

# **Curriculum Vitae**

**Peter Katz**

**2014**

## Personal Information

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**Email:** [peterkatz.consulting@gmail.com](mailto:peterkatz.consulting@gmail.com)

**Age:** Born Wellington 1952

**Education:** MSc Honours (Mathematics), Teaching Diploma, and a range of additional Accounting, Finance, Banking and Economic papers.

**Computer Skills:** Competent in all Microsoft products. Strong user skills in Excel, Word, PowerPoint, and sound user skills in Microsoft Project. Sound understanding of settlement, clearing and payment systems.

**Personal Development** During my years with the Reserve Bank I attended many quality training courses that furthered my knowledge and personal skills. These courses covered: leadership, strategic thinking, marketing, managing relationships, managing meetings, project management, software testing, specialist financial courses and seminars. I have continued to learn through my work experience, colleagues and attendance at conferences.

## Employment Summary – Refer Appendix 1 and 2 for more detail

- 30 years working for the Reserve Bank of New Zealand in diverse policy, operational and key project management roles. (Projects included: payment and settlement systems, crisis management, systems development, business analyst, systems testing (including Y2K).
- 28 IMF missions to over 11 different developing countries advising monetary policy, liquidity and debt management, development of the government primary and secondary markets, financial markets.
- 1 year project with the NZ Treasury to develop a pay-out process to investors in failed government guaranteed financial institutions.
- 3 years conducting Risk Assessments of Central Security Depositories and settlement process in global markets for Thomas Murray Limited. ([www.thomasmurray.com](http://www.thomasmurray.com)).

## Skills and Competencies

**Self-Motivated** Self-motivated by drive, enthusiasm, reputation, success and commitment to meet objectives.

**Professional Relationships** Developed and maintained successful working relationships both within and outside NZ: (i) within the financial markets; and (ii) with professional advisors - these relationships include legal, audit, accounting, IT.

**Strategic View** I have worked on the frontier of change and required to be forward thinking to have a strategic outlook for planning, developing and implementing new structures and processes, and maintaining an eye for new business opportunities.

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| <b>Business Re-engineering</b>          | Experienced at re-engineering business and operational processes to improve efficiency and reduce the risks associated with existing processes.   |
| <b>Innovative</b>                       | Imaginative in considering practical alternative ways using technology to improve process increase efficiency, reduce risk and enhance output to resolve issues and problems.   |
| <b>Decision Making &amp; Judgement</b>  | Decisive decision maker based on analysis, considering other people's views and consistently showing good judgement.  |
| <b>Project Management</b>               | Excellent track record of successfully completing projects on time by aligning project objectives, scope and risks with expectations, resources, and realistic achievable milestones and outcomes. <sup>1</sup>   |
| <b>Analytical Skills</b>                | Strong analytical skills. The ability to hit the road running in a new environment, take stock of the situation and engage the key people, identify issues/problems, identify and assess the resolution options and prepared to make firm recommendations accompanied with a risk assessment of the outcomes. |
| <b>Report Writing</b>                   | Ability to write clear, comprehensive reports pitched at the target audience and deliver a presentation in support of the report and its recommendations.   |
| <b>Team Management</b>                  | A team player who provides support to both subordinates and direct reports in order to achieve common objectives, goals and deadlines.  |
| <b>Training</b>                         | Experienced in designing and delivering specialist training and workshops for: (i) Senior management to support recommendations; and (ii) operational staff to understand recommendations and implement change.   |
| <b>Business Relationship Management</b> | Establish strong open business relationships with customer/stakeholders to identify their requirements, expectations, in order to constructively address and negotiate acceptable outcomes.   |
| <b>Crisis Management Expertise</b>      | Experienced in responding to crisis type situations, planning a response and restoring order. Experience in setup of disaster recovery plans and venues, business continuity plans, and organising crisis simulation exercises.   |

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<sup>1</sup> Examples of projects I have managed include: Selection and installation of FX and Money Market settlement systems (1984), Y2K project for the RBNZ's payment and settlement systems (1999), full test of redeveloped payment and settlement software (2002), RBNZ crisis simulation exercise (2007), re-engineering of the Central Security Depository Risk Rating Framework adopted by Thomas Murray.

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## Appendix 1

### Employment History

| Period worked          | Employer and Role  |
|------------------------|--|
| 2008 – current         | <p><b>Thomas Murray</b><br/>           Consultant: Undertake short term assignments to review settlement processes and conduct risk assessments of CSD around the world. Also, instrumental in a re-engineering of the rating methodology and framework.<br/>           Client Relationship Director, Australasia: Responsible to develop and market Thomas Murray investor services to Australasian Funds.</p>  |
| Date<br>2009 – 2010    | <p><b>New Zealand Treasury</b><br/>           Design and develop a payout process for the Crown’s Deposit Guarantee scheme which was successfully implemented and currently being used.</p>  |
| Responsibilities:      | <ul style="list-style-type: none"> <li>- Analyse and assess risk associated with global security settlement systems.</li> <li>- Prepare international risk ratings assessments of Central Security Depositories [CSDs] and security settlement process in global financial markets.</li> <li>- CSD onsite rating assessment (security settlement system and custody).</li> <li>- Analyse country CSD security settlement and custody arrangements and identify options for CSDs to further reduce their risk profile.</li> <li>- Advise on the further development of the risk rating assessment framework.</li> </ul>   |
| Achievements:          | <ul style="list-style-type: none"> <li>- Participated in four public risk assessments in six months.</li> <li>- Add efficiency to the rating process and develop a new risk rating product.</li> </ul>   |
| Date<br>2004 – current | <p><b>Reserve Bank of New Zealand</b><br/>           Advisor, Financial Stability Department</p>   |
| Responsibilities:      | <ul style="list-style-type: none"> <li>- Enhance the Bank’s financial crisis management response capacity.</li> <li>- Assist/Lead other FSD projects.</li> </ul>   |
| Achievements:          | <ul style="list-style-type: none"> <li>- Organised in-house workshops on crisis management related topics.</li> <li>- Completion of Crisis Management Tool Kit which is a comprehensive reference for the Bank’s crisis management strategy. This included developing guidelines for a range of the Bank’s legal responsibilities under its Act in the event of a financial crisis.</li> <li>- Organised the successful running of two Financial Crisis Management Simulation Exercises.</li> <li>- Developed the Bank’s internal lender of last resort guidelines.</li> <li>- Researched the impact of a financial crisis on the derivatives market.</li> </ul>   |
| 1997 – 2004            | <p>Manager Austraclear and Registry Operations</p>   |
| Responsibilities:      | <ul style="list-style-type: none"> <li>- Provide leadership and support to a team of 10 staff.</li> <li>- Responsible for identifying, managing and reducing business risk.</li> <li>- Maintain processes and procedures to mitigate business and operational risk.</li> <li>- Complete strategic planning and budget reporting requirements for the Austraclear (NZ) business.</li> <li>- Relationship manager with 50 major financial institutions (banks, brokers, exchanges, insurance companies) in Australasia.</li> <li>- Develop system changes to be responsive to users and the financial market needs to reduce settlement risk, improve information and promote payment and settlement efficiency in the financial system.</li> <li>- Responsible for the development and promotion of new Austraclear (NZ) software.</li> </ul> |
| Achievements:          | <ul style="list-style-type: none"> <li>- Developed a strong understanding of design and role of Central Security Depositories in the domestic and international payments and settlement systems.</li> <li>- Lead role to establish a bilateral depository linkage between the Reserve Bank and the Hong Kong Monetary Authority.</li> <li>- Project leader of Y2K testing of the Bank’s payment and settlement systems.</li> <li>- Designed and introduced system changes to reduce risk, add efficiency and respond to customers’ changing requirements.</li> <li>- Comprehensive review and update of Austraclear Rules and Operating Guidelines (1996 and 2000).</li> <li>- Project leader of the payment and settlement systems software acceptance testing after a</li> </ul>   |

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|                     | <p>major technical upgrade and software redevelopment.</p> <ul style="list-style-type: none"> <li>- Open relationship with satisfied customers with whom I could discuss issues, problems, and differences.</li> <li>- Identify and introduce new business opportunities that met NZ financial institutions' requirements.</li> <li>- Participated in the preparations to introduce the NZD into CLS.</li> </ul>   |
| Date<br>1995        | <p><b>Member of the Exchange Settlements Accounts System Project</b></p> <p>The project was managed by a Deputy Governor and included heads of departments and the objective was the introduction of Real Time Gross Settlement into the NZ financial system.</p>  |
| Responsibilities:   | <ul style="list-style-type: none"> <li>- Influence system design and drafted sections of the system specifications.</li> <li>- Worked with developer to develop a system test plan.</li> <li>- Work with banks to develop system operating rules, operating environment and develop disaster recovery plans.</li> </ul>  |
| Achievements:       | <ul style="list-style-type: none"> <li>- Managed the acceptance testing of the ESAS software system.</li> <li>- Introduced the concept and developed and wrote the specifications for an auto pricing module to support electronic intraday repurchase transactions.</li> <li>- Develop and implement infrastructure for filing electronic and paper based related materials spanning 4 years and 6 filing systems.</li> </ul>   |
| Date<br>1985 – 1997 | <p><b>Manager Financial Markets Operations</b></p> <p>Manage the Bank's market operations in a way that was efficient. Responsible for the Bank's daily operations.</p>  |
| Responsibilities:   | <ul style="list-style-type: none"> <li>- Provide leadership and support to a team of 8 staff.</li> <li>- Responsible for the daily conduct of the Bank's monetary operations.</li> <li>- Manage the Bank's operational, financial and reputation risk through development of procedures, controls and staff training.</li> <li>- Manage the sensitive staff roles of market liaison.</li> <li>- Report weekly to the Bank's Monetary Policy Committee and draft monthly Board reports.</li> <li>- Manage the government debt primary issue operations (auctions, bond switches)</li> <li>- Advise Debt management Office on: demand for government securities and the structure of primary issues (maturities, volumes and market developments).</li> <li>- Develop the NZ secondary securities market.</li> <li>- Relationship management with senior treasury managers (domestic and overseas financial institutions).</li> </ul>  |
| Achievements:       | <ul style="list-style-type: none"> <li>- Prepared and implemented open market operation guidelines framework for both staff and market participants.</li> <li>- Extensively improved the management reporting framework and introduced self improvement measures.</li> <li>- Prepared strategies for staff communication of sensitive information to financial markets.</li> <li>- Conceived and initiated new forms of market operations to develop the primary and secondary government securities market – security switches and security buybacks as means to manage system liquidity, enhance debt management through development of the bond yield curve.</li> <li>- Selected and implementation of new dealing and communication system (including a full cost benefit report).</li> <li>- Maintained an open honest workplace with high staff morale. Staff were encouraged to learn, promote their ideas, share information, and participate in decision making.</li> <li>- Developed the secondary market by: introducing a market bond survey and market turnover statistics.</li> <li>- Advised NZ DMO on measures (and implementation), to comprehensively improve securities market liquidity through the partial restructure of the government debt portfolio to meet investors needs.</li> </ul> |

## Appendix 2

### Summary of International Monetary Fund/World Bank Assignments

Table below lists the missions and technical assistance assignments I have undertaken with the IMF/World Bank as a 'technical expert' between 1991 – 2014.

| Date           | Country/Assignment  |
|----------------|---|
| January 2014   | Fiji – World Bank DeMPA review  |
| December 2009  | Azerbaijan – Technical Assistance (Development of the settlement Process)   |
| October 2008   | Azerbaijan – Technical Assistance (Development of the government securities market)   |
| May 2008       | Kyrgyz Republic – Technical Assistance (Development of the government securities market)  |
| January 2007   | Sierra Leone – Mission (Monetary operations and liquidity management)   |
| August 2006    | Fiji – Technical Assistance (Monetary operations, debt management and development of the primary and secondary treasury bill and bond markets, and advice on payment systems) |
| January 2006   | Sierra Leone – Technical Assistance (Monetary operations, liquidity management and development of the secondary treasury bill market)   |
| January 2006   | Ghana – Technical Assistance (Monetary operations and liquidity management, and security settlement systems)  |
| April 2005     | Ghana – Mission (Monetary operations, liquidity management.)  |
| November 2004  | Ghana/Sierra Leone – Mission (Monetary operations, liquidity management and development of the secondary treasury bill market)  |
| June 2004      | Sierra Leone – Technical Assistance (Monetary operations, liquidity management and development of the secondary treasury bill market)   |
| November 2003  | Azerbaijan – Mission (Monetary operations, liquidity management and development of the secondary treasury bill market)  |
| September 2002 | Papua New Guinea – Mission (Monetary operations, liquidity management and development of the secondary treasury bill market)  |
| September 2001 | Albania – Mission (Monetary operations, liquidity management)   |
| November 2000  | Yemen – Mission (Monetary operations, liquidity management and development of the primary treasury bill market)   |
| August 2000    | Vietnam – Technical Assistance (Monetary operations, liquidity management and development of the primary and secondary treasury bill markets)                                 |
| November 1999  | Vietnam – Mission (Liquidity management)  |
| October 1998   | Kyrgyz Republic – Mission (Monetary operations, liquidity management, and development of the primary and secondary treasury bill markets)                                     |
| September 1997 | Kyrgyz Republic – Mission (Monetary operations, liquidity management, and development of the secondary treasury bill market)  |
| November 1996  | Vietnam – Technical Assistance – Mission (Monetary operations, and development of the secondary treasury bill market)   |

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| August 1996    | Vietnam – Technical Assistance (Monetary operations, and development of the secondary treasury bill market) |
| November 1995  | Vietnam – Mission (Monetary operations, and development of the secondary treasury bill market)              |
| July 1995      | Vietnam – Mission (Monetary operations, and liquidity management)   |
| September 1994 | Papua New Guinea – Mission (Monetary operations, and development of the secondary treasury bill market)     |
| April 1994     | Vietnam – Mission (Monetary operations, and development of the secondary treasury bill market)              |
| December 1993  | Vietnam – Technical Assistance (Monetary operations, and development of the primary treasury bill market)   |
| September 1993 | Vietnam – Mission (Monetary operations, and development of the secondary treasury bill market)              |
| December 1992  | Vietnam – Mission (Monetary operations, and development of the secondary treasury bill market)              |
| March 1991     | Maldives – Technical Assistance (Monetary operations, and development of the primary treasury bill market)  |

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