



REFERENCE CHECKING CHECKLIST

Part 1 – Qualifying the Reference

- Determine the relationship to the candidate. Find out the titles of both the reference and the candidate, how long the working relationship lasted, and their most recent contact.
- Determine the reference's scope of responsibility by asking about the size of his or her organization and the number and types of people on the staff.
- Determine what the company environment was like—pace, standards of performance, quality of people, and the quality of the processes and systems.

Part 2 – Qualifying the Candidate

- Please give me a summary of (candidate)'s strengths and weaknesses. Get examples of accomplishments to support major strengths and weaknesses.
- How did the weakness affect job performance?
- Can you give me some examples of where the candidate took the initiative?
- How would you rank this person as a manager? Get an example to prove it.
- How strong was this person in building/developing teams or working on teams? Get examples and not the types of people the person worked with.
- How would you rank this person's overall technical competence in [job-specific] area? Get specific examples.
- Is technical competence a real strength? Why?
- Determine timeliness and reliability—get examples of meeting deadlines under pressure.
- Find out ability to handle pressure or criticism. Ask about the company and environment. Get examples.
- How strong a decision-maker is the person? Can you give me some examples of how they were made?
- Would you rehire the candidate? Would you want to work with this person again? Why or why not?
- How would you rank this person's character and personal values system? Why?
- How would you compare this candidate to others at the same level you know? Why is the candidate stronger (or weaker)?
- How would you rank the person's overall performance on a scale of 1 to 10? What would it take to move up 1 point?

- What advice would you give this person on how he could be more effective in his next job?