**[SAMPLE REFERENCE QUESTIONNAIRE]**

**Reference for Jane Doe**

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| **Question** | **Response** |
| 1. How do you know Jane? |  |
| 1. What about Jane most stands out to you? |  |
| 1. On a scale of 1 – 10, how effective was she? (What would have made her rate higher?) |  |
| 1. What did you consider to be the most significant contribution that she made to the company? |  |
| 1. What type of support did she need to be most effective? |  |
| 1. What are the skills and/or abilities in which she most excelled? |  |
| 1. What types of relationships were strongest for her? Which were not as strong? |  |
| 1. How would you describe Jane as a people manager? |  |
| 1. We don’t expect to hire the perfect person, but if Jane was hired, we would like to be prepared to reinforce her where needed. What do you see as an area of growth for Jane? (i.e. – what could she change that would make her even more effective? |  |
| 1. What was her typical response to frustration, stress, etc. |  |
| 1. What should someone know about Jane in order to work most effectively with her? |  |
| 1. What is the most important thing a boss should know about her? |  |
| 1. What would be the wrong environment for Jane? |  |
| 1. Of the people you have known in a similar capacity, how does Jane compare on a scale of 1 – 10? (If appropriate – “What would have made her rank higher?” – or if a 9/10 – “What most stands out about her to warrant this ranking?”) |  |