**Reference Check Questions (Executive Director/Management)**

**Applicant: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_**

**Reference: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

1. How long have you known the candidate? In what capacity? (Supplemental questions: How directly were you involved with his/her work? E.g., did they report to you or you to them, were you a team member, did you complete their performance reviews, etc.)
2. What was his/her role and areas of responsibility?
3. What would you say are his/her greatest strengths?
4. How would you describe his/her leadership skills?
5. In this position we are looking for someone who is proficient in\_\_\_\_\_\_\_. (Describe characteristics or skills you are looking for, e.g., daily operations, budget/finance management, human resources management, program management, board support, etc.) ) \_\_\_\_\_\_\_\_\_\_\_\_. Can you comment on the level of competency the candidate has in these areas?
6. Can you provide an example of when and how s/he was involved in strategic planning and operationalizing the plan?
7. Did s/he supervise others? How many? How did her staff/team respond to his/her leadership?
8. How would you describe his/her people skills or emotional intelligence? Did people enjoy working with him/her and would former co-workers want to work with him/her again?
9. Did he/she have direct interactions with the Board? Is so, how would you describe their relationship? Did s/he foster an effective partnership with the Board? Was s/he open to feedback?
10. How would you describe his/her written and verbal communication skills? (Probe for comfort with public-speaking, if appropriate)
11. What was his/her ability and track record with implementing, managing and/or evaluating programs or projects? Did this involve identifying and developing external partnerships? Did s/he meet deliverables, on time and within budget?
12. This role is home-based and requires someone who can succeed with little supervision. Is this an environment in which you believe s/he would thrive? Any concerns?
13. In what areas do you feel the candidate may need further development or support?
14. Under what circumstances did s/he leave your company? If you had the opportunity, would you hire him/her again?
15. Is there anything else we should know about the candidate before we make a hiring decision?

**Comments:**

**Recommendation (proceed with offer, additional references, etc.):**