Ministry of Communications
and Information Technology
Research Institute for ICT
ITRC

Reference Letter

For: Mr. Pujan Ziaie, born March 1982

To whom it may concern,

I have known Pujan since 2002 when he was working in one of the software development teams at AICTC in Tehran. I was then the director of GNU/Linux localization project at AICTC. We stayed in touch even after he went abroad to pursue his master's and PhD studies while I became a professor at the University of Tehran. In 2010, I collaborated with him in translating a book on information management from German to Persian for about two years. When he temporarily returned to Iran in April 2014, he joined the Research Institute for ICT (aka ITRC for Iran's Telecommunication Research Center) where I had recently been appointed as the director of this old but prestigious institute. ITRC is one of the oldest government-funded research institutions in the field of ICT. It was established in 1970 and is acting as the strategist and principal consultant of the Ministry of ICT in Iran.

Although the institute is well-established, we faced a few challenges in the IT landscape and the existing organizational workflows. The systems lacked proper integration and some tools and technologies were outdated. With self-initiation, one of the first activities that Pujan took over was to study the current landscape, identify the existing tools and systems, and determine an overall strategy based on our goals, competencies and requirements. His elaborate diagnosis of the situation and apt suggestions made us ask him to lead and supervise the implementation of the restructuring and integration plan.

The impressive outcome he achieved after six months can be summarized in: 1) designing and developing an internal portal to enhance knowledge management and support internal processes, 2) redesigning and rebuilding the institute's website (synchronized with the internal portal), and 3) replacing the old software for workflow automation based on a thorough and systematic market analysis. Another less technical but very important initiative that he took was enhancing the image (brand) of our institute. Following his proposal and with his direct supervision and persistence, our logo was modernized and a color palette was defined to represent the identity and image of ITRC. He also managed the process for redesigning and updating all relevant templates for documents and other digital or physical items. All these fundamental changes were possible mainly due to his communication skills, understanding of interdisciplinary projects and admirable personal attitude.

I should say it is a real pleasure recommending Pujan for any position requiring diligent work, discipline, precision, leadership, communication skills and strategic as well as analytical thinking. I am grateful of his endeavors and achievements and wish him all the best. I sincerely hope that we have an opportunity to work together again in the future. If I can be of any further assistance or provide you with any additional information, please do not hesitate to contact me via "m.khansari@ut.ac.ir".

Yours,

Mohammad Khansari

Director and CEO

2014.11.12