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**INTRODUCING Margaret More**

►**Senior Manager: Enterprise Information Management (01 April 2015 to date)   
★Senior Manager: Records and information Management ★Keynote Speaker ★Leader ★Trainer**

**(01 November 2012 to date)**

**Note\*: These below functions are currently both my responsibility.**



I seek to forward my knowledge, take on new challenges, provide strategic and managerial leadership and support pertaining to the achievement of the company’s goals through the implementation of a service oriented architecture and the sourcing, development, deployment and strategic use of robust ICT systems and applications that address the institutional system needs, support the business model and the service oriented architecture that are suitable for a high performing entity. I love to engage with Industry Leaders and Experts, expand my own business offerings, and serve people all over the world as best I can. I have dedicated my life to helping others discover and put into action the tools, strategies, and resources that create extraordinary results and amazing levels of personal fulfilment in their lives and business.   
I love what I do.

I am a courageous and adventurous in spirit and love to create and experience new things. I challenge myself and others to think outside the box as much as possible, and don’t care too much for “the norm”. My passion is all about helping people succeed, whether it be personally, professionally, in business, or in other areas of life and business.

I love the outdoors, travel and experiencing new places and cultures, good music, wonderful stories, spending quality time with friends and family, creating and expressing who I am, and connecting with like-minded people.

I am committed to living my life to the fullest, and encouraging those around me to do the same.

I love to laugh and have a very happy-go-lucky attitude toward life.

**ABOUT ME**

**CURRENT RESPONSIBILITY: SENIOR MANAGER EIM**

**My Favourite Quote: The Best Way to predict the future is to create it**

* Initiating the development of a framework to improve the efficiency of company-wide communication after a group analysis of current business communication practices suggested areas of possible improvement as part of change management.
* Upward Reporting Relationship: Head: Enterprise Portfolio and Information Management.
* Downward Reporting Relationship: Information Governance Manager, Records Manager and Information related Managers.
* Providing Leadership and Strategic direction for the Enterprise Information Management (EIM) unit to ensure implementation of processes and tools for effective management of the South African Reserve Bank’s (SARB) information.
* Working with the CIO to ensure that information is valued, quality asset which contributes to objectives of the Bank.  
  Developing, maintaining, change management and communication to the Bank’s community around EIM the vision, strategy and expected goals of the EIM programme across the Bank.
* Developing and implementing tactical and operational plans in support of the EIM strategy.
* Establishing appropriate EIM organizational structure to ensure sustainability.
* Developing, implementing and maintaining EIM Governance framework and charter and currently working on the implementation.
* Agile project management implementation

**CURRENT RESPONSIBILITY: SENIOR RECORDS AND INFORMATION MANAGER**

* Accelerated records management services in the Governor’s Office and safeguarded implementation of strategic objectives and records management action plan in line with the broader strategy of the function in the Bank.
* Calculated budgets pertaining to records management for approval by the Chief of Staff and monitored expenditures thereof.
* Contributed to the development and implementation of policies, procedures, objectives and activities of the records management function in the Governor’s Office and fulfilled compliance thereof.
* Collaborated in the compilation and maintenance of the approved records classification system both paper-based and electronic records.
* Justified information security classification and declassification procedures to be conducted as prescribed by the information security policy, and moderated placement of all activities related to records management governance, risk and compliance (GRC).
* Managed the electronic correspondence systems, emails and websites with an integrated document and records management system (Integrated EDRMS)/ECM
* Managed/Monitored the systematic disposal programmes to reduce the storage costs involved in keeping the records no longer required for administrative, legal and functional purposes by obtaining written disposal authority from the National Archivist.
* Conducted inspections of designated staff in the Governor’s Office and ensure records management practices are followed and custodian/safe-keeping of Bank Records.
* Encouraged Project management, awareness, and communication of the function.
* Conducted on-the-job training to designated staff in the Governor’s Office to apply the proper registry procedures to facilitate sound records management.
* Facilitated the provision of access to information contained in records in terms of the Promotion of Access to Information Act PAIA, PAJA, POPIA and other related
* Performed duties and maintained ethics and confidentiality in all matters related to the Governor’s Office. Implemented Information sensitivity classification.
* Reported and accountable directly to Chief of Staff

**PREVIOUS RESPONSIBILITY: SENIOR MANAGER  
National Prosecuting Authority**01 November 2011 - 31October 2012

* Increased awareness of information management as objective in institution’s strategy and embedded in strategic plan.
* Determined current records keeping and records management status to ensure relevant information is available regarding recordkeeping and records management practices of the institution
* Developed and implemented records management policy to ensure effective management of information contained in records.
* Created a well-structured records classification systems and record keeping systems. (System upgrading and developments)
* Systemised safe custody of all records.
* Processed systematic disposals programme and grew disaster recovery plan for the institution as a whole.
* Managed all records in all formats in conformance to NARS, SANS 15489 and international best practices.
* Initiated evaluation criterion to monitor compliance with records management practices.
* Managed staff, training and development, planning, management, organizing and control of resources (budget, facilities, people, information)
* Expanded Liaison and stakeholder relations
* Revitalized Performance management and service delivery
* Exercised Regular communication through circulars

# UNISA: Deputy Director January 2002 to October 2011(Acted as Director: 2007 – 2010 see below)

* Reported directly to UNISA Registrar
* Organized proper and effective information management for entire university’s business records (including student records)
  + Developed, implemented and reviewed information strategy, policies, procedures and business processes as guided by the National Archives
  + Implemented security in terms of information access, retrieval, storage, preservation and archiving
  + Empowered good records keeping practices
  + Developed and implemented Enterprise Content Management (Strategy, methods, tools and overall governances)
* Directed overall Enterprise Content Management (including web content management)
* Gave effect to the Directorate’ operational plan
* Facilitated Stakeholder management
* Charted optimal service delivery through development and management of SLA’s
* Managed Directorate’s resources in accordance with relevant principles and policies
* Established performance management for directorate.
* Reviewed aspects of management and organization to be aligned to overall business needs of the Directorate and the university holistically.
* Resolved efficient management and administration of the Directorate, including effective utilization of staff, maintenance of discipline, promotion of sound labour relations and affirmative action.
* Promoted proper use and care of intellectual property ( IP)- Information management
* Spearheaded Change management and communication

# Acting Director: Contact Centre, Graduations and Records Management

Reporting to: University Registrar  
January 2007 to December 2010

* Gave effect to the Directorate’ operational plan
* Achieved outputs as per KPA’s to enable optimal service delivery
* Managed the Directorate’s resources in accordance with relevant principles and policies
* Provided Line Manager with such information as is required to enable the monitoring and improvement of performance
* Reviewed aspects of management and organization are best aligned to the overall business needs of the Directorate
* Stakeholder management – dealing with student related queries (SRC) through the office of the Dean of students
* Ensured efficient management and administration of the Directorate, including effective utilization of staff, maintenance of discipline, promotion of sound labour relations and affirmative action and proper use and care of intellectual property ( IP)
* Events management and protocol – all graduation ceremonies and other university functions
* Developed and implemented a communication strategy for the Information Contact Centre and sanctioned the implementation

**Note: Key Performance Areas: Applied both for Acting Director and Deputy Director position.**

1. **Provided direction and leadership in respect to own area of responsibility and implement strategy**
   1. Align Directorate objectives, activities and targets for the Directorate’s operational plan (DOP).
   2. Infuse a planning culture and develop planning and project management capacity in the Directorate.
   3. Provide strategic advice to the Line Manager and Executive Management on own area of responsibility through relevant consultation, conceptualization, formulation and tabling of proposals and recommendations for decision-making.
2. **Facilitate change and transformation in the Directorate** 
   1. Develop, review and implement a comprehensive and inclusive Transformation Charter, which included participating in a task team that worked on the re-branding of the university during the merger (developing a corporate identity document that enhanced the reputation of the University)
   2. Practise social justice and fairness as a core value
   3. Create an enabling environment for persons with disabilities, through policy formulation/review, planning and application of management practices within the directorate
   4. Advance employment equity and diversity through provision of leadership and guidance, monitor and advance employment equity initiatives
   5. Ensure staff health and wellness within the Directorate
3. **Establish the organization as a leader in sound corporate governance and the promotion of sustainability through collective leadership and management of the Directorate** 
   1. Participate effectively as a member of the Directorate Management team and manage internal stakeholders
   2. Ensure compliance to internal policies, legislation and international best practices.
   3. Ensure long-term financial sustainability of the Directorate and institution
   4. Ensure effective collective leadership of the external environment and external stakeholders
4. **Oversee effective implementation of the Directorate objectives and targets in line with the Departmental Operational Plan (DOP)** 
   1. Ensure achievement of Directorate deliverables in Directorate’s Operational Plan (DOP) by planning, organizing, controlling and managing the following resources:-

* Human Resource management
* Financial budget management
* Advanced Technology & Information Infra-structure
* Physical Infra-structure (Facilities)
* Enabling environment (Office Space) & equipment
* Standardized operational procedures & manuals
* Continuous staff training and development
* Policies, Procedures, Processes: Development/review, approval, implementation and monitoring
* Event management – graduation ceremonies and other function of the university
* People Management: Team effectiveness and Productivity
* Ensure awareness through change management and communication interventions
* Web content management (social media) and e-mails

1. **Develop and manage technology, processes, systems, human capacities and other resources in the Directorate in line with the organizational architecture**
   1. Participate in finalizing and aligning the organizational architecture to support the organization in order to foster a culture of continuous improvement in all organizational processes and systems
   2. Create an organizational culture and climate for achieving excellence.
   3. Cultivate a collaborative and high performing Directorate Management Team
   4. Ensure sound financial management
   5. Enhance use of technology in the Directorate for service delivery
   6. Ensure the development and implementation of effective risk management control and audit information processes and standards
   7. Ensure effective change management and communication
2. **Networking**
   1. Serve on relevant internal and external committees (served on the Unisa Council)
   2. Belong to relevant professional bodies
   3. Enhance capacities in own functional area and contribute to the development of profession
   4. Benchmarking

# Previous Position: Deputy Director

2002 to 2007 Campuses – Based in both Pretoria and Florida

**Key Performance Areas:**

* Development, management and implementation of corporate-wide records management (ECM) strategic initiatives according to set local and international standards and practices.
* Policies, Procedures and Systems: Development and implementation
* Provide guidelines and monitor compliance to records keeping standards and practices
* Team Effectiveness (People Management)
* Planning and management of operational requirements
* Staff training and development
* Organizing and control of resources (HR, Financial, ICT and physical infra-structure).
* IT Systems upgrading and program development
* Liaison and communication campaigns of the projects
* Management of the Business Development Support Agreement (maintenance agreements)
* Developing and managing Service Level Agreements
* Vendor/Tender management
* Perform information security audits.

**Project Management**

* Programme Manager: Enterprise Content Management (67 million budget allocation)
* Project Manager: Establishment of a comprehensive Records & Information Management at UNISA (R40 million budget allocation) – successfully completed
* Project Manager: Conversion of records from microfiche to latest technology DVD (R5.3 million budget) – successfully completed in 2008
* Steering Committee Member of the UNISA Enterprise Content Management
* UNISA Registration Steering Committee
* Assessment Administration Task Team
* Data Integrity Steering Committee
* Organizational Architecture Task Team

**Member of the following professional bodies:**

* Member of AIIM ([Association for Information and Imaging](http://www.aiim.org/)) – Professional Member
* Member of ARMA ([Association of Records Managers and Administrators](http://www.arma.org/)) – International
* Member of RMAA ([Records Managers association of Australasia](http://rimpa.com.au/)): Presented at RMAA annual convention (2007 and 2009) – Invited as a keynote speaker
* Recently been appointed by the Institute of Information Management (IIM) as a Fellow Member (the highest ranking based in Africa 2014)
* Awarded by the Board of Trustees of the Records and Information Management Awareness (RIMA) Foundation and Governing Council of the Institute of Information Management (IIM), Africa, as the Winner of the 2018 Records and Information Management Awareness (RIMA) Award “**BEST INTERNATIONAL IIM FELLOW OF THE YEAR AWARD**!

**Other experience**  : **2000 to 2001: Manager  
 Catering Services (UNISA SBL)  
 50 subordinates**

* General management of the Catering Services at UNISA School of Business Leadership
* Management and control of resources
* Daily operational planning
* Stock taking and control of a centrally controlled budget
* Staff training and development
* Organizing and coordination of all functions
* Function Bookings and floor planning
* Event management for all functions
* Stock loss management

## 1995 to 1999: Supervisor

## UNISA Catering services

## 40 subordinates

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## Responsible for counter service management

* Responsible for daily operational planning
* Organizing and controlling of resources
* Booking and coordinating VIP functions

**Education:**

* Completed: Honours Bachelor’s degree in Information Science 2008 (Honours Degree)
* Completed: B-Tech Degree in Archival Studies 2006
* Completed: Post Diploma in Archival Studies 2005
* Completed: Fundamental Management Programme - UNISA SBL 1999
* Completed: National Diploma – Food Service Management (TUT) 1994
* International Certification: Enterprise Content Management (ECM Master – AIIM) 2009

**Other non-formal courses attended:**

* Corporate Governance (King Code of Corporate Governance Principles)
* Enterprise Content Management
* Project Management B-tech certificate
* Records Management Course at National Archives and records Service of SA
* Records and Document Management
* Electronic documents and records management
* Corporate Governance (King II & III Report: In-house)
* Microsoft Office 2000 (In-house)
* Document Management Systems 2002 (In-house)
* Oracle 2004 (In-house)
* Drug addiction at work by First step Recovery Centre 2005
* Service Level Agreements and Negotiation Skills
* Strategic Planning and facilitation
* Emotional Intelligence
* Systemic thinking
* Leadership course offered by Duke
* Women in Leadership
* Effective communication
* Competency based behavioural interviewing
* Business Process Management
* Business Process Architect/Modelling
* Policy drafting & Business Writing
* Leadership coaching

**High School: Ranti High School –** Limpopo Province Grade 12 (1991)   
 **Skills and abilities:**

* Computer Literate
* Facilitation Skills
* Strategic Thinking
* Conflict Management
* Behavioural Understanding and good listening skills
* Budgeting
* Personnel recruitment and selection
* Leadership Skills
* Work under pressure
* Project Management Skills
* Interpersonal and Communication skills
* Customer Service
* General Managerial skills
* People Management
* Negotiation Skills
* Presentation and Writing Skills

**Management style:** Democratic, consultative and participative Leader with conscious intention to improve service delivery through innovative and simplified processes, managing change, transformation and sharing information, adding value to the organisation, empowering the individuals and the community at large.

**References:**

**Mr R Bezuidenhout: Director – Student Assessment Administration**

## University of South Africa

Private bag X392, Pretoria, 0001  
 +27 12 429 2920(Work)  
 +27 83 288 4448 (Mobile)  
 [rbezuide@unisa.ac.za](mailto:rbezuide@unisa.ac.za)

**Mr B Hoga: Chief of Staff – Office of the Governor**

South African Reserve Bank  
 P O Box 427, Pretoria  
 +27 12 399 4448  
 +27 82 896 7730  
 [Brian.hoga@resbank.co.za](mailto:Brian.hoga@resbank.co.za)

**Mr X Mkhize: Director – Tranxend Consulting**

083 435 7469 (Mobile)  
 [xolani@tranxend.co.za](mailto:xolani@tranxend.co.za)