CBE PORTFOLIO

Bachelor of Science
In
Workplace Training & Leadership
College of Education
IDAHO STATE UNIVERSITY

Student Name
Student ID#
Date 10/15/14
SECTION 1: APPLICATION FORM

ORGANIZATIONAL LEARNING & PERFORMANCE
921 S. 8th Ave, Stop 8081
Pocatello, ID 83209-8081
(208) 282-3906

COMPETENCY BASED EQUIVALENCY (CBE) APPLICATION

Date 10/15/14

Name
Last
First
Middle

Address
Street or Box

City
State
Zip

Telephone Numbers:  
Home
Work or Cell

Bengal Card Number (ISU Student ID #)

E-Mail Address:
Begin by completing your occupational/career specialization:

**OCCUPATIONAL/CAREER SPECIALIZATION** Office Manager

Occupational/Career Experience: Begin with your current or most recent employment and work back in reverse chronological order. The work experiences listed below must appear on your resume and the corresponding sections in your portfolio. Military experience may also be considered. Note: you need a minimum of 10,000 hours worked in an occupational specialization to qualify to submit a CBE portfolio for the 24 CBE credits. For students with significantly greater than 10,000 hours in a specialized field, please discuss your most recent or most relevant 10,000 hours.

<table>
<thead>
<tr>
<th>Employer</th>
<th>Position/Job Title</th>
<th>Full time / Part time</th>
<th>Total hours worked</th>
</tr>
</thead>
<tbody>
<tr>
<td>RE/MAX Homestead</td>
<td>Office Manager</td>
<td>Full time</td>
<td>20,136.25</td>
</tr>
</tbody>
</table>

Grand Total 20,136.25

**Applicant’s Certification and Release**
I hereby certify that the information contained in this portfolio is accurate and I agree that the information may be utilized in all matters pertinent to my pursuit of the Bachelor of Science in Workplace Training and Leadership degree. I understand that the information entered on this application is subject to verification without additional notification or permission required.

Applicant’s Signature

09/15/14 Date

**Applicant’s Credit Recording Waiver**
In order to record approved CBE credits the following waiver must be signed: I recognize that transcripting the CBE credits at the time of approval could potentially impact financial aid eligibility.

09/15/14

Applicant’s Signature Date
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Fundamentals</td>
<td>X</td>
</tr>
<tr>
<td>Teamwork</td>
<td>X</td>
</tr>
<tr>
<td>Adaptability/Flexibility</td>
<td>X</td>
</tr>
<tr>
<td>Marketing &amp; Customer Focus</td>
<td>X</td>
</tr>
<tr>
<td>Planning &amp; Organizing</td>
<td>X</td>
</tr>
<tr>
<td>Problem Solving &amp; Decision Making</td>
<td>X</td>
</tr>
<tr>
<td>Working with Tools &amp; Technology</td>
<td>X</td>
</tr>
<tr>
<td>Creative Thinking</td>
<td>X</td>
</tr>
<tr>
<td>Instructing</td>
<td>X</td>
</tr>
</tbody>
</table>
Workplace Training & Leadership
CBE Portfolio

Occupational/Career Experience # 1

A: Employment Information

Employer: RE/MAX Homestead Realty

Position/Job Title: Office Manager

Dates of Employment: January 2001-December 2010

xFull Time  □Part Time  Hours per week: ___40+________

Total hours worked: 20,136.25

Total Hours Worked: 20,136.25
EMPLOYMENT VERIFICATION

[To be completed by employer or previous employer(s)]

__________________________ has applied to the Idaho State University Workplace Training & Leadership Program for an award of 24 credits toward a bachelor’s degree in a discipline in which he/she has significant work experience. An outline of the competencies unique to that discipline is attached. We would appreciate your review of the competencies relative to the applicant’s work experience. Please provide the information requested below, if possible.

Date employment began __________________________ January 2001

Date employment ended __________________________ December 2010

Usual Number of hours per week ____________________ 40

Job title __________________________ Office Manager

Job description/responsibilities ____________________ Train employees, supervise employees, accounts payable, accounts receivables, train new Realtors on office policies and procedures, Train Realtors and staff on office programs as well as MLS loading Quickbooks Pro and Quicken. Review contracts and prepare for Real Estates audits, Balance banking accounts and budget our Ad Fund.

Thank you for your time and effort in providing this data.

NOTE TO EMPLOYER: Please return this completed form to the present or former employee

__________________________
Employer Signature

__________________________
RF/MAX Homestead Realty
Name of Business

__________________________
Phone number

__________________________
09/15/14
Date
3.4.1 Job Description

Office Manager Duties and Responsibilities

Office managers are business professionals who are responsible for a diverse set of administrative tasks. Whether calculating payroll or hiring new employees, office managers must perform their duties with decisiveness and accuracy for a business to perform well.

Office Manager's Duties

Office manager's duties can vary significantly based on the size and type of organization of employment. For example, managers working within a small dental office may be required to greet patients, set appointments and handle billing, while managers working within a corporate office may focus exclusively on one aspect of business, such as insurance processing. Duties also might include evaluating office procedures and looking for more efficient ways of conducting processes.

Supervising Personnel

Office managers must be adept at supervising other employees in a fair, consistent manner. They must have the ability to motivate others, encouraging them to increase both productivity and work quality. Supervisory duties may also include hiring and firing employees, as well as resolving disputes or other issues that arise among employees. Within sales offices, office managers may track the sales force, reporting monthly sales numbers and noting areas in need of improvement.

Office Manager Responsibilities

In addition to overseeing personnel, office managers ensure the smooth functioning of businesses. For example, office managers within a healthcare facility may be called upon to order general supplies like paper, pens and toner, as well as medical supplies, such as syringes, medicine or vaccinations from specific vendors. Accordingly, managers may be required to research several vendors for pricing, delivery dates and other terms of sale.

Managing Systems

With the increasing use of computer systems, office managers may also be responsible for ensuring that systems operate cohesively. In small offices that don't have their own computer support personnel, office managers may need computer systems troubleshooting skills. In larger offices, managers may oversee the work of technical specialists, recording frequent problems and researching potential solutions.

Some office managers may take on accounting responsibilities. In these cases, office managers may be required to oversee payroll expenses, send invoices and process paperwork. For example, an office manager may be required to monitor overtime, ensuring that expenses remain as low as possible, while another manager may be called upon to follow-up unpaid invoices.
Position Description

Office Manager

Overall Responsibility

- Responsible for overall front office activities, including the reception area, mail, large purchasing requests and facilities. Also responsible for directing and coordinating office services and related activities, including developing and supervising programs for the maximum utilization of services and equipment. Responsible for arranging internal office moves and providing arrangements for office meetings.

Key Tasks and Responsibilities

- Manages the reception area to ensure effective telephone and mail communications both internally and externally to maintain professional image.
- Supervises and coordinates overall administrative activities for the Office Administration Department.
- Supervises the maintenance and alteration of office areas and equipment, as well as layout, arrangement and housekeeping of office facilities.
- Negotiates the purchase of office supplies and furniture, office equipment, etc., for the entire staff in accordance with company purchasing policies and budgetary restrictions.
- Supervises the maintenance of office equipment, including copier, fax machine, etc.
- Responsible for the facilities day-to-day operations (such as distributing building access keys and back-up to security access cards, etc.)
- Participates as needed in special department projects.

Skills and Attributes

- At least two years of switchboard experience.
- Working knowledge of mail processes such as postage machine, Federal Express and UPS.
- Good planning and organizational skills.
- Well-developed interpersonal and communication skills.
- Professional appearance and manner.
- Computer literacy, specifically MS Word for Windows.
- Ability to manage staff (supervisory experience).
- Ability to negotiate effectively.

3.4.2 List of Skills and Knowledge Acquired

- Computer Skills
- Organizational Skills
- Planning Skills
- Training Experience
- Being Customer Focused
- Critical Thinking
- Work Ethic
- Oral/Written Communication Skills
- Employee Relations
- Employee Management
- Accounting Skills
- Reviewing of Contracts and Idaho Real Estate Guidelines
3.5 Narratives to Describe Application of Occupational/Workplace Competencies
Narratives:

Work Experience #1: RE/MAX Homestead Realty

Business Fundamentals:

1. My role as office manager for RE/MAX Homestead Realty was to manage and help grow our office. For me to excel at my job I had to know the intricacies of real estate contracts and know how to run a successful office to help real estate agents be the best in the business and achieve their goals. This includes developing working relationships with agents, staff, title companies as well as the clients and community. Our business could grow greatly on word of mouth referrals or be damaged by bad experiences. I enjoyed promoting our company. Often I worked to get the agents referrals anytime the situation presented itself. Our company succeeded when our agents succeeded. Another opportunity I had to build our business is when I was in social setting and I would have interaction with agents from other offices. I would use these opportunities as an informal recruiting session. I worked with upper management and owners to build our business and grow the company.

2. I used these skills many times over my ten years in real estate. An example that comes to mind is an agent who was great with clients but was not as organized and prepared as he could have been with contracts. I worked with this agent to develop a check list for every type of contract from FHA closing in 30 days to Conventional closing in 60 days. I invested evenings trying to get this system up to speed so he was able to start utilizing these tools and improve his processes for business as soon as possible. The more time that went by without these processes in place were potential clients lost. This helped him improve his contract knowledge and skills in real estate and really improved his productivity. He decreased his hours spent on paperwork and could now be out with clients showing homes. I had many opportunities to advise and be a trainer to many agents and staff in order to create a winning situation for both the company and agents. It brought great satisfaction to me watching our agents succeed not only because of the profitability and growth it brought to RE/MAX, but because it is an amazing feeling when you help others succeed in life.

3. My experience with this competency was a huge learning experience. Working with 48 agents, as well as staff and agent assistants I had the experience to train people with many different needs and learning styles. I have learned the benefit building a successful team to help not only the business I am associated with but also see the benefit of the growth of the employee through these business practices. I have learned which styles worked best for certain people and adjusted my training accordingly. This experience will be of great value to me in my HRD career. I value the opportunity to invest in the future of people and enjoy the opportunity to increase their knowledge.
Teamwork:

1. Teamwork is a must to succeed in real estate. Without the help and cooperation of support staff, agents and title companies closings would never occur on time. In real estate you have many deadlines that have to be met and without the help of all those involved you can be sure you will have a delayed closing. Myself, the agent and the title company are a team on a daily basis we have to work together to achieve our goal which is a house closing on time so the seller and buyer are satisfied. Team work and communication were key elements. we all had different roles we played during a closing that were equally important. If I missed a deadline getting mortgage payoff information to the title company it would delay them being able to get the information they needed to proceed with their responsibilities. I also used teamwork with my staff because we really needed to be a team and work together to keep our office running smoothly. It was important that we were willing to step up and help each other when needed to keep the office running smoothly. I encouraged team building activities in order to help us feel like we were all equals as well as all a valuable component to our office. It really made a difference when even one person was missing from our team.

2. For example, on a daily basis I needed to have the earnest money, mortgage information and the commission amount to the title company as deals and contracts are signed. If I was delayed or not organized in getting this information to the title company the closing of a property would be delayed. In order to accomplish my deadlines I needed to have the file to the agent in a timely manner to complete the commission form and return to me quickly. Some closings happened rather quickly so it was important that we keep the ball rolling together. If I was behind and not working with my staff members as a team we would not have an office that flowed and this would mean that our timelines especially on those closing that happened quickly would not be met. We improved this process as a team working together to implement process improvements. With my staff being trained and willing to work as a team we were able to have successful closings.

3. I was fortunate to work with professionals who valued the persona of professionalism. It has taught me how valuable it is to my success to have a team working together for a common goal. As I continue my career in HRD I now have first hand experience of how teamwork is an important part of achieving my goals and building an environment where everyone achieves success. I will continue to use my experience of teamwork when I am training to instill that if one succeeds we all succeed. I feel it is important to celebrate the success of others and create an environment that we all feel we can contribute.
Adaptability/Flexibility:

1. As office manager I quickly learned flexibility and adaptability are crucial components to being a successful manager of the highest producing agents in southeast Idaho. One thing I could count on as office manager is that I was going to have many interruptions throughout my day and many were going to be time sensitive and would need immediate attention no matter how busy I was at the time the issues came up. I had to be flexible and adjust my daily agenda on a regular basis; this could be hour by hour some days. I also had days I had office staff out and I would have to be up front covering the front desk and phones. This could range from just covering lunches to all day at the front desk. If I wasn’t flexible this could make for a very stressful and unproductive day. I had to be able to adapt to the environment at the front desk and still work on my daily tasks as well as complete the tasks of answering the phones and greeting clients with a smile.

2. An example of flexibility that comes to mind is when an agent was expecting a commission check from a delayed closing. There were several times I was either leaving for the day or scheduled to be off for a holiday. I was the only one who processed commission checks. On Thanksgiving the office was closing early and I stayed late waiting on the commission check. The commission check never arrived from the title company. I called the title company and was told the check would not arrive until Friday. I made arrangements to come into the office and cut the commission check on Friday even though the office was closed. I knew how important this check was to the agent and that he really needed the check before the next business day. I felt it was my job to be flexible and help agents out when every possible. This not only kept agents happy and loyal to our office it created a working relationship between me and my agents. This helped in many situations that came about in our office. I believe you have to give a little and build relationships whenever possible.

3. I will definitely use my adaptability and flexibility skills as I continue on the HRD career path. When you are training others you have to be ready for anything. It is so important to be flexible so that you are able to meet the needs of all those on your working team. You will likely have many different learning styles within your environment and in order to be successful you need to be willing to adjust for the situation at hand. You also build relationships when you are flexible and I believe this is a key component in HRD. We are here to help and being flexible will increase the moral and productivity of the team.
Marketing & Customer Focus:

1. My main customers were the agents, Broker and staff in our office. It was my job to maintain and provide top notch customer relations. I needed to be supportive and provide an accurate and positive environment for agents to believe in our staff and our ability to take care of them, their client’s calls and contracts. It was important to keep the agents comfortable with our policies and procedures. I was able to develop personal relationships with the staff and agents therefore I had a vested interested in their success not only professionally but personally. My agents knew I cared and that I was willing to go the extra mile to help them succeed. This was a huge part in marketing for RE/MAX knowing that we had great supporting staff as well as a very involved Broker. Once my Broker was able to turn more responsibility over to me, he was able to focus more on recruiting and I was able to focus on those agents in house.

2. An example of this is that I always had my agent’s best interest in mind, I cared about them and did not see them as dollar signs. I cared about them being successful both professionally and personally. I was building a relationship with them to keep them committed to the business and remain loyal to RE/MAX Homestead. We had many agents join our office because they were upset with either the staff or broker at the real estate office they were previously affiliated with. It was crucial for me to maintain a lasting relationship with these agents. I excelled at this part of my duties. If someone needed to have more of the commission check than they were entitled to because of outstanding office bills the agent would always come to me and ask me to talk to my broker. The reason they came to me is because they knew I was in their corner and would do whatever possible to help them I this situation. My broker was not always the best at relationships with agents when it came to the finances. Even if the end result was the same I was able to explain the situation better to the agent and have a more positive response with the agent than my broker.

3. I feel that this experience will be a great asset to me whiling continuing my career in HRD. Those I am training and working with will need to feel as if they can trust me and I have their best interests in mind. They need to feel comfortable with me and know they can ask questions and they are not going to be made to feel as if the environment is not friendly. This experience has helped me to learn to give a little and you will get more out of your team. Customer/employee relations are key in a training program. I pride myself on my ability to be focused on those in my presences and give 110%. I believe you must make your customer/employee a priority.
Planning & Organizing:

1. Planning & organization are critical traits when managing the top real estate office in southeast Idaho of 40 agents plus the support staff. You can not succeed if you don't plan out your day and organize by prioritizing tasks. I had felt this was one of my strong points prior to my position at RE/MAX Homestead however, I did have to evaluate and make some changes during the real estate boom. I really had to organize and adjust some of my routines as our office grew and the real estate sales continued to increase rapidly. In the beginning I had to work many nights and weekends just to stay on top of the work. I was burning out fast and realized I needed to make some adjustments. I had to have a daily plan and even shut my door at times just to organize my time. I would set up times I was available for questions from agents. Yes at times it was time sensitive and I had to allow for those situations. I was able to develop more with this skill the more office and community events I planned. Every year I planned our office Christmas party, Awards ceremony these were big events that included spouses and it was very important that I be organized and have these events well planned. Our office also held monthly lunch onsite which also required planning. As well as community events such as the Chili cook off and Alive After 5 sponsorship where we raised money for the Children's Miracle Network. We also worked with Wal-Mart and brought school clothes for students in District 91 and 93 for several years. We actually went out shopping with these students and were able to buy them $100.00 worth of school clothes. These activities were very rewarding to plan and helped me develop my skills greatly.

2. An example of this skill is that in my daily routine I was thrown many curve balls and had many distractions through out the day. I had interruptions such as owner questions, phone calls from title companies or loan officers, agents and/or staff stopping in with questions or problems that needed immediate attention. I had deadlines and an agent's income depended on me meeting these deadlines. It was my job to keep everything running smoothly and making sure everyone was happy. If I had not planned ahead and been organized I would not have been able to meet my deadlines. When someone is relying on you in order to have a paycheck it really puts in perspective the need to be organized and utilize these skills daily.

3. My job at RE/MAX Homestead has taught me to be organized and plan ahead. The one time you don't plan you will find it very difficult to accomplish your tasks in the time frame they need to be completed. This business is fast paced and you have to be prepared to keep moving ahead of the game. I will apply these methods throughout my career in HRD because planning and organization are a key component to achieving success in any environment. This skills are valuable and will be used daily in my career of HRD.
Problem Solving & Decision Making:

1. As office manager for RE/MAX I had to problem solve daily. Many times the broker or the partners were busy with clients or out of the office; I would need to work with agents to answer questions about contracts or closing items that needed to be resolved in a timely manner. I would work with the agents and mortgage companies to fix a contract or resolution that satisfied all parties. I would also have situations where the staff wasn’t able to come into work and I would have to make adjustments and decisions throughout the day to keep the office flowing. Instances like this also brought about decision making as far as the office policy. We had an unlimited sick leave policy which we felt was fair to all of our office staff and was a benefit of working for the company. For many years this worked until we had an employee take advantage of this policy. I made the decision to change this policy and took my suggestions to the owners of the company. I felt bad this was hurting those employees who weren’t taking advantage of the policy. My decision was based on the fact the situation was really causing resentment between the staff and I wanted to improve the moral within the office. This proved to be a good decision for our office.

2. For example after the real estate bubble popped several agents were struggling and checks were hard to come by. When those agents finally received a check after many months of not having any income they were expecting to receive all of the commission check. However, as they had not received any commission checks for months they were also accruing an office bill for expenses such as MLS dues, rent, copies and other expenses the office had paid on their account. As office manager I was sensitive to the situation that although they needed the income to keep their household going I also needed to keep our business revenue coming in. I had to handle each agent differently because no situation was the same one. This was a tough time for all and I had to make decisions that were a win win for both the agent and RE/MAX. I had to keep in mind that if I took all of the commission check the agent may leave RE/Max because they need some income to survive but I also needed to make sure I was going to be able to meet all of the obligations the company had to meet.

3. Problem solving and decision making competency will continue to help me my career in HRD, because situations will always come about and decisions will need to be made. You have to be prepared to quickly identify the problem and also realize how your decision affects other factors and decide if your solution is the best possible solution. This is key in the decision making process because if you don’t evaluate the whole situation you may be doing damage control to pick up the pieces that were left out.
Working with Tools & Technology:

1. Technology was used daily at RE/MAX. These tools ranged for office programs to web based programs. They were used to maximize the use of time and reach as many potential clients as possible. I used technology to run to reports more efficiently and accurately run reports from our Multiple Listing Service system to show the agents in our office their ranking for all of the agents with in our MLS. I used of office based programs to run reports and pull information for agents daily. I utilized the technology tools for training that were offered through RE/MAX corporate, which in turn made me more helpful to those agents with in our office. Technology changed quickly and in order to continue to help the top agents in the business I had to have knowledge of the latest tools. Who knew back then a business would have a Facebook page.

2. An example of working with technology was when we realized that by the time the magazine publication was out to the stands the information was out dated. We implemented the use of web based marketing. This was of great value to the agents as it brought about instant marketing of the property. When we had to wait two to three weeks for the magazine to be published many of the listings were already under contract. Using the internet for agents to market the new listings we were able to reach people all over the world and the information was available quickly. Potential buyers were able to view listed properties without leaving home because of virtual tours. This helps eliminate seeing homes that a client was not interested in as well marketing the homes that had been listed immediately. We had an agent that didn’t even know how to check his own email. This was a difficult transition for him and I really had to walk him threw the steps and encourage him to keep trying. This agent was not able to embrace this technology. I was still running property reports and checking his email for him when his assistant was out until the day I left.

3. Technology is always changing. You must keep up with current trends in order to stay on top of the business. If you are standing still you are behind. I will use my skills of tools and technology every day in HRD. Technology is a valuable tool and resource for training and teaching. Keeping up on new technology will enhance the learning environment and allow you to find new ideas for training. We are so lucky to have such valuable tools available now and I will use these resources in HRD. I am excited to embrace the technology and use it not only in improving the training experiences but really utilize technology to show people how much technology can improve our jobs if used in the right ways but also be willing to help those who are not willing to embrace technology fully.
Creative Thinking:

1. Creative thinking was something that I had been able to work on at RE/MAX Homestead. On a daily basis agents and staff would come to me with issues that involved clients, mortgage companies, title companies or other agents. I had to incorporate not only business solutions but I had to individualize these solutions according to each agent's experience and knowledge. The agents would come to me as the Broker was not always readily available to work through and take individual time out of his schedule which required me to be creative with not only solutions but time and individual personalities. I also developed this skill while I was planning office events. Agents were busy and it was tough to get them involved in team building activities such as monthly lunch in the office. We felt it would grow the success within the office if we developed good relationships between our agents. Yes they were competing with each other for listings and offers but if they had a good developed relationship with one another they would not view each other as a threat but as an asset to help them grow as agents. The more we tried to grow these relationships they more the agents were willing to share the knowledge they had gained with one another. It was amazing to see these relationships grow the longer we had this process in place.

2. An example of creative thinking was when closing times or dates didn’t work for all parties involved. I had to walk through each problem with agents and come up with potential resolution. I had to rely on my knowledge of the real estate business, the agent, and my personal skills to develop a working resolution that was creative and affective for all parties. This often happened when our office represented both buyer and seller and because of our developed relationships between our agents the resolutions seemed make these bumps in closing a little easier to take. If these relationships were not in place you could count on an emotional situation where it was never easy to have a calm solution.

3. The creative thinking I have developed as an Office Manager has a direct link to my future goals in HRD. Being a part of a successful team requires that you are creative not only in resolving problems but being creative in your daily planning, training and program development. You need to be creative in your style of training and have the learning environment be valuable for those in the training session. We all learn differently and it is important to keep those involved in the class excited about the content and I believe you need to use creative thinking to have a successful class.
Instructing:

1. I have been lucky to instruct not only my staff but agents in many different areas. Every agent has specific needs and I have been able to work with these agents and develop a plan to satisfy their needs and then train my office staff to implement these plans to meet or exceed an agent's expectations. Working as the office manager for RE/MAX Homestead Realty I have also been able to train agents on our office policy as well as the guidelines the Idaho Real Estate Commission has set for real estate agents. I trained the office staff and agents using hands on tools as well as power point presentations. I used almost all of my interactions with my staff as an instructing experience. It could have been a simple question yet I tried to expand on the situation so they were always learning. This was also important to me to be open to suggestions from my employees on how to make each learning experience a positive experience. I welcomed feedback not only on how to improve the training but ideas on how to improve the processes I am training them on.

2. Training was a daily activity for me. Potentially every contract could be a training experience. As I would review the contract and come across a violation according to the Idaho Real Estate I would make a note of the issues with the contract. Once all of the files had been reviewed I would contact those agents who were in violation. I would try and meet face to face to show the agents how the contract needed to be fixed. I would also, explain to them in depth the Idaho Real Estate Commission polices and explain our office policy goes hand in hand with the real estate commission. One violation that came up very often was the issue of earnest money being turned in on time. I explained to them the difference between what was marked and what should have been marked, these mistakes are critical and need to be addressed and corrected. The better trained my agents were the better the office ran and the less trouble I had during audits from the real estate commission. I would walk through the steps to take the corrective action usually through an addendum.

3. My work competency and HRD related to instructing has many similarities. As office manager I have had to train on several different topics as well as many different learning styles. My training has taken place in many different settings from very casual to formal training. It has taught me to be prepared for your audience and know your topics! You need to be ready to change teaching style if necessary and communication is key! Another key point is to be open to suggestions on how to improve the training and suggestions for improvement process. Sometime those you are training may see something to improve the process that you don’t. I feel can use this instructing experiences to improve my skills and grow from those around me.
3.6 Evidence and Artifacts
December 10, 2010

To Whom It May Concern,

I am writing this reference letter to recommend [Name] for the position she is applying for in your company. I have been her manager for the last 10 years at REMAX Homestead Realty, and she has been an exemplary employee.

[Name] possesses excellent office and administration skills necessary to lead a project while gaining the acceptance of other office personnel. The work she produces is on-time and accurate. She is a very responsible and dedicated person at work. She is willing to take over new responsibilities without hesitation and consistently gives many creative ideas at work. This has made her a valuable part of our team. During her employment with us, group performance as an office staff was greatly enhanced due to her ability to streamline procedures, and the productivity of our agents increased. I believe her respectable business skills, leadership skills and enjoyable personality have helped our business grow as a whole.

During the last 10 years, [Name] has worked her way from clerical/financial staff to part of our management team. This was primarily a result of her ability to quickly comprehend difficult tasks. She is a unique individual with a positive attitude, who can accept responsibility to complete tasks or a project with little oversight or direction. Her excellent secretarial skills and office administration skill make her a valuable asset.

It is with extreme pleasure that I would recommend [Name] for a place within the organization that she chooses. She has demonstrated over and over that what she delivers is who she is. She was a great asset to have as part of our company and I believe she will be a great contribution to yours.

Sincerely,

[Signature]

REMAX Homestead Realty
3525 Merlin Dr.
Idaho Falls, Idaho 83404
Office: (208) 529-5600
Fax: (208) 529-3283
September 10, 2009

To Whom It May Concern:

I have had the pleasure of being both a co-worker and a friend to [Name] for over five years.

In and out of the office, [Name] conducts herself with integrity. She can be counted on not just to work hard, but to represent the company in a positive light. She is organized, efficient, and willing to do whatever is needed to get a particular task finished. Because there are often last-minute deadlines, her cooperative attitude and good cheer are important and appreciated.

She is an intelligent and motivated individual. She is more than capable of managing large groups of people.

She is a talented Office Manager with excellent communication skills and a strong moral compass.

[Name] deserves serious consideration as a potential employee, and I recommend her highly.

If you would like any further details about [Name], please do not hesitate to contact me at

Sincerely,

[Name] Realtor

Homestead Realty
3525 Merin Dr.
Idaho Falls, Idaho 83404
Office: (208) 529-5600
Fax: (208) 529-3283
Thank you

I appreciate you always going the extra mile for me. You go above and beyond for me and my Cheeks. You truly lead by example and are such a valuable asset to this company. Thank you for your dedication and hard work.

Susan
I appreciate all your hard work. You take all you do!

Thank you. You have an awesome New Year!

Always enthusiastic. And I do hope you have a great time at Cape Henlopen.

I am so appreciative of your help and your kindness. It is appreciated.

You really did a great job. Four years of hard work and dedication... I am so proud of the Alliance.

You did a great job. I am so proud of all you did! I am very grateful.

Best,

[Signature]
THANKS SO VERY MUCH TO GET ME OUT OF MY PUCh I WIS IN. + FOR BEING IN MY CORNER.

YOUR FAVORITE
AGENT

THANK YOU SO VERY MUCH!
I TRULY APPRECIATE ALL YOU HAVE DONE FOR US ALL!
ESPECIALLY WHAT YOU HAVE DONE FOR ME! YOU REALLY HAVE BEEN AWESOME AND
YOU WILL BE A TOUCH ACT TO FOLLOW. THIS PLACE WONT BE THE SAME WITHOUT YOU!
Seminars & Webinars Attended

Seminars Attended - National Seminars Training*
Developing your Emotional Intelligence - October 2014
Coaching and Mentoring Skills for Leadership Success - October 2014

Webinars Attended - National Seminars Training*
Collaboration Skills in the Workplace - October 2014
Collaborative Intelligence in the Workplace - October 2014
Business Writing Essentials - October 2014
Business Etiquette 101 - October 2014

Real Estate Class Idaho Real Estate School - Mike Gamblin
Business Conduct and Office Operations - On Site RE/MAX Homestead Realty 2008

*I continue to attend seminars and webinars on an at least weekly basis. I have a membership with National Seminars, I believe in order to be necessary to keep learning or you will always be behind.
Congratulations!
On Completing Your Training!

Hello,

Congratulations on completing the webinar, *Breaking Bad Communication Habits*. We sincerely hope you enjoyed the training, and find the information useful.

Since you have unlimited access to all of our content, we would like to invite you to continue with your career development with some additional training.

If you would like to view more great webinar programs, please select from one of the titles below.

10 Keys to Effective Performance Reviews
10 Steps for Making Business Writing Easier
10 Tips for Managing Resources in the Workplace
10 Traits of Self-Motivated People
10 Traits of Self-Motivated People
10 Ways to Go Green at Work
10 Ways to Stand Out in a Crowd

10-Second Charts
12 Principles of Effective Listening
12 Unbreakable Laws of Professional Success

We understand that continued learning is an investment of both time and energy. If there is anything we can do to make your training more convenient, please do not hesitate to let us know.

Thank you,

STAR12 Team
Congratulations!
On Completing Your Training!

Hello,

Congratulations on completing the webinar, *A Manager's Guide to Communicating Unpopular Decisions & Changes*! We sincerely hope you enjoyed the training, and find the information useful.

Since you have unlimited access to all of our content, we would like to invite you to continue with your career development with some additional training.

If you would like to view more great webinar programs, please select from one of the titles below.

- **10 Keys to Effective Performance Reviews**
- **10 Steps for Making Business Writing Easier**
- **10 Tips for Managing Resources In the Workplace**
- **10 Traits of Self-Motivated People**
- **10 Ways to Go Green at Work**
- **10 Ways to Stand Out In a Crowd**
- **10-Second Charts**
- **12 Principles of Effective Listening**
- **12 Unbreakable Laws of Professional Success**

We understand that continued learning is an investment of both time and energy. If there is anything we can do to make your training more convenient, please do not hesitate to let us know.

Thank you,
Hello

Congratulations on completing the webinar, *12 Unbreakable Laws of Professional Success*! We sincerely hope you enjoyed the training, and find the information useful.

Since you have unlimited access to all of our content, we would like to invite you to continue with your career development with some additional training.

If you would like to view more great webinar programs, please select from one of the titles below.

10 Keys to Effective Performance Reviews  
10 Steps for Making Business Writing Easier  
10 Tips for Managing Resources in the Workplace  
10 Traits of Self-Motivated People  
10 Traits of Self-Motivated People  
10 Ways to Go Green at Work  
10 Ways to Stand Out in a Crowd  
10-Second Charts  
12 Principles of Effective Listening  
12 Unbreakable Laws of Professional Success

We understand that continued learning is an investment of both time and energy. If there is anything we can do to make your training more convenient, please do not hesitate to let us know.

Thank you,
Hello,

Congratulations on completing the webinar, *Building Rapport and Developing Relationships With Customers*! We sincerely hope you enjoyed the training, and find the information useful.

Since you have unlimited access to all of our content, we would like to invite you to continue with your career development with some additional training.

If you would like to view more great webinar programs, please select from one of the titles below.

- 10 Keys to Effective Performance Reviews
- 10 Steps for Making Business Writing Easier
- 10 Tips for Managing Resources in the Workplace
- 10 Traits of Self-Motivated People
- 10 Traits of Self-Motivated People
- 10 Ways to Go Green at Work
- 10 Ways to Stand Out in a Crowd
- 10-Second Charts
- 12 Principles of Effective Listening
- 12 Unbreakable Laws of Professional Success

We understand that continued learning is an investment of both time and energy. If there is anything we can do to make your training more convenient, please do not hesitate to let us know.

Thank you,
Hello,

Congratulations on completing the webinar, Building Better Team Communication! We sincerely hope you enjoyed the training, and find the information useful.

Since you have unlimited access to all of our content, we would like to invite you to continue with your career development with some additional training.

If you would like to view more great webinar programs, please select from one of the titles below:

- 10 Keys to Effective Performance Reviews
- 10 Steps for Making Business Writing Easier
- 10 Tips for Managing Resources in the Workplace
- 10 Traits of Self-Motivated People
- 10 Traits of Self-Motivated People
- 10 Ways to Go Green at Work
- 10 Ways to Stand Out in a Crowd
- 10-Second Charts
- 12 Principles of Effective Listening
- 12 Unbreakable Laws of Professional Success

We understand that continued learning is an investment of both time and energy. If there is anything we can do to make your training more convenient, please do not hesitate to let us know.

Thank you,

STAR12 Team
Hello,

Congratulations on completing the webinar, *8 Traits of High-Integrity Leaders!* We sincerely hope you enjoyed the training, and find the information useful.

Since you have unlimited access to all of our content, we would like to invite you to continue with your career development with some additional training.

If you would like to view more great webinar programs, please select from one of the titles below.

- 10 Keys to Effective Performance Reviews
- 10 Steps for Making Business Writing Easier
- 10 Tips for Managing Resources in the Workplace
- 10 Traits of Self-Motivated People
- 10 Ways to Go Green at Work
- 10 Ways to Stand Out In a Crowd
- 10-Second Charts
- 12 Principles of Effective Listening
- 12 Unbreakable Laws of Professional Success

We understand that continued learning is an investment of both time and energy. If there is anything we can do to make your training more convenient, please do not hesitate to let us know.

Thank you,

STAR12 Team