

Christopher Shortt

Data (Warehouse) Architect/Consultant

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Introduction

Chris has over 20 years of IT experience, primarily in infrastructure, software development and design, including expertise in data modeling, systems and application architecture, data warehouse architecture and design, business analysis and systems integration. He also has proven business skills in effectively managing project deliverables, service providers, budgets, staff and client relationships.

Professional Experience

BI Review, Switzerland

October 2009 – Present

Co-Founder

BI Review (www.bireview.org) is a website where tools, methodologies, schools of thought, architectures relating to Data Warehousing, Business Intelligence, **Data Governance**, Analytical Reporting, and other related areas, are reviewed by experts that use and have used these tools and methodologies, study and have studied these schools of thought and implement and have implemented these data and system architectures. The experts are not affiliated with any particular vendor nor closely tied to one BI or DHW organization or another. We have experienced the pains and the rewards of implementing data warehousing, business intelligence, and analytical reporting solutions and give the reader the benefit of our experience.

Orange Communications, Switzerland

July 2002 – November 2009

Senior Delivery Analyst

Jan – November 2009

Achievements include:

- Led the licensing negotiations of key ETL (DataStage) and Reporting (Business Objects XI) with vendors, resulting in a savings of almost one million Swiss Francs,
- Led a team responsible for determining the impact of replacing all the major source systems for the data warehouse,
- Led a team responsible for documenting the business requirements necessary for the replacement of all the major source systems for the data warehouse,
- Engaged the business users to quantify business requirements and then to provide solutions that satisfied the business requirements, keeping a focus on time to market, the quality of the deliverables, and interfacing with the prime developer,
- Wrote feasibility studies for potential project solutions which included enhancements to existing data models, or creating new data models, functional and technical specifications, testing of delivered solutions and providing assistance to the business users during and after the rollout phases

Data Warehouse Projects Technical Director

Feb – Dec 2008

Orange Dominicana, Dominican Republic (temporary employee transfer)

Consulting to Orange Dominicana and reporting to the Director of Administration of IT Services:

- Provided knowledge transfer of enterprise data warehousing and corporate business intelligence,
- After analysis of the current systems architecture of the data warehouse, successfully convinced the senior management board to approve a two million US dollar program to re-architect the existing data warehouse into an enterprise data warehouse and the downstream reporting applications to allow them to stay ahead of the growth of the customer base.

Within that project:

- Provided functional and technical guidance for all the projects to ensure proper implementation of the recommendations,
- Created the functional specifications for the new data warehouse components as well as the conceptual, logical and physical data models for those components,
- Implemented and used PowerDesigner for the design and documentation of the new architecture,
- Acted as the single point of contact for data warehouse issues, as the impact of the projects spanned the entire organization.

After project initiation, responsibilities included:

- Implementing enhancements to the existing source code to increase the performance and stability of the code,
- Working with the database administrators to implement enhancements to the Oracle database to reduce storage requirements and stabilize data loading processes,
- Managing the coordination of the impact of the projects on the business units by engaging senior management in the process,
- Established the foundations for data governance of the data warehouse by creating and establishing the ground rules for a "user group" of business representatives and reported status of projects to senior management,
- Providing senior management with recommendations for and implementation of organizational structure changes required allowing the data warehouse and business intelligence teams to operate more efficiently.

Corporate Business Intelligence Delivery Manager (acting)

Jan – Dec 2007

As the interim Delivery Manager for Corp. BI:

- Managed overall responsibility for the data warehouse, including quality of deliverables from projects, architecture of the data warehouse, standards and development guidelines for software solutions built to populate the data warehouse,
- Management of team of six internals and 10-20 externals,
- Coordination of team deliverables with the impacted business units,
- Maintaining lines of communications with business area managers,
- Coordination of changing business user priorities with the delivery schedules of the team.

Senior Data Warehouse Architect

Feb 2004 – Dec 2006

As the lead architect:

- Enhanced and implemented development standards, guidelines and best practices for the teams developing reporting solutions for the data warehouse.
- Accountable for the data warehouse architecture (conceptual, logical and physical data models) that considered existing and future projects and business needs,

- Maintained the data warehouse data models using UML class, component and sequence diagrams in Mega and other diagramming tools,
- Reviewed project proposals to look for common requirements in order to harmonize development efforts,
- Integrated reporting solutions into the core data model of the data warehouse,
- Implemented a meta-data model for the data warehouse,
- Implemented a data quality capture mechanism for the ETL as well as setting the guidelines for the capture and reporting of data quality measures,
- Mentored other Infrastructure team members, and monitored the quality of the deliverables of the development teams,
- Collaborated with the other enterprise architects to maintain an enterprise vision for the systems and data architecture,
- Established an internal website to communicate knowledge of the data warehouse and the information within it to the organization, and publish the data dictionary to help with the resolution and reconciliation of data definitions across the organization.

Data Management Team Lead

Jul 2002 – Jan 2004

As the team lead of the Data Management team, managed a team of four persons that:

- Implemented new Data Quality standards and processes for the operation, and enhancements of the data warehouses for the Technical Solutions group,
- Specified and implemented a metadata layer into the Data Intelligence Platform (data warehouse),
- Provided input into all aspects of development and maintenance that affected data quality, such as Oracle security, application security, source code control, document management, development standards, and sub-system architecture,
- Investigated data quality issues and bug reports, providing solutions to the rest of the development teams.

Cedar Consulting

May - July 2008

Enterprise Strategy Consultant

As an enterprise strategy consultant to the United Nations Department of Peace Keeping Operations:

- Was the primary author of a strategy paper discussing the business case for implementing a Master Data Management system, preceding preparations for the implementation of UN-wide ERP systems. The purpose of the document was to explain the role of Master Data Management in implementing an enterprise view of data assets and the departmental information systems that manage that data. The document also included a section on the reasons for and a methodology for implementing data governance across the enterprise.

Shortt Oleniuk Consulting Inc.

Mar 1997- Jun 2002

Managing Partner

Working partner responsible for local and international projects, which included:

- Exceeding performance requirements for the data loading, summarizing and database generation of the search engine database for Ask Jeeves Inc. (online search web-site based near Boston, USA).

- Enabling Encirq Inc. development staff to maximize their utilization of Oracle databases in their on-line and off-line database environments by building a comprehensive set of policies, procedures, standards and documentation for the installation and maintenance of all required Oracle databases, the use of Oracle features in program code that interfaced with the Oracle databases, and the design and development of a proper data warehouse. Also responsible for development of configuration management and software release strategy management (dot-com start-up based in San Francisco, USA)
- Providing knowledge transfer to Fiserv's DBA and management allowing them to develop a web-based application ported from another database product to Oracle. Knowledge transfer included mentoring the DBA on all aspects of Oracle database administration and management (US financial company based in Fort Lauderdale, USA)
- Working in Japan and Canada with the Implementation and Deployment Group of Saville Systems Inc. on the successful development and implementation of a customization project for Japan's NTT-Global. The software was a customized version of Saville's Convergent Billing System for telecommunications service providers.
- Providing corporate database administration in a core outsourcing team, providing leadership in the development of application standards, development standards and the investigation of new tools and applications, to ensure the success of development projects. Championing the move to multi-tier application architecture that was adopted by the department for future software development, easing the development, maintenance and deployment of those applications.

EDM Management Systems Inc.

Oct 1991 - Mar 1997

Senior Consultant

As a senior consultant for EDM, responsible for a number of projects, including:

- Leading a development team that enhanced the performance and ease of maintenance for the Senior Benefits Administration Program for Alberta Community development
- Developing and implementing department-wide policies and procedures for the standardization and use and management of all department data, as well as enterprise-wide conceptual and logical data modeling, reporting directly to the director of the Information Services Branch of Alberta Economic Development and Tourism
- Database administration for the Information Services Branch of Alberta Economic Development and Tourism
- Providing "fund-raising systems expert" services to a business process re-engineering team dealing with the fund-raising functions of the United Nations High Commissioner for Refugees.
- As a leader of an EDM team, providing systems implementation, technical support, user-training and documentation for clients who purchase the fundraising system
- Writing a discussion paper entitled "Internet Data Exchange and Presentation Standards" that was presented to the Adult Learner Information System Steering Committee
- Designing and developing the Investment Matching System for Alberta Economic Development and Tourism

- Developing and implementing the Child Welfare Information System for Alberta Family and Social Services
- Developing a data model and documentation, systems documents, and guidelines for the development of user manuals for the Land Planning Branch of Alberta Public Works, Supply and Services
- Providing systems review and recommendations for optimization of computer environments and networks for the Alberta PreHospital Professions Association
- Developed and implemented a data exchange system for the transfer of employee data between the payroll systems of major clients and The United Way's Fundraising System, for the United Way of Alberta Capital Region
- Team Lead for a large fund-raising system for the United Way of Edmonton, successfully re-engineering the FundRaiser application in six months, after the failure of a one and a half year initial development effort

Self-Employed

Jun 1984 - Sep 1991

Senior Analyst/Programmer

As a contract senior analyst/programmer, worked on several software development projects, including:

- Developing the Oil and Gas Sales Administration System (OGASAS) for Alberta Energy/Forestry, Lands and Wildlife which included developing an algorithm for performing set operations on multi-dimensional land descriptions, solving a problem that had existed for seven years within the department
- Developing an Inventory and Invoicing system for Probusiness Centers Ltd.
- Developing a Preventative Maintenance Program for underground mining equipment for Canam Mining Equipment Inc., utilizing maintenance histories of components to predict future failures and generate optimal maintenance
- Developing a Tachograph Information application for commercial resale, to run in a stand-alone environment. This application used an assembler interface to download information from an electronic tachograph chart reader and produced several management reports from the data
- Implementing an accounting package that included Payroll, GL, AR, AP for Canam Mining Equipment Ltd.
- Developing and implementing an Inventory and Invoicing system for Canam Mining Equipment Inc.
- Developing and maintaining a billing program for Mobilcom Inc., for billing pager clients that reduced their billing cycle from two weeks to 4 hours

Speaking Engagements:

Invited to present keynote speech at the Business Intelligence conference in Warsaw, Poland on February 20, 2009.

Presented "Automated Knowledge Discovery & Code Quality Review for the Development

Lifecycle", at the first Software & Systems Quality Conference in Geneva, Switzerland on May 20, 2008

Chairman of, and presented "Leveraging Data Information Management to Maximize the Quality of Your Information Assets" at 3rd Annual Business Intelligence Conference in Amsterdam, The Netherlands, September 20-21, 2007

Presented at 4th Annual Telecoms Business Intelligence, London, England, October 3-4, 2007

Presented "Re-defining the Organization, Roles, Responsibilities and Key Functions of BI" at Business Intelligence For Telecoms Operators, London England, London, England, June 5-8th, 2007

Presented "What BI can bring to CRM" seminar at 3rd annual Telecoms Business Intelligence Conference in Amsterdam, Netherlands, Sept. 2006

Professional Development

Certified Business Analyst Courses, Skilsoft, 2009

Attended 2nd Annual Telecoms Business Intelligence Conference in London, England, 2005

Attended Teradata Users Conference in Frankfurt, Germany, 2005

Attended The Data Warehouse Institute Conference in London, England, 2003

Education

Bachelor of Science Degree, University of Alberta

Courses in Computers and Business Data Processing, University of Alberta

Courses in Analysis, Data and Process Modeling, COBOL, FORTRAN, University of Alberta

Specialized Product Training

Oracle Certified Professional DBA, 1999

Designer/2000 - Designing and Building Applications, Oracle Corporation Canada Inc.

Designer/200 - Modeling Applications and Databases, Oracle Corporation Canada Inc.

Oracle Master DBA Certificate, Oracle Corporation Canada Inc.

Administer the Oracle Database II, Oracle Corporation Canada Inc.

Administer the Oracle Database I, Oracle Corporation Canada Inc.

Tune and Troubleshoot the Oracle Database, Oracle Corporation Canada Inc.

Develop Complex Data Models and Design Databases, Oracle Corporation Canada Inc.

Enterprise Desktop Management - Effective Implementation, Novadigm, Inc.

Advanced SQL Tuning and Performance, Platinum Technologies

Tools and Technology Experience

Product Competencies

- Oracle database, 7 to 10gR2
- Oracle Designer
- SQL Developer
- Several modeling tools
- PL/SQL, SQL, Java programming languages, plus others

Project Competencies

- Team management
- Technical, Project Lead skills
- Systems Architecture
- Software development
- Data modeling
- Data analysis and conversion
- Business Analysis