Complete Reference Validation Form™

Reference Name: _____

Reference Title: _____

Company: _____

Contact Info: _____

Critical Issues	Relative Questions	Answer Helps To…	Comments
Introduction and understanding of relationships	Ask, "If you were to introduce this candidate to a small group of people…what would you say about him/her?" Notice the quality of their voice as they speak about the candidate.	_____ Listen carefully to how quickly the reference is able to capture and articulate thoughts about the candidate. Take lots of notes, as this is great information.	(Note: For a valid and reliable reference, you must qualify the individual you are speaking with and understand the depth and breadth of how well they know the candidate, as well as their working relationship.)
Work History and Education	What were the candidate's background, positions, and reporting relationships? Was the candidate promoted? Did the candidate receive any additional training? Are there other highlights from candidate's employment?	_____ Verify the candidate's background and years of past experience as they relate to the open position. _____ Verify levels of responsibility and future "promote-ability." _____ Verify how much time the reference actually spent working with or near the candidate.	

High Initiative and Self-Motivation	Can you provide some examples of how the candidate took initiative to produce results? Did the candidate proactively meet or exceed the needs of the job?	____ Verify the candidate's initiative and whether self-motivation is strong enough to meet your needs. ___ Verify how often the candidate went beyond the call of duty.	
Success Without Excuses	Could you describe, in detail, how the candidate was able to achieve success and meet expectations for a position? Can you provide some solid examples of the candidate's execution on difficult projects? Was the candidate recognized for contributions? Did he or she receive any awards?	____ Verify whether the candidate consistently met and/or occasionally exceeded execution expectations. ____ Verify the candidate's ability to learn, adjust, and compensate to consistently deliver flawlessly. ____ Verify level and frequency of exceeding expectations.	

Leadership of Teams	Please describe the size and scope of any team(s) he/she managed or participated on, related to the organizational chart? Can you give me one or two concrete examples of when the candidate led teams to achieve difficult tasks?	____ Verify the candidate's team leadership/participation abilities. ____ Verify the candidate's track record of leading cross-functional teams. ____ Verify the candidate's ability to build and motivate others within the organization.	
Compare Their Past Successes With Your Needs	Can you share one or two significant achievements this candidate achieved? (Probe for details: dates, people, issues, and results). Identify two or three of the most critical Key Deliverables that you want met. "We need _____ accomplished. Do you think he/she is up to the task? Why or why not?"	____ Verify the candidate's representation of same events in the interview. ____Verify track record of meeting and sometimes exceeding similar expectations. ____Verify examples and details to be sure the candidate's responses are in line with references responses.	

| Adaptability | How well did the candidate adapt to his/her new position when first hired?

What major obstacles did he/she overcome?

Ask about the resources/budgets available to the candidate?

Was the candidate instrumental in helping others adapt? | _____ Verify ability to adapt to new situations. Clarifies key differences from past environments and cultures.

_____ Verify ability to adapt and adjust to key differences with **your** available resources.

_____ Verify whether the candidate was able to assist others with adapting/changes. | |
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| **Overall "Fit" Personality and Style** | Whom did the candidate interact with on a regular basis?

How well did the candidate communicate with others?

Did the candidate develop strong relationships with others? | _____ Verify the scope of influence and levels of interaction.

_____ Verify how well the candidate "fit" in with others.

_____ Verify communication style and rapport with your firm. | |
| **Cultural Comparisons** | Could you please describe the company culture and environment? (Fast-paced, corp. friendly?) | _____ Compare previous culture with your company culture and environment. | |