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| **Situation/Obstacles** | **Objective** | **Action** | **Result – what was the impact on the business** | **Skill/Competence** | **Line on CV** |
| Data minimisation for GDPR – CSG | | | | |  |
| GDPR legislation came into effect on 25th May which impacted what data was able to be held in the data warehouse and data marts | Requirement to implement the deletion of data from the databases based on requirements.  Some data needed to be retained.  Also requirement to change how data was held in data warehouse so reflected retention policy applied to source systems. It was no longer allowed to keep data that was not in source.  This was supposed to be done by 25th May which was an unachievable deadline  Full impact analysis was required to end-users. They needed to know what audiences would be affected. | Worked with contractor to convert requirements into a design for the removal of data from warehouse and data marts.  Established design for putting data back in as required.  Established design for removing data not in source.  Worked with contractor to develop suite of reports for impact analysis.  Worked with contractor/dev team to implement design.  Reported progress to GDPR program manager.  Managed expectation of senior management as to when activity would be complete.  Deployed data minimisation over a number of phases.  Worked with project manager to define run-book for each phase.  Managed release and rollback strategy.  Worked during weekends as necessary. | Final phase of data minimisation went live November 2018.  No unexpected impact on end-users.  Data we were legally obliged to retain was reloaded. | * Solution design * Stakeholder management * Management of dev, test and contractor resource * Release and rollback management * Testing and QA responsibility * Commitment to delivery * SQL/T-SQL | Led GDPR compliance activities for the marketing data warehouse and data marts. The activities were completed in November 2018, ensuring the databases were in a legally compliant state. |
| Define and implement development workflow and Git flow for big data analytics platform – CSG | | | | |  |
| Big data analytics platform came out of initial build and into BAU. There was no defined development process which meant development was going through without review or proper testing.  Also, development environments were being used by multiple developers resulting in development being blocked. | Required a development process and Git branching strategy to be defined and implemented.  Solution to single development environment had to be found. | Worked with DevOps resource to implement virtualised development environments using Docker.  Consulted with developers to understand current development process and pain-points within it.  Consulted with SME about agile process.  Consulted with SME and other resource about standard Git process.  Designed development process based on standard software life cycle.  Designed git branching strategy  Documented in Visio.  Implemented as Jira workflow.  Communicated workflow to dev team.  Attended daily scrums to ensure development workflow was being followed.  Deputised scrum-master. | Development process was adopted and reduced incidents of bugs and reworks leading to faster deployment times. | * Knowledge of agile process * Knowledge of the use of Git * Knowledge of types of testing and environments they are applied to * Setting up Jira workflow * Setting up Jira report to monitor workflow * Find and utilise knowledge resource | * Defined, documented and implemented development workflow and Git branching strategy. This decreased the incidents of reworks and allowed deployments to go from monthly to weekly. |
| On-board HPCC developers – CSG | | | | |  |
| Initial build of analytics platform was running behind schedule due to lack of development resource. | Addition resource was required at very short notice. | Established that current off-shore supplier (Merit) could provide HPCC developers.  Investigated alternative supplier.  Negotiated contractual terms based on requirements from technical lead and obtained sign-off.  Created exercises that tested developers’ abilities and administered tests.  Established spec of required development environments.  Facilitated setting up the infrastructure to allow off-shore developers to work within our network.  Insured other developers shared working practices/documentation.  Insured they were set up on Skype for Business so could attend daily scrums  Once working, monitored performance and ensured they were being fully utilised.  Sought feed-back on developers’ performance and feedback to Merit management. | Because of additional developers, the project delivered on-time ensuring that X licencing costs were saved. | * Created and administered developer tests. * Contract negotiation | * Rapidly on-boarded three off-shore developers to a project development team. They were working in the team within two weeks, enabling a key delivery date to be met. The project won the company-wide achievement award in 2017. |
| Provide data for divested title (New Scientist) – CSG | | | | |  |
| New Scientist was divested by RBI in 2017. | Needed to supply an extract of data to the new owners of New Scientist and act as consultant to ensure they understood what data they had and how it fitted together. | Meet with NS technical team and various suppliers a number of time so I could explain what data was available and how it was modelled.  Created extracts of data using SSIS and iteratively made changes as their requirements changed.  Arranged for these extracts to be tested.  Created New Scientist-specific data dictionary.  Created schema diagram.  Supplied data on required cut-over date  Attended internal meeting every week to supply update to senior stakeholders | Error-free extracts successfully supplied on cut-over data.  New Scientist satisfied with service I supplied.  SSIS extracts were generic enough to use on another divested market the following year with minimal re-work | * SSIS development * Writing technical documentation * Stakeholder management * Data modelling | * Managed development of data extracts and wrote supporting documentation for New Scientist during its divestment. Data was supplied on the cut-over date and met all RBI’s legal commitments. |
| Create etouches data mart and integrate into data warehouse – CSG | | | | |  |
| New events platform was purchased | Etouches was required to be integrated into the data warehouse via a data mart.  A limitation of underlying data model did not allow key requirement to be met in straight-forward way (privacy) | Worked with BA to define requirements.  Communicated scope with stakeholders.  Established timelines with project manager and planned required resource.  Understood etouches data model and used to create preliminary schema for data mart.  Created brief for off-shore supplier (Merit) for integration work (required web-developer resource.)  Established what would be delivered, negotiated terms (including provision of support) and obtained sign-off.  Set up infrastructure to allow developer to work within our network.  Once delivered, managed testing and deployment of development.  Wrote mapping document from datamart to data warehouse.  Defined logic for dealing with how privacy was captured.  Briefed in work to database developers.  Managed development, testing and deployment of work. | Etouches data mart and integration into data warehouse went live to deadline. | * Data modelling * Managing dev team * Stakeholder management (PM, BA, Super-users.) * Creating technical briefs * Resource planning * Contract negotiation | * Managed the development of a data mart that integrated with Aventri event platform and the downstream integration into the data warehouse. Released in conjunction with the launch of the new platform and ensured users had uninterrupted access to events data. |
| Create Eloqua data mart and integrate into data warehouse - Marketing | | | | |  |
| Eloqua was being rolled out to most brands but report functionality was limited | Marketing teams, particularly analyst, had no straight-forward way to access their data from the front-end | Worked with product owner to understand and define requirements  Understood what was available through Eloqua API. It largely defined data mart schema.  Wrote brief for off-shore partner and ensured they understood requirements.  Negotiated terms and achieved sign-off.  Once delivered, managed testing and deployment of development.  Managed down-stream development to data warehouse. | Eloqua data available to data warehouse and marketing analysts allowing them to report on KPI (eg number of Marketing Qualified Leads.) |  |  |
| Create continuous delivery workflow for data warehouse – Unemployed | | | | |  |
| Release to the data warehouse were infrequent because they came with a large overhead. Features were released later than they could have been.  Also, testing was manual and was not always performed fully. | Requires change in culture within Operations team to allow dev teams to deploy to live.  Requires adoption by dev teams of object-based scripting which is more robust but more time consuming. | Created standards for development (eg object-based, JiraID tags.)  Created development workflow that covers process from an item being ready for development to deployment to live.  Created a PowerShell script to execute a build.  Created a PowerShell script to pull a Git branch.  Created Gitflow diagram.  Created Jira workflow |  | * GitBash * Powershell * GitHub * Jira workflow * Development workflow | Created a robust and optimised deployment solution for SQL databases based on the principles of continuous delivery and test-based development. Gained solid understanding of DevOps software development practices. |
| Create technical design for Alteryx project – CSG | | | | |  |
| This project involved creating an Alteryx workflow that loaded data from the data warehouse to Eloqua. | The project was in the build phase but it had been left to the developer to interpret requirements which had been done incorrectly. A technical design was required to show the developer how to build the Alteryx workflow | Understood requirements (though I was involved in defining some of them.)  Fed-back into requirements where they were unclear.  Interpreted requirements into a serious of data sets. Each data set had a logic and criteria for its creation. Actual SQL was supplied in some cases. Each data set had its own acceptance criteria. Data sets built on each other.  Documented design in Visio and Excel.  Briefed design to developers and testers.  In some cases, actually tested the data set.  Was available for any questions during build. | Project was able to progress with requirements being met. | * Ability to translate requirements into a data model * Test-driven approach to technical design | Created technical design documents for an ETL project, interpreting requirements in terms of a data model. This enabled the project to continue where it had become impeded. |
| Created Jira project – Marketing | | | | |  |
| No system in place for managing development or support tasks relating to data warehouse. Still used physical board which couldn’t be used once third-party developers were being used. | No one else had used Jira in Marketing. Got limited support from CSG. | Requested instance  Created project  Created dashboard  Arranged for all issues to be added into backlog  Defined status, epics, additional fields  Defined workflow  Created sprints  Created reports as required | Dev team were using Jira every day and was used in daily scrum | * Jira administration * Jira workflow * Development workflow | Created a Jira project and migrated backlog. Set up workflow, Kanban board and reports. This enabled workflow to be better managed and gave stakeholders a clear view of development items’ progress. |
| Created generic load solution – Marketing | | | | |  |
| There was a requirement to create a solution for loading data into the data warehouse that was not source specific. Any third-party or internal source that required data to be in the data warehouse could provide files in a particular format and followed certain rules. |  | Designed solution including control structure for SSIS load.  Developed an SSIS package that would loop through sources and load if correct, otherwise would log error.  Tested SSIS.  Created user-documentation (aimed at technical user) including tailored version for individual sources.  Briefed into third-parties as required. | Solution implemented successfully.  Continued to be used right to the end (new sources were being integrated as Diamond was being replaced.) | * Testing/QA * Solution design * User documentation * SSIS * SQL/T-SQL |  |
| Integration into Qualtrics – Marketing | | | | |  |
| There was a requirement to integrate the data warehouse into Qualtrics (third-party survey tool) | Requirement was complex. Required integration via API and so need architecture input.  Very engaged stakeholders | Created solution design that ensure the criteria of the feed could be changed without development.  Managed resource to develop API integration.  Performed SSIS and SQL Server development.  Managed expectations of stakeholders as development dead-line couldn’t be met (met them most days.) | Solution went live | * Stakeholder management * SSIS development * SQL/T-SQL * Solution Design * Able to implement strategic solution (could anticipate that audience criteria would change and hard-coding this would not be a long-term solution.) | Designed and managed development of a solution to integrate the data warehouse into Qualtrics. Enabled the implementation of continuous-NPS which increased the frequency of product feedback from 2 to 24 times in a year. |
| Development of data warehouse – Marketing | | | | |  |
| There was an existing data-warehouse that was developed in Oracle and managed by a third-party. There was a requirement to redevelop this in SQL Server with much more enhanced capabilities. | No experience of SQL. No development process at all. No BA, no tester, nothing. The current front-end tool had to continue to work with the database. | Interpreted requirements from Marketing stakeholders.  Defined overall design (ETL\_Staging, Consolidated, Presentation)  Worked with DBA to define Consolidated schema.  Came up with schema for “Presentation” layer that would work with Set Analysis.  Did most SSIS/SQL Development work.  Hired and managed contractors as required.  Managed installation and configuration of Set Analysis (BOBJ tool.)  Defined “semantic” layer for Set Analysis to use | New data-warehouse was delivered on time and met requirements. | * Solution design * Requirements gathering * Knowledge of principles of relational databases * Knowledge of normalisation/de-normalisation * Experience of configuring Set Analysis/Business Object * SSIS development * SQL/T-SQL |  |
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| Third parties needed access to RBI environments. These were VisualMetrics who needed administration access to live Business Objectives application server and for development. Also Merit developers who needed access to development environments |  | Needed to ensure all correct security documentation was completed particularly arduous for the admin access for VM.  Then set up development server for each development. Give them only the access they needed so sharepoint, some network location. By default they did not have the same access as I did.  Some developers had elevated access eg if I required them to trouble-shoot live issues. |  |  | Facilitated the set-up of infrastructure required for secure, third-party access to RBI environments. This was required to enable third-party support and for the establishment of an off-shore development team. |
|  |  |  |  |  | Set up an off-shore development team based in India. This additional resource significantly increased the amount of development that could be delivered. |

**Key skills**

Technical product owner - https://www.indeed.co.uk/Technical-Product-Owner-jobs-in-London?vjk=2f8375260c0e3b9f

Solution design

Data modelling

Stakeholder management

People-management

Ultimate responsibility for delivery

Resource planning

Release management

Technical skills: SQL, SSIS, Powershell, Git,