

Ravi Gokal

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An AI that answers questions about my work, built by me; code: <https://gitlab.com/rgok001/ask-ravi>

PROFESSIONAL SUMMARY

Brisbane based since March 2025. As an experienced Senior Business Analyst and Delivery Lead, I have delivered digital and cloud-based solutions across the government, law enforcement, education, transport, and health sectors. I have worked within Agile development squads across the full delivery lifecycle, from defining business needs and managing backlogs to planning, guiding delivery, supporting implementation and adoption. My background spans modernisation programmes, secure cloud migrations, and IoT-enabled systems, often delivered in security-sensitive and operationally complex environments. I am a hands-on adopter of AI in delivery, building working tools rather than just writing about them; the AI Projects section of this CV shows this in practice.

TOOLS AND TECHNOLOGIES

Platforms

Microsoft Dynamics 365 Microsoft 365 Azure Power Platform Google Cloud Platform SharePoint Online
Exchange Online Microsoft Teams Microsoft Intune Microsoft Purview Microsoft Defender for Office 365
Claude Copilot

Delivery and Analysis

JIRA Azure DevOps Confluence BPMN Gherkin MS Visio ARIS Enterprise Tester Miro Mural
Figma MS Office Suite

Earlier Platforms

Oracle Peoplesoft Campus Solutions 9.0 Oracle Inventory Management Oracle OBIEE IBM Cognos

EMPLOYMENT HISTORY

Senior Business Analyst

Jul 2025 - Present

Australian Fair Work Commission [Brisbane, QLD](#) [Contract](#)

Led the business analysis for the judicial phase of the Commission's Customer Service Platform, a Dynamics 365 solution managing workplace dispute matters from application through to resolution. This was the largest and most complex phase of the programme: it brought Members and their Associates into a unified system for workplace dispute resolution.

- Owned a prioritised backlog of 200+ user stories across core functional domains (epics), translating complex business rules and edge cases into detailed acceptance criteria to support the technical build.
- Cut 4 hours of manual synthesis a week by building an automated pipeline that generated the weekly UAT report directly from raw defect data. Integrated AI tools more broadly to accelerate drafting of analysis, user stories and test scenarios, applying strong human judgement and review to all deliverables.
- Defined the target-state judicial workflows and ways of working the platform needed to support, through process-mapping workshops with stakeholders across the operational teams.

- Translated target-state workflows into the system's data architecture, defining business taxonomies and mapping the end-to-end lifecycles of core judicial records to ensure data integrity across the platform.
- Managed the end-to-end UAT lifecycle, including developing UAT test scripts that modelled real-world workplace disputes and guided/supported the business testing cohort through execution.
- Managed UAT defect triage via a structured triage and remediation framework, classifying user feedback into defects, change requests, and training gaps, while working with Members and Associates to resolve critical issues and harden the system.
- Assessed overall business readiness for system adoption through a formal UAT closure retrospective, capturing lessons learned, evaluating test collateral efficacy and identifying process bottlenecks.
- Developed onboarding and training materials for new users, including a platform glossary, practice exercises, and role-based reference guides.

Senior Business Analyst

Apr 2025 - Jun 2025

Ministry of Foreign Affairs and Trade Remote, Brisbane, QLD Contract RETURNING ENGAGEMENT

Returned to the Ministry of Foreign Affairs and Trade, working remotely from Brisbane on a security uplift programme within the Security and Organisational Resilience Division (SORD). The programme modernised the Ministry's mobile device fleet for a high-threat global operating environment, transitioning away from BlackBerry to Microsoft Intune.

- Defined security requirements for the transition of the Ministry's mobile device fleet from BlackBerry to Microsoft Intune, enabling modern, securely managed mobile devices across the Ministry's global post network.
- Partnered closely with the Security and Organisational Resilience Division (SORD) to ground requirements in the real-world risks of mobile device use in high-threat environments.
- Developed tiered security requirements for mobile devices calibrated to different threat levels across global locations, accounting for the capabilities and intent of hostile threat actors.
- Translated threat and risk considerations into practical Intune configuration and device management requirements, balancing security posture with operational usability for staff at post.

Integration Workstream Delivery Lead / Senior Business Analyst

Oct 2024 - Mar 2025

Ministry of Justice Wellington Permanent

Te Au Reka is a significant digital transformation initiative led jointly by the New Zealand Ministry of Justice and the judiciary. It aims to modernise court and tribunal operations by replacing manual, paper-based processes with a cloud-native, digital case management solution. Built on Microsoft Dynamics 365 and Azure services, the solution is designed to enhance access to justice, improve operational efficiency, and support timely judicial decision-making. I left this permanent role to relocate to Brisbane.

INTEGRATION WORKSTREAM DELIVERY LEAD

- Served as Integration Workstream Lead, responsible for delivering system interfaces between the new solution (Te Au Reka) and existing Ministry systems.
- Led a development squad consisting of a DXC architect, two DXC developers, and a Ministry architect. DXC Technology was the Ministry's implementation partner for the programme.
- Facilitated Agile ceremonies including sprint planning, backlog refinement, stand-ups, sprint reviews and showcases to maintain delivery momentum and team alignment.
- Developed the delivery plan for the Integration workstream, breaking down work into programme increments and sprints. Mapped dependencies and aligned timelines with other workstreams like Data Model and App Delivery to keep delivery coordinated across the programme.
- Determined the changes required to existing systems by running technical workshops between architects from my squad and legacy platform teams, carrying agreed outcomes through into planning and delivery.
- Settled the network approach for Te Au Reka's Azure resources across Ministry, DXC Architects, Infrastructure and Cyber Security, balancing security, delivery effort and programme timelines, and captured the outcome in the delivery roadmap.

- Reported monthly to the Programme Steering Committee on the workstream's progress, risks, issues, and what was being done to keep delivery on track.

SERVICE READINESS

- Led the development of the support strategy for the new Dynamics 365 case management solution, setting the vision, goals and governance structure for support before and after go-live.
- Aligned the strategy to the Digital Strategy for Courts and Tribunals of Aotearoa New Zealand, drawing on ITIL service management alongside Agile principles.
- Designed a phased approach to build internal Ministry capability and reduce reliance on the implementation partner, recognising the existing on-premise support model would not hold for a frequently changing cloud solution.
- Secured endorsement from the Judiciary and approval from the Ministry's Senior Leadership Team, establishing a joint working group with the Judiciary to develop the support processes ahead of go-live.

HOSTING RESILIENCE

- Conducted a risk-based analysis and developed an options paper on backup and recovery for the Dynamics 365 solution, addressing concerns about the limited resilience of Microsoft's new Auckland region, which offered only zonal redundancy.
- Outlined trade-offs across data security, business continuity, and cost, enabling the Judiciary and the Ministry to make an informed decision on the preferred approach.

Senior Business Analyst / RFP Advisor

Apr 2024 - Oct 2024

New Zealand Transport Agency [Wellington](#) [Contract](#) [RETURNING ENGAGEMENT](#)

The Safety Camera Programme is a national initiative to transfer ownership of speed camera operations from New Zealand Police to NZTA and outsource the delivery of mobile speed camera capability to a third-party operator. The programme aimed to enhance road safety outcomes through a modernised, outcomes-based enforcement model, supported by technology and operational transformation.

MOBILE SAFETY CAMERA OPERATOR RFP

- Specifically engaged to define the digital requirements for the RFP
- Defined functional, non-functional, and security requirements for the Mobile Safety Camera Operator Request for Proposal (RFP), including detailed specifications for camera equipment, its roadside operation, evidence handling, and legislative compliance (e.g. Radiocommunications Act 1989).
- Held deep-dive sessions with Service Design, Transport Services, Privacy, Legal, Regulatory, and other stakeholders to gather input and ensure the RFP requirements reflected their specific needs.
- Won group endorsement of the final RFP content at an all-hands workshop, validating draft requirements and resolving conflicts across groups.
- Advised the procurement evaluation panel as a non-voting member, reviewing all vendor submissions and preparing SWOT analyses on the digital solution component.
- Assessed shortlisted vendors across evidence capture, security and roadside camera operation in deep-dive workshops, providing feedback and SWOT analyses to support the panel.

MOBILE SAFETY CAMERA LOCATION MANAGEMENT AND SCHEDULING SOLUTION (LMAS)

- Led the requirements definition for NZTA's LMAS solution, which underpins the internal planning function for mobile safety camera deployments. The solution allows NZTA to determine where and when enforcement occurs, while a third-party operator delivers the roadside service.
- Facilitated story mapping workshops with stakeholders from Transport Services and Regulatory to define user needs, operational scenarios, and key scheduling requirements.
- Developed end-to-end process maps (using BPMN) to illustrate how enforcement locations would be created, validated, scheduled, and monitored over time.
- Defined scheduling business rules covering enforcement hours, allowed days, session lengths, depot constraints, and scheduling tolerance.

The Digital Workplace Transformation Programme aimed to modernise the Ministry's collaboration and content management capabilities through the implementation of Microsoft 365. Given the Ministry's high-threat operating environment, the move to Microsoft 365 was underpinned by a secure by design approach.

SENSITIVE CONTENT MIGRATION TO ENABLE CLOUD ADOPTION

- Defined and gained approval for a process to migrate sensitive content from the low side to the high side, addressing a critical dependency for the Ministry's Microsoft 365 rollout and ensuring alignment with NZISM (equivalent to Australia's ISM).
- Defined the migration process end to end (search criteria, metadata retention, transfer mechanism, permissions re-establishment, validation, disposition of source content) through cross-functional workshops with Cybersecurity, the Security and Organisational Resilience Division, Records Management and Infrastructure.
- Documented the process using BPMN to support formal review and sign-off by the CISO.

EMAIL IN THE CLOUD SECURITY AND COMPLIANCE REQUIREMENTS

- Defined security and compliance requirements to support the safe implementation of Exchange Online in a high-assurance environment, as part of the broader Microsoft 365 rollout.
- Supported Exchange Online's approval to operate: the security requirements I defined informed its Certification and Accreditation (C&A) under NZISM.
- Defined requirements for Exchange Online mail flow and SEEMail integration, ensuring secure government-to-government messaging continued to operate with cloud-hosted mailboxes.
- Specified encryption requirements for data in transit and at rest, including TLS enforcement for external mail routing.
- Defined classification and labelling requirements in Microsoft Purview, aligning sensitivity labels with the NZ government protective security classification framework.
- Specified threat protection requirements for Microsoft Defender for Office 365, covering anti-phishing, safe links, and safe attachments policies.
- Defined data loss prevention rules to prevent inappropriate disclosure of classified or sensitive content via email.
- Specified conditional access requirements governing how and from where users and devices could access Exchange Online.
- Partnered with Cybersecurity to map requirements against NZISM compliance obligations and the CIS Microsoft 365 Foundations Benchmark, targeting Level 2 given the Ministry's high-threat operating environment.

PRIVACY IMPACT ASSESSMENT

- Analysed privacy and data sovereignty risks arising from Ministry data being hosted in Microsoft's Australian data centres, including jurisdictional access and cross-border data transfer considerations.
- Evaluated available mitigations, including Customer Lockbox, encryption at rest and in transit, Microsoft's contractual safeguards, and the protections afforded by comparable Australian privacy legislation.
- Presented findings to the Privacy Advisor and Legal Counsel, whose determination was that these mitigations provided sufficient assurance to proceed without a full PIA.

INTRANET AND ENTERPRISE CONTENT MANAGEMENT MODERNISATION

- Led the business analysis for the replacement of the Ministry's outdated intranet, previously built on SharePoint 2007, with a modern digital workplace platform.
- Defined the future-state vision and guiding principles for the intranet with the Business Owner (Communications and Digital Manager), focusing on accessibility, usability, and modern collaboration.
- Facilitated workshops and user story mapping sessions to gather and prioritise requirements for the new intranet and enterprise content management platform, based on SharePoint Online, Microsoft Teams, and OneDrive for Business.
- Aligned technical requirements with communications and records management needs, improving content governance and user experience design.

PROGRAMME IMPLEMENTATION BUSINESS CASE

- Secured programme funding for the following financial year through an approved Programme Implementation Business Case, co-authored with the Programme Manager using the Better Business Cases (BBC) methodology required for NZ government investment decisions.
- Built on the programme's previously approved business case, confirming the strategic rationale and developing the detailed delivery, governance, and financial arrangements for the implementation phase.

Senior Business Analyst

Oct 2022 - May 2023

New Zealand Police [Wellington](#) [Contract](#)

The Modern Collaboration Programme (MCP) was a cloud transformation initiative to uplift NZ Police's collaboration and productivity tools using Microsoft 365.

- Reduced M365 licence cost by proposing provisioning changes matched to user need: lower-tier licences (EXO P2, AAD P1) for inactive users, and an end to auto-assignment of E5 licences to casual and non-employees.
- Realised savings of over \$1M annually by recommending Exchange Online as the long-term store for journal data, avoiding future upgrade and licencing costs.
- Authored requirements for NZ Police's Exchange Online Hybrid architecture.
- Conducted an options analysis for migrating 20 years' worth (170+ TB) of journaled emails from Pre-emptive Vault and Enterprise Vault (EV), balancing technical complexity, evidentiary requirements, accessibility, and cost. Explored options including journal explosion into Exchange Online, a bespoke Azure Cognitive Search solution, and use of shared mailboxes.

Senior Business Analyst

Dec 2020 - Oct 2022

New Zealand Transport Agency [Wellington](#) [Permanent](#)

Served as Lead Business Analyst for a cloud-native roadside enforcement platform hosted in Google Cloud Platform (GCP). The solution used IoT devices including weigh-in-motion (WIM) sensors, automatic number plate recognition (ANPR) cameras, and Variable Message Signs (VMS) to automate heavy vehicle screening at enforcement sites.

- Embedded in an in-house development squad of developers, testers and UX designers.
- Led the definition of user stories and acceptance criteria using Gherkin syntax (Given-When-Then). Worked with the NZ Police Product Owner to translate frontline policing needs into features such as checks for expired Certificates of Fitness (vehicle safety inspections), inactive registrations and unpaid Road User Charges.
- Facilitated agile ceremonies (e.g., standups, refinement, sprint planning, retros and showcases).
- Facilitated cross-functional sessions with UX designers, developers, architects, and testers to align user experience, technical architecture, and requirements.
- Defined test scenarios with the Quality Assurance team and validated test coverage against acceptance criteria.
- Ensured the Privacy Impact Assessment accurately reflected how personal information would be handled, briefing the external privacy consultant on system functionality, data flows, anonymisation methods and data retention rules.

MENTORSHIP

- Mentored junior Business Analysts to enhance the overall quality and consistency of project deliverables.
- Conducted reviews of key deliverables, including user stories and process maps, offering constructive feedback to ensure alignment with enterprise and project standards.

PRODUCT OWNER - CASEY

Served as the Product Owner for the Regulatory Department's case management solution (CASEY), built on the MS Power Platform (a canvas app with an Azure SQL DB).

- Led backlog prioritisation and refinement sessions in with business stakeholders to develop a product roadmap.
- Championed the product vision to guarantee the enterprise platform met the evolving operational and statutory needs of Regulatory Services.

- Managed commercial engagements and overseeing vendor performance to guarantee delivery of enhancements on time and within budget.

Senior Business Analyst

Dec 2019 - Dec 2020

Tertiary Education Commission [Wellington](#) [Contract](#)

Served as Senior Business Analyst within the Architecture and Programme Delivery team, supporting a range of initiatives across line-of-business systems and cloud services. Primary focus areas included the implementation of a recruitment automation solution and the organisation-wide rollout of Microsoft 365.

RECRUITMENT AUTOMATION SOLUTION (SPRINGBOARD)

- Built a clear, shared understanding across all users by capturing requirements in stakeholder workshops (HR, Hiring Managers, EAs) and documenting them as user stories and process maps (current state and to-be).
- Developed detailed configuration specifications and collaborated with the vendor to ensure the Springboard solution aligned with TEC's specific operational needs.
- Validated business process accuracy and approval paths by testing and refining automated workflows with HR and the vendor.
- Planned and coordinated UAT, guiding testers to validate key scenarios and managing defect resolution with the vendor before go-live.
- Brokered product functionality decisions between business stakeholders and the vendor as primary liaison.

MS TEAMS AND SHAREPOINT ROLLOUT

- Facilitated technical workshops with stakeholders to define configuration requirements for key M365 services including MS Teams and SharePoint Online.
- Developed the organisational MS Teams Acceptable Use Policy to guide effective and compliant collaboration.
- Executed change management activities for MS Teams adoption, encompassing user communications, readiness assessments, and the development and delivery of targeted training sessions.
- Developed user-focused change communications (e.g., migration guides, FAQs, announcements) to support staff through the adoption journey.

Business Analyst

Jan 2018 - Dec 2019

Ministry of Social Development (MSD) [Wellington](#) [Permanent](#)

AVAILABILITY AND RESILIENCE PROGRAMME

Supported the strategic uplift of MSD's core digital channels to improve service continuity and resilience. Focused on enhancing the availability of the myMSD client portal by supporting the delivery of an operational data lake that ingested key backend system data, enabling client transactions to continue during system outages.

- Prioritised, with the myMSD Product Owner, the essential portal functions that needed to stay active for users during backend outages.
- Prioritised datasets for ingestion into the operational data lake by mapping data flows between core systems and myMSD.
- Defined the requirements for new microservices (APIs) needed to connect the myMSD portal with the operational data lake. This required close collaboration with the project architects, developers, and the myMSD squad.
- Facilitated quarterly PI Planning sessions for my squad within the Agile Release Train (ART), helping the squad clarify objectives, understand dependencies, and align their plans with the overall programme goals.
- Stepped into Scrum Master duties when required, running daily stand-ups, sprint planning and retrospectives to keep the squad's momentum and focus on continuous improvement.
- Led the production defect triage process. This involved working directly with the Business Owner to prioritise fixes based on business impact.

CYRAS (CARE AND PROTECTION, YOUTH JUSTICE, RESIDENTIAL AND ADOPTION SERVICES)

Worked as a Business Analyst on CYRAS, the Ministry for Children's core case management system, as part of a 'Run and Improve' team, following the establishment of the Ministry for Children. Although the Ministry for Children had separated from MSD, CYRAS remained under MSD support during the transitional period.

- Resolved system defects by reviewing support tickets, confirming expected behaviour and working with developers.
- Captured requirements using user stories and acceptance criteria for incremental enhancements ensuring the system stayed aligned with evolving frontline practice and legislative changes.
- Carried out Post Implementation Verification (PIV) testing during monthly release cycles to confirm successful deployment of change.

EARLIER CAREER

Business Analyst • **Victoria University of Wellington** [Wellington](#) [Contract](#) Sep 2017 - Dec 2017

led the University's Agile SharePoint Online roll-out and a custom research lifecycle management solution.

Senior Consultant • **Davanti** [Wellington](#) [Contract](#) May 2017 - Sep 2017

assessed marketing-automation readiness for a major petrochemical distributor and shaped a phased implementation roadmap.

Business Analyst • **University of Auckland** [Auckland](#) [Permanent](#) May 2015 - May 2017

part of the University's first Scrum squad redeveloping its website; also led the CommunityForce scholarship system upgrade.

Consultant • **Beca** [Auckland](#) [Permanent](#) Apr 2014 - May 2015

led ICT asset management plans for DIA (Passport, VIP Transport) and process improvements on an Auckland Council secondment.

Business Analyst • **HealthAlliance** [Auckland](#) [Permanent](#) Dec 2012 - Apr 2014

introduced system-based inventory management across Waitemata and Counties Manukau DHB theatres and wards using Oracle Inventory Management.

Process Analyst • **NorthPower** [Auckland](#) [Permanent](#) May 2011 - Dec 2012

mapped end-to-end operational processes to identify inefficiencies in the utilities sector; first analyst role.

EDUCATION

Bachelor of Commerce (Honours) 2010 - 2011

The University of Auckland • Second Class Honours, First Division. Specialisation: Operations and Supply Chain Management

Bachelor of Commerce 2006 - 2009

The University of Auckland • Majors: Accounting and Operations Management

CERTIFICATIONS

- [Professional Scrum Master](#)
 - [Certified Scrum Product Owner \(CSPO\)](#)
 - [Prince2 Foundation Certified](#)
 - [Microsoft Azure Fundamentals \(AZ-900\)](#)
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TRAINING AND CONFERENCES

- Business Systems Analysis • SoftEd
 - Agile Development Methods • Equinox Learning Services
 - Business Improvement Short Course • University of Auckland Business School
 - Peoplesoft PeopleTools: Rel 8.53 Ed 1 • Oracle University delivered by Asporona
 - Oracle Database 12c: SQL Workshop Edition 1 • Oracle University delivered by Asporona
 - Campus Solutions • Oracle University delivered by Asporona
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AI PROJECTS

RAVI-OS Interactive AI curriculum vitae + MCP server [**gitlab.com/rgok001/ask-ravi**](https://gitlab.com/rgok001/ask-ravi)

Built and published a web application that answers questions about my work history in natural language. Vanilla JavaScript front end on Vercel, with a serverless function calling the Claude API. My CV is also an MCP server: point your AI at [**https://ask-ravi.vercel.app/api/mcp**](https://ask-ravi.vercel.app/api/mcp) and it can directly query my career.

Lineage Concept genealogy engine, built with Claude Code [**gitlab.com/rgok001/lineage**](https://gitlab.com/rgok001/lineage)

Lineage is a Python pipeline I designed and built to trace how the definition of an academic concept shifts over time, running eight stages across more than 150 papers for each concept examined. Retrieval fuses three independent candidate sources using Reciprocal Rank Fusion: metadata search against OpenAlex, vector similarity over 1024-dimensional Voyage embeddings held in pgvector, and one hop expansion of the citation graph. The combination surfaces papers whose vocabulary has since fallen out of use, which a keyword search on current terminology does not return. Claude Sonnet extracts candidate definitions and their supporting quotations.