



Subject: Letter of Reference for Charlie Walsh & HOPS International

It has been my privilege to know and work with Mr. Charlie Walsh for the past three years. I was first introduced to Mr. Walsh when beginning a leadership training program for the U.S. Agency for International Development (USAID). USAID is an independent U.S. government agency responsible for furthering America's foreign policy interests by expanding democracy and free markets while improving the lives of the citizens of the developing world. The Agency employs 7,000 employees in approximately 80 countries.

My role in the Agency is to serve as the program manager for executive and leadership training. In January 2000, under a contract with Carley Corporation, a company located in Orlando, Florida, USAID began a series of leadership training courses for employees at the mid- to senior level, which continued until the end of the contract period ending September 30, 2003.

One month before the first three-week pilot class in January 2000, Carley Corporation contracted with Mr. Charlie Walsh to serve as one of two training facilitators for the delivery of the Senior Leadership training course. Mr. Walsh continued to facilitate in every course delivered for USAID. In a little more than three years he spent more than 1500 hours of classroom facilitation and training time, in which 285 USAID senior leaders' were trained in 12 classroom sessions. Participants were from diverse backgrounds, countries and nationalities. During the 3-week live-in program, he was also available during the evenings and weekends to coach participants.

Mr. Walsh was an inspiration to everyone at USAID who has had the privilege of participating in a leadership course with him. He demonstrated a keen perception to participant needs and made adjustments in each program to meet diverse expectations. His expertise and expansive training experience, combined with his public service, work at Universal Studios, his numerous training credentials and certifications have had a tremendous impact. Participants have raved about his insights, level of knowledge, his expertise in training and his guidance on self-development planning.

In every program delivered, Mr. Walsh was hard-working, dedicated, and above all, helped to shape and guide the leadership development path of many USAID/STATE employees. He is by far the most skilled leadership development facilitator I have ever observed in my career with the Federal government.

Rita Owen, Program Manager  
USAID/State Executive and Leadership Training  
1300 Pennsylvania Avenue  
Washington, D.C.