



Employment Reference Check

The direct supervisor should conduct at least three (3) references for the candidate selected as the finalist for the position. Please be sure to notify the candidate that you will start conducting references to ensure the candidate has shared with their direct supervisor that you will be calling, as this may impact the candidate's current employment. CCP policy requires that the candidate's most recent supervisor be contacted as one of the references. While we prefer supervisors for the other two (2) references, there might be situations in which that is not possible. In those situations, HR accept other professional references who may not have been a direct supervisor but is considered a professional reference. Once completed, please return the (3) completed reference forms to Human Resources.

Directions and Sample Questions:

Describe the CCP position for which the candidate is being considered. When conducting references, please be consistent by asking the same questions to each reference. Be sure to ask at least 3-5 open-ended questions that relate directly to the job performance specific to the position the candidate is a finalist for at CCP. Sample questions are below:

- How long have you known the candidate and what was your relationship to the candidate?
- What was the candidate's beginning and end dates of employment?
- What was the candidate's most recent job duties?
- Based on the position the candidate is being considered for at CCP, how do you feel the candidate's skills, prior duties, and performance might align with this position?
- Considering the position, the candidate is being considered for, what aspects of this role do you think the candidate will excel?
- Are there areas of the position the candidate is being considered that you think the candidate might need additional support/resources in order to be successful?
- Was the candidate a team player in their current/previous role? How did the candidate get along with peers and supervisors?
- How would you describe the candidate's overall performance?

If the candidate is being considered for a leadership role at CCP, consider asking the following:

- Please describe the candidate's leadership, managerial, or supervisory skills.
- Did the candidate manage employee's in their previous role? If so, how many employees? How was their management style received by reporting employees?
- How well did this person manage crisis, pressure or stress?
- What would you say the candidate's key accomplishments or impacts had on the organization?
- How does that candidate handle difficult situations and work to resolve conflict?



Employment Reference Worksheet

Candidate's Name:	Date:
CCP Administrator Name/Title Conducting the Reference:	Applicant Position Title:
Hiring Department:	

Reference:

Reference Name, title, and Organization:	Phone number:
Candidate's last Job Title confirmed as:	Eligible for rehire? <input type="checkbox"/> Yes <input type="checkbox"/> No
Relationship to Candidate:	E-mail (if available):
Reason for employee leaving prior organization:	



REFERENCE NOTES *(please submit one completed form for each reference to HR):*

Ask the reference if they had any concerns regarding the following:	Yes*	No
Attendance, punctuality or reliability, other than for legitimate medical or family leave reasons?	<input type="checkbox"/>	<input type="checkbox"/>
Integrity or effectiveness in handling the organization's resources for which they were responsible?	<input type="checkbox"/>	<input type="checkbox"/>
Integrity or effectiveness in the professional interactions or which they were responsible?	<input type="checkbox"/>	<input type="checkbox"/>
The ability to accept responsibility or maintain productivity on the assignments for which they were responsible?	<input type="checkbox"/>	<input type="checkbox"/>
The ability to exhibit maturity, composure, or professional conduct under typical job stresses or challenges?	<input type="checkbox"/>	<input type="checkbox"/>
The ability to adapt successfully to new or changing work situations, people, ideas, or structures?	<input type="checkbox"/>	<input type="checkbox"/>
* If yes to any, note referee's comments or concerns:		

Would you hire or want to work with this person again?
 Yes No (If no, then why?)

Do you have any other comments about whether you would recommend this person for this position at CCP?