



Dear Recycling Technician,

As you have undoubtedly heard through the media our firm' bid was not selected in the recent competition. Through no fault of your own , we now find ourselves in the regrettable position of having to advise you that your job will be terminated in three months when our contract with the city ends.

As your manager , I want to let you know how much we appreciated your willingness to work long hours when needed, the fact that you were willing to learn how to operate then new machine we just received and to train your co-workers. I observed that you provided clear, concise instructions and that you communicated respectfully with those who had more difficulties at their work stations.

You may want to apply with the new contractor and we will be happy to provide you with a reference. I know you will enjoy much success wherever you choose to work next. Best wishes.

H Harry, Manager