



November 28, 2018

Dear Sir/Madam,

It is my great pleasure to write a reference for Mr. Andrew Welch. I have had the pleasure of supervising Andrew in his capacity as a member of the Emergency Management Evaluation Team. Membership on the team is a prestigious position within the organization and volunteers have on average over a decade of professionally relevant experience. There are currently 13 volunteers on the team, and team members are routinely deployed throughout Canada to complete post-emergency monitoring and evaluations, utilizing rigorous methodology to equip the Canadian Red Cross with lessons learned and best practices.

During his recruitment process, Andrew's references universally spoke of his excellent facilitation skills, strong analytical thinking, and ability to produce high-quality, meaningful deliverables in a timely way. Since his time with our team Andrew has demonstrated all of these skills consistently across the ten evaluation and disaster response missions he has undertaken, and has written the facilitation guide and protocols currently used by the team. Furthermore, Andrew has become established within the team as a respected source of advice for the other team members, despite never singling himself out for credit even when it was due to him.

Andrew is often called on to facilitate post-disaster group debriefs. These debriefs are highly confidential and sensitive, with many of the participants still actively processing their experiences. I almost always select Andrew for these missions because of his unique skillset in the area of facilitation. As a facilitator Andrew is self-aware, present, and easily gains the trust and confidence of his group. Andrew is familiar with a large number of facilitation techniques, and adapts these intuitively to the group's requirements. The feedback I receive from my colleagues, including up to the Vice President level, has been universally positive and enthusiastic.

Any organization would be fortunate to benefit from Andrew's skillset, and I am absolutely confident he would be a great asset to your team. I would be happy to provide a verbal reference, or to answer any questions you may have. I can be reached by phone at (613) 296-1019 or by e-mail at Madeleine.Lyons@redcross.ca.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Madeleine Lyons".

Madeleine Lyons
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