A Reference-Checking Checklist
A short form to use when calling references.

Use this checklist as a way to guide you through checking a reference. The questions start with simple verifications and gradually move on to performance-related information.

BUSINESS REFERENCE CHECKLIST

Candidate
Potential Position
Job:
Company:

Person Contacted
Position:
Company:
Location:
Bus Tel:
Home Tel:

VERIFICATION

I'd like to verify ____________ dates of employment from ______ to _______.

What type of work did ____________ do? (title/general duties?)

Were ____________ earnings $_______ per _______? Were there any bonus or incentive plans?

Why did ____________ leave your organization?

What do you feel are ____________ strong points on the job? What characteristics do you most admire about him/her?

Did ____________ supervise other people? How many? How effectively? Can he/she create team effort?

What are ____________ shortcomings? Was there anything he/she was trying to change about himself/herself, or should be trying to improve on?
How would you rate ___________ overall job performance on a scale of 1 to 10 (10 being high) compared with others you observed in a similar capacity?

Have you seen ___________ current resume? Let me read to you what it says were his/her duties and accomplishments at your organization.

Is ___________ honest?

How well does ___________ relate to other people? Which employees does he/she work best with: Superiors/peers/subordinates? Is he/she a team player?

How did ___________ last job performance review go? What strengths were cited?

What recommended improvement areas were noted? How about the performance review prior to that?

What do you feel were ___________ ’s most major accomplishments with your company? What changed as a result of his/her involvement?

On average, how many times did ___________ miss work or come in late? Does he/she have any personal problems or bad habits that interfered with his/her job performance?

Whom did ___________ work for prior to joining your company? When hired were his/her references checked? What did the references have to say?

DEVELOPMENTAL

What is the biggest change you’ve observed in ___________? Where has there been the most growth or development?

Is ___________ in the right job/career? How far do you think he/she can go?

What do you feel frustrated ___________ in his/her last position with your company?

How did ___________ handle himself/herself in times of conflict?

If ___________ asked you what one thing would most improve the way he/she performs on the job, what specific advice would you give him/her?

What is the best way to work with ___________ to quickly maximize his/her talents and effectiveness for the company?

NETWORKING

What other person(s) know ___________?

Name: ___________ Name: ___________

Title: ___________ Title: ___________

Location: ___________ Location: ___________

Telephone: ___________ Telephone: ___________

OVERALL RATING: