



## Reference Check Guidelines

At least two reference checks are required for hiring an employee at the University of Richmond. When you check references, please use the guidelines and questions below. Once you've selected your top candidate, complete the Justification to Hire form and send it to your Talent Acquisition Specialist. Your Talent Acquisition Specialist will also conduct a thorough background check once an offer is made to your top candidate.

### Guidelines

- Check references on only those candidates under serious consideration after final interviews.
- Inform the candidate that you plan to check references and get their verbal okay to do so.
- Call references that have worked with the candidate and who can speak about their work and performance.
- Be friendly and professional. Provide your name, title, organization, and state the reason for your call.
- **Limit your questions to verifiable job-related information.** It is not appropriate to ask about areas not related to on-the-job performance (these include questions about hobbies, social activities, religious or political beliefs, marital status, children, residence, medical status or disability, and any past legal actions).
- If you check more than one reference, make sure you ask the same questions about each candidate.
- Assure the person you're speaking with that any information provided will be shared only with those involved in the hiring process and not otherwise disclosed.

### Sample Questions:

1. What were the dates of his/her employment with your organization? How long did you work with him/her and in what capacity?
2. What were his/her primary job responsibilities?
3. How would you describe his/her overall performance?
4. What were his/her strongest skills and competencies?
5. What were some development areas for him/her?
6. How would you describe the quality of his/her work?
7. How would you describe his/her work style? Communication style?
8. How would you characterize his/her technical skills? Interpersonal skills?
9. What level of supervision did he/she require?
10. Comment on his/her level of responsibility and dependability.
11. What was the most memorable contribution he/she made at your organization?
12. What were the circumstances surrounding this employee leaving your organization?
13. Would you rehire him/her?
14. Is there anything else you feel we should know about him/her?