

References should be stored in the candidate record once the interview team's access has been removed from the requisition.

## Internal Reference Check Documentation

(Manager, Colleague, Customer/Client)

**Candidate Name:**

**Current Position:**

**Current Department:**

**Position Applied For:**

**Hiring Manager:**

**Reference Name:**

**Reference Title:**

**Reference Contact (email/phone):**

**Date of Reference:**

**Recruiter Name:**

**Reference Method:**      **Phone**      **Video**      **In-Person**      **Other**

### Introduction

Thank you for taking the time to speak with me today. Before we get started, did you have a chance to review the position description that was shared? Give a brief overview of the role.

### 1. Relationship/Context

*Briefly describe how you know the candidate professionally.*

*In what capacity did you work together, and for how long? (peers, supervisor, cross-department)*

## **2. Strengths & Contributions**

*What does the candidate do especially well?*

*(List key skills, impact on team, accomplishments)*

## **3. Collaboration, Communication & Engagement**

*Please describe their communication (oral, written, listening) and work style (driver, organizer, collaborator, visionary)?*

*How do they handle feedback, stress, conflict?*

*What is it like to be on a team with them?*

#### 4. Development and Support

*Are there areas for development needed in their current role?*

*Where will they need development and support from leadership? Are there specific areas that they will need support in? (communication, project management, time management, leadership development, other)? Do they receive feedback well and proactively work to improve their skills?*

*What advice would you give their future manager to help motivate them and why?*

#### 5. Overall Impression - Comments

#### 6. Additional Notes

**Would you rehire or recommend hiring the candidate again?**

**Very likely**

**Likely**

**Would not rehire or recommend**

NOTE: This form is for internal reference checks only and must be stored securely in accordance with Cornell HR confidentiality and records policy. If the internal candidate is applying for a position requiring additional background checks, those steps must still be completed prior to hire.

If the internal candidate is applying for a position listed in the Appendix of Policy 6.6.2 or one requiring specific background checks, those steps must still be completed prior to hire.