



Cinergy Services, Inc.
139 East Fourth Street
P.O. Box 960
Cincinnati, OH 45202

April 5, 2004

To Whom It May Concern:

During the past three years, Susan Otto has provided excellent services in a variety of areas for the Training and Organizational Development department at Cinergy. Susan completed several successful projects for us, including:

- Developed materials to implement our Energy Merchant Business Unit's performance management program, including communications, forms, and instructions for managers and employees. (2001)
- Authored training modules for "Coaching for Success" and "How to Give and Receive Feedback", "Conflict in Teams" and "Creativity in Innovation". Susan also conducted Train the Trainer sessions on these modules for Cinergy trainers to learn the programs. (2002)
- Developed a comprehensive Corrective Action Program (forms, training program, guidelines, etc.) for progressive discipline issues pertaining to policy and individual performance. (2002)
- Created a Facilitator's Guide for our annual OD Conference. Topics included use of the DiSC instrument and identifying learning styles. (2003)
- Reviewed Cinergy's "Supervisory Success Program" and provided useful insights to improve this internally developed program. (2003)
- Constructed forms for process improvements in the Training and Development department. (Ongoing)
- Reviewed training modules developed by Cinergy trainers and offered guidance for better delivery. (Ongoing)
- Provided activities/games to engage learners during training sessions. (Ongoing)

Susan has also been an excellent resource for referring external trainers to assist us with programs we do not have available to deliver in-house. She continues to share many interesting articles and resources regarding the field of training and organizational development, and I consider her an excellent contact to assist me in accomplishing my training and development goals at Cinergy. She has worked closely with my staff, and we find her to be an excellent asset to our department. Please do not hesitate to contact me with any questions you may have. I can be reached at (513) 419-5137.

Sincerely,

Wendy Nepate, SPHR
Manager, Training and Organizational Development