

## **IAN MELLINGS**

### **PROFILE**

Mr. Mellings is a Management Consultant and Project Manager with over 20 years of experience in both the strategic and operational aspects of information technology, systems and information.

His areas of expertise include:

- E-Commerce, Internet and Intranet Strategies;
- Strategic Planning;
- Business analysis;
- Decision making, forecasting and analysis;
- Business Cases and Treasury Board Submissions;
- Project management (medium and large scale);
- Systems integration and systems architecture;
- Risk analysis;
- Cost benefit analysis;
- Knowledge Management and Document management (RDIMS);
- Request for proposals preparation and evaluation.

Mr. Mellings amalgamates private and public sector experience to provide innovative and pragmatic approach to problem solving to achieving the best possible results.

### **ACADEMIC QUALIFICATIONS:**

- Career Assignment Program, Canadian Centre for Management Development, 1988
- B.Sc. (First class Honours: Economics, Computer Science), Brock University, 1980
- O.N.C. Electrical Engineering, Manchester, England, 1970
- Bilingual English and French
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### **PROFESSIONAL:**

- Information Systems Professional, certified by the Canadian Information Processing Society.
- Project Management Professional, certified by the Project Management Institute.

## **SKILL SUMMARY**

### **Development of E-Commerce, Internet and Intranet Strategies.**

Led Implementation of the Elections Canada's Voter Information Services in readiness for the 2004 General Election. VIS provided multi-channel service delivery through a combination of web-based self service tools, web-based call agents, voice recognition, text-to-speech rendition and interactive voice response from a common data source.

Developed Terms of Reference for the Real Property Services GOL Program Office; created a Filter Model and associated filter criteria for assessing and screening potential GOL projects; and developed a schema for the tracking of GOL initiatives and projects.

Developed the Business Case for the web enabling of the Payments In Lieu of Taxes System.

Initiated the Business Information Taskforce for Real Property Services, PWGSC; and assisted in the identification of potential NetVision and Government On-Line initiatives; identified current technology issues and drivers; and prepared a set of business scenarios for use in the BIT RFP; their purpose was to provide vendors with a tangible view Real Property Services business and IM/IT vision.

Prepared a needs assessment, risk management and technical solution approach for Transport Canada's marine Services Portal. The portal is an umbrella for a variety of e-commerce and information related activities underway in Transport Canada, Fisheries and Oceans and Environment Canada.

Assisted in designing the application architecture and user interface for a critical, security sensitive, dynamic intranet application implemented initially in ColdFusion.

Managed the development and design of the Canada Student Loans Web-site for Human Resources Development Canada.

Managed and assisted in the development of leading edge technologies, telecommunications strategies, and applications related to Government use of the Internet and Government Internet and Intranet strategies for PWGSC-GTIS and ACOA.

### **Strategic Planning**

Identification and development of major initiatives and associated plans for the PWGSC Real Property Services Business Information Taskforce. This included: identification of appropriate methodologies, critical success factors, initial plans; and facilitation of strategic analysis workgroup sessions.

Developed strategies for use of leading edge technology and government internet, strategic information technology plans, capacity plans, security strategies and disaster recovery plans for GTIS National Capital Region.

Identified strategic information needs and system architecture groupings and constraints for Public Works Accommodation Branch.

Assisted in the definition of strategic and operational requirements, for an integrated approach to Public Service staffing, for the Public Services Commissions.

Developed approaches, policies and procedures for the management of capital assets (buildings, ships, computers, software and equipment) for Fisheries and Oceans.

Developed and implemented methods to assist the Senior Assistant Deputy Minister of Public Works in decision making and strategic information systems planning.

Applied data analysis and clustering analysis to define strategic groupings of components for Public Works Canada's migration to becoming a revenue dependent organisation.

### **Business Analysis**

Analyzed the current business situation and identified potential future target business scenarios for the Real Property Services Business Integration taskforce.

Management the identification of use cases, information models and requirements related to Client Relationship Management in Real Property Services.

Development and documented a business function model for Real Property Services Branch, PWGSC.

Assisted Supply Operations Services-PWGSC in the definition and development of Benefits Driven Procurement concepts, approaches and Lexicon of Terms.

Established the newly formed GTIS National Capital Region including development of new business lines, business process and organisational structures and controls.

Initiated and conducted business requirements and business function modelling workshops related to the Public Service Commissions' Integrated Staffing System initiative.

Developed approaches, policies and procedures for the management of capital assets (buildings, ships, computers, software and equipment) for Fisheries and Oceans.

### **Decision Making, Forecasting and Analysis**

Developed decision analysis models and introduced staff to decision analysis techniques for use in Real Property Services' Business Integration taskforce.

Developed decision tree models to assist in funding decisions related to the Client Relationship management System.

Developed and used decision analysis and forecasting techniques for the management of investment in information technology and for the allocation of resources as Regional Director for GTIS National Capital Region.

Established indicators to assist managers in investment and disposal decision making at Fisheries and Oceans.

Established and managed a corporate systems function to assist the PWC Senior Assistant Deputy Minister in decision making and strategic information systems planning.

### **Business Cases and Treasury Board Submissions**

Development of a business case, communications strategy, and functional analysis report, training strategy and statement of sensitivity for a \$2 Million client information project.

Developed business cases for the establishment of a new business lines upon formation of the GTIS, National Capital Region and assisted in the development of business cases associated with the modernisation and amalgamation of Government cheque printing plants.

Played a major role in the development of a submission to Treasury Board for the creation of an Integrated Staffing System (ISS) resulting in the approval of the \$25 Million dollar project.

Developed the Capital assets component of a \$750 Million Treasury Board submission for Fisheries and Oceans.

Developed the Treasury Board Submissions for PWC's \$2.2 Million Facilities Inventory System

### **Project Management (medium and large scale)**

Led Implementation of the Elections Canada's Voter Information Services identifying critical elements and timing necessary to be ready in time for the 2004 General Election. This involved management of contract teams and also involved working with a range of service providers e.g. Bell Canada, Qunara, Compuware, etc. to define roles, harmonize delivery and achieve the required goals.

Managed development and implementation phases of a multi-tier client-server based client information and relationship system for Real Property Services, PWGSC.

Directed and managed a wide variety of telecommunications, system development and operational support projects and teams as Regional Director for GTIS, National Capital Region.

Managed the application of computer systems (TADS and OAS) in support of the shared accommodation Leadership program.

As Director of Data and Information Technology and Administration, managed support divisions that were responsible for many of the Commission's information assets, data models and strategic information technology plans.

Managed the design, development and implementation phases of systems such as the Facilities Inventory System (FIS), upgrades to the Municipal Grants systems, Unit Cost Allocation Reporting System and Energy Management System, for Public Works Canada.

### **Systems Integration and Systems Architecture**

Managed the technical architecture, integration testing, and load testing teams on the Voter Information Services Project at Elections Canada.

Prepared terms of reference, approaches and identified critical success factors for addressing system integration and system architecture problems faced by Real Property Services, PWGSC.

Assessed the maintenance requirements for the project and business management system at PWGSC.

Managed and participated in the development and maintenance of strategic information technology plans, capacity plans, security strategies and disaster recovery plans; technology and applications architectures, and operations support, as the Regional Director for GTIS National Capital Region.

Examined Accommodation Branch systems and services were to identify areas for potential saving and service improvement.

Managed overall IM/IT investment for Staffing Programs Branch and conducted business requirements and business function modelling workshops for establishing the information models used during the development of the Public Service Commission's Integrated Staffing System.

Applied data analysis and clustering analysis to define strategic groupings of components for Public Works Canada's migration to becoming a revenue dependent organization.

### **Risk Analysis**

Prepared a Risk identification approach for Real Property Services' Business Information Taskforce. Assessed the risks and risk mitigation requirements for the maintenance of the project and business management system, at PWGSC.

Prepared a risk identification and management approach for Transport Canada's Marine Services Portal.

Prepared and reviewed risk management plans as Regional Director, GTIS, National Capital Region.

Prepared and documented the risks and requirements for Staffing Programs Branch re-engineering and IM/IT initiatives.

Prepared and reviewed risk management plans for major systems development initiatives As Chief, Systems Development, PWC.

### **Cost Benefit Analysis**

Prepared a detailed analysis of the costs and benefits of web enabling a client-server based client information and relationship system at PWGSC.

Prepared a detailed analysis of the costs and benefits of implementing multi-tier client-server based client information and relationship system at PWGSC.

Prepared and cost benefit analyses as Regional Director, GTIS, National Capital Region.

Prepared and cost benefit analyses, including the cost benefit analysis for the \$25 Million Integrated Staffing System initiative for the Public Service Commission.

Established indicators to assist managers in investment and disposal decision making. These were used to prepare cost-benefit analysis and to justify investment, on the part of Treasury Board, to rectify deterioration problems associated with the Department's assets.

Prepared Cost benefit analyses for systems such as the Facilities Inventory System (FIS), upgrades to the Municipal Grants systems, Unit Cost Allocation Reporting System and Energy Management System at PWC.

### **Request for Proposals Preparation and Evaluation**

Identified potential approaches for requesting and evaluating proposals related to acquisition and implementation of integrated information systems and technology for Real Property Services.

Directed and assisted staff in the preparation and evaluation of RFP's as Regional Director, GTIS, National Capital Region.

Directed and assisted staff in the preparation and evaluation of RFP's at the Public Service Commission

Prepared RFP's and evaluated responses for a wide variety IM/IT related work at PWC.

**PROFESSIONAL EXPERIENCE**

Oct 1995 - Present	Senior Consultant
Dec. 1993 to Sept. 1995	Government Telecommunications and Informatics Services, National Capital Region Regional Director
Sept. 1992 - November 1993	Public Works Canada, Informatics Services Senior Informatics Advisor
Sept. 1990 - Sept. 1992	Public Service Commission. Data & Information Technology Administration (DITA), Director
Sept. 1989 - Sept. 1990	Public Works Canada National Capital Region, Informatics Services Regional Manager
April 1989 - Sept. 1990	Fisheries & Oceans, Capital Assets Manager Asset Life Cycle Management
March 1982 -1988	Public Works Canada Positions included Chief, Systems Development and Chief, Standards and QC, Informatics
1980 - 1982	Statistics Canada & Energy Mines & Resources Programmer/Analyst
1967 - 1980	Various manufacturing companies. Senior Designer