

## Letter of Recommendation for the Thomas R. Pickering Affairs Graduate Fellowship

Name of Applicant \_\_\_\_\_

Recommender's Title \_\_\_\_\_

Name of Recommender \_\_\_\_\_

Position of Recommender \_\_\_\_\_

Contact Information for Recommender (phone and e-mail) \_\_\_\_\_

Signature of Recommender \_\_\_\_\_ Date: \_\_\_\_\_

**Guidelines for Recommendations:** The Pickering Selection Panel would appreciate your assessment of the applicant's past performance and potential to succeed in graduate school and the Foreign Service of the U.S. Department of State. The panel is interested in your assessment of the applicant's strengths and any areas for improvement. Of particular interest are the individual's leadership, organizational, intellectual, interpersonal, communication, analytical, and cultural adaptability skills. The panel is also interested to hear about the individual's interest in public service, integrity, resourcefulness, and composure. Recommenders should address in their comments those areas of which they have knowledge.

1) Please rank the applicant in the following areas (check appropriate box):

	<b>Truly Exceptional</b>	<b>Outstanding</b>	<b>Well Above Average</b>	<b>Above Average</b>	<b>Average</b>	<b>Below Average</b>	<b>Inadequate Opportunity to Observe</b>
<i>Percentile</i>	<i>Top 1%</i>	<i>Top 10 %</i>	<i>Top 25%</i>	<i>Top 45%</i>	<i>About 50%</i>	<i>Below 50%</i>	<i>N/A</i>
Interpersonal Skills							
Oral Communication Skills							
Writing Skills							
Initiative							
Organizational Skills							
Analytical Abilities							

2) Please provide a concise narrative or letter (in 12-point font or above) that provides your assessment of the applicant's strengths, especially related to the characteristics/skills in the guidelines above. Please also state your views on his/her potential to succeed in graduate school and the Foreign Service. Please highlight any areas for improvement. Your narrative should not exceed two pages (12-point font) when drafted in a Word document.

\_\_\_\_\_

**Submission Directions:** You will submit your recommendation online. The applicant will provide your name and e-mail address in his/her application. You will receive an invitation to submit your assessment, which will cover the issues highlighted above. Please submit the letter of recommendation online by the application deadline. We are deeply grateful to you for taking the time to do this.