

EXHIBIT 8.6 Scoring Letters of Recommendation

Dear Personnel Director:

Mr. John Anderson asked that I write this letter in support of his application as assistant manager and I am pleased to do so. I have known John for six years as he was my assistant in the accounting department.

John always had his work completed accurately and promptly. In his years here, he never missed a deadline. He is very detail oriented, alert in finding errors, and methodical in his problem-solving approach. Interpersonally, John is a very friendly and helpful person.

I have great confidence in John's ability. If you desire more information, please let me know.

MA 0 CC 2 DR 6 U 0 V 0

Dear Personnel Director:

Mr. John Anderson asked that I write this letter in support of his application as assistant manager and I am pleased to do so. I have known John for six years as he was my assistant in the accounting department.

John was one of the most popular employees in our agency as he is a friendly, outgoing, social individual. He has a great sense of humor, is poised, and is very helpful. In completing his work, he is independent, energetic, and industrious.

I have great confidence in John's ability. If you desire more information, please let me know.

MA 0 CC 2 DR 0 U 5 V 3

Key: MA = mental ability

CC = consideration-cooperation

DR = dependability-reliability

U = urbanity

V = vigor

SOURCE: M. G. Aumodt, D. A. Bryan, and A. J. Whitcomb, "Predicting Performance With Letters of Recommendation," *Public Personnel Management*, 1993, 22, pp. 81-90. Reprinted with permission of Public Personnel Management, published by the International Personnel Management Association.

and former job titles.³⁹ Exhibit 8.7 provides a sample reference request. Although this reference request was developed for checking references by mail, the questions contained in the request could easily be adapted for use in checking references via telephone.

Both of the problems that occur with letters of recommendation occur with reference checks as well. An even more significant concern, however, is the reluctance of organizations to give out the requested information because they fear a lawsuit on the grounds of invasion of privacy or defamation of character. Recall that the