# Template: References for recruitment purposes

A reference is based on the job specification and on any questions that have arisen during the interview

* Make sure to introduce yourself, the organization and tell the referee why you are calling
* Ask if the referee has got time, or if they wish to schedule a meeting later on
* Tell them briefly about the job position the candidate has applied for, tasks and responsibility

Ask if the referee has been informed by the candidate about your call?

You should contact at least two referees for each candidate. The references should not be older than five years and at least one of them should be a manager.

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| **Name of the candidate** |  |
| **Candidate for the position of** |  |
| **Name of referee** |  |
| **Phone number** |  |
| **The relationship between the position of the referee and the candidate** |  |
| **You worked together for the company** |  |
| **How would you describe your relationship to NN? Any contact outside of work?** |  |
| **How long have you known each other?** |  |
| **When did you stop working together and why?** |  |

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| **Can you tell me a little about NN´s tasks?**  *(incl. responsibilities, mandate, whom he/she reported to etc.)* |
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| **Any specific areas of responsibility?** |
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| **Participation in bigger projects/ development projects?** |
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| **Leadership position?** |
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| **How well did NN do in the time you worked together? How was the quality of NN’s completed tasks?** *(In accordance with the previous questions)* |
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| **Describe what you think of NN as a person**  *(Which of NN’s qualities and skills have been the most useful ones when working together?) Ask for specific examples of how NN would typically act)* |
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| **What would you say are NN’s strongest qualities?** |
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| **Which qualities do you think NN could develop further?** |
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| **How do you think other people who have worked with NN would describe him/ her?** |
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| **What is typical for NN compared with other people with similar positions?** *Ask for specific examples on how NN acts.* |
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| **Decisive personal skills, taken from the job specification**  *Ask the referee to give marks, 1-5 and ask for specific examples of how NN’s skills were clear or not.* | | | | | | |
| **Personal skills** | 1 | 2 | 3 | 4 | 5 | Comment |
| 1 |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |
| 5 |  |  |  |  |  |  |
| 6 |  |  |  |  |  |  |

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| **Would you employ/ work with NN again?** |
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| **Why did NN stop working at your company?** |
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| **We always ask some routine questions. I wonder if you have anything to comment on, or any suspicion regarding:** | | |
| Honesty | No  comment | Comment: |
| Addiction | No  comment | Comment: |
| Ability to be on time | No  comment | Comment: |

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| **Is there anything to comment on NN’s absence from work?** |
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| **Is there anything else you would like to add or things I should know about NN that I have not asked you about?** |
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| **What would you say about NN’s credibility?** |
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Thank the referee for his/ her time