



Reference Date:	01/01/2011	Referee Name:	Mr John Citizen
Candidate Role:	Project Manager	Referee Company:	ABC Innovation Pty Ltd
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Answers to Candidate Questionnaire (Completed by James Smith - Candidate)

Do you have or have you had an injury or illness that may prevent you from performing certain work related tasks or passing a medical examination if required?

No

Have you ever been found guilty of a criminal offence other than a conviction that is spent under Part VIIC of the Crimes Act 1914 ? (Australia only)

No

Are you an Australian or NZ citizen?

I am an Australian Citizen

If No, do you have a visa entitling you to work here? Please give details.

N/A

I confirm that all the above information and details I have provided in this document are accurate and true

Yes

Referee Feedback (Completed by John Citizen from ABC Pty Ltd)

Determine the nature of the relationship (i.e. direct boss, etc).

I hired and managed James throughout his 3 years employment with us.

Confirm employment record (including position, responsibilities and start and finish dates).

James worked for us for 3-5 years between October 21st 2007 and May 13th 2010. James held a project management position with us. He was responsible for managing a team of business analysts, IT testers and project coordinators. James led a team of seven and was responsible for managing the delivery of 3-4 large IT roll outs at any one time. These projects were carried out for ABC clients; James also led a number of outsourced vendors.

Confirm remuneration details where possible (confirm each of the following components: base, superannuation, bonus /commission).

James final salary was \$120k + 9% Super + project completion bonus of 5%

What key behaviours/personal attributes were required to successfully perform this role and how well did James demonstrate these?

A focus on delivery, technical/innovative leadership and exceptional project and vendor management

What do you consider to be their main strengths? (Explore technical skills, personal attributes and anything else of relevance.)

ABC innovation had been successful in winning a large government transformation project; the budget, scope and time frames were all very tight. James was able to mobilise his team quickly, designed a project structure and aligned the vendor SLA's to compliment the project. His technical skills helped him to identify potential issues before they occurred. Both the vendors and stakeholders used James as a trusted advisor. James has the ability to relay highly technical issues into a business language that 'non-technical' clients appreciate. James is always ready to roll up his sleeves and get involved at grass roots to solve an issue. His team appreciate his open and supportive approach and his reliable innovative technical experience.

What were the key technical aspects of the role and how well did James perform them?

ABC Innovation are an IT managed service and need to consult with clients that have large IT spend. This involves having to converse on a number of different technologies, platforms and services. James had a deep and varied experience and was capable in solution-focused environments.

Was James responsible for managing people? If so, please comment on their management skills and style of management.

Yes, James managed a team of 7. He grew the team from 3 and was responsible for the management and development of them. James is a good industry mentor to junior IT staff. His team respected him.

Please describe any areas for improvement you observed; i.e., where back up, support or training was required. (Explore technical skills, personal attributes and anything else of relevance.)

Whilst at ABC Innovation James underwent his Project management training, he was always interested in embarking on his MBA. James always liked to understand the business requirements and how they related to the IT solution. James may end up moving more into the commercial side of managed services, or even client side, an MBA would compliment his overall experience.

What were their significant achievements whilst with your organisation?

James had a number of achievements. 1. Building, developing and retaining his team. 2. Delivering a number of difficult projects under budget and within time. 3. Tendering a winning a number of large accounts off the back of previous project delivery. 4. The successful handover of his responsibilities and the training of his successor.

To what level do you think they met the desired objectives of the role? (Explore and ask for examples)

James met the desired outcomes well. Many of the project methodology principles that James implemented whilst at ABC Innovation are still relied upon today.

What style of management does James respond best to?

James needs little management he is pretty autonomous. However, he does appreciate periodic performance appraisals and likes to be involved with company initiatives at a wider level. James likes to be challenged and thrives on turning client disputes around on behalf of the company.

What was the level of drive and motivation that they displayed whilst with your organisation?

Unquestionable, James led from the front and set the standards high.

Please comment on their attendance record (including punctuality and reliability)

James is very reliable and punctual this was never in question.

OH&S is a critical component of every workplace – Please describe [1]'s commitment and approach to occupational health and safety. (Explore in further detail if applicable)

Due to the nature of work that ABC Innovation carries out, OH&S forms a critical part of what we do. James was one of our OH&S champions and attended both our internal and external OH&S committees.

What roles do you think James would be suitable for in the future?

Senior Project manager, Program Manager, IT Consultant, Services Director.

Please comment on their honesty and integrity.

James is a very down to earth, reliable and trusted professional.

Please explain, as you understand it, their reasons for leaving (where unsure, determine whether the parting was amicable)

A global IT service provider purchased ABC Innovation; James was offered a new role at Services Director within their APAC enterprise practice. James gave us a three-month handover and is still a friend of the business. He has since consulted back to us on a few large projects.

Whilst Xref Pty Limited does not doubt the advice received, it does not and cannot warrant the accuracy of the enclosed information. This information is provided at your request to assist in the assessment of the candidate and is given on the express condition that it is strictly confidential and will not be liable in any way, manner or form, in respect of its contents for your use thereof.

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