

## CONFIDENTIAL LETTER OF RECOMMENDATION

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

Applicant's Address \_\_\_\_\_

It is extremely important this form be completed in its entirety. The individual whose name appears above has applied for candidacy as a Certified Veterinary Practice Manager (CVPM), and this letter of recommendation is required before the candidate's application can be accepted. Please answer the questions below in as candid and as specific a manner as possible. Recommendation Forms must be signed and dated within 90 days of the application submission date. Recommendation Forms older than 90 days will not be considered current and valid. Submit your completed and signed form electronically to the CVPM Board through the online [CVPM Document Submission Form](#) or fax directly to:

### Certified Veterinary Practice Manager Board

PO Box 2280, Alachua, FL 32616

[CVPM@vhma.org](mailto:CVPM@vhma.org)

877-599-2707 phone/888-795-4520 fax

Be assured that your comments will be held in the strictest confidence and the applicant will not have access to your letter or the information it contains.

Name of person completing this form \_\_\_\_\_

Company Name \_\_\_\_\_ Position or Job Title \_\_\_\_\_

Address \_\_\_\_\_

Phone \_\_\_\_\_

E-mail \_\_\_\_\_

Your relationship to the applicant (check all that apply):

☐ Practice Management Professional

☐ Past or Present Employer

☐ Peer

Is the CVPM applicant that you are writing this recommendation for your supervisor? ☐ Yes\* ☐ No

If yes, does he/she evaluate your work in a way that could affect your performance evaluation? ☐ Yes\* ☐ No

***\*If you answered Yes to either of the above questions you are not qualified to complete this letter of recommendation for the CVPM candidate.***

How long have you known the applicant? (please provide dates) \_\_\_\_\_

Describe your relationship with the applicant only as it pertains to their position as a veterinary management professional? What is your role in relation to theirs? Be specific, for example: "I am an associate veterinarian at the practice the applicant is a manager." \_\_\_\_\_

How would you describe the applicant's moral character, integrity, and sincerity of commitment to the veterinary practice management profession?

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If you are a former or current employer or have the capacity to form an opinion, how would you rate the applicant's ability as a veterinary practice manager? (Please be specific.)

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What trait or ability does this candidate possess that most impresses and will allow this candidate to be an asset to the veterinary practice management profession?

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What trait or ability does this candidate possess that you would feel to be the most negative and may potentially affect the candidate's future success in this profession?

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Please rate the candidate based on behaviors you have observed at work, **compared to others you have observed in the same or similar settings**. Use the following scale:

- 1= well below average
- 2 = a little below average
- 3 = about average
- 4 = somewhat above average
- 5 = well above average
- 6 = outstanding; one of the best

	well below average	a little below average	about average	somewhat above average	well above average	outstanding
<b>Ability to command respect</b>						
Captures the respect and trust of others.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Group members look to him/her for guidance.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Is a source of motivation for others.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>Supervisory Skills</b>						
Sets clear performance standards for people he/she supervises.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Provides guidance and direction to subordinates.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Delegates work tasks effectively to competent employees.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>Ability to follow through on projects</b>						
Finds the necessary resources to complete tasks.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Completes tasks quickly and effectively.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Does what is necessary to get the job done well.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>Ability to be self-motivated</b>						
Meets predetermined targets and deadlines.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Effectively organizes and prioritizes work tasks.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Keeps pushing to succeed in the face of obstacles.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Takes initiative on projects.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>Communication Skills</b>						
Presents messages clearly and forcefully when speaking to others.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Speaks in clear and articulate manner.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Gives full attention to what others are saying.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<b>Ability to control emotions</b>						
Keeps his/her emotions in check.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Hides his/her anger and frustration in front of others.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Accepts criticism from others in a calm manner.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>

I certify that the information stated within this letter of recommendation is accurate and correct to the best of my knowledge.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print Name