

A minimum of two positive references must be obtained prior to extending a job offer to any candidate. Use this form to document the reference's responses. Review the University's [Reference Check Guidelines](#) for additional information prior to contacting the reference.

Candidate Name \_\_\_\_\_ Potential Position \_\_\_\_\_

Reference Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_ Phone Number \_\_\_\_\_

**Introduction:** Confirm who you are speaking with, identify yourself, and explain the purpose of your call. Ask the reference if it is a convenient time to speak and schedule a call later if not.

What was your working relationship with the candidate? Were you a supervisor, co-worker, customer/client?

When and how long did you work with the candidate? What was their job title during that time?

**General Information:** Gather information about the candidate's job duties and work environment. Review the application, resume, and interview notes. Does the information provided by the reference match the information provided by the candidate?

Please describe the work environment and team dynamic (size, structure, etc).

Please describe the candidate's primary job responsibilities.

**Performance:** Inquire as to how *well* they completed the job responsibilities and met employment expectations.

How well did they complete their job duties in comparison to others in the same or similar role?

What are their greatest strengths? In what environment or situations did they perform their best?

Were there any areas that needed development? Any significant performance issues?

What amount or type of supervision did the candidate require? How did they respond to supervision?

On a scale of 1-5, with 1 being poor and 5 being excellent, how would you rate the candidate's:

Work ethic \_\_\_\_\_

Dependability \_\_\_\_\_

Overall attitude \_\_\_\_\_

Why did you choose those ratings?

## Telephone Reference Check

**Position Assessment:** Describe the position that the candidate is under consideration for. Using the job description or posting, pinpoint essential skills and/or traits needed to be successful in this particular role. List below. Ask the reference to describe how the candidate performed each skill or demonstrated each trait; document their response. May use a scale of 1-5 to help quantify.

Skill or Trait #1: \_\_\_\_\_

Response?

Skill or Trait #2: \_\_\_\_\_

Response?

Skill or Trait #3: \_\_\_\_\_

Response?

Skill or Trait #4: \_\_\_\_\_

Response?

**Risk Assessment:** Describe any discomforts and/or stressors of the position. Explain any job specific risks (driving, safety, sensitive information, environmental, etc).

Based on this information, are there any concerns?

In the past, how did they deal with difficult personalities? Stressful situations?

Did they exhibit any behaviors that caused concern? Specifically any related to potential workplace violence?

**Closing:** Use this opportunity to confirm opinions and summarize the conversation.

Why did this person leave? What was the impact of their departure on the organization?

Would you rehire them? Why or why not?

Is there anything else we should know before making a hiring decision? Anyone else we should contact?

Now knowing about the position they are being considered for, do you think they would be successful in the role? Why or why not?

**Before ending the call, be sure to thank the reference for their time.**

Completed by (NC State) \_\_\_\_\_ Date \_\_\_\_\_  
(Please sign and print your name)