

# Nish Dougall

Australian / British

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## Profile

- Senior Business Analyst/Junior Project Manager with 7 years of experience in designing & delivering large-scale transformational and regulatory change within banking & the media industry
- Significant lived experience as a queer person of colour growing up in rural Australia which has resulted in an appreciation of diversity and the need for sensitivity in delivering any sort of change
- Excels in roles with high human/personal contact, requiring strong interpersonal skills & complex stakeholder engagement
- Broad project experience including process improvement, strategic program design & implementation of ethics frameworks
- Focus on large, multi-year transformational bodies of work, delivering multiple projects end-to-end, from concept generation & requirements gathering to testing, training & implementation.

## Education

### Master of Professional Accounting

2006-08

Monash University, Melbourne, Australia

### Bachelor of Business (Marketing)

2003-05

Queensland University of Technology, Brisbane, Australia

### Higher School Certificate

2002

Completion of High School with a mark of 88%

Grafton High School, Grafton, Australia

## Experience Summary

Key Transferable Skills	Project Subject Matter Expertise	Key Achievements
<ul style="list-style-type: none"><li>• Project management</li><li>• International experience</li><li>• Stakeholder management</li><li>• Problem solving</li><li>• Research</li><li>• Status reporting</li><li>• Writing training material</li><li>• Writing comms</li><li>• Workshop facilitation</li><li>• Presenting to senior stakeholders</li><li>• Process mapping/design</li><li>• Process improvement</li><li>• Requirements gathering</li><li>• Impact assessments</li><li>• Risks &amp; issues management</li></ul>	<ul style="list-style-type: none"><li>• Operating model design</li><li>• Program Design</li><li>• Banking</li><li>• Change deployment</li><li>• Compliance</li><li>• Product development</li><li>• Taxation</li><li>• AML &amp; Financial Crime</li><li>• Payments</li><li>• Lending processes</li><li>• Contact/call centres</li><li>• Customer relationships</li><li>• Centralisation</li><li>• Management accounting</li><li>• Telephony</li><li>• Marketing collateral design</li></ul>	<ul style="list-style-type: none"><li>• Design &amp; implementation of new bank policy which defined a tax risk appetite, including delivery of related Onboarding, KYC/KYB &amp; Product Controls process enhancements</li><li>• End-to-end delivery of a £2mill payments project to 3500 bankers, from concept generation to implementation</li><li>• Development &amp; delivery of a Change Plan to deliver large-scale transformational loan procedure change to 3500 bankers</li></ul>

## Detailed Experience

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**Coutts** is the 7<sup>th</sup> oldest bank in the world & is arguably the UK's most prestigious financial brand. It is the private banking arm of The Royal Bank of Scotland (RBS). The service offered is renowned for its personalisation.

### Senior Business Analyst

March 2016 – August 2017

#### Compliance - Payment Accounts Directive (PAD)

Coutts

##### Key Responsibilities

- Lead BA for initiation & requirements gathering phases of compliance project. Legislation facilitates greater access to current accounts in the UK for other EU residents
- Significant engagement with Legal, Compliance and Product Owners to ensure scoping is accurate
- Contribute to product redesign in collaboration with Product Owners to ensure compliance
- Analysis of new legislation & existing relating to legislation CASS (Current Account Switching Service)
- Detailed analysis of the Onboarding process to gauge where/when/how legislation impacts
- Creation & management of all documentation including business requirements documentation and traceability matrix to evidence linkage of requirements to legislation

**Royal Bank of Scotland** is one of the largest banking groups in the world and operates a wide variety of banking brands offering personal & business banking, private banking, insurance and corporate finance.

### Project Manager

April 2015 – February 2016

#### Compliance - Tax Avoidance & Evasion

Royal Bank of Scotland

##### Key Responsibilities

- PM and BA for the RBS Commercial Workstream centered on definition of a tax risk appetite
- Significant stakeholder engagement & management to balance comprehensive representation of a large & complex business
- Development of a project plan to map out milestones & delivery of outputs
- Process mapping of the Customer Journey & thorough analysis of AML and Fin Crime procedures
- Identification of gaps wherein additional tax controls to mitigate tax risk & solution design
- Facilitation of fortnightly Project Control Committee meetings wherein direction of travel was endorsed & key decisions were made
- Management of all status reporting, risks & issues, & updates to senior Executive committees
- Testing with customer-facing Relationship Managers to confirm usability of the new tax policy
- Implementation planning, including extensive workshops with SMEs to ensure successful embedding of the initiative

**Independent News Television (ITN)** is one of the world's leading news & multimedia content companies. It's most famous products are news broadcasts which reach around 10 million people every day.

### Business Analyst

Jul 2014 – Mar 2015

#### Finance Transformation Program

ITN

##### Key Responsibilities

- Mapping of current processes undertaken by staff to make purchases & record expenses
- Facilitation of process workshops to agree on to-be process for move to electronic purchasing
- Significant stakeholder engagement/management across the business to ensure buy-in
- Translation of business needs into requirements for system configuration
- Testing of the new Integra module to ensure requirements have been met
- Management of all intranet content & project comms
- Creation of training material & management of its delivery & all post go-live support

**National Australia Bank (NAB)** is one of the four largest financial institutions in Australia.

**Bank of the Future for Business Program**

**Mar 2011 – Feb 2014**

See below for experience within this multi-year Program

**Senior Business Analyst**

**Centralisation – Loans & Payments**

**Key Responsibilities**

- Analysis & mapping of current process to fulfil loan requests (consumer & business) & payment requests
- Gathering & defining of requirements for new centralized processes
- Solution design & mapping of to-be process to be completed by centralized contact centre teams
- Significant stakeholder engagement/management with internal depts & external vendors
- Completion & signoff of detailed "Preliminary Risk Assessment" document for payments process
- Detailed testing & UAT of payment systems (eOCP & ITF) & lending systems (Siebel & eBOBS)
- Creation of work instructions & training for both bankers & the centralized teams,
- Design & delivery of all comms & training sessions related to the project

**Senior Business Analyst**

**Oracle BPM Workflow Solution**

**Key Responsibilities**

- Analysis of current workflow solution used by a centralized team to fulfill email & phone requests received from Business Bankers & customers of NAB
- Translation of Subject Matter Expertise into High Level Requirements documentation
- Identification of opportunities to streamline request allocation process
- Facilitation of various workshops to secure stakeholder buy-in

**Business Change Analyst**

**Transformational Change Deployment**

**Key Responsibilities**

- Subject matter expert in retail/consumer lending & business lending
- Completion of training needs analysis & creation of banker training materials
- Drafting & finalization of internal operational communications
- Management of relationships with deployment leads for each district & business unit
- Management of staggered deployment of Servicing changes & comms to each Business Unit

**Business Analyst**

**Operating Model Redesign**

**Key Responsibilities**

- Subject matter expert in retail/consumer lending & business lending
- Analysis of the impacts of the program's broader transformational change on customer-facing bankers & designing potential new structures for the "new world"
- Facilitation of workshops to gain feedback on potential new structures
- Documentation of findings & recommendation of a proposed solution

**Subject Matter Expert**

**Bank of the Future Pilot**

**Business Banker**

**Jan 2009 – Mar 2011**

**NAB Business**

**Carlton Business Banking Centre – NAB**

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**Employment References**

Available on request