



Joshua Saint

M.S. in Information Technology
B.S. in Business Administration

A Brief Career History



The United States Marine Corps

After graduating high school with a 3.83 GPA, Josh surprises his teachers and college-bound peers by enlisting in the Marines.

After taking a battery of aptitude tests in boot camp, Josh is asked to become an Arabic linguist. After 63 weeks of language instruction at the Defense Language Institute in Monterey, California, and 16 weeks of signals intelligence (SIGINT) training in Texas, Josh receives his Top Secret/SCI clearance and deploys to Camp Lejeune, North Carolina. There, he receives additional training in electronic warfare, including jamming, direction-finding, and cryptology/crypt-analysis.

Josh's four year enlistment includes a six month assignment in England, six months aboard ship in the Mediterranean, and numerous shorter missions. He is honorably discharged with the rank of corporal (E-4). He declines an opportunity to join the National Security Agency as a professional linguist in favor of going to college.



California State University, Chico

Despite an earlier desire to study engineering, Josh chooses to major in Business Administration, with an emphasis in accounting.

Although he is the top student in his upper division accounting courses, (and most every other course, as well) Josh is bored with the subject. He changes his emphasis to Production and Operations Management, a more quantitative program which focuses on the practical application of management science and operations research.

By testing out of classes, taking summer and winter intercession courses, and other means, Josh receives his B.S. in three-and-a-half years, graduating *summa cum laude* with a 3.94 GPA. He is also a recipient of the prestigious Rawlins Award, a merit-based scholarship.



Nestlé Brands Foodservice

Josh's first job post-college is as a "Production Planner" for coffee in Glendale, California. He is responsible for around 250 SKUs, 3 plants, and 6 DCs. This is actually more of a forecasting job, and one big responsibility involves copying lots of on-hand and in-transit numbers from a thick greenbar report to a Lotus 123 spreadsheet, crunching the numbers, formatting and printing, and faxing the results to the plants.

With Nestlé slowly switching to Microsoft products, Josh quickly learns Excel and sets about automating this onerous task. He rewrites the spreadsheet, creating a number of macros and replacing the data entry component with an import of a text file from the mainframe. A tedious, error-prone job that used to take 3-4 hours is reduced to an easy 15 minutes.



Nestlé Brands Foodservice

Quickly gaining a reputation for intelligence and customer service, Josh begins fielding requests for computer-related help from the marketing folks. He is asked to figure out how to prepare sales data extracts owed to the NPD Group for the previous six months. Then, there are the requests for help creating and converting spreadsheets and writing macros.

Josh's planning position is moved to San Francisco, but he stays in Glendale, becoming a Marketing Data Analyst. He now officially supports the marketing associates and brand managers, conceiving and creating all manner of reports using Excel and Microsoft's newest product, Access. He becomes the division's "go-to guy" for computer issues, including tackling the complete rewrite (into Access) of a buggy consultant-written Paradox application used to track tea and coffee equipment leased or loaned to customers.



Nestlé USA

Realizing that IT is his forte, Josh jumps at the chance to take a new position as a Systems Analyst in Nestlé USA's MIS group. Here, he is tasked with supporting the corporate EIS (Executive Information System) with 100 users — the senior managers of most of the Nestlé divisions, as well as the executive staff.

The EIS is a complex and failure prone system involving a multi-dimensional database on the mainframe, data pushed nightly to a network server, and a GUI on the users' desktop PCs. Josh quickly masters all elements of the application, leaving so little work for his colleague that she is reassigned to support another system. This position also teaches Josh the fine art of dealing with executives, something many IT professionals never seem to learn.



Nestlé USA

With the EIS stabilized, and the backlog of requests for new screens and reports satisfied, Josh is able to contribute to several other projects in the company. He participates in a product information database project, a desktop OS evaluation and workstation standardization task force, an information and data quality initiative, and more.

One of Josh's major accomplishments is his solo development of a sales forecasting application for the National Accounts department. Highly innovative for its time, this application supports bi-directional communication via e-mail automation between Excel spreadsheets on the sales reps' laptops and an Access database used by planners in Glendale.

Despite learning and achieving a great deal at Nestlé, the aftermath of a major reorganization in the MIS department convinces Josh that it is time to move on.



UCLA - Social Sciences Computing

Josh joins the Social Sciences Computing department at UCLA as the unanimous pick of 13 management services officers (MSOs), the director of Social Sciences Computing, and the Assistant Dean for Social Sciences. His title is Manager of Administrative Computing, but he is really just a Programmer/Analyst III.

Josh's task here is clear: the MSOs are unable to manage their budgets effectively due to the antiquated financial reporting systems at the University. They receive monthly greenbar reports showing the status of their accounts. This data is already stale by the time it's delivered, and it then needs to be re-keyed into multiple "shadow systems" before it can be manipulated and analyzed. Furthermore, there's no way to keep track of future expenses that have been incurred but not yet paid. A new system is an urgent priority.



UCLA - Social Sciences Computing

UCLA has a heavily decentralized IT structure, with independent computing resources spread throughout the University. Josh is given virtual free reign to develop whatever type of system he wants, as long as each of his 15 "bosses" is happy with the solution.

Working with the IT staff in the College of Letters & Sciences, a SQL Server database is developed. DTS scripts are written to enable nightly downloads of the general ledger data from the University's midrange computer. More tables are constructed to enable departments to upload data representing planned future expenditures. Each user of the system gets his own copy of an Access database, which serves as a front-end to the SQL Server data. The system provides numerous reports, and allows users to save and share report criteria.



UCLA - Social Sciences Computing

All involved parties are extremely happy with the resulting system, named GLASS — General Ledger Analysis for the Social Sciences, as it meets all of their requirements, including:

- Timeliness of data — daily instead of monthly
- Ease of use — point-and-click simplicity
- Customizable, but ready "out of the box"
- Eliminates the need for shadow systems.

Josh is asked to present and demo this system to the MSOs of other departments within the College of Letters & Sciences, and many of them make plans to adopt the system for their own use. As some departments used Macs instead of Windows, Josh begins working on a web-enabled version of the system using Coldfusion. However, after nearly two years at UCLA, and a move to Orange County, he decides it is time for a slight career change.



Day Runner, Inc.

Josh leaves the world of "permanent employment" to become an IT contractor. His first contract is for three months, with organizer, planner, and calendar maker Day Runner, in Fullerton, California.

Josh is asked to rewrite an Access document management system, moving the data to SQL Server, and figuring out a way to automate a connection to the third-party scanning/image-retrieval system. After this is finished successfully, Josh is asked to learn Powerbuilder and rewrite the front-end of the application using that technology.

The IT and business staffs at Day Runner are so happy with Josh's work that his three-month contract ultimately stretches out to just shy of three years.

During that time, Josh, primarily working solo, uses a wide variety of software and hardware technologies to develop an impressive portfolio of systems, some of which are summarized on the following slide.



Day Runner, Inc.

- A customer service reporting application, using Access as a front-end and the AS/400 as the back-end.
- A budgeting tool using Access to facilitate two-way data transfer between Hyperion Pillar and the AS/400.
- A vendor managed inventory database and reporting application, using DTS to pull data from the AS/400 and Transact-SQL to create and update a SQL Server OLAP cube.
- A VB6 utility to pull data from the e-commerce site's SQL Server back-end and reformat orders into a fixed-width text file for import into the fulfillment system.
- A complete corporate Intranet, developed using IIS and Classic ASP.
- A sales reporting system, delivered over the Intranet.
- Enhancements to the help desk system, including integration with the Intranet, status reporting, and a satisfaction survey.



Day Runner, Inc.

Despite all of Josh's work, Day Runner is soon experiencing severe financial stresses from an ill-planned acquisition and other poor management decisions.

Josh is offered a permanent position with the company, but chooses to take another contract elsewhere. The decision proves wise, as Day Runner is soon sold off and its operations closed down.



Long Beach Mortgage

Josh is offered a six-month contract in Orange, California, with Long Beach Mortgage, a subprime lender recently bought out by Washington Mutual.

Long Beach Mortgage has an Intranet supported by one person who's in over his head. Josh's job is to help support the system and to fix some persistent bugs. He soon discovers that there is very little security on the Intranet, and that its frame-based design makes for a very poor user experience. Using Classic ASP, Josh redesigns the layout of the Intranet, eliminating the frames and creating a more usable menu structure. He also revamps security, using existing and new NT security groups to restrict access. When these initial jobs are finished, Josh creates new web-based applications, including a phone directory, knowledge base, and a linkage to the loan origination system.

After six months, employees being retained begin transitioning to Washington Mutual's offices, and Josh's contract is not renewed.



Ameriquest Mortgage Company

Leveraging his recent mortgage experience, his experience with Access, and his stellar reputation, Josh gets a contract with Ameriquest Mortgage Company, another subprime lender in Orange, California. He joins the IS department for a three-month contract, assigned to support an Access-based loan warehouse management system during the planned absence of a permanent employee.

Josh quickly learns the system in question, as well as the workings of its main user group, the Treasury department. In addition to providing day-to-day support (which the overworked and underpowered application sorely needs), he is able to identify and fix several bugs and develop several enhancements.

Josh's contract is extended to nearly eleven months, as he is asked to join two employees in developing a new loan warehouse system. Josh's primary contributions are to the logical and physical database design, the writing of numerous stored procedures, and participating in the use case and workflow analysis.



Ameriquest/ACC Capital Holdings

A month after leaving Ameriquest, Josh is contacted by the Treasury Manager there, who wishes to bring him aboard as a contractor in her department. One of his jobs will be to help the department use the new loan warehouse system, as well as to create specifications for any enhancements to that system. His other job is to help Treasury get a handle on their data, as they have virtually no reporting or analysis tools to assist them in managing the department.

This is the beginning of a period of rapid growth in Ameriquest's business, as loan volume has tripled in one year, and will sextuple over the next three years. As the company grows, it reorganizes, adding Argent Mortgage as the wholesale counterpart to Ameriquest, and moving units such as treasury to new entity ACC Capital Holdings.

Over the next three years, the scope of Josh's work grows dramatically, as he rises undaunted to every challenge and opportunity, and takes on far more responsibility than anyone could have predicted.



Ameriquest/ACC Capital Holdings

Josh's IT knowledge and experience prove invaluable in this position: he becomes a highly effective liaison between the Treasury and IS departments — superuser, SME, business systems analyst, and programmer, all rolled into one.

The rapid growth in Ameriquest's business means many process changes and system enhancements will be required. With his detailed knowledge of the loan warehouse system, Josh is able to do much more than simply spec out requirements for the programmers. He can write new stored procedures, design new tables and screens, and provide detailed flowcharts. His feedback from UAT is technical and specific.

Josh also provides invaluable assistance with changes to the loan origination system in the areas where that system touches the Treasury department. When the banks roll out new systems for sending wires or for inquiries, Josh is able to work with both their technical and business representatives, ensuring smooth transitions with no interruptions to Ameriquest's business.



Ameriquest/ACC Capital Holdings

Over the three years Josh spends in Treasury, he builds an entire reporting and analysis infrastructure for the department. He finds data from many different sources: SQL Server and Oracle databases, the loan warehouse system, the loan origination system, the ODS (operational data store), and data warehouse. Still more data comes from the custodial banks, or in spreadsheets from the Capital Markets and Post-Close departments.

Josh's main reporting tools are Access and Excel. Static reports delivered to department members and the senior executives are created with Access, using advanced VBA coding and the program's ability to connect to virtually any data source. Josh uses Access to produce detailed statistical pictures of the loan portfolio that Treasury manages — \$18 billion worth at its peak, spread amongst a dozen warehouse lenders. Excel is used for dynamic analyses and what-ifs, and for its strong charting capabilities.

These reports and tools enable a proactive approach to managing the portfolio, lowering borrowing costs and keeping Ameriquest's banking partners happy.



Ameriquest/ACC Capital Holdings

Inevitably, Josh becomes a consumer of the information he has been so ably producing. Every day, decisions are made involving millions of dollars in transactions based on Josh's reports. As new loans are funded, older ones must be moved around to other warehouse lenders. These reports and tools help the Treasury staff choose which loans to move where. And, they help the staff answer the daily questions posed by the banks and custodians.

The department manager and her SVP have sufficient confidence in Josh that they allow him to begin making many of these decisions and answering many of these questions, himself. Josh effectively becomes the loan warehouse manager, overseeing the daily transactions in the \$18 billion portfolio, fielding many of the calls and requests from Wall Street, and supervising six Treasury Analysts.

Josh's role has become so critical that he is asked to become an employee. Correctly predicting the coming collapse of the subprime mortgage industry (but not foreseeing certain intervening events), he regretfully declines.



California State University, Fullerton

In between contracts, Josh enrolls in the Master of Science in Information Technology program at Cal State Fullerton. The program stresses technology management more than technology itself.

With a GMAT score of 700*, Josh could have applied to any graduate business school. Fullerton's program, which is fully accredited by the AACSB, is appealing because it is (mostly) online. What this really means is no lecture periods. Everything else — textbooks, homework, group projects, papers, tests on campus (on Saturdays) — is exactly the same.

Josh completes the 20-month program with a 4.0 GPA, and the top score among 19 students in the program in each of the ten courses. He earns an A+ in each course where it is possible, and is a recipient of the prestigious Michael A. Reagan merit-based scholarship.

* Interestingly, Josh's 700 score equates to the 93rd percentile. When he took the GMAT in his senior year of college, his score of 690 put him in the 97th percentile.



TABC/Toyota

After leaving Ameriquest, and while earning his M.S. degree, Josh takes another "three-month" contract at TABC in Long Beach, California. TABC is Toyota's first U.S. manufacturing plant, and is a subsidiary of TEMA, which is Toyota Motor Manufacturing and Engineering North America. Josh is needed here as a business systems analyst and .Net programmer, and the contract is eventually extended out to 18 months.

Although Josh does not have anywhere near the level of responsibility that he had at Ameriquest, he still has the opportunity to have a significant impact on TABC through his work in its IS department. He is able to develop some new applications, rewrite existing ones, work on three major projects, and introduce some fresh ideas on IT practices and policies. He also gets to see the "Toyota way" up close and personal, building on a couple of the production and operations management classes he took way back at Chico State.



TABC/Toyota

Josh finds that TABC has quite a few systems written in VB6, Access, and Classic ASP, with back-ends in either SQL Server or Oracle. They also have some very poor implementations of Crystal Reports.

Josh spends a great deal of his time at TABC rewriting existing applications. He updates most of them to .Net, using VB.Net and ASP.Net. He refactors the applications' database interfaces, eliminating embedded SQL in favor of stored procedures, and creates more robust security in the form of roles and groups. As Josh has a strong interest in the visual presentation of information, he also rewrites nearly every Crystal Report he encounters, changing their layouts to increase usability. In some cases, he creates ASP.Net pages as central report repositories, which reduces license costs and allows him to remove the bulky and buggy Crystal modules from several program executables.

Josh also develops several new applications, including ASCOT — which replaces a manual process for ordering steel with barcode readers and e-mails.



TABC/Toyota

During Josh's time at TABC, a major push is made to eliminate many local systems with shared systems administered by TEMA. Josh is asked to be the TABC IS representative on the implementations of Peoplesoft Time & Labor and Payroll modules, as well as a security and access control project.

Josh's participation in the Peoplesoft projects primarily involves his assistance in establishing the business rules specific to TABC and the California regulatory environment. He is also asked to work on some new file formats, set up the ability to print payroll checks locally, run data extracts to convert the existing payroll data to the new system, and create ancillary reports not provided by the new system.

Josh has substantially more responsibility with the security project, often having to seize the initiative to get things done or done right. In addition to setting up the SQL Server and installing and testing the Lenel software, he is tasked with setting up the badging station, coordinating with and monitoring the local security installation contractor, and assisting with training.



TABC/Toyota

Josh is always seeking to improve and optimize anything he can get his hands on, and he sees several opportunities for improvement at TABC. Having worked in several IT shops, he is surprised at a number of practices he observes here.

Josh suggests, for example, that employees throughout the plant be trained in replacing ink and toner cartridges themselves, rather than calling for a technician to do it for them. For his installation of the security system database, Josh creates a model backup plan, featuring full and incremental backups, as well as frequent transaction log backups. He hopes that this model will replace the current basic backup policies, which present a great deal of risk in the event of a crash.

After 18 months, a pending reorganization of the IS department, with control being shifted to Kentucky, and a plan to greatly reduce local system development, Josh decides it is time to move on.



The Future

Josh is currently experiencing the ravages of the Great Recession, and is wondering where he will land next. He hopes he is done with contracting, and can find permanent employment with an organization with good opportunities for growth. He is a top quality contributor looking for a top quality employer.

While he is seeking work, Josh is not letting any grass grow under his feet. He has updated his website at <http://www.saintware.com>, and is increasing his skills in many areas, including Java, PHP, MySQL, and Linux.

Josh is something of a *jack-of-all-trades, master of several*, and has particularly strong current interests in business intelligence, data analysis, and reporting. He is very inquisitive, very intuitive, and a very quick learner. He has a passion for excellence, and believes in getting results and then letting those results speak for themselves.