**Sample Character Reference Letter**

Denver, Colorado

January 8, 1999

RE: Recommendation for John Snow

To Whom It May Concern:

I had the opportunity and privilege to work with John Snow from approximately June, 1996 through August, 1997. During this time I interfaced with Mr. Snow in the capacity of System Administrator, Project Manager, and later System Engineer, while John’s role remained constant as a Consultant and Programmer. The following is a summary of my assessment of his job performance:

John’s demeanor is thoughtful, attentive, calm and friendly, even under the most stressful of circumstances and working with the most difficult of people. He takes time to gather facts, insuring he is reacting to all facts and not partial data, and thus produces consistent, high-quality results. I have worked with John on massive projects (entailing data conversion from an antiquated mainframe application to a client-server architecture) to routine software releases. John was always very timely with completion of his work, if not ahead of schedule, and was deemed as a source of knowledge and competency by fellow developers as well as clients. I highly recommend John Snow’s talent and expertise, as an individual and as a professional.

Respectfully,

Barbara J. Johnston

Manager – U S WEST Long Distance

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