



### Professional Reference Checks

HR-Talent Acquisition created this framework, which can be customized based upon unit or divisional business need. These questions reflect benchmarking with our Ivy Peer Group, researching best practices in higher education, and HR-Talent Acquisition's continued efforts to brand The University of Chicago as an employer of choice.

- Apply these guidelines universally, reflective of both internal and external candidates.
- Remember to give candidates advanced notice that you will be checking their references.
- Introduce yourself and explain purpose of the call. Confirm it is a convenient time to discuss.
- Describe the position for which the applicant has applied.
- Confirm the relationship between the reference and candidate.
- Be consistent. Ask the same questions for all final candidates and weigh the information equally; what disqualifies one candidate should be the basis for disqualifying any other candidates.

Requisition #: \_\_\_\_\_ Position: \_\_\_\_\_

Applicant Name: \_\_\_\_\_

Reference Name: \_\_\_\_\_ Reference Phone #: \_\_\_\_\_

Date Completed: \_\_\_\_\_ Unit Name: \_\_\_\_\_

Reference Check Completed By: \_\_\_\_\_

1. In what capacity did you work with the candidate (i.e., nature and length of relationship)?
  
2. What are/were his/her key contributions or impact on the organization (examples)?
  
3. From your perspective, do you believe the candidate is qualified to assume these new roles and responsibilities? Why or why not?

4. Describe the company culture where you worked together (i.e., fast paced, entrepreneurial, relaxed, highly competitive). Did the candidate thrive in this environment? Why or why not?
5. Describe the candidate's political acumen. How did/does the applicant develop relationships with his/her peers, managers and or clients?
6. What is his/her conflict resolution approach?
7. What type of work environment does he/she need to succeed?
8. Does the candidate take initiation, or wait for instruction? How independently does the candidate work, as opposed to checking in with stakeholders and supervisor?
9. What areas of development could the candidate focus on? How does the candidate respond to feedback?
10. If you were to provide advice on how to best guide or manage this person, what would it be?
11. Why did the candidate leave your organization? Is the candidate eligible for re-hire in your organization? Would you hire or want to work with this candidate again?
12. Are there additional considerations which would impact our decision to move the applicant forward in the talent acquisition process?

Thank you so much for your time and perspectives.