

# LETTER OF RECOMMENDATION

1. What is your relationship to the candidate? How long have you known the candidate and in what capacity?
2. What are the applicant's strengths? Consider their intellectual capacity, maturity and judgement.
3. Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances, and the applicant's response.
4. How does the applicant handle challenges, such as pressure to meet deadlines, stress with a difficult goal, or conflict with colleagues? Please provide specific examples.
5. Based on your professional experience, how do you rate this applicant compared to her/his peer group?
  - Unable to assess
  - Below average
  - Average
  - Very good (well above average)
  - Excellent (top 10%) Outstanding (top 5%)
  - The best encountered in my career
6. Overall, I
  - Do not recommend this applicant
  - Recommend this applicant, with reservations
  - Recommend this applicant
  - Enthusiastically recommend this applicant

Is there anything else we should know? (Optional)