DETAILED RESUME FOR CLIVE PILLAY
BCom, MBA, Certified Director®, F.Inst.D, F.MIoD, MIoD (UK)

PROJECT DEVELOPER & PROFESSIONAL DIRECTOR

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SUMMARY

I would like to take this opportunity to thank you for the interest that you have shown in perusing my resume. I have endeavoured to provide you with as much information as I can to assist you in assessing my skills as a potential candidate (apologies in advance for the detailed nature of the document, a summary version is available if required). A visit to my personal website at www.clivepillay.com should also be helpful in getting to know a bit more about me, but should you require more information or clarity, please do not hesitate to contact me.

During the course of my *27-year career*, I have been fortunate to have extensively travelled and worked in South Africa, Mauritius, across most of the African continent, the Middle East as well as many other parts of the world. Primarily being a *Strategist and Business Developer*, my *specialised Africa experience in more than 22 African markets* has provided me a unique opportunity in developing a network of relationships which has been an invaluable asset in expanding business across the continent (this includes South Africa, Swaziland, Lesotho, Mozambique, Mauritius, Namibia, Angola, Botswana, Zimbabwe, Zambia, Malawi, Madagascar, Seychelles, Tanzania, Democratic Republic of Congo, Cameroon, Kenya, Uganda, Rwanda, Ethiopia, Nigeria, Ghana, Cote D'Ivoire and Burkina Faso). My stakeholder-centric approach is key to my strategy of building long-term sustainable partnerships which I have successfully employed servicing customers in the Construction, Engineering, Utilities, Production, Manufacturing, Mining, Information Technology, Transportation, State-Owned Enterprises as well as National and Provincial Government departments in both South Africa and the rest of the continent.

I have an uncompromising drive for performance combined with a proven track record for building and leading performance-oriented companies and teams. Being an effective manager is just one of my strengths, I have also had the opportunity to be an entrepreneur, starting and running my own businesses and have developed a deeper insight and appreciation into the challenges start-up businesses face. My latest entrepreneurial endeavour took-off in 2021 with the start-up of ADUS Consulting Services which is a specialised Pan-African focused consultancy assisting partners across the continent in developing infrastructure projects to financial close.

With a *combined board experience of more than 35 years* and being a champion for good Corporate Citizenship, I value qualities of ethical leadership including integrity, competence, responsibility, accountability, fairness and transparency. My sole purpose and passion is to *add value* to the organisations I serve not only through the diverse experience I have gained, or the networks and relationships cultivated, but through the entrenchment of innovation and ethics as part of the organisational culture. As an *internationally accredited and qualified Director*, I am an advocate of the proportional application of the corporate governance principles beyond mere legal compliance. In addition to my board level contributions, I have experience serving on both the Audit and Risk Committee focusing on combined assurance, risk management and integrated reporting as well as the Social and Ethics Committee focusing on stakeholder inclusivity and ingraining an ethical organisational culture.

My value-adding contributions to the Management team and Board of organisations I have served include:

- 27+ years of experience across 22 African markets and the GCC region, building sustainable businesses for listed companies in multiple industries, including Information Technology, Banking, Construction and Engineering.
- A combined 35+ years' experience on company boards and sub-committees.
- Accreditation as a Certified Director® in South Africa with the Institute of Directors of South Africa (IoDSA) and completing recently introduced equivalency certification in Mauritius with the Mauritius Institute of Directors (MIoD).

- A strong commercial and business development acumen supported by academic qualifications (BCom, MBA and other soft skills training including Scotwork negotiations program).
- Extensive relationships with local and international financiers as well as partners across sub-Saharan Africa.
- A champion for innovation, entrepreneurship and intrepreneurship within the organisation.
- Practical understanding of the statutory regulations and best practices in both South Africa and Mauritius, including the relevant Companies Act's (including sector specific acts such as the PFMA and MFMA) and Corporate Governance Codes.
- Promoter of racial and gender diversity on boards.

Management Strengths include:

- Extensive experience in building business across Sub-Saharan Africa through the development of strong partnerships;
- Strong commercial deal originator and negotiator;
- Creative solutions-oriented sales approach;
- Competitor analysis and strategic positioning;
- Experience working with financiers structuring deals;
- Obsession with developing performance driven teams;
- Customer and shareholder focused;
- Critical thinker focused on adding value and managing trade-offs;

In the pursuit of continuous learning, I have very clear goals regarding my professional development:

- A post graduate certificate and diploma in Corporate Governance from the Mauritius Institute of Directors – 2021
- Diploma in Company Direction from the Institute of Directors in the UK - 2022
- A Chartered Directorship from the Mauritius Institute of Directors - 2022
- A Chartered Director CD(SA) designation from the Institute of Directors of South Africa – 2023
- Chartered Directorship (CDir) from the Institute of Directors in the UK - 2023
- Life goal - Ph.D. in Academic Governance - 2025

I am undertaking these developmental programmes because I intend to contribute to the African economy by helping to lead and develop it. Without a doubt, knowledge and experience are prerequisites to these lofty goals. I believe that all that have the capability to have the responsibility to develop others, specifically the next generation.

For the purpose of completeness and to clarify the information contained in this document, I have divided the contents into the following sections:

- Personal Details
- Associations and Professional Memberships
- Board Experience
- Educational Qualifications
- Professional Experience
- Business Proficiency and Sector Experience
- Technical Proficiency Matrix
- References

I trust that the information I have provided, allows you to not only assess my skills and experiences but my strategic fit and potential contribution to your organisation. I look forward to meeting you and to discussing the opportunity in person.

Please note that the contents of this document are ***private and confidential*** and cannot be disclosed without approval being received from myself.

Regards

Clive Pillay

PERSONAL DETAILS

Name	Clive	
Surname	Pillay	
Identity Number	7211015072081	
Age	48 years old	
Citizenship	South African	
Domicile	Dainfern, Gauteng, South Africa	
Mobile No.	+27 76-400-0572	
Email Address	info@clivepillay.com or clive.pillayza@gmail.com	
Personal web Site	www.clivepillay.com	
Drivers license	CODE EB (Obtained in 1990)	
Skippers licence	Royal Yachting Academy powerboat licence	
Police Record	None	
Married	Yes	
Children	Two girls, aged 18 and 14 respectively	
Languages	English	Read, write and speak (Excellent)
	Afrikaans	Read, write and speak (Excellent)
Hobbies	Golfing, Biking, Boating, Automation, Travelling and Watching movies	
Race (for demographic purposes only)	Indian	
Disabilities	None	

ASSOCIATIONS AND PROFESSIONAL MEMBERSHIPS

- **Institute of Directors of Southern Africa (IoDSA)**

  A non-profit organisation that is unique in that it represents directors, professionals, business leaders and those charged with governance duties in their individual capacities in southern Africa.
  Status: Active Fellow and Certified Director®

- **Mauritius Institute of Directors (MIoD)**

  A non-profit organisation that represents directors, professionals, business leaders and those charged with governance duties in their individual capacities in Mauritius.
  Status: Active Fellow and currently undergoing certification.

- **Institute of Directors (IoD) – United Kingdom**

  A non-profit organisation that represents directors, professionals, business leaders and those charged with governance duties in their individual capacities in the UK.
  Status: Active Member and currently undergoing certification as a CDir.

- **The Ethics Institute**

  An independent non-profit organisation producing original thought leadership related to organisational ethics.
  Status: Active member

- **The Business Ethics Network of Africa**

  The founding conviction of BEN-Africa is that by bringing together Africans who share an interest in business ethics, business ethics will be expanded on the African Continent.
  Status: Active Supporter

- **The Institute of Risk Management South Africa**

  IRMSA is recognised as the Professional Body for Risk Management in South Africa by the South African Qualifications Authority (SAQA). IRMSA represents individuals and companies committed to the enhancement of the Risk Management discipline.
  Status: Active member

BOARD EXPERIENCE

- **Executive Director appointments**
    - ADUS Consulting (Pty) Ltd (01/02/2021 – present)
    - Consolidated Power Projects Group South Africa (25/02/2016 to 09/10/2019 – 3.7 years) *
    - Consolidated Power Projects (Pty) Ltd (09/01/2012 to 09/10/2019 – 7.9 years) *
    - SPEL Plant Hire (01/01/2007 to company wind-down in 2012 – 5 years)
    - Datamax Consulting Services (01/01/2008 to company wind-down in 2009 – 2 years)
- **Non-Executive Director appointments**
    - Fernridge Home-Owners Association Non-Profit Company (20/07/2019 to 12/10/2020 - 1.3 years)
    - CONCO Energy Solutions (01/12/2016 to 09/10/2019 – 2.1 years) *
    - CONCO Shared Services (23/03/2015 to 09/10/2019 – 4.6 years) *
    - CONCO Rwanda (09/04/2015 to 09/10/2019 – 4.5 years) *
    - CONCO Uganda (09/04/2015 to 09/10/2019 – 4.5 years) *
- **Alternative Director appointments**
    - Consolidated Power Projects International (HQ in Mauritius) (01/01/2015 to 09/10/2019 – 4.9 years) *
    - Consolidated Power Projects Group Africa (HQ in Mauritius) (01/01/2015 to 09/10/2019 – 4.9 years) *
- **Board sub-committee appointments**
    - Consolidated Power Projects Group South Africa (Risk sub-committee) – [25/02/2016 to 09/10/2019 – 3.7 years] *
    - Consolidated Power Projects (Pty) Ltd (Risk sub-committee) – [09/01/2012 to 09/10/2019 – 7.9 years] *
    - CONCO Energy Solutions (Social and Ethics Group sub-committee) – [01/12/2016 to 09/10/2019 – 2.1 years] *

Embracing my ethos to participate in Boards that are committed to the principles of good corporate governance, I decided to resign my appointment to the CONCO Company Boards in favour of focusing on Boards where I could add value without compromise, and in so doing create capacity for future board appointments.

EDUCATIONAL QUALIFICATIONS

The following list of qualifications that I have attained has been arranged in chronological order from the most recent to the earliest:

Qualification	Institution	Year
Certified Director®	Institute of Directors of South Africa	2020
Scotwork Advancing Negotiations Skills Course	Scotwork (n) negotiation	2017
Master in Business Administration (MBA) – Dissertation pending	WITS Business School	2015
Export Credit Financing Masterclass	World Bank	2015
Bachelor of Commerce (BCom) - Specialisation in Business Management and major in Strategic Management	UNISA	2011
Management Development Programme (MDP)	GIBS Business School	2007
Miller Heiman sales training	GijimaAst Education	2005
ITIL Service Management Certificate (Foundation)	CSMG	2005
AST e-learning pilot Project Management programme	AST Education	2002
SPIN Selling programme. This programme is designed to improve marketing skills of managers.	Huthwaite Institute	2001
Advanced Diploma in Business Administration and Project Management	University of Pretoria	2000
Certificate in Project Management (KandF Project Works) (lost certificate reissued in 2011)	Thinking Dimensions	2000
Certificate in C++ Programming	Workgroups Institute	1997
Diploma in Business Administration and Project Management	Damelin	1994
Certificate in Visual Basic programming	Workgroups Institute	1994
Certified as a Microsoft Certified Professional 'MCP'.	Workgroups Institute	1994
Computer Based Training for Installsheild, Microsoft Word, Microsoft Excel, Microsoft Access, Microsoft PowerPoint, Microsoft Project and Windows	Nedcor Internal CBT Program	1993
Certificate in Advanced COBOL Programming	Intec College	1993
Bachelor of Science (BSc). Completion of 1st year at UNISA and began the 2nd year at WITS. Majored in Physics. – (Incomplete due to limited career prospects)	UNISA and WITS University	1991-1992
Matric (grade 12)	Lenasia South Secondary School	1990

PROFESSIONAL EXPERIENCE

My employment history is arranged chronologically from the most recent to the earliest:

1	ADUS Consulting (Pty) Ltd — Self-employed	01/02/2021 – present

A Pan African focused consultancy assisting partners across the continent in developing infrastructure projects to financial close.

Managing Director and Principal Consultant

Leveraging my project development and funding experience following a voluntary retrenchment from CONCO, I started my own Consulting Firm.

Headquartered in Johannesburg South Africa, with a reach across the African continent, ADUS Consulting is a niche specialist in the infrastructure development arena. The company assists partners including Developers, Financiers, and EPC's in identifying, qualifying and commercialising prospective infrastructure projects.

2	Consolidated Power Projects International — Subsidiary of Consolidated Infrastructure Group (JSE listed Group)	30/07/2017 – 31/01/2021

Turnkey High Voltage Construction company headquartered in South Africa with an international HQ in Mauritius and offices in over 22 African countries as well as the Middle East.

Chief Commercial Officer (EXCO) (matrix reporting structure with 7 direct reports and 10 regional agents)

After a successful tenure leading the CONCO business development team, the Group board requested I take on a broader commercial role within the Group that not only encompassed business development but customer and commercial management responsibilities as well. Servicing customers with high-voltage power requirements within the Utilities, Construction, Production, Manufacturing, Mining, Transportation (rail, ports, airports) and State-Owned Enterprises (Eskom, Prasa, Transnet).

Key Performance Areas	Noteworthy Achievements
▪ Develop a 5-year negotiated project pipeline; ▪ Rationalise go-to market strategy to streamline the Group's focus; ▪ Development of a network of international financiers willing to finance infrastructure projects on the African continent; ▪ Deal structuring involving government to government transactions, Export Credit arrangements as well as compliance to IFC performance standards on Environmental requirements. ▪ Provide support to the existing client portfolio while seeking to develop and secure further business on a negotiated basis;	▪ **Led team to develop first $105 million Export Credit structured project for the Group** by developing, sourcing funding, negotiating and reaching financial close. This transaction involved the Ethiopian Government with funding support from Swedish financiers and multiple Export Credit Agencies (EKN and SACE) ▪ **Developed a network of international financiers** that include both commercial banks as well and Developmental Funding Institutions (UKEF, Development Bank of South Africa, SEK/EKN, Afrexim Bank to name a few) willing to support financing for infrastructure projects on the African continent; ▪ **Developed potential negotiated project pipeline** of more than $750 million.

Reason for leaving	
Company entered business rescue proceedings which I viewed as un-sustainable and opted for a voluntary retrenchment.	

3	Consolidated Power Projects (Pty) Ltd — Subsidiary of Consolidated Infrastructure Group (JSE listed Group)	01/01/2012 – 29/07/2017

Turnkey High Voltage Construction company based in South Africa with offices in over 22 African countries as well as the Middle East.

Business Development Director (Executive Director) (7 Direct staff reports)

In 2011 I was engaged by Consolidated Infrastructure Group to head up Business Development for CONCO as an Executive Director of the company. Owing to my diverse background in multiple sectors, the board felt my appointment to the company would be a value add and a logical addition to the bench strength of the traditionally technically focused executive team.

Key Performance Areas	Noteworthy Achievements
▪ Growth of the order book; ▪ Opening up new markets in Africa and the GCC region; ▪ Development of a customer focused sales force; ▪ Development of the extended sales and partner organisation; ▪ Strategic leadership, development and implementation of a growth strategy for the company; ▪ Financial management of budgets and cash flow; ▪ Risk identification, mitigation and management; ▪ Human resource management, focusing on recruitment and skills development; ▪ Provide support to the existing client portfolio while seeking to develop and secure further business; ▪ Managing sales activities including new customer	▪ **Development of a BD and Go-To-Market strategy for the Group** and restructured division to deliver on mandate; ▪ **Increased order book** by 27% in first 12 months (R1.5bn to R1.9bn) – grown to R6bn at the end of 2015 by mining tenders submitted; ▪ **Increased potential project pipeline** by 225% in 14 months (R2bn to R6.5bn) – grown to R18bn at the end of 2015; ▪ **Identified and implemented formal contracts** for agents, joint ventures and strategic partnerships; ▪ **Opened new markets** in Ethiopia, Angola, Rwanda, Cote d'Ivoire, Nigeria, UAE and Oman; ▪ **Initiated China sourcing strategy** to improve strategic positioning in African market, reduce input costs and increase profit margins; ▪ **Improved operational performance** by recruiting appropriately skilled and experienced business development staff; ▪ **Drove BB-BEE accreditation process** to achieve a level 2 BB-BEE compliant contributor up from a level 6 mandated by ours clients;

- acquisition, portfolio development and retention;
- Market positioning and competitor analysis;

- **Development of company dashboard** to improve visibility and management of company performance;
- **Developed and implemented** group marketing strategy to build the brand;
- **Reduced divisional operational costs by 25%** in the first 12 months by enforcing stricter controls, targeted investment spend and restructuring the team to leverage efficiencies;
- **Standardised board reporting** to be more strategically focused, centred on corporate governance best practices and aligned to group KPI's;
- **Implemented customer surveys** to measure satisfaction in the customer base;

Reason for accepting appointment

The energy market is a fast growing segment of the construction sector and CONCO is poised to be a leader in this field. The company was acquired by JSE listed company CIG in 2008 and since then has grown at a CAGR of 35% - the company is in a high growth phase and I would like to be part of that legacy. In addition, exposure to African and Middle Eastern markets makes the opportunity extremely attractive from a global experience point of view.

4	SPEL Plant Hire cc Privately owned close corporation	01/01/2008 – 30/12/2011

Specialised start-up construction plant hire company based in Johannesburg
Managing Director and Co-Owner (6 Direct staff reports)

In 2008 I decided to venture back into the entrepreneurial arena and started SPEL Plant Hire with the aim of targeting select customers in the construction industry to provide rental services of light construction equipment. With virtually no experience in the construction industry I have in the 6 years of the company's existence driven the business to achieve measurable success as a start-up enterprise.

Key Performance Areas | ### Noteworthy Achievements

Key Performance Areas
- Strategic leadership, development and implementation of a growth strategy for the company;
- Financial management of budgets and cash flow;
- Risk identification, mitigation and management;
- Human resource management, focusing on recruitment and skills development;
- Provide support to the existing client portfolio while seeking to develop and secure further business;
- Managing sales activities including new customer acquisition, portfolio development and retention;
- Operations management of all company activities;
- Market positioning and competitor analysis;

Noteworthy Achievements
- **Being cash-positive** from year one by keeping all operational costs to a minimum and gearing new equipment acquisitions into long term rental agreements that help fund their purchase;
- **Managing company liquidity and debt profile** by maintaining a debt to asset ratio of less than 5% (industry average is 20% plus) and ensuring that the company can settle all its short term debt within 30 days;
- **Creating employment opportunities for 6 full time staff** including two females from previously disadvantaged backgrounds;
- **Retaining all targeted customers**, we have not lost a single targeted customer in the 6 years of operation. This was achieved by ensuring that our customers always received more value than they expected and providing services not offered in the industry;
- **Building a fully paid up asset base of R3 million worth of equipment** with no external funding;
- **Designing, developing and implementing a one of a kind customer focused plant management system** in the small construction plant hire industry that uses technology to create a competitive advantage in this commoditised industry;
- **Securing business with 5 of the largest construction companies in South Africa** (Grinaker-LTA (2010 Soccer City Project), WBHO Construction, Protech Khuthele, Murray & Roberts and Group 5)

Reason for leaving

Opportunity for experiential development with CONCO was too good to pass up.

5	GijimaAst Group Holding company of JSE listed Group	01/11/2005 – 31/12/2007

Leading JSE listed technology solutions provider with more than 3500 employees nationally and annual sales of R3 billion
Business Development Executive (12 Direct staff reports)

As the Business Development Executive for the Public Sector at GijimaAst I was allocated a divisional sales target of R350 million and managed a team of 12 Senior Account Managers. To achieve my KPA's, I focused on development of the Public Sector growth strategy; linking the business unit's objectives to company's strategic plan; linking the incentive plans to the company's strategic objectives; cost – benefit analysis of the sales effort (ROI modelling); cross functional integration between the various competency centres in the company with the customers business units and reinforcing a customer centric approach in the account teams. An important aspect of this role

also included the reporting of customer performance (revenue, profitability, focus areas, issues, investment requirements, and opportunities etc.) to the EXCO and Board.

Key Performance Areas	Noteworthy Achievements
- Development of a Public Sector 'Go-to-Market' strategy for GijimaAst with investment plans; - Attainment of company sales performance targets; - Consultation with Public Sector clients pertaining to their strategy development in accordance with PFMA and MFMA regulations; - Assist in conducting feasibility assessments and preparing business plans for Public Sector clients; - Financial management of Company Public Sector budgets; - Developing the Public Sector Account Management Team to identify and pursue opportunities within their respective client spaces; - Developing partnerships with technology and business partners from across the ICT domain; - Provide support to the existing client portfolio while seeking to develop and secure further business; - Managing sales activities including new customer acquisition, portfolio development and retention; - Working with the market development team on analysing business trends, competitor activity and industry issues; - Contributing to, and supporting GijimaAst's proposals process through the development of response and proposal strategies; - Mentoring and coaching of account teams.	**Exceeding divisional sales targets** by securing annuity contracts with multiple Public Sector clients (City of Tshwane (3 year desktop support contract > R 20 million), ACSA (3 year network support contract > R 100 million) SARS (5 year desktop and server support contract > R 250 million) Eskom (5 year EDMS project > R 160 million)); **Strategically raising the company profile and awareness within Government** by selectively targeting business with organisations such as SARS. I was seconded by the Group EXCO to develop and execute the company wide strategy that placed GijimaAst in the mind space of SARS and positioned the company to influence and secure business with this customer. SARS was specifically targeted as it is seen as a thought leader in the Public Sector space and was strategic to the company's expansion strategy into Government. This strategy was so successful that the company won a significant outsource contract with SARS in 2007 to provide support for 5 years with the option to extend for another 2 years; **Building a quantifiable R500 million sales pipeline** by aligning the divisional sales strategy with that of Governments technology roadmap for the various departments; **Developing comprehensive opportunity generation plans** for creating a conducive environment for future business with Government as sales cycles in the Public Sector are long and complex and require on average at least two years or more to yield tangible results; **Successfully completing ISO 9001 certification for the Public Sector Division** by formalising and implementing all divisional strategies, polices, procedures and processes. The Division received a glowing review for its audit as it achieved a score of 98%; **Training and development of Account Managers** by developing and implementing a formalised account management process that was based on a modified Miller Heiman sales approach and augmented by a SPIN Sales Training Programme; **Developing a New Business unit strategy with committed investment plans from IBM** for a unified business engagement model with the IBM organisation that would see the GijimaAst Group become the largest systems integrator of IBM technology in SA.
Reason for leaving	
An opportunity to start my own company (SPEL Plant Hire) presented itself.	

6	**GijimaAst** GijimaAst Group Holding company of JSE listed Group	01/06/2005 – 31/10/2005

Leading JSE listed technology solutions provider with more than 3500 employees nationally and annual sales of R3 billion
Strategic Account Manager: Public Sector Unit (1 Direct and >50 Indirect staff reports)

As a Strategic Account Manager in the Public Sector business unit at GijimaAst with a sales target of R35 million, I focused on developing strategic account plans for the various national government departments including the Departments of Health, Trade and Industry, Public Services and Administration and the National Treasury. Relationships with these customers were built at various levels starting from the Director Generals (public sector equivalent of a CEO) all the way down to the procurement divisions and departments.

Key Performance Areas	Noteworthy Achievements
- Group accountability for the Departments of Health, Trade and Industry, Public Services and Administration, Agriculture and National Treasury; - Single point of contact and accountability between the Departments and the GijimaAst organisation; - Gain, build and expand executive-level relationships with the Government Departments to facilitate account growth; - Assist the Government Departments in developing ICT Strategic plans in accordance with their mandates; - Alignment of strategic initiatives within the Government Departments with that of the group; - Develop opportunities within the Government Departments and facilitate the interaction with the Group's Business Units; - Coordinate rapid and accurate responses to the Government Departments issues; - Manage monthly resource reconciliation and billing specific to the Government Departments.	**Attainment of territory sales targets** despite the short time in this role by leveraging an open distributed infrastructure tender for Government (RFT365) from SITA (State Information Technology Agency) for which the GijimaAst Group was a successful bidder; **The establishment of a strategic partnership with HP for RFT365** by packaging their products together with the company services into a single unified offering and thus creating a competitive advantage over rival organisations on the tender; **Formulation and winning of a technology strategy for the Department of Home Affairs desktop environment** by developing a business case to evaluate the various ROI models.
Reason for leaving	
Successfully applied for the position as the Business Development Executive in the Public Sector Unit of the GijimaAst Group.	

7	**AST Group** Holding company of JSE listed Group	**01/11/2004 – 31/05/2005**

Prior to 2005, GijimaAst was known as the AST Group. In 2005, GijimaAst was formed from the merger of the AST and Gijima Group of companies. This merger created a company with more 3500 employees, annual sales of R3 billion and a BBBEE rating of 3.

Group Bid Manager (4 Direct and >50 Indirect staff reports)

Owing to my deep understanding of the company service offerings, solutions architecture background and ability to create attractive value propositions for clients, I was contracted by the EXCO to take full responsibility for the strategic bid engagements of the company.

Key Performance Areas	Noteworthy Achievements
▪ Assisting in the development of the win strategy, managing the proposal response, resolving conflicts, supporting revenue and margin targets, and other critical functions in support of the bid, the customer, and the Group; ▪ Setting roles and responsibilities, goals, objectives and priorities for the assembled bid response team; ▪ Assigning and reviewing required tasks to ensure the effort is run effectively and efficiently; ▪ Acting as a primary interface with the account team on issues regarding the bid/proposal deliverables; ▪ Identification of risks and formulation of mitigation plans; ▪ Accountability for meeting bid/proposal response schedule timeline and results as well as for customer satisfaction and the quality of deliverables; ▪ Performing key management functions and exhibiting leadership qualities such as establishing direction, forming alliances, and inspiring others; ▪ Providing thought leadership in deals - recommending price and price packaging alternatives. ▪ Establishing back-to-back agreements with third parties; ▪ Establishing Consortiums where necessary to assist the Group in delivering products and services.	▪ **Crafting winning tenders** for various strategic value customers including First National Bank (3 Year infrastructure support contract), Absa (5 Year Infrastructure outsourcing contract), Volkswagen SA (Support contract), Afgri SA (3 Year support contract), Kumba Iron Ore (5 year infrastructure outsourcing contract), Southern Sun (3 Year infrastructure outsourcing contract) ▪ **Creating an IP repository of bid subject matter** for use by other departments in bid engagements; ▪ **Conducting various training engagements throughout the company** with the aim of transferring skills to new subject matter masters identified in the organisation.
Reason for leaving	
Successfully applied for position as an Account Manager in the Public Sector Unit of the GijimaAst Group.	

8	**AST Group** Holding company of JSE listed Group	**01/06/2004 – 31/10/2004**

Prior to 2005, GijimaAst was known as the AST Group.

IS: Solutions Architect (1 Direct and >100 Indirect staff reports)

As a Solutions Architect in the company, I was fully responsible for aspects such as business analysis, design of the overall business delivery model as well as crafting the solution offering that would be proposed to the client. In this role I developed my skills to not only enhance my understanding of the underlying technologies but the business drivers that motivated them. As a result of exposure in this role, I developed a more consultative sales approach and changed focus from a product centric to a more solutions centric mindset. As a Solutions Architect I also gained exposure to Business Process Outsourcing (BPO) as has become the trend in business.

Key Performance Areas
▪ Manage the creation and implementation of DTS Solutions and processes to current and prospective clients as required; ▪ Interaction with sales staff and regions to provide pre sales and solutions assistance; ▪ Ensuring that the Solutions Document Management System is fully populated and utilised, regionally and as a group; ▪ Actively involved with R&D initiatives to benchmark competitors and enhance solution offerings; ▪ Client business analysis and re-design of the overall business delivery model.
Reason for leaving
Seconded by EXCO to the position of Group Bid Manger within the AST Group.

9	**AST Group** Holding company of JSE listed Group	**01/11/2003 – 31/05/2004**

Prior to 2005, GijimaAst was known as the AST Group.

Manager: Management Information Systems (15 Direct staff reports)

As manager of the MIS Department with a staff compliment of 15 business level analysts, I was responsible for collecting, analysing, collating and disseminating management information about customer and operational performance within the group.

Key Performance Areas	Noteworthy Achievements
▪ Identification of Key Performance Indicators (KPA's) as well as their underlying Critical Success Factors (CSF's) for achieving them; ▪ Negotiate Service Level Agreements (SLA's) with clients; ▪ Set reporting standards, formats and frequencies for SLA reporting; ▪ Preside over monthly performance review meetings with all stakeholders, internal and external; ▪ Manage SLA conformance exceptions to implementation; ▪ Service Performance and SLA benchmarking; ▪ Service Cost quantification; ▪ Manage customer expectations by utilising customer and user satisfaction surveys; ▪ Utilise a Six Sigma approach to quality management and continuous improvement; ▪ Data mining of performance data from multiple SQL and Oracle data warehouses; ▪ The establishment of the Operations Management Centre in the Integrated Services	▪ **Designing, commissioning and Implementing a custom software system to reduce call centre volumes** by automating certain support functions, thus reducing costs on support by 15% and improving response times to customers; ▪ **Creating an industry first unified view of all support customers irrespective of technologies employed** to provide real time performance

Management Centre (ISMC);
- Restructure the ISMC delivery unit to make it a financially viable business entity that will take AST service delivery forward;
- Review of current technology used for providing services to our clients via the ISMC;
- Designing and developing software and systems to improve current operational processes and performance reporting;
- Functioning as a Subject Matter Master providing support to the other AST business units.

statistics, changing the response from reactive to proactive management on their environments;
- **Reducing operational costs of data management by 25% while improving data availability and accuracy** by automating the process and reducing the number of staff required to render the service.

Reason for leaving
Promoted to position of Solutions Architect within the AST Group.

10	**GijimaAst** **AST Group** Holding company of JSE listed Group	01/10/2002 – 31/10/2003

Prior to 2005, GijimaAst was known as the AST Group.
Manager: Technology Support Services (45 Direct staff reports)

As manager of the R30 million Technology Support Services business unit I held full P&L accountability for managing all the technical teams that were responsible for the data centres and other mission critical systems of the outsource clients. In total, my teams which were geographically spread throughout the country consisted of 5 experienced Support Managers who managed 40 highly skilled and senior technical resources.

Key Performance Areas	Noteworthy Achievements
- Implement ITIL service disciplines into the support environment including: - Service Level Management - Incident & Problem Management - Change Management - Release Management - Config Management - Capacity Management - Availability Management; - Manage teams that provide specialised 3rd level support to the Field Service Engineers; - Manage the data centres and other mission critical systems of the outsource clients. This service is rendered on a national basis through the Integrated Services Management (ISMC) based in Midrand; - Act as Infrastructure Supply Services Manager for the AST Group responsible for Service Level Management; - Technical evaluation of new infrastructure management technologies to improve service delivery and reduce TCO costs; - Service Level Management of outsource contracts with emphasis on: - Establishing performance KPI's; - Defining reporting standards, formats and frequencies for SLA reporting; - Providing input into the client contract review process; - Manage SLA conformance exceptions to implementation; - Trend analysis of service performance data; - Service Cost quantification and containment; - Conduct customer and user satisfaction surveys; - Maintaining performance and quality standards as prescribed by the company Quality Management Officer;	**Successfully implemented ITIL Service Support, Service Delivery and ICT Infrastructure Management** by operationalising the discipline in the Operations Management Centre and obtaining an external audit review; **Providing a real time ICT Services dashboard to outsource clients** by creating a web access portal that provides real time health status updates of the customer environment; **Appointed as Custodial Infrastructure Supply Services Manager for the AST Group** responsible for managing service level agreements with the group.

Reason for leaving
Promoted to position of Manager: Management Information Systems within the AST Group.

11	**GijimaAst** **AST Group** Holding company of JSE listed Group	01/04/2000 – 30/09/2002

Absa's Distributed Technology Unit within its I.T. Division was outsourced to AST Group in 2000.
Programme Manager (Absa DTS Projects) (Staff reporting was based on virtual project teams and ranged from 5 to 200)

The Programme Manager position in AST Group was a result of Absa outsourcing part of its IT Division in 2000. As I focused on Absa Corporate Bank IT Projects before the outsourcing, I was dedicated to managing projects in the Corporate Bank Division as I understood the business environment. As before I maintained full accountability and responsibility for all aspects of project delivery utilising best practices as set out in Prince II methodology and conforming to PMBOK guidelines.

Key Performance Areas	Noteworthy Achievements
- Project management of full methodology projects within the Absa Corporate Bank and Absa Finance environments; - Development of project management standards whereby the classification of projects were standardised within the Bank; - Project feasibility assessments (business viability and technical); - Project scoping (deliverables, time, cost etc.); - Financial and cash flow management of project budgets to monitoring the expenditures and costs against delivered and realised benefits; - Stakeholder management;	**Rolling out Absa Corporate Bank website within 3 months and under budget** by off-shoring the development work and chunking the project into components that could be executed simultaneously; **Implementation of a projects classification system** by establishing criteria for evaluating project complexity,

- Project communication – internal and external;
- Management of project resources;
- Project risk management;
- Build, manage and motivate the project teams;
- Negotiations and conflict resolution;
- Programme planning and monitoring;
- Ensure the delivery outcomes of the projects are to the appropriate levels of quality, on time and within budget, in accordance with the project plans;
- Be responsible for the quality assurance and overall integrity of the programmes;
- Manage third party contributions to the programmes.

priority status resources and time to maximise the use of project management (PM) resources. This ensured that Project Managers were assigned projects for which they have the capacity and capability to execute.

Reason for leaving

Successfully applied for the position of Manager: Technology Support Services within the AST Group.

12	(absa)	**Absa I.T. Division** ICT Division of Absa Bank (top 4 banks in SA)	**01/10/1999 – 31/03/2000**

Department responsible for all IT Support and Services within the Absa Banking environment

Programme Manager (Distributed Projects) (Staff reporting was based on virtual project teams and ranged from 5 to 200)

I was headhunted by Absa I.T. to step in and regain control of 3 large Corporate Bank and Finance Division projects that were failing. This I accomplished with a significant measure of success by re-scoping two of the projects and terminating the other as it would not realise any benefits for the client. As a Programme Manager in the IT Division of Absa Bank, I was responsible for managing the projects that originated in the Distributed Technology domain of the Division. I maintained full accountability and responsibility for all aspects of project implementation from feasibility assessments, scoping, financial management, resourcing and risk management. These projects that ranged from R1 million to R50 million were implemented nationally and internationally in specific instances.

Key Performance Areas	Noteworthy Achievements

- Successful planning and implementation of the infrastructure and systems required by Absa Corporate Bank and Absa Finance. Being dedicated to these environments, I managed many of the following types of projects:
  o Implementation of Treasury and other BackOffice systems.
  o Design and deployment of the Absa Corporate web site.
  o Design and implementation of Email and other communications systems.
  o Implementation of the Smartstream financial system.
  o Design and implementation of the Interdepartmental billing system in Absa Bank.
	- **Secondment to manage high profile Absa Corporate Bank IT Projects** by demonstrating my proven ability to manage complex, time sensitive projects to deliver on time and within scope;
	- **Implementing a Project Office** by standardising all procedures, processes and communication for distributed projects.

Reason for leaving

Absa's Distributed Infrastructure Division within the IT Department was outsourced in 2000 to the AST Group. I was part of the affected outsourcing staff.

13	Datamax Consulting Services	**Datamax Consulting Services cc** Privately owned close corporation	**01/02/1999 – 30/09/1999**

Start-up IT consulting services company

Managing Director and Principal Consultant (5 Direct staff reports)

With the support of a fantastic client (Computicket SA), I was able to establish my own IT Consulting Services company. Essential services that were provided to them included Project Management, Network Management, Database administration and a host of other IT related activities.

Key Performance Areas	Noteworthy Achievements
Contracted to Unihold Database Solutions and Computicket South Africa as a contracting consultant in the following capacities: - Project Manager - Network Consultant / Manager - Database Administrator - Satellite Server Specialist	- **Acting as IT Manager for Computicket** by managing the technical engineers, developers, support desk and administrators on behalf of the General Management;

Reason for leaving

Headhunted by Absa IT Division to join Project Management Department.

14	unihold	**Unihold Consulting** Subsidiary of Unihold Group (JSE listed Group)	**02/06/1998 – 30/01/1999**

Database consultancy based in Sandton. Company was liquidated in 2000.

Principal Consultant (Staff reporting based on Virtual teams)

At Unihold Consulting I was appointed as a Database Consultant where my responsibilities included database design, optimisation and management for customers in the financial services, ICT and Governmental spaces to name a few. I was contracted as a consultant fulfilling roles such as a Project Manager, Network Consultant and Database consultant. Some of the projects that I was involved in include the following:

- Internet Solutions (IS) – Disaster recovery of the 'Job Navigator' SQL server database and setup and design of Disaster Recovery Procedures (DRP) for the system.
- Superflex Insurance – Network analysis, redesign and implementation with cost feasibility studies.
- Department of Land Affairs – Network analysis, redesign and implementation as well as database normalisation and rollout of the land restitution programme database. Also actively involved in Y2K project initiated by the Department.
- Computicket S.A. – Network analysis, troubleshooting, redesign and implementation. In charge of a project team charged with setting up a Technical Helpdesk as well as system security for Computicket's call centre. Another aspect of my job included the

administration of Computicket's main production database.

Reason for leaving
Opportunity to start my own Consultancy (Datamax Consulting) presented itself.

15	Nedcor I.T. Division ICT Division of Nedbank (top 4 banks in SA)	02/02/1998 – 01/06/1998

IT Department of the Nedcor Group based in Sandton.
Software Developer (No staff reports)

As a software developer in the Workstation Support Department (WSD), I was involved in software development and other technical R&D projects. The WSD is the technical services division of Nedcor I.T. and was responsible for most of the software development in Nedcor. I undertook coding projects utilising developmental languages such as Visual C++, Visual Basic, Java, HTML and SQL. In addition to my developmental responsibilities, I was involved with R&D projects such as the Nedcor web site, Y2K project, Server Consolidation project and NT 5.0 Beta Testing with Microsoft.

Reason for leaving
Headhunted by Unihold Consulting to join consulting team.

16	Nedcor I.T. Division ICT Division of Nedbank (top 4 banks in SA)	16/08/1996 – 01/01/1998

IT Department of the Nedcor Group based in Sandton.
Network Operations Specialist (No staff reports)

As a Network Operations Specialist, I was responsible for implementing procedures as laid down by the Workstation Support Department (WSD). Responsibilities of the position included network stress testing, LAN Administration and laboratory setup and testing of Bank related products.

Reason for leaving
Successfully applied for a Software Developer position at Nedbank I.T Division.

17	Nedcor I.T. Division ICT Division of Nedbank (top 4 banks in SA)	21/02/1995 – 15/08/1996

IT Department of the Nedcor Group based in Sandton.
QA Analyst promoted to Supervisor Quality Assurance (3 Direct staff reports)

Appointed as a QA analyst in the Quality assurance department, I was responsible for the following:
- Implementation of a complete testing laboratory for Nedcor Bank, including the network design and implementation;
- Technical support for the regional technicians that were on site;
- Development of the "Technical Help Desk" product – This was an application that I designed and coded to assist the technicians in the field with fault detection;
- Development of the "Software Register System" - SRS was a mail driven signoff system that I designed and coded to facilitate the easy signoff of software release documentation within Nedcor IT Division.

At the beginning of 1996, I was promoted to supervisor of the QA department and took over management of a team of 3 engineers to perform quality assurance testing on behalf of the Bank.

Reason for leaving
Successfully applied for a Network Operations Specialist position at Nedbank I.T Division.

18	Nedbank Retail Division of Nedbank (top 4 banks in SA)	16/07/1994 – 20/02/1995

Branch outlet based in Fox Street, Johannesburg
Forex Administrator (No staff reports)

As a Forex Administrator in the Fox Street Branch of Nedbank, I was responsible for managing the F178 process that is used as a Reserve Bank control measure to manage imports and exports of goods and services. During my tenure in the branch, my manager noticed my inclination towards IT and encouraged me to utilise my skills to develop a system to help the department balance the daily imports / exports register. This I achieved by designing and coding a product that allowed the register to be balanced on a daily basis. As far as I am aware the system or an enhancement of it is still being used by the branch till this day.

Key Performance Areas	Noteworthy Achievements
- Managing F178 imports and exports register; - Daily balance of imports / exports register; - Compliance to exchange control regulations; - Report non-compliance of exchange control rules to the SA Reserve Bank;	**Received an unqualified audit from the SA Reserve Bank** by restructuring the F178 processes within the branch. This audit finding was made more significant by the fact that the bank had failed audits 2 years in a row under the stewardship of my predecessor and the branch was at risk of losing it Forex trading licence; **Received one of the highest ratings in the Bank of 95% from internal Nedbank auditors** by implementing bank procedures and protocols above the base requirement; **Development of a branch import / export balancing system** by using my development knowledge to code the system in dbase and then in VB.
Reason for leaving	
Successfully applied for a Q.A. position at Nedbank I.T Division.	

19	Nedbank Retail Division of Nedbank (top 4 banks in SA)	01/08/1993 – 15/07/1994

Credit Card Division based in Braamfontein, Johannesburg
Data Capturer (No staff reports)

20	**Nedbank** Retail Division of Nedbank (top 4 banks in SA)	**01/06/1993 – 30/07/1993**

Corporate Head Office based in 100 Main Street, Johannesburg
Data Capturer (No staff reports)

Contracted as a Data Capturer at the Nedbank Head Office, I was responsible for capturing and balancing of Nedbank Corporate budget forecast figures on the Nedbank Mainframe System.

Reason for leaving
Contract position. Contract ended.

BUSINESS PROFICIENCY AND SECTOR EXPERIENCE

I have provided a breakdown of my business proficiencies as well as sector experiences and structured the information in the following categories:

- *Business proficiencies*
- *Business sector experience*

Business Proficiencies

I have provided a breakdown of my business proficiencies and structured the information in the following categories:

- *Financial (Compiling Budgets, Managing Cash flow etc.)*
- *General Management*
- *Human Resource Management*
- *Computer Skills (with relevance to business domain)*
- *Strategy Development and Leadership*
- *Customer Relationship Management*
- *IT Operations Management*
- *Supplier and Contract Management*
- *Service Delivery Management*
- *Business Development*
- *Project & Programme Management*

LEGEND FOR LEVEL OF EXPERTISE	
1	Course / Training only
2	Limited Practical Experience
3	Solid Practical Experience
4	Extensive Experience
5	Expert Level

Financial Management (Compiling Budgets, Managing Cash flow etc.)	Years of Experience	Level
Understanding of company procedures regarding Finance	20	5
Compiling divisional budgets for Finance and Administration	20	5
Analysing monthly budgets, forecasts and actual figures	20	5
Resolution of financial queries with Finance and other affected departments	20	5
Managing cash flows and investments	20	5
Debt gearing and financial leveraging	10	5
Analysis and interpretation of financial statements (Income Statement, Balance Sheet and Cash Flow)	20	5

General Management	Years of Experience	Level
Authorising payments and signing cheques	20	5
Approving purchases and other expenditures	20	5
Completing month–end procedures and preparing month–end reports	20	5
Supporting ISO and financial audit processes	15	4
Set reporting standards, formats and frequencies for reporting	15	4
Maintaining assets register	20	4

Human Resource Management	Years of Experience	Level
Compilation of job descriptions and job specifications	20	5
Compile staff balance scorecards	20	5
Recruitment, development and retention of staff	20	5
Coaching, mentoring and guiding staff	20	5
Training and development of staff	20	5
Succession planning	20	5
Performance reviews (usually done quarterly)	20	5
Communicating with staff members to ensure effective performance and to deal with problems	20	5
Arbitration, CCMA and other legal actions	10	4

Computer Skills (with relevance to business domain)	Years of Experience	Level
Microsoft SharePoint (with configuration experience)	15	4
SQL Data Warehousing (with configuration experience)	10	5
Microsoft Exchange Messaging (with configuration experience)	20	4
Crystal report writing	10	4
Lotus Notes (with configuration experience)	3	4
QuickBooks (with configuration experience)	12	2
SAP ERP Financials (with limited configuration experience)	10	3
Advanced Excel (Pivot Tables, Macros, Charts, lookup)	15	5
MS Office - Word, PowerPoint, Access	20	5

Strategy Development and Leadership	Years of Experience	Level
Defining organisational goals and objectives	20	5
Competitor analysis and market positioning	20	5
Business analysis and design	20	5
Business risk profiling	20	5
Preparation of comprehensive business plans with investment strategies	20	5
Strategy formulation, implementation and monitoring	20	5
Contribute to creating a vision for the company	20	5
Coaching, mentoring and succession planning	20	5
Contributing to management and other leadership forums	20	5

Customer Relationship Management	Years of Experience	Level
Point of contact with clients	20	5
Negotiate Service Level Agreements (SLA's) with clients	20	5
Preside over monthly performance review meetings with clients	20	5
Manage customer expectations utilising customer and user satisfaction surveys	20	5
Presentations to customers (Executive to technical)	20	5
Maintain records of customer relevant information utilising CRM software (SAP and Rainmaker)	15	5

Service Delivery Management	Years of Experience	Level
Identification of Key Performance Indicators (KPA's) as well as their underlying Critical Success Factors (CSF's) for achieving them	15	5
Service Performance and SLA benchmarking	15	5
Service Cost quantification	15	5
Implementation of ITIL Service Management Framework	15	5
Contract management of third party suppliers and outsourced services	15	5
Negotiation of Service Level Agreements with suppliers and customers	15	5
Manage SLA conformance exceptions to implementation	15	5
Reporting of SLA performance	15	5
Preside over monthly SLA review meetings with clients	15	5

Supplier and Contract Management	Years of Experience	Level
Understanding of PFMA, MFMA and other relevant regulations	15	4
Establishment of JV's, Consortiums and other strategic alliances	15	5
Drafting of partnership and other teaming agreements	15	5
Drafting of supplier agreements	15	5

IT Operations Management	Years of Experience	Level
Development and alignment of IT strategy to support business operations, reduce operational costs, manage risk and contribute to creating a competitive advantage	15	5
Deriving and implementing tactical IT plans from the IT Strategy	15	5
Performance evaluation and review of IT strategy and operational performance of IT function	15	5
Create, manage and report on IT budgets	15	5
Maintain accountability for all projects in the IT domain	15	5
Chair IT Steering and Team Leader committees	15	5
Enforce adherence to company corporate governance policies and procedures	15	5
Recruitment, retention, development and deployment of IT staff supported by balance scorecards	15	5
Coaching and mentoring of IT staff	15	5
Creation of standard operating procedures in line with ITIL best practices	15	5
Compilation of reports for inclusion in Board of Directors board packs	15	5
Research into new trends in the ICT domain	15	5
Technology review and evaluation	15	5
Analysis and optimisation of ICT infrastructure (reducing TCO and improving stability, availability and capacity)	15	5
Utilise a Six Sigma approach to quality management and continuous improvement	15	5
Management of mission critical systems, data centres and other IT related infrastructure	15	5
Establishment and management of a Service Desk	15	5
Contract management of third party suppliers and outsourced services	15	5
Disaster recovery, business continuity and capacity planning	15	5
Legal compliance (Licensing etc.)	15	5

Business Development	Years of Experience	Level
Identification of market segments and selecting target markets	15	5
Development of opportunity generation plans and prospecting for new clients	15	5
Opportunity analysis and deal qualification	15	5
Sales pipeline management	15	5
Solution crafting and proposal generation (RFI, RFP etc.)	15	5
Sales performance review	15	5
CRM population	15	5

Project & Programme Management	Years of Experience	Level
Development of project management documentation and templates in line with Prince II standards and PMBOK guidelines	10	4
Project feasibility assessments (business viability and technical attainability)	10	4
Project scoping (deliverables, time, cost, resources etc.)	10	4
Project risk identification, mitigation and management	10	4
Financial and cash flow management of project budgets to monitor the expenditures and costs against planned and realised benefits	10	4
Project stakeholder management	10	4
Project communication – internal and external	10	4
Management of project resources (dedicated and virtual teams)	10	4
Project negotiations and conflict resolution	10	4
Project quality control (on time and within budget, in accordance with the project plans)	10	4

Business Sector Experience

Business Sector	Years
Agriculture	1
Banking / Financial Services	10
Education	1
Government	10
Information Technology	11
Insurance	1
Logistics	0
Construction	11

Business Sector	Months
Manufacturing	9
Medical	1
Mining	10
Telecommunications	10
Retail	1
Software Consultancy	3
Hospitality	1

TECHNICAL PROFICIENCY MATRIX

I have provided a breakdown of my technical proficiencies and structured the information in the following categories:

- Methodology or case
- Databases
- Applications and tools
- Operating systems
- Messaging and collaboration
- Network and server software
- Programming languages
- Internet programming
- Communication / Network technology
- Network protocols and topologies
- Business Applications

LEGEND FOR LEVEL OF EXPERTISE	
1	Course / Training only
2	Limited Practical Experience
3	Solid Practical Experience
4	Extensive Experience
5	Expert Level

Methodologies

Methodology / Case	Months	Level
ADQ		
Bachmann		
Cobol Debug	2	1
DECForms		
DECRally		
Designer 2000		
Developer 2000		
ERWin		
Esperant		
IEW		
Infomet		
Install / I		
ISE		
Librarian		
Merise / 1		
Method / I		

Methodology / Case	Months	Level
Modular		
Natural / Architect		
NewLook		
OMT		
Predict		
Predict CASE		
Rational Rose		
S-Designor		
Smart DB		
Structured		
SUMMIT		
TeTrarch		
UML	36	3
Visible Analyst		
Warehouse Architect		

Database Management Systems

DBMS	Months	Level
DB2	7	2
Dbase	8	1
MS Access	132	4

DBMS	Months	Level
MS SQL Server	84	5
MySQL	10	3
Oracle 8i / 9i	6	2

Application and Tools

Application and Tools	Months	Level
MS-Access	130	5
MS-Excel	130	5
MS-Internet Explorer	100	5
MS-Outlook	100	5

Application and Tools	Months	Level
WordPerfect	6	3
Lotus Smart Suite	36	4
Adobe Acrobat	24	3
Crystal Reports	80	4

MS-PowerPoint	130	5	Hogan	12	2
MS-Project	100	5	Notes	6	2
MS-Word	130	5	PeopleSoft	6	2
QuattroPro	30	2	SAP	6	1
StarOffice	3	2	SAS	8	1
Visio Professional	36	5			

Operating Systems

Operating System	Months	Level	Operating System	Months	Level
Linux	36	2	Windows 95	60	5
NT Server	140	5	Windows Vista	6	3
NT Workstation	140	5	Windows 7	6	3
OS/2	10	3	Windows 98	50	4
UNIX SCO	6	1	Windows XP	12	4
Windows 2000	40	5	Windows Server 2003	4	2
Windows ME	12	4	Novell	12	2

Network and Server Platforms

Network and Server Platforms	Months	Level	Network and Server Platforms	Months	Level
Apache	12	2	DNS Servers	36	4
Exchange Server	40	4	SMS Servers	12	2
Firewall	6	1	Norton Antivirus	30	2
IIS/Web Servers	50	5	Trend Antivirus	30	3
Microsoft Terminal Server	12	3	Tivoli	3	1
Novell	12	2	Unicenter	6	2
Proxy Server	50	4	Seagate	24	3
RAS Servers	6	2	Sharepoint	36	3

Messaging and Collaboration

Messaging and Collaboration	Months	Level	Messaging and Collaboration	Months	Level
MSN Messenger	12	2	Microsoft Exchange	100	4
Novell GroupWise	24	2	Lotus Notes	30	2

Programming Languages

Programming Languages	Months	Level	Programming Languages	Months	Level
ASSEMBLER	12	3	Java	6	2
C	24	3	PL/SQL	8	2
C++	24	3	SQL	84	4
COBOL	8	1	VBA (MS Access)	36	3
Dbase	12	2	Visual Basic	160	5
Delphi	20	2	Visual C++	36	3

Internet Languages

Internet Languages	Months	Level	Internet Languages	Months	Level
Active X	6	2	Java Scripting	6	2
ASP.Net	6	2	JSP	6	2
ASP	36	4	VB Scripting	36	5
DHTML	36	3	VB.Net	6	4
HTML	40	5	Visual Interdev	6	3

Communication / Network Technology

Communication / Network Technology	Months	Level	Communication / Network Technology	Months	Level
Bridges	6	2	Routers	100	3
Cat 5 Cabling	100	3	Satellite Links	12	4

Hubs	160	4		Switches	12	3
ISDN	30	3		Novell	12	2
LAN	160	4		CISCO	6	2
Modems	90	3		VPN	6	2
Network Cards	160	4		WAN	36	3

Network Protocols / Topologies

Network Protocols / Topologies	Months	Level		Network Protocols / Topologies	Months	Level
ATM	12	2		NetBIOS	150	5
Ethernet	160	4		TCP/IP	160	4
IPX/SPX	100	4		Token Ring	40	3
NetBEUI	150	5		Fibre	6	2

Business Applications

Business Applications	Months	Level		Business Applications	Months	Level
Siebel	12	2		BizTalk	3	2
QuickBooks	12	2		SAP	6	2

REFERENCES

References can be provided.