


Annex: Labor history as bank employee at Banco Comercial – Montevideo – Uruguay



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Summary of functional bank career

- 03/06/1990 **Renounce voluntary to Banco Comercial**, to offer full time dedication to Softec and particular professional activities
- 05/02/1986 I am promoted to the specialized technical position **System's Analyst with University Title**
- 09/01/1985 The Directory of the company decides to create the **Organization and Methods Dept.**, as consequence of my 1983 personal report.
- 01/01/1984 **Office Sub-Manager** at Foreign Business Department
- 10/01/1979 **Assistant at** Foreign Business Department
- 05/03/1976  Start to work in Banco Comercial, in the position of **Meritorious (15 years of age)** in the Foreign Business Department, making **Assistant** works.

Brief historical review

■ 1985 – 1990. Organization & Methods Department

September of 1985. The Bank's Directory, create the Organization & Methods Department, with the mission to improving aspects of rationalization of resources, internal organization and to optimize the general operation of the company. This new technical unit would be reported to the Directory through the Vice General Manager and the Manager of Foreign Business Department.

Antecedents: 1983. I rise to consideration of the Directory, a wide and deep document that was base to create the Unit, where I suggest, and I justify technique, operative and economically the necessity to create the Unit of Organization and Methods.

Integration: Originally, this Department had 4 members up to 1986. I incorporate myself with Office Sub-Manager's position that already had at Foreign Bus. Deptment.

1986. I am promoted to specialized technical position **System's Analyst with University Title** that is in the computer area, the maximum technical hierarchy inside the Bank.

1987. With the merger of Automated section (8 people) with O&M, I am the only member of the original staff that remains in Organization and Methods, continuing with the original technical tasks. I occupy the second hierarchy after the Manager position, in which **I remain until my voluntary renouncement in 1990.**

Work and technical tasks executed at O&M

- ▶ **Investigation, analysis and diagnostic of the flaws** from the teleprocessing system that administered the Bank that they were informed us by the users. I worked as coordinator among the suppliers of products (hardware, software).
- ▶ **Coordination** among the different technological suppliers of the Bank (hardware, software) and the CPD installed at Ediguay S.A., with the goal of to fix and to improve the deficiencies of the services that were detected.
- ▶ **Elaboration, control and pursuit** of the development chronograms agreed in the different technical activities that were implemented.
- ▶ **Analysis, evaluation and consultancy to highest levels of Direction**, about the technological innovations that appear in the market and they could be applicable to the improvement of the services or cost's reduction. Permanent Member of consultation of the Direction and General Management about applied technology.
- ▶ **Technical support and control of microcomputers implementations.** Responsible and promoter inside the Bank of all PC based implementations. Study of software packages for their acquisition.
- ▶ **PC's User's training.** Responsible for the **PC's User's training** and the success of the different applications whose use goes being integrated inside the Bank.
- ▶ **Technical evaluation** upon all the proposals of technological solutions presented from the suppliers to the Bank.
- ▶ **Comparative Studies.** Creation of reports and comparative studies about the convenience of acquiring the technological products offered in evaluation.

- ▶ **Analysis of Systems.** Coordination, and setting in operation of the system that administered the national refinancing of debts, proposed by the Law 15786.
- ▶ **Administrator and technical support of all the local area networks PC based, in operation inside the Bank.** Installation of the first LAN in Uruguay, based on the 10 NET LAN, and microcomputers PC Olivetti M24 and M28, executing emulation's software of terminals 3278/79 that substitute the expensive systems of terminals and cluster controls IBM 3270.
- ▶ **Creator of the system of evaluation of tasks applied successfully on great number of people,** and that it facilitated the creation of the Procedure's Manuals as well as the improvement and correction of operative problems and of administration.
- ▶ **Creation and documentation of the Tasks and Procedure's Manual** that didn't exist until then. It allowed to hurry and to increase the training of the employees, making them more versatile and preparations to facilitate their rotation.
- ▶ **Introduction of Form's Design by computer software.** Introduction of software as FormTools, as innovation, and later substitution for the Perform Pro (DOS and Windows) that later Softec promotes in the whole Banking like representative of Delrina Technology.
- ▶ **Analysis, development and management of computer system's projects.** Highlights: Refinancing, Stock, Investments, Sales, Frames of Paying-off of Fixed Asset for Central Bank, Accounting of Foreign Business Department, etc.
- ▶ **System's Audit,** mainly on pc-based systems and mini computers over all computers installed at the bank.
- ▶ **System of Squares of Paying-off of Goods according to dispositions from Central Bank of the Uruguay.**
I develop (Analysis and Programming) the first system inside the Bank, entirely for PC, achieved in independently from CPD, under dBase III interpreted and then compiled with Clipper Autumn 86 and Summer 87.
- ▶ **Categorization and computerized documentation system of refinancing of internal indebtedness according to Law N° 15.786 of the 20/12/1985.**
Application development baptized as "REFI", for data-entry PC by express filled by screen of the applicant's data, categorization of quantity, conditions and terms, it generated in automatic form the final document with all the conditions that forced the Law (several pages) in minutes so that the customers signed the loan credit.
- ▶ **Search of technological alternative to substitute the computer IBM S/32, reducing the high maintenance costs.**
Alternative selection to IBM S/32, substitution and migration of all the applications developed under S/32 in RPG/II, to a new emulation system Baby 36, based on PC Televideo AT (Telecat) motivated by the S/32 high maintenance cost, and incorporation of a new S/36.

1979 – 1985. Personal initiatives for the company. Creation of business and operative improvements.

Independently of the operative line activities developed functionally myself, I also developed other more for own initiative. I outlined several new businesses, or operative improvements that they were successful instrumented by the company.

Report to the Directory, about the convenience and necessity to

■ **01/15/1985. creating a Dept. of Data Processing Internal Audit.**

- ▶ Although the company had the more advanced system of data processing in real time from Uruguay, it didn't still have a system of Audit adjusted to the technology, and they were continued making conventional controls. This report illustrated to the Directory about the risks to hold this situation.

Report to General Manager, about the necessity to creating a Unit

■ **06/08/1983. of Organization and Methods (created later in September of 1985).**

- ▶ Inform to the General Management, justifying technique, structural and budgetarily the convenience and necessity to constitute a Unit of Organization and Methods, in staff relationship directly to the Directory. 14 pages document, presented under Circular Internal Circular Number 126/38 of 11/19/1982 "Reception of Suggestions from Personnel's System" terms

Report about convenience of incorporating in Uruguay the

■ **03/05/1979. operative of VISA Int. credit card (not existent until then).**

- ▶ **In February of 1979**, I accompany who would be later Manager of American Express International credit card, filial Sao Paulo, to a global training, where I learn all the credit cards operative in depth.

When I go back to Montevideo, understanding I that was a business that could be very interesting for the Bank, elevate a report written to the Directory, where I suggest to start negotiations with VISA (that didn't still exist in Uruguay) to obtain their representation. **Later, Banco Comercial instruments next to other Banks, the VISA card in Uruguay, through the company Sistarbank.**

1979 – 1985. Foreign Business Dept. Rationalization and Automation

The Management of the Foreign Business Department designates me to develop rationalization tasks, operative improvement in those sectors where I had operative experience, parallelly to the execution of my daily tasks, due to the experience and accumulated knowledge, more the technician's characteristic of the career of Systems Engineering that I was studying.

The good obtained results, they made that outside me designated to work closely with the team of technicians of Analysis and Programming assigned to the creation, development, setting to point and overturned of different computer system in progress.

Later, I analyzed and I programmed for PC, some accounting systems that substituted to the equipment of direct record mechanics, electro-mechanics and electronic that still stayed in use at Foreign Business Department.

■ 1983. Unification of Loans in foreign currency

- ▶ **Creation of the new Section Loans in foreign currency.** They are centralized in an only section with 16 employees, all the credit operations that until then they were dispersed in the sections Exchange, Imports and Exports.
- ▶ Section's organization, execution and supervision, replacing the Manager sometimes.
- ▶ Closely collaboration in analysis of accounting system implementation for IBM S/32.

■ 1982 – 1983. Implementation of Decentralized Accounting System of Foreign Business Department, to be used under IBM S/32.

- ▶ Development of batch system batch for Accounting of Foreign Business Department, by the implementation of programs in RPG II to run under System IBM S/32.
- ▶ Incorporation of batch data-entry in the dual recorder floppy 8" unit IBM 3742. Training to operators.
- ▶ Operation and programming of system IBM S/32 RPG II. Batch execution of processes and countable controls. Training to stable operators.

■ 1981. SWIFT System implementation

- ▶ Delegate of the Dept. Business with the Exterior at the previous meetings to the adoption of the system SWIFT, counseling technically about it to executive levels.
- ▶ Implementation of the first SWIFT System for electronic funds transfers from and toward to the exterior, substituting the old system (perforated paper band).
- ▶ Training in the first implementations of SWIFT terminals (TI-600 and IBM DSL) and later I trained the members of the section "Claves" in new terminals handling.

■ 1979 – 1981. Logistical support and advice in analysis of new systems.

- ▶ Active advice to the Dept. of Calculation in the analysis of the system of Bank drafts and Payment Orders in process to be computarized for real time, through dumbs terminals IBM 5930, then IBM 3270 and finally Olivetti TC-800.
- ▶ Creation of system's operators training manuals for IBM 5930, 3270, and later the emulation of terminals 3270 developed by Olivetti based on their financial terminal TC 800, in the use of all the programs of real-time of Foreign Business Department.

■ 1979 – Creation of multiple forms (simplification of tasks).

- ▶ Methodical rationalization of the whole administration of the Section Exchanges, simplifying controls, reducing paper work and improving controls, by means of the creation and design of new multi-forms, or unifying forms for your immediate systematization.

Foreign Business Department

1976 – 1983. Exchange Section – Operative tasks.

From my admission in the Bank, until I was transferred to Organization & Methods, I developed tasks mainly in Foreign Business Dept.

In all cases, I fulfilled tasks of public attention, archive, manual accounting, mechanized accounting in real time, and execution like an office assistant.

Also, because the company didn't ascend personal during years, and as consequence of the good concept that the company had of the undersigned, I also executed audit tasks and authorization like an Office Sub-Manager until I was ascended to that position.

■ Exchange Section - "Foreign currency exchange" Sector

- ▶ Public's attention
- ▶ Permanente consult about exchange rate with Money's Table and negotiation with customers to close purchase, sale and / or foreign currency arbitration operations.
- ▶ Countable registration of vouchers of Cash and Backoffice operations.
- ▶ Daily verification of operations of change fulfilled, against operations considered by Money's Table, for position of foreign currency control (recall in 1976, the countable registration was differed to the execution). There was not system in real time.

■ Exchange Section - "Foreign currency accounts" Sector

- ▶ Public's attention.
- ▶ Opening accounts in other currencies under regimen of "Deposits at Sight" and to "Deposits to Fixed Term", for residents and non-residents customers.
- ▶ Interest funds compensation for anticipated cancellation.
- ▶ Signature's customer collection.
- ▶ Audit of banking internal circulars, judicial warnings, immobilization deposits reports.

■ Exchange Section – "Money's Table" Sector

- ▶ Collaboration like assistant of "Money's Table" Operator Manager.
- ▶ Closing at the phone of exchange currency operations, directly with brokers and money's tables of other banks (always under operator manager supervision).
- ▶ Countable registration of operations of change, currency position control, making of reports for the Foreign Business Dept. Management.

■ Exchange Section - "International Bank Draft Funds" Sector

- ▶ Public's attention.
- ▶ Bank draft, wire transfer, SWIFT transfer funds, checks issued against foreign currency funds from the Bank.
- ▶ Air and telegraphic bank drafts issued in all the currencies toward the exterior, against funds of the Bank resided in Banks correspondents in the exterior (direct) or Banks correspondents with signature and without account, with indirect reimbursement through common correspondents.
- ▶ Bank draft issued to Latin America countries, through international clearing agreements.
- ▶ Better route selection to funds transfer to the exterior, consulting geographical documentation and Banker's Almanac correspondents.
- ▶ Coordination with the sectors of Imports and their clients, for execution of payment instructions generated in expirations of financings of the exterior, payment of overcome letters, imports prepayment.
- ▶ Mail preparation for foreign correspondents, including shipments of documents.
- ▶ Archive documents ordered by drawer, transfer number and bank correspondent.
- ▶ Settling of accounts with foreign correspondents banks.
- ▶ Investigation of problems with the correspondents, for unpaid bank drafts, duplicated payments, and similar problems.
- ▶ Correspondence toward the international correspondents, in Spanish, French or English (via letter or telex) to solve birdcalls.
- ▶ Traveler's checks sales to Bank's preferential clients from the issuing: Thomas Cook, Citibank N.A., Bank of America and American Express. Advice to clients on handling and care of this means of payment.

■ Exchange Section - "Bank Payment Orders" Sector

- ▶ Public's attention.
- ▶ Transfer funds reception in foreign currency directly from Banks correspondents, or as transfer funds from other local Banks.
- ▶ Written and phone warnings to the receiving beneficiaries of foreign funds.
- ▶ Audit of identity documents from of beneficiaries of foreign bank transfer funds.
- ▶ Coordination with Exports sector and their customers, for execution of funds reception, and cancellation of exports pre-advances funds.
- ▶ Settling of accounts with foreign correspondents banks. Control of commissions and expenses discounted by the correspondents against the foreign accounts.
- ▶ Investigation of problems for payment orders paid locally in advance, but without effective covering in the correspondent's account.
- ▶ Correspondence toward the international correspondents, in Spanish, French or English (via letter or telex) to solve birdcalls.

■ Exchange Section – “International Checks and Drafts Purchase” Sector

- ▶ Public's attention.
- ▶ Foreign currency checks, drafts and traveler's checks purchase, drawing by customers or Banks correspondents, against funds resided in the exterior.
- ▶ Control of signature's attributions to drawing funds.
- ▶ Preparation of shipments with correspondence and original documents sent to the correspondents Banks by Courier, for their collection in each country and later credit in the accounts of the bank with each correspondent.
- ▶ Daily settling of accounts with foreign correspondents banks. Control of effective refunds against collection's documents, to generate the credits to the beneficiaries (collections) or advances for banking documents purchase.
- ▶ Correspondence toward the international correspondents, in Spanish, French or English (via letter or telex) to solve birdcalls as covering lack, returned checks, etc.

■ Section Exchange Section - "Collections, Values for collection, Vouchers and Discounts of foreign currency documents " Sector

- ▶ Public's attention.
- ▶ Collections and Discounts of foreign currency documents and values. Draft Letters with and without protest warning, Conform, deferred payment.
- ▶ **Foreign currency documents clearing implementation**, with the apparition of checks in foreign currency (cash and deffered).
- ▶ Making of loans and credits to the consumption (redeemable loans) in foreign currency. Interpretation and control of resolutions of Management granting credits.
- ▶ Monthly countable registration of Loans. Passage of loans to fallen due Placements, Doubtful Debtors, Debtors in Administration, Punishments of Wallet, etc.
- ▶ Documentation of re financings to special sectors (mainly agricultural). Debtors' Categorization according to your history, productivity index CONEAT and other parameters defined by the laws.
- ▶ Prosecution and countable registration of foreign currency clearing. Preparation of countable minute and documents for compensation.