# **Annexure D****: Reference Report Form for Masters and PhD students**

The applicant has named you as a referee in support of an application to study at the Royal University of Bhutan. To assist in the selection process, we would like to receive your views on the applicant’s suitability for the programme, in particular on their leadership and personal qualities, academic competence (including their research ability or promise where appropriate) and potential outcomes.

When you have completed the referee report, please email it to us at…………………………... …………………………………………………………………………………………………………….

**The closing date for applicants to submit applications and supporting documents is ……………………………...**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Personal details** | | | | | | | | | | | | | | |
| **Applicant** | | | | | | | | | | | | | | |
| Family name |  | | | | | | | | | | | | | |
| Given names |  | | | | | | | | | | | | | |
| Application ID |  | | | | | | | | | | | | | |
| **Referee** | | | | | | | | | | | | | | |
| Family name |  | | | | | | | | | | | | | |
| Given names |  | | | | | | | | | | | | | |
| Mobile no. |  | | | | | | | | | | | | | |
| Email |  | | | | | | | | | | | | | |
| Employing organisation | Name | | |  | | | | | | | | | | |
|  | Town/City, Country | | |  | | | | | | | | | | |
| Position title |  | | | | | | | | | Starting date | | | | |
| Length of time you have known applicant |  | Less than 3 months |  | | 3–12 months | |  | 1–2 years | |  | 2–5 years | |  | More than 5 years |
| Relationship to applicant (e.g. supervisor, tutor, manager) |  | | | | | | | | | | | | | |
| **Evaluation of applicant’s leadership capabilities and behaviours** | | | | | | | | | | | | | | | |
| **Please evaluate the applicant against the following criteria\*** | | | | | | | | | | | | | | | |
|  | | | **Very good** | | | **Satisfactory** | | | **Needs coaching** | | | **Not observed** | | | |
| **Shapes strategic thinking**  (meaning that they: inspire a sense of purpose and direction; focus strategically; harness information and opportunities; and show judgement, intelligence and commonsense) | | |  | | |  | | |  | | |  | | | |
| **Achieves results** (meaning that they: build organisation capability and responsiveness; marshal professional expertise; steer and implement change and deal with uncertainty; ensure closure and deliver on intended results) | | |  | | |  | | |  | | |  | | | |
| **Cultivates productive working relationships** (meaning that they:nurture internal and external relationships; facilitate cooperation and partnerships; value individual differences and diversity; and guide, mentor and develop people) | | |  | | |  | | |  | | |  | | | |
| **Displays personal drive and integrity** (meaning that they: demonstrate professionalism and probity; commit to action; display resilience; promote and adopt a positive and balanced approach to work; and demonstrate self awareness and a commitment to personal development) | | |  | | |  | | |  | | |  | | | |
| **Communicates and negotiates effectively** (meaning that they: communicate clearly; listen, understand and adapts to audience; and negotiates persuasively) | | |  | | |  | | |  | | |  | | | |

|  |
| --- |
| **Please expand briefly on your evaluations above, giving relevant examples. Also provide reasons why, in your opinion, the applicant should be considered for Masters/PhD programme (maximum 500 words).** |

|  |  |
| --- | --- |
| **Referee’s declaration and signature** | |
| I declare that the information in this report is true and correct. | |
| Signature | Date |
|  |  |
| **Thank you for assisting the Royal University of Bhutan in providing the reference report.** | |