

## Reference Checklist

- Obtain *written* permission from the candidate to conduct reference checks.
- Ask the candidate to help you in obtaining information from references by:
  1. Impressing upon them the need for reference checking. Without favorable references, there can be no job offer.
  2. Ask the candidate to contact each reference to let the reference know what they can say about them (It makes the candidate feel comfortable, but references will tell you what they want you to hear anyway).
- Identify yourself, your company, and the position the candidate is applying for.
- Confirm that the reference has been contacted by the candidate and has given the reference provider permission to speak with you.
- Promise confidentiality and keep your promise.
- Take notes.
- Determine the nature of the relationship between the candidate and the reference provider.
- Ask open-ended questions about events the candidate has described to you in the interview.
- Follow up open-ended questions with probes to uncover details or to clarify information.
- Ask references to provide you with the names of other people you may talk to about this candidate.
- Thank the reference for their time and for the important information they have shared with you.