



**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 Year2025...

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 ensure that the applicant's admission material is reviewed in a timely manner.

We appreciate your assistance in evaluating 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:

General Competencies	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"/>
Competencies	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

Signature of referee:	Date:
Title & Company / University:	
Address:	
Work Phone:	Mobile Phone:
E-mail:	