

APPENDIX C
REFERENCE CHECKS/TELEPHONE CONVERSATION NOTES

Reference Checks/Telephone Conversation Notes

Name of Candidate _____

Name of Caller _____

Name of Reference _____

Title _____ Organization _____

Date Called _____ Phone Number _____

| Questions | Notes |
|--|--|
| <p>1. How long have you known _____ (Candidate Name) ?</p> <p>In what capacity?</p> <p>How do/did you come in contact with him/her on the job?</p> <p>Could you briefly describe his/her strengths and weaknesses?</p> | <p>Known for how long? _____</p> <p>Capacity: _____</p> <p>Contact: _____</p> <p>Strengths: _____</p> <p>Weaknesses: _____</p> |
| <p>2. What is his/her leadership style?</p> <p>To what extent does _____ (Candidate Name) seek advice from others in making decisions?</p> | <p>Leadership style: _____</p> <p>Degrees of participation: _____</p> |
| <p>3. How is _____ (Candidate Name) perceived:</p> <p>A. By people within his her office?</p> <p>B. By the faculty?</p> <p>C. By the administration?</p> <p>D. By students?</p> | <p>A. _____</p> <p>B. _____</p> <p>C. _____</p> <p>D. _____</p> <p>Give examples: _____</p> |

| Questions | Notes |
|---|---|
| 4. Would this person be better described as an “innovator” or a “fine tuner”? | Innovator _____ Fine Tuner _____ Give examples: _____ |
| 5. How would you assess his/her ability to retrieve data and generate reports? | |
| 6. A. How do you assess the personal energy level of _____ (Candidate Name) ? B. Can he/she handle stress? C. Can he/she handle criticism? | A. Energy level: _____ B. Handling stress: _____ C. Handling criticism: _____ Give examples: _____ |
| 7. How well does _____ (Candidate Name) relate to the following groups: A. By the faculty? B. By the administration? C. By students? | A. _____ B. _____ C. _____ |
| 8. What do you see as _____ (Candidate Name)'s long term career plans? | |
| 9. Would you comment on _____ (Candidate Name)'s ability to attract and retain high quality people? (Staff and volunteers) | |

| Questions | Notes |
|--|---|
| <p>10. How would you rate ___ (Candidate Name) on:</p> <p>A. Loyalty?</p> <p>B. Integrity?</p> <p>C. Judgment?</p> <p>D. As a team player?</p> <p>E. As a communicator?</p> <p>F. As an organizer?</p> | <p>A. _____</p> <p>B. _____</p> <p>C. _____</p> <p>D. _____</p> <p>E. _____</p> <p>F. _____</p> |
| <p>11. A. Why you do think ___ (Candidate Name) wants the position of _____ _____ at ETSU?</p> <p>B. Is there any reason that you know of why this person wants to leave his/her present position?</p> | <p>A. _____ _____</p> <p>B. _____ _____</p> |
| <p>12. Is there anything about ___ (Candidate Name) that you feel would cause another refer- ence person to be cautious or hesitant about recommending him/her for this position?</p> | |
| <p>13. Is there anything else you may want to add?</p> | |
| <p>14. Overall, would you recommend ___(Candidate Name)___ for the position of _____?</p> | |

Note: In case additional references are desired, the committee should contact the applicant for additional names. Or, if the committee desires to contact a certain person, prior approval should be obtained from the applicant.