

Address: _____

Telephone (Work) :(____) _____ - _____ Telephone (Mobile) :(____) _____ - _____

Email Address: _____

Institution /Company (or Affiliation):

Position: _____

State how long you have known the applicant **and** in what capacity (e.g. Academic Supervisor, Instructor, Employer, Minister of Religion, Justice of the Peace, etc.)

Please give an assessment of the applicant's attributes by placing a tick (✓) in the appropriate box:

	Inadequate Opportunity To Observe	Outstanding	Above Average	Average	Below Average
Vision and Knowledge					
Is knowledgeable of the education system and trends in education					
Has the ability to think critically and creatively (intelligence, judgement, decision making, creativity, strategic skills)					
Practises and facilitates lifelong learning (scholar-practitioner)					
Possesses the essential skills to lead innovation and entrepreneurship					
Is globally aware and well-grounded in national identity					
Leadership and Management					
Has the ability to establish and accomplish goals					
Practises and encourages reflective leadership					
Identifies areas for change, facilitates implementation and ensures sustainability					
Has the ability to find creative and innovative solutions to overcome challenges and achieve goals (resourcefulness)					
Has the ability to train and coach people					
Is capable of motivating and empowering others					
Manages performance and implements appropriate interventions					
Has the ability to make decisions in a timely and effective manner					

	Inadequate Opportunity To Observe	Outstanding	Above Average	Average	Below Average
Social Competencies (People and Communication Skills)					
Is direct and sincere when expressing thoughts, feelings and beliefs (assertiveness)					
Has the ability to win the respect/admiration of stakeholders (charisma)					
Demonstrates understanding, courtesy, tact, empathy, concern and politeness (interpersonal relationships)					
Has the ability to manage interpersonal issues among stakeholder groups					
Speaks with confidence, is clear and concise and listens actively (effective communicator)					
Shows willingness to follow directives					
Possesses team building skills					
Possesses negotiation and persuasion skills					
Character					
Acts with integrity, emotional intelligence (to include self-awareness and self-management), reliability and dependability					
Models fairness and transparency in relationships with others					
Inspires trust and confidence with internal and external stakeholders					
Demonstrates ethical values in the performance of duties (honesty, trustworthiness)					
Is socially, culturally and environmentally responsible					

Please give your assessment of the applicant's general suitability to undertake the leadership of the school for which he or she is applying, by placing a tick (✓) in the appropriate box:

- Outstanding Above Average Average Below Average Unsuitable

You are invited to add, in the space below, any further comments which you think may be relevant and which could assist us in our evaluation of the applicant's potential for leadership of an educational institution in Jamaica.

Signature of Referee

Date

Affix stamp/seal (if available) in the box below

