**Factors to consider Before Checking References**

* All questions should be job related. It is illegal to ask questions of the person providing the reference that cannot legally be asked of applicants.
* References should be asked the same set of questions. It is often beneficial to ask references to respond to specific questions via letters of reference.

**Factors to consider while Checking References**

* Identify yourself immediately, explain your position with NAU, and tell the person why you are calling about the candidate.
* Ask whether he/she is free to respond to reference questions at this time.
* Assure the contact that any discussion you have will be held in confidence.
* Try to establish rapport with the person you are calling. Many times a freer exchange of information comes about when the individual you are calling identifies with your organization, and/or your position.
* Describe the position for which the candidate is being considered. A better evaluation can be determined if made in a relation to a specific job.
* Let the person talk freely in answering for as long as he/she wishes without interruption. An interruption could shut off further information.
* Follow up and probe when you feel the reference is reluctant to discuss certain factors. An explanation of why you are asking a specific question could elicit the information you want.
* Be alert for obvious pauses in answering when you ask questions: often these are a sign that further questioning may bring additional information you may not have otherwise received.
* If the position you are hiring for is a safety/security sensitive position, ask questions to determine whether the candidate has held similar levels of responsibility so that you can evaluate the potential risks involved in hiring the candidate in this sensitive position.
* Do not hang up until you are sure that you are clear about the opinion of the person contacted. Ambiguous answers are common. The person called may provide very little useful information. One technique that often works is to summarize the conversation by making either of the following statements: “I take it that you do not recommend the candidate for the position?” or “I take it that you highly recommend the candidate for the position?” Sometimes one or the other of these summary statements evokes the responses you need.
* Be sure to thank your contact for his/her help.

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| **Applicant Name** |  |
| **Position Title** |  |
| **Vacancy #** |  |

* Please verify employment for the past **7** years.
* Please perform *at least* **3** professional reference checks.
* If you need additional space, please attach a separate sheet of paper.

Employment Verification: (Please verify employment for the past 7 years)

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| ***Employer #1*** |
| Date of 1st Attempt |  | Date of 2nd Attempt |  | Date of 3rd Attempt |  |  |
| Organization Name: |  |  |
| Applicant’s Position Title |  |  |
| Dates of Employment |  | to |  |  |
| Ending Salary | *$* | Is the individual eligible for rehire? | *[ ]  Yes* *[ ]  No* |  |
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| ***Employer #2*** |
| Date of 1st Attempt |  | Date of 2nd Attempt |  | Date of 3rd Attempt |  |  |
| Organization Name: |  |  |
| Applicant’s Position Title |  |  |
| Dates of Employment |  | to |  |  |
| Ending Salary | *$* | Is the individual eligible for rehire? | *[ ]  Yes [ ]  No* |  |
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| ***Employer #3*** |
| Date of 1st Attempt |  | Date of 2nd Attempt |  | Date of 3rd Attempt |  |  |
| Organization Name: |  |  |
| Applicant’s Position Title |  |  |
| Dates of Employment |  | to |  |  |
| Ending Salary | *$* | Is the individual eligible for rehire? | *[ ]  Yes [ ]  No* |  |
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Reference Check: (Perform at least 3 professional reference checks)

*Sample questions – choose any questions which will assist in your review, add or remove as applicable to the position or add your own. If you have any questions, please contact your HR Employment and Compensation Analyst.*

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| ***Reference Contact #1:*** |  |
| **Name** |  | **Phone #** |  |  |
| **Title** |  |  |
| **Company** |  |  |
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| In what capacity, and how long have you been associated with |  | ? |
|  | *Applicant’s Name* |  |
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| Describe your experience supervising |  | . |
|  | *Applicant’s Name* |  |
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| Have you had an occasion to witness |  | ability to work on a team? Please describe. |
|  | *Applicant’s Name* |  |
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| What unique talents/skills has |  | brought to your organization? |
|  | *Applicant’s Name* |  |
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| Explain how  |  | deals with multiple deadlines/projects. |
|  | *Applicant’s Name* |  |
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| Please describe how  |  | handles stressful situations. |
|  | *Applicant’s Name* |  |
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| Have there been any performance issues with  |  | during the time he/she reported to you? |
|  | *Applicant’s Name* |  |
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| Please describe  |  | performance related to reliability. |
|  | *Applicant’s Name* |  |
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| Please describe how  |  | handles constructive criticism and feedback? |
|  | *Applicant’s Name* |  |
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| Based on the way I have described this position, please tell me how you would assess  |  |
| ability to perform in this position. | *Applicant’s Name* |
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| Please describe  |  | performance as it relates to being results-oriented. |
|  | *Applicant’s Name* |  |
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| Please describe  |  | communication skills, both written and oral. |
|  | *Applicant’s Name* |  |
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| What one thing about  |  | experience, skills and work style would change if you could? |
|  | *Applicant’s Name* |  |
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| What one thing about  |  | experience, skills and work style would you *not* change? |
|  | *Applicant’s Name* |  |
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| ***Reference Contact #2:*** |  |
| **Name** |  | **Phone #** |  |  |
| **Title** |  |  |
| **Company** |  |  |
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| In what capacity, and how long have you been associated with |  | ? |
|  | *Applicant’s Name* |  |
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| Describe your experience supervising |  | . |
|  | *Applicant’s Name* |  |
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| Have you had an occasion to witness |  | ability to work on a team? Please describe. |
|  | *Applicant’s Name* |  |
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| What unique talents/skills has |  | brought to your organization? |
|  | *Applicant’s Name* |  |
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| Explain how  |  | deals with multiple deadlines/projects. |
|  | *Applicant’s Name* |  |
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| Please describe how  |  | handles stressful situations. |
|  | *Applicant’s Name* |  |
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| Have there been any performance issues with  |  | during the time he/she reported to you? |
|  | *Applicant’s Name* |  |
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| Please describe  |  | performance related to reliability. |
|  | *Applicant’s Name* |  |
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| Please describe how  |  | handles constructive criticism and feedback? |
|  | *Applicant’s Name* |  |
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| Based on the way I have described this position, please tell me how you would assess  |  |
| ability to perform in this position. | *Applicant’s Name* |
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| Please describe  |  | performance as it relates to being results-oriented. |
|  | *Applicant’s Name* |  |
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| Please describe  |  | communication skills, both written and oral. |
|  | *Applicant’s Name* |  |
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| What one thing about  |  | experience, skills and work style would change if you could? |
|  | *Applicant’s Name* |  |
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| What one thing about  |  | experience, skills and work style would you *not* change? |
|  | *Applicant’s Name* |  |
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| ***Reference Contact #3:*** |  |
| **Name** |  | **Phone #** |  |  |
| **Title** |  |  |
| **Company** |  |  |
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| In what capacity, and how long have you been associated with |  | ? |
|  | *Applicant’s Name* |  |
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| Describe your experience supervising |  | . |
|  | *Applicant’s Name* |  |
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| Have you had an occasion to witness |  | ability to work on a team? Please describe. |
|  | *Applicant’s Name* |  |
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| What unique talents/skills has |  | brought to your organization? |
|  | *Applicant’s Name* |  |
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| Explain how  |  | deals with multiple deadlines/projects. |
|  | *Applicant’s Name* |  |
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| Please describe how  |  | handles stressful situations. |
|  | *Applicant’s Name* |  |
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| Have there been any performance issues with  |  | during the time he/she reported to you? |
|  | *Applicant’s Name* |  |
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| Please describe  |  | performance related to reliability. |
|  | *Applicant’s Name* |  |
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| Please describe how  |  | handles constructive criticism and feedback? |
|  | *Applicant’s Name* |  |
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| Based on the way I have described this position, please tell me how you would assess  |  |
| ability to perform in this position. | *Applicant’s Name* |
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| What one thing about  |  | experience, skills and work style would change if you could? |
|  | *Applicant’s Name* |  |
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| What one thing about  |  | experience, skills and work style would you *not* change? |
|  | *Applicant’s Name* |  |
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