

RESUME: William Evans (CDMP, TOGAF, ITIL)

4 Pager CV; 3 Pager Highlights; (57 Pages Supporting Information and Insights)

Data and Information Management Consultant

Chaos-To-Order; Greenfields-To-Humming. <https://www.linkedin.com/in/strategyrealisation/>

The Deep End is fine, just let the sharks know I am coming.

I ask the right questions, of the right people, to get to the real issues and expose the structural problems to be fixed. I align to Business Strategy, contribute to and review Architectures and produce relevant Roadmaps, Policies, Procedures, Standards and Guidelines. I have both width and depth (feel free to search the Supporting Information in this document for details)

Define, implement, and evolve Capabilities¹:

TOGAF Certified, and Certified Data Management Professional through DAMA I since 2012

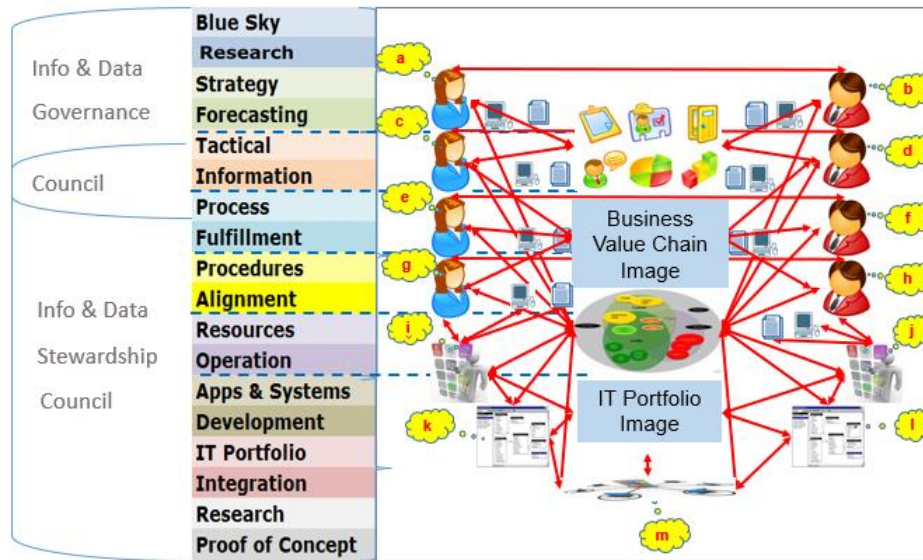
My certifications: click [here](#)²

- Data Governance, Business Data Ownership and Data Risk Management, Metadata (Collibra & Informatica Axon & Enterprise Data Catalog) Management, with effective integrated Business Glossary & Data Dictionary guidance.
- Information Architecture, Data Architecture, Architecting (ArchiMate), and Cataloguing global enterprises to streamline their end-to-end value proposition, from As-Is through Roadmaps to To-BE.
- Data Quality, training, growing, mentoring, and inspiring Business and IT to think of data and the accuracy of its meaning through the lineage of business processes and systems, from people to people, as it flows and serves.
- Visualise and provide insight via ontology driven Metadata, while strengthening their Security; and assuring their compliance to Privacy and Data Regulation, **Driving Capability Implementations**.
- Review Master Data Controls, Data Models, and Lineage, and undo legacy complexity and develop single source Master Data, for ERP (SAP: MDM AM, CO, CS, FI, HR, MM, PS, PM, PY, SD);
- Repurpose technology; automate operations and integrate IT and Business architectures (Business, Process, Information, Data, Resource, Application, Integration, and Infrastructure) for efficient and effective use and retention of data and information;

¹ [https://multidimensionalthinkers.com/gallery/MDDMF_v7.0_%20\(WREvans\)_20241003.pdf](https://multidimensionalthinkers.com/gallery/MDDMF_v7.0_%20(WREvans)_20241003.pdf)

² <https://multidimensionalthinkers.com/Our-Data-Certifications/>

In the Graphic below, the red lines are where the information and data travel, and shows what needs to be governed



I am TOGAF 9 Certified as well as being an *Internationally Certified Data Management Professional (CDMP)* since June of 2012. See my certifications: <https://www.multidimensionalthinkers.com/Our-Data-Certifications/> My Application of TOGAF9, DAMA, ITIL3 and MDDMF4 can be found [here](#)

I have developed *Data Management Frameworks* covering the *DAMA end-to-end processes* that map against the lifecycle of data, information and business. In some instances I was involved in Strategic design, and the Technology required, e.g. The Big Data Strategy for Telecommunications Group MTN, based in South Africa, and spanning 23 countries, across Africa and the Middle East.

In my latest role as *Data Governance Framework Manager for Quilter PLC*, I used and updated *Collibra*, whose *data quality* I evaluated and corrected. I extracted data using its *APIs* and populated the *Power BI* implementation, developing data visualisations and preparing the semantics that would drive their data Democratisation. I am also an *expert MS Excel (and VBA Developer)*.

Over the years I have developed multiple proficiencies and skills, in *various industries*, which provide me with an *all-round understanding* of, and ability to work with, data flowing through companies, and has *broadened my insights and understanding* of data, information and the future.

I am proficient with Microsoft Office Products (including Remote working via MS Teams).

I have prepared presentations, compiled Business Cases, Principles and Standards, written documents, prepared and mapped Business processes and aligned the Data and the various Models to the various Enterprise Architectures (Infrastructure, Applications, Operations, Process, Information and Business). I have also used a number of tools as described further below.

I am so *passionate about Data Management* that I run a free site with integrated framework insights to help others. I enjoy training and guiding those showing interest. I have also presented at a number of C-level Conferences. See www.multidimensionalthinkers.com.

My more recent efforts include:

- Worked in UK (EDF: Bristol; Quilter: London and Southampton) implementing an Enterprise Information and Data Management Framework, Strategies, Roadmaps, Maturity Assessments, Principles, Standards, Training and Consulting on Projects.

- Part of the team developing the Business Strategy and Data Strategy for a Multinational Telecommunications company (Big Data, Data As A Service, platform aligning DAMA, TOGAF, TMForum, ITIL, and the Enterprise's own reality).
- The senior Data Architect for a Unified Communications Platform.
- Modelling of a number of SAP Module Tables into an A0 Logical Data Model.
- Migrating and implementing Master Data from Legacy systems to SAP ERP
- Guiding the Enterprise to leverage Enterprise Master Data effectively and efficiently.
- Development of the MDDMF (Multi Dimensional Data Management Framework). The framework can be found at
- I have travelled to Nigeria and Mozambique on Data Management Consulting business.
- See my detailed history for more experience

The following are my areas of expertise:

- Enterprise Architecture; Enterprise Data Architecture; Enterprise Data Strategy Group/OpCo (Big Data); Enterprise Information Management; Enterprise Data Management; Master Data Creation from Legacy; Enterprise Business Process Management; Business Standards and Improvement Management; Training and Presenting; Enterprise Group Data Governance; Enterprise Master Data Governance; Business Capability Development – Innovation; Enterprise Information Management and Enterprise Data Management; Workflow Development, Management and Architecture

Industries I have worked in include:

- Energy; Insurance; Wealth Management; ICT (Information Communication and Technology); Telecommunications; Unified Communications; Disaster Recovery; Petrochemical; Retail; Education; Health Care; Mining; Government; and Banking.

Thought Leadership

- Innovator of the Thinking Tool “How to implement the DMBOK and make decisions on the fly”, which I presented to DAMA Australia 2024-02-27. (for Pre-Recording click [here](#)³, or log on to the DAMA Australia Site and review the Webinar in the Members Section)
- Leading Edge Thought Leadership:
 - Represented South Africa at the International Information Governance Council 2009-2015
 - 1 of 10 Innovators whose Innovation made it to the World Summit Sustainable Development Johannesburg 2002.

³ https://multidimensionalthinkers.com/gallery/MDDMF_Brisbane_Test_Recording_20240226.mp4

Personal Details:

Surname/Family Name	Evans
First Name	William (Rick to my friends)
Citizenship	Republic of Ireland (also South African)
Language Proficiency	English and Afrikaans (I can speak, read and write in both)
Visiting Location (Australia)	478 St Kilda Road, Melbourne, Victoria, Australia
Family Location (South Africa)	38 Bramblewood, 2 Hardekool Str, Sundowner, Randburg, 2161
Family Location (United Kingdom)	18 Upper Cliff Close, Penarth, Vale of Glamorgan CF64 1BE
Mobile Phone	+61 423 710 361 , +44 7500 557 708, +27 76 994 9674
Email Address	willamevansau@multidimensionalthinkers.com
Education Certificates online	https://www.multidimensionalthinkers.com/Our-Data-Certifications/

As a person:

I am on the spectrum (high functioning Autistic (think Steve Jobs)), giving me an ability to be comfortable with very deep detail, as well as with high-level integrated System's Thinking.

I see all impacts at once, and am able to recommend solutions to address Strategic and Tactical Opportunities, and Mitigations to Risks that mark the Roadmap to Enterprise Information Management Maturity. As a consequence, I do struggle with traditional sequencing methods.

I love people, and get on well with them. I simply get the job done, and do not play the political games, which I actually cannot see going on around me.

I am fair, and honest, and expect the same from those I work with. I believe in educating and growing the insight and experience of my team mates, and stakeholders, making them more effective and valued.

I do not have a high EQ, and say what I mean, and mean what I say. I cannot pick up on hints, and take conversations at face value. That said I do appreciate people educating me on better ways to deal with human sensitivities (no I am not a bot, just on the spectrum).

As for myself, I cannot be hurt by words or sentiments, as I work with time differently to most.

I have had both permanent and contractors, in my team, who in turn have local and offshore staff. We work hard and enjoy our weekly "Whacky-Wednesday" team-building sessions.

END OF CV (Career Highlights follow)

CAREER HIGHLIGHTS

Multi Dimensional Thinkers

(Current – evolving the global understanding of Data & Information) November 2014 - Current

Thought Leader/Strategist (Innovator and evolutionist) – Data and Information Management

1. All disciplines of Data Management (DMBOK, DMBOK2 and DAMA Data Dictionary)
 - a. Data Governance
 - b. Data Architecture
 - c. Data Security
 - d. Data Quality
 - e. Rationalising Terms and Definitions
 - f. Glossary, Taxonomies, Ontologies
 - g. Definition management
 - h. Information Development management
 - i. Data Operations management
 - j. Data Development Management
 - k. Reference Data Management
 - l. Meta-data Management
 - m. Master Data Management
 - n. Business Intelligence management
 - o. Big Data Analytics
 - p. Data Lake Management
 - q. Data Warehouse/Lakehouse Management
 - r. Document and Content Management
 - s. Backup & Recovery
 - t. Archiving & Recall
 - u. Interoperability
 - v. Environment Management
 - i. Production
 - ii. Staging, Quality Assurance
 - iii. Development & Testing
 - iv. Innovation & Sandbox
 - v. Backup & Restoration
 - vi. Archiving & Recall
 - vii. Disaster recovery (Hot, Warm, Cold)
 - w. Existing Enterprise Framework Realignment for effectiveness and efficiency,
 - x. Greenfields Data and Information Management Development,
 - y. Webinars, Presenter and attendee,
 - z. Training Material Development and Delivery,
 - aa. Guiding Definition Management Capability – providing insight and ROI description.
2. I have just completed working with EDF Energy in the UK, and am back in South Africa, working via my Online Presence, Multidimensionalthinkers.com. Version 7.0 of the MDDMF has just been released to the public. <https://multidimensionalthinkers.com/MDDMF-V7-0-New-Release/>
3. Lead Information Architect in the UK at a Renewable Energy Company (EDF Energy).
 - a. Holds a UK Government SC level Security Cleared to work with highly sensitive data.
 - b. Reviews and Approves Architecture Models and Specifications (Information, Data, MDM, Integration, and Reporting), unifying, streamlining, and developing the framework, principles, processes, capabilities, and ways of work.

- c. Engages with Senior Leaders on Data Governance matters, including: Data Ownership, Risk Acceptance, Data Stewardship, and pragmatic, innovative, yet quality solutions to Business Issues, and presenting these at Data Governance Council for Decision or Information.
- d. Represents OpCo & Group Information & Data Management disciplines (aligned to DMBOK) in the Restructure combining Operating Companies under a Group Shared Service.
- e. implementing Data Lineage Change Reviews from source to target (and back via Business Processes) across the Enterprise, applying ITIL principles to manage Data Quality Operations across the lineage, Data in source systems, Interfaces and integration, Data Lakes (Azure Gen1 & Gen2) and Azure Warehouses. through to Business Objects and Power BI Reporting.
- f. Integrates with the Operational Environments, being part of the IT Change Approval Board, and approving changes to Dev, QA, Pre-Prod and Production Environments, assisting with considerations for Disaster Recovery environments, as well as Archive and Backup recovery environments.
- g. Guides usage of the Azure platform, Lake and Data Warehouse, both internal, and externally hosted, catering for highly sensitive data, with consideration for Export Control, US Part 810, etc.
- h. Trains others to think wholistically as he works, educating the Business and uplifting and knitting together a better understanding between Business Architects, Process Architects, Project & Programme Managers.
- i. Reviews, identifies, and recommends solutions to remove ineffectiveness and inefficiencies in Processes, Architecture Models, Interface and Integration Specifications, Technical Architecture Documents, and High-Level Designs, and Develops the Information Components thereof, currently using ArchiMate.
- j. Oversees the engagement and movement of data among Azure Data Lake, Data Warehouse, MDM, and Power BI.
- k. Identifies Security Risks, working closely with the Lead Security Architect, and has a seat at the Architecture Review Board (ARB), addressing concerns related to the Information Components of Business, Technical, Data, System, Integration, Process, and Information.
- l. Runs the Information Management Architecture Review Board (IMARB), and work closely with the Lead Integration Architect, Lead Technology Architect, Lead Process Architect and Lead Business Architects.
- m. Addressing Information Architectures, and how the data flows and lineage addresses both the Business and system needs and reporting concerns.
- n. Develops, and reviews As-Is, To-Be, and Road Maps for delivering Strategic Focus, and monitoring and terminating the lifespan of Tactical solutions.

As a person:

I am a high functioning Autistic, (think Steve Jobs), giving me an ability to be comfortable with very deep detail, as well as with high-level, integrated System's Thinking. I do struggle with sequencing, but that is because I see all impacts at once, and am able to recommend solutions to address Strategic and Tactical Opportunities, and Mitigations to Risks that mark the Roadmap to Enterprise Information Management Maturity.

I love people, and get on well with them. I simply get the job done, and do not play the political games, which I actually cannot see going on around me. I am fair, and honest, and expect the same from those I work with. I believe in educating and growing the insight and experience of my team mates, and stakeholders, making them more effective and valued. I have both permanent and contractors, in my team, who in turn have local and offshore staff. We work hard and enjoy our weekly "Whacky-Wednesday" team-building sessions.

4. At a South African Financial Institution (Sanlam): Uplifting Business Effectiveness, in preparation for Master Data Management Readiness: through evolving Business Information Semantics and Architecture, linking it to Process Architecture, Business Architecture, and IT, including Data Architecture, and Data Modelling. Assessed and Defined the Gaps on Governance and Compliance: Policies, Principles, Standards, and Technical Documents), Security and Access Models for Prototype, Data Value Chain, and Data Management Capabilities against International Standard (DAMA). Developed the Detailed tasks, templates, tools, RACIs, and Training Material. Trained Business Data Stewards, Operational Data Stewards, and Technical Data Stewards on Data Quality Management, Resolving Information Conflicts, Business Glossary Management, Reference Data Management, Data Dictionary Management. Implementing a Data Quality Management System (Prototype); and a Business Information Management System (Prototype)
5. At a United Kingdom Financial Institution (Quilter): Evolved and uplifted Enterprise Metadata and Data Provide guidance to Data Governance Specialist on design and implementation of the Collibra Ontology for the Group across Data, People, Process and Technology. Working within Collibra, and building the Governance and controls external to Collibra to manage multi-user changes to the Development and Production Metadata within Collibra. Creating Quality Management processes (Export, Check, Import). Design Training Manuals for use by internal users, as well as the Service Desk on User and Group Management.
6. At a Telecommunications Company (MTN): Implemented a Best Practice Capability and integrated EIM Implementation Blueprint using the DAMA International DMBOK, and integrated Data into the other Enterprise Architectures:
 - a. Enterprise Business Architecture
 - b. Enterprise Process Architecture
 - c. Enterprise Security Architecture
 - d. Enterprise Application Architecture
 - e. Enterprise Integration Architecture
7. At an ICT Company (Business Connexion): Communicating with, and synchronizing the minds to one common goal despite differing cultures, levels of management, including those sympathetic & antagonistic persons, which made up the spectrum of Business Connexion's historically disparate system owners, developers and user communities. Seeing them walk away enthusiastic, without coercion has been a major achievement for me.
8. At an ICT Company (Business Connexion): Expressing, without creating untrue or unrealistic expectations, the power of working with clean Master Data to the many business that had been acquired by then Comparex Africa, renamed Business Connexion and the migration of a number of Financial systems' Data into a single SAP ERP Implementation of modules (AM, CO, CS, FI, HR, MM, PS, PM, PY, SD, and MDM) integrating, directly/indirectly, 70 odd systems.
9. Our MDM implementation was presented as one of the best of the year at SAPHILA

Current Job Description

Multi Dimensional Thinkers

(Committed to evolving the global understanding of Data) November 2014 - Current

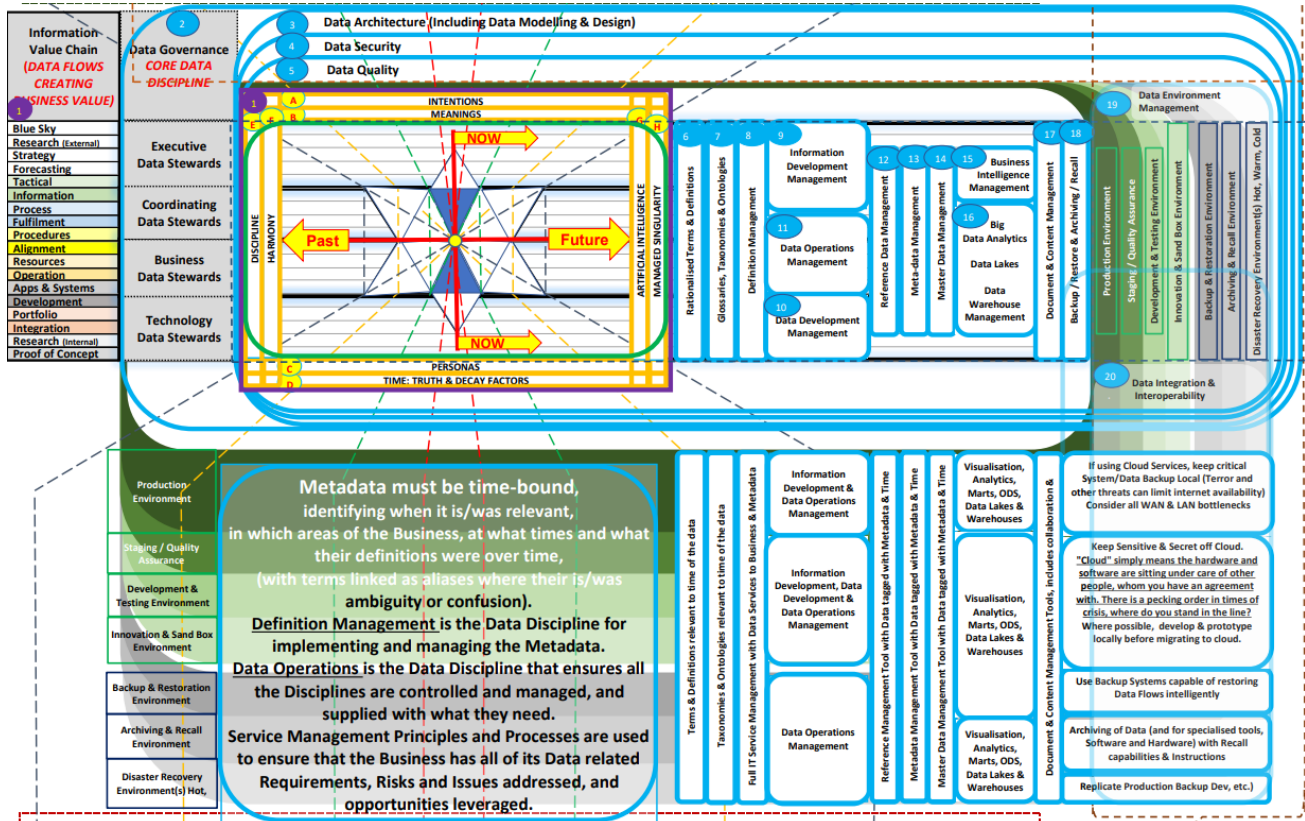
Thought Leader/Strategist (Innovator and evolutionist) – Data and Information Management

Integrating all disciplines of Data and Information Management (DMBOK, DMBOK2, DAMA Data Dictionary, TOGAF, ITIL, NIST, Information Systems & Technology (IS Core))

- a. Data Governance
- b. Data Architecture
- c. Data Security
- d. Data Quality
- e. Rationalising Terms and Definitions
- f. Glossary, Taxonomies, Ontologies
- g. Definition management
- h. Information Development management
- i. Data Operations management
- j. Data Development Management
- k. Reference Data Management
- l. Meta-data Management
- m. Master Data Management
- n. Business Intelligence management
- o. Big Data Analytics
- p. Data Lake Management
- q. Data Warehouse/Lakehouse Management
- r. Document and Content Management
- s. Backup & Recovery
- t. Archiving & Recall
- u. Interoperability
- v. Environment Management
 - i. Production
 - ii. Staging, Quality Assurance
 - iii. Development & Testing
 - iv. Innovation & Sandbox
 - v. Backup & Restoration
 - vi. Archiving & Recall
 - vii. Disaster recovery (Hot, Warm, Cold)
- 10. Existing Enterprise Framework Realignment for effectiveness and efficiency,
- 11. Greenfields Data and Information Management Development,
- 12. Webinars, Presenter and attendee,
- 13. Training Material Development and Delivery,
- 14. Guiding Definition Management Capability – providing insight and ROI description.

This is the intelligence that is under the hood.

Once the principles and processes are in place, starting small and growing based on burning issues that are truly key to the success of business and best use of resources, ensuring that they are comfortably capable of accelerating to meet peak demand and to drop back to ensure resource maintenance, development and enhancement is still addressable.



[https://multidimensionalthinkers.com/gallery/MDDMF_v7.0_%20\(WREvans\)_20241003.pdf](https://multidimensionalthinkers.com/gallery/MDDMF_v7.0_%20(WREvans)_20241003.pdf)

Previous Career Job Descriptions

EDF Energy (Permanent – United Kingdom))

September 2022-September 2024

Lead Information Architect (embedding Data Governance) (Permanent)

1. Implement Information Architecture
 - a. Reviews of Information Models,
 - b. Reviews of Data Models,
 - c. Reviews of Integration Specifications,
 - d. Reviews of High-Level Architectures (Business, Information, Application & Technology)
 - e. Reviews of Technical Architecture Specifications
 - f. Inspired the creation of Architectural Maps to support the Data Governance Council and Framework Activation.
 - i. Map of all Business Components
 - ii. Map of all Reports
 - iii. Map of all Processes
 - iv. Map of all Meaning
 - v. Map of all Data Sets
 - vi. Map of all Bridges (All Integration)
 - g. Supported the preparation of an Enterprise Architecture Tool to allow Data Governance and Architecture to interrelate intelligently
2. Implement DMBOK Data Disciplines in a pragmatic way.
 - a. Data Governance Council – submission of, and driving matters of:
 - i. Inspired the unification of the Business Units and their contribution and participation
 - ii. Data Ownership
 - iii. Data Risk Acceptance
 - iv. Data Governance Framework Alignment
 - v. Data Governance Training
 - vi. Insights and Considerations on matters presented
 - vii. Business Glossary and Definition Clarification
 - b. Enterprise Architecture Review Board
 - i. Data related matters across most DMBOK Data Disciplines, especially:
 1. Data Governance (Cross-Domain Alignment and Legal Considerations)
 2. Data & Information Architecture
 3. Data Security Governance: Personally Identifiable Information
 4. Data Quality (Power BI, Azure Data Analytics Platform, Data Lineage from all Source Systems through to the Business)
 5. Master Data Management
 6. Data Presentation
 - c. Operational Change Approval Board
 - i. Ensuring that Projects and BAU Changes have addressed the Data and information considerations (Technology, Integrations, Data and Lineage).
3. Assessed and Defined the Gaps on Data Governance and Compliance by evaluating the maturity, developing a Roadmap through Maturity and Dependencies to uplift Data and Information Governance. Evaluating and reporting on Data Maturity across all of the DMBOK Disciplines. Paste this link into your browser to see how I think, and implement the DMBOK.

Information Architect (Implementing Master Data Management Capability) (Contract)

1. Align Business and Architecture.
2. Assessed and Defined the Gaps on Data Governance and Compliance
3. Define Data Value Chain, and Data Management Capabilities against International Standard (DAMA). (Developed the Detailed tasks, templates, tools, RACIs, and Training Material)
4. Train Business Data Stewards, Operational Data Stewards, and Technical Data Stewards:
 - a. Data Quality Management,
 - b. Resolving Information Conflicts,
 - c. Business Glossary Management,
 - d. Reference Data Management,
 - e. Data Dictionary Management.
5. Implement a Data Quality Management System (Prototype)
6. Develop a Business Information Management System (Prototype)

Quilter Investors (Permanent United Kingdom)

October 2018 – April 2021

Data Governance Framework Manager (Implementing Data Management Capability) (Permanent)

On Secondment to establish a Data Analytics Capability (Hands-On)

Data Governance Framework Manager: (Contract)

Showing how Governance gets embedded practically.

Some Highlights:

1. Stand Up a Data Analysis Capability
2. Implement Agile Sprint Process Steps
3. Implement Data Governance and automate into the process
4. Develop Visio Data Flow Maps per Data Set
5. Develop Data Dictionaries of all file attributes
6. Acquire Data Glossaries from providers and map to discoveries
7. Describe Meta-data requirements to manage the data effectively
8. Create Reference Data Value Glossary
9. Identify Issues in the Data & Chair the Data Issues Meeting

Data Governance Framework Manager (Implementing Data Management Capability)
(Permanent)

Greenfields Implementation: Information and Data Management now endemic to enterprise.

Some Highlights:

1. Contributed to data related technology investigations, to repurpose existing technology and business processes to save approximately 200 000 pounds.
2. Increased the value and care of data through imparting understanding of data-as-meaning, using Collibra, and Integrated Information Security with Data Management principles.
3. Aligned Policy and Strategy with Best Practices (DAMA, COBIT, GDPR, DPA, NIST, DCAM and Gartner EIM) and implemented the Governance Model chaired it until running.
4. Established the right thinking among staff and key stakeholders training them on standards, principles and processes for key data disciplines.
5. Reduced time to Requirements through quick-win prototypes of data quality use-cases using Excel and VBA.
6. Upgraded my own skill set to include use of Collibra and Power BI.

Closed my company and moved it to the United Kingdom January 2018 – September 2018
Consulting Work became hard to close due to tightening Affirmative Action Points required for white owned Businesses.

Closed my company and moved to the United Kingdom (arrived August 2018)

My Dad was poorly, and my Mom needed help.

Developed Version 6.0 of the MDDMF and started Multi Dimensional Thinkers Company in the UK (It remained Dormant as I was offered a great permanent Position at Quilter instead).

MTN Group and Operating Companies (South Africa)

November 2017 – January 2018

Enterprise Data Architect (Implementing Big Data) (Contract)

Big Data Strategy: Enterprise Data Management, BI and Migration Roadmap Design

Some Highlights:

1. Within one week (Nigeria) interviewed and trained thirteen key GM and Exec) stakeholders and a number of subordinate staff on Enterprise Data Management, Big Data, identifying and consolidating their key concerns for the Strategy, as well as their own particular OpCo Culture, design, mechanisms, opportunities and requirements.
2. Within one week (2nd trip to Nigeria) extracted hundreds of Use Cases from across many departments of the OpCo. I also assisted their SM: Enterprise Architecture by collecting the necessary insights she required to ensure a deliverable the CTIO was prepared to sign off.
3. Preparation of documentation, strategizing on internal processes for successful signoff management and co-ordinating stakeholder engagement to achieve Signoff.

4. Learnt a tremendous amount about the practical on-the-ground assumptions and mistakes made when specifying and quoting on moving from traditional Relational Database to a Data Lake environment, and the Enterprise Data Architecture and Data Management concerns that must be prepared for.
5. Navigated some really difficult stakeholders, and motivated persons with agendas and egos to see other perspectives. Facilitated collective definition of aspects of the deliverables to define an inclusive strategy, roadmap and execution plan that will take MTN to a whole new level.

Various small contracts data related through my company February 2017 – November 2017
Data and Information Management Consulting

EOH Mthombo (Pty) LTD (South Africa) October 2016 – February 2017

Senior Data Architect (Designing Unified Communications Platform) (Contract)

Enterprise Data & Information Architecture and Management of Unified Communications Platform

Some Highlights:

1. Ensured that platform would function seamlessly across international capabilities, by applying correct level of governance and the right International standards.
2. Ensured longevity and cost effectiveness by designing a fit-for-purpose data management framework, and its versatile governance model.
3. Ensured the platform could deal with all the scenarios of data, including in-flight rules to identify and mitigate poor quality. By guiding the Data Architect, reviewing the models and recommending modelling practices. I supported these with documents containing precise standards to ensure communication.
4. Avoided costs by spotting risks and opportunities during JAD sessions with the Client and the Data Architect, working these into the data models with additional meta-data and intelligent integration flows.

Various small contracts data related through my company October 2014 – October 2016
Data and Information Management Consulting

MTN South Africa (South Africa) October 2012 – October 2014

Enterprise Data Architect (Implementing Data Management Capability) (Permanent)

Implemented Greenfields, the Enterprise Data Architecture Capability for the Telco

Some Highlights:

15. Implemented a Best Practice Capability and integrated EIM Implementation Blueprint using the DAMA International DMBOK, and integrated Data into the other Enterprise Architectures:

- a. Enterprise Business Architecture
 - b. Enterprise Process Architecture
 - c. Enterprise Security Architecture
 - d. Enterprise Application Architecture
 - e. Enterprise Integration Architecture
16. Ensured a successful implementation of change to all systems, integration and data flows from the 10 digit number to the 14 digit number required for M2M across South Africa and internationally.
 17. Participated in JAD and sign-off of Enterprise Data Warehouse implementation.
 18. Managed Consulting Data Architects working on internal Projects.
 19. Minimized disruption to business, through insight on architecture design, such that data flows were moved prior to technology and infrastructure changes. This also helped to reduce the IT estate.
 20. Worked on the Data component of RFPs to ensure appropriate solutions were procured and delivered.
 21. I Certified on TOGAF 9 (Both Exams) and TMForum Business Development Manager.

Business Connexion Group (South Africa)

August 2002 – October 2012

Group Data Governance Manager (Implementing Data Management Capability) (Permanent)

Various Positions promoted into, eventually attaining Data Governance Manager for the Group

These roles over the 10 years I worked there included:

Data Governance Manager (& EIM incubation)

Some Highlights:

1. Writing coded MS Excel programs to analyse the data quality of many hundreds of thousands of Master Data records.
2. Creating an MS Excel prototyping solution to determine business fit and requirements prior to solution selection.
3. Developing the Job Description required to align to the DAMA body of knowledge.
4. Completing the SAP MDM Training for understanding purposes.
5. Attending the ITIL III Foundation Training to gain a broad understanding of the changes to the Methodology
6. Designing Dynamic Integration Documentation for Data Integration between systems using Visio 2010 & Excel

Master Data Governance Manager

Some Highlights:

1. Developing, as a council member, the Information Governance Maturity Model.
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.
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).
4. Busy with the planning of the enterprise-wide Entity Relationship Diagram to provide a full 'As-Is Data Architecture'.
5. Evaluating data ETL systems, with a view to motivating and purchasing such data cleaning & scrubbing tools for eventual data synchronization to enable a centralized control.
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.

Group Master Data Management Implementation – Business Support

Some Highlights:

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.
2. Communicating with, and synchronizing the minds to one common goal despite differing cultures, levels of management, including those sympathetic & 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.
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".
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.

Data Analyst

Some Highlights:

1. Introduction of the concept of applying ITIL to Business (with the Impact Analysis Tool being the CMDB)
2. Developing a Business Process guaranteed to narrow down real versus unnecessary Master Data creation.
3. Bringing the concept of each area impacts other areas home to business.

Executive Business Process Representative

Some Highlights:

1. Maturing of the entire CIS infrastructure to a more effectively controlled business service.
2. Winning the respect of the senior and executive staff when it comes to tackling the seemingly impossible tasks and winning.
3. I introduced the concept of "pattern breach" to identify data anomalies in huge volumes of data.
4. I exposed the dangers of using SQL queries to identify data anomalies to be scrubbed.
5. 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.

Business Standards and Improvement Analyst – Principal Consultant

Some Highlights:

1. I defined all the gaps in the CIS Processes to make their strategic objectives attainable.
2. Introduction of the concept of end-to-end business processes to the group.
3. Proving that the end-to-end business process eradicates a multiplicity of ills suffered by business.
4. 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.
5. Assisting in deriving improvements which have already shown 7 figure risk mitigations, cost savings and other major benefits to the company.

6. I am by no means the king pin in Business Connexion's Business Improvement Team, but this is what I have accomplished.

Workflow Specialist & Business Process Specialist

Some Highlights:

1. Received an award from Enterprise Architecture for the work done on the internal Comparex Africa project.

SUPPORTING

INFORMATION

SKILLS

Business Skills Overview (Detail provided further below)	Proficiency Level	No. Months Used	Last Used
Methodologies and Frameworks	5	174	Current
Enterprise Data Management	5	186	Current
Data Management Training	4	12	Current
IT Training	5	150	2016
IT Management	4	108	2017
Enterprise Data Architecture	3	46	2018

IT Skills Overview (Detail provided further below)	Proficiency Level	No. Months Used	Last Used
Applications	5	150	Current
Programming & Development (SDLC)	5	78	Current
Database Management Systems	2	3	2011
Operating Systems	3	36	2017

EMPLOYMENT

Permanent Employment UK: William Evans 2024-10 – Current (MDT has run in the background since 2014, and the MDDMF Frameworks since 2010)

Industry	Company	Activity / Project
Data Management	Multi Dimensional Thinkers (affectionately MDT)	Thought Leadership, Training, Contracts, Innovator, and Industry Framework Lead -MDDMF

Permanent Employment UK: William Evans 2022-09 – 2024-09

Industry	Company	Activity / Project
Energy Construction	EDF Energy (United Kingdom)	Data Governance Framework Manager

Contract Employment SA: William Evans 2021-08– 2022-08

Industry	Company	Activity / Project
Insurance	Datonomy (contracted to Sanlam)	Information Architect

Permanent Employment UK: William Evans 2018-10 – 2021-04

Industry	Company	Activity / Project
Wealth Management	Quilter PLC (United Kingdom)	Data Governance Framework Manager

Running my own Business: Multi Dimensional Thinkers (Pty) LTD 2015-06 – 2018-10

Industry	Client	Activity / Project
Telecommunications	MTN Group and OpCos (South Africa)	Big Data Strategy Enterprise Data Management, BI and Migration Roadmap Design (Enterprise Data Architect & Data Management Specialist)
Banking	Nedbank via PWC (South Africa)	Data Management Capability Development (Business Data Manager and Project Manager)
Consulting	EOH Mthombo (Pty) LTD (South Africa)	Enterprise Data & Information Architecture and Management of Unified Communications Platform (Enterprise Data Architect)
Health	Discovery Partner Markets (South Africa)	Consult on Enterprise Data Architecture (Enterprise Data Architect)
Education	Velisa Africa Academy (Edge Shared Services) (South Africa)	Introductory Training on all the Data Management Disciplines for Velisa Africa Academy (Trainer (theory & hands-on) / Course Designer/Writer / Exam Setter/Marker)
Government	City of Joburg (Edge Shared Services) (South Africa)	Consult on Document Management Implementation for City of Joburg (Document Management Implementation Specialist)
Mining	Anglo American: Geo Sciences (Data Ascend) (South Africa)	Maturity and Data Management Framework Implementation (Enterprise Data Management Consultant)
Entrepreneur	Multi Dimensional Thinkers (Pty) LTD (South Africa)	Designed and launched company

Permanent Employment: William Evans 2015-03 – 2015-06 (incorrect job spec)

Industry	Company	Activity / Project
Banking	Barclays Africa – WIMI Division (South Africa)	Employed as Enterprise Data Architect

Running my own Business: William Evans 2014-10 – 2015-03

Industry	Client	Activity / Project
Mining	Anglo American: Geo Sciences (Data Ascend) (South Africa)	Maturity and Data Management Framework Implementation (Enterprise Data Management Consultant)
Government	City of Joburg (Edge Shared Services) (South Africa)	Consult on Document Management Implementation for City of Joburg (Geoinformatics Data Valuation & ROI Business Case)

Permanent Employment: William Evans 2002-10 – 2014-10

Industry	Company	Activity / Project
Telecommunications	MTN South Africa (South Africa)	Enterprise Data Architecture Manager
ICT (Information Communication and Technology)	Group of Business Connexion Companies (Previously Comparex Africa) (South Africa)	• Data Governance Manager (& EIM incubation) • Master Data Governance Manager • Group Master Data Management Implementation – Business Support • Legacy - SAP Data Conversion • IT Business Improvement Process Specialist • Business Innovation Capability Design and Implementation • Business Innovation in Action • Active Directory Services Implementation

Running my own Business: e-Xperienceware 2000-01 – 2002-10

Industry	Company/ Client	Activity / Project
ICT (Information Communication and Technology)	Comparex Africa (South Africa)	Sasol Group's Workflow Tool Recommendation
Assurance	NMG Personal Financial Services (South Africa)	Hardware, Networking, Software, Workflow, Business Process, and Strategic Planning Write program to monitor the sales force Specification of an Intranet
Mining	Ingwe Optimum Coal Mine (South Africa)	Write Front-End to analyse their Mining Data

Assurance	Liberty Life (South Africa)	Spec the Business Processes for a full End-to-End online Service "MyLife"
Entrepreneur	e-Xpreienceware CC (South Africa)	Designed and launched company

Permanent Employment: William Evans 1986-08 – 1999-12

Industry	Company/ Client	Activity / Project
Assurance	NMG Personal Financial Services (South Africa)	Project Manager
Assurance	S&D Financial Services (South Africa)	Administration and Management
Assurance	Southern Life Association (South Africa)	Sales
Petrochemical	Castrol South Africa (South Africa)	IP Extraction & Optimisation
Petrochemical	AECI Paints (QB Computer Systems) (South Africa)	Disaster Recovery
Retail	Checkers (South Africa)	IT & Network Operations
Banking	Standard Bank of South Africa (South Africa)	Banking - Clerical

DETAILS

ORGANISATIONS AND BODIES

Current Organisations / Bodies	Comments
DAMA – International Data Management Association	Member of: DAMA International (Support and encourage others to join) DAMA Southern Africa (Attend Chapter Meetings) DAMA Australia (Gain advanced insights from Australian chapter)

Previous Organisations / Bodies	Comments
TOGAF – The Open Group Architecture Forum	Certified in both TOGAF Certifications
TMForum – Telemanagement Forum	Certified to Business Development Manager Level focussing on the Common Information Model (SID)
TDWI – The Data Warehouse Institute	Subscriber - attend Webinars of relevance

Knowledge Management	Subscriber - Read White Papers of relevance
Previously: (IBM Discontinued the forum) International Information Governance Council	3rd highest content contributor internationally of over 1000 international companies

EDUCATION

Name of Institution	Completion Date	Degree / Certificate acquired
DAMA International	2024	3yr Professional Recertification as Certified Data Management Professional (CDMP)
DAMA International	2021	3yr Professional Recertification as Certified Data Management Professional (CDMP)
DAMA International	2018	3yr Professional Recertification as Certified Data Management Professional (CDMP)
DAMA International	2015	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) Includes IS Core, Business and Infrastructure
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

PUBLISHED ARTICLES

Published Article	Date	Publisher
Many Articles on Data Management and Business Considerations	Current	My Linked In Profile
My hobby is reporting on Space using Data	Current	My Linked In Profile

WORK EXPERIENCE

From	To	Activity / Project	Company/ Client	Position	Reference	Contact Number
2022-09	2024-09	Creating Digital Twin Power Station	EDF Energy (United Kingdom)	Lead Information Architect	Request a Financial Reference (most information) from: EmployeeServicesHR@edfenergy.com	
2021-08	2022-07	Evolving Business and Architectures in preparation for MDM	Datonomy (on Contract to Sanlam South Africa)	Information Architect	Yogan Naidoo (Chief Data Steward)	+27 (0) 83 635 7522
2018-10	2021-04	Implementing Data Architecture, to fully integrate with all other Architectures (Business to Infrastructure)	Quilter PLC (United Kingdom)	Information Management and Data Governance Framework Manager	Stuart Nursali (Data and System Analyst/Architect)	+44 (0) 78 5545 2084
2018-01	2018-10	Gearing myself for contracts to work outside of South Africa	Multi Dimensional Thinkers (South Africa)	Seeking Training Opportunities	Herman Badenhorst (Edge DataWave Managing Director)	+27 (0) 83 378 2338
2017-11	2018-01	Big Data Strategy Enterprise Data Management, BI and Migration Roadmap Design	MTN Group and OpCos (South Africa)	Enterprise Data Architect & Data Management Specialist	Herman Badenhorst (Edge DataWave Managing Director)	+27 (0) 83 378 2338
2017-10	2017-11	Business Management	Multi Dimensional Thinkers (South Africa)	CEO and all business responsibilities	William Evans (CEO)	+27 (0) 60 420 3302
2017-08	2017-10	Data Management Capability Development	Nedbank via PWC (South Africa)	Business Data Manager and Project Manager	Virat Chadha (Nedbank Client Relationship Manager)	+27 (0) 72 600 6534

From	To	Activity / Project	Company/ Client	Position	Reference	Contact Number
2017-02	2017-08	Business Management	Multi Dimensional Thinkers (South Africa)	CEO and all business responsibilities	William Evans (CEO)	+27 (0) 60 420 3302
2016-10	2017-02	Enterprise Data & Information Architecture and Management of Unified Communications Platform	EOH Mthombo (Pty) LTD (South Africa)	Enterprise Data Architect	Pierre Cronje (EOH: Programme Manager) Pierre de Lange (EOH: Solution Architect)	+27 (0) 82 570 4136 +27 (0) 82 745 8104
2016-08	2016-10	Consult on Enterprise Data Architecture	Discovery Partner Markets (South Africa)	Enterprise Data Architect	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	Edge Shared Services (South Africa)	Trainer (theory & hands-on) / Course Designer/Writer / Exam Setter/Marker	Herman Badenhorst (Edge Datawave: Managing Director)	+27 (0) 83 378 2338
2015-12	2016-02	Consult on Document Management Implementation for City of Joburg	Edge Shared Services (South Africa)	Document Management Implementation Specialist	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	Data Ascend (Pty) LTD (South Africa)	Enterprise Data Management Consultant	Jacob Modiba (Anglo American Platinum: Geo Sciences - Manager: GIS)	+27 (0) 71 363 2216
2015-03	2015-06	Employed as Enterprise Data Architect	Barclays Africa – WIMI Division (South Africa)	Enterprise Data Architect	Magoshi Machika (Barclays Africa Group Enterprise Data Architect)	+27 (0) 83 388 8133
2015-01	2015-02	Anglo American: Geo Sciences Maturity and Data Management Framework Implementation	Data Ascend (Pty) LTD (South Africa)	Enterprise Data Management Consultant	Jacob Modiba (Anglo American Platinum: Geo Sciences - Manager: GIS)	+27 (0) 71 363 2216

From	To	Activity / Project	Company/ Client	Position	Reference	Contact Number
2014-11	2014-12	City of Joburg: Geoinformatics Data Valuation & ROI Business Case	Data Ascend (Pty) LTD (South Africa)	Enterprise Data Management Consultant	Ana Moreira (Data Ascend Owner)	+27 (0) 82 893 3620
2012-10	2014-10	Permanent	MTN South Africa (South Africa)	Enterprise Data Architecture Manager	Ana Moreira (Data Wave Consulting – Enterprise Data Architecture Consultant)	+27 (0) 82 893 3620
2011-10	2012-10	Permanent	Group of Business Connexion Companies (South Africa)	Data Governance Manager (& EIM incubation)	Malebo Sefula (Business Connexion – SAP SD Master Data Consultant)	+27 (0) 83 533 2919
2010-10	2011-10	Permanent	Group of Business Connexion Companies (South Africa)	Master Data Governance Manager	Malebo Sefula (Business Connexion – SAP SD Master Data Consultant)	+27 (0) 83 533 2919
2005-08	2010-10	Permanent	Group of Business Connexion Companies (South Africa)	Group Master Data Management Implementation – Business Support	Malebo Sefula (Business Connexion – SAP SD Master Data Consultant)	+27 (0) 83 533 2919
2007-01	2010-10	Permanent	Group of Business Connexion Companies (South Africa)	Group Master Data Management Implementation – Business Support	Clive Fagan (Business Connexion – Group Information Manager)	+27 82 413 5966
2006-01	2007-01	Legacy - SAP Data Conversion	Group of Business Connexion Companies (South Africa)	Data Analyst	James Paton (Business Connexion – Data Conversion Manager)	+27 83 286 2862
2005-08	2006-01	IT Business Improvement Process Specialist	Group of Business Connexion Companies (South Africa)	Executive Business Process Representative	Gordon Martens (Business Connexion – Business Improvement - Principal Consultant)	+27 82 575 0422

From	To	Activity / Project	Company/ Client	Position	Reference	Contact Number
2004-08	2005-08	Business Innovation Capability Design and Implementation	Comparex Africa bought out by Business Connexion (South Africa)	Business Standards and Improvement Analyst – Principal Consultant	Willie Ackerman (Business Connexion - Senior Manager: Business Standards and Improvement Management)	
2003-08	2004-08	Business Innovation in Action	Business Connexion (Previously Comparex Africa) (South Africa)	Business Standards and Improvement Analyst – Principal Consultant	Willie Ackerman (Business Connexion - Senior Manager: Business Standards and Improvement Management)	
2003-06	2003-08	Active Directory Services Implementation	Comparex Africa (South Africa)	Workflow Specialist & Business Process Specialist	Jaco du Preez (Comparex Africa – Enterprise Architecture – Manager)	+ 27 83 556 5001
2002-10	2003-06	Sasol Group's Workflow Tool Recommendation	Comparex Africa (South Africa)	Workflow Specialist & Business Process Specialist	Jaco du Preez (Comparex Africa – Enterprise Architecture – Manager)	+ 27 83 556 5001
2002-01	2002-10	Full SDLC + Businessman	e-Xperienceware CC (South Africa)	Business Owner and Specialist Consultant		
2001-01	2002-01	Hardware, Networking, Software, Workflow, Business Process, and Strategic Planning	NMG Personal Financial Services (South Africa)	IT and Administration Manager		
2000-11	2000-12	Write program to monitor the sales force	NMG Personal Financial Services (South Africa)	Visual Basic & MS Access Programmer		

From	To	Activity / Project	Company/ Client	Position	Reference	Contact Number
2000-07	2000-08	Specification of an Intranet - Phase 2	NMG Personal Financial Services	Business Analysis and Systems Analysis		
2000-06	2000-07	Write Front-End to analyse their Mining Data	Ingwe Optimum Coal Mine (South Africa)	Programmer		
2000-05	2000-06	Specification of an Intranet - Phase 1	NMG Personal Financial Services (South Africa)	Business Process Analyst		
2000-02	2000-04	Spec the Business Processes for a full End-to-End online Service "MyLife"	Liberty Life (South Africa)	Business Analyst (Research & Development)		
2000-01	2000-02	Designed and launched my own company	e-Xpreienceware CC (South Africa)	Entrepreneur		
1999-06	1999-12	Y2K Project	NMG Personal Financial Services (South Africa)	Project Manager		
1999-04	1999-06	Various Projects	NMG Personal Financial Services (South Africa)	Project Manager		
1994-06	1999-04	Administration and Management	S&D Financial Services (South Africa)	IT and Administration Manager		
1993-06	1994-06	Sales	Southern Life Association (South Africa)	Life Assurance salesperson		
1990-12	1993-02	IP Extraction & Optimisation	Castrol South Africa (South Africa)	Operations Manager / Supervisor		
1989-11	1990-11	Disaster Recovery	QB Computer Systems (South Africa)	Operations Supervisor		
1987-11	1989-10	IT & Network Operations	Checkers (South Africa)	Mainframe Operator		
1986-08	1987-11	Banking - Clerical	Standard Bank of South	Ledger Clerk		

From	To	Activity / Project	Company/ Client	Position	Reference	Contact Number
			Africa (South Africa)			
1986-01	1986-06	Electronic Engineering	Wits Technikon (South Africa)	Student		
1984-01	1986-01	Private (Missed promotion - injured in fire accident)	SANDEF (South Africa)	National Military Service		
1983-01	1983-12	Matriculant UEC Pass	Sandown High School (South Africa)	Student		

BUSINESS SKILLS AND 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)

Specific Capabilities	Proficiency Level	N0 Months Used	Last Used
<u>Enterprise Data Management</u>			
Business Analysis	5	174	Current
Process Re-Engineering	5	160	Current
Data Strategies, Roadmaps, Policies & Execution Plans	4	124	Current
Data Governance	5	128	Current
Data Quality	4	88	Current
Data Architecture	3	58	Current
Reference & Master Data Management	4	80	Current
Data Integration & Interoperability	2	22	Current
Document & Content Management	2	22	Current
Meta-data Management	2	30	Current
Data Security	2	24	Current
Data Warehousing & Business Intelligence management	2	30	2013
Data Management Training (Business, Metadata, Quality & Reference)	3	12	Current
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

Specific Capabilities	Proficiency Level	N0 Months Used	Last Used
Data Analysis	5	84	2012
IT Management			
Data Management	4	136	Current
Quality Control	4	124	Current
Change Control Management	4	86	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
Methodologies and Frameworks			
Multi Dimensional Data Management Framework (MDDMF All versions)	5	144	Current
DAMA DMBOK II	3	24	Current
Business Process Innovation	5	144	Current
ITIL V2 & V3	3	36	Current
The Data Atom Data Management Framework	5	48	2016
DAMA DMBOK I	4	72	Current
TOGAF 9	3	60	Current
TMForum SID	2	18	Current
TMForum ETOM	2	18	2014
TMForum TAM	2	18	2014
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

IT SKILLS AND PROFICIENCY

- 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.

DETAILS	Proficiency Level	MONTHS	Year Last Used
<u>Applications</u>			
MS Excel (Including VBA)	5	148	Current
MS Word	4	90	Current
MS PowerPoint	4	66	Current
MS Visio	3	18	Current
Informatica Axon	2	6	2022
Informatica EDC	1	1	2022
Informatica Data Quality	1	1	2022
EBX	1	1	2022
Collibra	2	3	2021
Protégé Ontology Tool	1	4	2018
Sparks Enterprise Architect	2	6	2017
SAP Power Designer	2	2	2015
MS Project	3	24	2014
IBM Rational Data Architect	2	12	2014
IBM Rational Team Concert	2	12	2014
MS SharePoint 2010	2	12	2014
IBM Infosphere Data Architect	1	12	2014
Avolution ABACUS	1	0	2014
ARIS	1	0	2013
Control ES	3	12	2012
MS Visio 2002	4	36	2005
Visio 2000	4	36	2005
MS EPM	1	0	2004
Casewise Modeller	1	1	2003
A. M. S. (Workflow Tool)	5	96	2002
MS Front Page 97	3	24	1999
<u>Programming & Development (SDLC)</u>			
VBA for Excel	5	72	Current
Visual Basic 6.0	4	48	2004
Crystal Reports 8.0	4	36	2004
Crystal Reports 6.0	4	60	2000
Visual Basic 4.0	4	48	1999
Basic	2	24	1984
Turbo Pascal	2	24	1990

DETAILS	Proficiency Level	MONTHS	Year Last Used
Database Management Systems			
SQL Server 7.0	2	3	2011
MS Access 2000	5	48	2004
MS Access 97	5	36	2000
MS Access 95	5	24	1997
Operating Systems			
Windows 10	3	12	Current
Windows 8	3	36	Current
Windows 7	3	50	Current
Windows Vista	3	36	2010
Windows XP	3	36	2008
Windows 2000	3	36	2006
Windows 95	5	72	2003
Windows NT	2	12	2004
Windows 98	5	36	2004
MS Dos	4	96	2004
Windows 3.11	4	36	1997
Windows 3.1	4	12	1994
IBM AS 400	3	24	1993
IBM System 38	3	24	1993
ICL DRS 20 & 40	2	12	1990
ICL Series 39 Mainframe	2	24	1989
ICL Super Dual 2988	2	24	1989

The Conferences/Webinars I have presented Data Management at include:

WEBINARS:

Australia

- DAMA Australia (Liz Daykin) February 2024
 - o How to implement the DMBOK and make decisions on the fly

CONFERENCES:

United Kingdom

- Big Data World – London – Big Data World in 2019
 - o 5 things Time does to your Data

South Africa

- Chief Data and Analytics Officer – Africa – Corinium Global Intelligence in 2017
 - o Effective Strategies for Developing a Strong Data Governance Framework
- Chief Data Officer – Africa – Corinium Global Intelligence in 2016
 - o Workshopping the Chief Data Officer's Dashboard
- Data Management Association of Southern Africa - Conference in 2015

- The Chief Data Officer's Dashboard
- 9 Separate weekend-length camps in 2011-2017
 - Unrelated to Data Management

DETAILED DUTIES AND ACHIEVEMENTS

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
EDF Energy Hinkley Point C, Digital Twin Power Stations	EDF Energy	Lead (Thought Leadership) Information Architect	1. Trusted to work with highly sensitive data. 2. Review and Approve Architecture Models and Specifications (Information, Data, MDM, Integration, and Reporting), unifying, streamlining, and developing the framework, principles, processes, capabilities, and ways of work. 3. Engaging Senior Leaders on Data Governance matters, including: Data Ownership, Risk Acceptance, Data Stewardship, and pragmatic, innovative, yet quality solutions to Business Issues, and presenting these at Data Governance Council for Decision or Information 4. Representing OpCo & Group Information & Data Management disciplines (aligned to DMBOK) in the Restructure combining Operating Companies under a Group Shared Service. 5. implementing Data Lineage Change Reviews from source to target (and back via Business Processes) across the Enterprise, applying ITIL principles to manage Data Quality Operations across the lineage, Data in source systems, Interfaces and integration, Data Lakes (Azure Gen1 & Gen2) and Azure Warehouses. through to Business Objects and Power BI Reporting.	1. Matured the following Architecture Disciplines to provide useful diagrams and maps to visualize the various elements of the Enterprises Information. 1.1 Integration (including Manual – Technical Debt), 1.2 Data Attributes and Data Sets for Data Lineage, source to report through the Azure Warehouse, 1.3 Meaning (Business Glossary, and Certified Definitions) 1.4 Processes and Procedures 1.5 Reports from lineage back to Procedures 1.6 Business Components 1.7 Information Technology 2. Implemented the Data Owner Risk Acceptance Process and educated Data Stewards and Owners on how it worked. 3. Evolve Business to understand Data Paradigms through analogies and a simple repeated message 4. Excellent interaction and unification of each of the Architectures and Data and Information Architecture

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			6. Integrate with the Operational Environments, being part of the IT Change Approval Board, and approving changes to Dev, QA, Pre-Prod and Production Environments, assisting with considerations for Disaster Recovery environments, as well as Archive and Backup recovery environments. 7. Guide the usage of the Azure platform, Lake and Data Warehouse, both internal, and externally hosted, catering for highly sensitive data, with consideration for Export Control, US Part 810, etc. 8. Train others as I work to think holistically, educating the Business and uplifting and knitting together a better understanding between Business Architects, Process Architects, Project & Programme Managers. 9. Review, identify, and recommend solutions to remove ineffectiveness and inefficiencies in Processes, Architecture Models, Interface and Integration Specifications, Technical Architecture Documents, and High-Level Designs, and Develops the Information Components thereof, currently using ArchiMate. 10. Oversee the engagement and movement of data among Azure Data Lake, Data Warehouse, MDM, and Power BI. 11. Identify Security Risks, working closely with the Lead Security Architect, and have a	5. Initiated Previews of Information Related Changes going to the Change Approval Board (CAB). 6. Maintained Document Control records of all work being done in my own VBA enabled MS Excel tool. As an Autistic person I see everything at once and therefore struggle with sequencing and prioritizing. I use this Excel tool to help me cope. I was running with just over three hundred pieces of work being addressed on my tracker. 7. Simplified the onboarding of Information Architects by overseeing the development of Training Videos. 8. Evolved the Business Glossary and Definition Management 9. Slowly moved maturity based on Business Readiness to understand, and project willingness to embrace 10. Introduced the concept of Technical Debt Management, as mapped on the various maps of the Information Architecture 11. Harmonised the Business to work considerably, drop the attitude of some who would say "it is better to ask for forgiveness than permission", not just because they understood, but more because they understood the consequences.

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			seat at the Architecture Review Board (ARB), addressing concerns related to the Information Components of Business, Technical, Data, System, Integration, Process, and Information. 12. Run the Information Management Architecture Review Board (IMARB), and work closely with the Lead Integration Architect, Lead Technology Architect, Lead Process Architect and Lead Business Architects. 13. Addressing Information Architectures, and how the data flows and lineage addresses both the Business and system needs and reporting concerns. Develops, and reviews As-Is, To-Be, and Road Maps for delivering Strategic Focus, and monitoring and terminating the lifespan of Tactical solutions	
Sanlam MDM Programme (On Contract from Datonomy)	Sanlam	Information Architect	1. Align Business and Architecture. 2. Assessed and Defined the Gaps on Data Governance and Compliance 3. Define Data Value Chain, and Data Management Capabilities against International Standard (DAMA). (Developed the Detailed tasks, templates, tools, RACIs, and Training Material) 4. Train Business Data Stewards, Operational Data Stewards, and Technical Data Stewards: 4.1. Data Quality Management, 4.2. Resolving Information Conflicts, 4.3. Business Glossary Management,	1. Evolve Business to understand Data Paradigms 2. Train all Data Stewards in the Business, impacted by the MDM Programme 3. Excellent interaction and unification of each of the Architectures and Data and Information Architecture 4. Implement a Data Quality Management System (Prototype)

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			4.4. Reference Data Management, 4.5. Data Dictionary Management. 5. Implement a Data Quality Management System (Prototype) 6. Develop a Business Information Management System (Prototype)	5. Implement a Business Definition Management System (Prototype)
(On Secondment) Map all Data Flows in the company	Quilter PLC	Data Governance Framework Manager: Hands-On Helping with Data Analysis	1. Stand Up a Data Analysis Capability 2. Implement Agile Sprint Process Steps 3. Implement Data Governance and automate into the process 4. Develop Visio Data Flow Maps per Data Set 5. Develop Data Dictionaries of all file attributes 6. Acquire Data Glossaries from providers and map to discoveries 7. Describe Meta-data requirements to manage the data effectively 8. Create Reference Data Value Glossary 9. Identify Issues in the Data & Chair the Data Issues Meeting	1. Implemented from scratch a Data Analysis Capability. 2. Using MS Excel VBA, Built from scratch and automated Data Analysis Management System, that also generates the Rerunnable File Test Packs. 3. Identified hidden anomalies in the data, which highlighted opportunities in Business Processes
Greenfields – Evolve Next-Generation Data Paradigm and Framework	Quilter PLC	Data Governance Framework Manager	1. Evolve Paradigm Shift within IT Enterprise Architecture 2. Integrate Paradigm Shift within Information and Data Security 3. Align Data and Information Management (DAMA, COBIT, GDPR, DPA, NIST, DCAM, Gartner EIM and MDDMF) 4. Assisted Data Management Lead with Strategy and Policy Development. 5. Implemented the Governance Model and chaired it. 6. Prepared, Business Cases, Standards and Principles for key Data Management Disciplines	1. Aligned Enterprise Frameworks: Data and Information Management (DAMA, COBIT, GDPR, DPA, NIST, DCAM, Gartner EIM and MDDMF) 2. Evolved “Data Consciousness” of key Stakeholders. 3. Laid the correct foundation of logic for the development of a functional Data Strategy such that as the Enterprise now moves forward, the fundamentals, and built in recognition of data and its meaning will drive good decision-making. The “Ship” was soundly built, and has now been

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			7. Evaluated Data related technology together with the Enterprise Data Architects 8. Prototyped Different Data Quality Solutions using Excel and VBA Macros. This allowed clear requirements definition. 9. Due to a shrinking team, and completion of the Strategy and the Framework, I “Rolled up my sleeves” to get Collibra correctly defined and functionally populated. I also used Power BI and Erwin Data Modeller towards the end.	“pushed out to sea” – My work here has been successfully completed. 4. The MDDMF 4.0 has been shown to be an excellent aligner of the thinking of the various parts of the Business. 5. I have learnt many insights on the logic and ways of work of the British people, making the MDDMF 5.0, a competitive edge game-changer, for those who use it.
Migrate company to United Kingdom	Multi Dimensional Thinkers	Business Owner	1. Business Closure a. Closing of Business Functions b. Settling Financial Commitments c. Exploring Opportunities and Innovation d. Expanding Presence of the Multi Dimensional Data Management Framework (MDDMF 3.0) Internationally e. Upgrading to version MDDMF 3.0 to 4.0 f. Preparing psychologically for uplifting and integrating myself into a new Country, and its way of work. g. Moving to the United Kingdom and starting Multi Dimensional Thinkers Limited h. Establishing the Business Strategy to raise sufficient capital to move my family across to the UK and re-launch Multi Dimensional Thinkers as a UK Enterprise. (Part of this strategy involved working for 2 years or so to achieve this)	1. Settled all financial commitments, leaving both myself and Multi Dimensional Thinkers without liabilities. 2. Ran a two year marketing campaign under the radar via various methods to raise awareness within the UK and Internationally 3. Upgraded the Multi Dimensional Data Management Framework to provide further insight and guidance to the world on the nature and structure of data, and how to design and control it. 4. Moved to the United Kingdom, and implemented the concepts and principles of the MDDMF4.0 to provide next-generation Data Management thinking as a foundation for their new Data Strategy

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Unified Business Intelligence Roadmap – Strategy and Execution for DaaS (Data as a Service) - Big Data across MTN Group and its Operating Companies	MTN Group (OpCos: MTN South Africa, Nigeria & Ghana)	Enterprise Data Architect & Data Management Specialist	- Discovery at Operating Company (OpCo) (Nigeria – Physically there) - Audit of Use Cases on current BI Platform - Ensuring provision of Secondary Data Sources - Identifying list of BI & other Data Repositories - involved in identifying Gap Analysis - Recommendations Delivered Group and OpCos - Prioritised list of Use Cases for migration - Documentation of a process to leverage the domain knowledge of the OpCo, existing in OpCo, People Process and Technology in moving from current Relational to future Data Lake BI Platform - Identifying considerations when determining the Buy/Sell/Hold criteria for the Application Architecture and needs for managing the Data Architecture - Collaborating with Team on, and peer reviewing of, all documents including the Strategy and Roadmap, as well as the many slides used for presenting to MTN Group and OpCo Executives. - Execution Plan Described for Group and OpCos - Defining the High-Level Execution Plan to decommissioning the existing BI Platform and providing considerations and concerns when migrating Use Cases for Real-Time delivery and User Defined Flexibility - Collaborating with Team on, and peer reviewing of, all documents including the Plans to - Engage Stakeholders and the Change Management required to move the Enterprise from Traditional Reporting Paradigms to the challenges and Opportunities of Real Time and Predictive Analytics	- Within one week (Nigeria) interviewed and trained thirteen key GM and Exec) stakeholders and a number of subordinate staff on Enterprise Data Management, Big Data, identifying and consolidating their key concerns for the Strategy, as well as their own particular OpCo Culture, design, mechanisms, opportunities and requirements. - Within one week (2nd trip to Nigeria) extracted hundreds of Use Cases from across many departments of the OpCo. I also assisted their SM: Enterprise Architecture by collecting the necessary insights she required to ensure a deliverable the CTIO was prepared to sign off. - Preparation of documentation, strategizing on internal processes for successful signoff management and co-ordinating stakeholder engagement to achieve Signoff. - Learnt a tremendous amount about the practical on-the-ground assumptions and mistakes made when specifying and quoting on moving from traditional Relational Database to a Data Lake environment, and the Enterprise Data Architecture and Data Management concerns that must be prepared for. - Navigated some really difficult stakeholders, and motivated persons with agendas and egos to see other perspectives. Facilitated collective definition of aspects of the deliverables to define an inclusive strategy, roadmap and execution plan that will take MTN to a whole new level.

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			- b.ii. Define the Requirements for DevOps processes across a Group and its OpCo in the face of International Governance requirements b. iii. Defining the requirements for System Integration and Vendor Requirements to support Big Data 4. Presentation of Findings, and Education on Enterprise Data Management. Addressing paradigm shifts necessary to manage expectations and maintain project momentum to completion 5. Address questions and manage scope creep	
Business Management	Multi Dimensional Thinkers	CEO and all business responsibilities	1. Financial a. Financial Year-End b. Tax Year-End 2. Personal Development a. Recertification as Certified Data Management Professional (DAMA International) b. Workshop Presenter at the CDAO Forum – Africa Conference c. DAMA Chapter meeting attendance d. Michalsons Legal Training: IT GRC (Latest insights) e. Studying DAMA DMBOK 2 3. Product Development a. Training Material that covers all 17 data disciplines b. School Expo to offer data management aptitude testing b. Book writing, editing and publishing (A life is worth living) 4. Business Management a. Preparing Business Model to address King IV requirements	1. Worked to and Passed my Professional Practitioner Recertification as an Internationally Certified Data Management Professional. 2. Workshop Presenter at the International Chief Data and Analytics Officer – Africa Conference held by Corinium Intelligence (July 05 2017)

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			5. Office Management a. Working from home	
Anti Money Laundering Project and Business Data Manager	PWC	Business Data Manager (and to my surprise, Project Manager too)	I gained a lot of good experience, but mostly I learnt to check that anyone wanting to use me is not planning on using me inappropriately. No Roles and Responsibilities existed for the Business Data Manager Role in the Business, and receiving two full-time functions, with inherent conflict of interest as well as no mandate to create this role from the DMO I was already set-up for failure. Furthermore, I never put myself forward as a Project Manager, neither did PWC put me forward as a Project Manager. PWC's Client however expected a Project Manager. Although PWC's Client's abuse of the situation was a good learning curve for me personally, I agreed that the Client should find someone else to abuse. (I will certainly be avoiding working with that client again.)	1. I managed to add value by assisting the Data Management Office Centres of Excellence with insights that would assist them to align and address Business Challenges, despite the misalignment of positioning my skillset inappropriately. 2. Being both Business Data Manager doing the work, and Project Manager, executing the work was also a conflict of interest. 3. I have learnt to check that anyone wanting to use me is not planning on using me inappropriately.
Enterprise Data & Information Architecture and Management of Unified Communications Platform	EOH Mthombo (Pty) LTD	Enterprise Data Architect	1. Data Standards a. Evaluate International Standards for applicability 2. Information & Data Management a Review Governance and identify gaps b. Define the Information required for the Solution c. Define and propose the Data Management Framework	1. 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
			d. Develop the Data Governance and Stewardship required for Information and Data Management 3. Data Architecture a. Review the Data Architecture Models and recommend modelling practice b. Generate Word Document deliverables to precise standards c. Evaluate As-Is Project deliverables and conceptualise Data Domains d. JAD with Data Architect to convert requirements to conceptual data definitions e. JAD with Data Architect to convert requirements to logical data definitions f. Investigate Integration flows and impact on data and information g. Investigate Security concerns and demands on data and meta-data	
Consult on Enterprise Data Architecture	Discovery Partner Markets	Enterprise Data Architect	1. Create Data Policies 2. Review and enhance IT Security Policies 3. Consult on Data Privacy across multinational legislation a. Australia, b. China, c. United Kingdom, e. Singapore, f. South Africa, g. USA 3. Data Modelling (when Agile Sprint is in crisis mode) 4. Data Model Reviews	1. 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	Edge Shared Services	Trainer (theory & hands-on) / Course Designer/Writer	1. Design Training Courses for 17 Data Disciplines 2. Create materials, presentations and practical exercises for students	1. 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

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Disciplines for Velisa Africa Academy		/ Exam Setter/Marker	3. Coach and teach students paying attention to their differing abilities 4. Collate and respond to feedback to support certification 5. Create Examination Framework and Certification 6. Test students and issue certificates 7. Training qualified BSC Graduates on the basics of Data Management Course Objectives: You will be able to: a. Understand The Data Atom DMF. b. Identify, prioritise & focus Data Stewardship needs. c. Describe the components of a DMF. d. Review and Report on the Data Ecosystem. e. Advise Projects on their Data Dependencies. f. Understand the basics of Data Governance. g. Understand Data Architecture h. Understand Enterprise Data Architecture i. Understand Data Security j. Understand Data Quality k. Rationalise Terms & Definitions l. Develop and manage Glossaries m. Understand Taxonomies & Ontologies n. Implement Definition Management o. Find Data Sources p. Extract and create Data q. Clean Data r. Develop Data fit for Information s. Understand Information Development t. Understand Data Operations Management u. Understand Meta-data Management v. Understand Master Data Management w. Understand Data Warehouse Management	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.

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			x. Understand Business Intelligence Management y. Understand Document Management z. Understand Content Management aa. Understand Data Integration ab. Understand Point-to-Point and SOA.	
Consult on Document Management Implementation for City of Joburg	Edge Shared Services	Document Management Implementation Specialist	1. Establish Principles, Policies, Processes 2. Define and review Business Requirement Specifications 3. Guide Business Analyst and technical staff on opportunities and pitfalls 4. Guide on migration from current to the new SharePoint environment	1. 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	1. Define the Department's support of the Enterprise Business Value Chain and Processes; 2. Defining the Enterprise Roadmap to Value and Quantify the Return On Investment of Enterprise Data; 3. Assist in growing the maturity of the Department to self-identify and self-correct Data-flow constraints; 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; 5. Analysis and definition of alignment of Enterprise Data Flows.	1. 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	1. Enterprise Data Architecture: a. Mapping the Enterprise Data Architecture (perspective requirements) of: - Business Architecture, - Information Architecture, - Process Architecture, - Organisational Architecture,	1. 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 started (after I started), the role was

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			- Resources Architecture, - Application Architecture, - Systems Architecture and - Integration Architecture, while keeping Strategic foresight, Research and Development in mind. 2. Single International View of the Customer: 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. 3. Mature Business As Usual Capabilities: 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. 4. Sit on various Architecture Forums, which included among others: a. Group Enterprise Architecture (Business and IT); b. Group Data Architecture; c. Group Data and Information Security Architecture; d. Various South African Forums and BAU meetings.	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.)

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Anglo American: Geo Sciences Maturity and Data Management Framework Implementation	Data Ascend (Pty) LTD	Enterprise Data Management Consultant	1. Assess and Report on Business maturity; 2. Mature Business Definition, Governance and Delivery; 3. Consult and advise on approach and communication; 4. Define and manage Business Case Development; 5. Design and conduct Product and Service Usage Survey; 6. Analyse and produce motivation to mature Data Management; 7. Implement a Proof of Concept that implementing the Data Atom Methodology increases Effectiveness and Efficiency, showing positive impact to the bottom line.	1. 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	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; 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; 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.	1. 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
Permanent	MTN South Africa	Enterprise Data Architecture Manager	1. Define gaps, Mature & Implement Enterprise Information Management (EIM) a. Define Business Operational Model deficiencies driving down Return on Investment of Data Assets	1. Defining the EIM Implementation Blueprint using the DAMA International DMBOK 2. Identifying how to implement an integrated Enterprise Information Management capability for an Enterprise.

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			b. Define Metrics which present the Enterprise-Wide view required by a Chief Data Officer c. Define Metrics and Paradigm shifts that create clear roles and responsibilities and KPIs for IT and for Executive KPAs d. Defining means to identify and simplify Operational redundancy and increase quality of output e. Champion the Data Management and Information Management Cause and Benefits at all levels of the Enterprise. f. Train and Mentor and promote a culture that matures sanitary behaviour with respect to Information and Data g. Various other streams addressing effectiveness (1st time right) and efficiency (quicker and better) 2. Define gaps, Mature & integrate Enterprise Data Governance into EIM 3. Define gaps, Mature & integrate Enterprise Data Architecture into EIM 4. Define gaps, Mature & integrate Enterprise Data Security into EIM 5. Define & Implement Enterprise Data Quality Management (EIM) 6. Define gaps, plan for maturity & integration of Enterprise Document Management into EIM 7. Define gaps, plan for maturity & integration of Enterprise Context & Terms Management into EIM 8. Define gaps, plan for maturity & integration of Enterprise Reference Data Management into EIM 9. Define gaps, plan for maturity & integration of Enterprise Meta-data Management into EIM 10. Define gaps, plan for maturity & integration of	3. Unifying and providing underlying context for the other Enterprise Architectures: a. Enterprise Business Architecture b. Enterprise Process Architecture c. Enterprise Application Architecture d. Enterprise Integration Architecture e. Enterprise Architecture (High Level) 4. Managing Data Warehouse Enterprise Data Architect (EDW2) 5. Managing Customer Relationship Management Data Architect (CMRB) 6. Definition of Requirements for Data Management Services RFP. 7. TOGAF Certification (Both Exams) 8. TMForum Business Development Manager.

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			Enterprise Master Data Management into EIM 11. Define gaps, plan for maturity & integration of Enterprise Data Warehouse Management into EIM 12. Define gaps, plan for maturity & integration of Enterprise Business Intelligence Management into EIM 13. Define gaps, plan for maturity & integration of Enterprise Data Development Management into EIM 14. Define gaps, plan for maturity & integration of Enterprise Database Operations Management into EIM	
Permanent	Group of Business Connexion Companies	Data Governance Manager (& EIM incubation)	1. Determine Data Quality Analysis Methodology. 2. Write interim Data Quality Analysis program, while waiting for SAP MDM implementation. 3. Analyse Corporate Master Data Quality and Cleansing Trends. 4. Create mechanism to prototype Corporate Business Requirements before solution purchase. 5. Assist those with innovative thinking to crystallise their thoughts. 6. Guide and Mentor younger staff members to achieve their best. 7. Responsible for Corporate Data Architecture (including Integration Architecture. 8. Responsible for Corporate Data Development Management	1. Writing coded MS Excel programs to analyse the data quality of many hundreds of thousands of Master Data records. 2. Creating an MS Excel prototyping solution to determine business fit and requirements prior to solution selection. 3. Developing the Job Description required to align to the DAMA body of knowledge. 4. Completing the SAP MDM Training for understanding purposes. 5. Attending the ITIL III Foundation Training to gain a broad understanding of the changes to the Methodology 6. Designing Dynamic Integration Documentation for Data Integration between systems using Visio 2010 & Excel

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Permanent	Group of Business Connexion Companies	Master Data Governance Manager	1. Determine International Best Practices (in conjunction with the Information Governance Council). 2. Draft Data Governance Strategy to align Business Corporate Policy to International Best Practices. 3. Draft Data Governance Policies, and suggest policy changes to existing policies, to facilitate delivery on strategic objectives. 4. Draft Processes to facilitate Data Governance within the Group's business transaction processes. 5. Coach, mentor and guide all business and system stakeholders to implement processes. 6. Measure and reward the successes achieved by those attaining the discipline and delivering value. 7. Communicate the quick wins and campaign progress to all of the Group. 8. Continuously align to new Best Practices and update policies, processes, etc... 9. Implement Continuous Business Improvement controls to ensure Business Agility within compliance.	1. Developing, as a council member, the Information Governance Maturity Model. 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. 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). 4. Busy with the planning of the enterprise-wide Entity Relationship Diagram to provide a full 'As-Is Data Architecture'. 5. Evaluating data ETL systems, with a view to motivating and purchasing such data cleaning & scrubbing tools for eventual data synchronization to enable a centralized control. 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.

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Permanent	Group of Business Connexion Companies	Group Master Data Management Implementation – Business Support	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: 1. Begin stakeholder Change Management of paradigms surrounding centralised Master Data. 2. Analyse the business perception of their systems and the value add to the value chain. 3. Determine priority to bottom line and level of uniqueness/duplication between them. 4. Begin BPM staff Change Management of paradigms surrounding centralised Master Data. 5. Identify the Master Data Modules & Elements across the BCX Group. 6. Identify each systems use and definition of these Master Data elements. 7. Begin IT staff Change Management of paradigms surrounding centralised Master Data. 8. Develop Reports for each system for the System Owners review. 9. Develop a strategic plan for Master Data Clean-Up. 10. Begin corporate Change Management of paradigms surrounding centralised Master Data. 11. Develop Action plans and integration workshops to synchronise minds around the strategy. 12. Agree on the actual course of action to be taken per Master Data element, dependant on significant gains. 13. Implement and monitor progress of each clean up as well as the application of integration or	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. 2. Communicating with, and synchronizing the minds to one common goal despite differing cultures, levels of management, including those sympathetic & 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. 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". 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

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
			workflow. 14. Monitor success together with BPM measurement indicators established. 15. Progress reports & Strategic Plan updates in “War Room” and to relevant stake holders. Steps 1 through 15 are complete/underway.	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.

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Permanent	Group of Business Connexion Companies	Group Master Data Management Implementation – Business Support	Design & Implementation of the Corporate National Master Data Process: Software and hardware used: SAP, Siebel, Control ES, Remedy, MS Office Suite and Windows 2000/XP Functions: 1. Analyse the entire System Architecture for the group. 2. Analyse the entire Business Architecture of the group. 3. Identify and analyse the entire Data Architecture of the group. 4. Develop the concept of systematised Impact Analysis forecasting. 5. Develop the Impact Analysis Tool, used to define impacts across the group. 6. Analyse the SAP Master Data (across many modules) and populate the Impact Analysis Tool. 7. Analyse the Siebel Master Data and populate the Impact Analysis Tool. 8. Workshops with Business Team Coordinators and assigning them field ownership. 9. Use of Remedy and my own Time Management self management tool to ensure all calls to National Master Data are properly dealt with. 10. Training of an assistant to keep the Impact Analysis Tool up to date and connected to business.	1. Introduction of the concept of applying ITIL to Business (with the Impact Analysis Tool being the CMDB) 2. Developing a Business Process guaranteed to narrow down real versus unnecessary Master Data creation. 3. Brining the concept of each area impacts other areas home to business.

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Permanent	Group of Business Connexion Companies	Group Master Data Management Implementation – Business Support	Design & Implementation of the Central Corporate Applications Change Control Process: Software and hardware used: Control ES, Remedy, MS Office Suite and Windows 2000/XP Functions: 1. Analyse all the different variations of the Change Control processes for all Applications. 2. Analyse the business impact and stake holders for each application's user-community. 3. Identify and analyse the business and developer maturity to embrace central change control. 4. Develop the concept of central change control and sell it to business and CIS. 5. Develop the policies and processes and system assistance to enforce change control. 6. Train the business and developer communities on their roles and responsibilities. 7. Enforce documented and regular meetings through a non-invasive approach. 8. Create a desire for synergy within the Group and minimal change impact on the business. 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. 10. Reporting into senior management of the root causes of planned changes.	1. Maturing of the entire CIS infrastructure to a more effectively controlled business service. 2. Winning the respect of the senior and executive staff when it comes to tackling the seemingly impossible tasks and winning.

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Legacy - SAP Data Conversion	Group of Business Connexion Companies	Data Analyst	1. Design & Implementation of the Data Conversion rules and process: 2. Software and hardware used: SAP, Tetra, Embrace, QPAC, Siebel, Control ES, Remedy, MS Office Suite and Windows 2000/XP 3. Functions: 4. Analyse the Data Architecture of the systems. (Including semantics) 5. Analyse the Data abuse of the systems and determine processes to be adjusted. 6. Identify the Audit requirements for the Approval of the financial results of the group. 7. Develop the Data conversion processes with all this in mind and draw up functional specifications for SQL DTSS. 8. Develop the Documentation and staging images for post migration auditing. 9. Analyse the output of the data migration and develop approved data cleaning rules. 10. Analyse the conversion exceptions for problems and get business signoff of their data. 11. Workshops with Business Team when necessary to push for sign-off or where uncertainty needed to be removed. 12. Use of MS Excel (macros and reports) extensively to monitor data migration anomalies. 13. Working closely with both the business executives, managers and database managers and data scrubbers.	1. I introduced the concept of "pattern breach" to identify data anomalies in huge volumes of data. 2. I exposed the dangers of using SQL queries to identify data anomalies to be scrubbed. 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.
IT Business Improvement Process Specialist	Group of Business Connexion Companies	Executive Business Process Representative	1. Make IS run more Effectively and Efficiently according to the Business Standards and Improvement Management Requirements	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	Design & Implementation of the Company Wide Expansion of Business Innovation: Software and hardware used: Visio 2002, Office Suite and Windows 2000/XP Functions: 1. Assess the Innovative Culture of the Group. 2. Prepare a Marketing Campaign to launch Innovation and change the culture of the Group. 3. Link Innovation measures to the Balanced Score Card. 4. Identify System requirements to expand company-wide. 5. Design System to support company-wide Business Innovation. 6. Implement System. 7. Train users & Administrators. 8. Assist in Forum implementation. 9. Assist those submitting Innovative Ideas to Clarify and Crystallise their ideas. 10. Discuss and Hand Over Innovative Ideas with Executive Managers who ensure the Implementation of these Innovative Ideas. 11. Monitor and Report on Innovation in the Group. 12. Ensure that the system is continuously monitored and that Innovations do not stagnate.	1. Introduction of the concept of end-to-end business processes to the group. 2. Proving that the end-to-end business process eradicates a multiplicity of ills suffered by business. 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. 4. Assisting in deriving improvements which have already shown 7 figure risk mitigations, cost savings and other major benefits to the company. 5. I am by no means the king pin in Business Connexion's Business Improvement Team, but this is what I have accomplished.

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 (Innovation)	Design & 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 & 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. Design & 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.	1. Elevated Business Connexion from number 6 out of 7 most innovative ICT Companies to number 2 within 18 months

Activity / Project	Company/Client	Position	Description of Duties	Notable Achievements
Active Directory Services Implementation	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.
Sasol Group's Workflow Tool Recommendation	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.	1. Highlighted to 22 Global Operating Companies within the Sasol Group what the impact of their current strategy relating to Workflow Governance was going to yield, and recommended a tactical and strategic Enterprise Architecture solution.
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.	
Hardware, Networking, Software, Workflow, Business Process, and	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.	

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Strategic Planning			3. Part of my Business was running the AMS Workflow System for Discovery Life - Centurion	
Write program to monitor the sales force	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 AMS Workflow System for Discovery Life – Centurion	
Specification of an Intranet - Phase 2	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 AMS Workflow System for Discovery Life – Centurion	
Write Front-End to analyse their Mining Data	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 AMS Workflow System for Discovery Life – Centurion	

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Specification of an Intranet - Phase 1	NMG 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 AMS Workflow System for Discovery Life - Centurion	
Spec the Business Processes for a full End-to-End online Service "MyLife"	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 AMS Workflow System for Discovery Life – Centurion	
Designed and launched my own company	e-Xpreienceware CC	Entrepreneur	1. Set up all the necessary legal and accounting and trademark, logo, marketing, etc... and launched.	
Y2K Project	NMG 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.	

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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	1. I took a badly designed and poorly functioning Business and a. re-organised it and b. automated it. 2. Implemented the LAN, 3. Managed and repaired the computer faults. 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. 5. I designed and implemented an Intelligence Engine to keep the Integrity of the data landscape and its logic intact. 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 todate.	
Sales	Southern Life Association	Life Assurance salesperson	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. 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	

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			get, and process, and service, from prospect-to-service-to-billing-and-to-collection and everything in between.	
IP Extraction & Optimisation	Castrol South Africa	Operations Manager / Supervisor	1. This was a Pending Disaster Site in progress. 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. 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. 4. I then made it more effective, and 5. Automated the effective Business Processes. 6. I had 2 operators which I had to train up. 7. Worked on IBM AS400	

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Disaster Recovery	QB Computer Systems	Operations Supervisor	1. This was a company specializing in recovering from Disaster Recovery. 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. 3. Work to be done included: a. All information had to be re-identified, b. Data had to be recovered or rebuilt, c. Hardware had to be stripped, repaired and reassembled to working order d. Software had to be analysed, reconfigured and recoded, e. Software and Hardware had to be migrated from ICL to IBM f. Data had to be migrated to run on the new platform, with the new Business Logic g. The Business had to be managed and assisted to run in Recovery Mode while in transition h. New Branches had to be designed (Computers, LANs, Training, Hand-holding) and then Installed and Implemented. i. The WAN had to be managed and designed for best operating performance. j. The work was incredibly demanding due to the nature of the losses the client was incurring and the high pressure situation. 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.	

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IT & Network Operations	Checkers	Mainframe Operator	1. Mainframe Operator on 2 Super-Dual ICL 3988's 2. Worked on the Printers, Tape Drives, Disk Arrays 3. Helped program the Job Runs 4. Spent a lot of time in the WAN and LAN management of the 170 + stores 5. Wrote programs to automate the Operations Management Functions and Reports 6. Started my Datamatrix Diploma through UNISA	
Banking - Clerical	Standard Bank of South Africa	Ledger Clerk	1. Processed the Debits and Credits passing through the Bank, servicing Corporate Customers 2. Discovered my enjoyment for Computer Systems and my ability to "think" like them	
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	