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| APPLICANT: | POSITION: |
| REFERENCE NAME, TITLE & ORG/COMPANY: | DATE: |
| CONTACTS: EMAIL & TELEPHONE: | |
| 1. How long have you known the applicant (Years/months) | |
| 1. Did you supervise the applicant | |
| 1. What position did he/she hold | |
| 1. Briefly, how would you describe and/or rate the overall quality of his/her work | |
| 5. Were there any performance issues? If yes, please describe | |
| 6. What are the three strengths you would mention about him/her | |
| 7. Are there any areas where the applicant requires further development | |
| 8. How well did he/she meet deadlines | |
| 9. Were there ever any cases raised against the individual (including disputes, abuse, harassment, etc.) and were there any disciplinary actions taken against the individual | |
| 10. Would you be willing to rehire this employee?  YES  NO  If no, what are the reasons? | |