



Graduate School of Human Resource Development
Confidential – Letter of Reference

Name of Applicant:

TO THE REFEREE:

• The person whose name appears above has applied to the Doctoral Program in Human and Organization Development Innovation, Graduate School of HRD, NIDA. The applicant has nominated you as his/her referee. We would be very grateful for your comments on his/her suitability for the program. Any information you can supply to us will be confidential. Please put your completed form in a sealed envelope and send directly to the Graduate School of Human Resource Development.

• Please be aware that the applicant's materials will not be completed until this reference letter is received.

• Your prompt reply will assure that the applicant's admission material is reviewed in a timely manner. We appreciate your assistance in helping us evaluate the applicant.

Sincerely yours,

TO BE COMPLETED BY APPLICANT

If this letter is to be included in your file, you must sign and indicate your decision on your right to access to this letter.

- I waive my rights of access to this letter. Please keep this letter confidential.
 I wish to retain my right of access

Applicant's Signature Date

TO BE COMPLETED BY REFEREE

KNOWLEDGE OF THE APPLICANT

1. Approximately how long have you known the applicant? _____ Years _____ Months
2. How well are you acquaintance with the applicant? Casually Well Very Well
3. What was the nature of your contact(s) with the applicant?
 Instructor in one class Instructor in more than one classes Major Advisor
 Research Advisor Employer Direct Supervisor other

RELATIVE RATING OF THE APPLICANT:

Please rate the applicant in the area indicated below by comparing her or him to the reference group you specify (college seniors, graduate students, other.)

Reference Group _____

Of those in the group, in Intellectual Ability, I consider the applicant to be in the:

- Upper 1% Upper 10% Upper 25% Inadequate opportunity
 Upper 5% Upper 15% Upper 50% to observe applicant

Please indicate applicant's achievement or quality in the following areas:

Skills	OUTSTANDING (Top 2%)	EXCELLENT (Top 10%)	VERY GOOD (Top 20%)	AVERAGE	BELOW AVERAGE	INADEQUATE OPPORTUNITY TO OBSERVE
Diversity acceptance and open mindedness						
Creativity						
Ability to drive changes						
Commitment to social contribution						
People Smartness						
Systematic and evidence based problem solving						
Persistence						
Emotional maturity						
Writing ability						
Commitment to work in general						

Please indicate your overall recommendation for this candidate to Ph.D. program:

- Highly recommended Recommended, but with reservation
 Recommended Not recommended

If deem necessary, please elaborate on the ratings you have assigned above, either in the space provided or in a separate paper.

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Signature of referee:

Position

Date:

Title & Company / University:

Address:

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Work Phone:

Mobile Phone:

E-mail:

Ph.D. (Thai-English Program)