To: Kelly Adams, VP Engineering Department

From: Dara Lim dl

Date: February 15, 2018

Utah State University

Subject: Recommendation Report

Introduction

I am pleased to provide this recommendation letter for the next head of department at Acme Aerospace. As a fellow employee at Acme Aerospace, I have worked alongside these people, and I have come to know them on a different level. The purpose of this letter is to give my opinions on who I think suits to be the head of the engineering department. Kelly Adams, who is the vice president in the engineering department is looking for the best candidate. The person should have experience with modern management techniques and concerns, such as teamwork, and management of hazardous materials. He/she should have an ability to work well with colleagues, and managers. The person should have experience related to the position and should also possess good communication skills. For this position, I feel between Patrick Jefferson, Kimberly Kennedy, and John Clinton one would take up the challenge well. Mr. Jefferson has worked for Acme Company for 12 years. He has worked up to as a lead engineer having started as an assembler. He also worked in test equipment, quality control, and environmental safety and health. Being an engineer in environmental safety and health, Mr. Jefferson was mainly in charge of hazardous waste disposal. He has vast experience no doubt, but he has taken only two years of college coursework and one class in management techniques. Patrick is a friendly person who is liked by all employees, and they consider him a team player. Kimberly Kennedy, on the other hand, is relatively a new employee. Mr. Kennedy has worked for the company for two years; he was hired directly out of college because he earned an MBA from Mountaintop School of Management. Mr. Kennedy is very familiar with today's management challenges and modern management techniques. Having a bachelor's degree in engineering, he is currently working in the engineering department as a departmental liaison. He communicates the department's concerns well, and he has a reputation for being an excellent coworker. John Clinton has a bachelor's degree in engineering from Poloma College and MS engineering from Weatherford University. Despite being an employee of Acme company. He has also worked for the Institute of Electrical and Electronic Engineering Commission for Management Innovation. It's an institute which specializes in global concerns and crisis management. Mr. Clinton is currently the lead engineer in the engineering department and his reputation for knowledge of engineering is very high. John has been known to be a valued resource when colleagues are implementing new ideas. Though he has difficulties with colleagues in some regard him as arrogant. Being the head of the engineering department is not a joke, it's a huge responsibility which should not take lightly. Mr. Kelly Adams initiated this study because he has trouble in choosing the candidate, according to his requirements all the three are qualified. Every candidate has unique needs that make him trained, but I believe Mr. Patrick Jefferson is more qualified.

Body

I believe that a leader should be a person with experience and a team player. I have seen people who have scored highly and have many degrees but don't know how to implement what they study in real life experiences. A leader should be accountable and responsible. He should understand every employee's worth and empower them equally. I have based my recommendation on this basis, plus the foundation Mr. Adams gave, and I believe that Mr. Jefferson is more qualified to be the head of the engineering department. A leader is someone who can bring everyone to work together for the benefits of the company. When you look at Mr. Jefferson's qualification, you will notice that he is a hardworking person who has been with the company for 12 years. He worked hard until he earned the position of a lead engineer. He has also worked in various departments, in test equipment, quality control, environmental safety, and health, which means he has vast experience in different departments. Patrick has extensive experience, and despite his two years of college, he is a team player. I know that the company is looking to hire someone with modern management skills, but Jefferson has a certificate of management too. The person should have management hazardous materials, and Jefferson has worked has an engineer in environmental safety and health, he was in charge of hazardous waste materials. Well, Patrick Kennedy is also qualified, but he is young and lacks the leadership experience. He knows the latest modern management skills and techniques, but he has been with the company for a concise period, and despite being likable, I believe there is more to be a leader. Mr. Clinton, on the other hand, he has leadership skills and has worked in various capacities, but he is arrogant and not a team player. That is why I feel he is not suitable for this position.

Analysis

I have based my recommendation on analyzing the qualities of being a leader. Ahead of a department should be a person who can bring his members together and make them work in harmony. The head should be a person who empowers the employees equally without being biased or feeling his opinions are always right. I believe that 12 years of experience is enough experience to Mr. Jefferson. Having worked in various departments, he has interacted with many people of different levels, and he knows struggle hence he is not a person who has worked his way up through cheating. He can be able to interact and influence people because he is a team player and a person from humble beginnings. That is the kind of empowerment that the department needs. He can work well with other colleagues, unlike Mr. Clinton who the employees feel he is arrogant. I believe the company wants someone who is going to move the company forward. Someone who can unite the team and empower them. Employees can't quickly look up to someone they feel is arrogant and looks down upon them. Mr. Kennedy needs more experience on how to be the leader, sometimes having good certificates doesn't guarantee that you will be a leader.

Conclusion

I believe that the company can promote Mr. Jefferson because he has the traits you are looking for, he experiences with management techniques and concerns, and he is a team player and has worked for various departments including being a lead engineer and a head of hazardous waste disposal. He has been known to interact well with employees, technicians, and managers. He has 12 years' experience and excellent communication skills. Otherwise, how would he have worked his way to the top without being a leader? I believe that Mr. Clinton and Mr. Kennedy can help him in modern management techniques. Mr. Patrick Jefferson has my highest recommendation, and I think he will take the department to the next level. Engineering department will grow under his leadership.

Feel free to ask me any questions you might have. Thank you

Best,

Dara Lim

Utah State University