

The format and questions below provide a sample to follow when checking references on the finalist(s). If you have a preferred format, please feel free to use it, but remember that the questions must not cross into areas that are protected by federal law, nor should they be unrelated to knowledge, skills, abilities, and experience related to performing the job. In addition, the appropriate administrator must disregard any comments relating to ethnic background, age, disability, and/or any protected characteristic.

Name of Applicant	Position
Name of Reference	Phone #
Relationship of Reference to Applicant	

1.	(Applicant) states that he/she was employed with _____ your company or university as a:		
	Is that correct?	Yes	No
2.	For what work was he/she responsible?		
3.	If a manager or supervisor, how many employees did he/she supervise?		
4.	Describe his/her attitude about work and talk about the working relationship he/she had with employees and his/her supervisor.		