

Reference Check Questions (used for **managerial** position)

Opening:

- ◆ Introduce self, why calling, need approximately 15 min.
- ◆ Will try to keep information confidential, but should applicant request, a summary of the information received will be provided to them.
- ◆ Describe position
- ◆ In what capacity have you know the applicant and for how long?
- ◆ I'd like first to focus on work style and general competencies then on actual technical knowledge.

Questions:

1. Would you describe candidate's:
 - ◆ Level of productivity, including volume, ability to meet deadlines and the quality of work
 - ◆ Initiative and how independently s/he works
 - ◆ Flexibility to handle changing priorities, constant interruptions, and work in a busy environment, serving many different individuals with varying needs
 - ◆ Judgment (determining appropriately what issues to bring to supervisor's (or others') attention
 - ◆ Ability to assimilate, interpret and apply policies and procedures consistently and creatively when needed and readily relay information on concise and accurate manner
2. With respect to candidate's interpersonal skills:
 - ◆ Has s/he consistently and effectively developed and maintained positive working relationships with his/her supervisors, peers, faculty and students?
 - ◆ Is s/he diplomatic in handling various interactions
 - ◆ What feedback or first-hand observations have you had regarding his/her interactions with individuals who may be difficult to work with?
 - ◆ Can you describe any conflicts s/he may have had with others and how they were resolved?
3. What style of supervision have you found to be the most effective and how well does s/he receives feedback?
4. With respect to candidate's supervisory, management and overall leadership skills, can you speak to:
 - ◆ Ability to manage own and others' time and set priorities effectively in complex environment and handle conflicting deadlines and competing demands?
 - ◆ Ability to manage multiple units
 - ◆ Ability to manage effectively in a large and changing organization
 - ◆ Ability to manage technical staff without personally having expertise in the areas of those individuals supervised
 - ◆ Ability to motivate and develop staff
 - ◆ Seen as hands-off or hands-on manager
5. Can you speak to his/her skills and experience in the following areas
 - ◆ Organizational and planning

- ◆ Analysis
 - ◆ Problem solving
 - ◆ Decision making
 - ◆ Communication (written and verbal)
 - ◆ Political acumen
 - ◆ Computer skills (including ability to use emerging technology for work solutions)
6. Has s/he consistently handled confidential information appropriately?
 7. For operational needs, it is crucial s/he be punctual and have regular and consistent attendance. Has this individual had any difficulties adhering to this type of schedule?
 8. How would you describe candidate's technical skills and experience in the following areas:
 - ◆ Short and long term academic planning
 - ◆ Curriculum and leave planning
 - ◆ Academic personnel
 - ◆ Financial planning and budget management
 - ◆ Facilities and space coordination
 - ◆ Graduate programs
 - ◆ Undergraduate programs
 - ◆ Development, public information and outreach
 9. In closing
 - ◆ What do you see as this individual's strengths and weaknesses?
 - ◆ If you were to hear in 6 months that this was not working out well, what would you anticipate might be the reason?
 - ◆ Is there anything else you would like to add that is important for me to know?
 - ◆ Would you rehire this individual?