

**CLASSIFIED AND ADMINISTRATIVE STAFF
REFERENCE CHECK (please type)**

NOTE: Please contact at least one reference other than those recommended by the candidate

Date: _____ Organization: _____

Reference Contacted: _____

Candidate's Name: _____

POSITION APPLYING FOR: _____

Reference Check Done By: _____

INSTRUCTIONS: Introduce yourself, explain that the candidate is a finalist being considered for employment in the position listed above, briefly describe the position (job description) being applied for, and indicate we would really appreciate their comments.

I. Basic Information

1. Verify dates of employment:

2. What was the candidate's title and main responsibilities during their employment?

3. Please tell me about yourself, and how you came to know the candidate?

4. When did you meet and how well do you know him or her, what was your reporting relationship to the candidate?

II. General Impressions

1. How was your overall experience working with the person?

2. What would you say are his/her most important personal qualities?

III. Leadership skills

1. How would you describe his/her management style?
2. Did s/he lead any major change in the organization? If so, what was the project and how did it turn out.
3. Did the candidate have profit & loss responsibility?

IV. People Skills

1. How did the candidate relate with his staff and other managers in the organization?
2. How does s/he relate to senior management?
3. Do you remember a time s/he had to resolve a serious conflict in his staff or management?
4. How does s/he motivate her/his people?
5. How would you rate his/her overall communication skills?

V. Strengths & Weaknesses

1. What would you say are the candidate's major strengths?
2. What would you say are areas the candidate could improve?
3. How would you rate the candidate's attention to detail?
4. How strong are the candidate's selling skills?
5. Can you describe a situation when s/he worked under a lot of pressure?

VI. Accomplishments

1. What do you recall as the candidate's main achievements while he worked with you?
2. Do you think s/he had any lasting impact on the organization or others in the firm?

VII. Closing

1. Do you know why (candidate name) left their position?
2. Would you like to work with (the candidate) again?
3. Do you think the role I described would be suitable for him or her?
4. Is there anything else that should be said about the candidate?