

David Robert Hay

BCom/BA, Master of Public Policy (Merit)

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Key Skills

- **Strategic and Analytical Thinking**

My key intellectual skill is the ability to see the strategic “big picture” and also analyse the fine detail, without losing sight of either. The key to my project management skill is an ability to connect the two by utilising (and sometimes developing), best practice methods and processes.

- **Project Management**

My post-university career has consisted mainly of contract positions (initially out of necessity, later by choice). This reflects my key abilities: rapid absorption of often complex information, situations and relationships, followed by carefully implemented project design, sign-off, planning and execution.

- **Change Management**

Project management is always about implementing change, often affecting or involving multiple stakeholders whose interests are not necessarily aligned. Managing change often utilizes an appreciation of politics, sociology, and psychology at the social and individual level.

- **Relationship Management**

The projects have been team efforts, involving a project team, groups of internal and external stakeholders including political leadership (Central and Local government), senior management and external stakeholders.

- **Communication and Presentation**

Excellent written and verbal communications skills, including:

- chairing meetings;
- delivering presentations and lectures;
- writing reports and Cabinet papers; and
- media liaison (one-on-one media training by Cabix in 2005: www.cabix.com)

- **Technical Proficiency**

Very fluent with MS Office Professional suite of products, including programming in Visual Basic for Applications to automate and integrate them.
Various other packages as required.

Education

An authorised transcript of my academic record is available on request (original or photocopy)

- **Master of Public Policy (with merit) – Victoria University, 1999**

In my year there were about 30 graduates; of these two graduated with “distinction”, and four with “merit” (an A to A- grade average).

Thesis: Broadcasting Policy Advice 1986-88: a critical evaluation of New Zealand's broadcasting policy framework

Topics: Public Economics, Public Management, Politics & Policy, Techniques of Policy Analysis

- **Conjoint BCom/BA – Auckland University, 1993**

Bachelor of Commerce (Major: Economics)

Topics: Economics, Economic History, Mathematics, Statistics, Management Studies, Accounting, Commercial Law

Bachelor of Arts (Major: Political Studies)

Topics: Politics, Sociology, Media/ Film & Television Studies, Philosophy, History

- **University Entrance (accredited) – Penrose High School, 1978**

Experience

- **Senior Policy Advisor, Strategy and Policy Department, Manukau City Council** **Jan 2007 – present**

A broad-ranging role, involved in providing policy analysis and advice on a number of key projects for the Council.

- **Project Manager, AGSM/Faculty of Commerce Integration – University of New South Wales**.....**July 2006 – Dec 2006**

Provided project management services relating to the integration of the Australian Graduate School of Management with the Faculty of Commerce and Economics, thereby creating a new Faculty of Business. The role involved working closely with the Dean and some of the top business academics in Australasia to design and implement this strategic change initiative.

- **Managing Director - Sophocrat Ltd** **September 2002 – July 2006**

Contracts during this time have been through my company: www.sophocrat.com

- **Senior Analyst and Team Leader, Significant Community Based Projects Fund – Department of Internal Affairs** **Sept 2005 – March 2006**

Responsible for implementing a newly-established discretionary fund of \$32 million, for which the Cabinet Policy Committee made the final decisions. Applications to the Fund were for amounts up to \$7 million, so the project involved organising “due diligence” checks on applicants as well as sensitive political management.

Key tasks included coordinating an Inter-Agency Group of officials who make recommendations to Cabinet and an internal project team; high-level relationship management with applicants, other Departments and Ministers; development of the operational policy; team leadership; database development.

- **Project Manager – Youth Justice Central Project, Department of Child, Youth and Family Services**.....**Sept 2004 – Sept 2005**

Starting with a budget allocation and a Cabinet Minute, I developed and managed a project to find a suitable site, and obtain resource consents, for a \$30 million Youth Justice Facility in the Waikato/Bay of Plenty region. This was during an election year, so some care was required around external communications.

Key tasks included coordinating an Site Selection Working Group comprised of local authority representatives, iwi and other local stakeholders who made final recommendations to the Minister; managing the procurement processes for suppliers to the project (RMA Planners and sub-consultants, Property consultants, etc); and developing and implementing communications and stakeholder management strategies.

- **Senior Policy Analyst – National Screening Unit, Ministry of Health**.....**Jan - Apr 2004**

Provided advice to Minister on fiscal implications of extending age range for breast cancer screening, included developing a costing model for the provision of breast cancer screening, and modelling the cost per life saved and cost per life-year saved, using DataPro decision analysis software. Provided advice to Ministry on governance of breast screening providers.

- **Events Policy Planner – Manukau City Council.....Jan 2003 - Jan 2004**
 Provided and implemented policy advice on Council’s events sponsorship programme, including “whole of Council” approach to events risk management.
 Negotiated and monitored events sponsorship contracts with wide range of community and commercial event managers.
 Contributed to the development of an Auckland Regional Major Events Strategy.
- **Principal for a Day Project Manager
 City of Manukau Education Trust July – Sept 2002 and 2003**
 The Trust needed someone to initiate the Principal for a Day (PFAD) concept: bringing business and community leaders into schools for one day, to strengthen relationships between industry and the education sector. I planned and implemented the first PFAD project in 2002, then built on that success in 2003. Since then COMET has taken the project from strength to strength: www.pfad.org.nz
- **Economic Development Planner – Manukau City Council.....2001 - 2002**
 Seconded to Auckland Regional Economic Development Strategy (AREDS) project. Prepared reports and advice for MCC Economic Development Committee. Monitored and developed compliance cost reduction initiatives.
- **Senior Policy Analyst – Auckland City Council Treasury Group.....2001**
 Developed Auckland City Council select committee submission to Local Government (Rating) Bill 2001. Co-ordinated Auckland region response to Local Government (Rating) Bill. Advised on development of best practice Long-term Financial Strategy.
- **Senior Business Analyst – Ministry of Health..... August 2000 – January 2001**
 As a member of the Hospital Monitoring Directorate: Contributed to the review of District Health Board establishment plans. Contributed to establishment of District Health Board accountability and monitoring framework.
- **Part-time Study, Victoria University 1995 – 1999**
 Completed a Master of Public Policy degree, with merit, while working full-time at the jobs listed below during that time.
- **Senior Business Analyst – CCMAUSeptember ’98 – July 2000**
 Member of the health information team, monitoring the financial and non-financial performance of 23 hospital companies. Project managed a review of the public hospital sector patient satisfaction survey. Project team member and coordinator; project to develop a *Balanced Scorecard* for ownership monitoring of public hospitals. Built and maintained financial models and performance information databases.
- **Change Management Analyst – Department for Courts.....Feb ’98 – August ’98**
 Engaged to measure benefits of organisational change implementation, and other analytical tasks. Developed management reporting strategy for Change Project. Developed reporting strategy for Departmental non-financial performance measurement. Developed proposal for protocols and structure for departmental consultation with Judiciary.

- **Project Co-ordinator – Department of Internal AffairsSept '96 – Nov '97**
 Member of the Change Management Team. Co-ordinated planning for organisational change across six business groups. Monitored internal project teams, developing manuals and courses for training staff in project planning, project management and team-building. Provided advice to senior managers on cultural change strategy and implementation. Research and development of Departmental strategic planning tools.
- **Risk Analyst – Telecom Mobile Customer AccountsJun – Aug '96**
 Provided statistical analysis of cellphone call data to identify potentially risky customers. Developed the analysis into a proposal for risk-based creditor management, adapting existing procedures and computer systems for ease of implementation.
- **Lecturer/Tutor – NZ Broadcasting School Jun – Dec '95**
 Lectured on broadcasting policy and semiotics. Facilitated media theory tutorials for four tutorial groups. Supervised five student research syndicates.
- **Project Officer – Inland Revenue Department Feb – Jun '95**
 Team member, developing *Macro Performance Indicators* and an organisational *Health Report*, as required by the Richardson review committee. Worked with Policy Unit and other stakeholders on developing *Macro Performance Indicator* concept. Planned, assessed tenders for and monitored external research contracts. Prepared briefing papers and reports for senior management and Treasury.
- **Lecturer/Tutor – NZ Broadcasting School Jun – Sept '94**
 Lectured on Maori Radio, broadcasting policy, semiotics. Facilitated media theory tutorials for two tutorial groups. Supervised three student research syndicates.
- **Full-time study at Auckland University..... 1988–1993**
 BCom (economics), BA (political studies). Also completed two papers toward MCom in economics, subsequently cross-credited to Master of Public Policy.
- **Operations Supervisor – Auckland Philharmonia Orchestra Dec '93 – Jun '94**
 I worked as road crew for the Orchestra through University, and operations supervisor full-time the year after leaving. Recruited, trained and led a team of five stage/road crew. Organised logistics, staging, lighting, sound and transportation for the orchestra's regular concerts and special events.
- **Policy Analyst – NZ Maori Council Dec '90 – Jun '91**
 Provided research, strategic analysis and logistical support to counsel for the "Broadcasting Assets Case" at the High Court. Produced an analysis of the requirements for a Maori television system.
- **Policy Analyst – Nga Kaiwhakapumau i te Reo/NZ Maori Council ..Summer '89/90**
 Provided research & analysis for Waitangi Tribunal claim on the airwaves. Developed funding application and management plan for Te Upoko o te Ika, which resulted in a funding increase from \$50,000 pa to \$750,000 pa.
- **Researcher – Professor Whatarangi Winiata.....Summer '86/87**
 Researched and wrote *A Global Plan for Maori Radio* - this was later picked up by NZ on Air to become the model for the current iwi-based Maori radio system.

- **Manager – 2RSRfm, (Community Access Radio), Sydney 1983 – ‘85**
 board member and treasurer of 2RSR FM Incorporated Society: Broadcaster, producer, sales manager, concert promoter. Coordinated and trained volunteers and community groups. Managed programming, finances, production.
- **Other work: 1979 –1988**
 Before going to University, and in between some of the positions listed above, I spent ten years doing a wide range of work, as a builder, truck driver, chef, in Auckland (1979 to 1980), then Sydney (1980 to 1986), and Wellington (1986 to 1988).