

David Kiren
207 West Harrison Street
Chicago, IL 60607

September 18, 2024

To Whom It May Concern:

Daniel Daly and I have worked together for nearly two years, and I have supervisory responsibility for him and many other employees across various job functions within our unit of the United States Army Reserve. Over the course of my career in the Army Reserve, I have worked with hundreds of sergeants and can confidently say that Daniel is among the top five percent of sergeants with whom I have served. Among the dozens of full-time sergeants like Daniel that I have encountered, he is in the top three. I am an investment banker in my civilian career and would pursue trying to hire Daniel if I had responsibility for hiring HR personnel (and will recommend him to my firm's HR team without reservation). Daniel's competence, commitment, and character are among the traits that set him apart. I will discuss each of these in turn.

The Army Reserve, like all parts of the Department of Defense, is a massive bureaucracy replete with endless processes, procedures, and policies that are ever-changing and ever-growing. Daniel has developed a greater level of mastery than his peers – and greater than his superiors in most cases – of the processes, procedures, and policies that are required for managing over 600 personnel in a complex organization. More importantly, he has mastered the ability to find answers to situations that are non-routine or exceptions to the standard procedures, both of which arise frequently. He is expert in researching policies and regulations, and critically, he has built a network of contacts and relationships that he leverages to solve challenging issues. I can always count on Daniel to find answers to difficult HR situations I present to him.

Daniel epitomizes what it means to be a committed member of a team and an organization. I can always count on him to do what he says he is going to do, to do it to the best of his ability, and to do it with the best interest of the organization in mind. On occasion, I have advised him to let someone who was not fulfilling his/her commitment fail, but each time, he has instead stepped in to assist to ensure that the organization succeeded. He consistently does more than is expected of him to ensure the success of the organization, and along the way, he is fully committed to coaching and teaching those around him. These are traits that I greatly admire in Daniel.

Above all, Daniel has consistently demonstrated a character marked by unquestionable integrity, complete accountability, and sound judgment. Daniel's position is unique in that his role is a full-time one in an organization comprised of mostly part-time Army Reservists. Most of his superiors are part-time employees. This unique environment requires a high level of integrity and accountability. I have seen plenty of people in these full-time roles abuse this unique structure, but Daniel consistently demonstrates complete integrity in his work and accountability for himself and his responsibilities. Over my career both in the Army and on Wall Street, I have observed time and time again that sound judgment is perhaps the most important quality in any leader. It does not mean that every decision is right, but it does mean that decisions are always considered with care and reason. This is a trait that I admire in great leaders, and it is a trait that I observe in Daniel every time he walks me through his rationale for a decision he made or his recommendation for a decision that I need to make.

I recommend Daniel Daily without reservation to a civilian HR position as he transitions from the Army to a civilian career. Any organization will undoubtedly benefit from his competence and character, and I know that he will be fully committed to his role and the organization he represents as an HR professional.

Sincerely,
//original signed//
David Kiren