

May 18, 1998

To Whom It May Concern:

Ms. Jane Doe has asked that I write a letter of recommendation based on our professional association. Ms. Doe has been a technical environmental resource for my environmental studies classes at Nova Southeastern University for more than four years. She has considerable knowledge of ecosystems and natural resource management, land use issues. Florida endangered species, urban sprawl impacts and sustainability, coastal and marine resources, wetlands, uplands, hazardous material handling, and pollution prevention.

Ms. Doe has tirelessly provided information and direction for my student's projects related to non-point source pollution, sea turtle protection, Everglades' restoration, habitat destruction, noise pollution, landfills, 'critter control,' and others. She has been most helpful in my efforts to teach students about the intricacies between environmental protection and regulation, public policy and private sector interests and has, on occasion, lectured in my class.

In light of Ms. Doe's extensive environmental knowledge base, she has filled the requirements of Biology 1040 Environmental Studies. Should you have any questions or concerns related to this letter, please do not hesitate to contact me.

Sincerely,

## **ASSISTANT TO THE DEPARTMENT DIRECTOR**

### **NATURE OF WORK**

This is responsible professional and administrative work assisting in the operations of a county department. Worked involved assisting the department director in a wide range of administrative assignments. Position incumbent assists the department director to ensure operational and administrative continuity and coordination among the divisions within the department. Assignments are received from the department director in the form of broad instructions or general program objectives. Work is performed with considerable independent judgment based on experience in developing courses of action and recommendations. Work is reviewed by the department director through conferences, reports, and observation of results obtained.

### **ILLUSTRATIVE TASKS**

Assists the department director in developing and implementing departmental policies, procedures and programs; makes policy recommendations; develop program goals and objectives.

Assists in the coordination of departmental budgets, and other finance related activities; makes budgetary recommendations and assists in the preparation of the departmental budget.

Plans, directs, and supervises the activities of professional and administrative staff.

Represents and assists the department director at community meetings and various activities.

Conducts studies and research to determine needs, and supports department objectives.

Coordinates programs and projects for improvement and enhancement of services and staff.

Reviews existing organizational and administrative changes.

Attends conferences and public and professional meetings; confers with local, state, and federal officials, contractors, vendors, civic leaders, and the general public regarding departmental operations; address public groups.

Perform related work as required.

### **KNOWLEDGE ABILITIES AND SKILLS**

Considerable knowledge of public administration with particular reference to county or municipal administration and management.

Considerable knowledge of county laws, ordinances, and regulations.

Considerable knowledge of the principles and practices of accounting, auditing, budget, and management.

Considerable knowledge of research techniques, sources, and availability of information.

Ability to implement administrative procedures and to evaluate their effectiveness.

Ability to exercise judgment and discretion in establishing, applying, and interpreting departmental policies and procedures.

Ability to plan, direct and supervise departmental operations, activities, and a staff.

Ability to analyze a variety of administrative, operational, and fiscal problems and to make sound recommendations for solutions.

Ability to carry out complex oral and written instructions.

Ability to express ideas effectively, both orally and in writing.

Ability to serve the public and fellow employees with honesty and integrity in full accord with the letter and spirit of Broward County's Ethics and Conflict of Interest policies.

Ability to establish and maintain effective working relationships with the general public, coworkers, race, religion, age, sex, disability, or political affiliation.

**DESIRABLE EXPERIENCE AND TRAINING**

Graduation from an accredited four year college or university with major course work in public or business administration or related field; considerable progressively responsible experience in government management work, including supervisory in the experience aspects of the work; or any equivalent combination of training and experience.