

04/15/2016

To whom it may concern,

This letter's intent is to serve as recommendation for Mr. Patrick Marshall. I have had the pleasure of knowing Patrick since he joined Union Pacific as a Management Trainee just over two years ago.

I was paired with Patrick at a networking event—for purposes to help aid the progression and integration of new operations managers into the railroad industry. As someone out of his direct chain of command, Patrick and I have had bi-monthly meetings in person for the last two years, with numerous phone calls between meetings.

From our very first interaction, I could tell that Patrick possessed the intangibles that would help him quickly become an asset to Union Pacific's management corps. Of the thirty trainees that Patrick was initially hired with, he was identified first to be offered a promotion to Manager of Yard Operations. His ability to positively influence local operations, his direct reports and his peers, has been relayed to me from his superiors time and time again. I can truly say that I have never seen a Manager of Yard Operations come out of the college ranks with no previous railroad experience, and be respected by our seasoned union employees quite like Patrick has. This is only a testament to Patrick's strength as a leader and his ability to connect with people from many diverse backgrounds.

The impact that Patrick has had on our company can best be highlighted by a time where he was given an assignment to write a constructive review for a week of his training program. The week was truly a disorganized embarrassment, yet was given favorable reviews by previous trainees who were not courageous enough to speak up against the program so soon in their careers. This was not the case with Patrick. The content of Patrick's review was so powerful, that it was sent up the chain to the VP of Human Resources, who has in turn used Patrick's insight as basis to reorganize the whole week of training to ensure the program remains in line with our company's objectives and values.

While I feel that Patrick's departure from Union Pacific Railroad is a huge loss to our organization, I fully support him in his decision to pursue future endeavors and further his career. It is without any reservation that I give Patrick my highest recommendation.

Sincerely,

Mark A. Bratton
Manager of Train Operations
Union Pacific Railroad



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