



Reference template builder

Basic (recommended):

- Position held at your organisation:
- Dates of employment:

Detailed (recommended):

- Job title and main duties:
- Salary:
- Sickness or absence record – please do not include absences related to disability or to parental rights:
- Any current, relevant disciplinary records:
- Given reason for leaving job:

Character (choose three to keep your reference succinct):

- Your relationship to the applicant:
- How long have you known [him/her/them]?
- We would love to know why [applicant] has been great to work with:
- To what do you think [applicant] will contribute most at [new company]?
- What is the best way to help and support [applicant] in [his/her/their] new role with us?
- What do you think is [candidate's] greatest achievement at your company?
- Would you hire [candidate] again? If not, why not?
- What do you think is [candidate's] most valuable skill?
- Was [candidate] promoted while at your company? If so, from what to what and in what timeframe?
- What will our team learn from [candidate]?
- How would you like to see [candidate] develop over the next year?
- If you were to meet [candidate] in five years, what would you not be surprised to learn about [him/her/them]?
- If there's one piece of advice you would give to [candidate], what would it be?
- What do you think are [candidate's] best qualities?
- Is there anything we can do to ensure [candidate] thrives with us?
- What are [candidate's] best growth opportunities?

For more information or help, please contact amy@start-ops.uk