

**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>

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<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>
<p><b>Questions</b></p>	<p><b>Notes</b></p>
<p>4. Would this person be better described as an "innovator" or a "fine tuner"?</p>	<p><b>Innovator</b> _____ <b>Fine Tuner</b> _____</p> <p><b>Give examples:</b></p> <p>_____</p> <p>_____</p>
<p>5. How would you assess his/her ability to retrieve data and generate reports?</p>	
<p>6. A. How do you assess the personal energy level of (Candidate Name)?</p> <p>B. Can he/she handle stress?</p> <p>C. Can he/she handle criticism?</p>	<p>A. Energy level: _____</p> <p>B. Handling stress: _____</p> <p>C. Handling criticism: _____</p> <p>Give examples: _____</p>

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<p>7. How well does (Candidate Name) relate to the following groups:</p> <p>A. By the faculty?</p> <p>B. By the administration?</p> <p>C. Students?</p>	<p>A. _____</p> <p>B. _____</p> <p>C. _____</p>
<p>8. What do you see as (Candidate's name)'s long term career plans?</p>	
<p>9. Would you comment on (Candidate's Name)'s ability to attract and retain high quality people?</p>	
<p><b>Questions</b></p>	<p><b>Notes</b></p>
<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 do you 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 reference 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.