**Professional References for Candidate: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

*Interviews Conducted on the Week of: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Prepared by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

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| **Question** | **Reference #1:****\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_****\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | **Reference #2:****\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | **Reference #3:****\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | **Reference #4:****\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
| **What was (Candidate’s Name) job title when working with you?** |  |  |  |  |
| **In what capacity did you work with him/her?** |  |  |  |  |
| **What are some key strengths that he/she brings to this position?** |  |  |  |  |
| **Describe his/her work style? How does he/she manage deadlines and assignments?** |  |  |  |  |
| **How does he/she handle administrative tasks? Is there a strong focus on the details?** |  |  |  |  |
| **What type of leadership does he/she best work under?** |  |  |  |  |
| **Can you describe his/her ability to build relationships with others? What have you observed about his/her flexibility?** |  |  |  |  |
| **Tell me about his/her listening skills. How does he/she listen to the needs and concerns of others?** |  |  |  |  |
| **Describe his/her general attitude and disposition.** |  |  |  |  |
| **How does he/she manage high-stress situations?** |  |  |  |  |
| **How does he/she handle decisions made by others that may not match his/her own thinking?** |  |  |  |  |
| **What would you see as (*candidate’s name)* development needs?** |  |  |  |  |
| **If you could, would you hire him/her again for the same position?** |  |  |  |  |
| **Anything else you would like to tell us about (candidate’s name)?** |  |  |  |  |
| **Other comments:** |  |  |  |  |