation of subject matter leads to each product and service, and implementation of a Knowledge Base to provide consultants with ease of access to information and materials.
- Provided Monash University with the capability to consolidate disparate Service Desks and IT support functions and put in place common processes and procedures. A complex environment with 8 campuses (including Malaysia), 3420 academic staff, 3460 general staff and 53,000 students from over 1000 countries. Each campus had its own Service Desk with varying processes and procedures and the 10 faculties were providing their own IT support to varying levels.
- Enabled NAB to introduce an effective and efficient Problem Management function and process and drive down Incident volumes through an assessment of their Service Desk function, Incident and Problem Management processes. Identification of gaps, recommendation for improvement including quick wins.

KMF ADVANCE

2001 - 2004

A Service Management and ITIL consultancy and training organisation providing services to organisations including Telstra and Department of Defence.

Owner

- Designed and implemented Incident Management, Change Management and Configuration Management processes across the Information Services Branch (ISB) of Department of Defence. ISB has more than 90,000 users, 80,000 desktops across 325 sites.
- Designed and implemented policies, processes and procedures for Problem Management within Telstra Network Services division enabling effective establishment of the Problem Management function.
- Provision of subject matter expertise in Service Management and ITIL to the Business Consulting Group within Telstra for establishment of a IT&T consulting practice and to enable sales and account teams to add value to Telstra product and service offerings through an understanding of best practice in the industry

PROACTIVE SERVICES

1998 - 2001

Australia's leading supplier of IT Service Management (ITSM) training and consultancy based on the best practice defined in the IT Infrastructure Library, and in the international standard for IT Service Management (ISO/IEC 20000).

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Principal Consultant

Provision of training and consultancy services to organisations including NSW Health Department, Grainco Australia, Department of Defence, Coles Myer, Hitachi, Victorian Parliamentary Services, Department of Human Services, South East Sydney Area Health Service, Telstra, IBM, Hazelwood Power, and Vodaphone.

Qualifications

- Bachelor of Combined Studies, University of Nottingham (UK) - 1982

Professional Development

- Managers Certification in Service Management - 1995; Certificate in Business and Management Skills - 1997
- ISO/IEC 20000 Consultant Certificate - 2006; Application Management Essentials - 2007
- ITIL Managers Certification - Version 3 - 2008
- Prosci Change Management Methodology Certification - 2012
- OBASHI Foundation Certification - 2014

Professional Affiliations

- Fellow - Professional Recognition in Service Management (priSM): 2010 - current
- itSMF International Editorial Advisory Taskforce (EAT): 2009 - 2013
- itSMF Australia - Director - National Board of Management (Portfolio-Publications): November 2006 - 2015
- itSMF Australia Publications Editorial Board: 2005 - 2015; itSMF Australia Committee Member: 2001 - 2006

Publications

- Author - "Balanced Diversity - A Portfolio Approach to Organisational Change" - 2011

Contributions to Service Management publications in a contributory, review or quality assurance role:

- Greening IT Service Management (2011)
- Service Management Global Best Practice (2007); Implementing Metrics for IT Service Management (2007)
- IT Service Management - A Pocket Guide (2007); Continual Service Improvement (2007); Service Operation (2007)

Papers and Presentations

Recently published papers, podcasts and blogs by Karen Ferris available on the Macanta website via the following links:

Papers: <http://macanta.com.au/resources/free-downloads/>

Blogs: <http://macanta.com.au/enews/>

Presentations include:

- BYOD Evolution Means ITSM Revolution - itSMFA National Conference - Melbourne, Australia 2014, itSMF New Zealand National Conference - Auckland 2015
- IT Service Management Monopoly - itSMFA National Conference - Canberra, Australia 2013
- Balanced Diversity - Which Practices for Which Change - TFT13 2013
- Service Management Sticky Stuff - itSMFA National Conference - Gold Coast, Australia 2012
- Balanced Diversity - A Portfolio Approach to Organisational Change? - itSMFA National Conference - Melbourne, Australia 2011, itSMF National Conference - Stockholm, Sweden 2012, itSMFNZ National Conference - Wellington, New Zealand 2012, Knowledge12 - New Orleans, USA 2012, PINK14 - Las Vegas, USA 2014

Industry Awards

- Lifetime Achievement Award - itSMF Australia 2014
- Service Management Champion - itSMF Australia 2007
- Presidents Prize - Best Speaker - itSMF Australia 2005