

**BRIAN KASHIR**

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March 1, 2008

Robert Brown, Human Resources Director  
ABC Manufacturing Company, Inc.  
3289 Harvey Place  
Silver Spring, MD 20908

Re: Director of Environmental and Health Safety Services

Developing an environmentally-friendly, efficient manufacturing operation for multimillion-dollar, global companies is what I do best. With a strong commitment to world class manufacturing and environmental compliance, I have successfully transformed hazardous operations, and maintained award-winning safety standards that translated to impressive financial results.

I have contributed to the long-term growth and success of Gillette Company and Newell Rubbermaid companies in the areas of technical services, safety engineering, and manufacturing operations management. More recently as the Director of Environmental Health and Safety, I established safety and risk management programs and workers compensation policies that slashed on-the-job injuries by 400% and cut benefits costs by more than \$3 million.

These recent achievements are just a small indication of the quality of contributions that I bring to ABC Manufacturing Company. A summary of my executive qualifications and other career achievements:

- ▶ Fifteen-plus years' leadership experience honed through increasingly challenging roles in high-quality, complex manufacturing operations.
- ▶ Strong record in reducing operating costs and capital expenditures through innovative engineering and manufacturing strategies.
- ▶ History of introducing of TQM, production/materials management, and environmental safety programs that increased production output, raised productivity levels, and ultimately increased bottom-line margins.
- ▶ Proven success with implementing state-of-the-art technologies and processes through strategic partnerships with key industry players.

Since transitioning out of my last role with Newell Rubbermaid in 2007, I have been actively seeking new executive opportunities in manufacturing operations and facilities management.

I would welcome the opportunity to interview for the Director of Environmental and Health Safety Services position at your earliest convenience. I remain confident that my industry experience, record of top performance, and strong leadership capabilities would be highly beneficial at your company.

My resume is enclosed for your review and I thank you in advance for your time and consideration.

Sincerely,

Brian Kashir  
Enclosure: Résumé