

REFERENCE QUESTION SAMPLES

- 1) How long have you (did you) supervise the candidate? Verify dates of employment/supervision.
- 2) What was the nature of the candidate's job when he/she worked for you?
- 3) Does the candidate possess any specialized knowledge and or skills? If so, please discuss.
- 4) What is the candidate's ability to interpret/apply reference material?*
- 5) What is the candidate's ability to independently research problems?*
- 6) Is there any training that could be offered to the candidate to improve a particular skill or quality? If so, what would it be?
- 7) What is the candidate's ability to work under pressure?*
- 8) What is the candidate's ability to accept change?*
- 9) How does/did the candidate perform with minimal supervision?*
- 10) Is/was the candidate willing to accept close supervision?*
- 11) Rate the quality of the candidate's work in comparison to others in the unit?*
- 12) Describe the strengths the candidate would bring to the Unit/Department.
- 13) Describe any shortcomings the candidate would bring to the Unit/Department.
- 14) What skills would you suggest could be worked on to improve overall performance?
- 15) Describe an example(s) of the candidate's working relationship with peers.
- 16) Describe an example(s) of the candidate's working relationship with management.

*These questions may tend to elicit more opinion than facts. Be clear that you are asking for factual information, not opinion. Ask for specific examples.

REFERENCE QUESTION SAMPLES CONTINUED

On a scale of 1-10, with 10 being outstanding, how would you rate the candidate's performance in the following areas:

- (a) Attendance*
- (b) Follows attendance reporting procedures
- (c) Punctuality
- (d) Dependability
- (e) Ability to follow instructions
- (f) Willingness to take on responsibility
- (g) Degree of supervision needed
- (h) Level of detail and accuracy in work
- (i) Organization of work
- (j) Ability to communicate in writing/verbally
- (k) Ability to prioritize work
- (l) Ability to meet deadlines
- (m) Ability to accept constructive criticism

USE WITH CAUTION

- 1) Have you ever taken or contemplated taking disciplinary/adverse action against this employee? Please elaborate.
[Note: An applicant whose prior discipline was withdrawn pursuant to settlement, or other means, may state on an application that no action was taken]
- 2) Do you have any reservations about recommending the candidate for this job? If yes, please explain.
- 3) Would you rehire him/her if you had the opportunity? If no, please explain.
- 4) Are there any other *work related factors* that we should consider in making a decision to hire this candidate?
[Note: Be sure to specify "work related factors" and redirect the reference provider if any inappropriate personal or protected information is offered]