

## WRITING APPROACH LETTERS

---

An approach letter is designed to gain access to individuals who may or may not provide you with contacts, leads and information on job opportunities. These letters are used for building networks which may lead to informational interviews. (see the Interview Section of your ECS Kit)

Approach letters are associated with two major job search and distribution strategies. The first strategy involves conducting an indiscriminate mass mailing of resumes and cover letters to specific individuals in your areas of interest. If you follow-up your direct mailing with telephone calls, you will get results. However, the results will be more negative\* than positive.

While some individuals report impressive results with this version of letter writing, the Executive Career Services Department does not recommend it. \*You should never send a resume to a search committee that has a current CMAA member employed in good standing in the position you seek.

The second strategy involves selectively writing letters to prospective employers or to individuals who might provide you with useful job search information and referrals. Normally, you do not include your resume with this letter. Instead, take your resume to the informational interview and discuss it near the end of the interview. This is done for two purposes:

- gathering advice on how to improve your resume
- getting the interviewer to read your resume as well as refer it to others who might be interested in your qualifications.

With this second strategy you tailor the contents of the letter to the recipient. However, certain common rules apply to both letter strategies.



## RULES

---

1. **Start with a personal statement which connects you to the reader.** If you lack a personal referral, you might open with: "I am writing to you because of your position as..." or "Because of your experience in...", or "We have a common interest in..." or "Since we are both alumni of \_\_\_\_\_ I thought..." If you have a referral, you might start with: "Mr., Mrs., Dr., suggested that I contact you..."
2. **Orient the reader to your purpose.** Explain that you do not expect the reader to know of any current job openings, but you would like his or her help, advice, suggestions, or guidance. Stress your purpose(s): to get his or her advice on your career plans, obtain occupational information, or discuss future work possibilities. Explain your current situation.
3. **Close your letter by requesting a brief meeting at a mutually convenient time.** Indicate that you will call in a few days to arrange a meeting.
4. **Be clear.** Have a specific purpose in mind before writing this letter.
5. **Always address the letter to a name,** never to a position or title.
6. **Make the letter brief,** unless there are special reasons for going into detail.
7. **Make your letters warm and personal.** Avoid boastful, aggressive and stereotyped phrases.
8. **Carefully proofread** for grammatical, spelling or typing errors.
9. **Neatly type your letter.** Leave wide margins.
10. **Type on good quality bond stationery.** Never use erasable, copy machine or onion-skin paper.
11. **Keep copies of all correspondence** in an efficient filing system for follow-up purposes.



## WRITING THANK YOU LETTERS

---

### (POST INTERVIEW, REJECTION, WITHDRAW, TERMINATE, JOB OFFER ACCEPTANCE)

When conducting a job search, you should always strive to stand out from other candidates. A thank you letter is one of the most effective letters you can write. You normally write this letter within 48-hours following an interview. The standard thank you letter should immediately follow a formal job interview. This highlights your interview discussion and reiterates your qualifications and continuing interest. Thank you letters also can be used in other types of situations, such as responding to advice over the telephone or a letter of rejection. Thank people for their advice, time and consideration. Some people have actually received a job offer after first being rejected all because they sent a nice thank you letter.

The thank you letter in response to a **rejection** should follow a similar format as the standard thank you letter. Express your gratitude for being considered for the position as well as your continuing interest in working for the club. Few search committees receive this type of letter. It may leave a lasting impression on the committee who will remember you for future openings.

Other types of thank you letters are also appropriate to write at times. For example, if you **withdraw from consideration** for a position or turn down a job offer, send a polite and positive thank you letter which leaves the door open for future consideration. Once you receive a **job offer**, send a thank you letter to your new Board of Directors. This can be of the most effective letters in getting you off to a good start and forming a positive and lasting relationship with your new Board. Since few Board of Directors receive such letters, you will stand out as a thoughtful and considerate new employee.

If you **terminate** employment for any reason, consider sending a thank you letter to your former Board of Directors. Try to be as positive as possible, even though you may be parting under strained circumstances. A thank you letter can clear the air, mend broken fences, generate positive references and leave the door open for future consideration.

You should write these different types of thank you letters because you want to be **remembered** in a positive manner. You communicate your thoughtful and considerate style. Coupled with your paper qualifications, as evidenced in your outstanding resume, you will make a stronger impression that few candidates ever make in their job search.



## SAMPLE LETTERS

---

1. Resume Letter
2. Requesting Information
3. Approach
4. Requesting Job Search Services
5. Standard Cover — Referral
6. Standard Cover — Advertised Position
7. Telephone Follow - Up
8. Post Informational Interview
9. Post Job Interview
10. Responding to Rejection
11. Thank You — Withdrawing
12. Thank You — Job Offer Acceptance
13. Resignation

## RESUME LETTER

---

August 2, \_\_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

Your recently completed renovation of Maple Country Club on 156 Country Club Drive is well designed and compatible to the needs of the membership. I am particularly impressed with the interior layout of the clubhouse dining facilities, as your club annually generates more than \$1.5 million in food and beverage sales.

I am especially interested in your club because my background is in club "start-up" operations and high volume, fine dining food and beverage operations. I know quality food service, and I want to associate with a club that will fully use my talents. My qualifications include:

- Nine years of food and beverage management experience; the collaboration and development of highly innovative menus resulting in a 21 percent increase in annual food and beverage sales.
- Three years handling all aspects of renovation - building, installation and reconstruction.
- Established cost control program resulting in savings of five percent liquor costs, six percent in food costs, while simultaneously improving quality service to members.

At present, I am seeking an opportunity to use my skills in developing innovative programs the members of Maple Country Club would enjoy. I would appreciate an opportunity to meet with you to discuss our mutual interests. I will call you at the club next week to arrange a convenient time.

I look forward to meeting with you.

Sincerely,

James Kiltner, CCM

## RESUME LETTER

April 23, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

I just completed reading the article in Club Management magazine on cost reductions and allocations. Your innovative approach to accounting procedures in private clubs is of particular interest to me because of my background as a general manager who specializes in the financial management of private clubs. I have successfully improved the efficiency of two private clubs in the last 10 years. These improvements include:

- Close monitoring of the cost of sales lowered the overall cost in food from 50 percent down to 38 percent and in beverages from 46 percent to 31 percent.
- Recommending and/or implementing organizational changes to streamline the club yet improve member service.
- Automating operations (reduced head count). Upgraded antiquated POS computer system.

With the number one rated private club in the state of Georgia, I developed a methodology to process the member satisfaction/dissatisfaction survey as well as monthly spending statements, resulting in prioritized recommendations for club improvements. This has led to members increasing their monthly spending by \$1500.

My formal education includes a HR/M degree from Cornell University. I am seeking a change in employment to a larger, more aggressive club from where I currently am. While the majority of my experience has been with private golf clubs, the potential to operate as the general manager at a country club is of great interest.

Although negotiable depending upon location and other factors, you should know that in recent years, my compensation has been in the range of \$85,000 to \$100,000.

I would be happy to discuss my background in a meeting with you. If you have any questions, do not hesitate to contact me at my home, or club at \_\_\_\_\_.

Sincerely yours,

James Kiltner, CCM

## REQUESTING INFORMATION

---

June 6, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

I was fortunate to have been in the audience this past February when you gave the keynote speech at the Club Managers Association Annual Conference. Not only did your talk hold the entire audience spell-bound, but I found your analysis of the future of the club management field to be the most insightful I have encountered.

I am completing the requirements for my CCM designation and expect to sit for the exam in January, \_\_\_\_\_. I have not yet decided whether I will remain in my current position with my club or to peruse a general manager position in Virginia. Having heard you speak, I am certain your insights would be helpful to me as I consider this decision.

I will be in Williamsburg over the July 4th holiday. I hope that your schedule will permit you to meet briefly with me during that time. In fact, I could arrange my schedule to remain in Williamsburg a few days after the holiday if that would be most convenient for you.

I will call you next week. I hope we can schedule a meeting at a mutually convenient time. I value your opinions and feel certain that talking to with you will enable me to better plan by future in private club management.

Sincerely,

James Kiltner

## APPROACH LETTER

### (VACANCY CANVASSING)

January 15, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. Davis Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

I am writing to you because you know the importance of having a knowledgeable, highly motivated, and enthusiastic Clubhouse Manager direct the operations of your fine clubhouse. I know because I have been impressed with your annual report and membership roster.

I am seeking your advice on how I might prepare for a management opportunity at Maple Country Club. I and a private club management background — experience acquired while working in a club of similar distinction.

Within the coming months I hope to locate a new position in the state of Virginia. My demonstrated skills in food and beverage operations, finance and budget development, member relations and personnel administration have prepared my attain a new Clubhouse Manager position. I am seeking a Clubhouse Manager position with the intention of eventually moving into a General Manger's position.

As I begin a new opportunity search, I am trying to gather as much information as possible before applying for positions. Could I take a few minutes of your time next week to discuss my career plans? Perhaps you can suggest how I can improve my resume — which I am now drafting — and who might be interested in my qualifications. I will call you at the club on Monday to see if such a meeting can be arranged.

I appreciate your consideration and look forward to meeting you.

Sincerely,

James Kiltner



## APPROACH LETTER

---

(REFERRAL)

September 19, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. Anderson Cooper, General Manager  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Cooper:

Julie McGuire suggested that I write to you in regards to my interests in attaining a Clubhouse Manager position. She thought you would be a good person to give me some career advice.

I am interested a Clubhouse Manager position with a club specializing in food and beverage service. As an Assistant Manager, I have four years of progressive experience in all facets of food and beverage service, from inventory ordering/maintenance to booking banquets to member private parties generating revenue in excess of \$10,000. I am particularly interested in improving dining facility design and operations in private clubs.

Ms. McGuire mentioned you as one of the most achieved General Managers in the field. Would it be possible for us to meet briefly? Over the next few months I will be conducting a job search. I am certain your counsel would assist me as I begin looking for new opportunities.

I will call you at the club next week to see if your schedule permits such a meeting.

Sincerely,

James Kiltner

## REQUESTING JOB SEARCH SERVICES

---

March 25, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, Executive Recruiter  
Executive Search Unlimited  
156 Maple Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

I understand you specialize in recruiting private club managers in the hospitality field. During the past five years, I have been employed at the prestigious Presidential Golf and Country Club as a General Manager. I've had a unique opportunity to apply Chief Operating Officer skills in the total facility management at Presidential.

I plan to leave the club in the next 18 months. I'm interested in the possibility of working with an international private club in the General Manager capacity. Since this is an area in which you recruit, I would appreciate it if you could keep my resume on file for future reference.

Please let me know if you need and additional information on my background and availability.

Sincerely,

James Kiltner, CCM

## REQUESTING JOB SEARCH SERVICES

---

May 28, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, Executive Recruiter  
Executive Search Unlimited  
156 Maple Dr.  
Williamsburg, PA 23572

Dear Mr. Smith:

I am in the process of an employment search. During the past seven years I have worked in the field of private country club management. I'm interested in a senior management position within a private city club.

A friend of mine recommended that I contact you concerning your club transition services. She mentioned you were one of the leading firms providing such career assistance.

I would appreciate if you would provide me with information on your services. I especially need to know how you operate with clients including career counseling, testing and placement services. I would like to know what types of contractual arrangements I would be entering — for what period of time, the costs of your services, and how many job interviews and offers I might expect during the contract period.

I would also appreciate it if you could provide me with the names and telephone numbers of three former club managers who have successfully used your services.

I enclose a copy of my resume for your reference. I have a strong food and beverage and membership marketing background which I need to relate to a senior private club management position. Please let me know if the services of your company would be appropriate for someone with my background.

Sincerely,

James Kiltner, CCM

## COVER LETTER

---

(REFERRAL)

October 5, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

Darlene Textron, the General Manager of Blue Springs Country Club, informed me that you are looking for someone to direct the operations of your club.

I enclose my resume for your consideration. During the past 10 years I have managed and implemented a variety of membership programs. I have worked both as a Food and Beverage Director and General Manager and know how to effectively run the entire private club facility as well as direct an intense, high level food and beverage operation.

I would appreciate an opportunity to visit with you and examine your club's operations. Perhaps I could provide you with a needs assessment prior to an interview. I will call you next week to make arrangements for a visit.

Thank you for your consideration.

Sincerely,

James Kiltner, CCM

# COVER LETTER

---

(REFERRAL)

September 1, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

Mr. Ralph Houghton has informed me that he is retiring as the Chief Operating Officer of Maple County Club. I am writing you because I would like to be considered as a candidate for the position of General Manager at Maple Country Club.

At your earliest convenience, I would like to discuss your club's needs and my qualifications for this position. I am enclosing my resume, which describes the extensive experience I have accumulated and the variety of responsibilities I have fulfilled during my club management career.

My experience at Maple Country Club, where I am currently serving as general manager, has given me insight into many of the conditions that exist at Maple. Both clubs have an extensive membership campaign in the initial phases and are also in the final stages of clubhouse renovation.

I thank you for your consideration, and appreciate your protecting the confidentiality of my inquiry. Please call me for more information on my background and experience or to arrange an interview. I can be reached at 804/564-9986 during working hours or at my home at 804/231-9192, usually after 6:30 p.m.

Sincerely,

James Kiltner, CCM

## COVER LETTER

---

(RESPONSE TO ADVERTISED POSITION)

February 17, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

I enclose my resume in response to your February 14, \_\_\_\_ listing in the Managerial Openings List for the Clubhouse Manager position with Maple Country Club.

The position interests me for several reasons. My education and private club work experience have prepared me for this position. On May 10, I will sit for the Certified Club Manager designation, which represents professionalism in the private club industry. I have in-depth knowledge in food and beverage operations, finance and budget development, facility maintenance, and personnel administration; all pre-requisites for employment at Maple Country Club.

The position you outline is one which I feel I can enhance with my hospitality background as well as my active leadership roles in my professional Association involving extensive planning, organizing and communicating on the chapter level. I am an extremely responsible person who is concerned with club performance and staff accountability.

I would appreciate opportunity to discuss with you how I might best meet your needs. I will call your office next week to inquire about an interview.

Thank you for your consideration.

Sincerely,

James Kiltner

## COVER LETTER

---

### (RESPONSE TO ADVERTISED POSITION)

December 18, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

I am responding to your advertisement in the Evening Star, December \_\_, \_\_\_\_, for the position of General Manager at a private club located in Virginia. I wrote to you on October \_\_, \_\_\_\_, about general manager positions in the metropolitan Richmond area. I have enclosed another resume of my employment history and educational background. I am very interested in this position.

I have been the general manager for two \$4 million plus annual revenue private clubs for the past 18 years. In addition, I have been a private club consultant for over two years. Besides my private club experience, I have been a chapter officer for Club Managers Association of America for more than 10 years. I believe that all of this experience will enable me to manage the club as the general manager very successfully. I possess the management, marketing, computer, budgeting, food service operations, personnel, and member relation skills that will have a very positive impact on this club.

I will be in the Williamsburg area later in the month, so hopefully, we can meet at the time to discuss this position. I look forward to hearing from you, Mr. Smith, concerning this position. Thank you for your time and consideration.

Very truly yours,

James Kiltner, CCM

## TELEPHONE FOLLOW-UP

---

July 17, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

Thanks so much for taking the time to speak with me concerning your hiring needs. As you requested, I enclose my resume for your reference.

While you may not have an immediate need for an Assistant Manager, I would appreciate being kept in mind should the club's hiring needs change. As I mentioned over the phone, I have membership marketing and food and beverage skills. In addition I have over five years experience in personnel administration and fine dining.

I'll check with you in a few weeks to see if your personnel situation has changed. I appreciate your consideration and look forward to meeting you at some later date.

Sincerely,

James Kiltner



## TELEPHONE FOLLOW-UP

---

March 25, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

I very much enjoyed talking with you today about Maple Country Club's need for a General Manager. Our conversation got me thinking about both your needs and my future.

I had no idea John Doe had suggested me a possible candidate for this position. While I remember speaking of John recently about my interest in another club, I have not been actively pursuing a job change, nor seriously contemplating a major move within the near future. However, your phone call got me thinking again about making such a career move.

I enclose a copy of my resume which you requested. I have more than 10 years of increasingly responsible club management experience. During the past five years I developed and expanded member marketing programs, implemented a new POS system, and increased overall club profits. I also have experience in managing a top 10 rated Robert Trent Jones designed golf course.

Your phone call was clearly the catalyst for rethinking my future here at Crest Hill Golf and Country Club. I would appreciate meeting with you soon to discuss how my interests and experience might best benefit Maple Country Club. I'll call you Wednesday afternoon — to see if you are still interested in pursuing my candidacy. In the meantime, I will have a chance to do some more thinking about what I would like to achieve at Maple Country Club.

I look forward to meeting you soon.

Sincerely,

James Kiltner, CCM

## POST INFORMATIONAL INTERVIEW

---

November 9, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

Your advice was most helpful in clarifying my questions on a career in private club management. I am now reworking my resume and have included many of your thoughtful suggestions. I will send you a copy next week.

Thanks so much for taking time from your busy schedule to see me. I will keep in contact and follow through on your suggestion to see Jim Robertson about opportunities with the Smithfield Golf Club.

Sincerely,

James Kiltner

## POST INFORMATIONAL INTERVIEW

---

November 6, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

Thank you for taking the time to meet with me yesterday. I thoroughly enjoyed our meeting and the information you gave me was most helpful.

I have already contacted three of the people you suggested I should talk with and have appointments to meet with them over the next two weeks. The fourth person, Joseph Hilmann, is on vacation so I will try to contact him again next week.

I would appreciate it if you would keep me in mind if you talk with someone in the near future who is looking for an individual with credentials similar to mine. Talking with you only made me more anxious to get into the private club management industry.

As you suggested, I will keep in touch with you over the next few weeks and let you know how my job search is going.

Sincerely,

James Kiltner

## POST JOB INTERVIEW

---

January 21, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

I appreciate the opportunity to interview with you today. Having talked with you and found out in greater depth about the opening you have, I am more sure than ever that I would like to work for Maple Country Club as General Manager.

Having directed all aspects of private club management at Elmswood Country Club, I feel certain I could bring the kind of leadership to Maple Country Club that you indicate you need. I also feel certain that under my supervision it would be possible to expand the programs without the need to increase the budget. In these recessionary times that become a critical consideration.

I hope to have the opportunity to help Maple Country Club revitalize in membership programs. Please let me know if I may provide any further information that will be helpful as you make your hiring decision.

I will call you next Friday, as you suggested, to see how your selection process is going.

Sincerely,

James Kiltner, CCM

## POST JOB INTERVIEW

---

January 15, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, General Manager  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

Thank you for the opportunity to interview yesterday for the Assistant Manager position. I enjoyed meeting you and learning more about Maple Country Club. You have a fine staff and sophisticated approach to member recruitment.

Your club appears to be growing in a direction which parallels my interests and career goals. The interview with you and the staff at the club confirmed my initial positive impressions of Maple Country Club, and I want to reiterate my strong interest in working for you. My prior experience as a Dining Room Manager plus my training in food and beverage service would enable me to progress steadily through your training program and become a productive member of your management team.

Again, thank you for your consideration. If you need any additional information from me, please feel free to call.

Sincerely,

James Kiltner

## POST JOB INTERVIEW

---

May 13, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

Thank you for a very pleasant and informative interview this afternoon. I enjoyed meeting and talking with you, Mr. Pulliam and Mr. Stephens.

Our conversation helped me formulate a more complete picture of the club operation at Maple. I admire the skilled and careful planning that has produced a tradition of excellence at Maple, and would like very much to be a part of that tradition.

I know you are seeking a seasoned professional with the skills to transform your vision for Maple into a reality. I believe my talents and experience are uniquely suited to such a mission, and I would relish the opportunity.

When I returned home, I drew up a rough sketch that I believe incorporates the additional terrace the club is considering, without marring the view from the clubhouse. I am enclosing the sketch for your consideration, and I would be happy to meet with you again to talk about how to best implement such an addition.

Please feel free to call me at your convenience to discuss your needs or my qualifications. I can usually be reached from 9 a.m. to 8 p.m. at 804/564-9986 and after work hours at 804/231-9192. Thank you again for your time and consideration.

Sincerely,

James Kiltner, CCM

## RESPONDING TO REJECTION

---

February 23, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

Thank you for giving me the opportunity to interview for the General Manager position. I appreciate your consideration and interest in me. I learned a great deal from our meetings.

Although I am disappointed in not being selected for your current vacancy, I want you to know that I appreciated the courtesy and professionalism shown to me during the entire selection process. I enjoyed meeting you, Alan Jones, and other members of the staff at Maple Country Club. My meetings confirmed that Maple Country Club would be an exciting place to work and advance my career.

I want to reiterate my strong interest in working for you. Please keep me in mind should another position become available in the near future.

Again, thank you for the opportunity to interview. Best wishes to you and your club.

Sincerely,

James Kiltner, CCM

# THANK YOU LETTER

---

(WITHDRAWING FROM CONSIDERATION)

December 31, \_\_\_\_

351 Main St.  
Elmswood, ON 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 223572

Dear Mr. Smith:

It was indeed a pleasure meeting with you and your the staff of Maple Country Club to discuss your need for a General Manager. Out time together was most enjoyable and informative.

As I discussed with you during our meetings, I believe one purpose of preliminary interviews is to explore areas of mutual interest and to assess the fit between the individual and the position. After careful consideration, I have decided to withdraw from consideration for the position.

My decision is based upon several factors. First, the emphasis on member tournaments is certainly needed, but I would prefer more balance in my work activities. Second, the position would require more golf course management than I am willing to accept with my other responsibilities. Third, professional opportunities for my wife would be very limited in Southeastern Virginia.

I want to thank you for interviewing me and giving me the opportunity to learn about your needs. You have a fine membership and staff, and I would have enjoyed working with them.

Best wished in your search.

Sincerely,

James Kiltner, CCM



# THANK YOU LETTER

---

(WITHDRAWING FROM CONSIDERATION)

August 5, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, OH 23572

Dear Mr. Smith:

I would like to take this opportunity to thank you for the interview on Thursday morning, and to express my strong interest in future employment with your organization.

While I appreciate very much your offer for the position of Clubhouse Manager, I feel that at this stage of my career I am seeking greater challenges and advancement than the Clubhouse Manager level is able to provide. Having worked in clubhouse management for over four years, I am confident that my skills will best be applied in a position with more responsibility and accountability.

As we discussed, I look forward to talking with you again in November about how I might contribute to Maple Country Club in the capacity of General Manager.

Sincerely,

James Kiltner, CCM

# THANK YOU LETTER

---

(ACCEPTING JOB OFFER)

June 30, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

I would like to express my appreciation for your letter offering me the position of General Manager in your club at a starting salary of \$7,250 per month.

I was very impressed with the personnel and facilities at Maple Country Club and am writing to confirm my acceptance to work on August 1, \_\_\_\_.

Let me once again express my appreciation for your offer and my excitement about joining the management staff. I look forward to my association with Maple Country Club and feel my contributions will be in line with the club's goals of growth and continued success.

Sincerely,

James Kiltner, CCM

# THANK YOU LETTER

---

## (ACCEPTING JOB OFFER)

October 25, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

This letter will serve as my formal acceptance of your offer to join Maple Country Club as General Manager. I understand and accept the conditions of employment which you explained in your recent letter.

I will contact the personnel department this week to request any paperwork I might complete for their records prior to my starting date. Also, I will schedule a physical examination for insurance purposes. I would appreciate your forwarding any reading material you feel might hasten my initiation into the affairs of the club.

Yesterday I tendered my resignation at Green Spring Golf Club and worked out a mutually acceptable notice time of eight weeks, which should allow me ample time to finalize my business and personal affairs here, relocate my family and be ready to work at Maple Country Club on schedule.

You, your fellow Board members and the staff at Maple Country Club have been most professional and helpful throughout this hiring process. I anxiously anticipate joining the management staff and look forward to many new challenges. Thank you for your confidence and support.

Yours truly,

James Kiltner, CCM

# RESIGNATION LETTER

---

## (TERMINATING EMPLOYMENT)

May 25, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

Please accept this as two months formal notice of my resignation from the employ of Maple Country Club. My final date of employment will be July 25, \_\_\_\_.

I have thoroughly enjoyed the work environment and professional atmosphere here. The Board guidance, direction and counseling have been the source of great personal and career satisfaction to me.

The experience and knowledge gained during my association with Maple has provided significant career growth for which I shall always be appreciative.

Sincerely,

James Kiltner, CCM

# RESIGNATION LETTER

---

## (TERMINATING EMPLOYMENT)

May 25, \_\_\_\_

351 Main St.  
Elmswood, OH 34522

Mr. David Smith, President  
Maple Country Club  
156 Country Club Dr.  
Williamsburg, VA 23572

Dear Mr. Smith:

As of this date, I am formally extending my resignation as Club Manager. I have accepted a position as General Manager at Shady Pines Country Club in Pine View, New Mexico.

My decision to leave Maple Country Club was made after long and careful consideration of all factors affecting the club, my family, and my career. Although I regret leaving many friends here, I feel that the change will be beneficial to all parties. My subordinate staff is readily able to handle the club's operations until you find a suitable replacement. I intend to finalize my business and personal affairs here over the next several weeks and will discuss a mutually acceptable termination date with you in person.

Finally, I can only express my sincere appreciation to you and the entire board for all your support, cooperation and encouragement over the past several years. I will always remember Maple Country Club for the personal growth it afforded and for the numerous friendships engendered.

Yours truly,

James Kiltner, CCM