

LETTER OF REFERENCE

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This Letter of Reference (this "Letter") is provided as of [DATE] by [REFEREE FULL NAME], of [REFEREE ORGANIZATION / ADDRESS] (the "Referee"), concerning [SUBJECT FULL NAME] (the "Subject"), and is addressed to [RECIPIENT NAME / "To Whom It May Concern"] (the "Recipient").

The Referee and the Subject are each a "Party" for purposes of this Letter.

Recitals. The Subject has requested that the Referee provide a reference in support of the Subject's application for [EMPLOYMENT / ADMISSION / TENANCY / A LICENSE / OTHER PURPOSE]. The Referee has direct, personal knowledge of the Subject and provides this Letter voluntarily and in good faith to describe the Subject's qualifications, character, and performance. This Letter reflects the Referee's honest opinion based on that knowledge.

1. The Referee and Relationship

1.1 Referee. The Referee is [REFEREE FULL NAME], who serves as [REFEREE TITLE] at [REFEREE ORGANIZATION], and may be reached at [REFEREE PHONE] and [REFEREE EMAIL].

1.2 Relationship to the Subject. The Referee has known the Subject for [DURATION, e.g. three (3) years] in the capacity of [e.g. direct supervisor, professor, landlord, colleague, or mentor].

1.3 Basis of knowledge. The Referee's observations are based on [describe the context, e.g. supervising the Subject's daily work, teaching the Subject in multiple courses, or renting to the Subject].

2. Purpose and Scope

2.1 Purpose. This Letter is provided to support the Subject's [STATE THE SPECIFIC PURPOSE] and is intended for the Recipient's consideration in that context.

2.2 Voluntary. The Referee provides this Letter voluntarily, at the Subject's request, and without expectation of compensation.

2.3 Consent. The Subject has consented to the Referee sharing the information in this Letter with the Recipient.

2.4 Scope of knowledge. This Letter reflects the period during which the Referee directly observed the Subject and does not purport to describe periods or contexts the Referee did not observe. Where the Referee lacks direct knowledge of a particular matter, the Referee has said so or omitted comment.

3. Qualifications and Performance

3.1 Role and responsibilities. During the relationship, the Subject was responsible for [DESCRIBE THE SUBJECT'S ROLE, DUTIES, OR ACADEMIC WORK].

3.2 Skills and competencies. The Subject demonstrated the following strengths: **[LIST SPECIFIC SKILLS, e.g. analytical ability, leadership, communication, technical proficiency, reliability]**.

3.3 Notable accomplishments. Specific examples of the Subject's performance include **[DESCRIBE ONE OR TWO CONCRETE ACHIEVEMENTS WITH RESULTS, where possible]**.

3.4 Growth. Over the course of the relationship, the Subject showed **[DESCRIBE PROFESSIONAL OR PERSONAL GROWTH]**, taking on greater responsibility and improving in **[AREA]** over time.

3.5 Comparative standing. Relative to others the Referee has observed in similar roles or settings, the Subject ranks **[e.g. among the top performers / well above average / as a consistently strong contributor]**, based on the Referee's direct experience.

3.6 Reliability and follow-through. The Subject consistently **[met deadlines / honored commitments / completed assigned work to standard]** and required **[minimal / ordinary]** supervision to do so.

4. Character and Conduct

4.1 Personal qualities. In the Referee's experience, the Subject is **[DESCRIBE CHARACTER, e.g. honest, dependable, collaborative, conscientious]**.

4.2 Working relationships. The Subject worked well with **[colleagues, clients, students, neighbors, or others]** and contributed positively to the **[team, classroom, community, or property]**.

4.3 Conduct. The Referee is not aware of any conduct by the Subject that would reflect adversely on the Subject's suitability for the stated purpose, based on the Referee's personal knowledge.

4.4 Integrity and judgment. In the Referee's observation, the Subject acted with integrity, exercised sound judgment, and handled **[difficult situations, sensitive information, or competing priorities]** responsibly.

5. Recommendation

5.1 Overall recommendation. Based on the Referee's direct experience, the Referee **[recommends / strongly recommends / recommends without reservation]** the Subject for **[THE STATED PURPOSE]**.

5.2 Suitability. The Referee believes the Subject is well suited to **[the position, program, tenancy, or opportunity]** for the reasons described above.

5.3 Willingness to discuss. The Referee is willing to answer further questions about the Subject and may be contacted using the information in Section 1.1.

5.4 Basis for confidence. The Referee's recommendation rests on sustained, firsthand observation of the Subject's work and conduct rather than on a single event or secondhand impression, and the Referee offers it without reservation except as expressly noted.

6. Accuracy and Good Faith

6.1 Honest opinion. The statements in this Letter reflect the Referee's honest opinion and are accurate to the best of the Referee's knowledge and belief.

6.2 Personal knowledge. The Letter is based on the Referee's personal knowledge of the Subject and not on hearsay or unverified information.

6.3 No guarantee. This Letter is an opinion and recommendation. It is not a guarantee of the Subject's future performance and creates no obligation or liability on the part of the Referee.

7. Confidentiality and Use

7.1 Intended use. The Recipient may rely on this Letter solely for the stated purpose and should treat it as confidential to the extent appropriate.

7.2 No republication. The Recipient should not publish or share this Letter beyond those involved in evaluating the Subject for the stated purpose without the Referee's consent.

7.3 Data protection. The Letter contains personal information about the Subject and should be handled consistently with applicable privacy and data protection laws, which vary by jurisdiction.

8. Signature

8.1 Affirmation. The Referee affirms the statements above and provides this Letter in good faith.

8.2 Execution. The Referee signs below to confirm and issue this Letter.

REFEREE

Signature: _____

Printed name: **[REFEREE FULL NAME]**

Title: **[REFEREE TITLE, or N/A]**

Date: _____

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