

## EXAMPLE OF REFERENCE

### Reference Assessment

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Please rate the job candidate based on behaviors you have observed at work or other situations, **compared to others you have observed in the same or similar settings.**

- Select the response that best represents where the person falls ... *relative to others.*
- If you have not observed a particular behavior first-hand, rely on your experience of the candidate in the workplace and choose the best response based upon your understanding of that individual.

#### **We do not expect anyone to score high in all areas!**

- It is very unlikely that any person is truly outstanding in all of the dimensions.
- We seek a realistic indication of our candidate's strengths and weaknesses.
- Rating all as "high" on all behaviors, or exaggerating individual ratings can hinder rather than help this person's candidacy.
- Your reference ratings are one of many sources of information we will consider.
- Thus, the information you will provide will contribute to, but not determine our hiring decision.

Thank you for your time and input!

Well Below  
Average

Slightly Below  
Average

Average

Slightly Above  
Average

Well Above  
Average

Outstanding, One  
of the Best



1 ■■■■ accepts criticism from others in a calm manner.

6 ■■■■ adapts his/her behavior to meet the demands of changing conditions.

11 ■■■■ follows through on promises to others.

2 ■■■■ strives to succeed in the face of obstacles.

7 ■■■■ demonstrates an understanding of other people's values.

12 ■■■■ encourages and accepts input from others.

3 ■■■■ keeps promises and follows through on commitments to others.

8 ■■■■ takes actions that demonstrate concern for the feelings of others.

13 ■■■■ maintains good relationships with others.

4 ■■■■ remains professional even when feeling angry inside.

9 ■■■■ regulates his or her emotions.

14 ■■■■ holds things together during a crisis or tough times.

5 ■■■■ is productive when working with others.

10 ■■■■ adjusts easily to changes in the task or work environment.

15 ■■■■ performance is consistently good even during stressful periods.

- 16 ■■■■ remains calm in front of others when angry or frustrated.
- 17 ■■■■ shows respect for organizational policies.
- 18 ■■■■ remains committed to his or her goals.
- 19 ■■■■ takes calculated risks to achieve goals.
- 20 ■■■■ takes initiative on projects.
- 21 ■■■■ adapts easily to new circumstances.
- 22 ■■■■ likes challenging tasks.
- 23 ■■■■ plans and prioritizes tasks well in advance of when they occur.
- 24 ■■■■ is quick to offer assistance to those who need help.
- 25 ■■■■ copes effectively with stress.
- 26 ■■■■ is open to new ideas and ways of doing things.
- 27 ■■■■ develops clear and reasonable plans for achieving goals.
- 28 ■■■■ works on a problem until he or she succeeds.
- 29 ■■■■ does not give up in the face of failure.
- 30 ■■■■ is thorough and conscientious when performing tasks.
- 31 ■■■■ always follows rules and regulations.
- 32 ■■■■ acts friendly towards others, even strangers.
- 33 ■■■■ plans carefully before beginning a difficult task.
- 34 ■■■■ manages his or her time efficiently.
- 35 ■■■■ remains calm during stressful times.
- 36 ■■■■ goes out of his or her way to help others.
- 37 ■■■■ is trusted by others with important information.
- 38 ■■■■ acts in accordance with a strong set of personal values.
- 39 ■■■■ encourages others to act with integrity.
- 40 ■■■■ effectively handles setbacks and disappointments.
- 41 ■■■■ prioritizes tasks according to their importance.
- 42 ■■■■ displays high attention to detail when performing tasks.
- 43 ■■■■ relates well to people from varied backgrounds.
- 44 ■■■■ upholds high standards of ethical conduct.
- 45 ■■■■ stays calm when others are angry or yelling.