Thomas Eapen

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1   The Present

I am a public servant that works for the Canadian Federal Government. I believe that quality in life and work happens when things are kept enjoyable and simple.

1.1   Professional Experience

1.1.1   Senior Workforce Optimization Analyst, Tangerine Bank

I am responsible for reporting and process improvements in order to gain efficiencies in all Workforce disciplines. Details of my work in this role are available at [Section 2].

1.1.2   Intra-Day Analyst, Tangerine Bank

I was part of the team whose responsibility it is to manage and report on the Tangerine call centre's capability to meet the incoming volume of calls. Details of my work in this role are available at [Section 3]

1.1.3   App Support Analyst, Tangerine Bank

I was responsible for providing second level on-site and remote access support on behalf of the Tangerine IT department for all Tangerine Bank of Canada sites. Details of my work in this role are available at [Section 4]

1.1.4   Programmer, Nexus Business Systems

I worked as a Software Engineer creating various software programs and frameworks that assisted in new and modified business processes. Details of my work at NBS including a letter of recommendation are available at [Section 6].

1.1.5   Network Administrator, International House

I worked as the Network Administrator of the student network at the International House residential college. More information on the responsibilities of this position including a letter of recommendation is available at [Section 7].

1.1.6   Telematics Feasibility Consultant

I co-authored a paper on Competitor Analysis & Market Capability of the Australian Telematics Industry for a company who was interested in entering the Australian Telematics market. More information is available at [Section 5].

1.1.7   Customer Service Attendant, Rail Corporation NSW

I was responsible for professional customer service, platform management and network monitoring at Town Hall station. More information including a copy of the Certificate II in Transport and Distribution (Rail Operations) is available at [Section 9].

1.1.8   Store Person and Retail Associate, McKnight's Retravision

I was responsible for efficient stock storage and traceable stock flow into and out of the Retravision store. More information including a letter of recommendation is available at [Section 10].

1.1.9   Student Mentor, The University of Melbourne

I was a student mentor for the International Engineering Students' Society. More information including a certificate for mentoring is available at [Section 11]

1.2   Education

Duly admitted to the degree of Bachelor of Engineering with honours in the University of Melbourne on 27 August 2003. My graduation certificate is available to the right [Figure 1]

1.3   Technical Skills

I have broad technical skills that are applied in a holistic manner. The details are available at [Section 8]

1.4   Core Principle

I feel that for my work to be vibrant, it has to be continually evolving. This continuous movement allows me to see new possibilities and helps me solve problems in new ways.

Figure 1: Graduation Certificate (Click Image to Expand)

2 Workforce Optimization Analyst

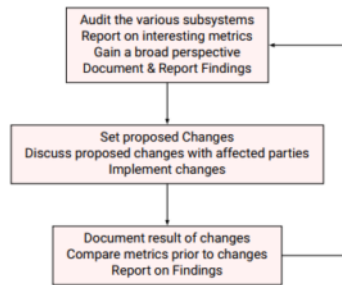## 2.1 Genesys Workforce Manager (GWFM) Optimization

Figure 2: GWFM Optimization Process (Click Image to Expand)

2.1.1 Clarity

The primary focus in the Workforce optimization role is to document and report on:

- How the various subsystems of the GWFM system interrelate with each other.
- How the GWFM system interrelates with the various subsystems of Genesys such as the Routing and Skilling subsystems.

2.1.2 Collaboration

This work stream of Workforce Optimization is a multi disciplinary approach where I have to work with:

- The Workforce Teams
- The Reporting Team
- Incentive Team
- Routing & Voice Portal Team
- External Relationships

This work requires maintaining open lines of communication with representatives from different teams and hosting frequent meetings providing updates on progress and regressions.

2.1.3 Results

As a result of the deep dive into the various subsystems and the changes executed, I was able to:

1. Gain a fine-grained level of clarity into the working of the GWFM subsystems and make the relevant changes so that these subsystems are in sync with each other
2. Document the interrelation between the GWFM system and the other subsystems of the Genesys platform such as the routing and voice portal Teams and discuss the necessary changes with leaders of different Teams to bring these systems into sync
3. Increase the usefulness of the GWFM tool's planning capabilities by configuring the system to model the characteristics of the Tangerine Call Centre sites

2.2 Process Efficiencies

Documentation is critical to building maintainable systems as well as agile systems where changes and it's results are objectively analyzed.

- GWFM Configuration Audit → Various audits were completed to gain clarity into the subsystems of GWFM as outlined in the WFM Optimization section [Section 2.1]. The updated configuration was documented in detail explaining many design decisions.
- A new way of creating shift bids → This document describes the steps to be taken to use the contracts and profile Agents created to generate schedules with varying parameters

2.2.1 Self-serve Options

- Vacation Bidding → The vacation bidding process is a manual process where Agent send in their preferences manually by email and the Workforce Team updates their schedules manually in GWFM. I have worked on the Vacation Bidding document which highlights the current process used for Vacation Buddings and its disadvantages. It outlines the ideal process we would like to have and the limitations that are preventing us from implementing the ideal process. Finally, it outlines a recommended process that fixes some of the disadvantages of the current process and the steps to implement this process are outlined.

- Automated Shift Trading → The major problem that we have with enabling the automated trading feature is that Agent are only able to trade shifts with Agents in their own Team. Since we have Agents with the same capabilities spread across multiple teams, this is not feasible. Since I maintained an open line of communication with a representative of the Genesys training team , I recommended that we reach out to her to get some insight into the limitation we were facing and she provided us with an answer to solve the issue. We implemented the required changes and tested the feature before the rollout to the call centre staff.

2.2.2 What–if Scenarios

I have worked on building various what-if scenarios with different parameters with the purpose of modeling the characteristics of the call centre such as:

- Client behavior as it changes with varying conditions
- Varying workload scenarios
- Test Agents with different capabilities and shift constraints for the purpose of building optimal schedules and hiring purposes
- Unproductive metrics such as those reported with the help of the Shrinkage reports outlined in the Reporting section

This usage allows the Workforce Team to use the planning capabilities of the GWFM tool with expanded flexibility.

2.3 Reporting

There was a focus on the following aspects of reporting:

- Increasing the accuracy and clarity of the metrics that we report on.
- Enabling an easier process of generating reports
- Improvements of the reporting infrastructure to enable more flexibility

The following reports were developed:

- Shrinkage Report Improvements
- Intra-day Service Status Report Improvements
- Shrinkage Forecast Report
- Shrinkage Summary Reports
- Shrinkage Presentation
- Multi-channel Stats Calculator
- Automated Absence-Late Check

2.4 Certification

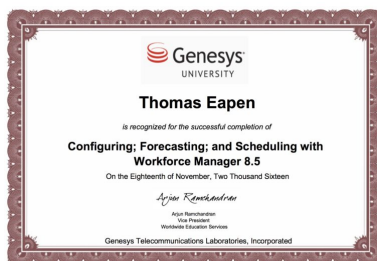I have completed the Configuring, Forecasting and Scheduling with Workforce Manager 8.5 course [Figure 3]

Figure 3: Workforce Manager Certificate (Click Image to Expand)

2.5 Award

I was recognized for the work that I did on Shrinkage and it's integration with our Intra-day Service Status Report (ISSR) on May 2017 as a winner of the Support Hall of Fame. I have attached a snippet of the article in our monthly Tangerine Service & Sales publication [Figure 4]

Thomas Eapen has been instrumental in a couple of keys areas over the last quarter. His biggest contributions have been streamlining and providing clarity for our ISSR Report that is reviewed by leaders and senior leaders on daily basis. Thomas also integrated Sign-On % to the ISSR, and worked closely with our Reporting team to develop Agent level reporting for this same metric. Both of these work efforts foster some of our key Oraange IQ's but predominantly in the categories of Innovation and Collaboration. Thomas thanks so much for being such a dependable and reliable contributor of our Orange Family.

Figure 4: Tangerine Support Hall of Fame

2.6 Design

I am responsible for designing and configuring various objects in the GWFM universe and their interactions with the larger Genesys ecosystem. The document below is a design document that I created illustrating how the different Agent types map to activity assignments. In addition, the illustrations highlight how the updated routing table (routing of call types to Agents) syncs to the skilling and activity assignments of different Agent types. All sensitive information is redacted but the document highlights the structure that I follow of working through many scenarios to highlight the pros and cons of any design. `http://www.nowlabs.net/files/resume/design-structure.pdf`

2.7 Testing

I am responsible for testing newer versions of our Workforce Management software before they are deployed to Production. I have attached a TQA (Test and Quality Assurance) Procedure Compilation document that I created to highlight the structure that I follow in my testing procedures. All sensitive information has been redacted. `http://www.nowlabs.net/files/resume/tqa-structure.pdf`

2.8 Data–Analytics: Python, Pandas, NumPy, Matplotlib, Seaborn

While Excel/VBA can work with small to medium data sets, I find that dealing with large datasets can be painfully slow. I moved to using the Anaconda Distribution (`http://www.anaconda.org`) to do Python data analytics using the Pandas and NumPy libraries. See below for examples of scripts that I have written in the Jupyter Notebook environment.

- Time buckets binning
- Weighted Average
- Pivot Table 1, Pivot Table 2
- Data Search
- Data Merge
- Summary Stats
- Trend Report
- Schedule Metrics
- Escalations – Expert Support Calculator
- Bilingual Language Split Report
- Command Line Framework
- Graphing with Matplotlib and Seaborn

2.9 Database Programming: SQL Server (T-SQL)

- Complex T-SQL code using cursors, joins, merges, using variable types to hold state for converting structured and semi-structured data to actionable metrics.
- Wrote multiple stored procedures and inserted these procedures into the data execution pipeline to automate the task of daily reports generation.
- Re-wrote long running data processing tasks that were written at the Excel/Access/VBA and Python/Pandas layer to the SQL server level

3 Intra–Day Analyst

3.1 Description

I was part of the team whose responsibility it is to manage and report on the Tangerine call centre's capability to meet the incoming volume of calls.

3.2 Responsibilities

The role is responsible for providing detailed analysis and documentation in order to develop conclusions and responses including recommendations on possible courses of action.

3.3 Awards

I received the MVP award in 2016 [Figure 5] .

Figure 5: MVP Award – 2016 (Click Image to Expand)

3.4 Highlights

All sensitive information is blurred out.

3.4.1 Collaboration

In my time as an Intraday Analyst, I have worked on multiple projects that are focused towards optimizing Workforce activities. The longevity of the tools that I have worked on are a direct result of an iterative work process where I focus on:

1. The deconstruction and/or assembly phase after requirements are obtained from the client who will use the tool and

2. Solicit near realtime feedback from the client about possible changes before another cycle of deconstruction/assembly takes place.

A good example where this process was used was in the development of the Payroll report (`http://www.nowlabs.net/files/resume/Payroll_Report.pdf`). I was working with the Payroll Administrator and used her expertise to understand what was missing in the previous tool and involved her in the developmental phase of the new tool at every step. I find the importance of partnering with the client results in them being as invested in the success of the project as I am.

3.4.2 Liaison between Workforce Teams

The Shrinkage Report is a versatile tool used by the Forecasters, Schedulers and the Intraday Team (`http://www.nowlabs.net/files/resume/Shrinkage_Report.pdf` for a writeup of it's Feature Summary and Evolution). To develop this tool, I had to liaise with the Schedulers for Shrinkage Category information, Team Grouping information and with Management for design elements. In addition, I had to be in sync with any changes that the Schedulers make with regard to Shrinkage types or Team Groups. The different areas of the Workforce Team trust me to act with integrity and accuracy and this has resulted in the Shrinkage Report becoming a versatile tool used by multiple teams within the Workforce department.

3.4.3 Workforce KPI and Metrics

The Intraday Stats Report and Inbound Service Status Report (see: `http://www.nowlabs.net/files/resume/Intraday_Stats.pdf`, `http://www.nowlabs.net/files/resume/Intraday_Service_Status_Report.pdf` for a writeup of it's Feature Summary and Evolution) are tools that highlight an integral focus on the development and the reporting on Workforce KPI and Metrics. I have put the hours of Research needed into building accurate tools and investigating best practises to better serve the decision making process of the Workforce Teams.

3.4.4 Maintenance and Evolution of the Reporting Infrastructure

The Absence Report, Pre-MEVO Projects (see: `http://www.nowlabs.net/files/resume/Absence_Report.pdf`, `http://www.nowlabs.net/files/resume/Pre-MEVO_Projects.pdf`) in addition to the projects mentioned earlier highlight good technical competencies required to evolve the Reporting Infrastructure of the Workforce Teams. I find that technical competencies by themselves are useless without the real world experience of client collaboration and being able to recognize good ideas from multiple people.

3.4.5 Predictive Tools

While the focus of my reporting tools have mostly been on descriptive analysis, I am looking to shift focus to include Predictive Analysis. A recent report that I worked on (see: `http://www.nowlabs.net/files/resume/Tangerine_Performance_Modelling.pdf`) highlights new tools and algorithms that can be potentially be used for optimal staffing calculations. The Python programming language was used in the research of the Tangerine Performance Modeling report.

3.4.6 Process Documentation

I know the importance of documenting the processes and tools that I work on. The documents provided here are examples which explain the features and the decision decisions that were taken. This helps other Analysts who look to expand its functionality or understanding the reports in detail to not have to start from scratch.

- Payroll Report.pdf
- Shrinkage Report.pdf
- Intraday Stats.pdf
- Inbound Service Status Report.pdf
- Absence Report.pdf
- Pre-MEVO Projects.pdf
- Tangerine Performance Modelling.pdf

4 Application Support Analyst

4.1 Description

I was a member of the Application Support Team whose primary responsibility was providing second level on-site and remote access support on behalf of the ING IT department for all ING Bank of Canada sites.

4.2 Responsibilities

The major responsibilities of this role involved performing installation, configuration and maintenance of staff PCs which included any software roll-outs, upgrades, patches and service packs.

4.3 Highlights

- I met or exceeded all SLA's in this position
- I worked with one other team member to create an all-in-one installer program that helped to speed up the installation process. This tool has been used by Application Support Team Members since.

4.4 Performance Review

Manager Comments
We were fortunate to have Thomas for our secondment position. He is willing to learn and listening to teammate's suggestion make it very easy for the transition from Sales and Services team to I.T. He is always up front with the task that he is doing and always follows up with customers and peers on what he is doing. He is not hesitate to ask a question when he is not clear and willing to work on different tasks assigned to him. He is a quick learner and it shows in his involvement on the all in one installer program that he helps to create. Thomas definitely was an asset to Application Support team during his time here and will continue to contribute to ING Direct with his skills set.

Figure 6: App Support Analyst – Performance Review (Click Image to Expand)

5 Telematics Feasibility Consultant

5.1 Highlights

Co-authored a paper on Competitor Analysis & Market Capability of the Australian Telematics Industry for a company who were interested in entering the Australian Telematics market.

This paper involved research into the technical and procedural requirements for certification, the product offerings by the various companies servicing the market and prototype testing of the Quantum Designs Hawkeye product in Australian conditions.

6 PROGRAMMER

6.1 HIGHLIGHTS

Leadership, autonomous design decisions and creative engineering execution. Writing good code.

I created various programs and frameworks, which assisted in new and modified business processes. Flexibility and reliability were given a high priority in the frameworks that I have developed. Our clients were the main suppliers of various large retailing groups. A letter of recommendation for the work I have done at NBS is available to the right [Figure 7] . I was also involved in various facets of the company's activities such as interviewing prospective employees as well as occupational health and safety.

Most of my development work at NBS was accomplished in the C#/.Net framework. Given below are some of the tools and techniques I have worked with.

- The Infragistics presentation layer on both the Web and Windows platform.
- Crystal Report creation and integration into both the Windows and Web platform.
- ASP.Net application programming using Forms based authentication, role based authorization, scheduling, logging and reporting.
- .Net Remoting through the TCP and HTTP layer.
- User Authentication from web and windows clients through interaction with the Active Directory.
- User authentication from web and windows clients through interaction with an XML source.
- Creating and configuring Network Load Balancing (NLB) clusters on Windows Server 2003.
- C# asynchronous and multi-threaded programming.
- C# user control and components with custom events.
- C# plug-in based programming implemented using Interface polymorphism and inheritance polymorphism.
- Code access security and digitally signed assemblies.
- Auto-updatable components hosted off IIS.
- Web service programming including integration of Web Service Enhancements (WSE 1.0 and WSE 2.0) for secure access to web- services.
- Creating Wizard style user interfaces for programs with a procedural flow of execution.
- Creating specialized setup programs to deploy both web and windows applications.
- Databinding and ADO.Net
- Object databases such as Matisse
- XML Spy and Style Vision from Altova for schema and stylesheet creation.
- File encryption and decryption
- Serializing/De-serializing objects into MemoryStream and FileStream.
- SoapBox server XMPP Instant Messaging.
- Calling objects and their methods/properties through reflection.
- Dynamically built user components such as menu generation with built in role based security.

6.2 C#

I have written various web applications, web services and windows applications with C# on the .Net framework when I was working at Nexus Business Systems. I have attached documents that include short descriptions/screenshots to convey the features/look and feel of a few of the C# programs/frameworks that I have coded. All sensitive information has been blurred out.

- Windows Application Framework: http://nowlabs.net/files/resume/Windows_Application_Framework.pdf
- Web Application Framework: http://nowlabs.net/files/resume/Web_Framework.pdf
- User Management System: http://nowlabs.net/files/resume/User_Management_System.pdf
- Plug-in Based Document Management Framework: http://nowlabs.net/files/resume/Document_Management_System.pdf
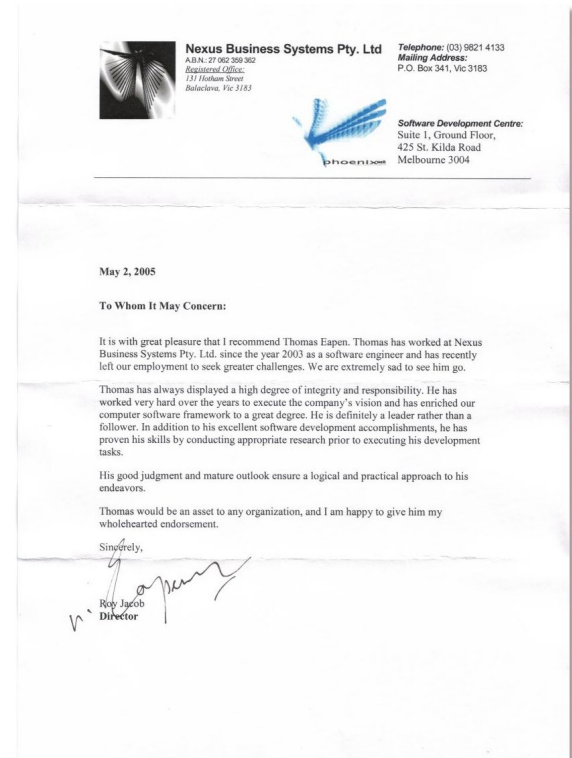

Figure 7: NBS Reference (Click Image to Expand)

7 NETWORK ADMINISTRATOR

7.1 HIGHLIGHTS

- Network configuration
- Leadership and Team-building activities
- Help-desk duties
- Strong customer service focus

The residential college (International House) of the University of Melbourne has a student run network, which was managed by a select team. I become the network administrator in 2001 and found it to be invaluable experience in managing a heterogeneous environment, which served about 150 students. A letter of recommendation for my work there is available below [Figure 8] .
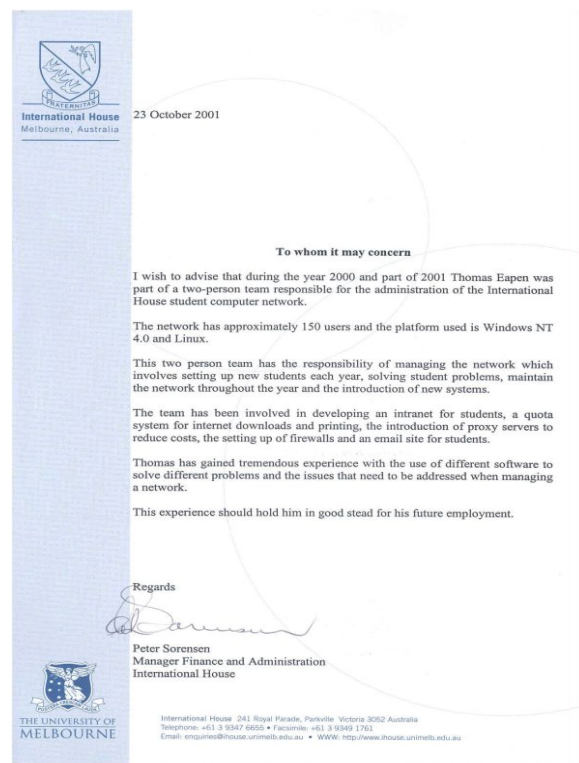

Figure 8: IH Reference (Click Image to Expand)

8 TECHNICAL SKILLS

I have developed and maintained applications written in Basic, Haskell, C, C++, Prolog, Java, C#, VBA, PHP/SQL, Python and Perl. I have designed user interfaces using tools such as Visual Studio, HTML and CSS, Lightwave 3D.

8.1 PHP/SQL

I have written web applications in PHP that were instrumental in providing customer support for the students that lived at the residential college of International House. During my final year University project, I was the primary programmer that wrote a multi-user tool that helped track build and release progress using the Feature Driven Development methodology of Software development.

8.2 C#

I have written various web applications, web services and windows applications with C# on the .Net framework when I was working at Nexus Business Systems (see http://nowlabs.net/nbs). I have attached documents that include short descriptions/screenshots to convey the features/look and feel of a few of the C# programs/frameworks that I have coded. All sensitive information has been blurred out.

- Windows Application Framework: `http://nowlabs.net/files/resume/Windows_Application_Framework.pdf`
- Web Application Framework: `http://nowlabs.net/files/resume/Web_Framework.pdf`
- User Management System: `http://nowlabs.net/files/resume/User_Management_System.pdf`
- Plug-in Based Document Management Framework: `http://nowlabs.net/files/resume/Document_Management_System.pdf`

8.3 JAVA

I have coded miscellaneous projects in Java. I have attached a document that includes a short description of a modeling/ animation project that I developed using Lightwave and Java 3D. I was responsible for the modeling and the Java 3D animation code for the players. `http://nowlabs.net/files/resume/Modeling_Animation.pdf`

8.4 NETWORKING

I have worked with many aspects of TCP/IP including configuration of clustered/load balanced web applications/services. My website `http://nowlabs.net/` has a distributed setup for a more fault tolerant operation, allowing easier migrations if necessary. Domain zone file management is kept separate from domain website hosting. Email, collaboration tools and analytics are handled by separate service providers. This separation of essential services for the domain allows for a more reliable setup

8.5 LaTeX

I have written plenty of documentation in Latex using many packages such as:

- tikz, fontenc, bold-extra, url, hyperref, lastpage, longtable, graphicx
- wrapfig, xcolor, mathtools, fancyhdr, float

I strongly believe in thorough and highly detailed documentation of the projects that I work on including the process of working through these projects. This aspect of keeping a log and journal allows me to step back from the work and gain insight and a bigger picture into how different pieces fit together.

8.6 VISUAL BASIC FOR APPLICATIONS

I have worked extensively in VBA and written complex programs that generate insights from multiple sources of data. The projects below are those in which VBA was used.

- The Shrinkage Report `http://www.nowlabs.net/files/resume/Shrinkage_Report.pdf`
- Payroll Report `http://www.nowlabs.net/files/resume/Payroll_Report.pdf`
- Intra-day Stats `http://www.nowlabs.net/files/resume/Intraday_Stats.pdf`
- Intra-day Service Status Report `http://www.nowlabs.net/files/resume/Intraday_Service_Status_Report.pdf`
- Absence Report `http://www.nowlabs.net/files/resume/Absence_Report.pdf`
- Miscellaneous Projects `http://www.nowlabs.net/files/resume/Pre-MEVO_Projects.pdf`
- Shrinkage Report Improvements `http://www.nowlabs.net/files/resume/reporting-analytics.pdf#page=3`
- Intra-day Service Status Report Improvements `http://www.nowlabs.net/files/resume/reporting-analytics.pdf#page=9`
- Shrinkage Forecast Report `http://www.nowlabs.net/files/resume/reporting-analytics.pdf#page=12`
- Shrinkage Summary Reports `http://www.nowlabs.net/files/resume/reporting-analytics.pdf#page=13`
- Shrinkage Presentation `http://www.nowlabs.net/files/resume/reporting-analytics.pdf#page=15`
- Multi-channel Stats Calculator `http://www.nowlabs.net/files/resume/reporting-analytics.pdf#page=16`
- Automated Absence-Late Check `http://www.nowlabs.net/files/resume/reporting-analytics.pdf#page=18`

8.7 DD-WRT, TOMATO ROUTER FIRMWARE MANAGEMENT

I have worked with configuring The Tomato and DD-WRT firmware for Routers including:

- Setting up an OpenVPN connection to create an encrypted tunnel
- Creating multiple bridges for VLANs to use to create isolated networks
- Using virtual wireless interfaces and tagged ports for Guest Networks and Networks for untrusted devices
- Disable access to the router configuration interface from untrusted VLAN segments
- Create a split network where certain interfaces go out into the public internet whereas some interfaces are forced to go only through the encrypted OpenVPN tunnel along with using the iptables firewall to disable internet access if the OpenVPN tunnel goes down.
- QoS rules with the FQ_CODEL queueing discipline to reduce bufferbloat

8.8 WORDPRESS CMS

I use the excellent WordPress system and a set of very useful plugins to manage the content on this website (`http://www.nowlabs.net`). I use Lets Encrypt to generate SSL certificates for this domain. I follow a regiment of backing up the database and wordpress files on a regular basis and have set up 2 factor authentication with the excellent Google Authenticator plugin for an extra layer of security.

8.9 PYTHON, PANDAS, NUMPY, MATPLOTLIB, SEABORN

While Excel/VBA can work with small to medium data sets, I find that dealing with large datasets can be painfully slow.
I moved to using the Anaconda Distribution (`http://www.anaconda.org`) to do Python data analytics using the Pandas and NumPy libraries. See below for examples of scripts that I have written in the Jupyter Notebook environment.

- Time buckets binning
- Weighted Average
- Pivot Table 1, Pivot Table 2
- Data Search
- Data Merge
- Summary Stats
- Trend Report
- Schedule Metrics
- Escalations – Expert Support Calculator
- Bilingual Language Split Report
- Command Line Framework
- Graphing with Matplotlib and Seaborn

8.10 DATABASE PROGRAMMING: SQL SERVER (T-SQL)

- Complex T-SQL code using cursors, joins, merges, using variable types to hold state for converting structured and semi-structured data to actionable metrics.
- Wrote multiple stored procedures and inserted these procedures into the data execution pipeline to automate the task of daily reports generation.
- Re-wrote long running data processing tasks that were written at the Excel/Access/VBA and Python/Pandas layer to the SQL server level

9 CUSTOMER SERVICE ATTENDANT

9.1 HIGHLIGHTS

As a very public position, understanding that different sections of society have their unique needs. Constant monitoring of designated areas of responsibility and detailed reporting of incidents that occur in those areas. The ability to communicate incidents on the transport network to a large group of people with clarity and simplicity.

I have completed the Certificate II in Transport and Distribution (Rail Transport) and worked full time at Town Hall station, which is the second busiest station in Sydney. I was responsible for professional customer service, platform management and train network monitoring at Town Hall station. My certificate II in Transport and Distribution (Rail Operations) is available below [Figure 9].

Figure 9: Railcorp Certificate (Click Image to Expand)

10 STORE PERSON AND RETAIL ASSOCIATE

10.1 HIGHLIGHTS

Understanding of the different procedures involved in a respected and large retail organization from logistics to administration to management and a customer service focus in regard to sales and merchandising.

I took responsibility for all the inward and outward flow of goods at the Epping store. My additional responsibilities included customer service in the electronic goods section of the store with a focus on the merchandising and sales of computing systems/peripherals. Another temporary role that I have performed is training staff at the warehouse in regard to efficient stock storage and traceable stock flow into and out of the warehouse. A letter of recommendation for the work I have performed at Retravision is available below [Figure 10].

Figure 10: Retravision Reference (Click Image to Expand)

11 STUDENT MENTOR

11.1 HIGHLIGHTS

Well-developed verbal communicative skills, strong customer service focus, leadership skills, and guidance from personal experience.

I enjoy teaching people from personal experience so I decided that becoming a mentor was perfect for me. I played my small part in helping new students acclimate to life at the University of Melbourne. This job was extremely fulfilling. A certificate I received for mentoring is available below [Figure 11] .
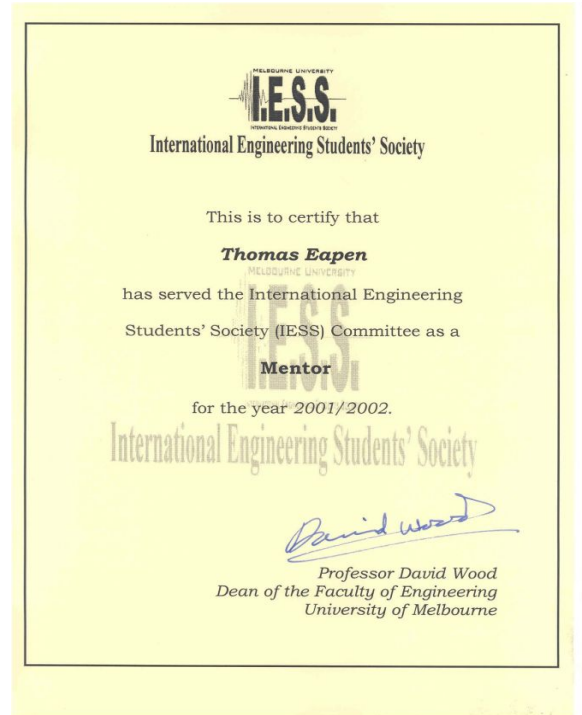
Figure 11: Student Mentor (IESS) Reference (Click Image to Expand)

12 REFERENCES

Sherwin Liddell
416-606-4652
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