



PRE-EMPLOYMENT REFERENCE CHECKING

FORM AND REQUIRED STEPS

For all new TAP Manager (and above) positions
(revised November, 2015)

Use this template to check your applicant's references when you are hiring for a new manager (or above) position. In addition to verifying employment, reference checks will help you verify the claims made by applicants in their interview, and help you make more informed hiring decisions.

Required Steps For Checking References

Step 1: Obtain reference details and contact info from your interviewees or short-listed applicants.

At the interview stage, ask your applicants for reference details and get their permission to contact them.

References must come from past or current employers of the applicant. In addition, references for the past 7 years must be obtained.

Be aware that some applicants may be reluctant to have their current employer know that they are applying for another job.

Step 2: Decide what you want to ask the references.

Before you contact the reference, you should check what factors you need to ask about first. For example:

- Are there any particular aspects of their resume, application or their interview that you want to verify?
- Do you have any concerns about the applicant's suitability that the reference may be able to provide clarification on?

Step 3: Contact the references.

Think about the best time to contact the references. For some references, you may need to consider arranging a specific time to talk where they won't be busy, and will have time to think about their answers.

Step 4: Send the completed references to HR.

When you're ready to request an offer letter, scan and send the completed reference check documents, along with the applicant's resume and/or completed application form.



TAP Pre-Employment (NEW HIRE) Reference Check

- This document must be used to check professional references for at least the past 7 years; for applicants for manager (and above) positions.
- Completed reference check documents must be sent to HR at the time you request them to prepare an offer letter.

Applicant's name:	Date:
Position applied for:	Time:
Reference's name & employer:	Title:
Reference check conducted by:	Reference's phone:
Introduction	Reference's Response
My name is <your name> and I'm calling to conduct a reference check for <name of applicant> who is being considered for a position with our Company. Your information has been provided to me by <applicant's name> and I would first like to check if you are prepared to provide a reference?	Yes or No
<i>Briefly explain the responsibilities of the job and the factors you will be assessing through the reference check</i>	

General Questions	Reference's Response
What is/was the nature of your relationship with the applicant?	
In what capacity is/was the applicant employed by your business?	
What were the dates of their employment?	From: _____ To: _____
What duties and responsibilities does/did the applicant have?	
What is/was the applicant's reason for leaving?	
General Performance Questions	Reference's Response
How would you describe the applicant's institutional and personnel leadership skills?	
What would you say are the applicant's strengths?	
Please describe the applicant's ability to work with senior leadership?	
What area(s) of development could the applicant focus on?	
Have you had any concerns with their performance? If yes, please explain when these issues were identified? When were they discussed with the individual? What are they doing to improve and what progress has been made?	
Can you comment on the applicant's: <ul style="list-style-type: none"> • Reliability • Punctuality • Attendance • Professionalism 	
In stressful situations, describe how the applicant reacted. Be specific	
Additionally, how does s/he handle difficult people? What is his/her conflict resolution protocol?	
Does the applicant always conduct his/her dealings with others in a tactful manner? explain	
If you were going to provide advice on how to best guide this person, what would it be?	
Be consistent and efficient	
Job-Specific Questions	Reference's Response
In this section, you should prepare your list of	

<p>questions based on the skills or attributes required for the job, and/or about specific discussion items that arose during your interview(s) with the applicant. For example:</p> <p><i>In this role, the applicant is required to be very organized to be able to manage a very busy distribution center.</i></p> <p><i>Please describe <applicant's name> ability to organize their workload?</i></p>	
<p>**Don't forget to "Probe" when asking job-specific questions**</p>	
<p>In Closing</p>	<p>Reference's Response</p>
<p>Would you hire or want to work with this individual again? If No, then why?</p>	
<p>Do you have any final comments?</p>	
<p><i>Thank you for taking the time to provide feedback. If you wish to provide any further information, you can contact me on <your contact information></i></p>	