

Compensation Consultant Reference Checking

Sample Questions

Relationship With Consultant

- How long have you worked with this consultant? How closely do you work together and on what kinds of issues?
- Do you primarily use the consultant for data, or do you walk through tricky issues together?

Consultant and Team

- Do you feel the overall consultancy firm supports the consultant to make them stronger?
- How strong is the “Number Two” consultant and what is it like working with them?
- What about the rest of the team? Do you work directly with the consultant or are you typically handed off to the team?
- How does the consultant or their team work with your HR team?

Consultant and the Board

- Provide some examples of how the consultant manages the relationship between the Board and CEO.
- How about an example of when this consultant disagreed with management – how was that resolved?
- Can you provide examples of how the consultant showed creativity and innovation when solving a compensation issue with an NEO?
- How does this consultant manage providing information in difficult situations?

Consultant Performance

- Does the consultant consistently display transparency and integrity? Any examples?
- How often does the consultant meet deadlines for providing Management with its materials for mail-out?
- Is the consultant available for urgent issues? Can they turn requests around quickly?
- Do the consultants consistently attend Board meetings?
- Does the consultant have good relationships with key stakeholders such as ISS, Glass Lewis or major investors?