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| **Candidate Details** | | | |
| **Candidate’s Name:** |  | | |
| **Position Applied For:** |  | | |
| **Unit/Department:** |  | | |
| **Referee Details** | | | |
| **Referee Name:** |  | | |
| **Title:** |  | | |
| **Organisation:** |  | | |
| **Phone No or Email:** |  | | |
| **RELATIONSHIP AND CONFIRMATION OF EMPLOYMENT DETAILS** | | | |
| 1. **How do you know the candidate? If you worked with the candidate, what is/was your working relationship? (e.g. direct manager)** | | | |
| 1. **When was the candidate employed with your organisation? (if possible, please give start and end dates)** | | | |
| 1. **Do you know why the candidate left, or why they are considering a change?** | | | |
| **KNOWLEDGE/SKILLS** | | | |
| 1. **Can you describe the key functions and responsibilities of the role that the candidate is/was employed to do?** | | | |
| 1. **How would you describe the candidate’s performance in that role?** | | | |
| 1. **What are the candidate’s major strengths?** | | | |
| 1. **What would you describe as the candidate’s main areas for development or improvement?** | | | |
| 1. **Please describe the candidate’s ability to learn new tasks.** | | | |
| **ATTRIBUTES** | | | |
| 1. **Have you ever had to question the candidate’s honesty or integrity?** | | | |
| 1. **How would you describe the candidate’s work ethic and time management?** | | | |
| 1. **Can you describe the candidate’s ability to work as part of a team?** | | | |
| 1. **How does the candidate respond to objective feedback?** | | | |
| 1. **How would you describe the candidate’s management style and philosophy?**   **(Only if management is involved in the position applied for)** | | | |
| **SUMMARY** | | | |
| 1. **Would you re-employ the candidate in a similar position?** | | | |
| 1. **Is there anything else you could add that I should know?** | | | |
| **Completed by:** | | **Signature:** | **Date:** |

**Thank you for your time.**

*Note: guidance for obtaining references is available in the manager’s toolkit on the HR website.*