



ELAINE L. WALTER
COMMISSIONER

COUNTY OF ONONDAGA 1 DEPARTMENT OF PERSONNEL

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To Whom It May Concern:

I am providing this letter of reference for Kathleen J. Howard, President and Lead Trainer for Human Development Associates.

I am very pleased to be able to recommend Ms. Howard as a highly skilled and effective trainer with vast experience helping adults in the workforce acquire new knowledge and develop new skills in a variety of areas.

Ms. Howard was employed with the Onondaga County Personnel Department from September 7, 1972 through August 15, 2008. Although she served in a number of different capacities throughout her career with us, her primary and most recent role was to serve as our full time training coordinator. In this role she was responsible for assessing our training needs and providing for those needs either through her own personal instruction or by obtaining trainers from other sources. She also continues to provide training to a number of our and other municipalities' employees through a training consortium in which we participate.

Onondaga County government employs over 4200 employees in over 35 different departments. The functions performed range from basic labor and custodial functions through a complete range of skilled technical, professional and managerial positions in administrative, human service and physical service areas. The training needs are quite varied and were identified and prioritized each year based on a needs assessment instrument that Ms. Howard developed.

Some of our specific technical training is provided through independent contractors who specialize in certain areas such as information technology software. Such training providers were reviewed and evaluated each year by Ms. Howard. Training in such areas as communication, interpersonal skills, supervision, conflict resolution, motivation, coaching, leadership, and other employee development areas however, was provided directly, and most capably, by Ms. Howard's personal curriculum design and instruction.

Ms. Howard is a highly engaging and captivating trainer. In addition to personally witnessing her skills while participating in some of her training classes, I also regularly review the evaluations completed by employee participants. The evaluations for Ms. Howard are overwhelmingly positive. Employees routinely mention how much they enjoyed their training due to Ms. Howard's ability to make the information interesting, entertaining, and applicable to their job assignments.

It has been my experience that whenever training is sought, Ms. Howard makes every effort to first determine what problem needs to be solved or what improvement is desired and then to develop the response that meets the need rather than to simply provide a training class. This outcome-oriented approach has worked very well.

Very truly yours,

A handwritten signature in cursive script that reads "Elaine L. Walter". The signature is written in black ink and is positioned below the closing phrase "Very truly yours,".

Elaine L. Walter
Commissioner of Personnel