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| **Conducted By** |  |
| **Applicant Name** |  | **Applicant Title** |  |
| **Reference Name** |  | **Reference Title** |  |
| **Company Referenced** |  |
| **Employment Dates** |  | **Reason for Leaving** |  |

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| **COMPETENCIES & WORK PRACTICES** |
| You have been listed as the candidate’s immediate supervisor. How long have you supervised this individual? Or did you work alongside with the candidate? |
| What were his/her main responsibilities? |
| Please describe his/her general performance? |
| How much supervision/management did he/she require? |
| Describe his/her management style? How did that change when under pressure? (If applicable) |
| How was their problem-solving and decision-making ability? |
| How well did his/her communicate with senior management, peers, and their team? |
| Did the candidate take the initiative in performing additional responsibilities or projects? |
| Did the candidate follow through on assignments in a timely manner? Example? |
| What is your overall impression of him/her?  |
| What do you think are the areas of development for him/her? |
| Would you re-employ the candidate? If not, why? |