

1480 Burlingame Avenue, Mezzanine
Burlingame, California 94010



October 21, 1991

Letter of Recommendation

Sam Harrell worked at Pacific Bell as an American Protective Services (APS) Control Center Supervisor from May through October, 1991. During this period of time his primary responsibilities included management of the Control Center and training of the control room operators. In addition to his supervisory functions, Sam developed the Pacific Bell control center "Standard Operating Procedures" Manual.

Sam brought to Pacific Bell a full compliment of management skills, in particular his organization and planning. In only a few months he demonstrated the ability to improve the functioning capabilities of the Access Control Center, a vital link in Pacific Bell's security program. He interacted closely with the management team to ensure that all policy, procedures and changes were fully understood and implemented by the operators. Sam also took charge and handled personnel issues in a timely manner, taking necessary action as warranted. He took a proactive stance in jointly problem solving with his employees. As a result, the control room operators increased their job knowledge and accountability.

Sam Harrell's overall professionalism and management capabilities were an asset to the operations of the center. He was instrumental in the development of the procedures manual which will ultimately improve the quality service to our customers. Sam is highly recommended.

I would be happy to supply further details, if needed. I can be reached on (415) 579-5326.

Sincerely,

A handwritten signature in cursive script that reads "Judy Allbritton".

Judy Allbritton
Manager