

## Reference Check Guidelines

- A reference check must be completed with the applicant's current and former supervisors for all finalists.
- The interview is the best place to identify the key people (boss/peers/subordinates) in a candidate's work life. Seek permission to check references during the interview. All applicants interviewed must complete and sign the Employment Application form.
- Take time to establish rapport with the party you are calling. Tell the party about the position for which the applicant is being considered. Promise total confidentiality and honor that promise.
- Use the same questions for each applicant. Be consistent. Keep written documentation of questions asked and answers given for each applicant.
- When a contact is reluctant to discuss certain factors, follow-up and probe further. Obvious pauses might indicate that additional information could be obtained with further questions. Try asking open-ended questions. A good question to ask is "Is there anything else that you think I should know about the candidate that would be helpful in assessing his or her candidacy for the position we have open?" Then listen carefully.
- Complete a Reference Check Questionnaire on all final candidates.