

Name of Company \_\_\_\_\_

Position Title \_\_\_\_\_

Please do not use abbreviations or acronyms.

Completed by \_\_\_\_\_ Date \_\_\_\_\_

HR Partner

Recruiter



## **Position Referral Information Form**

In order for us to serve you best, please take a moment to fill out the following information. Out of the following seventeen competencies, please indicate in **rank order** the **top five** competencies which are most desirable for effective performance in this person's role.

Focus on People	Focus on Business
<p><b>Inspires People</b> Involves Others, Motivates Others, Identifies Value of Role</p> <p><b>Empowers Others</b> Assesses Individual Capabilities, Delegates, Provides Autonomy</p> <p><b>Coaches and Provides Feedback</b> Establishes a Coaching Environment, Coaches, Delivers Feedback</p> <p><b>Communicates Effectively</b> Facilitates Communication, Solicits Input, Listens to Others</p> <p><b>Respects People</b> Appreciates Diversity of People, Shows Interpersonal Sensitivity, Promotes a Culture of Respect</p> <p><b>Promotes Teamwork</b> Encourages Team Member Collaboration, Builds Team Commitment, Values Partnerships</p> <p><b>Builds Organizational Capacity</b> Anticipates Future HR Needs, Attracts High-Potential Talent, Selects and Staffs Effectively, Develops Leadership Pipeline, Retains Top Performers</p>	<p><b>Analyzes Issues and Makes Decisions</b> Gathers Relevant Information on Current Problems, Deals with Ambiguity, Makes Sound Decisions</p> <p><b>Displays Business Acumen</b> Displays Technical Expertise, Knows Business Model, Knows Marketplace</p> <p><b>Shows Vision</b> Anticipates the Changing Marketplace, Is Forward Thinking, Shares the Vision</p> <p><b>Drives Change</b> Encourages Innovation, Leverages Diversity of Thought, Gains Commitment to Change</p> <p><b>Focuses on the Customer</b> Partners with Customer, Considers Customers' Needs, Provides Service to Customer</p> <p><b>Exhibits Cultural and Global Sensitivity</b> Understands and Appreciates Global Markets and Cultures, Expands Geographical Perspective, Integrates/Optimizes Global Resources</p>
Focus on Results	Other
<p><b>Plans for Results</b> Prioritizes, Sets Goals, Organizes</p> <p><b>Handles Challenges</b> Displays Resilience, Shows Flexibility, Confronts Challenges</p> <p><b>Gets Results</b> Displays Sense of Urgency, Monitors Progress, Ensures Execution</p> <p><b>Models Professionalism</b> Is a Role Model, Shows Transparency, Seeks Professional Development</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

**1. What are the 2 – 3 most important objectives for this position over the next year?**

**2. What specific challenges can this person anticipate during the next 12 – 18 months?**

**3. How many individuals will report to this position?**