



QUESTIONS TO ASK IN A REFERENCE INTERVIEW

1. Could you rely on his/her attendance?
2. Was he/she punctual?
3. What were the candidate's responsibilities in order of importance?
4. Was he/she capable of handling each and every one of these effectively?
5. How would you rate the candidate's quality and volume of work?
6. How would you rate the candidate's behavior?
7. How would you characterize the relationship between the candidate and his or her staff?
8. What were the candidate's principal strengths? Outstanding successes? Significant failures?
9. What was the most effective way to motivate the candidate?
10. How would you compare the candidate's performance to that of others with similar responsibilities?
11. How did the candidate work with other people?
12. How did you feel about the candidate's management practices?
13. How would you describe the candidate's success in training, developing, and motivating subordinates?
14. What could the candidate have done to produce better results?
15. What would subordinates say about the candidate?
16. What does the candidate need to do to for continued professional growth and development?
17. What other information do you have that would help to develop a more complete picture of the candidate?
18. If there were one thing I could do to help improve the candidate's performance in a job similar to the one he/she was employed at your firm, what might it be?
19. If the situation were to present itself, would you rehire the individual to the same job at the same salary?

Remember these questions are being answered by person. They are from their perspective and include their agenda. Two things you probably know nothing about.