

Bryan Crutchfield, Lt Col USAF
Commander, 350 Air Refueling Squadron
McConnell, AFB, KS 67221
17 December 2007

To Whom It May Concern:

It is my distinct pleasure to write this letter of recommendation for Jose Martinez. As the Commander, 350th Air Refueling Squadron, I have worked closely with Jose for past three years and have been increasingly impressed by his superior leadership, management, and mentorship successes.

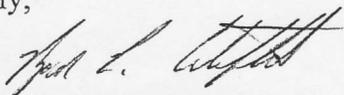
As the squadron superintendent and Boom Operator program manager, Jose demonstrated outstanding talents in the aviation, managerial, administrative and project management realms. He is my senior enlisted flight examiner and instructor, managing a \$22 million squadron enlisted operations budget in 1 of 3 core tanker wings. He is the lone voice I trust for decision-making input regarding operational and functional issues relating to 39 assigned enlisted personnel. His apropos comments, always beaming with keen insight allow me to take bold action to support the morale, health, and welfare of all 81 squadron members.

Jose is directly responsible for primary development, implementation and management of plans, policies and procedures affecting multiple dynamic work centers. His masterful creation of long-range training plans assure concrete productivity metrics quickly and succinctly express critical mission-related manning issues. Jose's focus on TQM, 6-Sigma, and AFSO21 fundamentals enabled us to transform functional area cost and man-hour hemorrhages into beacons of success. The results are astounding: a complete revitalization of a department with the lowest performance level led to its selection as the #1 department within 10 months and the "Installation's Best Department" award.

While his management expertise is also evident in managing the enlisted performance report, promotion, counter-drug, family care, survivor assistance, and award programs, what's more valuable is his unique personal touch which inspires others and exemplifies true leadership. Such impact of immense depth and breadth is crucial to our wartime mission effectiveness and has solidified the camaraderie – indeed the cement – which holds my squadron together. His carefully-crafted approach assures seemingly competing demands are handled without mutual exclusivity. Jose has always acted upon the old axiom, "We rise or fall together," elevating team performance above individual performance. This reaped huge dividends, resulting in our Squadron winning the "Installation's Best Squadron" award – twice in a row.

Jose Martinez – my rock, my leader – I cannot imagine my Command Tour without him. I know once you hire him, you will feel the same. If you have any questions or wish to speak further about Jose, please feel free to call me at 316-650-0537.

Sincerely,



Bryan, L. Crutchfield, Lt Col, USAF
Commander, 350th Air Refueling Squadron