6. References – reference template, doctoral student recruitment

## Introduction

Introduce yourself, KTH and why you are calling.

Make sure that the reference person has time to talk or re-schedule the call for later. The estimated time needed is 15-30 minutes.

## References

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| Date: |
| Candidate’s name: |
| Reference provider’s name and position: |

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| What is your relation to the candidate (manager, colleague, private relation)? |
| How long did you work together? If you are no longer working together, when did you stop working together and why? |
| Can you describe the candidate’s work duties? (Description of role, work duties, responsibilities, authority, participating in major projects etc.) |
| How would you describe the candidate in your own words? (Ask the reference provider for concrete examples) |
| What has made the candidate stand out compared to other employees in similar positions? (Ask the reference provider for concrete examples)  Which personal characteristics have been most useful in your cooperation? (Ways of acting, results achieved etc.) |
| What does the candidate need to develop or improve (characteristics/competence which can be developed)? |
| What was the candidate’s relationship with other colleagues like? |
| If the candidate has been part of a working group, what was their relation like with others in the working group? (Did the candidate enjoy working in the group, were there any conflicts etc.) |
| Do you feel that the candidate is... (ask for concrete examples)  Autonomous  Personal maturity  Ability to co-operate  Problem solving analytical ability  … |
| There may be specific areas that you want to know more about – use your requirements profile and interview notes when asking supplementary questions. |

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| Give a brief description of the position. Does the reference provider agree that the candidate sounds suitable for this position? (Ask the reference provider to elaborate on their answer) |
| What has the candidate’s attendance been like during your time working together? (Has there been unauthorised absences, deviant behaviour or other problems?) |
| Why did the candidate stop working with you? |
| Would you like to work with them again? |
| Is there anything you would like to add that I have not asked you about and which we should be aware of? |

Summarise your impressions. Thank the reference provider for their time and end the call.