

## Reference Checking Questions from HR Magazine, June 2000:

### Just the facts

- What were the candidate's dates of employment?
- What was the candidate's general responsibilities?
- What is your relationship to the candidate (peer, subordinate, superior)?
- How long have you known the candidate?

### On the job

- How would you describe the overall quality of the candidate's work? Can you give me some examples?
- (For superiors) What areas of performance did you have to work on?
- What would you say are the candidate's strengths?
- What would you say are the candidate's weaknesses?
- How would you compare the candidate's work to the work of others who performed the same job?
- What kind of environment did the candidate work in?
- How much of a contribution do you think the candidate made to your organization or department?
- How would you describe the candidate's ability to communicate?
- How does the candidate handle pressure/deadlines?
- How well does the candidate get along with co-workers?
- How well does the candidate supervise others? Can you give me your impressions of his/her management style? Describe the candidate's success in motivating subordinates.
- How does the candidate handle conflict situations?
- Based on the candidate's performance with your company, do you think he/she would be good in the type of position we're considering him/her for?
- What motivates the candidate? How ambitious is he/she?

### The bottom line

- Why did the candidate leave your organization?
- Would you rehire this person?
- Would you recommend this candidate for this type of position?
- What type of work is the candidate ideally suited for?
- Were there any serious problems with the candidate that we need to be aware of before making a hiring decision?
- Do you have any additional information to share with us about this candidate?