

**REFERENCE REQUEST - PRINCIPAL**  
**STRICTLY CONFIDENTIAL**



<b>Name of applicant</b>	
<b>Post applied for</b>	
<b>Name of Referee</b>	

<b>Basic questions</b>	
In what capacity have you known the applicant?	
How long have you known him/her?	
Are you any relation to the applicant, including "long term partner"; civil partnership; by marriage; distant family ties (e.g. 2 <sup>nd</sup> cousin). If Yes please specify the relationship.	
Please note, if you are the current or a previous employer, please answer all questions.	

<b>Employment details:</b> If you are a personal referee please omit this section and go to "Expertise".		
Present or Last Post the applicant held with you.		
Between what dates was s/he employed by you?	From:	To:
Please give the applicant's present or last salary.		
For the following please delete the answer that does not apply in each case		
Has s/he ever had an extended (i.e. over 5 days) period of absence from work for any reason other than officially sanctioned holiday?	<b>YES</b>	<b>NO</b>
Has s/he ever been the subject of disciplinary or capability proceedings whilst in your employ?	<b>YES</b>	<b>NO</b>
Was s/he ever dismissed for any reason other than redundancy?	<b>YES</b>	<b>NO</b>
Does s/he, to your knowledge, have any criminal convictions or criminal proceedings pending, which might affect his/her eligibility for the role applied for?	<b>YES</b>	<b>NO</b>
If you have answered YES to any of the above please attach a separate note under a Private and Confidential cover marked for the attention of Stephen Gribble		
<b>Would you re-employ the subject?</b> (please delete the irrelevant options)		
At the same level	At a more senior level	At a lower level
		Would not re-employ

<b>Expertise</b>				
Please give your view of the applicant's expertise in the following broad areas of expertise. If you wish to expand on any of these observations please use the last section of the form. <b>(Please delete all the ratings leaving the one that most closely conforms to your view)</b>				
Matters around college governance	Exemplary	Good	Fair	Needs development
Getting high performance from staff	Exemplary	Good	Fair	Needs development
Strategic planning	Exemplary	Good	Fair	Needs development
Curriculum management	Exemplary	Good	Fair	Needs development
Financial management	Exemplary	Good	Fair	Needs development
Estates management	Exemplary	Good	Fair	Needs development

<b>Character</b>				
Please give your view of the applicant against the following headings. If you wish to expand on any of these observations please use the last section of the form. <b>(Please delete all the ratings leaving the one that most closely conforms to your view)</b>				
Personal Integrity	Exemplary	Good	Fair	Needs development
Judgement under pressure	Exemplary	Good	Fair	Needs development
Working relationships with peers	Exemplary	Good	Fair	Needs development
Working relationships with others	Exemplary	Good	Fair	Needs development
Financial probity	Exemplary	Good	Fair	Needs development
Ability to meet targets	Exemplary	Good	Fair	Needs development

**Additional Comments**

Please use the following space to give any additional information or opinions that you think might be useful in assessing the applicant. If the job description is attached it would be helpful if you would make comments relating to the job requirements and if you are a previous employer it would be particularly useful if you could comment on the quality and nature of the work the applicant undertook whilst in your employ. (You may attach a separate letter if this is more convenient). If you are a personal referee please make any observations you think are pertinent about the applicant's character and reliability.

Signed:..... Date: .....

Name (Block capitals).....

Position.....

Daytime telephone number.....

Organisation or Company Stamp

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