



Date: June 10th, 2012

To: Human Resources Contact

From: Paula Neff, Director – AT&T Consumer Services

Subject: Letter of Recommendations

This memo serves as a letter of recommendation for Ron Nelson, an applicant for a position at your company. It goes beyond words in my support and recommendation for Mr. Nelson. While I have known him professionally for several years, he and his wife are close personal friends of our family.

Ron and I first met about 10 years ago. Both of us were assigned a special project that involved a considerable company downsizing of the Consumer Services division of BellSouth. Our task and responsibility was to evaluate and revamp call center operations in the NW corner of Florida. This meant merging multiple call centers into one location, relocating selected employees, and assisting others with new opportunities outside of the company. Needless to say, this was a difficult task that required one to wear many hats in order to be successful.

I was among the first to arrive, and had the responsibility as the Project Leader for the initial planning and design of the remaining NW Florida call center located in Pensacola. Ron was in the process of closing other locations, and would later arrive later to manage the overall operations. After his arrival, I quickly learned why he was selected for this role and assignment. He was quite impressive in setting the expectation for all involved. His caring demeanor for those being reassigned left all with the impression he was there to help work through the process and that all resources would be used to make for a smooth transition. For the new team in Pensacola, he was able to identify the strengths and weaknesses of each team member and effectively assigned roles and responsibilities based on skill sets.

Ron consistently worked a process based on needs assessment. He would call a meeting and share with all what needed to be accomplished. While he clearly had his own idea for how goals would be achieved, he often took the ideas from others and formulated a plan requiring teamwork. Here, he was able to get the buy-in from the team in order to effectively complete the assignment. While this also served as a major career change for me, I learned a lot from Ron during this time. Together, our team was the first center in the new company to reach productivity and sales goals – ranking 1st among 28 call centers multiple times.

As time passed and results continued to improve, Ron moved on to new opportunities. Ron named me as his successor, and helped me to take on higher levels of responsibility. While I have my own unique style of management, I model many of Ron's management characteristics. For all of the above reasons, I offer this letter of recommendation in support of Ron – knowing he will bring added value to your institution.

Should you need additional information, please feel free to contact me at (850) 436-1161.

Sincerely,

Paula

Paula Neff, Center Director – AT&T, Inc. (Pensacola, FL)