**Reference Checklist**

* Ask candidate to provide two to three references and their contact information. Request at least two references be previous managers or supervisors. You want someone who can comment on the person’s performance.
* Obtain consent from the candidate to contact their references.
* Prepare a list of questions beforehand. All questions should be job-related.
* Ask open-ended questions that solicit explanation, as opposed to yes/no answers.
* Contact references and schedule a convenient time to speak. The conversation should be about 15 minutes.
* Speaking to references on the telephone is preferred, but if schedules and time do not permit, you can do a reference check by email.
* Start by explaining the role you are hiring for, so the person can answer questions in context.
* If information obtained contradicts with information the candidate provided in an interview, give the candidate an opportunity to explain before making a decision, especially if other references were positive.
* Be consistent in your reference checking process. Ask the same questions for all candidates.