

# Nigel Grounds

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## Summary

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Substance	<b>I solve problems.</b> I'm particularly good with technical problems, and my solutions are innovative, pragmatic, and robust. Some have been downright spectacular, though I say so myself. In fact I can identify and fill gaps at all levels, from strategic management decision making to specialised technical troubleshooting. I'll study any situation in great detail, and I'll soon figure out what it needs. That's what I'm good at.
Style	<b>I deliver.</b> I'll always tell it like it is, and won't promise anything I'm not 100% confident of achieving. I'm a bit of a perfectionist, but I'll temper this with pragmatism when necessary. I can be trusted.
Speciality	<b>Retail card payments:</b> EFTPOS, PINpads, their Terminal Management Systems, and Point of Sale integration. Cards, schemes, acquiring, and switching. AS2805/ISO8583, EMV, and PCI-DSS. Security, cryptography, networking, monitoring, support, research, analysis, design, development, integration, testing, and vendor management. The whole shebang, really (I've been doing it on and off since 1986) ... except perhaps card issuing, which I might learn a bit more about one day.

## Qualifications and Memberships

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2009	<b>Project Management Professional</b> certification (now lapsed).
2001	<b>PRINCE2</b> Foundation level certification.
1998	<b>Master of Business Administration</b> , Massey University, New Zealand.
1984	<b>Bachelor of Electrical and Electronic Engineering</b> (with Honours), University of Auckland, New Zealand.

## History

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Nov. 2022 –  
present

***Kaitiaki***<sup>1</sup> of the family estate (North Hokianga, New Zealand).

Executor of the estate of my late brother (a long held family farm) in New Zealand, made challenging by distance and a serious injury sustained in the process. Now part-time only.

Aug. 2015 –  
Sept. 2022

**Australia Post** (Melbourne, Australia; contract/permanent) **Service Delivery Manager**.

AusPost operates a network of around 3700 integrated EFTPOS terminals across Australia. These terminals process both regular card payments and bespoke “Bank@Post” transactions through a Postilion switch operated by a third party (I worked on the project that established this in 2011-2013 – see below). Between 2015 and 2022 I returned and:

- Took charge of the EFT & Banking Support team (level three production support) with an incident rate sometimes exceeding 2000 per month;
- Assumed responsibility for liaison with suppliers (of devices, application software, and switching services);
- Designed, built, and implemented two real-time monitoring and alerting systems that completely changed our support game;
- Established a comprehensive and open (but managed) library of technical resources;
- Found and fixed multiple serious technical and administrative defects;
- Took effective charge of QA during the first major fleet software upgrade in years (an extremely high-risk undertaking);
- Implemented several new bespoke testing and diagnostic tools;
- Reviewed and improved the standard fleet upgrade rollout process;
- Took the lead in integrating a new PINpad and terminal management system, despite having no formal role in the project;
- Redesigned the testing environment and release processes to ensure reliable transition to production;
- Reduced fleet update rollout time from weeks to as little as a few hours;
- Found creative cost-saving solutions to multiple design challenges;
- Maintained an ongoing improvement process that chipped away at long-running risks and issues;
- Engaged in multiple development projects to influence design decisions and repair mistakes;
- Designed, built, and delivered a series of technical training sessions for testers; and
- Achieved at least one month in 2022 with fewer than 200 EFT & Banking incidents and 100% first- and second-level ticket resolution.

In 2022 I left AusPost with its Payments and Banking services in arguably the best state that they have ever been in.

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<sup>1</sup> Guardian or custodian (NZ Māori)

Jul. 2013 - Jan. 2014	<b>DWS (Melbourne, Australia) Consultant.</b> Engaged as a Team Leader in NAB's JBWere "Project Blaze" (a very apt name!) migration from Goldman Sachs systems to NAB systems.
Apr. 2011 - Mar. 2013	<b>Australia Post (Melbourne, Australia; contract) Business Analyst.</b> Engaged as a member of the EFT and Banking team in the major overhaul of Australia Post's EFTPOS and Point Of Sale systems.
Sep. 2010 - Mar. 2011	<b>National Australia Bank (Melbourne, Australia; contract) Implementation Project Manager.</b> Responsible for the final testing and implementation phases of an urgent National Online (commercial internet banking service) hardware upgrade.
Dec. 2009 - Sep. 2010	<b>Coles (Melbourne, Australia; contract) Business Analyst.</b> Engaged for the "Visa Self Acquiring" project, in which Coles established direct credit card processing links with Visa.
Aug. 2009 - Dec. 2009	<b>National Australia Bank (Melbourne, Australia; contract) Service Delivery Lead.</b> A mix of delivery management/administration and process improvement activities in the Delivery team of the Cards and Acquiring division.
July 2008 - Oct. 2008	<b>TAFMO (now Touch Networks, Melbourne, Australia): Project Manager.</b> Responsible for two major software development projects.
Jan. 2007 - July 2008	<b>National Australia Bank (Melbourne, Australia; contract) Implementation Manager and Project Manager.</b> Engaged in a series of projects commencing with (and further relating to) the implementation of a new payment transaction switch.
Nov. 2004 - Nov. 2006	<b>Good Stuff Limited</b> (own trading company, Auckland, New Zealand): freelance <b>Project Manager.</b> Contracted to: <ul style="list-style-type: none"> <li>• <b>Cadmus Payment Solutions Limited</b> (Jul-Nov 06).</li> <li>• <b>ASB Bank</b> (Sep 05-Jun 06).</li> <li>• <b>Vodafone New Zealand</b> (Mar-Sep 05).</li> <li>• <b>The Warehouse Limited</b> (Nov 04-Mar 05).</li> </ul>
Oct. 2002 - Oct. 2004	<b>eFunds International Limited (Watford, UK): Service Delivery Manager.</b> Project and service management in support of eFunds' Connex software (EFTPOS and ATM transaction processing).
Sept. 2001 - Oct. 2002	<b>Transaction Network Services (TNS) UK Limited (Welwyn Garden City, UK): Project Manager.</b> Responsibility for a program of work relating to mobile phone pre-pay "topup" services via EFTPOS terminals and ATMs.

July 1997 - June 2001	<p><b>Good Stuff Limited</b> (own trading company, Auckland, New Zealand): freelance <b>Project Manager</b>. Contracted to:</p> <ul style="list-style-type: none"> <li>• <b>ASB Bank</b> (Jun 00-Jun 01).</li> <li>• <b>The Warehouse Limited</b> (Dec 99-Jun 00, Apr-Jul 01).</li> <li>• <b>ASB Bank</b> (Oct 97-Jan 00).</li> <li>• <b>Advantage Group</b> (Jul-Nov 97).</li> </ul>
1994-1996	<p><b>Transaction Exchange Limited</b> (Auckland, New Zealand): <b>Business Development Manager</b>.</p> <p>Overall business unit responsibility for a new EFTPOS service.</p>
1993 - 1994	<p><b>Cardinal Network Limited</b> (Christchurch, New Zealand): development <b>Consultant</b>.</p> <p>PC (Windows) client-server systems development.</p>
1992 - 1993	<p><b>Desktop Strategies Limited</b> (Auckland, New Zealand): Auckland <b>Representative</b>.</p> <p>Sole charge sales and support role for a five person IT business.</p>
1991 - 1992	<p><b>Hypercom Data Systems</b> (Auckland, New Zealand): <b>Implementation Manager</b>.</p> <p>Project management and technical support for EFTPOS systems.</p>
1986 - 1991	<p><b>Burroughs</b> (now <b>Unisys</b> , Wellington, New Zealand): pre- and post-sales <b>Technical Support, Technical Consultant</b>, development <b>Team Leader</b> and <b>Project Manager</b>.</p> <p>Sales/technical support; software design, development, testing and implementation; introduction to project management.</p>
1985-1986	<p><b>New Zealand Post Office</b> (Wellington, New Zealand): <b>Assistant Engineer</b>, Switching Systems.</p> <p>Software development and toll billing system integration.</p>

## Comments

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- 2021-2022 **Paul Novachev, Manager Payment Operations, Australia Post**  
“Brilliant!!!!!! And bloody hilarious. Remind me again who will be taking this over once you are gone?” (August 2022)  
“Brilliant. There is not much you can’t do.” (May 2022)  
“Love your work Nigel.” (February 2022)  
“If anyone was going to solve it, it could only be you Nigel.” (October 2021)
- May 2018 **Various, Australia Post (360 degree feedback report)**  
[http://goodstuff.co.nz/cv/auspost\\_360deg\\_2018\\_ng.pdf](http://goodstuff.co.nz/cv/auspost_360deg_2018_ng.pdf)
- October 2017 **Martin Lavelle, Programme Manager, Australia Post**  
“Nigel has taken it upon himself to resolve the technical issues surrounding the self-install procedure for the PINpad Hardware refresh. He takes great delight in solving deep technical issues working in his own down time to understand the problem and resolve it. This has taken some time and through his efforts a workable solution has been driven out. This delights our business by confirming the self-install strategy and reduces the organisational spend by around \$800k.”
- January 2017 **Anita Matuszewski, Head of Technology, Australia Post**  
“Excellent job on PINpad zero floor limit work. Able to articulate problem, solution and drive remediation. Can talk techo, talk business, talk SENSE! Well done keep it up - much appreciated.”
- October 2011 **Phil McAleer, Project Manager, Coles**  
“Nigel delivered outstanding work during the Coles project. In particular, he was very innovative and found clever ways to produce great results.”
- July 2008 **Peter Moody, Senior Implementation Manager, NAB:**  
“You were one of the few who took what was in front of us professionally and ensured you made time to attend most if not all of the scheduled internal and external conference calls and meetings. During those meetings your conduct was professional and your subject matter expertise invaluable. You took ownership of the components assigned (or had fallen in your lap). You got on with the tasks at hand and kept everybody regularly informed. You informed internal and external parties how it is and didn't fluff about just telling people what they wanted to hear. When issues did arise they were clearly communicated and rectified promptly (not that there were many of these instances). The end result was an exceptional piece of work completed to a very demanding client's satisfaction (and beyond judging by the conversations I've had with [client]).”
- January 2004 **Steve Walker, Manager, eFunds International:**  
“Nigel has demonstrated great flexibility and a high level of skill in managing clients, staff and commercials to maintain expected project revenue and client satisfaction. 4(5)”  
“Nigel is a natural communicator ... team management and client communications are, in my experience, better than the norm. 4(5)”  
Nigel has proved to be a highly flexible and capable PM, who can apply his expertise to a wide range of applications. 4(5)”
- June 2002 **Denis Stalker, IT Delivery Manager, Barclaycard Merchant Services:**  
“I wanted to take the opportunity, before I leave, of registering my appreciation for the work done by Nigel Grounds since he joined the project and the good working relationships that he has worked to build ... He has, in my opinion, managed to strike the difficult balance of being open enough with BMS for us to understand situations and appreciate problems without going so far as to reveal information TNS may wish to remain more confidential ... I have also appreciated Nigel's manner and approach which has always been cheerful and helpful - it makes life so much easier. As the TNS point of contact for BMS/Bell development I feel that Nigel has been a very good ambassador for TNS.”