**SAMPLE REFERENCE QUESTIONS**

1. Does the candidate have interpersonal skill?
   1. Does your colleague excel at listening to and communicating with others?
   2. Are they a relationship builder?
2. Is this person adaptable and a good problem-solver?
   1. Do they accept feedback without getting defensive?
   2. How well do they exhibit creativity and self-control under stress?
3. Does the candidate demonstrate high standards and positive values?
   1. Did your colleague demonstrate a commitment to high standards and other positive values?
   2. Do they treat others with respect?
4. Is your colleague professional and committed to their field of expertise?
   1. Do they pay attention to details, learn new skills, and stay on top of technologies that are required and industry best practices?
5. How does this applicant stand out from the crowd?
   1. What makes him or her special?
6. What are some areas for improvement?
   1. Conversely, in what areas could your colleague do better?
7. Would you hire or work with this candidate again?
8. Would you be open to considering a new role yourself?