

(logo of Alcatel)

Letter of Reference

We confirm that Mr. Giulio Zambon, born on [REDACTED], citizen of Italy and Australia, was employed in our company from November 1st, 1994 to July 31st, 2000. His duties and evaluation till March 31st, 1997 are covered by the intermediate letter of reference issued on that day.

From January 1st, 1997 to October 31st, 1998, as part of a rotational assignment, Mr. Giulio Zambon worked as Senior Consultant with our then sister-company Alcatel Alsthom Recherche in Marcoussis.

After his return, he took over a new challenge as Quality Manager within the Network & Design Center, which belongs to the Switching & Routing Division. In that role, he was the local representative of the Alcatel-wide SEPG (Software Engineering Process Group), with the main task to improve the software processes (SPI). That included the following:

- Extract from the corporate programmes, implement, and monitor the necessary actions
- Inform, train, advise, and support the software engineers and their superiors
- Perform several assessments in other Alcatel locations, to check the CMM (Capability Maturity Model) level reached
- Develop, perform, and successfully complete one self-assessment.

Thanks to his well founded knowledge in technology and methods, he also quickly took over the role of Programme Manager of the project "Nextra", which he completed successfully.

We were very satisfied with the quality of Mr. Giulio Zambon's performance. He applied his experience in software engineering and project management to present the processes and their improvements as an important task and an advantage for all involved parties. In this way he provided a concrete connection to the daily working activities.

Mr. Giulio Zambon was a Project Manager "par excellence". He is exceptionally competent in methods and processes and an organisational talent. He took into account all three competence areas of projects (human/behavioural aspects, methods, and technologies).

He worked very cooperatively, projected to the future, independent, and conscious of his responsibilities. His working style was goal-oriented, with initiative, reliable, rich of ideas, but also critical.

His remarkable knowledge of foreign languages, his creativity, and his versatility also need to be mentioned.

Mr. Giulio Zambon dealt with customers, superiors, and colleagues in a friendly, polite, and correct fashion. His readiness to help and his customer orientation made him a valued partner for colleagues and for customers alike.

Mr. Giulio Zambon leaves our firm on his own choice to take up a new challenge. We thank him for his valuable work and wish him all the best and much success in all aspects of his future.

Alcatel Switzerland Ltd
Area Telecom

(one signature)
Wilfried Zimmermann
Switching & Routing Division

(one signature)
Renate Wust
Human Resources

8055 Zurich, July 31st, 2000 HR / RW