# Date:

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| **Applicant’s name:** |  |
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| **Reference** **indicated by the applicant** (name, company): |  |
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| **Position of the aforementioned person:** |  |
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| **Work relation to applicant (superior / line manager etc)**: |  |
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| Introduce yourself and ask whether you can have a brief discussion about one their former employees. If it is not a suitable time, ask when you can book an appointment.  «N. N. has indicated you as a reference in relation to an application for a position as (title) in OsloMet, Faculty/Department for….……. Institute / Section for……  We would like to ask you a few questions» |

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| Say a few things about the position the candidate has applied for – Job title, department/faculty of OsloMet (no details needed, you will soon have the chance to talk about the exact nature of the position at OsloMet) |

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| **Work relation to the applicant**  When did you first meet NN? How long have you worked with him/her?  Are/were you his/her immediate superior?  Did you participate in the process of hiring NN?  If so, which factors did you take into account in order to evaluate the candidates? |  |
| **Overview of the candidate**  How would you describe NN as a person?  What was your experience of NN regarding his/her work duties? |  |
| **Description of the position, the requirements and the tasks** (This is what NN will do if hired in OsloMet)  Is NN suitable for the job I have just outlined? Was his/her position to your organization relevant to what we are looking for? |  |
| **Candidate’s social interactions with colleagues**  How easy was it for NN to work with other people in your organization?  How would you describe his/her social skills when interacting with colleagues and/or clients? |  |

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| **Which specific tasks and/or areas of responsibility did/does the applicant have in your organization?**  Could you give examples of his/her quality of work and/or results?  Was the candidate able to reach his/her goals?   In case the applicant has only partially reached the goals (or has not reached them at all), what was the reason for this? |  |
| **Work style**  How is NN at work?  Is he/she independent? Does he/she turn often to others for help?  Which role did he/she usually have in team projects?  What about his/her self-motivation? |  |
| **What is your personal evaluation of NN’s cooperation with**  1. Colleagues? 2. Immediate superior? 3. Subordinates? |  |
| **What is NN’s approach when it comes to challenges?**  Does he/she actively seek and take up challenges?  What about his/her ability to take initiative?  Does the candidate seek to expand his/her knowledge on his/her field? |  |
| **Stress**  How does NN react to stressful situations? How can one tell if he/she has a lot to do?  Is the candidate able to get things done under pressing deadlines? |  |
| **Strong sides / improvement areas**  What is the candidate particularly good at?  Which are the aspects that can be improved?  Is he/she aware of that? |  |
| **Change**  Did the applicant get additional and/or modified tasks while he/she worked for you?  If so, how did he/she react to the change(s)? |  |
| **Special tasks / Managerial skills**  Has NN been in a position which called for special skills or/and managerial ability?  If so, what kind of tasks was he/she responsible for and how did he/she perform? |  |
| **Is there any aspect of the candidate we should be aware of?**  What about his loyalty and stability?  Has there been cases of unjustified leave of absence? |  |

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| **Has NN ever been involved in conflicts while he/she worked for you?**  How did he/she handle unpleasant situations? |  |
| **Do you know why NN left (or is leaving) your organization?** |  |
| **If you had the chance, would you hire NN again?**  If so, what kind of position do you think would be ideal for him/her? |  |
| **Would you recommend NN for the position at OsloMet I have already described to you?**  Why so / Why not? |  |
| **Are there any question we have not asked about the candidate yet that you think is essential for our assessment?** |  |
| Thank you for your time! | |