

INSTRUCTIONS TO HIRING MANAGERS

The following questions provide a starting point for checking an applicant's professional references. These questions are suitable to most positions. You should add additional questions as necessary to reflect the position and applicant in question. However, make sure you avoid areas of inquiry that could reveal protected characteristics that form a discriminatory basis for employment decisions.

Before posing questions, identify yourself, your position with the Company, and the reason why you are calling. If a reference is reluctant to talk, offer to fax or mail the consent form obtained from the applicant.

INTERVIEW QUESTIONS FOR THE REPRESENTATIVE

Name of Person Interviewed: _____

Job Title: _____

Company Where Employed: _____

Interviewer: _____

Date of Interview: ____ / ____ / ____

INTERVIEW QUESTIONS ABOUT THE APPLICANT

Could you describe your relationship with the applicant and how long he/she worked for your company?

What position(s) did the applicant hold with your company?

What types of responsibilities did the applicant handle in that position, and which ones were most important?

What aspects of the job did the applicant handle particularly well?

In which areas of the job was the applicant unskilled or could have benefited from additional training or experience?

How would you say the applicant got along with peers, subordinates, supervisors, customers or clients?

How much and what type of supervision did the applicant need?

Could you describe an occasion when the applicant had a high-pressure project or task and how he/she handled that?

Compared to other workers holding similar positions, how did the applicant perform?

Would you hire this person for the same position again? Why/why not?

The position the applicant has applied to is [describe]. Do you feel the applicant is suited for this? Why/why not?

What aspects of this position do you think the applicant might find difficult or need additional training to handle?

How well would you rate his/her verbal and written skills?

How would you describe his/her job performance including strengths and weaknesses?
