



**Graduate School of Human Resource Development  
National Institute of Development Administration**

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Ph.D. International Program

## Confidential – Letter of Reference

For Academic Year .....2024...

Name of Applicant: \_\_\_\_\_

### TO THE REFEREE:

The person whose name appears above has applied to the Doctoral Program in Human Resource and Organization Development, 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 \_\_\_\_\_

### 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:**

<b>General Competencies</b>	OUTSTANDING (Top 2%)	EXCELLENT (Top 10%)	VERY GOOD (Top 20%)	AVERAGE	BELOW AVERAGE	INADEQUATE OPPORTUNITY TO OBSERVE
• Persistence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Emotional maturity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• English Writing Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Commitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Competencies</b>	OUTSTANDING (Top 2%)	EXCELLENT (Top 10%)	VERY GOOD (Top 20%)	AVERAGE	BELOW AVERAGE	INADEQUATE OPPORTUNITY TO OBSERVE
• Diversity acceptance and adoptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Open-mindedness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Ability to drive changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Commitment to social contribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• People smartness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Systematic and evidence-based problem solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**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, in the space provided. or in a separate paper.**

SHRD PHD Program

<b>Signature of referee:</b>	<b>Date:</b>
<b>Title &amp; Company / University:</b>	
<b>Address:</b>	
<b>Work Phone:</b>	<b>Mobile Phone:</b>
<b>E-mail:</b>	