



PERSONAL PROFILE Victor Rambau

**MBA (Milpark Business School),
MAP (Wits Business School),
B Tech Production and Operations (Wits Technikon/ University Of Johannesburg).
Working Experience (18 years)
4 Years Junior Level
7 Years Senior Management
7 Years Executive Level**

EXECUTIVE SUMMARY – Victor Rambau

Victor Rambau began his career as an intern responsible for Factory Cleaning with Vita-Sleep, a SAB group of companies at the time, a position that he held for 1 year. It was at this time that Victor had the privilege of been exposed to Continuous improvement practices under the leadership of one of the Principals of Method and Time studies.

After intensive training within the factory, Victor was appointed as a Production Planner responsible for supply chain planning for both inbound, manufacturing and outbound process. The role became less interesting for the inquisitive mind that Victor has and it was at this time that he took a role as a Production Manager with one of the steel fabricators in Edenvale. Victor was instrumental in building production and operations management capabilities. The organization received for the first time ISO listing for its Manufacturing excellence.

Victor moved on to Join Landis+Gyr¹ (Siemens Meter Manufacturing) as a logistics Planner, a role that he only had for 6 months before been promoted to Production Manager. It was at this time that through the implementation of continuous improvement initiatives, the production facility achieved 40000 units a month for the first time ever since its establishment. Managed the transition from ISO 1994 to ISO 9001.

Due to his achievement, Siemens SA head office appointed Victor to lead a newly formed Supply Chain Consulting Business Unit (Business Engineering Services and Technology).

With a total of 21 industrial engineers and 1 German Consultant, the team was and deployed to a Strategic Supply Chain Programme with BCL Mines in Botswana. The BCL Project was projected at the R65 Million Income and highly regarded by Siemens Executive Committee.

After Botswana Supply Chain Programme, Victor continued to work in Mines in Zambia, Angola and in country as Maintenance and Supply Chain Strategy Turn-around consultant using Six Sigma and System Thinking Methodologies

Victor Joined Standard Bank as a Process Engineer within Business Operations, a role he held for 1 year before been promoted to Technical Lead. It was at this time that his talent led him to be appointed to lead Branch Lab team Based in Kempton Park, responsible for developing and enhancing branch and back office processes together with the Allan International team.

¹ Contact: 0
References :

After achieving his mandate of developing branch process efficiencies, Victor ventured into construction as an Operations Director where he developed a building system that is capable of constructing a 40 sq. house within 1 hour from foundation to roof level with a guarantee of more than 90 years. This system saw the construction of 858 houses within a period of 4 months in the Midrand area, at least 300 units within 2 months in Johannesburg South and another 400 houses within 2 months in the Eastern Cape area. In his role Victor was responsible for at least 300 employees across the country, with 4 Senior Managers reporting to him.

Together with his long term Partner, Victor was instrumental in forming a Supply Chain Consulting Division for PASS SA. As a divisional Head for Supply Chain Consulting, Victor took lead in turning around Supply Chain Systems in Platinum Mine and IT solution Companies.

Victor re-joined Standard Bank as a value lead, a role that he occupied for only 5 months before being promoted to Shared Services Portfolio Head for Business Process Consulting. As a portfolio head Victor is responsible for driving process improvement and efficiencies, operations solutions for GOSS, GSSO, CIB Ops, Risk Shared Services (RSS), Cash Operations, and Procurement Services. His mandate was to increase productivity and reduce unit cost of processing. It is through the Productivity and Capacity Management Program that Victor achieved an operational list of at least 14%. This saw capacity creation of at least 243 FTE across different areas, a total hard saving of R53 Million within the first 7 months. It is during this time that a tool that monitors staff productivity within shared services was developed and deployed across GOSS and GSSO.

As market conditions changed, the banking industry continued to find itself under immense pressure. As a result, Personal and Business Banking division of Standard Bank saw the need to adopt Six Sigma Practices that were entrenched within shared services environment. Victor was then appointed as a Lead for Account Opening within Features and Process Engineering Department. Victor was instrumental in building Features and Process Engineering capability, a process that took at least 7 months from its inception. Capability build included designing the operating model, recruitment of key personal and selling the capability across different PBB business units.

Victor took the lead for delivering SARB audit findings resolutions project. The project was started after the bank received a fine of at least R60million for non-compliance. During this time, Victor led a team of at least 60 people (BA's and Solution engineers) responsible for delivering fixes across different business units (VAF, Home Loans, Card, Transactional Banking, Forex, commercial and Business Banking, and Private Banking). Key Deliverables were to re-Engineer, EDD Processes, Sanction Screening, Customer Identification and Verification, Cash Threshold Reporting.

It is at this time (May 2014) that Victor met colleagues from the Department of Home Affairs and initiated a project of Issuing Smart ID card through the Banks. Victor took the lead to engage with Home Affairs through SABRICS and managed the project and the relationship between Standard Bank and the Department of Home Affairs through the office of the DDG of Civil Services. Within Standard Bank, Victor took the lead to develop Smart ID solution and started the two pilot sites that were used for determining roll out configuration across the entire branch network. It is through this work that NSFAS showed interest in soliciting help from Standardbank to roll out the Student Centred Model.

Through a Secondment process, Victor was afforded an opportunity to lead the process of national roll out of the student centred model across 26 universities and 50 TVET colleges with a total of at least 330 Campuses combined. NSFAS manages R14 billion rand through loans and bursaries for student at tertiary institution. The Student centered model was designed to effectively manage the process of application for loan or bursary and disbursement of funds to students. The roll out of the new student centred solution required solution development, engagement with university and TVET colleges' leadership, student representatives and funders. A process that Victor diligently executed. In his role as Head of business enablement, Victor found himself negotiating with, student's political formation, various SRC's and political parties as part of getting the buy in.

Beginning of 2017, NSFAS negotiated for the extension of the secondment agreement where Victor was given more responsibility. As an acting Chief Operations Officer, Victor's area of responsibility includes, Loans and Bursary Operations, Contact Centre Operations, Payment Solutions (sBux), Funders Relations, PMO, and Business Process Management.

Victor completed a B tech Degree in Operations Management, Management Advancement Program (MAP46) with Wits Business School. Victor further completed a Master's Degree in Business Administration (MBA) with Milpark Business School.

As part of knowledge sharing, Victor took up Part Time Lecturing in Operations Management and Statistics with Tshwane university of Technology since 2003 to 2014 and continues to supervise MBA students on their Thesis and Master in Finance Students on Business Statistics. Part of Victor's learning strategy is presenting operational excellence papers in Management Science Conferences

Curriculum Vitae:

QUALIFICATIONS & TRAINING	DATE COMPLETED
MATRIC EXEMPTION	1993
B TECH OPERATION MANAGEMENT	1999
MANAGEMENT ADVACEMENT PROGRAM (MAP 46)	2001
MASTERS DEGREE: BUSINESS ADMINISTRATION (MBA)	2003

OTHER TRAINING	DATE
SIX SIGMA GREEN BELT (CCI)	STANDARD BANK 2005
SIX SIGMA GREEN BELT (JURAN INSTITUTE)	STANDARD BANK 2008
SIX SIGMA BLACK BELT (JURAN INSTITUTE)	STANDARD BANK 2008
SIX SIGMA BLACK BELT (BMGI)	STANDARD BANK 2013
SYSTEMS THINKING (VANGUARD)	STANDARD BANK 2014

SUMMARY OF EMPLOYMENT RECORD

- 2016 Date : Head of Business Enablement NSFAS-Secondment and Acting in different roles including COO
- 2014 AO Value Chain Lead PBB SA
- 2013 April Promoted to BPC Shared Services Portfolio Head: GOSS, PBBOSS, GSSO, RSS, CASH
- 2012 May joined Standard Bank as the BPC Value Lead: GOSS
- 2011 March Joined PASS as Partner: Supply Chain Consulting
- 2008 Formed Mino Global Properties as an Operations Director
- 2005 May joined Standard bank as a Process Engineer
- 2003 November appointed Manager Business Engineering Service and Technology (Siemens Supply Chain Consulting)
- 1999 November Joined Landis+Gry (Siemens Meter Manufacturing) as Operations Manager
- 1998 Joined CadCom as Production and Operations Manager
- 1996 Factory Cleaner Vita Sleep

BOARD COMMITTE RECORD

- NSFAS Board EXCO
- NSFAS Audit and Risk Committee
- NSFAS ICT Committee
- NSFAS Finance Committee

JOB CONTENT

CURRENT EMPLOYMENT

NSFAS: Head of Business Enablement- Acting COO

RESPONSIBILITIES- Key Focus Areas

1. Transformation Programs

Provide effective and inspiring leadership, as well as stewardship, by being actively involved in all transformation programs to enable the organization and operations department to;

Drive the implementation of Student-centred model across all outstanding institutions and ensure sustainability.

Implement and lead a continuous quality improvement process throughout the program, focusing on systems/process integration and improvement using available technology platforms.

Identify opportunities within operations to leverage cross-program strengths to take advantage of new opportunities and/or to address current organizational challenges.

Manage and cultivate existing relationships with strategic partners to secure and expand integration capabilities with; Department of Home Affairs, Credit Bureau Houses, SARS, SABRICS, UIF and any other institutions that may offer tracing capabilities and data sources.

To establish key relationships with relevant senior process owners and Business Partners, to maintain align and interpret future objectives, models and architecture (and when required to do so providing key inputs to the development and maintenance of these models)

Head of Business Enablement Mandate is to:

- Implement and manage Transformation Program Governance structures
- Implement and manage Operations Process Governance structures, Methods, Standards, Metrics, and Tools to achieve operations excellency
- Design Operations processes to achieve engineered customer experiences
- Govern and monitor processes changes to ensure organisational agility
- Define and manage a process transformation strategy and roadmap together with internal/external stakeholders limited to: Students, Parents, and University and TVEC
- Prioritise, sequence and integrate process improvement initiatives across the NSFAS value chain (*Originate, Fulfilment, Activate, Payment, Maintenance and Payment Processing*)
- Ensure adherence to process designs and business architecture
- Maintain the integrity of the process and business architecture
- Prevent the proliferation and duplication of business processes
- Drive the organisation towards a culture of process excellence and customer centricity

Standardbank; PBB SA AO Value Chain Lead

May 2012 to Date

Responsibility

- To establish key relationships with internal and external stakeholders and relevant divisional heads and Business Partners, to maintain align and interpret future objectives, models and architectures (and when required to do so providing key inputs to the development and maintenance of these models) to encourage them to validate process models for content as part of the Release Cycle Management Process
- Assist Business Partners in identifying and quantifying opportunities and problems through the intelligent analysis of its processes, organisational design and strategy.

- Direct, execute and deliver the design and implementation of practical solutions using structured processes and project management disciplines. Six Sigma and Systems Thinking.
- Prepare process designs to support proposals and projects for the relevant Business Units.
- Understand, analyse and propose business architectures aligned to the organisational strategies, which includes enterprise entities, value streams, business use cases and workflow model
- Ensure alignment of process changes to current process and business architecture.
- To assess and propose capacity management framework based on organisation design and architecture
- Responsible for managing relationships with business owners.
- Provide leadership to the Industrial Engineering team with regards to development of consulting methodologies for BPM
- Ensure effective deployment of relevant skills to internal and external clients. Responsible for building an effective management team for all team on client's sites.
- Contribute to financial strategies of the organization.
- Recruiting and retention
- Take an active role in people development.

Special Projects: SARB Audit Finding Resolution

1. Responsible for developing and delivery of solutions that closes gaps as identified by Reserve Bank audit teams across 25 different IT Platform and at least 8 different business units within PBB SA. ***Project Started 2013 due for completion September 2015***
2. Responsible for the deployment of Smart ID enrolment within Standardbank. ***Project Started 2014 May , Pilot due to Go live April 2015, national roll out 5 to 6 months thereafter***

Standardbank; BPC Shared Service Portfolio Head

May 2012 to November 2013

Responsibility

- To establish key relationships with relevant senior process owners and Business Partners.
- to maintain align and interpret future objectives, models and architectures (and when required to do so providing key inputs to the development and maintenance of these models) to encourage them to validate process models for content as part of the Release Cycle Management Process
- Assist Business Partners in identifying and quantifying opportunities and problems through the intelligent analysis of its processes, organisational design and strategy.
- Direct, execute and deliver the design and implementation of practical solutions using structured processes and project management disciplines.
- Prepare process designs to support proposals and projects for the relevant Business Units.
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- To assess and propose capacity management framework based on organisation design and architecture
- Responsible for managing relationships with business owners.
- Provide leadership to the Industrial Engineering team with regards to development of consulting methodologies for BPM
- Ensure effective deployment of relevant skills to internal and external clients. Responsible for building an effective management team for all team on client's sites.
- Contribute to financial strategies of the organization.
- Recruiting and retention
- Take an active role in people development.
- Provide strategic planning and vision.
- To create a managed process environment
- To ensure that all models created are stored in a central facility
- To ensure that these models are published in a manner that is accessible and available to all Business Area's utilising the same

- To work closely with MIS departments and ensure that a Measured Process Culture is created within all Business Areas by linking measures to process
- To participate in integration activities when it comes to process or metrics
- To actively create opportunities for value by identifying process patterns and communicating these opportunities for integration to the correct Process Owners and Forums, with recommendations

Special Achievement: Won Standard Bank BPC Innovation Award for development and deployment of Productivity and Capacity Management Model. Same initiative entered in Wipro Global way fest competition.

PREVIOUS EMPLOYMENT

March 2011 to April 2012

PASS

Position: Senior Partner

Responsibility

Internal to the organisation

- Responsible for providing strategic direction for the BPM and supply chain consulting team
- Responsible for selecting ERP solution and partners for African Customers
- Provide leadership to the Industrial Engineering team with regards to development of consulting methodologies for BPM and Supply Chain consulting.
- Ensure effective deployment of relevant skills to internal and external clients. Responsible for building an effective management team for all team on client's sites.
- Contribute to financial strategies of the organisation.
- Recruiting and retention
- Deal with partner issues and ensure that the firm deals effectively with risk management.
- Participate in the decision making on insurance and benefits.
- Take an active role in people development.
- Provide strategic planning and vision.

External to clients

- Assess client operations in line with Business Process Management
- Develop client offering as a results of assessment finding
- Deploy PASS Business Engineering team to offer services to clients
- Manage client relationship with the company
- Responsible for outlining the six sigma development methodology to clients.
- Ensure that our internal team implement six sigma projects effectively
- Train and Mentor clients Six Sigma Green Belts
- Implement Lean and Six Sigma Methodologies to clients

June 2008 to March 2011

Minoglobal Properties (Pty) Ltd

Position: Operations Director

- Responsible for ensuring a smooth operation of various processes that contribute to the production of wall panels in different factories, and construction of finished houses.

- Responsible for strategic direction of the operations department which included, the construction department, wall panel production, procurements, Quality Department, maintenance department and quantity survey office.

Special Achievement(s)

- Managed to get the company to acquire an Agre'ment certificate for building using alternative technology.
- Enhanced a building sequence system that allows a 40sqm house to be completed within 1 hour with a life span of more than 90 years.

Standard bank South Africa

April 2007 to May 2008

Position: *Six Sigma Black Belt*
Main Purpose of the Job

- Lead three to four six sigma design project, with each delivering significant bottom line results. Lead, train and Mentor green belts in the use of six sigma tools and techniques.

Over the period Standard bank went through a major training drive for yellow belts and as Black belt I run 6 classes with an average of 50 people from the following business areas: Cash Services, Branch Network and Home Loans

POSITION: *Six sigma technical lead (Black belt candidate)*
June 2005 to
April 2007 **Main Purpose of the job:**

To guide and direct the process of addressing business challenges through clear articulation of business problems and opportunities, designing practical business solutions and implementing solutions in a disciplined and structured manner.

- Manage and couch a team of 13 Six Sigma green belts deployed in the branch network. Responsible for managing branch re-design process and ensuring that all branch related processes are in line with the new branch layout (*new face of standard bank*).
- Managed daily operation of the innovation hub team.
- Review branch process, operations procedures, management and coaching of six sigma yellow belts, green belts and graduates. Monitor, evaluate and manage individual performance.

Team Achievement: Registered 38 projects with Six Sigma programme office to the total R75 million, values of which was delivered in 2007.

Nov 2003 to June 2005

Siemens Ltd.

POSITION: Manager Business Engineering Services and Technology.

Duties: Management and facilitation of departmental strategies and development of a change programme within the department.

- Management of divisional value chain in line with applicable guidelines and company planning frameworks. Business process identification, mapping and optimization. Process modeling and simulation.

- Responsible for identifying bottlenecks within the operation and develop an improvement solution. Responsible for developing cost benefit cases. Responsible for developing and implementing continuous improvement strategies.
- Development and implementation of measuring systems. Responsible for crafting and executing Functional strategy for the department.

Special Duties: as BEST Manager at Siemens

Project Manager: BCL Mine (Copper And Nickel Mine Botswana) (2004)

Duties: Responsible for management of the project team for supply chain Consulting in Botswana

- The scope of the project covered the investigation and assessment required to describe the cost and service trade-offs involved in Inventory decisions within BCL. This included analysis to determine the stock turns, the level of stock obsolescence, to identify opportunities for effective inventory management.
- Optimisation of Mine heavy duty vehicles 40 off, Surface Vehicles over 100 and 6 Staff Bus
- Primary objective: Develop operational strategy to offer a cost effective service to operations without negatively impacting on customer performance while ensuring minimum costs and maximum stock turns and better use of mine assets

Special Achievements: Managed to achieve inventory reduction of 30%, Reduced Maintenance cost by a margin of 14 %

Project Manager: First Quantum Minerals (Copper Mine in Solwezi Zambia)(2004 to May 2005)

- Responsible for management of the project team for Maintenance Planning Specialist and supply chain Consulting
- The scope of the project covered the investigation and assessment required to describe the cost and service trade-offs involved in developing an effective plant maintenance strategy for the mine.
- This included analysis to determine the stock turns, the level of stock obsolescence, to identify opportunities for effective inventory management, developing Bills of Material and integrate into MRP for the entire mine. Create ERP system communications links with the head office in Australia

NOV 1999- SEP 2003

Landis +Gyr (Pty) Ltd (Siemens Meter Manufacturing)

POSITION: Operations Manager

Duties: Overall responsibility for the management and efficient running of the Production and Operations facility.

- Responsible for crafting and executing Functional strategy for the Operations department which include, Production Department, Production Engineering Department, Material and Planning Department, Logistics Department, Product Quality Department and Warehouse and Distribution department.
- Production and Project planning including development of rough-cut capacity, MPS management and MRP execution.
- Responsible for creating simplified reporting tables on SAP/R3. Make high level decision as to changes in plans, which impact on working capital, inventory level and the use of production and operations resources. Involved in business process review and implementation on the new process. (Inventory optimization, Stream lining Production warehousing and stock control)
- Drafting of Policies and procedures for operations department and other functional areas, which have an impact in the day to day running of the Operations unit. Budgeting and cost control Coordinate staff training requirement and Labour issues.
- Sit in the Arbitration panel of Siemens and has represented the company at the Bargaining council.
- Report to the board of directors on a monthly operations meeting about the performance of the Operation unit.

WORK ACHIEVEMENT:

- Turn around the production facility and increase output by 40 %.

- Has consistently exceeded the budget expectation of the Operations department for a period of 2 years.
- Managed to set a record of planning, coordinating and achieving the highest level of production output since the establishment of the company (May 2002)
- Has successfully changed the culture and the business approach of the Operation Department.

SPECIAL ACHIEVEMENT:

- Developed and implemented ISO 9001, Converted from 1994.
- Initiated the investigation of Copper theft within the company and ultimately dismissed the entire Inventory management Team of 6 (January 2002)
- Redrafting the company security policy (August 2002) and continuously driving the Strategy of the Operations Department. **Conducted MBA Thesis based on the change programme within the company.**
- Initiated and implemented the balance score card for Landis +Gyr (Pty) Ltd February 2003.
- **Changed the distribution process by** Merging Raw material stores and Finished goods stores and achieved a saving of R600 000, 00 on salaries excluding other overheads.

05/98-09/99

CADCOM.

POSITION: Production and Operations Manager.

Duties: Responsible for Production and Operations Planning, Management of Production And Distribution channel to optimize productivity and efficiency.

- Project Planning and cost control. Pro-active maintenance of equipment.
- Maintenance of health and Safety as per government Regulation.
- Ensuring that basic conditions of employment are adhered to.
- Maintaining a high standard of discipline amongst all subordinates. Responsible for disciplinary actions against employees reporting to me.
- Maintaining a high standard of morale amongst employees.

Reporting to the board of directors on a monthly basis

01/97-05/98

Vita-foam

POSITION: Production planner

Duties: Internal Liaison. Maintained production line to optimize productivity.

- Setting and achieving production and financial targets.
- Maintained quality standards
- Reduction of production lead times and making realistic commitment to customers and the dispatch department.
- Liaison with Suppliers.

Vita-Sleep

POSITION: Factory Cleaner

Duties: Responsible for keeping the factory floor clean at all times

ACADEMIC CONSULTATION:

2004 January to 2008 December

Tshwane University of Technology Main Campus

POSITION:

Part time Lecturer: Operations Management IV

Part Time Lecturer: Logistics Management

Part time Lecturer: Operations Research IV (2006)

2011 January to Current

Part time Lecturer: Operations Management III

Part time Lecturer: Operations Research IV

- Teach at undergraduate and graduate level in areas allocated by the Head of Department and reviewed from time to time by the Head of Department.
- Engaged with the broader scholarly and professional communities. Supervised or assist with supervision of undergraduate, taught graduate
- Contributed to the development, planning and implementation of a high quality curriculum.
- Assisted in the development of learning materials, preparing schemes of work and maintaining records to monitor student progress, achievement and attendance.
- Participated in departmental and faculty seminars aimed at sharing research outcomes and building interdisciplinary collaboration within and outside the department.
- Participated in the development, administration and marking of exams and other assessments. Provided pastoral care and support to students.
- Maintained own continuing professional development.

Other Academic Consultation (Private Tutoring) January 2011 to date:

- Run Saturday Classes for MBL students on Quantitative Techniques (Business Research)
- MBL/MBL Thesis Supervisor
- MSc finance Students