Takwa Sebai

ANTONY · GREATER PARIS (ÎLE-DE-FRANCE)

Engineering Manager · Head of OSS & Network Platforms · NetDevOps, Kubernetes & 4G/5G

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> Engineering manager and critical-platform leader with **12+ years of experience** across technical leadership, people management and OSS / NetDevOps transformation. Direct manager of **12 direct reports** at SFR operating on a Tier-1 national telecom network (~**25M mobile & fixed/fibre subscribers**, ~**43,000 managed network elements** on **Kubernetes and private cloud**). Proven in executive steering (COPIL/CODIR/COMARCH), budget/ROI ownership and end-to-end 3GPP 4G/5G technical authority.

12 direct reports 10 developers · 2 project managers (SFR)	**~43,000 elements** Tier-1 operator · ~25M subscribers	**+30% / -20%** Operational efficiency · IT opex	**Kubernetes & Cloud** Platform / NetDevOps · ARCEP 5G SA Lab

PROFESSIONAL EXPERIENCE

Network OSS & Platform Engineering Manager · SFR

Sep 2020 → Present · Greater Paris

Critical OSS platform on a Tier-1 national operator (~25M mobile & fixed/fibre subscribers · ~43,000 managed network elements)

- **People management & organisation**: direct management of **12 direct reports** (10 software developers, 2 project managers; apprentices excluded); hiring, career coaching, delivery governance, roadmap prioritisation and quality/schedule arbitration.
- **Executive steering, budget & vendors**: weekly steering committees (COPIL), monthly executive reviews (CODIR) and architecture boards (COMARCH), budget/ROI ownership, Make-or-Buy arbitration, vendor accountability and technical-debt reduction.
- **Platform / NetDevOps transformation at scale**: led automated **Cisco NSO and ZTP** rollouts on **Kubernetes, Docker, OpenShift and private cloud**, large-scale inventory overhaul (~43,000 elements) and access / aggregation / core modelling.
- **Measured business impact**: delivered roughly **+30% operational efficiency** and **-20% IT operating costs** through multi-vendor standardisation, manual-task elimination and continuous operability and capacity-planning KPIs.
- **Critical multi-vendor ecosystem**: integration across Nokia SR, Huawei NE8000 / NE40, Cisco ASR9K routers, Nokia OLT and Nokia AirScale / MantaRay SON radio environments.

Co-founder · Product Strategy & Platform Architecture · HiCellTek

Jan 2020 → Present · Co-founded R&D venture

B2B 2G/3G/4G/5G/5G SA mobile radio-diagnostics suite and cloud SaaS platform (product/platform governance; native Android/C++ core led by CTO)

- **End-to-end product execution**: product strategy, cloud/platform architecture (Kubernetes & private cloud), security and delivery of two software products (real-time Layer 3 RRC/NAS & VoLTE QoE diagnostics and **HiCellTek Analyzer** SaaS).
- **3GPP validation & private 5G SA lab**: built reproducible evidence workflows connecting configuration, active UE state, Layer 3 signalling and KPIs; operate a personal **5G SA laboratory** under ARCEP experimental authorisations (n77 and B38).
- **Industry authority**: authored a 111-page 5G NR field guide, anonymised RAN validation dossiers and 3GPP analyses followed by 11,000+ telecom leaders and engineers.

Tech Lead · Davidson Telecom & IT

Mar 2019 → Jan 2020 · Lyon

- Managed a team of **5 developers** delivering a field telecom application for infrastructure developers.
- Led Agile / Scrum delivery, code reviews, release quality and business-stakeholder alignment.

Telecom Business Analyst (AMOA) · Novatel IT 2017 → 2019

- Network application validation, 3G mobile anomaly tracking, BSS equipment KPI analysis and quality assurance planning.

Freelance Telecom Software Engineer · Self-employed 2014 → 2017

- Designed, developed and maintained mobile and web applications from requirements and specifications through acceptance testing, change management and user documentation.

EXECUTIVE LEADERSHIP & TECHNICAL AUTHORITY

Engineering Management & Executive Governance: Direct management (12 people), organisational scaling, hiring, expert coaching, budget & ROI, weekly steering / monthly executive reviews (COPIL/CODIR/COMARCH), vendor & contract governance, risk management, quality/schedule arbitration, decision logs.

OSS Platforms, NetDevOps & Private Cloud: Kubernetes, Docker, OpenShift, private cloud, Cisco NSO, ZTP, large-scale network repositories (~43,000 elements), access/aggregation/core modelling, CI/CD, observability, Nokia MantaRay SON & AirScale, Nokia SR, Huawei NE8000 / NE40, Cisco ASR9K, Nokia OLT.

4G/5G RAN Validation & E2E QoE: Go/no-go stage-gate governance, versioned test catalogues, multi-site campaigns, IOT, regression testing, before/after KPI baselines, waivers, rollback plans, 3GPP (RRC, NAS), Massive MIMO, Carrier Aggregation, EN-DC, VoLTE/VoNR, Open RAN / Cloud RAN, Actix, QCAT, ANFR / ARCEP compliance.

RAN Security & Compliance: Disaggregated gNB attack surface (RU/DU/CU), interface hardening (eCPRI, OAM, N2/N3, IPsec), 3GPP SA3, GSMA NESAS / SCAS, O-RAN WG11, pentest / red-team scoping, CVE tracking, ANSSI / NIS2 go/no-go criteria.

Software Engineering, Cloud & Data: Kubernetes, OpenShift, Docker, AWS, GCP, Apache; Python, Java, Kotlin Android, JavaScript, PHP, HTML5/CSS3; MySQL, PostgreSQL, MongoDB; ELK, Power BI, Tableau, JIRA, Confluence, Git.

Frameworks & Methods: Agile / Scrum, Platform Engineering, NetDevOps, TOGAF, TM Forum eTOM, BPMN, ITIL, CMMI, DevOps, RACI, PESTEL, SWOT, RCA, quality assurance plans.

SELECTED VERIFIABLE OUTCOMES

- **Tier-1 OSS & Platform Industrialisation (SFR)**: led a 12-person engineering organisation automating ~43,000 network elements (Cisco NSO / ZTP on Kubernetes & private cloud) across a ~25M-subscriber national operator, delivering roughly +30% operational efficiency and -20% IT operating costs.
- **Open RAN Evidence Portfolio**: published verifiable field dossiers (*RAN Control Validation: Prove the Active Radio State*; *5G NSA Throughput Validation*) and a free 111-page 5G NR field guide on **takwasebai.com**.
- **Experimental 5G SA Lab on Private Cloud**: built and operate a real 5G SA lab (commercial handsets, SDR, containerised 5G Core, IMS) under ARCEP experimental decisions 2026-2077 (n77) and 2026-2111 (B38).

EDUCATION & LANGUAGES

Master's Degree (M2) in Software & Computer Engineering · Science-U Lyon 2018 → 2020

Engineering Degree in Computer Science · Faculty of Sciences of Tunis Engineering cycle

Preparatory Classes for Engineering Schools · EPEIM Engineering prep

Languages: French (fluent / bilingual) · English (full professional working proficiency: technical writing, 3GPP standards, vendor and executive communication).

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