



# Referee Report

E/1.1.1.3

Candidate details	
Name:	Position applied for:
Referee details	
Name:	Organisation:
Phone:	Position:
Part 1 – Job confirmation	
<ul style="list-style-type: none"><li>This reference will be documented for our records. The candidate may be given feedback based on the information provided, are you happy to proceed on this basis? <b>Yes / No</b></li><li>Are there any legal restrictions on the information that you provide? <b>Yes / No</b></li></ul>	
<ul style="list-style-type: none"><li>What is your relationship to the candidate?</li></ul>	
<ul style="list-style-type: none"><li>How long have you known the candidate?</li></ul>	
<ul style="list-style-type: none"><li>Did you manage them directly?</li></ul>	<b>Yes / No</b>
<ul style="list-style-type: none"><li>What were their dates of employment?</li></ul>	
<ul style="list-style-type: none"><li>Can you please confirm their job title?</li></ul>	
Part 2 – Capability questions	
<ul style="list-style-type: none"><li>What were the main duties and responsibilities of their position?</li></ul>	
<ul style="list-style-type: none"><li>How effective was the candidate in the performance of their role?<ul style="list-style-type: none"><li>Why do you say that?</li></ul></li></ul>	
<ul style="list-style-type: none"><li>How would you describe their attitude to work?</li></ul>	
<ul style="list-style-type: none"><li>How would you describe the candidate's relationships with:<ul style="list-style-type: none"><li>Peers/colleagues?</li><li>Managers/senior executives?</li><li>Clients (internal and external)?</li></ul></li></ul>	
<ul style="list-style-type: none"><li>How well did they interact in a team environment?</li></ul>	
<ul style="list-style-type: none"><li>What leadership/management style do they respond to the best?</li></ul>	
<ul style="list-style-type: none"><li>Describe their ability to communicate written and verbally?</li></ul>	
<ul style="list-style-type: none"><li>How well do they handle pressure or stressful situations?</li></ul>	
<ul style="list-style-type: none"><li>How would you describe their ability to prioritise/organisational skills?</li></ul>	

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## Referee Report Tool

<b>Part 2 – Capability questions</b>	
• How well did they learn new concepts/procedures?	
• What would you identify as their strengths?	
• What would you identify as aspects of their performance requiring improvement?	
<b>Part 3 – Technical skills and knowledge questions</b>	
Note: Add key questions important to the position that have not been covered and notate accordingly below.	
<b>Part 4 – Final standard questions</b>	
• What was their reason for leaving the organisation?	
• Did you have any concerns about any extended absences from work, absenteeism or their punctuality?	
• How would you describe their work ethic and integrity?	
• What type of role do you feel the candidate is most suited to?	
• Would you re-employ the candidate? - If no, ask why? - If yes, ask why?	<b>Yes / No</b> Reason:
• Is there any other information about the candidate you would like to add? - Anything we have not discussed that you believe we should know?	
<b>Reference report completed by:</b>	
<b>Name:</b>	<b>Signature:</b> <b>Date:</b>

### Revisions

Document number		E/1.1.1.3			
Version	Approval date	Approved by	Effective date	Policy owner	Policy contact
1.0	01.08.2020	ELT	01.08.2020	People and Culture	People and Culture Manager
Next scheduled review		01.12.2021			