

Alberta School of Business Reference Letter

Applicant Surname

Applicant First and Middle Name(s)

Reference letters are collected under the Alberta Freedom of Information and Protection of Privacy Act and the Alberta Universities Act. They are required to evaluate the applicant for admission to a graduate program and for scholarship purposes. Reference letters are considered to be supplied in confidence and will be used only by individuals and committees who evaluate the applicant. If the applicant files an access request, this reference or portions of this reference may become available to the applicant under the provisions of the Act.

To Referee: We are particularly interested in the applicant's ability to carry on advanced study, managerial and leadership potential, and weaknesses if any. We would appreciate knowing the basis of your statements.

1. Please provide a brief description of your interaction with the applicant, how long you have known them, and, if applicable, the applicant's role in your organization.

2. How does the performance of the applicant compare to that of other well-qualified individuals in similar roles? (E.g. what are the applicant's principal strengths?)

3. Describe the most important piece of constructive feedback you have given the applicant. Please detail the circumstances and the applicant's response.

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4. Please comment on the applicant's overall communication skills, professional impression, and poise.

5. Indicate the candidate's leadership characteristics and managerial potential.

6. Using the following rating scale, please compare the applicant to other's you have known in your career.

Top 5% Top 15% Top 50% Inadequate opportunity to observe

Analytical Skills

Team Leadership

Willingness to Collaborate

Adaptability/Resilience

Initiative/Drive

Sense of Humour

7. Referee Details

Name

Email Address

Telephone Number

Signature (typed or printed & signed)