

The form below is intended to be used as a guide and can be modified to meet your particular needs. Remember to give candidates advanced notice that you will be checking their references. Use the following guidelines when you are conducting all telephone reference checks, whether the candidate is an internal employee or an external applicant:

- Introduce yourself and state the purpose of your call
- Confirm that it is a convenient time to talk
- Briefly describe the position for which the applicant has applied
- Confirm the relationship between the person giving the reference and the applicant
- Verify basic duties such as job title, duties, salary, dates of employment
- Be consistent! Ask the same questions about all final candidates and weigh the information equally; what disqualifies one should be the basis for disqualifying any others.

### SAMPLE REFERENCE CHECK QUESTIONS

Candidate's Name: \_\_\_\_\_  
Reference Check provided by: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Title: \_\_\_\_\_  
Phone Number: \_\_\_\_\_  
Date: \_\_\_\_\_

1. What was the nature and length of your relationship with the candidate?
2. How would you describe the candidate's institutional and personnel leadership skills?
3. Please describe the candidate's political acumen and ability to work with senior leadership?
4. Why did he/she leave the position? (if relevant)
5. In stressful situations, describe how the candidate reacted. Be specific.
6. Additionally, how does s/he handle difficult people? What is his/her conflict resolution protocol?
7. From your observation, has the candidate mainly been in the role of an implementer or initiator of projects and proposals?
8. How independently does the candidate work as oppose to checking in with stakeholders and supervisor?
9. Does the candidate always conduct his/her dealings with others in a tactful manner? Explain.
10. What are the candidate's key accomplishments or impact on the organization?

**11. What area of development could the candidate focus on?**

**12. If you were going to provide advice on how to best guide this person, what would it be?**

**13. Would you hire or want to work with this individual again? \_\_\_\_ Yes \_\_\_\_ No (If No, Then Why?)**

**Reference Check Completed By: \_\_\_\_\_**