***Information page: please delete all the italic text of this page before submission.***

*The following template can be directly filled if you use Microsoft Word.*

*If you want to use an alternative solution of text editor, you may strictly use the following parameters for your template:*

***The document must respect the following standards:***

* *A4 page size*
* *Use the reference font for the body text of H2020 proposals: Times New Roman (Windows platforms), Times/Times New Roman (Apple platforms) or Nimbus Roman No. 9 L (Linux distributions).*
* *The minimum font size allowed is 11 points. Standard character spacing and a minimum of single line spacing is to be used. Text elements other than the body text, such as headers, footnotes, captions, formulae, may deviate, but must be legible; however, these elements should not be used as mechanism to circumvent the rules. For example, text within a table or graphical element should be kept to a minimum.*
* *Single line spacing*
* *All margins (top, bottom, left, right) should be 2 cm minimum*
* *Name the file as: “ReferenceLetter\_ApplicantsNameSurname” (eg. ReferenceLetter\_JohnLennon)*

**REFERENCE LETTER**

………………………………………………………………………………………………

*(*name, surname and organisation of the reference letter provider*)*

*When writing the letter of recommendation, a reference letter provider should include the following sections into it and try to follow the questions suggested below:*

*Past experience with the candidate:*

*• The research/business relationship you had with the candidate.*

*• What is your overall impression of working with the candidate?*

*• How would you describe him/her?*

*Strong/weak areas of the candidate:*

*• What do you see as his/her strengths? Which of his/her qualities did you particularly appreciate? In which areas is he/she particularly successful?*

*• What do you see as his/her shortcomings? What would you advise him/her to upgrade in the future?*

*Cooperation skills of the candidate:*

*• How does he/she participate in the group?*

*• What was his/her attitude towards colleagues and collaborators?*

*• Has there ever been any conflict? How does he/she find himself in conflict situations?*

*• How does he/she act when he/she is given a work assignment that he/she has not performed before?*

*• Does he/she prefer routine or new challenges?*

*• How does he/he deal with such situations?*

*• How does he/she deal with stressful situations?*

*• What situations caused him/her the greatest stress?*

*General*

*• What is his/her attitude to work?*

*• Do you think SMASH fellowship position would be a positive step in his/her career?*

*• Would you hire/work with the person again? Why yes/no?*

*• Would you like to communicate anything else that would help us in our selection?*

Reference letter signed (place, date): ............................................................

……………………………………………………………………………..

*(signature of reference letter provider)*