



Today's Date:

Month	Day	Year

Applicant Information

Applicant Name:		Position Applied For:	
Reference Contact Name:	Relationship (Supervisor/Manager, Peer, Friend, Relative):	Months/Years Supervised/Known:	

Position Information

Position Held	Duration in Position	Dates Employed
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Management/Supervisory

Did he/she have any supervisory responsibilities? <input type="checkbox"/> Yes <input type="checkbox"/> No	If supervisor, how many?	What level of employees did he/she supervise?	Describe management skills/style?
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Work Performance (additional work/job related questions may be added)

Describe work performed:

How would you assess quality of work?

How would you assess his/her quantity?

How did he/she compare on the job with others who performed like work?

Please describe his/her strengths.

Please describe the areas in which he/she needed additional coaching or guidance OR In what areas could we help him/her improve if we were to hire?

Please describe his/her interpersonal skills with subordinates, peers and upper management.

Describe his/her project or time management skills. How often were deadlines met? How did he/she organize their work?

If I were to be his/her supervisor, what advice could you give me in order to help me manage him/her more effectively?

Additional Question: Yes No

Reason for leaving

Would you rehire this individual?

If answer is "no", describe reason Yes No

Reference completed by (print name):

Signature	Title: