

Reference Check Protocol and Questions

For (candidate name)

Vacancy

Date of requesting/obtaining reference

(date)

Title of Referee and Company name (at time the he/she worked with job candidate)

Explain the company and the job description/profile (briefly). Clarify the purpose of your call: you would like to ask a few questions to validate your perceptions about the candidate's qualifications. (if a phone call) Ask whether this is a good time to engage in a discussion or whether you should call back at a more convenient time. If the person is agreeable, proceed with your questions.

Change/add to these as per the job description you are working on. Use the same questions and form for each candidate to ensure you get a comparable outcome for each reference check. Pick only the top maybe 8 or 10 questions that would help you make a hiring decision.

	Yes/ No	Comments - ask "can you tell me more" if someone only gives a yes/no answer and you need further information
Establish context		
What is your relationship to the job candidate?		
How long did you work together?		
What was his/her main role at that time?		
Did the role he/she was in require supervision of others? (How many)		
How much customer interface did he/she have?		
What was the geographic reach of his/her role? (in terms of direct responsibilities)		
Did he/she has financial targets to achieve in this role?		
Was he/she recognized as a Subject Matter Expert in some specific area?		
Was he/she part of a leadership or management team?		
General questions		
General approach to setting goals and achieving them?		
Are there memorable examples of impacting customer satisfaction?		
What do you see as his/her top strengths?		
How would you describe his/her communication style?		
In what way did he/she add value to the team/the organization?		
Did he/she have specific performance goals to achieve?		
What key skill or experience areas helped him/her succeed in that role?		
In which areas would you consider him/her to have key knowledge that greatly contributed to the tasks at hand?		
Did he/she have to overcome any major challenge or obstacle during the time you worked together?		
Leadership/Management (if applicable)		
What are the most notable leadership/management outcomes you can share?		
How would you describe his/her management (or leadership) style?		
How would you rate his/her presentation skills (if applicable)? On a scale of 1 to 10, where 10 is "far exceeds expectations of others" and 1 = "did not meet expectations at all"		
Did he/she mentor others during the time you worked together?		
How would you describe his/her career drivers?		
Closing		
Why did he/she leave the company?		
Would you rehire him/her?		

Name of person obtaining the reference:

Date when this record needs to be destroyed (As per privacy laws, if applicable):