Exhibit C

Reference Calls
Suggested Outline

1. Identify yourself, the candidate and the position being applied for. You may also want to provide a brief overview of the position.

2. Confirm the reference’s relationship with the applicant and timeframe, title of the position held by the applicant, and a description of the applicant’s responsibilities at that time.

3. Other suggested questions:
   - How would you compare <name> with others doing similar work?
   - What are <name>'s strengths?
   - What area(s) does <name> need to improve on?
   - How is <name> regarded among peers?
   - How does <name> get along with others?
   - How would you characterize <name>’s supervisory ability? (If appropriate)
   - Please comment on <name>’s …
     a. Quality and quantity of work
     b. Initiative
     c. Interpersonal effectiveness
   - Why did <name> leave XYZ organization? or Why do you think <name> is ready to leave XYZ organization?
   - Would you rehire <name>?

4. Ask the reference if there is any other information they would like to share to assist in the hiring decision process.

5. Thank the reference for their time.