



COMMONWEALTH OF VIRGINIA
DEPARTMENT FOR AGING AND REHABILITATIVE SERVICES

KATHRYN A. HAYFIELD
Commissioner

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To Whom It May Concern:

This letter serves as authorization that Michael Ragsdale meets the criteria for participation in the Alternative Hiring Process in accordance with the Department of Human Resource Management (DHRM) guidelines.

Sincerely

Sandra Phipps

Sandra Phipps
DARS/DHRM Liaison-Pathways to Careers- Alternative Hiring Process
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Please Note: This letter is only recognized by the Commonwealth for the purposes of applying for jobs with Virginia state government workforce under DHRM Hiring Policy 2.10 for the Alternative Hiring Process