

**Reference Check Questionnaire**  
(Sample 1)

Applicant's Name: \_\_\_\_\_ Position: \_\_\_\_\_

Company: \_\_\_\_\_ Person/Title Contacted: \_\_\_\_\_

- 1. What were the applicant's job title and duties?
  
- 2. How would you compare him/her with others doing similar work?
  
- 3. Strengths?
  
- 4. Areas for improvement?
  
- 5. What motivates this applicant?
  
- 6. On a scale of one (1) to five (5), with one being the lowest, how would you rate the applicant's ability to:

	Rating	Comments
Learn	_____	_____
Accept responsibility	_____	_____
Follow directions	_____	_____
Take suggestions/criticism	_____	_____
Follow through	_____	_____
Initiative	_____	_____
Demonstrate creativity	_____	_____
Be realistic	_____	_____
Be self-expressive	_____	_____

- 7. Would you re-hire the applicant?

## Reference Check Questionnaire

(Sample 2)

Candidate's Name: \_\_\_\_\_ Position: \_\_\_\_\_ Date: \_\_\_\_\_

Reference (person contacted): \_\_\_\_\_ Title/Relationship: \_\_\_\_\_

Organization: \_\_\_\_\_ Telephone number: \_\_\_\_\_

### Questions to ask reference contact:

1. Please verify the dates of employment: from \_\_\_\_\_ to \_\_\_\_\_
2. What type of work did he/she do? \_\_\_\_\_
3. What was his/her title? \_\_\_\_\_
4. Did he/she hold other positions? What were the other duties? \_\_\_\_\_
5. What were his/her reasons for leaving the job? \_\_\_\_\_
6. What was his/her salary? \$ \_\_\_\_\_ Did this include bonuses?  yes  no  
Overtime?  yes  no Incentives?  yes  no
7. Would you rehire him/her?  yes  no
8. Would you please provide a copy of the candidate's performance appraisal information to us? (You must have an authorization form from the candidate.)
9. Who else should I talk to about the candidate's work record? \_\_\_\_\_
10. Has disciplinary action ever been taken against the candidate?  yes  no  
Could you explain?
11. Did the candidate abide by the attendance policy at your organization?  yes  no

## Reference Check Questionnaire

(Sample 3)

*(If you do not wish to ask references specific questions covering critical competencies, ask references to rate various factors.)*

Candidate's Name: \_\_\_\_\_ Position: \_\_\_\_\_ Date: \_\_\_\_\_

Reference (person contacted): \_\_\_\_\_ Title/Relationship: \_\_\_\_\_

Organization: \_\_\_\_\_ Telephone Number: \_\_\_\_\_

Please rate the candidate on the following skills/characteristics from one to five where 1 = poor and 5 = superior:

\_\_\_\_\_ Communication skills

\_\_\_\_\_ Initiative

\_\_\_\_\_ Dependability

\_\_\_\_\_ Leadership

\_\_\_\_\_ Desire to learn

\_\_\_\_\_ Quantity of work

\_\_\_\_\_ Quality of work

\_\_\_\_\_ Attendance

\_\_\_\_\_ Integrity

\_\_\_\_\_ Desire to progress

**Or select questions that are applicable to the specific job requirements.**

For the following questions, rate the candidate from one to five where 1 = poor and 5 = superior.

### **Interpersonal Questions:**

Please rate the candidate's ability to get along with co-workers or peers.

1      2      3      4      5

Describe the candidate's general reputation among co-workers and supervisors.

In confrontational situations, describe how the candidate reacts. Please provide specific examples.

### **Flexibility:**

Please rate the candidate's ability to adapt to changing work priorities with very little notice.

1      2      3      4      5

How does this compare to other employees doing the same or similar work?

Please rate candidate's ability to adapt to new or changing working conditions.

1      2      3      4      5

Comments:

**Initiative:**

Does the candidate require the supervisor to assign tasks regularly or does the candidate seek work on his/her own? Explain:

Does the candidate initiate new ideas, responsibilities or projects?  yes  no  
Provide specific examples.

**Integrity:**

Does the candidate handle private data or classified work?  yes  no

Can the candidate be trusted with confidential information?  yes  no

**Judgment:**

Please rate the candidate's ability to make decisions on-the-job.

1      2      3      4      5

Describe a situation when the candidate had to make an urgent spur-of-the moment decision.

Describe a difficult decision the candidate had to make while working for you. What was the outcome?

How does the candidate react under stress or when many responsibilities are demanding his/her time?

**Productivity:**

Can the candidate prioritize effectively without direction?  yes  no

Explain:

Does the candidate meet required deadlines?  yes  no

If no, please explain any problems with deadlines.

How does the candidate's productivity compare to others in the job?

1      2      3      4      5

**Supervisory skills:**

How many employees does the candidate directly supervise? \_\_\_\_ indirectly supervise? \_\_\_\_

Describe how the candidate assigns tasks/responsibilities.

Please rate the employee's supervisory skills.

1      2      3      4      5

**Leadership:**

Is the candidate able to handle making unpopular decisions?  yes  no

Comments:

Can you remember a time when the candidate was able to motivate someone to complete a disagreeable task?

Give an example of how the candidate maximized human resources to achieve organizational objectives.

Describe a leadership challenge that the candidate faced and how they met the challenge.

**Customer Service:**

Please rate the candidate's ability to deal with difficult customers.

1      2      3      4      5

What unique approaches does the candidate use to meet the needs of the client?

Provide examples:

Describe a situation when the candidate went "beyond the call of duty" for a customer.

**Team Player:**

Has the candidate worked on a team(s)?  yes  no

Please rate the candidate's ability to work as part of a team.

1      2      3      4      5

Is the candidate generally willing to consider the opinions and proposals of others?  yes  no

Explain:

Describe a situation when the candidate contributed to the effectiveness of a project while participating as part of a group or team.

**Attention to detail:**

Please rate the candidate's attention to detail (e.g. when documenting information or completing forms).

1      2      3      4      5

How does the candidate ensure that his work is reviewed for accuracy and completeness?

Describe a situation when the candidate identified an error while reviewing the work of others.

**Communication:**

Has the candidate given presentations?  yes  no

To employees?  yes  no

To groups outside your organization?  yes  no

Do you have written summaries of evaluations for these presentations?  yes  no

If yes, please forward the summaries to me.

Please rate the candidate's performance in giving a formal presentation to a group.

1      2      3      4      5

What does the candidate write on-the job?

Press releases

Business plans

Newsletter articles

Journal articles

Reports

Other:

Please rate the candidate's writing skills.

1      2      3      4      5

Comments:

**General:**

What are the candidate's strengths?

Where does the candidate need to improve?