



Human Resources

Strictly Private & Confidential ADDRESSEE ONLY

To whom it may concern:

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Re: Marilyn Smyth – Making a Difference

I am pleased to supply a letter of recommendation for Marilyn Smyth in respect of dispute resolution consultancy services she has provided for the Council. Marilyn investigated a number of very challenging grievance and discipline cases, including a group of linked grievances and counter grievances within a small but very high profile department.

Marilyn's detailed knowledge of employment law and extensive experience of Employment Tribunals really shone through the work she did for us. Her investigations were thorough, insightful, balanced and fair. What I valued particularly was the clarity of Marilyn's recommendations and the sound reasoning behind them.

Marilyn has excellent organisational skills and she proved very capable of turning around complex, multi-faceted cases in a timely manner, whilst observing all the necessary processes and protocols. Her reports are well written and very professional in their presentation.

Above all, Marilyn engendered confidence that even the thorniest of issues would yield when dealt with logically, fairly and firmly. If you are confronted with such a problem, then I would not hesitate to recommend Marilyn as an indispensable aid to its resolution.

Yours faithfully

A handwritten signature in black ink that reads 'J.Fear.'

Judith Fear
Head of HR and Customer Services
Hertsmere Borough Council