

# REFERENCE CHECK FORM

## Instructions

1. Prior to contacting references, candidate must complete and sign the Personnel Reference Authorization Form.
2. Ask all reference contacts the same questions.
3. Attach this form and Personnel Reference Authorization Form to the application.

## Candidate Information

(Complete prior to contacting reference.)

Name:

Phone Number:

Position Applied For:

## Reference Information

(Complete known information prior to contacting reference.)

Contact Person:

Title of Contact:

Phone Number:

Company:

Association to Candidate:

Length of time reference has known/supervised candidate:

## General Information

(Recommend gathering this information for all positions.)

1. What were/are their job duties?
2. Did they receive any promotions while employed at the job/agency?
3. What are their strengths? Please give examples.
4. In what area(s) might they need to develop? Please give examples.
5. What do you think are their reasons for leaving job/agency?

**Notes:**

## Important Competency Evaluation

(Suggested at all levels - DGS Values and additional key competencies.)

On a scale of 1-5, (one being the lowest) please rate the behavior indicators associated with the following values/competencies and provide comments when applicable.

### **Integrity**

Treats others fairly and with respect

Takes responsibility for own work, including problems and issues

### **Accountability**

Follows through on commitments

Respects the confidentiality of information

Displays honesty and is forthright with people

Carries their fair share of the work load

### **Teamwork (Collaboration)**

Participates as an active and contributing member of a team to achieve goals

Works cooperatively with other team members

### **Communication**

Clearly conveys and receives information and ideas to and from individuals and groups

Keeps others informed as appropriate

### **Customer Service**

Makes customers and their needs a primary focus

Shows interest in and understanding of the needs and expectations of internal and external customers

Gains customer trust and respect and meets or exceeds their expectations

### **Excellence**

Sets high quality work standards and well-defined realistic goals

Displays a high level of commitment towards completing assignments timely and accurately

Attendance and work habits (punctuality, use of breaks/lunch hours)

### **Innovation**

Works towards creating solutions that include multidivisional participation

Demonstrates a positive attitude towards creating innovative way of improving processes

Possess an entrepreneurial spirit with an ability to succeed in an ever-changing and competitive marketplace

### **Adaptability/Flexibility**

Adapts well to changes in assignments and priorities

Adapts behavior or work methods to, new information, changing conditions, unexpected obstacles

Approaches change positively and adjusts behaviors accordingly

### **Stress Management**

Remains calm under pressure

Handles several problems or tasks simultaneously

Maintains a sense of humor under difficult circumstances

## Technical Competency Evaluation

(Review each and ask those that are relevant to the position.)  
(Example - number five may not be relevant to all positions)

1. Were they able to work independently and accomplish tasks without close supervision? (Results Oriented)
2. In your experience, did they ever use technology to simplify or streamline tasks? If so, can you provide an example? (Applies Technology to Tasks)
3. Were they open to learning new technology to enhance the job? If so, can you please provide examples if possible? (Applies Technology to Tasks)
4. How would you describe their writing skills? (Written Communication)
5. How would you describe their awareness of technical/professional best practices? (Technical/Professional Knowledge and Skills)
6. How would you describe their analytical skills? (Analytical Thinking)
7. How would you describe their ability to:
  - a. Demonstrate an understanding of new information, (Learning)
  - b. Look at situations from multiple perspectives to develop new approaches, (Creative Thinking)
  - c. Anticipate possible problems and develop contingency plans, (Forward Thinking)
  - d. Effectively present ideas, information and materials to individuals and groups, (Formal Presentation Skills)
  - e. See the "big" picture, (Global Perspective)
  - f. Develop, maintain, and strengthen positive relationships with their peers and the leadership team (Interpersonal Skills)

### Notes:

## Leadership Competency Evaluation

Suggested for all levels of leadership, review each and ask those that are relevant to position.

(Example – number 4b may not be relevant to all positions)

1. How many people did they supervise and at what levels? (General Information)
2. How would you describe their managerial or supervisory style? (General Information)
3. Would you describe this person as a strategic thinker, and why? (Vision and Strategic Thinking)
4. How would you describe their ability to;
  - a. Gain others' support for ideas, proposals, projects, and solutions and give an example (Influencing Others)
  - b. Make tough decisions? (Decision Making)
  - c. Delegate responsibility, work with others, and coach them to develop their capabilities (Developing Others)
  - d. Allow employees the freedom to decide how they will accomplish their goals/resolve issues (Empowering Others)
  - e. Plan, schedule and direct work of self and others (Managing Work)
  - f. Understand the workings and culture of the organization (Organizational Awareness)
  - g. Provide guidance and feedback to help staff accomplish their goals, a task or solve a problem (Mentoring)
5. Did they do any of the following and can you give any examples:
  - a. Hiring
  - b. Establishing Job Duties/Expectations
  - c. Evaluating Performance
  - d. Preventing, managing, and/or resolving conflict

## Wrap Up Questions

(Recommend this information be collected for all positions.)

1. As the previous employer, would you rehire this candidate?
2. Additional Questions or Comments (please specify)

### Notes:

References Checked By – Signature

Date