

# Affinity Limited

## Résumé for John Rankin

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- Key experience**
- proven track record of success in managing unique, complex projects
  - strong strategic planning experience in large information technology environments supporting hundreds of users
  - solid background in supplier selection and contract negotiation
  - extensive application development experience, gained as consultant, project manager, analyst, programmer, and database designer
  - over 20 years' experience in information technology, including 12 as a consultant and 5 as a director of a growing consulting firm

- Professional goal** Contribute to clients' business success by:
- aligning IT capability with E-business and E-government strategy
  - improving the return on investments in information technology
  - implementing organisation and business process change

**Recent work** **Land Information New Zealand.** Managed a major project arising from the LINZ virtual agency strategy, to redevelop the LINZ web site as a customer-focused site, with information organised by subject and audience.

**Employment Relations Service.** Facilitator for a business team to develop an IT strategy that supports the transition from the Employment Contracts Act to the Employment Relations Act. A key strategic initiative was networked publishing—creating multi-channel outputs from a single source.

**Victoria University of Wellington.** Acted as facilitator for a cross-faculty working party that developed the university's IT directions strategy. This included a goal of establishing My VUW, a personalised portal to provide easy information access to all members of the university community.

**Business profile** In 1997, John Rankin founded Affinity, a consulting practice that provides independent information management advice to public and private sector clients. John specialises in strategy facilitation and project management.

In 1992, John was co-founder of a successful Wellington consulting firm, where he was responsible for developing and implementing the quality assurance policies and procedures. He defined and promoted the firm's vision and values, and led the business and product development strategy. When he left, the firm had annual revenue of \$3M and employed 20 people.

John emigrated to New Zealand in 1986 and joined one of the country's large consulting firms, where he became its most senior consultant. He managed a variety of major strategic projects for a number of government sector clients. He also made a significant contribution to developing the firm's internal methodologies and standards, notably in the area of information systems strategic planning.

In 1984, he joined a prestigious Canadian consulting firm, where he undertook a number of key assignments for both private and public sector clients, specialising in the development of information systems strategic plans. After completing a postgraduate degree, John entered the data processing industry in 1978, working for the City of Edmonton. He was employed in a variety of roles, including business analyst, programmer, project leader and computer site operations manager.

## Professional experience

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**Change management** **Department of Labour.** Advised the Office of the Chief Executive on raising awareness of knowledge management & organisation learning practice.

**Telecom New Zealand Limited.** Led a team to develop business continuity strategy and tactics for managing Telecom Network's response to the year 2000. This involved assessing the risk and developing 40 product, control process and site continuity plans, within a crisis management framework. The plans form the basis Network's for post-Y2K continuity arrangements.

**Transpower New Zealand Limited.** Carried out a year 2000 risk analysis of the information technology and telecommunications infrastructure, and identified where contingency plans were required.

**Standards New Zealand.** Managed the design and implementation of a Project Office, to support a change from a task-based to a project-based management model. This provided the processes needed to support introduction of a new company-wide information system.

**Standards New Zealand.** Advised the Chief Executive on organisation design options, position descriptions and candidate selection for a new senior management team.

**Transpower New Zealand Limited.** Acting Chief Information Officer during the merger of Transpower's information technology and telecommunications groups. Designed a new organisation structure and recruited a new management team, before handing over to the incoming cio.

**Westpac Banking Corporation.** Acted as team facilitator for a series of workshops for staff in the Technology group, to effect a cultural shift and deliver improved value to Technology's customers.

**Housing Corporation of New Zealand.** Completed an information systems review and developed information systems policies and strategies, for the establishment of Housing New Zealand.

**Strategic planning** **Employment Relations Service.** Facilitator for a business team to develop an IT strategy that supports the transition from the Employment Contracts Act to the Employment Relations Act. A key strategic initiative was networked publishing—creating multi-channel outputs from a single source.

**Land Information New Zealand.** Facilitated development of a strategy to consider the extent to which LINZ could be transformed into an electronic virtual agency for service delivery. The virtual agency vision is secure, convenient, personalised access—any time, any place.

**Department of Prime Minister and Cabinet.** Ran a workshop to develop an IT strategy with a cross-functional group representing all of the Department's business units, and documented the results. The strategy aligns IT investments with the business strategy and wider e-government strategies.

**Victoria University of Wellington.** Acted as facilitator for a cross-faculty working party that developed the university's IT directions strategy. This included a goal of establishing My VUW, a personalised portal to provide easy information access to all members of the university community.

**Unisys New Zealand Limited.** Acted as facilitator to develop a strategy for protecting and growing the value of intangible assets. A key output was the *Annual Report 2001* which included an intangible asset balance sheet.

**The Treasury.** Developed an Information Management Framework to support Treasury's goal of preserving and reusing its intellectual capital, that defined and agreed a set of priority projects and culture changes.

**Unisys New Zealand Limited.** Acted as facilitator for a series of senior management workshops to develop the Unisys business strategy for 2001, using scenario planning to help define the strategic intent.

**Software Education Associates Limited.** Delivered a section of the Information Systems Strategic Planning (ISSP) course covering the practicalities of developing a business-oriented ISSP.

**Westpac Banking Corporation.** Provided guidance on ISSP methodology and led development of a strategy for delivering management information, with emphasis on on-line analytical processing.

**Transpower New Zealand Limited.** Coached the Information Services team in developing an IS plan as part of the organisation's business plan.

**Capital Coast Health Limited.** Provided guidance on ISSP methodology and led development of an IS strategy to support a new business strategy.

**New Zealand Post Limited.** Reviewed and revised the information systems strategic plan and developed a systems strategy called Customer First.

**Education Review Office.** Provided guidance during the internal development of an information management strategic plan.

**Te Puni Kōkiri (Ministry of Māori Development).** Developed a 3 year information strategic plan, with an emphasis on information management, rather than technology.

**Other.** Worked with a range of clients to develop IS/IT strategies, including:

- New Zealand Post Limited
- Department of Trade and Industry
- Imperial Oil Limited, Toronto
- Litton Systems Canada Limited, Toronto
- Oakville Hydro-electric Commission

**Process improvement** **New Zealand Qualifications Authority.** Developed a content management strategy that defines a vision for the future NZQA multi-channel publishing process and transition plan to address short term process problems.

**Standards New Zealand.** Facilitated a series of process redesign workshops to make the standards development process more responsive to customer needs and improve its financial performance.

**ACC.** Acted as coach to help build dynamic models of the proposed branch restructure, to understand staffing and workload implications.

**Transpower New Zealand Limited.** Acted as facilitator and co-ordinator for a cross-functional team charged with redefining Transpower's products and processes for the wholesale electricity market. Included developing and maintaining an overall plan covering 10 separate project work streams.

**Victoria University of Wellington.** Led a workshop on Business Process Reengineering, presented as part of the Executive Programme, Management of Information Systems Series, 2 years in a row.

**The Open Polytechnic of New Zealand.** Acted as facilitator for developing dynamic systems models of the enrolment process as a basis for end-to-end re-engineering.

**Westpac Banking Corporation.** Developed a dynamic model of the company's nationwide Help Desk process. Included recommendations for changing the process to improve responsiveness, reduce rework and avoid problem recurrence.

**New Zealand Post Limited.** Developed a dynamic model of the company's entire billing process, covering customer set-up, service delivery, and debt management. Included recommendations for changing the process to improve cashflow and reduce rework.

**Te Puni Kōkiri.** Developed a simple dynamic model of how a policy initiative can lead to improvements in measurable social outcomes over time.

**Business Process Re-engineering conference.** Presented a paper called "Removing barriers to successful process redesign".

**Project management** **Land Information New Zealand.** Managed a major project arising from the LINZ virtual agency strategy, to redevelop the LINZ web site as a customer-focused site, with information organised by subject and audience.

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**Transpower New Zealand Limited.** Managed design and implementation of a disaster recovery service for the grid operator function of the wholesale electricity market. This meant upgrading the operating system and database management architecture, with no unplanned production outages.

**Transpower New Zealand Limited.** Managed the development and implementation of a system to support electricity market scenario modelling for setting the price of transmission hedge products.

**Office of the Māori Trustee.** Managed the requirements definition, package selection, negotiation of a prime vendor contract, and implementation of a new Property Management system for Māori land ownership and leases. This covered packaged software, custom-built extensions, and supply and national installation of hardware.

**New Zealand Post Limited.** Engaged as project manager for the requirements definition and package selection stages of a national Customer Sales Management system.

**Department of Justice.** Overall project management of the specification, supplier selection and implementation of the Motor Vehicle Securities Register (Autocheck).

**GCS Limited.** Managed the response to a large request for proposals from one of GCS's major government clients.

**Department of Trade and Industry.** Managed the development of 2 core business applications: a Companies and Products database and a Tariffs and Trade information system.

**Atkinson, Tremblay & Assoc Inc.** Managed the design and development of a prototype CASE dictionary called the Architect's Apprentice.

**Edmonton Transit.** Managed the design, development and implementation of the Master Schedule System, to support the design and production of bus timetables.

## Quality assurance

**National Library of New Zealand.** Carried out a risk assessment of the National Document and Information Service (NDIS) project and provided an opinion on the decision process which led the National Libraries of New Zealand and Australia to cancel the project.

**Transpower New Zealand Limited.** Managed the process by which Transpower obtained independent certification that software used to support the wholesale electricity market correctly meets its specification.

**Working Knowledge Group Limited.** Acted as quality manager for a wide range of consulting assignments, to ensure consulting service delivery met both company standards and the terms of reference agreed with the client.

**ACC.** Carried out a risk assessment of a multi-million dollar project to reduce costs by converting 2 core applications to a new host computer. Included preparing a business case and risk management plan.

**Housing Corporation of New Zealand.** Quality and project management methods advice to several major concurrent projects. Included a visit to the United Kingdom to help choose a new property management system.

**New Zealand Post Limited.** Co-ordinated inter-project interfaces and dependencies for several major projects. Helped prepare business cases and board papers for new projects.

**Wellington Regional Council.** Managed inter-project interfaces and dependencies for several concurrent projects.

## RFP preparation and evaluation

**Transpower New Zealand Limited.** Managed the process to prepare, issue and evaluate an RFP to select a business partner to build a new billing system. This included preparing a business case for executive approval.

**Standards New Zealand.** Acted as facilitator for the RFI and RFP processes to select a preferred supplier for an integrated information system to replace a variety of stand alone packaged and custom software systems.

**Working Knowledge Group Limited.** Prepared proposals in response to RFP for a wide range of consulting services, including information systems strategy, business process reengineering, and project management.

**Te Puni Kōkiri.** Developed and issued a request for tender document for office automation products and services, and evaluated the responses. Negotiated a prime vendor contract for the supply of a national system, covering both software and hardware.

**Housing New Zealand Limited.** Prepared and evaluated a request for tender for Unix host computing facilities, local and wide area networks, and an executive communication system.

**Department of Justice.** Published requests for proposal for a turnkey imaging and data processing system, and an electronic data interchange service. Included contract negotiation with the preferred suppliers and was one of the first New Zealand implementations of these technologies.

**Department of Trade and Industry.** Prepared and evaluated responses to a request for tender for a host computing facility, fourth generation development environment, and an office automation system.

## Business analysis

**Office of the Māori Trustee.** User requirements study and information engineering models for a land ownership and leasing system.

**Department of the Prime Minister and Cabinet.** Developed a business model for a Legislation Programme Co-ordination system and used this, with a test scenario, to select a PC package to support the programme.

**Wellington Regional Council.** User requirements study and information engineering models for property management.

**Pitney-Bowes Canada Limited.** User requirements study and business models for a national service call receipt and dispatch system.



**Other.** Worked with a variety of clients to develop data models, including:

- New Zealand Post (customer and product)
- Azimuth Consulting (generic finance & human resources models)
- London Life, Toronto (human resources)
- Bank of Montreal (customer)
- Via Rail Canada
- Ontario Ministry of Transport and Communications
- Edmonton Transit (corporate data model)

### **Application development**

**Working Knowledge Group Limited.** Designed and procured development of the company's core time and cost recording, billing and management reporting system.

**Edmonton Transit.** Approximately 6 years in application development and software support. Positions included Project Leader, Systems Analyst and Senior Programmer for the following:

- Master Schedule System, used to design and publish all aspects of the bus timetable and vehicle run instructions
- Capital Projects Fiscal Control system, used to control expenditure on a \$100M light rail construction project
- Route Performance Evaluation system, used to set service levels for the city bus service
- Light Rail Fleet Maintenance Management system, for a fleet of over 30 rail cars
- Bus Fleet Maintenance Management system, for a fleet of over 600 buses and 5 garages

**City of Edmonton.** Programmer and Analyst for the corporate Personnel Information system and Accident Statistics Information system.

### **Methodology development**

**Working Knowledge Group Limited.** Wrote Uncommon Knowledge, a set of guidelines for carrying out various types of consulting assignment. This included a consulting skills workshop for all professional staff.

**GCS Limited.** Developed project administration procedures for controlling major projects.

**Azimuth Consulting Limited.** Developed standards and methodologies for information systems strategic planning and data modelling.

**Department of Trade and Industry.** Wrote procedures and standards manuals for 4GL software development and mini-computer site operations.

**Atkinson, Tremblay & Assoc Inc.** Developed data modelling and data dictionary standards.

**Edmonton Transit.** Wrote standards for 3 and 4GL software development.

## Curriculum vitae

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### Employment history

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1997–	<i>Director and Consultant</i>	<i>Affinity Limited</i>
1992–1997	Director and Consultant	Working Knowledge Group Limited
1986–1992	Consultant	Azimuth Consulting Limited
1984–1986	Consultant	Atkinson, Tremblay & Assoc Inc
1978–1984	Project Leader, Systems Analyst, Senior Programmer	City of Edmonton

### Education

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1978	PhD in atomic physics	University of Alberta
1972	BSc (Hons) in chemistry	University of Bristol

### Society affiliations

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1984–	Member	Association for Computing Machinery
1988–	Full Member	New Zealand Computer Society

**How to contact** 4th Floor Braemar Building  
32 The Terrace  
P O Box 3058  
Wellington

Tel 64 4 495 3737  
Fax 64 4 473 7991

john.rankin@affinity.co.nz  
021 RANKIN

www.affinity.co.nz