November 29, 20XX Provincial Tourism Board Government House Edmonton, Alberta TSG 4G7

Dear Ms. Hiring.

I am pleased to recommend Justin Case for the position of Special Events Coordinator with the Provincial Tourism Board. I believe that Justin's experience with Tools and Stuff first as an Assistant Manager and recently as a Human Resources Recruiter will compliment the role and the many skills it requires.

Justin was hired in May 1999 as a Manager Trainee with Tools and Stuff. Justin was the youngest manager hired into this role in Canada. He progressed into the role of Assistant Manager in July 1999. Although the Assistant Manager role is junior position within the management hierarchy, Justin often managed the 10,000 ft<sup>3</sup> alone with a staff of 15–40 associates reporting directly to him. His duties included maintain sales through coaching, providing exceptional customer service, following up on customer concerns, ordering additional product, and delivering performance reviews. Not only did Justin meet these requirements of the job, he also developed an employee recognition program that highlighted individual skills of associates and created incentive programs that enabled associates to see their progress. Justin's professionalism and interpersonal skills allowed him to cultivate a strong team environment and gain the respect of his peers.

In September 2000 Justin was promoted to Human Resources Recruiter for Western Canada. In this role Justin interviewed management candidates across Canada to fill the vacancies created by twenty new store openings each year. Justin quickly adapted to the rigorous travel and tight deadlines. In addition to his demanding schedule, Justin also took over the duties of a co-worker while she went on maternity leave and single-handedly organized, executed, and followed-up on twenty University career fairs across western Canada. This requires detail oriented organizational skills, an ability to adapt to many circumstances, and strong interpersonal skills. Because of Justin's success in this role he was asked to train other recruiters on the successful strategy in order to create a strong recruitment presence across Canada. Justin is eager to succeed and finds ways to improve his workplace.

To conclude, I have been very happy with Justin Case's performance as an Assistant Manager and Recruiter for Tools and Stuff. I would not hesitate to re-hire Justin. I believe his experience in dealing with students at career fairs, his in-depth knowledge of hiring practices, and his ability to communicate effectively makes him a strong candidate for the position of Special Events Coordinator with the Provincial Tourism Board. If you have any questions or concerns regarding Justin's performance at Tools and Stuff, please contact me directly at 780-482-9000.

Sincerely,

Ref Errance Human Resource Manager Tools and Stuff

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**RJ Shavelson** 

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