



# Multi Dimensional Thinkers

Consulting: Enterprise Data Architecture And Enterprise Data Management  
"Empowering Businesses To Maximise The ROI Of Their Data Assets"

38 Bramblewood  
Hardekool Street  
Sundowner, Randburg  
+27 60 420 3302  
William Evans  
+27 78 278 8901

[www.multidimensionalthinkers.com](http://www.multidimensionalthinkers.com)

## CURRICULUM VITAE

**William Evans**



## MULTI DIMENSIONAL THINKERS CONTRACTOR

### Data Management Consultant

- Enterprise Data Governance,
- Master Data Governance,
- Enterprise Data Architecture,
- Master Data Management,
- Legacy Data to Master Data Migration,
- Enterprise Data Quality,
- Enterprise Data Architecture Capability Development,
- Enterprise Data Management Capability Development,
- Enterprise Information Management Capability Development,
- Enterprise Innovation Capability Development

## PERSONAL DETAILS

**Surname**

Evans

**First Name**

William

**Initials**

WR

**Nationality**

White

**Citizenship**

South African and Irish

**Language Proficiency**

English and Afrikaans

**Location**

South Africa

**Cell Phone**

+27 78 278 8901

**Email Address**

williamevansprof@gmail.com

## Contents

PERSONAL DETAILS .....	3
PROFILE .....	5
EDUCATION .....	6
LANGUAGES .....	7
PERTINENT PROFICIENCY .....	7
PERTINENT SKILLS .....	9
ORGANISATIONS AND BODIES .....	37
PUBLISHED ARTICLES .....	37
CONFERENCES PRESENTED AT .....	37
FULL WORK EXPERIENCE (A3) .....	39

## PROFILE

William Evans has over 26 years practical IT experience. He has focused on enhancing Business and Information Technology by exposing the challenges being experienced, as a consequence of immature Data Management. The following are his areas of expertise:

Enterprise Architecture

Enterprise Data Architecture

Enterprise Master Data Governance

Business Capability Development - Innovation

Business Capability Development - Enterprise Information Management

Business Capability Development - Enterprise Data Management

Master Data Creation from Legacy

Workflow Development, Management and Architecture

Enterprise Business Process Management

Business Standards and Improvement Management

William has worked in a variety of industries, including among others, Education, Health Care, Mining, Government, Banking, Retail, Disaster Recovery, Petrochemical, Insurance, Information Communication and Technology and Telecommunications

Spent 2 years migrating and implementing Master Data from Legacy systems to SAP ERP.  
and 4 years guiding the Enterprise to leverage Enterprise Master Data effectively and efficiently.

In the last 5 years William has designed and implemented a fully integrated Data Management Framework, complete with the uniquely integrated Enterprise Architectures, matured to operate in concert, to remove the ineffectiveness and inefficiencies that span the entire Enterprise, and hampers flow of accurate and consistent data to the areas of the Enterprise that need it.

Part of William's value add, is that he is an internationally Certified Data Management Professional and as such is a member of the International Data Management Association (DAMA I). He remains connected to this innovative team of Data Management Professionals and he therefore has wider capabilities than just his own experience and skillset.

## EDUCATION

Name of Institution	Completion Date	Degree / Certificate acquired
DAMA International	2017	3yr Professional Recertification as Certified Data Management Professional (CDMP)
Vital Smarts	2014	Crucial Accountability - Crucial Conversations
Vital Smarts	2014	Crucial Accountability - Crucial Accountability
Real IRM	2013	TOGAF
ICCP International	2012	Professional Certification: Certified Data Professional (CDP)
DAMA International	2012	Professional Certification: Certified Data Management Professional (CDMP)
Microsoft	2012	MS Office Visio 2000
Real IRM	2012	TMForum - Business Development Manager
SAP Academy	2011	SAP Master Data Management
Loyalist	2010	ITIL 3
iSolve	2009	Sharepoint 2007
Business Connexion - BSIM	2005	Control ES
Pink Elephant	2005	ITIL 2
APM Group	2004	Prince 2 Project Methodology
Fulcrum	2004	MS Office Project Collaboration
Kepner and Fourie	2004	Facilitation
Kepner and Fourie	2004	Risk Analysis and Root Cause Analysis
Sourcecode	2004	K2.Net Foundation
Thinking Dimensions	2004	Problem Solving Skills
Thinking Dimensions	2004	Innovation
Business Connexion - ITIL Training	2003	ITIL Service Management Simulation
Casewise - Noel van Herreweghe of Belgium	2003	Solution Architecture Casewise
Fulcrum	2003	Enterprise Project Management (EPM)
Microsoft	2003	Microsoft Metadirectory Services
Damelin College	2000	Project Management Diploma
Damelin College	2000	Business Management & Administration Diploma
Pro Formance Software	2000	Goldmine Data Analysis
UNISA	1988	Datamatrix Diploma (3rd year 2 subjects unwritten)
Sandown High School	1983	Matric

## LANGUAGES

Language	Reading	Speaking	Writing
English	Yes	Yes	Yes
Afrikaans	Yes	Yes	Yes

## PERTINENT PROFICIENCY

- 1 - Received Appropriate Training (1 year)
- 2 - Limited Practical Experience (1 year)
- 3 - Solid Practical Experience (more than 2 years)
- 4 - Extensive Experience (more than 3 years\or large projects)
- 5 - Expert (more than 5 years' experience)

Capability	Proficiency Level	NO Months Used	Last Used
<b>Enterprise Data Management</b>			
Business Analysis	5	156	Current
Process Re-Engineering	5	152	Current
Data Governance	5	110	Current
Data Quality	3	72	Current
Data Architecture	3	42	Current
Reference & Master Data Management	4	72	Current
Data Integration & Interoperability	2	18	Current
Document & Content Management	2	14	2016

Meta-data Management	2	18	2014
Data Security	2	18	2014
Data Warehousing & Business Intelligence management	2	30	2013
SAP MDM (AM, CO, CS, FI, HR, MM, PS, PM, PY, SD)	1	7	2012
SAP (ERDs)	1	2	2012
(Materials, Vendors, Customers, Cost & Profit Centres, HR Org Structures)	3	36	2012
Data Analysis	5	84	2012
<b><u>IT Management</u></b>			
Quality Control	4	108	Current
Change Control Management	4	84	Current
IT Training	5	150	2016
Systems Analysis	4	84	2012
Data Base Administration	4	108	2004
K2 Workflow System	1	0	2004
Full SDLC (Hands On)	5	72	2002
IT Management	4	96	2002
Data Storage	3	24	2002
Network Management	4	108	1999
WAN (Hands On)	4	132	1999
LAN (Hands On)	4	84	1999
Midrange Operations	4	24	1993
Disaster Recovery	3	12	1990
Mainframe Operations	4	36	1990
<b><u>Methodologies and Frameworks</u></b>			
Business Process Innovation	5	144	Current
ITIL V2 & V3	3	36	Current
DAMA DMBOK I	3	24	Current
TOGAF 9	3	6	Current
TMForum SID	2	18	Current

TMForum ETOM	2	18	Current
TMForum TAM	2	18	Current
Training and Mentoring of Graduates	2	12	2014
Capability Maturity Model	2	12	2005
ISO 15504	2	12	2005
SAEF - South African Excellence Foundation	2	12	2005
Investors in People	2	12	2005
Prince 2 Project Management	1	0	2004
PMBOK	1	0	2000

## PERTINENT SKILLS

- 1 - FAMILIARITY - Limited understanding of skill area, no actual experience.
- 2 - LEARNING - Good understanding, limited use and experience with skill
- 3 - INTERMEDIATE - Sound knowledge and experience of skill
- 4 - ADVANCED - Advanced experience and knowledge of skill.
- 5 - EXPERT - Exceptional knowledge, recognised expert in skill.

SKILL	DETAILS	Proficiency Level	MONTHS	Year Last Used
Applications	MS Excel (Including VBA)	5	132	Current
Applications	MS Word	4	72	Current
Applications	MS PowerPoint	3	48	Current
Applications	MS Visio 2010	3	12	Current
Applications	Protégé Ontology Tool	1	4	Current
Applications	Sparks Enterprise Architect	2	6	2017



SKILL	DETAILS	Proficiency Level	MONTHS	Year Last Used
Applications	SAP Power Designer	2	2	2015
Applications	MS Project	3	24	2014
Applications	IBM Rational Data Architect	2	12	2014
Applications	IBM Rational Team Concert	2	12	2014
Applications	MS Sharepoint 2010	2	12	2014
Applications	IBM Infosphere Data Architect	1	12	2014
Applications	Avolution ABACUS	1	0	2014
Applications	ARIS	1	0	2013
Applications	Control ES	3	12	2012
Applications	MS Visio 2002	4	36	2005
Applications	Visio 2000	4	36	2005
Applications	MS EPM	1	0	2004
Applications	Casewise Modeller	1	1	2003
Applications	A. M. S. (Workflow Tool)	5	96	2002
Applications	MS Front Page 97	3	24	1999
Development (SDLC)	VBA for Excel	5	72	Current
Development (SDLC)	Visual Basic 6.0	4	48	2004
Development (SDLC)	Crystal Reports 8.0	4	36	2004
Development (SDLC)	Crystal Reports 6.0	4	60	2000
Development (SDLC)	Visual Basic 4.0	4	48	1999
Development (SDLC)	Basic	2	24	1984
Development (SDLC)	Turbo Pascal	2	24	1990
Database Management Systems	SQL Server 7.0	2	3	2011
Database Management Systems	MS Access 2000	5	48	2004
Database Management Systems	MS Access 97	5	36	2000
Database Management Systems	MS Access 95	5	24	1997

<b>SKILL</b>	<b>DETAILS</b>	<b>Proficiency Level</b>	<b>MONTHS</b>	<b>Year Last Used</b>
Operating Systems	Windows 8	3	36	Current
Operating Systems	Windows 7	3	36	Current
Operating Systems	Windows Vista	3	36	2010
Operating Systems	Windows XP	3	36	2008
Operating Systems	Windows 2000	3	36	2006
Operating Systems	Windows 95	5	72	2003
Operating Systems	Windows NT	2	12	2004
Operating Systems	Windows 98	5	36	2004
Operating Systems	MS Dos	4	96	2004
Operating Systems	Windows 3.11	4	36	1997
Operating Systems	Windows 3.1	4	12	1994
Operating Systems	IBM AS 400	3	24	1993
Operating Systems	IBM System 38	3	24	1993
Operating Systems	ICL DRS 20 & 40	2	12	1990
Operating Systems	ICL Series 39 Mainframe	2	24	1989
Operating Systems	ICL Super Dual 2988	2	24	1989

**PERTINANT HIGHLIGHTS** (Full work experience with dates is further below)

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Business Management	Multi Dimensional Thinkers	CEO and all business responsibilities	<ol style="list-style-type: none"> <li>1. Financial               <ol style="list-style-type: none"> <li>a. Financial Year-End</li> <li>b. Tax Year-End</li> </ol> </li> <li>2. Personal Development               <ol style="list-style-type: none"> <li>a. Recertification as Certified Data Management Professional (DAMA International)</li> <li>b. Workshop Presenter at the CDAO Forum – Africa Conference</li> <li>c. DAMA Chapter meeting attendance</li> <li>d. Michalsons Legal Training: IT GRC (Latest insights)</li> <li>e. DAMA DMBOK 2 Reviewer (awaiting material to review)</li> </ol> </li> <li>3. Product Development               <ol style="list-style-type: none"> <li>a. Training Material that covers all 17 data disciplines</li> <li>b. School Expo to offer data management aptitude testing</li> <li>b. Book writing, editing and publishing (A life is worth living)</li> </ol> </li> <li>4. Business Management</li> </ol>	<ol style="list-style-type: none"> <li>1. Worked to and Passed my Professional Practitioner Recertification as an Internationally Certified Data Management Professional.</li> <li>2. Workshop Presenter at the International Chief Data and Analytics Officer – Africa Conference held by Corinium Intelligence (July 05 2017)</li> </ol>

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			<ul style="list-style-type: none"> <li>a. Preparing Business Model to address King IV requirements</li> <li>5. Office Management</li> <li>a. Working from home</li> </ul>	
Enterprise Data & Information Architecture and Management of Unified Communications Platform	EOH Mthombo (Pty) LTD	Enterprise Data Architect	<ul style="list-style-type: none"> <li>1. Data Standards               <ul style="list-style-type: none"> <li>a. Evaluate International Standards for applicability</li> </ul> </li> <li>2. Information &amp; Data Management               <ul style="list-style-type: none"> <li>a Review Governance and identify gaps</li> <li>b. Define the Information required for the Solution</li> <li>c. Define and propose the Data Management Framework</li> <li>d. Develop the Data Governance and Stewardship required for Information and Data Management</li> </ul> </li> <li>3. Data Architecture               <ul style="list-style-type: none"> <li>a. Review the Data Architecture Models and recommend modelling practice</li> <li>b. Generate Word Document deliverables to precise standards</li> <li>c. Evaluate As-Is Project deliverables and conceptualise Data Domains</li> <li>d. JAD with Data Architect to convert requirements to conceptual data definitions</li> </ul> </li> </ul>	I increased my insight and understanding of data flows, mapping, constraints and opportunities within the Technology space of “Unified Communications” – Seamless integration of Voice, Video, Fax, Messaging, and a number of other message formats into a secured interoperable platform of international standards.

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			<p>e. JAD with Data Architect to convert requirements to logical data definitions</p> <p>f. Investigate Integration flows and impact on data and information</p> <p>g. Investigate Security concerns and demands on data and meta-data</p>	
Consult on Enterprise Data Architecture	Discovery Partner Markets	Enterprise Data Architect	<ol style="list-style-type: none"> <li>1. Create Data Policies</li> <li>2. Review and enhance IT Security Policies</li> <li>3. Consult on Data Privacy across multinational legislation <ol style="list-style-type: none"> <li>a. Australia,</li> <li>b. China,</li> <li>c. United Kingdom,</li> <li>e. Singapore,</li> <li>f. South Africa,</li> <li>g. USA</li> </ol> </li> <li>3. Data Modelling (when Agile Sprint is in crisis mode)</li> <li>4. Data Model Reviews</li> </ol>	Data Management as an Industry is now where IT was thirty years ago – very immature, with significant confusion regarding job titles, roles and responsibilities. As a consequence the role taken up was understood to be Strategic, with the ability to implement at the low level, however, when starting it was not Enterprise Data Architecture that was required, but Data Modelling. This is not my Career Path and so we agreed to release me from the contract so that they could employ cheaper resources.
Introductory Training on all the Data Management Disciplines for	Edge Shared Services	Trainer (theory & hands-on) / Course Designer/Writer / Exam Setter/Marker	<ol style="list-style-type: none"> <li>1. Design Training Courses for 17 Data Disciplines</li> <li>2. Create materials, presentations and practical exercises for students</li> </ol>	I studied up and integrated all the 17 Data Disciplines of “The Data Atom” Data Management Framework. I discovered in the process the real interdependency of the Enterprise’s Data Ecosystem. I didn’t earn

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Velisa Africa Academy			<p>3. Coach and teach students paying attention to their differing abilities</p> <p>4. Collate and respond to feedback to support certification</p> <p>5. Create Examination Framework and Certification</p> <p>6. Test students and issue certificates</p> <p>7. Training qualified BSC Graduates on the basics of Data Management</p> <p>Course Objectives: You will be able to:</p> <ul style="list-style-type: none"> <li>a. Understand The Data Atom DMF.</li> <li>b. Identify, prioritise &amp; focus Data Stewardship needs.</li> <li>c. Describe the components of a DMF.</li> <li>d. Review and Report on the Data Ecosystem.</li> <li>e. Advise Projects on their Data Dependencies.</li> <li>f. Understand the basics of Data Governance.</li> <li>g. Understand Data Architecture</li> <li>h. Understand Enterprise Data Architecture</li> <li>i. Understand Data Security</li> <li>j. Understand Data Quality</li> <li>k. Rationalise Terms &amp; Definitions</li> </ul>	<p>much money doing this training, however, it was a bit like a degree crammed into six months, with a thesis at the end proven true and successful by the fact that the BSC Graduates trained are now all employed in various roles related to Data Management.</p>

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			<ul style="list-style-type: none"> <li data-bbox="786 181 1205 209">l. Develop and manage Glossaries</li> <li data-bbox="786 245 1279 272">m. Understand Taxonomies &amp; Ontologies</li> <li data-bbox="786 309 1227 336">n. Implement Definition Management</li> <li data-bbox="786 373 1048 400">o. Find Data Sources</li> <li data-bbox="786 437 1099 464">p. Extract and create Data</li> <li data-bbox="786 501 958 528">q. Clean Data</li> <li data-bbox="786 564 1182 592">r. Develop Data fit for Information</li> <li data-bbox="786 628 1263 655">s. Understand Information Development</li> <li data-bbox="786 692 1317 719">t. Understand Data Operations Management</li> <li data-bbox="786 756 1249 783">u. Understand Meta-data Management</li> <li data-bbox="786 820 1272 847">v. Understand Master Data Management</li> <li data-bbox="786 884 1335 911">w. Understand Data Warehouse Management</li> <li data-bbox="786 948 1379 975">x. Understand Business Intelligence Management</li> <li data-bbox="786 1011 1249 1038">y. Understand Document Management</li> <li data-bbox="786 1075 1223 1102">z. Understand Content Management</li> <li data-bbox="786 1139 1167 1166">aa. Understand Data Integration</li> <li data-bbox="786 1203 1263 1230">ab. Understand Point-to-Point and SOA.</li> </ul>	

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Consult on Document Management Implementation for City of Joburg	Edge Shared Services	Document Management Implementation Specialist	<ol style="list-style-type: none"> <li>1. Establish Principles, Policies, Processes</li> <li>2. Define and review Business Requirement Specifications</li> <li>3. Guide Business Analyst and technical staff on opportunities and pitfalls</li> <li>4. Guide on migration from current to the new Sharepoint environment</li> </ol>	Advanced the insights of the team to understand Document Management better and so deliver more effectively on the project.
Anglo American: Geo Sciences Maturity and Data Management Framework Implementation	Data Ascend (Pty) LTD	Enterprise Data Management Consultant	<ol style="list-style-type: none"> <li>1. Define the Department's support of the Enterprise Business Value Chain and Processes;</li> <li>2. Defining the Enterprise Roadmap to Value and Quantify the Return On Investment of Enterprise Data;</li> <li>3. Assist in growing the maturity of the Department to self-identify and self-correct Data-flow constraints;</li> <li>4. Guide the Department to design Work Instructions that include Data Management Discipline tasks, in such a way as to maintain high quality data, and increase delivery turn-around time;</li> <li>5. Analysis and definition of alignment of Enterprise Data Flows.</li> </ol>	Elevated the Department from a level one (CMMI) to a level three through the definition of processes and the introduction of a workflow tool (Macro driven MS Excel program) which documented processes to level five (The Data Layer)
Employed as Enterprise Data Architect	Barclays Africa – WIMI Division	Enterprise Data Architect	<ol style="list-style-type: none"> <li>1. Enterprise Data Architecture: <ol style="list-style-type: none"> <li>a. Mapping the Enterprise Data Architecture (perspective requirements) of: <ul style="list-style-type: none"> <li>- Business Architecture,</li> <li>- Information Architecture,</li> </ul> </li> </ol> </li> </ol>	Data Management as an Industry is now where IT was thirty years ago – very immature, with significant confusion regarding job titles, roles and responsibilities. As a consequence the role taken up was understood to be Strategic, with the ability to implement at the low level, however, when new management stepped



Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			<ul style="list-style-type: none"> <li>- Process Architecture,</li> <li>- Organisational Architecture,</li> <li>- Resources Architecture,</li> <li>- Application Architecture,</li> <li>- Systems Architecture and</li> <li>- Integration Architecture,</li> </ul> <p style="padding-left: 40px;">while keeping Strategic foresight, Research and Development in mind.</p> <p>2. Single International View of the Customer:</p> <p>a.1 Assessing the current roadmap to implementing a single International View of the Client, highlighting pitfalls and bringing International Best Practice insights and direction to the project.</p> <p>3. Mature Business As Usual Capabilities:</p> <p>a. Consult to, and provide guidance on, decisions surrounding projects and programmes and the Data-flow maturity within Business As Usual to support these and maintain the relevance and value, and assure Benefits Realisation continues after the project/programme has completed.</p> <p>4. Sit on various Architecture Forums, which included among others:</p> <ul style="list-style-type: none"> <li>a. Group Enterprise Architecture (Business and IT);</li> <li>b. Group Data Architecture;</li> </ul>	<p>in, the role was made operational. (Continuing with this in an operational capacity would have set me back ten years in my career. The bank was too immature for a strategic focus in the WIMI division, so we amicably agreed to part company.)</p>

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			<ul style="list-style-type: none"> <li>c. Group Data and Information Security Architecture;</li> <li>d. Various South African Forums and BAU meetings.</li> </ul>	
Anglo American: Geo Sciences Maturity and Data Management Framework Implementation	Data Ascend (Pty) LTD	Enterprise Data Management Consultant	<ul style="list-style-type: none"> <li>1. Assess and Report on Business maturity;</li> <li>2. Mature Business Definition, Governance and Delivery;</li> <li>3. Consult and advise on approach and communication;</li> <li>4. Define and manage Business Case Development;</li> <li>5. Design and conduct Product and Service Usage Survey;</li> <li>6. Analyse and produce motivation to mature Data Management;</li> <li>7. Implement a Proof of Concept that implementing the Data Atom Methodology increases Effectiveness and Efficiency, showing positive impact to the bottom line.</li> </ul>	Implement the Return On Investment metrics and prepare Business Case and implement Proof of Concept for a Data Management Centre of Excellence
City of Joburg: Geoinformatics Data Valuation & ROI Business Case	Data Ascend (Pty) LTD	Enterprise Data Management Consultant	<ul style="list-style-type: none"> <li>1. Custom design city-wide relevant metrics and surveys to provide objective and useful views of Geoinformatics, and the data it provides as products and services;</li> <li>2. Run the Surveys and collate and provide analytics dash-boarding for Operational (Usage), Tactical (Return On Investment (ROI)) and Strategic (Value) to the Executive Committee;</li> <li>3. Provide Business Case defining current and future best use of Hardware, Software, Licensing and Services of GIS. As well as a roadmap for future growth and</li> </ul>	Convert the CoJ Sustainable Development Strategy to metrics and gain the insights to drive the Business Case for the future growth of the GIS department

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			options for extending customer buy-in and validated confirmation of the Division's existence.	
Permanent	MTN South Africa	Enterprise Data Architecture Manager	<ol style="list-style-type: none"> <li>1. Define gaps, Mature &amp; Implement Enterprise Information Management (EIM) <ol style="list-style-type: none"> <li>a. Define Business Operational Model deficiencies driving down Return on Investment of Data Assets</li> <li>b. Define Metrics which present the Enterprise-Wide view required by a Chief Data Officer</li> <li>c. Define Metrics and Paradigm shifts that create clear roles and responsibilities and KPIs for IT and for Executive KPAs</li> <li>d. Defining means to identify and simplify Operational redundancy and increase quality of output</li> <li>e. Champion the Data Management and Information Management Cause and Benefits at all levels of the Enterprise.</li> <li>f. Train and Mentor and promote a culture that matures sanitary behaviour with respect to Information and Data</li> <li>g. Various other streams addressing effectiveness (1st time right) and efficiency (quicker and better)</li> </ol> </li> <li>2. Define gaps, Mature &amp; integrate Enterprise Data Governance into EIM</li> <li>3. Define gaps, Mature &amp; integrate Enterprise Data Architecture into EIM</li> <li>4. Define gaps, Mature &amp; integrate Enterprise Data Security into EIM</li> <li>5. Define &amp; Implement Enterprise Data Quality Management (EIM)</li> <li>6. Define gaps, plan for maturity &amp; integration of Enterprise Document Management into EIM</li> <li>7. Define gaps, plan for maturity &amp; integration of Enterprise Context &amp; Terms Management into EIM</li> </ol>	<ol style="list-style-type: none"> <li>1. Defining the EIM Implementation Blueprint using the DAMA International DMBOK</li> <li>2. Identifying how to implement an integrated Enterprise Information Management capability for an Enterprise.</li> <li>3. Unifying and providing underlying context for the other Enterprise Architectures: <ol style="list-style-type: none"> <li>a. Enterprise Business Architecture</li> <li>b. Enterprise Process Architecture</li> <li>c. Enterprise Application Architecture</li> <li>d. Enterprise Integration Architecture</li> <li>e. Enterprise Architecture (High Level)</li> </ol> </li> <li>4. Managing Data Warehouse Enterprise Data Architect (EDW2)</li> <li>5. Managing Customer Relationship Management Data Architect (CMRB)</li> <li>6. Definition of Requirements for Data Management Services RFP.</li> <li>7. TOGAF Certification (Both Exams)</li> <li>8. TMForum Business Development Manager.</li> </ol>

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			<ul style="list-style-type: none"> <li>8. Define gaps, plan for maturity &amp; integration of Enterprise Reference Data Management into EIM</li> <li>9. Define gaps, plan for maturity &amp; integration of Enterprise Meta-data Management into EIM</li> <li>10. Define gaps, plan for maturity &amp; integration of Enterprise Master Data Management into EIM</li> <li>11. Define gaps, plan for maturity &amp; integration of Enterprise Data Warehouse Management into EIM</li> <li>12. Define gaps, plan for maturity &amp; integration of Enterprise Business Intelligence Management into EIM</li> <li>13. Define gaps, plan for maturity &amp; integration of Enterprise Data Development Management into EIM</li> <li>14. Define gaps, plan for maturity &amp; integration of Enterprise Database Operations Management into EIM</li> </ul>	
Permanent	Group of Business Connexion Companies	Data Governance Manager (& EIM incubation)	<ul style="list-style-type: none"> <li>1. Determine Data Quality Analysis Methodology.</li> <li>2. Write interim Data Quality Analysis program, while waiting for SAP MDM implementation.</li> <li>3. Analyse Corporate Master Data Quality and Cleansing Trends.</li> <li>4. Create mechanism to prototype Corporate Business Requirements before solution purchase.</li> <li>5. Assist those with innovative thinking to crystallise their thoughts.</li> <li>6. Guide and Mentor younger staff members to achieve their best.</li> <li>7. Responsible for Corporate Data Architecture (including Integration Architecture).</li> <li>8. Responsible for Corporate Data Development Management</li> </ul>	<ul style="list-style-type: none"> <li>1. Writing coded MS Excel programs to analyse the data quality of many hundreds of thousands of Master Data records.</li> <li>2. Creating an MS Excel prototyping solution to determine business fit and requirements prior to solution selection.</li> <li>3. Developing the Job Description required to align to the DAMA body of knowledge.</li> <li>4. Completing the SAP MDM Training for understanding purposes.</li> <li>5. Attending the ITIL III Foundation Training to gain a broad understanding of the changes to the Methodology</li> <li>6. Designing Dynamic Integration Documentation for Data Integration between systems using Visio 2010 &amp; Excel</li> </ul>

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Permanent	Group of Business Connexion Companies	Master Data Governance Manager	<ol style="list-style-type: none"> <li>1. Determine International Best Practices (in conjunction with the Information Governance Council).</li> <li>2. Draft Data Governance Strategy to align Business Corporate Policy to International Best Practices.</li> <li>3. Draft Data Governance Policies, and suggest policy changes to existing policies, to facilitate delivery on strategic objectives.</li> <li>4. Draft Processes to facilitate Data Governance within the Group's business transaction processes.</li> <li>5. Coach, mentor and guide all business and system stakeholders to implement processes.</li> <li>6. Measure and reward the successes achieved by those attaining the discipline and delivering value.</li> <li>7. Communicate the quick wins and campaign progress to all of the Group.</li> <li>8. Continuously align to new Best Practices and update policies, processes, etc...</li> <li>9. Implement Continuous Business Improvement controls to ensure Business Agility within compliance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Developing, as a council member, the Information Governance Maturity Model.</li> <li>2. Evangelising the Data Governance, and Master Data Governance requirement within Business Connexion, such that a new department has now been created to assure the Exco of clean and accurate data across all systems within the Group.</li> <li>3. Using analysis I have already done (across the many different Enterprise Systems, Localised Legacy Applications, Web Applications (including portals on the Intranet) and data stores, including business critical Excel spreadsheet registers across the Business Connexion Group).</li> <li>4. Busy with the planning of the enterprise-wide Entity Relationship Diagram to provide a full 'As-Is Data Architecture'.</li> <li>5. Evaluating data ETL systems, with a view to motivating and purchasing such data cleaning &amp; scrubbing tools for eventual data synchronization to enable a centralized control.</li> <li>6. Consulting to the preparation of a campaign to migrate the Data Governance of the Group towards the implementation of a Master Data Management System across Business Connexion's data stores.</li> </ol>

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Permanent	Group of Business Connexion Companies	Group Master Data Management Implementation – Business Support	<p>Analysis of 70+ systems Master Data and development of a synchronization plan  Software and hardware used: Custom designed analysis tools (MS Excel), MS Office and Windows Vista  Functions:</p> <ol style="list-style-type: none"> <li>1. Begin stakeholder Change Management of paradigms surrounding centralised Master Data.</li> <li>2. Analyse the business perception of their systems and the value add to the value chain.</li> <li>3. Determine priority to bottom line and level of uniqueness/duplication between them.</li> <li>4. Begin BPM staff Change Management of paradigms surrounding centralised Master Data.</li> <li>5. Identify the Master Data Modules &amp; Elements across the BCX Group.</li> <li>6. Identify each systems use and definition of these Master Data elements.</li> <li>7. Begin IT staff Change Management of paradigms surrounding centralised Master Data.</li> <li>8. Develop Reports for each system for the System Owners review.</li> <li>9. Develop a strategic plan for Master Data Clean-Up.</li> <li>10. Begin corporate Change Management of paradigms surrounding centralised Master Data.</li> <li>11. Develop Action plans and integration workshops to synchronise minds around the strategy.</li> <li>12. Agree on the actual course of action to be taken per Master Data element, dependant on significant gains.</li> <li>13. Implement and monitor progress of each clean up as well as the application of integration or workflow.</li> <li>14. Monitor success together with BPM measurement indicators established.</li> <li>15. Progress reports &amp; Strategic Plan updates in “War Room” and to relevant stake holders.</li> </ol> <p>Steps 1 through 15 are complete/underway.</p>	<ol style="list-style-type: none"> <li>1. Being involved in the drafting of the Information Governance Practice Note on Information Governance to be submitted to the King III report, in collaboration with the IBM Data Governance Council.</li> <li>2. Communicating with, and synchronizing the minds to one common goal despite differing cultures, levels of management, including those sympathetic &amp; antagonistic persons, which make up the spectrum of Business Connexion’s historically disparate system owners, developers and user communities. Seeing them walk away enthusiastic, without coercion, excepting perhaps the commonly understood enemy of the “Credit Crunch” has been a major achievement for me. Not because I have not succeeded in this area before, to the contrary, it is one of my strengths, but expressing, without creating untrue or unrealistic expectations, the power of working with clean Master Data to the many sectors of business and IT staff spanning 70 odd systems has been exhilarating for me.</li> <li>3. I write my own Excel based, macro driven, colour coded, report generating systems, and have done so for years, in so doing I multiply my own resource value and shorten my time to delivery. Mastering this in MS Excel 2007 and writing the necessary customised tools to facilitate this work has given quick results and has been fun too. My</li> </ol>

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
				<p>approach to my work is “I am not going to do this repetitively if MS Excel can do it for me”.</p> <p>4. I have been informed that I have earned the respect of all I work with, which is understandably guarded amongst those not wishing to lose their control over their reputation as a system developer or owner. I respect their authority and the value they bring to the company’s bottom line, but have no qualms about politely showing them and others where they could add value as a team instead of as lone rangers. Another reason I am respected is that I hold my morals in line with my faith and am resolute about not crossing that line, irrespective of the cost. Some have told me I am an “agent of positive change”. To me that is an achievement, and I give God the glory for my successes.</p>

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Permanent	Group of Business Connexion Companies	Group Master Data Management Implementation – Business Support	<p>Design &amp; Implementation of the Corporate National Master Data Process:</p> <p>Software and hardware used: SAP, Siebel, Control ES, Remedy, MS Office Suite and Windows 2000/XP</p> <p>Functions:</p> <ol style="list-style-type: none"> <li>1. Analyse the entire System Architecture for the group.</li> <li>2. Analyse the entire Business Architecture of the group.</li> <li>3. Identify and analyse the entire Data Architecture of the group.</li> <li>4. Develop the concept of systematised Impact Analysis forecasting.</li> <li>5. Develop the Impact Analysis Tool, used to define impacts across the group.</li> <li>6. Analyse the SAP Master Data (across many modules) and populate the Impact Analysis Tool.</li> <li>7. Analyse the Siebel Master Data and populate the Impact Analysis Tool.</li> <li>8. Workshops with Business Team Coordinators and assigning them field ownership.</li> <li>9. Use of Remedy and my own Time Management self management tool to ensure all calls to National Master Data are properly dealt with.</li> <li>10. Training of an assistant to keep the Impact Analysis Tool up to date and connected to business.</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduction of the concept of applying ITIL to Business (with the Impact Analysis Tool being the CMDB)</li> <li>2. Developing a Business Process guaranteed to narrow down real versus unnecessary Master Data creation.</li> <li>3. Brining the concept of each area impacts other areas home to business.</li> </ol>



Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Permanent	Group of Business Connexion Companies	Group Master Data Management Implementation – Business Support	<p>Design &amp; Implementation of the Central Corporate Applications Change Control Process:  Software and hardware used: Control ES, Remedy, MS Office Suite and Windows 2000/XP  Functions:</p> <ol style="list-style-type: none"> <li>1. Analyse all the different variations of the Change Control processes for all Applications.</li> <li>2. Analyse the business impact and stake holders for each application's user-community.</li> <li>3. Identify and analyse the business and developer maturity to embrace central change control.</li> <li>4. Develop the concept of central change control and sell it to business and CIS.</li> <li>5. Develop the policies and processes and system assistance to enforce change control.</li> <li>6. Train the business and developer communities on their roles and responsibilities.</li> <li>7. Enforce documented and regular meetings through a non-invasive approach.</li> <li>8. Create a desire for synergy within the Group and minimal change impact on the business.</li> <li>9. Use of ARS Remedy Change Management system to log and report on change progress and impact to both business and the corporate system services and the various system development and call management staff.</li> <li>10. Reporting into senior management of the root causes of planned changes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maturing of the entire CIS infrastructure to a more effectively controlled business service.</li> <li>2. Winning the respect of the senior and executive staff when it comes to tackling the seemingly impossible tasks and winning.</li> </ol>

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Legacy - SAP Data Conversion	Group of Business Connexion Companies	Data Analyst	<ol style="list-style-type: none"> <li>1. Design &amp; Implementation of the Data Conversion rules and process:</li> <li>2. Software and hardware used: SAP, Tetra, Embrace, QPAC, Siebel, Control ES, Remedy, MS Office Suite and Windows 2000/XP</li> <li>3. Functions:</li> <li>4. Analyse the Data Architecture of the systems. (Including semantics)</li> <li>5. Analyse the Data abuse of the systems and determine processes to be adjusted.</li> <li>6. Identify the Audit requirements for the Approval of the financial results of the group.</li> <li>7. Develop the Data conversion processes with all this in mind and draw up functional specifications for SQL DTSs.</li> <li>8. Develop the Documentation and staging images for post migration auditing.</li> <li>9. Analyse the output of the data migration and develop approved data cleaning rules.</li> <li>10. Analyse the conversion exceptions for problems and get business signoff of their data.</li> <li>11. Workshops with Business Team when necessary to push for sign-off or where uncertainty needed to be removed.</li> <li>12. Use of MS Excel (macros and reports) extensively to monitor data migration anomalies.</li> <li>13. Working closely with both the business executives, managers and database managers and data scrubbers.</li> </ol>	<ol style="list-style-type: none"> <li>1. I introduced the concept of "pattern breach" to identify data anomalies in huge volumes of data.</li> <li>2. I exposed the dangers of using SQL queries to identify data anomalies to be scrubbed.</li> <li>3. I saved a large amount of data (required by business) but seen as irrelevant to IT as the system had been abused to serve the purposes of the business Processes.</li> </ol>
IT Business Improvement Process Specialist	Group of Business Connexion Companies	Executive Business Process Representative	<ol style="list-style-type: none"> <li>1. Make IS run more Effectively and Efficiently according to the Business Standards and Improvement Management Requirements</li> </ol>	I defined all the gaps in the CIS Processes to make their strategic objectives attainable

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Business Innovation Capabiity Design and Implementation	Comparex Africa bought out by Business Connexion	Business Standards and Improvement Analyst – Principal Consultant	<p>Design &amp; Implementation of the Company Wide Expansion of Business Innovation:  Software and hardware used: Visio 2002, Office Suite and Windows 2000/XP  Functions:</p> <ol style="list-style-type: none"> <li>1. Assess the Innovative Culture of the Group.</li> <li>2. Prepare a Marketing Campaign to launch Innovation and change the culture of the Group.</li> <li>3. Link Innovation measures to the Balanced Score Card.</li> <li>4. Identify System requirements to expand company-wide.</li> <li>5. Design System to support company-wide Business Innovation.</li> <li>6. Implement System.</li> <li>7. Train users &amp; Administrators.</li> <li>8. Assist in Forum implementation.</li> <li>9. Assist those submitting Innovative Ideas to Clarify and Crystallise their ideas.</li> <li>10. Discuss and Hand Over Innovative Ideas with Executive Managers who ensure the Implementation of these Innovative Ideas.</li> <li>11. Monitor and Report on Innovation in the Group.</li> <li>12. Ensure that the system is continuously monitored and that Innovations do not stagnate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduction of the concept of end-to-end business processes to the group.</li> <li>2. Proving that the end-to-end business process eradicates a multiplicity of ills suffered by business.</li> <li>3. Being the catalyst (and many times unpopular too) in removing the legacy silos within Commercial with respect to this process. (It would need all the processes to be redefined to ensure that this is firmly entrenched.</li> <li>4. Assisting in deriving improvements which have already shown 7 figure risk mitigations, cost savings and other major benefits to the company.</li> <li>5. I am by no means the king pin in Business Connexion’s Business Improvement Team, but this is what I have accomplished.</li> </ol>

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Business Innovation in Action	Business Connexion (Previously Comparex Africa)	Business Standards and Improvement Analyst – Principal Consultant	<p>Design &amp; Implementation of the Corporate Business Innovation Process:  Software and hardware used: Visio 2002, MS Office Suite and Windows 2000/XP  Functions:  1. Analyse the entire Commercial division to determine the end-to-end Innovation business process for the group.  2. Negotiate with all senior &amp; Executive Management to synchronise all efforts across the company.  3. Develop and have signed off by all parties this detailed process.  4. Prototype all the necessary documentation and remove cross silo duplication (still in progress).  5. Identify Automation opportunities and begin system design.</p> <p>Design &amp; Implementation of the Corporate Business Innovation System:  Software and hardware used: Visio 2002, Office Suite and Windows 2000/XP  Functions:  1. Analyse system functionality available in the Group  2. Determine System Requirements and System Prototype Requirements  3. Design Business Innovation System  4. Have it built in phases and QA and Sign Off phases  5. Monitor system usage and manage all bug fixes and enhancements.</p>	

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Active Directory Services Implementation	Comparex Africa	Workflow Specialist & Business Process Specialist	<p>Internal ADS Project: Software and hardware used: Visio 2000, MS Office Suite, MS Project and Windows 98</p> <p>Functions:</p> <ol style="list-style-type: none"> <li>1. Business analysis of the employee lifecycle management process analysis.</li> <li>2. Workshops with Comparex Africa staff.</li> <li>3. Interviews with senior Comparex Africa staff.</li> <li>4. Process mapping according to the IDEF standard.</li> <li>5. Comparex Africa applications analysis and Active Directory certification process.</li> </ol>	1. Received an award from Enterprise Architecture for the work done on the internal Comparex Africa project.
Sasol Group's Workflow Tool Recommendation	Comparex Africa	Workflow Specialist & Business Process Specialist	<p>Sasol Workflow: Software and hardware used: MS Office Suite, MS Project and Windows 98</p> <p>Functions:</p> <ol style="list-style-type: none"> <li>1. Workflow presentations.</li> <li>2. Business analysis of existing Workflow implementation across the Sasol Group.</li> <li>3. Workflow implementation impact study.</li> </ol>	
Full SDLC + Businessman	e-Xpreienceware CC	Business Owner and Specialist Consultant	1. Price War with a competitor - Excellent experience gained in Business Strategy, however, a very painful experience.	

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Hardware, Networking, Software, Workflow, Business Process, and Strategic Planning	NMG Personal Financial Services	IT and Administration Manager	<ol style="list-style-type: none"> <li>1. I ran every aspect of the IT of this organisation, and I streamlined and adjusted the Business Processes to be interoperable with the IT, applying Business and IT Workflow Principles.</li> <li>2. Part of my business was contracting my own time out.</li> <li>3. Part of my Business was running the AMS Workflow System for Discovery Life - Centurion</li> </ol>	
Write program to monitor the sales force	NMG Personal Financial Services	Visual Basic & MS Access Programmer	<ol style="list-style-type: none"> <li>1. Microsoft Access Forms, Tables, Reports program to manage and monitor the activities and financials of the sales force.</li> <li>2. Part of my business was contracting my own time out.</li> <li>3. Part of my Business was running the AMS Workflow System for Discovery Life – Centurion</li> </ol>	
Specification of an Intranet - Phase 2	NMG Personal Financial Services	Business Analysis and Systems Analysis	<ol style="list-style-type: none"> <li>1. Using the previous analysis and the restructured processes from the Phase 1 project, I completed the specification of the technical and software and all the categorisations required to provide for a fully data-driven Intranet</li> <li>2. Part of my business was contracting my own time out.</li> <li>3. Part of my Business was running the AMS Workflow System for Discovery Life – Centurion</li> </ol>	
Write Front-End to analyse their Mining Data	Ingwe Optimum Coal Mine	Programmer	<ol style="list-style-type: none"> <li>1. This was a lesson in not accepting good money from desperate people. Being well versed in Visual Basic &amp; unskilled in MS SQL, the Project Manager chose to nevertheless take a chance. I was keen on the money, and the experience was great, however, I really should not have made this decision. A hard lesson that has not been repeated.</li> <li>2. Part of my business was contracting my own time out.</li> <li>3. Part of my Business was running the AMS Workflow System for Discovery Life – Centurion</li> </ol>	

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Specification of an Intranet - Phase 1	NMG Personal Financial Services	Business Process Analyst	<ol style="list-style-type: none"> <li>1. Analyse the Business Processes, and redesign them for optimum delivery of the Business Strategy and Operational Excellence. Suggest and implement a restructured environment to leverage off the data flows</li> <li>2. Part of my business was contracting my own time out.</li> <li>3. Part of my Business was running the AMS Workflow System for Discovery Life - Centurion</li> </ol>	
Spec the Business Processes for a full End-to-End online Service "MyLife"	Liberty Life	Business Analyst (Research & Development)	<ol style="list-style-type: none"> <li>1. This project was quite a few years ahead of its time. Although the designing of the Business and Workflow Processes were successful, in those days the capability to get the technical hitches, and to get around the more stringent legal and contractual issues Businesses imposed on one another proved to be the demise of the department's R&amp;D. 8 years later it began to become a reality. I think Liberty gave up too soon. Another lesson.</li> <li>2. Part of my business was contracting my own time out.</li> <li>3. Part of my Business was running the AMS Workflow System for Discovery Life – Centurion</li> </ol>	
Designed and launched my own company	e-Xpreienceware CC	Entrepreneur	<ol style="list-style-type: none"> <li>1. Set up all the necessary legal and accounting and trademark, logo, marketing, etc... and launched.</li> </ol>	
Y2K Project	NMG Personal Financial Services	Project Manager	<ol style="list-style-type: none"> <li>1. Analysed all of the systems, files, and Excel templates by writing programmes to trawl through all computers on the network.</li> <li>2. Ensured that all Business Processes, were prioritised to ensure completion of the correction of the potential problems to Business.</li> <li>3. I motivated and encouraged and supported the concerned people.</li> </ol>	

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Various Projects	NMG Personal Financial Services	Project Manager	1. During these 2 months I upgraded the AMS Workflow System and went out and contracted Discovery Life - Centurion as a pilot-site for AMS Workflow.	
Administration and Management	S&D Financial Services	IT and Administration Manager	<p>1. I took a badly designed and poorly functioning Business and</p> <ul style="list-style-type: none"> <li>a. re-organised it and</li> <li>b. automated it.</li> </ul> <p>2. Implemented the LAN,</p> <p>3. Managed and repaired the computer faults.</p> <p>4. I took the Liberty Life Business Processes and designed and implemented a fully data driven (we could consider this to be the SOA of today) Workflow tool – we called it AMS.</p> <p>5. I designed and implemented an Intelligence Engine to keep the Integrity of the data landscape and its logic intact.</p> <p>6. I extended the Business Landscapes and Business Process Flows to the processes of 17 other Assurance Institutions that eventually allowed changes to be made to over 7600 workflows, simply by adjusting the data landscape. (I have not found a fully integrated Workflow tool that can deliver and unite the human and machine world like this anywhere in the world today).</p>	
Sales	Southern Life Association	Life Assurance salesperson	<p>1. Although I did not succeed in being a wealthy Salesperson, my sales skills have been honed, and I understand this fundamental part of business intimately.</p> <p>2. Life Assurance selling, is the hardest selling test, and the lessons learnt, and all the sales training I attended, have stood me in great stead, in ensuring the business is designed to be able to get, and process, and service, from prospect-to-service-to-billing-and-to-collection and everything in between.</p>	



Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
IP Extraction & Optimisation	Castrol South Africa	Operations Manager / Supervisor	<ol style="list-style-type: none"> <li>1. This was a Pending Disaster Site in progress.</li> <li>2. A lady who had done this work for many, many, years and had everything in her head, and was not prepared to share any of it, was about to retire.</li> <li>3. I had to analyse all Computer Operations work, and assist her to let go of the IP, documenting it in a modular way so as to restructure the Operations Department.</li> <li>4. I then made it more effective, and</li> <li>5. Automated the effective Business Processes.</li> <li>6. I had 2 operators which I had to train up.</li> <li>7. Worked on IBM AS400</li> </ol>	

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Disaster Recovery	QB Computer Systems	Operations Supervisor	<p>1. This was a company specializing in recovering from Disaster Recovery.</p> <p>2. The Client Site was AECI Paints. They were switching from ICL to IBM, and all their ICL staff had left after sabotaging the hardware and software and networks and documented IP.</p> <p>3. Work to be done included:</p> <ul style="list-style-type: none"> <li>a. All information had to be re-identified,</li> <li>b. Data had to be recovered or rebuilt,</li> <li>c. Hardware had to be stripped, repaired and reassembled to working order</li> <li>d. Software had to be analysed, reconfigured and recoded,</li> <li>e. Software and Hardware had to be migrated from ICL to IBM</li> <li>f. Data had to be migrated to run on the new platform, with the new Business Logic</li> <li>g. The Business had to be managed and assisted to run in Recovery Mode while in transition</li> <li>h. New Branches had to be designed (Computers, LANs, Training, Hand-holding) and then Installed and Implemented.</li> <li>i. The WAN had to be managed and designed for best operating performance.</li> <li>j. The work was incredibly demanding due to the nature of the losses the client was incurring and the high pressure situation.</li> <li>k. The long working hours (+ 16 a day for the last year of my Datamatrix Diploma, resulted in me not being able to complete the last exams in the allotted time. The knowledge gained, however stood me in great stead.</li> </ul>	

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
IT & Network Operations	Checkers	Mainframe Operator	<ol style="list-style-type: none"> <li>1. Mainframe Operator on 2 Super-Dual ICL 3988's</li> <li>2. Worked on the Printers, Tape Drives, Disk Arrays</li> <li>3. Helped program the Job Runs</li> <li>4. Spent a lot of time in the WAN and LAN management of the 170 + stores</li> <li>5. Wrote programs to automate the Operations Management Functions and Reports</li> <li>6. Started my Datametrix Diploma through UNISA</li> </ol>	
Banking - Clerical	Standard Bank of South Africa	Ledger Clerk	<ol style="list-style-type: none"> <li>1. Processed the Debits and Credits passing through the Bank, servicing Corporate Customers</li> <li>2. Discovered my enjoyment for Computer Systems and my ability to "think" like them</li> </ol>	
Electronic Engineering	Wits Technikon	Student	My marks were not high enough to continue - I left after 6 months, but learnt an incredible amount concerning gate theory, transistors, and the base information required to understand computers.	
Private (No promotion - injured in fire accident)	SANDF	National Military Service	I was involved in a fire accident over the time when choices for rank were being made. I was therefore excluded from this during my recovery process. I left Bourkes Luck and worked in Pretoria for the last year due to the nature of my injuries	
Matriculant UEC Pass	Sandown High School	Student	Maths, Science, English, Afrikaans, History and Geography	

## ORGANISATIONS AND BODIES

Organisations / Bodies	Comments
TOGAF – The Open Group Architecture Forum	Certified in both TOGAF Certifications
TMForum – Telemangement Forum	Certified to Business Development Manager Level
International Information Governance Council	3rd highest contributor internationally of over 1000 international companies
TDWI – The Data Warehouse Institute	Subscriber - attend Webinars of relevance
Knowledge Management	Subscriber - Read White Papers of relevance

## PUBLISHED ARTICLES

Published Article	Date	Publisher
Many Articles on Data Management and Business Considerations	Current	My Linked In Profile

## CONFERENCES PRESENTED AT

Date	Subject	Conference / Talk	Province/State	Country
2017	Effective Strategies for Developing a Strong Data Governance Framework	Chief Data and Analytics Officer – Africa – Corinium Global Intelligence	SA - Gauteng	South Africa

2016	Workshopping the Chief Data Officer's Dashboard	Chief Data Officer – Africa – Corinium Global Intelligence	SA - Gauteng	South Africa
2015	The Chief Data Officer's Dashboard	Data Management Association of Southern Africa - Conference	SA - Gauteng	South Africa
2013 09	Unrelated to Data Management	9 Separate weekend-Long Training Camps 2011 - Current	SA - Gauteng	South Africa

## FULL WORK EXPERIENCE (A3)

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
2016-03	Current	Business Management	Self-Employed	Multi Dimensional Thinkers	CEO and all business responsibilities	<ol style="list-style-type: none"> <li>1. Financial                             <ol style="list-style-type: none"> <li>a. Financial Year-End</li> <li>b. Tax Year-End</li> </ol> </li> <li>2. Personal Development                             <ol style="list-style-type: none"> <li>a. Recertification as Certified Data Management Professional (DAMA International)</li> <li>b. Workshop Presenter at the CDAO Forum – Africa Conference</li> <li>c. DAMA Chapter meeting attendance</li> <li>d. Michalsons Legal Training: IT GRC (Latest insights)</li> <li>e. DAMA DMBOK2 Reviewer (awaiting material to review)</li> </ol> </li> <li>3. Product Development                             <ol style="list-style-type: none"> <li>a. Training Material that covers all 17 data disciplines</li> <li>b. School Expo to offer data management aptitude testing</li> <li>b. Book writing, editing and publishing (A life is worth living)</li> </ol> </li> <li>4. Business Management                             <ol style="list-style-type: none"> <li>a. Preparing Business Model to address King IV requirements</li> </ol> </li> <li>5. Office Management                             <ol style="list-style-type: none"> <li>a. Working from home</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Worked to and Passed my Professional Practitioner Recertification as an Internationally Certified Data Management Professional.</li> <li>2. Workshop Presenter at the International Chief Data and Analytics Officer – Africa Conference held by Cornium Intelligence (July 05 2017)</li> </ol>	William Evans (CEO)	+27 (0) 604203302
2016-10	2017-02	Enterprise Data & Information Architecture and Management of Unified Communications Platform	Pierre de Lange: Solution Architect	ECHIMinombo (Pty) LTD	Enterprise Data Architect	<ol style="list-style-type: none"> <li>1. Data Standards                             <ol style="list-style-type: none"> <li>a. Evaluate International Standards for applicability</li> </ol> </li> <li>2. Information &amp; Data Management                             <ol style="list-style-type: none"> <li>a. Review Governance and identify gaps</li> <li>b. Define the Information required for the Solution</li> <li>c. Define and propose the Data Management Framework</li> <li>d. Develop the Data Governance and Stewardship required for Information and Data Management</li> </ol> </li> <li>3. Data Architecture</li> </ol>	<p>I increased my insight and understanding of data flows, mapping, constraints and opportunities within the Technology space of “Unified Communications” – Seamless integration of Voice, Video, Fax, Messaging, and a number of other message formats into a secured interoperable platform of international standards.</p>	Pierre Cronje (ECH: Programme Manager)  Pierre de Lange (ECH: Solution Architect)	+27 (0) 82 570 4136  +27 (0) 82 745 8104

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
						<ul style="list-style-type: none"> <li>a. Review the Data Architecture Models and recommend modelling practice</li> <li>b. Generate Word Document deliverables to precise standards</li> <li>c. Evaluate As-Is Project deliverables and conceptualise Data Domains</li> <li>d. JAD with Data Architect to convert requirements to conceptual data definitions</li> <li>e. JAD with Data Architect to convert requirements to logical data definitions</li> <li>f. Investigate Integration flows and impact on data and information</li> <li>g. Investigate Security concerns and demands on data and meta-data</li> </ul>			
2016-08	2016-10	Consult on Enterprise Data Architecture	Byron Munday: Chief Architect	Discovery Partner Markets	Enterprise Data Architect	<ul style="list-style-type: none"> <li>1. Create Data Policies</li> <li>2. Review and enhance IT Security Policies</li> <li>3. Consult on Data Privacy across multinational legislation <ul style="list-style-type: none"> <li>a. Australia,</li> <li>b. China,</li> <li>c. United Kingdom,</li> <li>e. Singapore,</li> <li>f. South Africa,</li> <li>g. USA</li> </ul> </li> <li>3. Data Modelling (when Agile Sprint is in crisis mode)</li> <li>4. Data Model Reviews</li> </ul>	Data Management as an industry is now where IT was thirty years ago—very immature, with significant confusion regarding job titles, roles and responsibilities. As a consequence the role taken up was understood to be Strategic, with the ability to implement at the low level, however, when starting it was not Enterprise Data Architecture that was required, but Data Modelling. This is not my Career Path and so we agreed to release me from the contract so that they could employ cheaper resources.	Wendy Pillay (Discovery: Solution Architect)	+27 (0) 83 209 0614
2016-03	2016-08	Introductory Training on all the Data Management Disciplines for Velisa Africa Academy	Dee Cranswick: CEO Velisa Africa	Edge Shared Services	Trainer (theory & hands-on) / Course Designer / Writer / Exam Setter / Marker	<ul style="list-style-type: none"> <li>1. Design Training Courses for 17 Data Disciplines</li> <li>2. Create materials, presentations and practical exercises for students</li> <li>3. Coach and teach students paying attention to their differing abilities</li> <li>4. Collate and respond to feedback to support certification</li> <li>5. Create Examination Framework and Certification</li> <li>6. Test students and issue certificates</li> </ul>	I studied up and integrated all the 17 Data Disciplines of "The Data Atom" Data Management Framework. I discovered in the process the real interdependency of the Enterprise's Data Ecosystem. I didn't earn much money doing this training, however, it was a bit like a degree crammed into six months, with a thesis at the end proven true and successful by the fact that the BSC Graduates trained are now all employed in various roles related to Data Management.	Herman Badenhorst (Edge DataWave: Managing Director)	+27 (0) 83 378 2338

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
						<p>7. Training qualified BSC Graduates on the basics of Data Management</p> <p>Course Objectives: You will be able to:</p> <ul style="list-style-type: none"> <li>a. Understand The Data Atom DMF.</li> <li>b. Identify, prioritise &amp; focus Data Stewardship needs.</li> <li>c. Describe the components of a DMF.</li> <li>d. Review and Report on the Data Ecosystem.</li> <li>e. Advise Projects on their Data Dependencies.</li> <li>f. Understand the basics of Data Governance.</li> <li>g. Understand Data Architecture</li> <li>h. Understand Enterprise Data Architecture</li> <li>i. Understand Data Security</li> <li>j. Understand Data Quality</li> <li>k. Rationalise Terms &amp; Definitions</li> <li>l. Develop and manage Glossaries</li> <li>m. Understand Taxonomies &amp; Ontologies</li> <li>n. Implement Definition Management</li> <li>o. Find Data Sources</li> <li>p. Extract and create Data</li> <li>q. Clean Data</li> <li>r. Develop Data fit for Information</li> <li>s. Understand Information Development</li> <li>t. Understand Data Operations Management</li> <li>u. Understand Meta-data Management</li> <li>v. Understand Master Data Management</li> <li>w. Understand Data Warehouse Management</li> <li>x. Understand Business Intelligence Management</li> <li>y. Understand Document Management</li> <li>z. Understand Content Management</li> <li>aa. Understand Data Integration</li> </ul>			



From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
						ab. Understand Point-to-Point and SOA.			
2015-12	2016-02	Consult on Document Management Implementation for City of Joburg	Project Manager (Edge Datawave)	Edge Shared Services	Document Management Implementation Specialist	<ol style="list-style-type: none"> <li>1. Establish Principles, Policies, Processes</li> <li>2. Define and review Business Requirement Specifications</li> <li>3. Guide Business Analyst and technical staff on opportunities and pitfalls</li> <li>4. Guide on migration from current to the new Sharepoint environment</li> </ol>	Advanced the insights of the team to understand Document Management better and so deliver more effectively on the project.	Herman Badenhorst (Edge Datawave: Managing Director)	+27 (0) 83 378 2338
2015-06	2015-11	Anglo American: Geo Sciences Maturity and Data Management Framework Implementation	Anglo American Platinum: Geo Sciences - Manager: GIS	Data Ascend (Pty) LTD	Enterprise Data Management Consultant	<ol style="list-style-type: none"> <li>1. Define the Department's support of the Enterprise Business Value Chain and Processes;</li> <li>2. Defining the Enterprise Roadmap to Value and Quantify the Return On Investment of Enterprise Data;</li> <li>3. Assist in growing the maturity of the Department to self-identify and self-correct Data-flow constraints;</li> <li>4. Guide the Department to design Work Instructions that include Data Management Discipline tasks, in such a way as to maintain high quality data, and increase delivery turn-around time;</li> <li>5. Analysis and definition of alignment of Enterprise Data Flows.</li> </ol>	Elevated the Department from a level one (OVM) to a level three through the definition of processes and the introduction of a workflow tool (Macro driven MS Excel program) which documented processes to level five (The Data Layer)	Jacob Mooliba (Anglo American Platinum: Geo Sciences - Manager: GIS)	+27 (0) 71 363 2216
2015-03	2015-06	Employed as Enterprise Data Architect	CO (letter of appointment), Incoming Architect (Fixer)	Barclays Africa - WMI Division	Enterprise Data Architect	<ol style="list-style-type: none"> <li>1. Enterprise Data Architecture: <ol style="list-style-type: none"> <li>a. Mapping the Enterprise Data Architecture (perspective requirements) of: <ul style="list-style-type: none"> <li>- Business Architecture,</li> <li>- Information Architecture,</li> <li>- Process Architecture,</li> <li>- Organisational Architecture,</li> <li>- Resources Architecture,</li> <li>- Application Architecture,</li> <li>- Systems Architecture and</li> <li>- Integration Architecture,</li> </ul> </li> </ol> <p>while keeping Strategic foresight, Research and Development in mind.</p> </li> <li>2. Single International View of the Customer: <ol style="list-style-type: none"> <li>a.1 Assessing the current roadmap to implementing a single International View of the Client, highlighting pitfalls and</li> </ol> </li> </ol>	Data Management as an Industry is nowhere IT was thirty years ago – very immature, with significant confusion regarding job titles, roles and responsibilities. As a consequence the role taken up was understood to be Strategic, with the ability to implement at the low level, however, when new management stepped in, the role was made operational. (Continuing with this in an operational capacity would have set me back ten years in my career. The bank was too immature for a strategic focus in the WMI division, so we amicably agreed to part company.)	Vegoshi Madhika (Barclays Africa Group Enterprise Data Architect)	+27 (0) 83 388 8133

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
						<p>bringing International Best Practice insights and direction to the project.</p> <p>3. Mature Business As Usual Capabilities:</p> <p>a. Consult to, and provide guidance on, decisions surrounding projects and programmes and the Data-flow maturity within Business As Usual to support these and maintain the relevance and value, and assure Benefits Realisation continues after the project/programme has completed.</p> <p>4. Sit on various Architecture Forums, which included among others:</p> <p>a. Group Enterprise Architecture (Business and IT);</p> <p>b. Group Data Architecture;</p> <p>c. Group Data and Information Security Architecture;</p> <p>d. Various South African Forums and BAU meetings.</p>			
2015-01	2015-02	Anglo American: Geo Sciences Maturity and Data Management Framework Implementation	Anglo American Platinum: Geo Sciences - Manager: GIS	Data Ascend (Pty) LTD	Enterprise Data Management Consultant	<p>1. Assess and Report on Business maturity;</p> <p>2. Mature Business Definition, Governance and Delivery;</p> <p>3. Consult and advise on approach and communication;</p> <p>4. Define and manage Business Case Development;</p> <p>5. Design and conduct Product and Service Usage Survey;</p> <p>6. Analyse and produce motivation to mature Data Management;</p> <p>7. Implement a Proof of Concept that implementing the Data Atom Methodology increases Effectiveness and Efficiency, showing positive impact to the bottom line.</p>	Implement the Return On Investment metrics and prepare Business Case and implement Proof of Concept for a Data Management Centre of Excellence	Jacob Mooliba  (Anglo American Platinum: Geo Sciences - Manager: GIS)	+27 (0) 71 363 2216
2014-11	2014-12	City of Joburg: Geoinformatics Data Valuation & ROI Business Case	Certified Data Management Professional	Data Ascend (Pty) LTD	Enterprise Data Management Consultant	<p>1. Custom design city-wide relevant metrics and surveys to provide objective and useful views of Geoinformatics, and the data it provides as products and services;</p> <p>2. Run the Surveys and collate and provide analytics dashboarding for Operational (Usage), Tactical (Return On Investment (ROI)) and Strategic (Value) to the Executive Committee;</p> <p>3. Provide Business Case defining current and future best use of Hardware, Software, Licensing and Services of GIS. As well as a roadmap for future growth and options for extending customer buy-in and validated confirmation of the Division's existence.</p>	Convert the CoJ Sustainable Development Strategy to metrics and gain the insights to drive the Business Case for the future growth of the GIS department.	Ara Vbreira (Data Ascend Owner)	+27 (0) 82 883 3620

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
2012-10	2014-10	Permanent	Enterprise Architecture	MIIN South Africa	Enterprise Data Architecture Manager	<ol style="list-style-type: none"> <li>1. Define gaps, Mature &amp; Implement Enterprise Information Management (EIM)               <ol style="list-style-type: none"> <li>a. Define Business Operational Model deficiencies driving down Return on Investment of Data Assets</li> <li>b. Define Metrics which present the Enterprise Wide view required by a Chief Data Officer</li> <li>c. Define Metrics and Paradigm shifts that create clear roles and responsibilities and KPIs for IT and for Executive KPIs</li> <li>d. Defining means to identify and simplify Operational redundancy and increase quality of output</li> <li>e. Champion the Data Management and Information Management Cause and Benefits at all levels of the Enterprise.</li> <li>f. Train and Mentor and promote a culture that matures sanitary behaviour with respect to Information and Data</li> <li>g. Various other streams addressing effectiveness (1st time right) and efficiency (quicker and better)</li> </ol> </li> <li>2. Define gaps, Mature &amp; integrate Enterprise Data Governance into EIM</li> <li>3. Define gaps, Mature &amp; integrate Enterprise Data Architecture into EIM</li> <li>4. Define gaps, Mature &amp; integrate Enterprise Data Security into EIM</li> <li>5. Define &amp; Implement Enterprise Data Quality Management (EIM)</li> <li>6. Define gaps, plan for maturity &amp; integration of Enterprise Document Management into EIM</li> <li>7. Define gaps, plan for maturity &amp; integration of Enterprise Context &amp; Terms Management into EIM</li> <li>8. Define gaps, plan for maturity &amp; integration of Enterprise Reference Data Management into EIM</li> <li>9. Define gaps, plan for maturity &amp; integration of Enterprise Meta-data Management into EIM</li> <li>10. Define gaps, plan for maturity &amp; integration of Enterprise Master Data Management into EIM</li> <li>11. Define gaps, plan for maturity &amp; integration of Enterprise Data Warehouse Management into EIM</li> <li>12. Define gaps, plan for maturity &amp; integration of Enterprise Business Intelligence Management into EIM</li> <li>13. Define gaps, plan for maturity &amp; integration of Enterprise Data Development Management into EIM</li> <li>14. Define gaps, plan for maturity &amp; integration of Enterprise Database Operations Management into EIM</li> </ol>	<ol style="list-style-type: none"> <li>1. Defining the EIM Implementation Blueprint using the DAMA International DMBOK</li> <li>2. Identifying how to implement an integrated Enterprise Information Management capability for an Enterprise.</li> <li>3. Unifying and providing underlying context for the other Enterprise Architectures:               <ol style="list-style-type: none"> <li>a. Enterprise Business Architecture</li> <li>b. Enterprise Process Architecture</li> <li>c. Enterprise Application Architecture</li> <li>d. Enterprise Integration Architecture</li> <li>e. Enterprise Architecture (High Level)</li> </ol> </li> <li>4. Managing Data Warehouse Enterprise Data Architect (EDW2)</li> <li>5. Managing Customer Relationship Management Data Architect (CVRB)</li> <li>6. Definition of Requirements for Data Management Services RFP.</li> <li>7. TOGAF Certification (Both Exams)</li> <li>8. TM Forum Business Development Manager.</li> </ol>	AnalVbreira (DataWave Consulting – Enterprise Data Architecture Consultant)	+27 (0) 82 893 3620

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
2011-10	2012-10	Permanent	Enterprise Information Management	Group of Business Connexion Companies	Data Governance Manager (& EIM incubation)	<ol style="list-style-type: none"> <li>1. Determine Data Quality Analysis Methodology.</li> <li>2. Write interim Data Quality Analysis program, while waiting for SAPMDM implementation.</li> <li>3. Analyse Corporate Master Data Quality and Cleansing Trends.</li> <li>4. Create mechanism to prototype Corporate Business Requirements before solution purchase.</li> <li>5. Assist those with innovative thinking to crystallise their thoughts.</li> <li>6. Guide and Mentor younger staff members to achieve their best.</li> <li>7. Responsible for Corporate Data Architecture (including Integration Architecture).</li> <li>8. Responsible for Corporate Data Development Management</li> </ol>	<ol style="list-style-type: none"> <li>1. Writing coded VBA/Excel programs to analyse the data quality of many hundreds of thousands of Master Data records.</li> <li>2. Creating an MS Excel prototyping solution to determine business fit and requirements prior to solution selection.</li> <li>3. Developing the Job Description required to align to the DAMA body of knowledge.</li> <li>4. Completing the SAPMDM Training for understanding purposes.</li> <li>5. Attending the ITIL III Foundation Training to gain a broad understanding of the changes to the Methodology</li> <li>6. Designing Dynamic Integration Documentation for Data Integration between systems using Visio 2010 &amp; Excel</li> </ol>	Valeco Sefula (Business Connexion – SAP SD Master Data Consultant)	+27 (0) 83 533 2919
2010-10	2011-10	Permanent	IS Applications	Group of Business Connexion Companies	Master Data Governance Manager	<ol style="list-style-type: none"> <li>1. Determine International Best Practices (in conjunction with the Information Governance Council).</li> <li>2. Draft Data Governance Strategy to align Business Corporate Policy to International Best Practices.</li> <li>3. Draft Data Governance Policies, and suggest policy changes to existing policies, to facilitate delivery on strategic objectives.</li> <li>4. Draft Processes to facilitate Data Governance within the Group's business transaction processes.</li> <li>5. Coach, mentor and guide all business and system stakeholders to implement processes.</li> <li>6. Measure and reward the successes achieved by those attaining the discipline and delivering value.</li> <li>7. Communicate the quick wins and campaign progress to all of the Group.</li> <li>8. Continuously align to new Best Practices and update policies, processes, etc. . . .</li> <li>9. Implement Continuous Business Improvement controls to ensure Business Agility within compliance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Developing, as a council member, the Information Governance Maturity Model.</li> <li>2. Evangelising the Data Governance, and Master Data Governance requirement within Business Connexion, such that a new department has now been created to assure the Exco of clean and accurate data across all systems within the Group.</li> <li>3. Using analysis I have already done (across the many different Enterprise Systems, Localised Legacy Applications, Web Applications (including portals on the Intranet) and data stores, including business critical Excel spreadsheet registers across the Business Connexion Group).</li> <li>4. Busy with the planning of the enterprise-wide Entity Relationship Diagram to provide a full 'As-Is Data Architecture'.</li> <li>5. Evaluating data ETL systems, with a view to motivating and purchasing such data cleaning &amp; scrubbing tools for eventual data synchronization to enable a centralized control.</li> <li>6. Consulting to the preparation of a campaign to migrate the Data Governance of the Group towards the implementation of a Master Data Management System across Business Connexion's data stores.</li> </ol>	Valeco Sefula (Business Connexion – SAP SD Master Data Consultant)	+27 (0) 83 533 2919

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
2006-08	2010-10	Permanent	IS Applications	Group of Business Connexion Companies	Group Master Data Management Implementation – Business Support	<p>Analysis of 70+ systems Master Data and development of a synchronization plan  Software and hardware used: Custom designed analysis tools (MS Excel), MS Office and Windows Vista</p> <p>Functions:</p> <ol style="list-style-type: none"> <li>1. Begin stakeholder Change Management of paradigms surrounding centralised Master Data.</li> <li>2. Analyse the business perception of their systems and the value add to the value chain.</li> <li>3. Determine priority to bottom line and level of uniqueness/duplication between them.</li> <li>4. Begin BPM staff Change Management of paradigms surrounding centralised Master Data.</li> <li>5. Identify the Master Data Modules &amp; Elements across the BCX Group.</li> <li>6. Identify each systems use and definition of these Master Data elements.</li> <li>7. Begin IT staff Change Management of paradigms surrounding centralised Master Data.</li> <li>8. Develop Reports for each system for the System Owners review.</li> <li>9. Develop a strategic plan for Master Data Clean-Up.</li> <li>10. Begin corporate Change Management of paradigms surrounding centralised Master Data.</li> <li>11. Develop Action plans and integration workshops to synchronise minds around the strategy.</li> <li>12. Agree on the actual course of action to be taken per Master Data element, dependant on significant gains.</li> <li>13. Implement and monitor progress of each clean up as well as the application of integration or workflow.</li> <li>14. Monitor success together with BPM measurement indicators established.</li> <li>15. Progress reports &amp; Strategic Plan updates in "War Room" and to relevant stakeholders.</li> </ol> <p>Steps 1 through 15 are complete/underway.</p>	<p>1. Being involved in the drafting of the Information Governance Practice Note on Information Governance to be submitted to the King III report, in collaboration with the IBM Data Governance Council.</p> <p>2. Communicating with, and synchronizing the minds to one common goal despite differing cultures, levels of management, including those sympathetic &amp; antagonistic persons, which make up the spectrum of Business Connexion's historically disparate system owners, developers and user communities. Seeing them walk away enthusiastic, without coercion, excepting perhaps the commonly understood enemy of the "Credit Crunch" has been a major achievement for me. Not because I have not succeeded in this area before, to the contrary, it is one of my strengths, but expressing, without creating untrue or unrealistic expectations, the power of working with clean Master Data to the many sectors of business and IT staff spanning 70 odd systems has been exhilarating for me.</p> <p>3. I write my own Excel based, macro driven, colour coded, report generating systems, and have done so for years, in so doing I multiply my own resource value and shorten my time to delivery. Mastering this in MS Excel 2007 and writing the necessary customised tools to facilitate this work has given quick results and has been fun too. My approach to my work is "I am not going to do this repetitively if MS Excel can do it for me".</p> <p>4. I have been informed that I have earned the respect of all I work with, which is understandably guarded amongst those not wishing to lose their control over their reputation as a system developer or owner. I respect their authority and the value they bring to the company's bottom line, but have no qualms about politely showing them and others where they could add value as a team instead of as lone rangers. Another reason I am respected is that I hold my morals in line with my faith and am resolute about not crossing that line, irrespective of the cost. Some have told me I am an "agent of positive change". To me that is an achievement, and I give God the glory for my successes.</p>	Valeco Sefula (Business Connexion – SAP SD Master Data Consultant)	+27 (0) 83 533 2919

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
2006-08	2010-10	Permanent	IS Applications	Group of Business Cornexion Companies	Group Master Data Management Implementation – Business Support	<p>Design &amp; Implementation of the Corporate National Master Data Process: Software and hardware used: SAP, Siebel, Control ES, Remedy, MS Office Suite and Windows 2000/XP</p> <p>Functions:</p> <ol style="list-style-type: none"> <li>1. Analyse the entire System Architecture for the group.</li> <li>2. Analyse the entire Business Architecture of the group.</li> <li>3. Identify and analyse the entire Data Architecture of the group.</li> <li>4. Develop the concept of systematised Impact Analysis forecasting.</li> <li>5. Develop the Impact Analysis Tool, used to define impacts across the group.</li> <li>6. Analyse the SAP Master Data (across many modules) and populate the Impact Analysis Tool.</li> <li>7. Analyse the Siebel Master Data and populate the Impact Analysis Tool.</li> <li>8. Workshops with Business Team Coordinators and assigning them field ownership.</li> <li>9. Use of Remedy and my own Time Management self management tool to ensure all calls to National Master Data are properly dealt with.</li> <li>10. Training of an assistant to keep the Impact Analysis Tool up to date and connected to business.</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduction of the concept of applying IIL to Business (with the Impact Analysis Tool being the QMDB)</li> <li>2. Developing a Business Process guaranteed to narrow down real versus unnecessary Master Data creation.</li> <li>3. Bringing the concept of each area impacts other areas home to business.</li> </ol>	Oliver Fagan (Business Cornexion – Group Information Manager)	+27 82 413 5966
2006-08	2010-10	Permanent	IS Applications	Group of Business Cornexion Companies	Group Master Data Management Implementation – Business Support	<p>Design &amp; Implementation of the Central Corporate Applications Change Control Process: Software and hardware used: Control ES, Remedy, MS Office Suite and Windows 2000/XP</p> <p>Functions:</p> <ol style="list-style-type: none"> <li>1. Analyse all the different variations of the Change Control processes for all Applications.</li> <li>2. Analyse the business impact and stake holders for each application's user-community.</li> <li>3. Identify and analyse the business and developer maturity to embrace central change control.</li> <li>4. Develop the concept of central change control and sell it to business and CIS.</li> <li>5. Develop the policies and processes and system assistance to enforce change control.</li> <li>6. Train the business and developer communities on their roles and responsibilities.</li> <li>7. Enforce documented and regular meetings through a non-invasive approach.</li> <li>8. Create a desire for synergy within the Group and minimal change impact on the business.</li> <li>9. Use of ARS Remedy Change Management system to log and report on change progress and impact to both business and the corporate system services and the various system development and call management staff.</li> <li>10. Reporting into senior management of the root causes of planned changes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maturing of the entire CIS infrastructure to a more effectively controlled business service.</li> <li>2. Winning the respect of the senior and executive staff when it comes to tackling the seemingly impossible tasks and winning.</li> </ol>		

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
2006-01	2007-01	Legacy - SAP Data Conversion	IS Applications	Group of Business Cornexion Companies	Data Analyst	<ol style="list-style-type: none"> <li>1. Design &amp; Implementation of the Data Conversion rules and process:</li> <li>2. Software and hardware used: SAP, Tetra, Embrace, QPAC, Siebel, Control ES, Remedy, MS Office Suite and Windows 2000/XP</li> <li>3. Functions:</li> <li>4. Analyse the Data Architecture of the systems. (Including semantics)</li> <li>5. Analyse the Data abuse of the systems and determine processes to be adjusted.</li> <li>6. Identify the Audit requirements for the Approval of the financial results of the group.</li> <li>7. Develop the Data conversion processes with all this in mind and draw up functional specifications for SQL DTSs.</li> <li>8. Develop the Documentation and staging images for post migration auditing.</li> <li>9. Analyse the output of the data migration and develop approved data cleaning rules.</li> <li>10. Analyse the conversion exceptions for problems and get business signoff of their data.</li> <li>11. Workshops with Business Team when necessary to push for sign-off or where uncertainty needed to be removed.</li> <li>12. Use of MS Excel (macros and reports) extensively to monitor data migration anomalies.</li> <li>13. Working closely with both the business executives, managers and database managers and data scrubbers.</li> </ol>	<ol style="list-style-type: none"> <li>1. I introduced the concept of "pattern breach" to identify data anomalies in huge volumes of data.</li> <li>2. I exposed the dangers of using SQL queries to identify data anomalies to be scrubbed.</li> <li>3. I saved a large amount of data (required by business) but seen as irrelevant to IT as the system had been abused to serve the purposes of the business Processes.</li> </ol>	James Paton (Business Cornexion – Data Conversion Manager)	+27 83 286 2862
2006-08	2006-01	IT Business Improvement Process Specialist	Chief Information Officer	Group of Business Cornexion Companies	Executive Business Process Representative	<ol style="list-style-type: none"> <li>1. Make IS run more Effectively and Efficiently according to the Business Standards and Improvement Management Requirements</li> </ol>	I defined all the gaps in the CIS Processes to make their strategic objectives attainable	Gordon Martens (Business Cornexion – Business Improvement - Principal Consultant)	+27 82 575 0422

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
2004-08	2006-08	Business Innovation Capability Design and Implementation	Senior Manager: Business Standards and Improvement	Comparex Africa bought out by Business Connexion	Business Standards and Improvement Analyst – Principal Consultant	<p>Design &amp; Implementation of the Company Wide Expansion of Business Innovation: Software and hardware used: Visio 2002, Office Suite and Windows 2000XP Functions:</p> <ol style="list-style-type: none"> <li>1. Assess the Innovative Culture of the Group.</li> <li>2. Prepare a Marketing Campaign to launch Innovation and change the culture of the Group.</li> <li>3. Link Innovation measures to the Balanced Score Card.</li> <li>4. Identify System requirements to expand companywide.</li> <li>5. Design System to support company-wide Business Innovation.</li> <li>6. Implement System.</li> <li>7. Train users &amp; Administrators.</li> <li>8. Assist in Forum implementation.</li> <li>9. Assist those submitting Innovative Ideas to Clarify and Crystallise their ideas.</li> <li>10. Discuss and Hand Over Innovative Ideas with Executive Managers who ensure the Implementation of these Innovative Ideas.</li> <li>11. Monitor and Report on Innovation in the Group.</li> <li>12. Ensure that the system is continuously monitored and that Innovations do not stagnate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Introduction of the concept of end-to-end business processes to the group.</li> <li>2. Proving that the end-to-end business process eradicates a multiplicity of ills suffered by business.</li> <li>3. Being the catalyst (and many times unpopular too) in removing the legacy silos within Commercial with respect to this process. (It would need all the processes to be redefined to ensure that this is firmly entrenched.</li> <li>4. Assisting in deriving improvements which have already shown 7 figure risk mitigations, cost savings and other major benefits to the company.</li> <li>5. I am by no means the king pin in Business Connexion's Business Improvement Team, but this is what I have accomplished.</li> </ol>	Willie Ackeman (Business Connexion - Senior Manager: Business Standards and Improvement Management)	
2003-08	2004-08	Business Innovation in Action	Senior Manager: Business Standards and Improvement	Business Connexion (Previously Comparex Africa)	Business Standards and Improvement Analyst – Principal Consultant	<p>Design &amp; Implementation of the Corporate Business Innovation Process: Software and hardware used: Visio 2002, MS Office Suite and Windows 2000XP Functions:</p> <ol style="list-style-type: none"> <li>1. Analyse the entire Commercial division to determine the end-to-end Innovation business process for the group.</li> <li>2. Negotiate with all senior &amp; Executive Management to synchronise all efforts across the company.</li> <li>3. Develop and have signed off by all parties this detailed process.</li> <li>4. Prototype all the necessary documentation and remove cross silo duplication (still in progress).</li> <li>5. Identify Automation opportunities and begin system design.</li> </ol> <p>Design &amp; Implementation of the Corporate Business Innovation System: Software and hardware used: Visio 2002, Office Suite and Windows 2000XP Functions:</p> <ol style="list-style-type: none"> <li>1. Analyse system functionality available in the Group</li> <li>2. Determine System Requirements and System Prototype Requirements</li> <li>3. Design Business Innovation System</li> <li>4. Have it built in phases and QA and Sign Off phases</li> <li>5. Monitor system usage and manage all bug fixes and enhancements.</li> </ol>		Willie Ackeman (Business Connexion - Senior Manager: Business Standards and Improvement Management)	



From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
2003-06	2003-08	Active Directory Services Implementation	Enterprise Architecture Division	Comparex Africa	Workflow Specialist & Business Process Specialist	Internal ADS Project: Software and hardware used: Visio 2000, MS Office Suite, MS Project and Windows 98  Functions: 1. Business analysis of the employee lifecycle management process analysis. 2. Workshops with Comparex Africa staff. 3. Interviews with senior Comparex Africa staff. 4. Process mapping according to the IDEF standard. 5. Comparex Africa applications analysis and Active Directory certification process.	1. Received an award from Enterprise Architecture for the work done on the internal Comparex Africa project.	Jaco du Preez (Comparex Africa – Enterprise Architecture – Manager)	+27 83 556 5001
2002-10	2003-06	Sasol Group's Workflow Tool Recommendation	Enterprise Architecture Division	Comparex Africa	Workflow Specialist & Business Process Specialist	Sasol Workflow: Software and hardware used: MS Office Suite, MS Project and Windows 98  Functions: 1. Workflow presentations. 2. Business analysis of existing Workflow implementation across the Sasol Group. 3. Workflow implementation impact study.		Jaco du Preez (Comparex Africa – Enterprise Architecture – Manager)	+27 83 556 5001
2002-01	2002-10	Full SDLC + Businessman	Myself	e-xperienceware CC	Business Owner and Specialist Consultant	1. Price War with a competitor - Excellent experience gained in Business Strategy, however, a very painful experience.			
2001-01	2002-01	Hardware, Networking, Software, Workflow, Business Process, and Strategic Planning	Chief Executive Officer	NMG Personal Financial Services	IT and Administration Manager	1. I ran every aspect of the IT of this organisation, and I streamlined and adjusted the Business Processes to be interoperable with the IT, applying Business and IT Workflow Principles. 2. Part of my business was contracting my own time out. 3. Part of my Business was running the AVS Workflow System for Discovery Life - Centurion			
2000-11	2000-12	Write program to monitor the sales force	Chief Executive Officer	NMG Personal Financial Services	Visual Basic & MS Access Programmer	1. Microsoft Access Forms, Tables, Reports program to manage and monitor the activities and financials of the sales force. 2. Part of my business was contracting my own time out. 3. Part of my Business was running the AVS Workflow System for Discovery Life – Centurion			
2000-07	2000-08	Specification of an Intranet - Phase 2	Chief Executive Officer	NMG Personal Financial Services	Business Analysis and Systems Analysis	1. Using the previous analysis and the restructured processes from the Phase 1 project, I completed the specification of the technical and software and all the categorisations required to provide for a fully data-driven Intranet 2. Part of my business was contracting my own time out. 3. Part of my Business was running the AVS Workflow System for Discovery Life – Centurion			

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
2000-06	2000-07	Write Front-End to analyse their Mining Data	Brainware Project Manager	Ingwe Optimum Coal Mine	Programmer	1. This was a lesson in not accepting good money from desperate people. Being well versed in Visual Basic & unskilled in MS SQL, the Project Manager chose to nevertheless take a chance. I was keen on the money, and the experience was great, however, I really should not have made this decision. A hard lesson that has not been repeated. 2. Part of my business was contracting my own time out. 3. Part of my Business was running the AVS Workflow System for Discovery Life – Centurion			
2000-05	2000-06	Specification of an Intranet - Phase 1	Chief Executive Officer	NVG Personal Financial Services	Business Process Analyst	1. Analyse the Business Processes, and redesign them for optimum delivery of the Business Strategy and Operational Excellence. Suggest and implement a restructured environment to leverage off the data flows 2. Part of my business was contracting my own time out. 3. Part of my Business was running the AVS Workflow System for Discovery Life - Centurion			
2000-02	2000-04	Spec the Business Processes for a full End-to-End online Service "MyLife"	MyLife Research and Development Operations Manager	Liberty Life	Business Analyst (Research & Development)	1. This project was quite a few years ahead of its time. Although the designing of the Business and Workflow Processes were successful, in those days the capability to get the technical hitches, and to get around the more stringent legal and contractual issues Businesses imposed on one another proved to be the demise of the department's R&D. 8 years later it began to become a reality. I think Liberty gave up too soon. Another lesson. 2. Part of my business was contracting my own time out. 3. Part of my Business was running the AVS Workflow System for Discovery Life – Centurion			
2000-01	2000-02	Designed and launched my own company	Self	e-xperienceware CC	Entrepreneur	1. Set up all the necessary legal and accounting and trademark, logo, marketing, etc. . . and launched.			
1999-06	1999-12	Y2K Project	Senior Director, S&D Financial Services	NVG Personal Financial Services	Project Manager	1. Analysed all of the systems, files, and Excel templates by writing programmes to trawl through all computers on the network. 2. Ensured that all Business Processes, were prioritised to ensure completion of the correction of the potential problems to Business. 3. I motivated and encouraged and supported the concerned people.			
1999-04	1999-06	Various Projects	Senior Director, S&D Financial Services	NVG Personal Financial Services	Project Manager	1. During these 2 months I upgraded the AVS Workflow System and went out and contracted Discovery Life - Centurion as a pilot-site for AVS Workflow.			

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
1994-06	1999-04	Administration and Management	Senior Director, S&D Financial Services	S&D Financial Services	IT and Administration Manager	<ol style="list-style-type: none"> <li>1. I took a badly designed and poorly functioning Business and               <ol style="list-style-type: none"> <li>a. re-organised it and</li> <li>b. automated it.</li> </ol> </li> <li>2. Implemented the LAN,</li> <li>3. Managed and repaired the computer faults.</li> <li>4. I took the Liberty Life Business Processes and designed and implemented a fully data driven (we could consider this to be the SOA of today) Workflow tool – we called it AMS.</li> <li>5. I designed and implemented an Intelligence Engine to keep the Integrity of the data landscape and its logic intact.</li> <li>6. I extended the Business Landscapes and Business Process Flows to the processes of 17 other Assurance Institutions that eventually allowed changes to be made to over 7600 workflows, simply by adjusting the data landscape. (I have not found a fully integrated Workflow tool that can deliver and unite the human and machine world like this anywhere in the world to date.</li> </ol>			
1993-06	1994-06	Sales	Sales Manager	Southern Life Association	Life Assurance salesperson	<ol style="list-style-type: none"> <li>1. Although I did not succeed in being a wealthy Salesperson, my sales skills have been honed, and I understand this fundamental part of business intimately.</li> <li>2. Life Assurance selling, is the hardest selling test, and the lessons learnt, and all the sales training I attended, have stood me in great stead, in ensuring the business is designed to be able to get, and process, and service, from prospect-to-service-to-billing-and-to-collection and everything in between.</li> </ol>			
1990-12	1993-02	IP Extraction & Optimisation	IT Director (South Africa)	Castrol South Africa	Operations Manager / Supervisor	<ol style="list-style-type: none"> <li>1. This was a Pending Disaster Site in progress.</li> <li>2. A lady who had done this work for many, many, years and had everything in her head, and was not prepared to share any of it, was about to retire.</li> <li>3. I had to analyse all Computer Operations work, and assist her to let go of the IP, documenting it in a modular way so as to restructure the Operations Department.</li> <li>4. I then made it more effective, and</li> <li>5. Automated the effective Business Processes.</li> <li>6. I had 2 operators which I had to train up.</li> <li>7. Worked on IBMAS400</li> </ol>			

From	To	Activity / Project	Function Reporting to	Company/Client	Position	Description of Duties	Notable Achievements	Reference(s)	Contact Number
1989-11	1990-11	Disaster Recovery	Operations Manager	UB Computer Systems	Operations Supervisor	<p>1. This was a company specializing in recovering from Disaster Recovery.</p> <p>2. The Client Site was AECI Paints. They were switching from ICL to IBM, and all their ICL staff had left after sabotaging the hardware and software and networks and documented IP.</p> <p>3. Work to be done included:</p> <p>a. All information had to be re-identified,</p> <p>b. Data had to be recovered or rebuilt,</p> <p>c. Hardware had to be stripped, repaired and reassembled to working order</p> <p>d. Software had to be analysed, reconfigured and recoded,</p> <p>e. Software and Hardware had to be migrated from ICL to IBM</p> <p>f. Data had to be migrated to run on the new platform, with the new Business Logic</p> <p>g. The Business had to be managed and assisted to run in Recovery Mode while in transition</p> <p>h. New Branches had to be designed (Computers, LANs, Training, Handholding) and then Installed and Implemented.</p> <p>i. The WAN had to be managed and designed for best operating performance.</p> <p>j. The work was incredibly demanding due to the nature of the losses the client was incurring and the high pressure situation.</p> <p>k. The long working hours (+ 16 a day for the last year of my Datamatrix Diploma, resulted in me not being able to complete the last exams in the allotted time. The knowledge gained, however stood me in great stead.</p>			
1987-11	1989-10	IT & Network Operations	Shift Operator	Checkers	Manitframe Operator	<p>1. Manitframe Operator on 2 Super-Dual ICL 388's</p> <p>2. Worked on the Printers, Tape Drives, Disk Arrays</p> <p>3. Helped program the Job Runs</p> <p>4. Spent a lot of time in the WAN and LAN management of the 170+ stores</p> <p>5. Wrote programs to automate the Operations Management Functions and Reports</p> <p>6. Started my Datamatrix Diploma through UNISA</p>			
1986-08	1987-11	Banking - Clerical	Ledger Supervisor	Standard Bank of South Africa	Ledger Clerk	<p>1. Processed the Debits and Credits passing through the Bank, servicing Corporate Customers</p> <p>2. Discovered my enjoyment for Computer Systems and my ability to "think" like them</p>			
1986-01	1986-06	Electronic Engineering	Technikon	VVIS Technikon	Student	My marks were not high enough to continue - I left after 6 months, but learnt an incredible amount concerning gate theory, transistors, and the base information required to understand computers.			
1984-01	1986-01	Private (No promotion - injured in fire accident)	Dog Squad and Head Quarters	SANLF	National Military Service	I was involved in a fire accident over the time when choices for rank were being made. I was therefore excluded from this during my recovery process. I left Bourkes Luck and worked in Pretoria for the last year due to the nature of my injuries			
1983-01	1983-12	Matriculant UEC Pass	School	Sandown High School	Student	Maths, Science, English, Afrikaans, History and Geography			