

**UNT System Reference Check Guidelines** (Executive)

To help hiring managers with checking references, UNT System Talent Acquisition offers the following guidelines:

1. Professional references should consist of a former supervisor, co-worker or vendor/client. At minimum, there should be two references checked for external candidates and one reference for internal candidates.
2. Reference checks are not to be conducted until the interview process is complete. You should state during the interview with a job applicant that references will be checked. Also, don’t just rely on letters of reference or personal references provided by the job applicant.
3. The hiring manager should conduct the reference check themselves because he or she is most familiar with the information received from the candidate and the responsibilities of the job.
4. To gain as much information as possible, let the person speak without interrupting.
5. Ask only job-related questions and document answers on the form. Avoid questions that can be answered "yes" or "no."

There are many personal questions you must avoid when conducting a reference check. If you have doubts as to whether you should ask a question, don’t.

**Questions you should avoid:**

1. Does the candidate have any disabilities or health problems?
2. Is the candidate married or have children?
3. Has the candidate made childcare arrangements?
4. Financial questions, such as: Does the candidate own a vehicle?

For additional assistance, please contact your UNT System Talent Acquisition team. [talentacquisition@untsystem.edu](mailto:talentacquisition@untsystem.edu)

Retain with the hiring records for the position.

**Reference Check for Executive Position:**

Candidate name: Date:

Reference name: Reference phone number:

Reference email address:

Reference company name:

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| 1. What was your relationship to the candidate? How long have you worked with them and at what organization? |  |
| 2. Give me an example of them being results driven. |  |
| 3. What was [candidate name] like to work with? What would his/her direct reports say if asked this same  question? |  |
| 4. Have you worked with other [job title of position] in the past? How does [candidate name] compare  to those individuals? |  |
| 5. What was the size of the team they managed? Define his/her leadership style. Did they promote employees within or out of their area? |  |
| 6. How would you rate his/her communication skills, both in writing and in formal presentations? |  |
| 7. What was [candidate name] greatest accomplishment that you witnessed? |  |

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| 8. What is an opportunity for growth for him/her? How well does he/she take criticism? |  |
| 9. How do they manage conflict? |  |
| 10. Would you re- employ/work with again, if you had a suitable opening? Why or why not? |  |
| 11. Is there anything else you would like to share about [candidate name]? |  |

Retain with the hiring records for the position.