

Norman L Martin

Certified Scrum Master® (CSM®)
 Certified Scrum Product Owner® (CSPO®)

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PROFESSIONAL SUMMARY

A data leader and mentor who provides best practice expertise, thought leadership and team-focused execution in the areas of:

Data Management	Data Governance	Data Quality Validation
Compliance Assessment	Data Controls Testing	Data Certification
Process Design & Execution	Project Management	Engagement Management
Agile	Scrum Master	Scrum Product Owner

EXPERIENCE

5/2016 – Present

U.S. Bank

Charlotte, NC

Vice President, Senior Enterprise Data Quality Governance & Control Lead

driving U.S. Bank's data quality & governance program, defining the processes, operating model, tool governance, and policy changes while providing deep subject matter expertise around data governance principles, procedures, and disciplines for the business lines and corporate support functions.

- **Driving** the development of capabilities that will improve and sustain the governance, management, protection and value of U.S. Bank's data assets.
- **Supporting** ongoing policy development to enable compliance with regulator expectations as well as enable improved management decision-making and achievement of company strategies.
- **Defining** approaches and guidance materials around core capabilities needed to grow U.S. Bank's data governance capabilities for data quality, common taxonomy, change control, reference data, master data management and data protection.
- **Partnering** with business lines to deliver clear guidance on policy requirements to allow for adoption by business lines. Collaborating with IT to help provide requirements to develop a more robust and streamlined data architecture and tooling.
- **Providing** Data Governance Leadership for the development and documentation of KPIs/KRIs, identification of risk and development of remediation approaches and plans.

Union Bank Data Integration Lead

Data Quality & Governance Lead for data integrated from U.S. Bank's acquisition of Union Bank (MUFG), including: 1 million consumer accounts; 190,000 business banking clients; 50,000 high-net worth and affluent households; and 700 commercial relationships.

Data Quality functions included:

- **Data Quality Planning:** Defined checkpoints where Data Integrity (DI) and Quality (DQ) would be validated.
- **Data Integrity Checks:** Data Integrity checks to ensure received data complete and key information accurate (Quantitative).
- **Data Quality System of Record Validation:** Testing / validation using a risk-based approach to ensure converted data met requirements and integrated with existing customers, accounts, and processes as expected.
- **Data Quality Downstream Validation:** Testing with critical downstream systems to ensure converted data met requirements and integrated with existing customers, accounts, and processes as expected.
- **Management and Remediation of Data Quality issues:** Data Quality Defect (DQD) for Acquired Data to identify a defect or quality issue traceable back to the seller's data source which required corrective action or compensating measures in order to avoid significant customer or business impacts.

Over 164 systems of record (SOR) integration events occurred with conversion to 179 U.S. Bank Authorized Data Sources. Post-conversion data quality validation, credible challenge, and downstream reviews were conducted for 61 Enterprise Key Business Elements aligned to 31 SORs and 8 downstream systems.

2/2010 – 5/2016

Bank of America

Charlotte, NC

Vice President, Enterprise Data Management Governance & Control for the enterprise, serving as a full life-cycle enterprise data management evolution stakeholder, performance leader and contributor, from initial inception through multi-

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generational maturation:

- 2010 – Enterprise Governance implemented the system-level Data Management Accountability Policy (DMAP).
- 2012 – Enterprise Governance approved the initial Enterprise Data Management Policy & Standards, founded on Basel II requirements.
- 2013 – Quality control testing began for the first cycle of standards adherence.
- 2014 – The Enterprise Data Management Policy & Standards were expanded to support BCBS 239, Risk Data Aggregation.
- 2015 – End-to-End data and controls testing and Authorized Data Source Certification was implemented.

Data Controls Testing Lead for end-to-end data control testing. Led the execution of controls testing as a business-as-usual evidence-based model to assess the effectiveness of a Business/Global Control Function's data quality controls in isolation, from a Supply Chain Control architecture and domain of data perspective inclusive of:

- Definition of design and operating effectiveness testing objectives.
- Scoping/sampling/scoring methodology.
- Script development/artifact alignment.
- Control testing facilitation.
- Quality management for test execution.
- Observation management.

Authorized Data Source (ADS) Certification Lead for Enterprise Data Management requirements. Led and executed the ADS certification process aligned to Enterprise Data Management requirements. ADS certification provides independent checks on critical financial data elements. Certification assures data consumers of the ADS that the source of critical information has been independently verified to have solid processes and quality data.

Enterprise Data Management Policy & Standards Compliance Assessor for Enterprise Data Management full life-cycle data management standard releases.

RESPONSIBILITIES:

- Assisting in the development of and performed the end-to-end quality control (QC) testing process tied to measuring adherence to the Enterprise Data Management Standards. Process included:
 - ✓ Test script creation and execution
 - ✓ Evidence collection
 - ✓ Controls development
 - ✓ Assessment results capture
 - ✓ Schedule creation
 - ✓ Scoring methodology
 - ✓ Issue tracking and escalation
 - ✓ Presentation of findings
 - ✓ Scorecard reporting
 - ✓ Metrics
 - ✓ Creation of communication materials.
- Performing QC testing, as well as engaging with data steward executives and local governance groups across the enterprise to provide guidance on attaining adherence with Enterprise Data Management Standards.
- Executing change control process utilized by data steward executives.
- Executing annual adherence plan submission process used by data steward executives to obtain EDM leadership approval on scope of work for standards adherence and risk-based rationale.
- Assisting in the development and execution of processes to track and report enterprise-wide adherence status.

1/2009 – 6/2011
President/CEO

Acclamatio!

Davidson, NC

Founder and president/CEO for a web 2.0 social media services company for small to medium businesses in the lodging industry. Acclamatio! used ethical social-networking processes and practices to market, manage and monitor guest experiences before they write a review, giving lodging industry management a chance to resolve problems before

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they turn into a negative review.

12/2007 – 12/2008 Wells Fargo Charlotte, NC
Risk Data Quality Business Analyst / Senior Project Manager / Consultant
Risk Data Quality Business Analyst for the Risk Management Group of Risk Information Strategy & Governance. Responsible for developing, implementing, and maintaining data quality management (Basel II compliance) planning and assessments for data in all divisions of the organization.

RESPONSIBILITIES:

- Assessing current compliance activities, identifying areas of high risk, and evaluating risk factors in coding and documentation practices.
- Developing, implementing, and maintaining a standardized, organization-wide, quality data management (compliance) plan and assessment program to ensure compliance with external regulatory (Basel II) and accreditation requirements, ensure consistency of quality data for the organization's internal data needs, and identify, investigate, and prevent violations.
- Developing, implementing, and maintaining standardized, organization-wide policies and procedures to monitor the success of the quality data management plan, review areas of risk, investigate identified issues, report data analyses, and take appropriate steps to correct violations.
- Establishing, implementing, and maintaining a formalized review/certification process for compliance, including a formal review (audit) process.
- Providing consulting services in the area of data quality management to individuals, special projects, and executives throughout the organization.
- In partnership with appropriate personnel, developing and implementing standardized, organization-wide data and Metadata guidelines and documentation requirements and developing and implementing training and educational programs.

Project Manager for Business Intelligence Competency Center (BICC) initiatives. Basel II Framework-compliant program and project management for full SDLC. The Basel II Framework measured the underlying risks in banking and provided stronger incentives for improved risk management. It built on the 1988 Basel Capital Accord's basic structure for setting capital requirements, and improved the capital framework's sensitivity to the risks that banks actually face. This was achieved in part by aligning capital requirements more closely to the risk of credit loss, and by introducing a new capital charge for exposures to the risk of loss caused by operational failures.

PROJECTS:

- **Regulatory Capital Calculation Engine (RCCE)**

In the bank's capital environment under Basel I, performing regulatory capital calculations was primarily a General Ledger-driven process, with some subsystem data extracts. The bank did not have the systems needed to gather, manipulate, report, and store the data needed to meet the calculation and reporting requirements of Basel II. This project implemented a regulatory capital calculation engine (RCCE) and a Pillar III process to enable Corporate Accounting and Reporting to meet the Basel II calculation and reporting requirements.

In partnership with the Structured Transactions and Analytical Research (STAR) team, BICC developed Retail Credit Risk Statistical Models to calculate and assign the risk parameters required for Basel II at the loan level. The output of these models was then loaded into the Risk Data Warehouse (RDW) in the Risk Information Management Environment (RIME) to provide data for RCCE.

The RCCE was the result of the bank's Basel II implementation. The RCCE received data from the RIME, the General Ledger and other bank systems. The data received included loan-level information for commercial loans, trade-level information for traded products, segmented information for retail loan products, and trade-level data for securitizations. The Finance Department used the data and financial information input to calculate risk-based capital ratios.

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- **Reference Data Exceptions Management Process (RDEMP)**

At the bank, data integrity efforts were essential in providing quality information for compliance. Data integrity was also fundamental to attaining quality information for making good business decisions. This requirement was necessary to satisfy the Basel compliance requirement for Advanced Data Management Practices (ADMP) for maintaining a high level of data quality. It was in place to ensure that the information gathered in an application would be complete, congruent, reliable and consistent, in an effort to achieve the highest level of integrity and data quality.

Reference data had the potential to be loaded into RIME with errors. In the target state, RIME implemented a process to ensure that the data met Basel compliance and ADMP standards.

Reference data exceptions occur during the RIME monthly data load cycle when some of the data elements received from the source system did not find a corresponding match required in reference data tables in the Risk Data Warehouse (RDW). The bank needed an exceptions-management solution. This solution was used as a mechanism to enter information prior to the month-end processing, for preventing future exceptions, and for correcting exceptions detected during the five-day end-of-the-month processing window.

RDEMP enabled the identification, tracking, reporting, remediation, and/or correction of reference data exceptions. Key functionality within the RDEMP consisted of:

- Collecting and storing original data for reference data exceptions with enough information to enable root-cause analysis.
- Applying exception remediation to applicable Reference Data Tables and Base tables in RIME.
- Managing reference data exceptions through the Data Stewardship Community (DSC).
- Closing out reference data exceptions.
- Collecting and storing data relating to reference data exceptions management, with enough information to enable metrics and trend analysis.
- Maintaining audit trails for changes.

10/2005 – 12 / 2007 BI Discoveries Charlotte, NC **Senior Business Intelligence Project Manager / Consultant**

Project Manager for the number-two home improvement retailer, working on MicroStrategy business intelligence initiatives. Responsibilities included Sarbanes-Oxley-compliant, 360-degree project management, including project charter, project financials, project work plan, project approval, status reports, project quality checklist review, end-of-project metrics, project completion, issue resolution, scope change, knowledge coordination plan, knowledge transfer and risk management documentation.

PROJECTS:

- **Transload Distribution** *(\$1.2 million budget)*

Existing logistics operations were not equipped to efficiently manage the company's increasing import product sourcing. Import sourcing was expected to grow at a rate of two times annual sales through 2012, in order to secure the most competitive prices for customers. An additional tier was added to the existing distribution network, to better manage the increased import volume. The tier consisted of two import facilities - transloads - used for high-volume crossdocking of imports inbound to the distribution centers.

A business need was identified to provide a transload business intelligence reporting solution. Microsoft Data Transformation Services ETL (DTS/SSIS) scripts were created to export, transform and load data into a Microsoft SQL Server data-mart from Teradata. MicroStrategy reports and metrics were created to provide the business users insight into weekly forecasts for demand, orders, receipts and inventory positions, as well as increase the supply chain visibility to inbound shipments. The reporting solution also provided users the ability to do comparisons between the different weekly forecasts, as well as

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comparing the forecasts against actuals as a means for controlling execution against a defined order strategy.

- **Installed Sales Executive/Management Scorecards**

(\$1.9 million budget)

Installed Sales represented \$3 billion in yearly sales for the client, with a growth opportunity to deliver as much as \$5 billion within the next three years. The current business model and support processes did not allow the client to realize the potential growth. The current infrastructure and processes lacked 1) the reporting to monitor and manage a large-scale business, 2) touch points with the customer and installer to provide superior customer service, and 3) project-driven solutions. The guiding principle of the program was to implement a scalable, store-based model for installed sales that drove sales, increased customer satisfaction, and was embraced by the front line.

The Installed Sales Executive/Management Scorecard Reporting Project provided analytical reporting through MicroStrategy and measured performance of the client's installed sales program for operational, categorical, service level and area installation management analysis, enabling insight and leading to increased profits as better business decisions were executed through providing the business intelligence necessary to support the growth that would occur.

- **Supply Chain Data Management**

(\$2.75 million budget)

Business intelligence reporting was a major component of decision-making and managing the day-to-day operations in the Supply Chain organization for the client. The existing operational systems were established to support detailed business processes and transactions, rather than meeting business information needs. Often, information gathering and reporting were not considered as requirements in IT-executed projects. As a result, the business had developed inefficient, inconsistent, and high-risk methods for obtaining the necessary data for reporting from production systems.

Data was extracted directly from production and reporting environments that did not contain all the information needed to perform trend analysis or manage exceptions. Data extraction from the production environment caused contention with production jobs and processes. As a result, data extracts for reporting and analysis were often cancelled or delayed, impacting business operations. In addition, the download functionality of the reporting environment was not intended to process the volume of data needed for Supply Chain reporting and analysis, and download failures were frequent. This also caused download failures for other users, and consumed large amounts of Teradata resources.

Supply Chain had worked to meet their reporting/analysis development and production goals with the primary database tools available to them. However, the tools were ultimately incapable of storing the large volumes of data required for requested Supply Chain operational reporting and analysis. This had necessitated the creation of inefficient data structures over multiple data containers.

Management reporting and decision-making required large volumes of detailed historical information structured in a manner that allowed the extraction of meaningful information. The volume of Supply Chain data surpassed the capability of available tools, and the Teradata warehouse did not maintain enough history or contain all necessary information. As a result, a number of the high-priority Supply Chain reporting processes were at risk for failure. These were migrated to SQL Server as an interim solution to mitigate the risk.

Extensive gaps existed in the data warehouse. In order for the business to compile needed information for reporting and analysis, many processes required manual intervention for extracting the data. This resulted in data that was easily corruptible, possessed a high failure potential because of instability, and was not supported by IT. Also, reporting based on this data contained conflicting metric definitions, inaccurate status information, and incorrect

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performance measurement information.

This Supply Chain Business Intelligence Reporting project closed the data gap of information required for Supply Chain reporting and analysis in IT production-reporting systems, confirmed metric definitions, and developed standardized reporting and dashboards in MicroStrategy. This significantly improved decision-making capabilities in the Supply Chain organization. Benefits included alleviating impact to production systems, and defining and delivering standardized reporting processes, KPIs, metrics, reporting, and ad hoc analysis capabilities through a production-reporting environment.

The project provided centralized storage of data elements and analytical reporting, allowing the business to focus on using information, as opposed to producing and maintaining it. This centralization of the data and reporting reduced redundancies in reporting and reliance on non-standard tools and data extraction, and helped ensure that performance measurement definitions were accurate and agreed upon by all users of the information. The goal of the project was to provide IT-supported system reporting and analysis for the following seven Supply Chain processes:

Replenishment Exception

- Stocking
- Replenishment
- Order Analysis

Forecasting/Safety Stock

- Daily/Weekly Forecasting
- Safety Stock Analysis

Replenishment Monitoring

- Import Management
- Replenishment Systems Monitoring

Product Flow

- Freight Optimization
- Channel Management
- Scorecard Analysis

Cycle Time

- Daily Demand Turn
- Distribution Shipment Notices
- Distribution Center Cycle Time
- Lead Time Variability

Distribution Center Flow

- DC In-Bound/Out-Bound Flow

RPI

- Replenishment Process Improvement

09/2002 – 10/2005

AllPoints Research

Winston-Salem, NC

Director of Technology

Director of Technology, providing support for development, implementation, operation, monitoring, and evaluation of all facets of technology. Provided leadership in identifying hardware and software purchases, and ensuring that they were consistent with corporate needs and self-defined technology guidelines. Coordinated and delivered staff development on technology competencies. Provided leadership for short- and long-range planning for all technology initiatives: vision; goals; program objectives, strategies and activities; infrastructure; staffing; training; evaluation; and budgeting.

02/2000 – 09/2002

Stratapult

Winston-Salem, NC

Practice Manager/Technical Sales / Senior Consultant

Implementation Lead and Project Manager for a national telephony .com company, for an 11-license implementation of Pivotal Relationship 2000, including client and

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mobile users. This implementation included full life-cycle ownership and responsibility of all administration, customization and project-management activity from start to finish of the full implementation life cycle.

Implementation Lead and Project Manager for a national consulting company, for a 100-license implementation of Pivotal Relationship 2000, including client and mobile users. This implementation included full life-cycle ownership and responsibility of all administration, customization and project-management activity from start to finish of the full implementation life cycle.

Senior Consultant positioning and proving Stratapult products, services and solutions in proofs-of-concept (POC) to address clients' business and IT needs. This included working with account teams to accurately understand customer issues that were the impetus for considering Business Intelligence (Cognos), Customer Relationship Management (Pivotal) and web-centric solutions.

02/1999 - 02/2000 Kaplan Early Learning Lewisville, NC

Senior Manager / Analyst

Development and Technical Senior Lead for a full life-cycle implementation of PeopleSoft 7.5. Modules successfully implemented included Accounts Payable, Accounts Receivable, Billing, Distribution, Order Management, Purchasing and OLAP reporting. New modules written using third-party products (Visual Basic 6.0, Mailers +4) included CASS (Address Verification), Freight, and a dynamic warehouse management interface to their existing warehouse management system.

06/1997 - 02/1999 Cambridge Technology Cambridge, MA

Senior Manager / Consultant

Technical Lead and Project Manager for a global retail corporation, responsible for the creation of PeopleSoft 6.0 Accounts Receivable SQR reports and data conversions, and Crystal Reports.

Senior Technical Lead for a Big Three fast food corporation, for the creation of Human Resource and Financial conversion and reporting PeopleSoft 7.5 SQR applications.

Consulting Technical Trainer for an international research laboratory, facilitating training for PeopleSoft 7.0 Query and Crystal Reports report development.

Technical Consultant for a prestigious university founded in 1746. Responsible for the creation of PeopleSoft 7.0 SQR reports assisting the university's financial administrators in administering and controlling project and grant budgets.

Technical Lead for a global retail corporation. Responsible for the creation of a Visual Basic for Applications interface tool created in Microsoft Excel for the sole purpose of viewing previously created nVision financial reports with drill-down capabilities. This interface allowed client associates who did not have access to PeopleSoft 6.0 nVision the ability to perform "what-if" analysis on financial data using the familiar Microsoft Excel spreadsheet tool.

Lead Analyst for a global financial publisher and translation corporation. Responsible for the analysis and installation of PeopleSoft 7.0 GL/AP patches, creation of conversion and reporting SQRs and GL/AP nVision report specifications.

Technical Lead for a national telecommunications company, assigned to the Marketing and Materials Management groups. Defined and pioneered the use and adoption of rapid application development methodologies for design and code construction. Conceptualized and then managed the design, construction and successful implementation of PeopleSoft 5.0 and intranet business systems. Wrote and deployed coding, user interface and methodology standards for the development teams.

Project Manager for an international metals company. Responsible for project management of the Customer Forecasting System (CFS), the Automatic Inventory Replenishment system (AIR) and the Distributive Forecasting System (DFS). These EDI-driven systems allowed this client to forecast high-volume sales and provide just-in-time restocking based on the customer's direct forecast of inventory usage.

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- Analyzing, designing and developing the Open Payment Interface system, a client/server system developed with Visual Basic 5.0 and Microsoft SQL Server. This Windows-based system allowed the free exchange of payment data and process monitoring from receipt to payment.
- Performing project management for client custom package applications. Systems analysis, design and programming for corporate business systems.
- Re-designing the process and re-engineering the techniques used for the corporate rollout of PC desktops and of applications to the user desktops. This project also included establishment of a corporate training initiative and the development of the processes and tools used to track corporate training.
- Analyzing systems, and designing and building applications for distribution support systems, such as radio frequency shipping, receiving and inventory control development.
- Designing and creating marketing collateral, CD-ROM advertising, demonstrations, presentations and surveys.

05/1982 - 11/1991 Consulting Various Corporate Clients**Consultant**

Project Management/RPG consulting for leading corporate clientele.

EDUCATION**East Carolina University Greenville, NC**

Hospitality/Tourism Management

Marshall University Huntington, WV

Information Systems

SKILLS

Skill Name	Last Used
Data Governance	Current
Data Management	Current
Data Compliance	Current
Data Assessment	Current
Data Cleansing	Current
Data Mapping	Current
Data Policy, Procedures, Standards Development	Current
Data Controls Testing	Current
Master Data Management	Current
Metadata Management	Current
Reference Data Management	Current
Microsoft Power Platform	Current
Microsoft Power Apps	Current
Microsoft Power Automate	Current
Microsoft Power BI	Current
Microsoft SharePoint Online	Current
Microsoft Office 365	Current
Microsoft Visio	Current
Microsoft Project	Current
Project Management	Current
JIRA	Current
Access Management	Current
SQL	Current
Reputation Management	2011
Customer Relationship Management (CRM)	2011
Salesforce	2011
Project Office	2008
Sawtooth Survey	2008
Practice Management	2008
Microsoft SQL Server	2008
Microsoft SQL Server DTS/SSIS	2008

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MicroStrategy	2008
Teradata	2008
Microsoft Windows Web Server	2005
Microsoft Windows 2000 Server	2005
Microsoft Windows Small Business Server	2005
Microsoft Exchange Server 2000	2005
Visual Basic	2003
HTML	2003
JavaScript	2003
Erwin	2003
Pivotal Relationship	2002
Cognos	2002
PeopleSoft	2000
SQR	2000

Certifications

- Certified ScrumMaster® (CSM®)
- Certified Scrum Product Owner® (CSPO®)
- MicroStrategy Report Developer
- Pivotal Relationship Administration, Fundamentals and Advanced
- Pivotal Relationship Customization, Fundamentals and Advanced
- PeopleSoft Tools & Development
- Visual Basic Application Development
- PowerBuilder Application Development
- Cognos PowerPlay/Impromptu, Fundamentals and Advanced