



Confidential External Reference Check

Human Resources

Confidentiality Statement

The following reference document will provide independent insight about a candidate's previous on-the-job performance. It verifies the information provided by the candidate on their resume and during the interview.

The University of Waterloo strives to provide an atmosphere of respect where employees are free from interference by other members of the University community. Therefore, all relevant information necessary in the execution of our responsibilities are treated strictly confidential.

Reference Advice and Guidance

Email the Referee to Make an Appointment for the Verbal Reference Call

- Ensure the reference call is conducted verbally (either in person or over the phone)
- Ensure the referee allocates enough time to address each of the questions. 15-20 minutes should be sufficient.
- Attach a copy of the job description for the referee in the email.

Initiating the Discussion

- Introduce yourself and the purpose of the call; make sure that it is a good time for the referee to proceed. Reschedule if necessary.
- Ensure the referee received the job description through email.
- Spend some time at the beginning of the call to share information about the role and some of the challenges and opportunities. Referees will provide you with better information if you provide contextual information. Try not to make assumptions that the referee knows about the position you are discussing.
- Prior to the call, learn a little bit more about the referee (if you can). Referees will provide great reference calls if they feel that you are engaged and know something about them as well.

During the Discussion

- Listen for incidents and behavioural examples rather than opinions. If you get vague responses or are not getting enough information, probe with phrases like: Can you give me an example? What did that look like? Tell me more.
- A referee may give subtle hints/examples of concerning behaviour and will likely offer more information if you ask for it, so remember to probe.
- Sometimes a referee may give you an example the candidate told you about in their interview – this is a great chance to validate the candidate's answer. For example, the depth of their involvement with a particular project.
- Validate their reason for leaving the company. Sometimes a candidate may say their contract ended when they were terminated.



Confidential External Reference Check
Human Resources

Reference completed by:

Date:

Candidate's full Name:	
Position Applied For:	
Referee's Name:	
Organization:	
Referee's Job Title:	
Reporting Relationship:	
Dates Reported to Referee:	
Reason for separation of employment:	

1. Can you please confirm the candidate's job title, while reporting to you?

2. What are the primary responsibilities of their current role, while reporting to you?

3. What would you describe as their most significant strengths?



Confidential External Reference Check

Human Resources

10. How would you rate this individual in the following areas?

Competency	Below Expectations	Meets Expectations	Exceeds Expectations	Comment behind rating
Managing change				
Customer/Client service				
Ability to work independently				
Technical skills related to the job				
Ability to multi-task/prioritize				

11. If we hire **X**, what advice do you have for the Hiring Manager, so they can be a more effective manager to them?

12. Do you have any current performance concerns about <name>?

13. Is there anything else we should know while they are still being considered for the position?

Comments: