

Subject: Letter of Recommendation for Bruce M. McLaren, Ph.D.

5 April 2002

To Whom It May Concern:

Please accept this letter as my personal recommendation for Bruce M. McLaren. It was my sincere pleasure to work with Bruce as a member of my team of technical writers at the IBM Transarc Lab for approximately one year, from March 1999 to February 2000. During that time, Bruce reported to me as a consultant to our documentation staff, where he acted as a software specialist for our team.

Bruce was an excellent member of the team. While completing his Doctoral degree, Bruce provided technical expertise and solutions to our team of writers. His primary responsibility was to design and implement a JavaScript-based solution for better browser-based access of online information, which included developing Perl scripts to generate index files for information access. Bruce successfully completed his work, allowing us to make significant improvements to our online documentation presence and enabling our customers to more easily find the information they need.

Though he was simultaneously completing his degree work, Bruce evinced a tremendous amount of dedication. He did everything possible to contribute to the team's goals, working many nights and weekends to meet our deadlines. In addition, by virtue of his determination and cooperation, Bruce developed a wonderful working relationship with the other members of the team. His ability to work well with all of his coworkers greatly increased the possible scope of his contributions, and his mature, professional approach to monitoring and completing his work allowed him to work autonomously and effectively.

It is also worth noting that Bruce and I had a very comfortable working relationship and developed what I believe was an excellent rapport. I greatly admired his talent and sincerely enjoyed working with him. In summary, Bruce was a true asset to both our team and our project, and I would not hesitate to work with Bruce again or to recommend him for positions of responsibility in the future. If you have any questions regarding this reference or any aspect of Bruce's performance, please don't hesitate to contact me via email or phone.

Sincerely,

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