

PHONE REFERENCE FORM

Specific questions will vary depending on the working relationship between the candidate and the referee. Regardless, the hiring department must ensure that the information requested and obtained will confirm the candidates' competence level based on the qualifications and experience required of the position. Use the same questioning techniques that you used in the interview and cover the same general topics. If there are specific skills you want to ensure the candidate has, ensure that you ask the references.

GENERAL INFORMATION	
Name of Applicant	
Reference given by (Relationship & how long)	
Position	
Company	
QUESTIONS	
Dates worked in position?	
What are responsibilities/duties performed by the position?	
How would you rate the quality of the work and why?	
How would you compare the candidate's performance to the performance of others with similar responsibilities?	
Was the person able to meet deadlines?	
What were the candidate's principal strengths, successes and failures? Can you give me an example of each?	
What is the employee's attitude toward work? How was that demonstrated?	

PHONE REFERENCE FORM (page 2)

What areas of professional development does the candidate need to pursue?	
How did the candidate resolve conflict between herself and her staff/co-workers?	
In this position _____ is an essential task. In what way has the employee demonstrated skill in this area?	
How is/was the employee's attendance record and punctuality?	
What other information can you give that would help to develop a more complete picture of the candidate?	
If the candidate will be dealing with <u>large sums of money</u> or <u>master keys</u> please ask: Are you aware of any problems he/she may have that would cause you concern about entrusting him/her with this responsibility? <i>Listen for general concern about honesty and dependability.</i> Ask for specific examples of problems so that you eliminate rumors and gossip.	
Remarks	
Would you re-hire this person? If no, why not?	
Date	
Signature	

Thank-you.