

What is/was your relationship to the candidate? How long have you known each other?

Kurt is my friend and was my partner for any group/collaborative assignment that we had in the computer science courses we took together. I have known Kurt for approximately four years.

What was the candidate's position? What were the primary responsibilities and duties?

Kurt was my partner for group/collaborative assignments that we had in various classes. Kurt's responsibilities were programming and design of the projects that we were collaborating on. For example, in our database class, we had four projects each which would add complexity to the database that we were designing and implementing from scratch. In this project, Kurt designed most of the layout and flow of the database as well as implemented some of the core operations of the database.

What were his/her most significant challenges in that role?

Some of Kurt's most significant challenges were to work in a team environment, manage and organize the project, as well as find efficient ways to solving our problem which we were given.

What were his/her most significant accomplishments in that role?

Going back to the example of the database above, Kurt did a superb job of allocating the roles fairly for both of us in the project, designing an actual database from the ground up, and finding as well as implementing efficient (both in speed and memory) methods to solve the problem. Also, not only was it a pleasant experience working with Kurt in a team setting, but I learned many new programming and problem solving strategies that Kurt managed to acquire without the assistance of a previous class.

Please describe his/her job performance. Did he/she consistently meet or exceed expectations?

Kurt consistently exceeded expectations. Kurt always kept me informed as to how his side of the project was going and always wanted to meet certain goals for the week. Kurt did not procrastinate and always did more than the minimum (this is always a concern when you are working in a group). Also, as mentioned before, Kurt would also always try to find and implement efficient methods for solving problems which I would say is above and beyond since we only needed to have obtained the correct answer.

Does he/she consistently meet other objectives and set challenging goals?

Kurt is the type of person that always sets and meets challenging goals. Kurt, aside from always exceeding in his portion of a project, also excels in his classes and manages to juggle this with work and a family. I was a software developer during my last semester of undergraduate work and I know how hard it is. I am now a graduate research fellow at the University of Michigan. The individuals that I work with here are extremely smart and dedicated to what they do. However, I have never seen anyone so dedicated and excel more in what they do than Kurt.

What would you consider the candidate's greatest strengths?

Kurt's greatest strengths are his leadership, communication, and problem solving ability.

In what areas could he/she grow?

Kurt could work on his handwriting.

How would you describe him/her in terms of personality?

Kurt has a very dynamic personality. He is able to adapt to any environment. When in a group he is social and funny, when in a work environment he is serious, dedicated, and gets the job done, and when meeting new people he is cordial and outgoing.

Please rate the following on a scale of 1-10 (10 being the highest):

Written Communication	10
Verbal Communication	10
Ability to handle pressure	10
Attention to detail	10
Work as part of a team	10
Technical abilities	10
Resolve business problems or work around obstacles	10

Please describe the candidate's technical abilities (if applicable).

Kurt is an excellent problem solver and programmer. He is able to pick up new ideas and programming languages quickly and excels at his ability to communicate and write.

How well did he/she get along with managers and peers?

Kurt got along well with his peers. He is a fun person to be around and is always willing to help.

If you were in a position to rehire or work with this person again would you? Why?

I would work with Kurt again in a second. As I stressed before, I have never seen someone so dedicated and excel more in what he does than Kurt. He was always reliable when it came to getting things done way before the deadline. This is always nice since one would desire to finish a project before it is close to the deadline. Also, as said before, I have learned many problem solving and programming strategies from Kurt. Because of the knowledge Kurt has attained, I feel that he has a lot to offer other individuals working with him.

What type of company and culture is a good fit for this person?

With Kurt's dynamic personality, Kurt would fit in a range of company types and cultures. He could work in companies ranging from small companies with a lot of collaboration to large companies where the work is mostly independent and guidance is at a minimum.

Do you think the position as I have described it is a good fit? Why?

Yes, Kurt would make a great software engineer. Kurt has extensive software development experience as well as knowledge of hardware and systems and knows how to work in a team and get the job done.

What advice would you give his/her next manager?

If possible, attempt to find a project which Kurt would be immensely interested in. He can always solve the problem, but if he is very interested in the project, I'm sure his performance would be even better. This however, is something that probably applies to most fields and it is not always possible. However, I am confident that Kurt would excel with any project and any setting assigned to him.

Anything else you would like to add?

I would like to stress that I have never been disappointed in Kurt when it comes to his job performance and his loyalty as a friend. If I were looking for a candidate to work in a company of mine, I would definitely hire Kurt since he is hard working, massively intelligent, and honest. Thank you for giving me the opportunity to write a recommendation for Kurt Mitchell.