

To Whom it May Concern,

[YYYY / MM / DD]

Hokkaido International School, in conjunction with the Japan Council of International Schools, is committed to the fair and equitable treatment of all departing employees of the school and believes that their and the school's interests are served best through the issuing of letters of *reference* versus letters of *recommendation*.

Unlike the traditional letter of recommendation, a letter of reference focuses on the achievements and contributing efforts of teachers and staff during their period of employment at Hokkaido International school and avoids the judgement-making descriptions of personality that are too often the hallmark of *recommendation* letters. The school believes that it should be the contributions and achievements of each professional that should be the main focus of attention when considering the eligibility of a candidate at a future employment destination.

We hope that this cover letter helps to explain the content nature of the letters you are receiving. Should you have any questions, please feel free to contact school administration at the contact details below.

Sincerely yours,

Barry Ratzliff
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