**Reference Check Guidelines**

The questions on this guide can be modified to meet your particular needs. Please be sure to give candidates advanced notice that they are a finalist for the position and that you will be checking their references.

Candidates will have provided contact information for their references on their employment application; ideally, you should contact the most recent employer first and speak with the candidate’s supervisor (or other person who has evaluated their work). If the candidate has only provided names/phone numbers of co-workers or friends, let them know that you will need to speak with someone who has supervised their work. If you are having trouble reaching one or more of the references listed, contact the candidate for alternate reference information. \*\*For faculty searches, please be sure to let them know that you may be contacting individuals that may or may not have been suggested by the candidate.

**Tips:**

• 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, and 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.

**Review the duties etc. of the position and review the application materials.  Make a list of facts or qualifications to verify and a list of questions to ask.  Areas of possible inquiry could include:**

* Sociability – How well does the candidate get along with and relate to others?
* Work habits and ability – How well does the candidate know the work and perform the job?
* Personal character – Is the candidate trustworthy, honest, and dependable?
* Assess technical/functional ability and attitude on the job.

**GENERAL SAMPLE QUESTIONS**

1. How would you describe the candidate’s institutional and personnel leadership skills?
2. In stressful situations, describe how the candidate reacted. Please be specific.
3. Additionally, how does s/he handle difficult people? What is his/her conflict resolution protocol?
4. From your observation, has the candidate mainly been in the role of an implementer or initiator of projects and proposals?
5. How independently does the candidate work as oppose to checking in with stakeholders and supervisor?
6. What are the candidate’s key accomplishments or impact on the organization?
7. What area of development could the candidate focus on?
8. Would you hire or want to work with this individual again? \_\_\_\_ Yes \_\_\_\_ No (If No, Then Why?)

**TEACHING SPECIFIC SAMPLE REFERENCE CHECK QUESTIONS:**

1. What courses has this instructor taught?
2. How would you describe student response to this instructor/lecturer/professor?
3. Has this individual taken part in any activities beyond teaching?
4. This person is applying to teach \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. Does this candidate have the skills and experience to teach in this area?  Yes  No (no, please give details)