



Ess Pty Ltd

(ACN 061-845-430)
(ABN 20 135 742 889)

Tony Sutherland

Curriculum Vitae

Qualifications

Tony graduated with Distinction from the Western Australian Institute of Technology in 1981 with a Bachelor of Business (Information Processing).

In 1989, Tony completed a Master of Information Systems degree, graduating with Distinction. He was awarded the R D Galliers Medal for best Master's student. Tony's research concentrated on the planning, management and use of information systems for competitive advantage.

Expertise

Tony's major fields of expertise are:

1. Planning, Management and Information Systems Consultancy

Tony's main area of interest is in strategic management and information planning at all levels in an organisation. A range of studies carried out in the public and private sector have led to specialised skills in:

- a. Identifying the precise changes required in the organisation to achieve its strategic intent;
- b. Adapting and enhancing methodologies for planning to meet the specific needs of each organisation;
- c. Developing an organisation's corporate and strategic plans (in terms of its activities), leading to the information flows and information system strategies required for the objectives of the organisation to be achieved;
- d. Carrying out cost benefit analysis and financial impact studies related to planning alternatives and information system strategies;
- e. Determining appropriate organisational structures and processes; and
- f. Assisting in cultural and attitudinal changes in organisations.

2. Technology Planning and Management

Tony maintains up-to-date knowledge of the wide range of information technologies available, and is skilled in evaluating new technologies and identifying the most appropriate technologies for each individual organisation, based on the requirements of the organisation's corporate and information plans.

3. Implementation

The implementation phase is a critical step in the system's life-cycle. Tony has expertise in systems implementation based on a large number of projects and has developed specific approaches to ensure successful implementation is achieved.

Tony maintains up to date knowledge of a wide-range of methodologies to assist in all phases of implementation (analysis, design, development, testing, deployment, support and maintenance) of large-scale business and technical applications.

4. Management

Tony has well developed skills in all areas of management resulting from:

- Responsibilities as a Director of the Corporate Systems Group, Harris & Sutherland Pty Ltd and Ess Pty Ltd; as General Manager in the EXECOM Group; as General Manager of the Courts Division in LawNow Limited; as Chief Executive Officer of Coram Solutions Pty Ltd; and as R&D Manager for Lasata Pty Ltd / Systems Union;
- Programme and project management of a wide range of business and information, systems and technology projects, including for the Shared Land Information Platform and the Corporate Services in Agencies Taskforce and Decommissioning Programme.

These skills include formulation of business strategy, sales and marketing, financial planning, human resources planning and management (incorporating staff development) and project control.

5. Training and Mentoring

Tony has planned, written and presented a range of training courses relating to management, systems and information technology.

Experience

Tony has consultancy experience in many organisations in the public and private sectors, both in Western Australia, interstate and overseas.

ACT Courts and Tribunals (August 2003 – September 2003)

Analysis and documentation for the configuration of the CourtCase case management system, within the Children's Court (Criminal and Care) in the ACT Courts and Tribunals. Facilitated workshops, management meetings and presentations and investigated design alternatives for configuration (using standard features of CourtCase). Documentation was produced using XML document formats and extensive XSL processing for report output. The project included the definition of the XML Schema for configuration document/report production.

All Saints College (May 1989 - December 1989)

Assistance in the preparation of a five year plan for the acquisition and use of Information Systems for All Saints College, probably the first such exercise for a secondary school in Australia. The plan dealt with all College functional areas and set standards for the management of information in all forms.

All Saints College (November 1988 - December 1988)

Consultancy advice associated with purchase of new library computer system.

Armstrong Jones Management Limited (June 1989 - December 1989)

Review of the communications and investor services section. Assistance in quantitative study on investor services operations. Recommendations pertaining to the operations, structure and management of the Investor Services Section.

ASG Group (August 2010)

Writing tender response sections for a large Health related tender. Sections for Transformation Plan, Strategic Planning, methodology and Disaster Recovery provided to the response team.

Attadale Seafoods (January 1995 - April 1995)

Advice concerning the replacement of an obsolete computer system for accounting and financial management purposes. Assistance with the selection of accounting system supplier, hardware required, and the implementation of the new system.

Australian Health (June 1996 - October 1996)

Advice in relation to the general management and strategic direction for the Australian Health organisation. Advice and direction pursuant to a large software development project, implementing a comprehensive package for sale world-wide, using advanced object oriented techniques.

Australian Labor Party - WA Branch (September 1989)

Production of an Information Systems Plan. Based upon the requirements detailed in the Plan a request for quotation was prepared. This task also involved the evaluation of tenders from computer companies responding to the request for quotation.

Australian Securities Commission (March 1990 - June 1990)

Advice on computerised support requirements for a particular (very large) confidential litigation matter in the Adelaide and Perth regional offices, including the production of a detailed report on future actions to take.

BHP Billiton Iron Ore (October 2008 – December 2008)

Production of a Strategic Information Management Plan for the Asset Development Projects (ADP) business unit of BHP Billiton Iron Ore, covering the current situation, presenting issues, key business drivers, critical success factors, an information management charter, an information management operating model, strategies, governance, organisational structures (including alternatives considered and evaluated), activity models, information systems model (current and future state), and projects constituting the immediate plans and projects for progressing information management for ADP. Stakeholders consulted included key business areas in ADP, various other business units in BHP Billiton Iron Ore, key personnel within BHP Billiton Iron Ore Information Management, including the Chief Information Officer, and personnel in partner organisations (EPCM Programme Manager).

BHP DRI Pty Ltd (November 1995 - March 1996)

Specification of a comprehensive Document Management System, to accommodate both general office documentation as well as Engineering documentation, including drawings, contracts, tender packages and all other controlled material. The specification incorporated the general requirements of other organisations (BHP Iron Ore and BHP Engineering), as well as determining the technical architecture and roll-out plan for implementation of the required system. Selection of the product to implement the system was included in the project.

BHP Iron Ore Ltd (July 1993 - October 1993)

Development of a Strategic Information Systems Plan for the Railroad Division of BHP Iron Ore in Port Hedland. This project considered both the changes required in the organisation from a business perspective (subsequent to the Activity Modelling sessions) as well as the Information Needs of the Railroad. The Plan outlined the development and integration of information systems reflecting the business operations of the Railroad (particularly from a client service perspective) and the relationships between the Railroad, the Port and the Mine.

BHP Iron Ore (December 1994 - April 1995)

Development of an Information Systems Plan for the Marketing Department, of a similar nature to the Railroad plan, but also taking into consideration customer interactions and Regional Office interactions worldwide.

BHP Iron Ore (January 1995 - June 1995)

Investigation into the feasibility of migrating core business applications from an MVS mainframe to a centralised UNIX environment, including review of similar sites worldwide, production of detailed implementation plans for the migration, and recommendations to the BHP executive.

BHP Iron Ore (August 1995 - November 1995)

Development of an Information Systems Plan for the Ore Processing Department in Newman. Particular attention was paid to the integration of Ore Processing needs and systems with those of other Departments at the Newman mine-site, as well as with overall BHP Iron Ore standards and plans (in progress).

BHP Iron Ore (September 1995 - October 1995)

Assistance with the development of an Information Technology Plan for BHP Iron Ore, including presentation of the results to management and staff throughout BHP Iron Ore.

BHP Iron Ore (November 1995)

Development of an Information Technology Plan for the Mine Maintenance area at Newman, within BHP Iron Ore, specifically for budgeting purposes. The finalisation of the plan included presentation of the results to management of the area.

BHP Iron Ore (January 1996 - March 1996)

Development of an Information Systems Plan for BHP Iron Ore overall, incorporating plans developed for individual departments and ongoing projects. Interviews and workshop sessions were held with senior managers within BHP Iron Ore (at all sites). Detailed roll-out plans for equipment and projects, based on an integrated technical architecture for all of BHP Iron Ore, were presented to senior management of the organisation.

BHP Iron Ore (May 2001 – September 2001)

Development of an Information Systems Plan for BHP Iron Ore Railroad, based on and updating the original plan produced in 1993. Mentoring junior team members throughout the project, instructing them in planning methodologies and techniques. Determination of the structure for the plan, approach to be taken and project plan. The final Information Systems Plan documented the definition of an architecture using J2EE for systems development and delivery, including the means of developing the skills to achieve the planned end-result.

Building Management Authority (October 1995 - January 1996)

Development of a Strategic Information Technology Directions Review. This task included comparing the client's existing mainframe computing environment with alternative computing architectures for the most cost effective, practical, scalable, open standard based environment. An Information Systems architecture was developed from which alternative computing architectures were developed and evaluated. Indicative costs and broad transition strategies were also included.

As part of this exercise, the issues of downsizing, decentralisation, distributed computing and migration were addressed.

City of Melville (October 1997)

Development of a Benchmark report comparing the City's Computer Services Department to industry averages, particularly in relation to staff salaries, PC and LAN support and services provision.

City of Melville (February 1998)

Provision of report and advice on the commercial credentials of two short-listed software vendors for the core business application systems at the City Melville, including detailed reference checks on more than twenty sites.

Coram Solutions Pty Ltd (April 2001 – July 2003)

Chief Executive Officer of Coram Solutions Pty Ltd, a private company developing and selling the CourtCase suite of products to the justice community (principally courts). Tony provided services relating to the general management, sales and marketing, human resources (including recruitment), financial management and reporting, supervision of the system development, development of overall architecture of the system, design of individual components of the system, and Board reports and presentations.

Coram Solutions Pty Ltd (June 2001 – July 2003)

Providing overall system architecture direction and definition for the CourtCase suite of products, as well as design for individual elements (features, functions, screens, etc) of the product suite. The architecture was J2EE based, with integrated XML/XSL capabilities, WebServices facilities, using BPEL4WS and other standard definitions (including investigation into XFORMS use).

Definition and design of the workflow/module flow engine facilities within CourtCase, based on business processing language standards. Other elements of the work in the J2EE area included, inter alia: evaluating EJB vs Servlet use; implementing data access layers (including access to multiple relational database management systems – Oracle, Microsoft SQL Server, Sybase); implementing the Struts MVC framework; extending the Struts framework to integrate with a workflow engine (based on BPEL4WS); Castor use for XML integration; Tomcat/Apache and Silverstream application server use; use of JN:DI; use of JAXP; use of JavaMail.

Definition of development methodology (based on the Feature Driven Development (FDD) agile methodology and elements of RUP), but incorporating documentation, testing, system deployment and maintenance and support activities and processes within the overall methodology. Overall supervision of the development team, variously comprising between 15 and 20 members.

Corporate Affairs Department - Rothwells Taskforce (January 1991 - February 1991)

Consultancy advice regarding the management of information technology issues, including the development and information analysis of a computer support system for a large, long and complex criminal trial trying a corporate crime.

This task included identifying the type of technology required to provide the platform for a litigation support system and undertaking detailed, planning, design and analysis for a system to support all levels of the Taskforce. As a result of this work, the Taskforce has implemented an integrated full text retrieval and electronic imaging system to administer and control documented handling, litigation support and Courtroom presentation for the approximately 4 million documents under their custody.

Crown Law Department (February 1986 - October 1986)

Work undertaken resulted in a 7 year strategic information technology plan being endorsed by both the Crown Law Department and the Minister responsible. Subsequent feasibility studies led to successful implementation of major systems within the Department. Strategy development involved substantial consultation with senior members of the Department, including the Chief Justice of the Supreme Court of Western Australia, the Chief Judge of the District Court, the Chief Stipendiary Magistrate, the Crown Solicitor, the Solicitor General, the Under-Secretary for Law and others.

Crown Law Department (July 1992 - January 1993)

Provision of services to lead a review of the operation of Court Reporting Services in Western Australia. Tony performed a detailed analysis exercise, identifying the business requirements and needs for such a service, consulting with all stakeholders, internal and external to Government.

Recommendations pertaining to the future business of Court Reporting in Western Australia were prepared by Tony, and accepted by the Department, which led to the preparation (by Tony) of a tender for the outsourcing of Court Reporting for the forthcoming four years.

Tony subsequently led the evaluation of the responses to the tender, producing detailed matrices comparing service offerings and cost structures for each respondent across the multiple jurisdictions in WA. Tony documented the report recommending the award of the tender, used in negotiations with the preferred supplier.

Curtin University of Technology (June 2002 – October 2002)

Development of an Information Plan for Curtin University, focusing on core business systems, and incorporating an additional Security Plan addendum. Definition of systems across all areas of Curtin University, and the architecture for integration and ongoing delivery of defined systems, based on an Enterprise Application Integration (EAI) model and web enabling applications within an internal and external focused portal environment.

Department of Employment and Training (March 1998 – July 1998)

An Information Systems Plan was developed for the Department. The Information Systems Plan addressed the complete Department, and identified the appropriate systems and technology environment to support the provision of services associated with the policy and information provision services of the Department.

Department of Environmental Protection (October 1996 - February 1997)

Review of information technology and information management within the Department, with regard to the wider needs of the Department in relation to the Environmental Protection Authority and other involved bodies (government agencies, private companies and industry, and environmental groups). A model for information management and delivery was proposed, indicating the larger picture and directions to take.

Department of Finance (July 2011 – December 2011)

Tony Sutherland provided consulting assistance to the Corporate Services in Agencies Taskforce, determining the future direction and plan for the decommissioning of Shared Services within the Western Australian government.

Following from the Economic Regulation Authority (ERA) report into Shared Services and the subsequent Government recommendation to decommission Shared Services, the Taskforce was created to perform a detailed analysis of options available for the provision of corporate services across the W.A. Public sector, develop a ten year cost benefit analysis across all viable options, determine a comprehensive plan encompassing all aspects of the proposed decommissioning, including the transfer of staff from Shared Services to agencies, implementation of new/replacement systems in agencies, migration of data and services from Shared Services and running a properly resourced decommissioning programme. The Taskforce produced a report to government which was considered and accepted by Cabinet, leading to the subsequent Decommissioning Programme exercise throughout 2012 and 2013.

Tony Sutherland was instrumental in integrating the diverse set of public service staff from a number of agencies into a cohesive team to produce a large set of documentation within a short time-frame. Tony Sutherland developed the initial project brief, assisted in the management of the team, as well as performed a key role in the design and development of the overall solution, options and individual artefacts, and writing the reports required from the Taskforce.

One outstanding feature of the Taskforce work was the very detailed costing model, specifying all elements associated with decommissioning Shared Services, generating the model from the ground up, for each of the varying aspects of the complete solution. This design and development work was led by Tony Sutherland.

Department of Finance (January 2012 – September 2012)

Following the endorsement of the Corporate Services in Agencies Taskforce report and recommendations by the WA Government, the Decommissioning Office was created to implement the Shared Services Decommissioning Programme. The Decommissioning Programme was defined and implemented as an agency led initiative, using a collaborative and cooperative programme-based approach to achieve its over-arching whole-of-government goals. This approach involved cooperation between agencies and the Decommissioning Office, and also between agencies themselves, in terms of common solutions and joint initiatives. This approach resulted in whole-of-government cost savings and commonality of solutions, yet still allowing agencies choice in terms of the best solution for their particular needs.

Tony Sutherland provided programme management services, in the role as acting General Manager of the Decommissioning Office for the Decommissioning Programme, as well as separately. Activities included setting up both the Programme and the Office - defining structures; documentation and templates; relationship and engagement models; projects within the programme; the business case template and processes (for agencies to complete); and reporting within the Programme and to Government. Tony Sutherland also managed a number of the Decommissioning Programme projects, as well as produced a wide variety of documentation, including information packs provided to agencies outlining the Programme arrangements and processes.

Department of Finance (September 2012 – March 2013)

Tony Sutherland provided services to lead the newly formed “Team Finance” Program Management Office within the Office of the Director General of the Department of Finance. Team Finance was tasked with leading and coordinating a change program for the Department, focusing on improving processes – making them simpler, consistent and more effective across all areas of the Department. Tony consulted with the Director General and the Executive Director group, assisting in determining the direction and work-plan for change program.

Department of Health (April 2013 – April 2013)

Tony Sutherland provided services to review the current milestone deliverables under the Fiona Stanley Hospital Facilities Management contract. This involved familiarization with the extensive contract and associated documentation, and ensuring that material provided by the Facilities Manager met the contractual criteria.

Department of Health (April 2013 – February 2014)

Tony Sutherland provided services to the Department of Health in relation to ensuring that all required ICT systems and facilities in the Fiona Stanley Hospital (FSH) were implemented in time for opening of the hospital.

These services involved a wide range of skills, experience and expertise, across a broad spectrum of business, program, project and organisational management activity.

A review and re-plan of what ICT was to be implemented, as well as how it would be achieved was the first order of business. This plan had to take into account the dependencies between various projects and business/commissioning initiatives, and determine an optimal opening time for the hospital. The revised plan was then socialised throughout management in FSH, within Department of Health ICT (Health Information Network – HIN) and senior management of the Department of Health. Agreement and endorsement of the plan was obtained from the Taskforce overseeing the commissioning of FSH, which subsequently led to immediate implementation activity.

The structure of how ICT would be implemented and delivered during the commissioning of FSH was then defined and organised, including filling positions, from the top to the bottom of the structure. The overall business and technical governance framework for ICT in FSH was created, integrating with other governance frameworks and processes in the commissioning, particularly in relation to clinical processes and arrangements. Arrangements for working with the Facilities Manager were also instituted – these arrangements and the new governance framework were integrated with the new FSH ICT structure and processes.

Tony Sutherland also provided program management and project management services, especially in relation to commencement of various projects within the program of work, as well as defining the program of work itself, including resourcing and budgets. Tony developed the reporting framework (dashboard) for the program of projects, allowing senior management and the Taskforce to maintain a constant and transparent awareness of progress towards the implementation goals of the program.

As part of Tony's management responsibilities, he participated in and provided input to the various governance committees and groups with an ICT element relating to FSH commissioning.

As a final activity for this particular assignment with Fiona Stanley Hospital, Tony developed the first roadmap for ICT in FSH, outlining future development and upgrades of systems over a three year period. This work included defining the release strategy (including the management of releases), and publishing the roadmaps and release plans to a variety of stakeholders. The development of the roadmap involved a detailed understanding of the set of systems required for a large tertiary hospital, as well as running workshops with a variety of clinical, management and operational personnel in FSH, HIN, the Department of Health and selected WA Government agencies.

Department of Health (March 2014 – June 2015)

Following completion of work associated with creating the FSH ICT program and associated management and organisational activities (see previous assignment), Tony Sutherland then continued to provide services reviewing the milestone deliverables under the Fiona Stanley Hospital Facilities Management contract. This ongoing work involved ensuring that material provided by the Facilities Manager met the contractual criteria, but also resulted in re-defining the milestones, in relation to which material would be delivered according to which milestone (and which also involved redefining the payment schedule). This redefinition activity was performed in conjunction with FSH commissioning personnel and the Facilities Manager.

Tony was also requested to provide additional services to assist in reviewing and managing activity in relation to the completion of Principal Acceptance Testing and Service Line Acceptance Testing for ICT during November 2014 to January 2015. This work included reviewing the delivery of the Service Catalogue by the Facilities Manager. This review work incorporated specifying the requirements for the Service Catalogue from the Principal (FSH), including reporting requirements to be provided by the Facilities Manager.

Department of Land Information (Landgate) (July 2005 – June 2007)

SLIP Introduction

The Shared Land Information Platform (SLIP) is a common facility across all the government, commercial and civil lines of business that have a requirement for geospatial data and services.

SLIP Services Provided

Tony Sutherland provided services in the role of the SLIP Program Director, responsible for successful implementation of the SLIP Implementation Plan. Tony provided overall program level direction and management, overseeing and ensuring the success of the five programs of SLIP (Enabling Framework (EF), Register of Interests/Interest Enquiry (RoI/IE), electronic Land Development Program (eLDP), Natural Resource Management (NRM), and Emergency Management (EM)) and the numerous subsidiary projects. These services included providing overarching program management including financial management, project coordination, issue management, risk management, program communication and program dependency management for the SLIP program overall.

Vision of SLIP

The vision of SLIP is to allow users to discover, view and obtain desired data for a particular part of the state, or country, without needing to know the details of how the data is stored and maintained by independent organizations. To achieve this, SLIP is based on open standards and specifications that are defined collaboratively by recognised standards organisations; are freely published, and are able to be implemented by any vendor or organization.

One of the key success factors of SLIP is its ability to provide data from agencies through integration with each agencies own (legacy) geographical information systems, rather than forcing agencies to change internal systems to accommodate SLIP. This was a key strategy and architectural design element directed by Tony Sutherland in his role as SLIP Program Director.

SLIP Strategies and Architecture

As SLIP Program Director, Tony Sutherland was responsible for ensuring that the correct overall strategies and architecture for the successful delivery of SLIP were identified, adequately defined and executed. Tony guided the design of the overall elements of SLIP, directing individual programs and projects with respect to integration across agencies and systems. Tony Sutherland's work on the Shared Land Information Platform (SLIP) is an example of how to very successfully deliver a complex program of works (consisting of many inter-related projects), requiring a substantial amount of integration.

SLIP Stakeholder Management

Stakeholder management for SLIP had to not only cover the four main WA State Government agencies involved but also numerous other WA State Government agencies, Local Government Authorities, other government agencies (Federal and other States), private companies and individuals.

One of the key elements constituting success for the SLIP Program (and the SLIP Program Director) was effective communication and engagement across and with the diverse range of stakeholders as outlined above. Tony Sutherland not only produced the required communication plan(s) (encompassing the communication strategies for the SLIP Program), but also organised implementation of various communication "devices" (such as the SLIP Collaboration Portal, the SLIP Video, multiple presentations, seminars, etc).

With such a large group of organisations and individuals associated with SLIP, managing stakeholder expectations and involvement was critical. Tony Sutherland determined the most appropriate means of engagement for each stakeholder, then executed according to each specific management plan. Some aspects of such stakeholder interaction included numerous face-to-face meetings (each designed for its specific purpose), a wide variety of customised presentations, and seminars providing updates on the progress of SLIP to large and small groups interested in and involved with SLIP (including arranging breakfast seminars and a specialised "SLIPstream" in the 2006 WALIS Forum).

SLIP Program Office

Another key element of achieving the end result of SLIP was the effective management of the SLIP Program Office (a supra-form of a Project Office but for a programme of work). Tony Sutherland directed and developed plans from a holistic Program Office perspective (such as the SLIP Program Communications Plan) and ensured that these plans were effectively executed. As SLIP Program Director, Tony Sutherland consolidated the establishment of the SLIP Program Office, extending the initial set of standards, procedures, processes and methodologies which had commenced prior to Tony's appointment. Tony Sutherland provided leadership of the SLIP Program Office, as well as coaching to the members of this group, and to various personnel across the various programs and projects comprising SLIP.

The method of operation for the SLIP Program Office had to be cognisant not only of procedures, processes and methodologies used within the Department of Land Information (now known as Landgate), but also integrate with procedures, processes and methodologies used by other agencies also involved with SLIP.

Examples of such work included creation of the SLIP Whole-of-Program Reporting Framework, used for reporting to the SLIP Executive Committee. The Whole-of-Program report consolidated the individual reports from each program and all projects within SLIP, providing an accurate summary of SLIP progress on an ongoing basis.

Tony Sutherland participated as an ex-officio member of the SLIP Executive Committee (which can be characterised as functionally equivalent to a Project Control Board – but at a higher level, since the SLIP Executive Committee (and, by extension, the SLIP Program Director) was responsible for multiple “Programs”, rather than a single program).

SLIP Reviews

Other services included preparing, facilitating and presenting the SLIP Whole of Program review, providing the SLIP Executive Committee with a detailed evaluation of the SLIP Program, leading to suggested corrective action in selected areas of the Program.

In addition to delivery of such items as the SLIP Whole of Program review, Tony Sutherland also actively reviewed deliverables from each Program (and associated projects within Programs). Reviews not only concentrated on the quality of the deliverable and conformance to standards (resulting in feedback on improvements to said deliverables), but also on how the deliverable contributed to the overall goals of SLIP and the achievement of SLIP according to the original SLIP Implementation Plan.

SLIP Procurement

In his capacity as SLIP Program Director, Tony ensured that each program and project procured the services it required to successfully deliver on the objective of the program (and SLIP overall). Tony Sutherland assisted, directed and guided procurement processes within the SLIP Program. Each program and project procured in a different manner, based on the prevailing practices within the lead agency for that program (thus providing Tony Sutherland with experience of a wide range of WA Government procurement practices). Some agencies worked with an accredited outsourcing supplier, some agencies used the SPIRIT panel of suppliers, and some agencies issued tenders.

Tony assisted with overseeing the process of issuing requests, including the initial definition of needs and business cases, producing procurement plans, reviewing materials produced, ensuring evaluations were effective and reviewing the negotiations and award of contracts, in relation to key procurements within the overall SLIP Program.

SLIP Achievement

As can be seen from the descriptions above, Tony Sutherland was intimately involved in the management of diverse elements across the whole SLIP Program, from not only the high level strategic management perspective (for instance, the SLIP Executive Committee), through Program Office activities, down to the very detailed level of delivery of individual documents and specific software (even to the user interface level) of individual projects within the programs contained in the SLIP Program of work.

The SLIP Program, under the management of Tony Sutherland, not only met the goals of the SLIP Implementation Plan, on budget in all areas and under budget in some programs, but exceeded expectations – such as provision of ongoing operational systems in a number of programs, rather than simply prototypes (as specified in the original SLIP Implementation Plan).

By focusing on and facilitating achieving deliverables, on cross-agency communication and effective collaboration, Tony Sutherland has ensured that SLIP is the leading example of a successful “joined-up” e-Government project throughout Australia.

Department for Planning and Infrastructure (July 2007 – June 2010)

Provision of services as the Programme Manager for the "electronic Land Development Process" (eLDP), an initiative from the Shared Land Information Platform (SLIP) programme. Development and evaluation of a tender for the design and build of the eLDP solution. Management of the eLDP Programme Office, including production of all documentation relating to boards and committees, government reporting and submissions. The eLDP Programme operated according to the PRINCE2 project management methodology, as suitably modified for programme management purposes.

Organisation of the national "electronic Development Assessment" (eDA) initiative, including management of the standard associated with the initiative (the "electronic Development Assessment Interoperability Specification" – eDAIS).

Department for Planning and Infrastructure (February 2009 – April 2009)

Development of documentation and materials to progress the national "electronic Development Assessment" (eDA) initiative and the standard associated with the initiative (the "electronic Development Assessment Interoperability Specification" - eDAIS). Documentation included preparation of a detailed data model (incorporating class diagrams and including the messaging model), together with definitions, of the complete eDAIS. Running workshops to define and document all elements of the data model. Provision of various other documentation and diagrams comprising the specification of eDAIS.

Department of Planning (July 2009 – June 2010)

Provision of services as the Programme Manager for the "electronic Land Development Process" (eLDP), an initiative from the Shared Land Information Platform (SLIP) programme. Development and evaluation of a tender for the design and build of the eLDP solution. Management of the eLDP Programme Office, including production of all documentation relating to boards and committees, government reporting and submissions. The eLDP Programme operated according to the PRINCE2 project management methodology, as suitably modified for programme management purposes.

Development and subsequent evaluation of a tender for design and solution options for progressing eLDP. Presentations and stakeholder engagement with a wide range of involved participants. Supervision of the contracted organisation performing the High Level Design for eLDP.

Department of Resources Development (February 1996 – May 1996)

Information systems planning resulted in the production of an Information Technology Strategic Plan. This included modelling the activities of the organisation, determining information flows and needs, identifying information systems, determining strategies to support the long, medium and near term computerisation, including information systems human resources needs.

Department of State Development (September 2010 – November 2010)

Assistance with the structuring and production of detailed project plans for the Anketell and Ashburton North developments in the North-West of Western Australia. Project plans were developed to cover all the activities associated with developing these facilities, incorporating all State government agency, Federal government and proponent activities.

Dwyer & Thomas (February 1991)

Consulting advice on a strategy for new computer systems to support the operations of this medium sized legal firm.

Execom Conversions (September 1996)

Facilitation of design sessions for an impact analysis package, using advanced object oriented techniques, involving a range of participants from both a business and technical background (with widely varied experience and skills in the object techniques used).

Family Court of Australia (July 1999 – December 1999)

Analysis and design for the new Family Court of Australia CaseTrack case management system. The work included preparation of overall design documentation, running workshops with multiple court personnel (from all sections of the Court), documenting the outcomes of the workshops, documenting the final design and specifications for additions to the new system.

The CaseTrack case management system is a large-scale enterprise system of over 1,000 users, built using Oracle Designer, Oracle Developer, Oracle Forms and Webforms, and operating using Oracle 8i and 9i database management systems. CaseTrack is now also in operation in the Federal Court of Australia and the Federal Magistrates Court of Australia.

Fremantle Port Authority (April 1989 – August 1989)

A comprehensive Information Systems Plan was developed, covering all aspects of the operations of the Port. A multi-disciplinary team from within the Authority participated in the planning exercise led by Tony Sutherland, resulted in widespread acceptance of the Plan. Recommendations of the Plan were immediately actioned, which led to further work being carried out associated with systems development and implementation.

Fremantle Port Authority (April 1992)

Evaluation and analysis of alternative hardware upgrade strategies, including presentation of recommendations to the Board of the Fremantle Port Authority.

Fremantle Port Authority (February 1993 - April 1993)

Guidance and advice concerning the tendering for and selection of new hardware and systems software as the main computing equipment within the Authority. Presentation of the process and recommendations to the Board of the Fremantle Port Authority.

Fremantle Port Authority (May 1997 – May 1997)

Provision of advice concerning the organisation wide implementation of a 32-bit desktop operating system and associated facilities, including the presentation and evaluation of alternative strategies to accommodate organisational objectives, with regard to future technology directions.

Fremantle Ports (February 2011 – June 2011)

Development of a Strategic Review and Plan for Technical Computing within Fremantle Ports (being, effectively, a strategic business plan for this section in the organisation, complete with vision, mission, strategic intent, strategies, tactics and projects). The study provided a vision and road-map over the forthcoming five (5) years for Technical Computing within Fremantle Ports, ensuring that Technical Computing was positioned to provide the best desired facilities to meet the organisational needs of Fremantle Ports. The study considered the future of computing within the relevant period, as well as specific organisation needs, matching them to form the required plan.

Hamersley Iron Pty Ltd (April 1989 – June 1989)

This study examined the consequences of establishing distributed processing of personnel information across six locations state-wide. The study explored the conflicts between the Corporate body's need to process the whole company's information simultaneously, and the remote sites' need to be self-sufficient and independent. The requirements of each site were analysed and presented in a form which ensured that the future developments respected both corporate and divisional information needs.

Hamersley Iron Power Division (October 1989 - November 1990)

Production of an information systems plan for the Power Division, including a current computer systems audit, specification of the requirements for computer systems, provision of precise details of configurations required, and schedule of purchases to be made.

Hamersley Iron Pty Ltd Strategic Supply Support Unit (December 1991 – July 1992)

Planning advice on requirements for computer systems, including directions for a local area network and full text storage system. This advice was followed by assistance in the implementation of the network, and the specification of the requirements for the full text storage and retrieval system.

Ilbery Barblett & O'Dea (November 1989 - February 1990)

Advice on, and assistance with the implementation of a litigation support system for a complex trial.

Ilbery Barblett & O'Dea (November 1996 – June 1997)

Assistance with retrieving documentation from computer systems, and acting as an expert witness, for a long-running, complex trial, including production of diagrams and documentation to assist counsel.

Intellect Australia (November 1995 - February 1996)

Development of an Information Systems Plan for Intellect Australia, a provider of electronic funds transfer security devices, amongst other security products. Apart from defining the plans for systems and re-defining the architecture required to achieve those plans, input into the overall organisation structure for the whole of Intellect, and management processes, was provided.

Intellect Australia (September 1997 – October 1997)

Review of progress on the Information Systems Plan originally developed in early 1996. Investigation into the improvements in infrastructure and development of applications. Recommendations for further progress towards the completion of the Plan.

Intellect Holdings (October 1997 – November 1997)

Development of a report to progress the implementation of a Global Information Systems environment for Intellect world wide, including the installation and implementation of an integrated business management solution, and the creation of a global information systems departmental structure. A detailed implementation plan with costs was produced, together with full justification and a cost benefit analysis. Presentation of the results to the Intellect Executive Management Team completed the project.

Jackson McDonald (August 1991)

Assistance with strategic direction and equipment selection resulted in installation of the first of a number of local area networks in this large law firm.

Jackson McDonald (January 1991 – December 1992)

Analysis, design and development of an automated office precedent system. This is a document generation system which interactively produces commercial conveyancing legal documents such as wills, deeds, leases and mortgages.

Jardine Australian Insurance Brokers (February 1992 - January 1993)

Development of a Strategic Information Systems Plan for the Australia wide broking and re-insurance operations. The project encompassed a Functional Analysis of the Organisation, Corporate Data Modelling, hardware and software inventory system demand and operation analysis, development of the optimal solution and a transition plan which scoped and prioritised the projects necessary to achieve the required solution.

Jardine Insurance Brokers - Australia and Hong Kong (March 1993)

Management consultancy assistance in determining the most appropriate strategy for development of broking systems for the combined Australian and Asian regions.

Jardine Australian Insurance Brokers (March 1993 – June 1993)

Evaluation and selection of hardware and software products required to support the development and implementation of the first system identified in the Strategic Information Systems Plan (Local Government Managed Funds).

Jardine Australian Insurance Brokers (April 1993 – June 1993)

Detailed Requirements Analysis of the Australia wide broking and re-insurance operations of Jardine Australian Insurance Brokers. The Corporate Data Model was updated with further detail concerning required functionality of an integrated system. The final report was used as the basis and comparison for an Asia wide requirements analysis, as well as for the selection of packages to implement the required functionality.

John Butler Stephen Crooks (July 1989 - December 1991)

Information Systems Planning and advice on the implementation of an integrated document and precedent management system together with upgrading the local area network, was provided.

Justice Systems Technologies (March 2000 – September 2000)

Definition of the initial framework and development of a prototype for the CourtCase case management system product, including documentation of the design for the system. The framework was Java based. Development involved a team of 12, in two locations on each side of Australia.

Kim Wilson & Co (March 1998 – August 2003)

Provision of expert witness services in the information technology area, across a number of large scale property cases.

LawNow Limited (September 2000 – April 2001)

General Manager of the Courts Division within LawNow Limited, a private investment company providing products to the legal and justice communities. Tony provided services relating to the general management, sales and marketing, human resources (including recruitment), financial management and reporting, Board reports and presentations of the Division.

LawNow Limited (September 2000 – November 2000)

Overall management, direction, and design of the CourtForum product, enabling solicitors and members of the public to interactively participate using the web/internet in interlocutory hearings (including directions hearings and case management conferences) listed by a court. The system is completely web enabled, built using PHP and MySQL. The system was implemented in two Eastern States jurisdictions in Australia, as well as a large insurance company (for a variant which dealt with managing external legal providers).

LawNow Limited, Coram Solutions Pty Ltd (October 2000 – October 2001)

Development of the first version of the CourtCase case management system product, in a Java and Silverstream environment, using the Sybase database management system. Provided overview supervision of the development team, produced system architecture and overall design documentation, as well as finalised detailed design documentation for various elements of the system, including business processing, screens, etc.

Legal Aid Commission of Western Australia (February 1994 - May 1994)

An Information Systems Plan was developed for the Legal Aid Commission of Western Australia, including all regional offices. The Plan encompassed investigation and feasibility of systems together with a comprehensive cost benefit analysis for those systems, for a range of alternatives. A set of implementation strategies for both the short and long term was developed and endorsed by the Commission.

Legal Aid Commission of Western Australia (April 1995 - May 1995)

Project management of an evaluation study into a package to implement a substantial proportion of the systems identified in the Information Systems Plan. The consultancy included specifying the evaluation criteria, determining the business processes to be evaluated, guiding the multi-disciplinary evaluation team of business personnel, and presentations to the Legal Aid Commission of Western Australia executive.

Ministry of Justice (August 1994 - October 1994)

Assistance in the production of an Information Plan for the Ministry of Justice, particularly focusing on the strategic long term architecture for information provision to the management of the Ministry, and associated technological implementation.

Ministry of Justice - Crown Solicitor's Office (January 1995 – June 1995)

Assistance with the selection of a Matter Management system for the Crown Solicitor's Office. This assignment included ascertaining relevant packages available in the market-place, instituting a selection process involving Crown Solicitor staff, evaluating the packages and making a recommendation. Assistance with the implementation of the selected package was also provided.

Ministry of Justice (May 1995 – July 1995)

Project Director for the Review and Business Plan for the Information Directorate within the Ministry of Justice. This assignment involved the specification of the appropriate organisation structure for the Directorate, determination of strategies for future operation (with particular reference to issues surrounding outsourcing of services) and the completion of a comprehensive Business Plan for Information Directorate operations in the forthcoming year.

Ministry of Justice (May 1995 - August 1995)

Completion of a Review of Information Technology achievements for the Courts over the last six year period, subsequent to the Information Technology Plan and Feasibility Studies completed in 1988. This assignment included determining the actual benefits which had been achieved from the introduction of computerisation in the Courts, as well as outlining where effort should be applied in the near future, what management committee structure was most appropriate to control future developments, and outstanding issues which required addressing within the Courts.

Ministry of Justice (August 1995 - September 1995)

Facilitation of workshop sessions determining the strategies and priorities required for implementation of information systems and technology within the Courts Directorate over the forthcoming two years.

Ministry of Justice (May 1996 - September 1996)

Production of an Information Plan for the Courts' Division within the Ministry of Justice. Extensive workshops and interviews with the Judiciary, Administrative staff and third parties were conducted. Determination of the information strategies for the following three to five years was followed by identification of required information systems and appropriate technology to implement those systems.

This Information Plan involved the definition of a Messaging Model for the integration (from an information perspective) of all justice agencies in the State. An alternative means of progressing the implementation of the Messaging Model was presented, as subsequently accepted by the key decision makers within the justice system.

Ministry of Justice (November 1996 - June 1997)

Project direction and management of the development and implementation of an Interim Field System for the Juvenile Justice area within the Offender Management Division in the Ministry of Justice, including facilitation of analysis and design workshop sessions and prototyping sessions. The system was developed using the auto-code generation capabilities of Oracle Designer/2000 (a central repository based CASE tool), with minimal post-generation code changes, in a graphical user interface client server environment.

Ministry of Justice (April 1997 - June 1997)

Completion of three projects for the Information Management Branch of the Ministry of Justice: (1) Specification of Library System Requirements (throughout the Ministry, including legal libraries); (2) Feasibility Study into the Implementation of an Electronic Library for the Ministry of Justice; and (3) Framework, Policy, Procedures and Strategies for Archiving within the Ministry of Justice, including both physical and electronic records.

The Archiving project concentrated on the archiving of electronic information resources within the Ministry overall. In order to define an effective Archiving strategy, the project defined the appropriate strategies for electronic document and records management within the Ministry. The strategies encompassed the management of *all* electronic materials worked with in the Ministry (including databases, electronic mail as well as all types of "documents"). A generic Archiving approach was defined for Ministry wide use.

Ministry of Justice (May 1997 - July 1997)

Participation in the Core Identity Project, identifying the key processes within the Ministry of Justice, and the Core Objects that provide identification facilities within and across processes. The project included specification of a Process Modelling Framework for use within the Ministry of Justice, and specification of party/role relationships.

Ministry of Justice (May 1997 – September 1997)

Completion of the Court Process Review project, which developed a clear consistent view of processes performed within Courts, across all jurisdictions. The Review provided a single set of documentation on processes, at a micro-mapping level, for each jurisdiction.

On completion of the set of models documenting the current processes, an analysis of the models and the current business environment was performed, identifying potential weaknesses and areas for improvement. Changes were based on consideration of initiatives forthcoming within the Courts, including, inter alia: new or modified legislation; changes to government policy; changes to judicial procedures and processes; etc.

A new set of process models for selected areas was produced, based on suggested “changes” to improve the processes. The principal concern was to ensure that processes were common across jurisdictions, obtaining benefits from simplifying and making more consistent the work performed by all personnel in the Courts.

Ministry of Justice (September 1997 – December 1997)

Production of a Functional Requirements report and a System Design report for the Lower Courts Civil Case Management System (LVCASE). The system was specified to handle the requirements of the Local Court, the Tribunals and the Criminal Injuries Compensation Assessor.

The system was specified as a “generic” system, designed to accommodate the requirements of different jurisdictions in a generic manner (not requiring programming changes when implemented in a new jurisdiction, or when changes to process occur within a jurisdiction). Innovative and comprehensive generic system design concepts were specified for this system, incorporating advanced work-flow and document production (and management) capabilities.

Ministry of Justice (October 1997 – November 1997)

Production of an Information Needs Analysis report to assist the Police/Justice Core Functions project produce a Request for Tender to outsource Custody Centre, Custodial Movements and Court Security in Western Australia.

Ministry of Justice (January 1998 – February 1998)

Production of a Prototype of the Local Court Civil Case Management System (LVCASE). The prototype objective was to assess the suitability of Oracle Developer/2000 Release 2 (Forms 5.0) for the development of the LVCASE system, and to prove that the generic system concept outlined in the System Design Report would work in practice.

The prototype was successfully demonstrated to a wide range of personnel, both Courts as well as IT, and was accepted as the basis for future development. The quality of the prototype was such that it was used for entry of meta-data for the LVCASE system prior to commencement of development of the system proper.

Ministry of Justice – Parliamentary Counsel's Office (January 1998 – March 1998)

Investigation into three candidate full text retrieval and information management software packages for internal use within the Parliamentary Counsel's Office (PCO), including production of a report which (a) highlighted the advantages and disadvantages of each of the software packages in relation to its use within PCO; (b) identified the anticipated cost of implementing each software package; (c) suggested methods of storing the documents; and (d) recommended the most suitable software package for PCO.

Ministry of Justice (February 1998 – June 1998)

Business Process Re-Engineering Review of the Criminal Injuries Recoveries processes within the Ministry of Justice, identifying and mapping all processes within the Crown Solicitor's Office, Criminal Injuries Compensation Assessor, and Finance Directorate. A comprehensive re-arrangement of the processes to be performed by which entity resulted in substantial improvements to the overall system, and the ability to satisfy audit requirements. The review incorporated recommendations as to information system implementations to improve the business processes.

Ministry of Justice (April 1998 – June 1998)

Audit of the Random Number Generator used in the Jury Management System, including determining the periodicity and "randomness" of the generator, running a simulation over ten years of jury pool selections.

Ministry of Justice (May 1998 – June 1998)

Facilitation of a workshop identifying and documenting the design issues associated with the implementation of high technology courtrooms in a new four court complex for the District Court of Western Australia. Involvement of the Chief Judge of the District Court, judges from the Supreme Court and the District Court, senior prosecuting and defense counsel, Executive Director - Court Services Division, and various other participants.

Ministry of Justice (July 1998 – November 1998)

Production of the Criminal Justice Strategic Information Plan, completed for the WA Police Service, Ministry of Justice and the Office of Information and Communications. The vision espoused in the plan was for a single integrated virtual justice system, as embodied by the following goals: (a) Identifying policy changes to address major Criminal Justice System concerns; (b) Streamlining major cross-agency processes within the Criminal Justice System; (c) Defining Electronic Service Delivery as the vehicle for dramatic improvements in cost effectiveness and customer service; (d) Establishing the Legal Framework for electronic operations.

Ministry of Justice (August 1999 – June 2000)

Analysis, design, and development of the Judicial Sentencing Information System (JSIS). This system allows a Judge to specify “sentencing factors” associated with the sentencing of an individual, as well as record the actual sentence details, across the complexity of all sentencing options.

A combined Lotus Notes system (providing the key interface for the judiciary) and Oracle system (for the database storage and presentation of sentencing statistics) used advanced SQL capabilities to display various statistical analyses and presentation of data – to assist judges when sentencing in the future.

Ministry of Justice (March 2000 – June 2000)

Analysis, design, and development of the Internet Sentencing Statistics System. This system provided the general public with access to selected case studies and statistics concerning criminal sentences handed down (in order to assist in explaining sentencing principles to the public). The system included the ability for members of the public to enter their own “sentence” based on the facts of the case, and compare their sentences to actual sentences provided (and those of other members of the public who provided sentences).

The system was completely web-based, built using PHP and MySQL, including data feeds from the courts.

NCUiS (April 1997 – June 1997)

Completion of a Feasibility Study and architectural report into the development of a National Insurance Switch (incorporating Insurance Broking functionality). The Feasibility Study highlighted how the National Insurance Switch would use Messaging concepts based on UN/EDIFACT standards to communicate between client organisations and underwriters.

NCUiS (June 1997 – May 1998)

Provision of Project Direction services for the development of a National Insurance Switch system (incorporating Insurance Broking functionality). The system was developed using advanced Internet, intranet and World Wide Web functionality, integrated with an Australian wide database, and using Messaging concepts based on UN/EDIFACT standards to communicate between client organisations and underwriters.

NEC Singapore (March 1990 – April 1990)

Assistance in the response to a tender for the Singapore Ministry of Law, requiring an innovative solution for storing and searching patents and trademarks, and the management of the government legal offices.

Office of Racing and Gaming (December 1989 – February 1990)

Development of an information system plan, consolidating the Office's direction for information systems for the forthcoming 3 years.

Oracle Australia Pty Limited (December 1996 – August 1997)

Assistance with the response to a tender for a Total Offender Management Solution for the Offender Management Division of the Ministry of Justice. The tender required a comprehensive set of services to customise and implement an overseas software package, to handle all offender management needs through WA.

WA Police Service (March 1996 – April 1996)

Development of an interim plan for procurement and implementation of an integrated Resource Management Information System (incorporating Financial Management, Human Resources Management and Physical Resources Management) for the WA Police Service, to be provided throughout the State.

The Interim Plan involved ascertaining the information needs for an integrated RMIS to satisfy WAPS objectives, defining the implementation objectives for an RMIS within WAPS, canvassing alternative strategies to satisfy those objectives, and recommending a preferred strategy providing the optimum solution given WAPS constraints. A detailed implementation plan for the forthcoming eighteen months in order to implement the integrated RMIS was produced.

WA Police Service (April 1998 - May 1998)

Recommendations as to the new organisational structure for the Information Management function within the WA Police Service, including determining new positions, new roles, new functions, and the processes required to progress the structure in the immediate future.

WA Police Service (June 1998)

Assistance with the evaluation of a tender for Year 2000 Code Remediation, including scoring each response and group discussion with evaluation panel to determine selected vendor.

Presbyterian Ladies College (WA) (July 2000 – December 2000)

Development of an Information Plan for Presbyterian Ladies College, a leading Uniting Church girls school located in Perth, Western Australia. The Information Plan focused on identifying the new opportunities to integrate information and communications technology (ICT) into the curriculum, as well as the benefits of improved use of ICT to enhance communication with parents and other members of the PLC community, and streamline business activities overall.

The plan outlined the vision for ICT within the school, as well as documenting the major cultural changes and strategic shifts required to achieve that vision, in a whole-of-school approach. A comprehensive set of systems and strategies were identified, as well as “quick hits” in order to get started immediately. The governance structure for ICT within the school was outlined, as well as a more detailed human resource strategy for ICT.

Pullinger Sanderson & Workman (August 1989 - September 1991)

Advice on equipment selection and the purchase of a computer system and associated software for this specialised legal firm, in order to replace an obsolete computer.

Pullinger Sanderson & Workman (December 1991 – February 1992)

Assistance with the creation of a litigation support system for a large Federal Court matter.

Royal Automobile Club of W.A. (April 1996 - October 1996)

Preparation of an Information Plan for the RAC, including substantial organisation change. Subsequent to a wide-ranging series of workshops, recommendations concerning the re-structuring and re-alignment of the organisation were made and accepted, leading to a substantially altered vision of information provision and deployment throughout the organisation. An integrated vision of flexible business and product delivery/customer service combined with electronic commerce (Internet and otherwise based) was presented, based on completely reworking the information technology infrastructure within the organisation.

Royal Automobile Club of W.A. (April 1996 - October 1996)

Assistance with the development and evaluation of a Request for Expression of Interest for an Insurance package to implement the information system needs of the Insurance business within the RAC. Provision of the methodology and format for the RFI, as well as the evaluation mechanism. Presentation of the results to the senior executive of the RAC.

Royal Automobile Club of W.A. (January 1997 - February 1997)

Subsequent to the development and presentation of the Information Plan, assistance was provided with the development of progression strategies for the implementation of the Plan.

Royal Automobile Club of W.A. (February 1998 – March 1998)

Assistance with the evaluation and selection of a large scale enterprise-wide Application Development Environment (ADE), incorporating integrated system modelling (Upper CASE) and system development (Lower CASE) facilities, for the Royal Automobile Club of W.A.

A structured methodology to identify the key business criteria relevant to the evaluation, and investigate the features of each product tool-set evaluated was produced and used on the assignment.

Royal Automobile Club of W.A. (May 1998 – June 1998)

Preparation of requirements for the Royal Automobile Club of W.A. Road Service system, incorporating Computer Aided Dispatch and Communications Control, as well as integrated financial and human resource management. The preparation of requirements included facilitation of workshops to elucidate requirements and documentation of the final requirements report, to be used for the evaluation and selection of a package to satisfy needs in this area.

Royal Commission into Commercial Activities of Government (June 2002 – August 2002)

Investigation into anticipated computer systems required to support the operations of the Royal Commission into Commercial Activities of Government and selection of information systems.

Silver Chain Nursing Association (June 1995 – February 1996)

Provision of advice concerning the methodology and associated activities to pursue in the re-development of the Client Management core system for Silver Chain. Assistance in the evaluation of alternative solutions for the implementation of the Client Management system.

Silver Chain Nursing Association (April 1997)

Provision of advice concerning the selection of end-user query and reporting tool to be used for the core business applications of the Silver Chain Nursing Association.

Silver Chain Nursing Association (April 1998)

Provision of advice concerning the operation and processes for support in the Silver Chain Nursing Association finance division, from an end-user computing perspective.

State Solicitor's Office (January 2014 – May 2014)

The assignment to review Practice Management Systems for the State Solicitor's Office (SSO) determined the future direction for computerised support of practice management to be used by all legal and para-legal personnel in the Office.

The objective of the Review was to provide the requisite information to allow the State Solicitor's Office to proceed to the next phases of the program of work (to obtain funding for the implementation and procurement of a suitable practice management system).

A methodology which involved analysing the current situation (incorporating multiple workshops with SSO staff); identifying work practice and other appropriate changes; investigating potential solutions, including packaged Practice Management Systems and those in use in like organisations; defining a new information systems model for operations using a new Practice Management System, incorporating definition of the features required by the SSO of a Practice Management System (including workshops with SSO staff outlining the new system model); performing a current state and future state gap analysis, including defining benefits which will accrue from implementation of a new Practice Management System; defining a detailed, fully costed and resourced project plan for implementation of a new Practice Management System in the SSO; and production of a final report encompassing all the material outlined above, summarising the results of the exercise for management and government use.

State Law Publisher (September 1996 - October 1996)

Review of the LawNet service, providing on-line electronic access to the Statutes and Hansard of Western Australia, to a range of subscribers (private and government). Determining alternatives with respect to the provision of such a service, from both a technology and business delivery perspective, as well as costing all alternatives. Investigation into the use of Internet and full electronic delivery, including SGML and HTML markup, was performed. Recommendations as to the future structure for the LawNet service and who should provide the materials were made.

Systems Union Group (February 2004 – June 2005)

Provision of management services to run the Research and Development Division of Lasata Software Pty Ltd, purchased by the Systems Union Group in June 2004. Lasata produced a product known as "Vision", providing grid-based real-time "light reporting" business intelligence capabilities, within Microsoft Excel as well as in its own grid product. Vision operates using a meta-data layer (known as "serducts"), sitting on top of accounting, financial management, maintenance management, hospitality and various other types of systems. Vision is sold through distributors, as a shrink-wrapped packaged product. The role involved managing the developers, quality assurance section, documentation, training, performance testing, logistics (distribution of packaged software), "serduct" analysts, IT infrastructure, and administration personnel. The role liaised with the other R&D Managers within the other divisions of the Systems Union Group, including in Farnborough and Kettering (UK), Darmstadt (Germany), and Shanghai (China), as well as with sales and distribution offices located throughout the world.

Telecom Australia (February 1990 – August 1990)

Pursuant to a major re-organisation within Telecom, Tony led a team developing a comprehensive business plan (encompassing financial, marketing, systems and human resources plans) for a service unit within Telecom.

The formal Soft Systems Methodology was used to model the organisation's current activities and how they should ideally function. This work was used to modify the organisational structures, set up new financial management procedures and identify information systems development projects.

Victorian Traffic Accident Commission (January 2001 – March 2001)

Development of an Information Systems and Technology Plan for the Legal Services Unit (TACLAW) within the Traffic Accident Commission of Victoria. Documented the set of systems and strategies for integration within the overall structure of systems through TAC, as well as interaction with key external stakeholders (Courts, Insurance Companies, Law Firms).

Workcover (WA) (November 1995 - February 1996)

A Work Injury Information Plan was developed for WorkCover, providing a direction for the implementation of systems based on the new information needs of the organisation, as defined subsequent to a business planning and re-engineering process. The Work Injury Information Plan addressed issues associated with all parties to the Workers Compensation Scheme in W.A., not simply WorkCover alone.

A wide range of workshops with external information partners (providers and recipients), as well as all internal sections of the organisation, were run to elicit activity models and information needs. An architecture to accommodate the data input and feedback needs of all parties was presented. The ability to perform research and analysis on the integrated database thereby implemented was included in the overall plan.

Yeshiva University (August 2002 – March 2003)

Provision of design and development services to the Albert Einstein School of Medicine under a United States Department of Defence grant. Development of a web based system to accept, store and manipulate results from experiments/results from MicroArray tests (being gene sequence data sets and related information). Developed using XFORMS, XINDICE (XML database management system), PHP, and Apache. Development included the definition of standardized XML data structures for database and gene analysis use.

Presentations, Courses and Seminars

Tony Sutherland has developed and presented the following courses:

- (1) Courts and Technology course - as a unit in the Justice Studies course in Edith Cowan University, Western Australia (with particular emphasis for Court Administrators). This course comprehensively outlined all the issues associated with the planning, use and deployment of technology (of all types) within the courts and judiciary. This course was designed to operate as a Distance Learning Unit (ie the students self studied, researching materials using the Internet (from the detailed course notes provided) and submitting assignments on a regular basis throughout the course. It executed in either a 10 week or 13 week format. This course was developed in 1997 and executed in 1998 and 1999;
- (2) A series of courses on Litigation Support and Legal Technology systems, during 1986 and 1987. These were presented in Perth a number of times each during this period;
- (3) A variety of individual training sessions, for Government departments, Corporations, and particularly, Judges and Lawyers
- (4) Corporate Systems Methodology (a variation of the Soft Systems Methodology) course, presented multiple times for Corporate Systems Planning Pty Ltd, Western Australia, between 1987 and 1992;
- (5) Unix Introductory Course, Unix Advanced Course and Unix System Administrators Course, as well as various half day and one day Overview presentations on Unix. These courses were developed from 1984 through 1986, and presented multiple times in Western Australia, Victoria, South Australian and Singapore for Harris & Sutherland Pty Ltd and Corporate Systems Education Pty Ltd until 1994. Class sizes ranged from seven to twenty students, all using a terminal connected to a Unix computer, performing real exercises in a laboratory environment. Tony also trained other instructors in how to present these courses. Over fifteen instructors were thus trained. These instructors continued presenting this course until 1994. The courses were run for various computer manufacturers, including IBM and SUN Microsystems, as well as independently by Harris & Sutherland/Corporate Systems Education. The business arrangements with

SUN Microsystems in Australia included running courses in Adelaide and Melbourne, as well as Perth, in the late 1980's and early 1990's. These courses were also presented in Singapore, in conjunction with a local Singapore company;

(6) Data Analysis Course – providing foundation training in data analysis and database management system theory and practice, presented from 1983 through 1988.

Tony Sutherland has made the following presentations:

(a) “Justice in the Midst of Technological Turmoil“ SuperSession presentation at the Courts Technology Conference 7, organized by the National Center for State Courts, held at Baltimore, Maryland, USA, 14th August 2001. This presentation was attended by over 3,000 people;

(b) “Internet and Beyond: A New Order for Justice?“ Keynote presentation at the Technology for Justice 2 conference, organised by the Australian Institute of Judicial Administration (AIJA), Melbourne, Australia, 9th October 2000;

(c) "The Digital World and its impact on the Legal World" (concerning digital signatures, digital fraud, etc) at the Technology for Justice 1 conference, organised by the Australian Institute of Judicial Administration (AIJA), Melbourne, Australia, 23-25 March 1998;

(d) “eDAIS (electronic Development Assessment Interoperability Specification) Overview” for the Innovation in Planning and Assessment conference, Sydney, NSW, 6th August 2008.

(e) Outsourcing - its business applications, in conjunction with Challenge Bank;

(f) Project Management (for Curtin University project management students).

Tony Sutherland is well versed in developing a wide range of courses, from short 1 / 2 hour sessions, through to highly structured 13 week graduate academic units. Tony has considerable experience in successfully developing, marketing and consequently presenting 1, 2, 3 and 5 day commercial courses – aimed at a variety of attendees. Tony has particular skills associated with ensuring that the correct “message” is conveyed for the target audience, in the most appropriate (and interesting) manner.

Professional Associations

Tony Sutherland maintains an active commitment to furthering his knowledge in his selected fields of expertise and interest. He maintains memberships in societies as follows:

- ~ a Member of the IEEE Computer Society;
- ~ a Member of the Association of Computing Machinery (ACM);
- ~ a Member of the Australian Computer Society; and
- ~ a Foundation Fellow of the Australian Institute of Company Directors.

Tony is a past convenor of the Western Australian Branch of the Australian Information Industries Association (1991-1992), and has been actively involved in a number of sub-committees within the Association.

Tony is a past President and Vice President of the Western Australian Society for Computers and the Law (1989-1992), past Chairman of the Electronics and Information Industry Association of Western Australia (1990-1991), and past Chairman of the Software Industries Association of Western Australia (1989-1991).

Tony sat on the Edith Cowan University School of Management Information Systems Consultative Committee on Course Accreditation over a number of years between 1995 and 1998.

Publications

Tony has been published in:

- ~ The Journal of Information Systems (1991) 1, 89-114.
- ~ Galliers, R. D. and Baker, B. S. H. (eds), Strategic Information Management - Challenges and Strategies in Managing Information Systems, Butterworth Heinemann, Oxford, 1994.
- ~ The Stages of Growth: A Supplement to the NCC Survey of IT Users 1995, UK.
- ~ Galliers, R. D. & Sutherland, A. R., "Information Systems Management and Strategy Formulation: Applying and Extending the 'Stages of Growth' Concept," in <http://www.routledgebusiness.com/books/Strategic-Information-Management-isbn9780415996471>

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