



Reference Check

Applicant Name: _____ Reference Checked By: _____ Date: _____
 Name of Reference: _____ Title: _____
 Employer: _____ Phone Number/Contact Information: _____

Introduction:

Identify yourself, your role at UCSC, your reason for calling and the position for which the candidate is applying. Briefly describe the duties and responsibilities of the position the candidate is seeking.

Required Questions:

Verification of employment: Where did you work with him/her/them? How long did you work together? What was your working relationship? Do you know why they left your organization?

Responsibilities: Please describe his/her/their key responsibilities.

Effectiveness in role: How effective were they in carrying out those responsibilities? Overall, how would you rate the quality of work performed (1-10)?

Strengths: What were some of his/her/their strengths, contributions or significant achievements?

Areas of improvement: Based on your experience of him/her/them, what areas did you note as needing further development?

Integrity and Trust: Are company values important to him/her/them? How would you describe his/her/their honesty and integrity?

Relationships: Describe his/her/their interaction with; teammates, peers, supervisor/manager, other departments or teams, and direct reports (if applicable). How is their interaction with (internal or external) clients?

Advice for new Manager: How does he/she/they like to be managed? What motivates him/her/them?

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Optional Questions To Consider:

Drive for Results: Would you consider him/her/them to be a top performer? Describe his/her/their productivity and commitment to quality or customer orientation. There is always a “go-to” person when certain tasks come up and need to be done quickly. What were they known for? How has he/she/they displayed initiative?

Self-Development: Is he/she/their committed to and actively working on improving his/her/their skills and knowledge base? Does he/she/they have a knowledge of current and future trends, technologies and competition that can affect his/her/their business and organization?

Technical Skills: How would you describe his/her/their level of technical skills and knowledge?

How well did he/she/they utilize resources?

How well did he/she/they react to stressful situations?

How would you describe how well they met the following:

- Initiative and follow-through
- Ability to multi-task with flexibility
- Ability to function well with interruptions
- Organizational and time management skills
- Business writing ability
- Service-oriented
- Communication skills
- Computer and general business/administrative skills
- Ability to take on responsibility
- Analytical and conceptual ability
- Decision-making ability
- Potential for advancement

Interview follow-up: add specific question(s) recommended by the search committee here

Closing:

Recommendation: We are considering him/her/them for the position of (job title or brief description). Would you recommend them for this type of position? Would you hire them if you had an appropriate opening?

Is there anything else you would like to add?



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Required Questions (Supervisor/Management Positions Only):

Describe this candidate's management style and skills.

How many direct reports did he/she/they supervise or manage? What were their roles?

How well did they train those employees reporting to him/her?

Did they delegate work appropriately?

Did their team or group perform well and/or meet objectives? If not, why?

What would their peers say about them? Do they have the ability to influence and engage?

Select From List Of Optional Questions To Consider From Page 2 And Copy And Paste Those You Choose To Ask

Optional: Add Your Own Questions Specific To The Position