



Do's and Don'ts of Reference Checking

DO's:

- Do contact at least two former supervisors for references before making a job offer.
- Do ask the candidate for permission in writing to contact prior supervisors if they have not already done so. This information can be found on the applicants Staff Profile for A/P and external Support Staff positions.
- Do ask the applicant to provide reference information if it is missing including name, title, phone number and email address of the most recent supervisors.
- Do consider whether performance problems reported by previous employers are in areas that might affect performance in the position you are filling.

DON'T'S:

- Don't raise any questions that fall under the Equal Employment Opportunity (EEO) discriminatory practice areas, such as questions regarding gender, race, color, national origin, age, disability, or religion.
- Don't say the applicant has "been selected" only that he or she is "a finalist" for the position.
- Don't let letters of reference substitute for phone calls or e-mail inquiries.
- Don't forget that e-mail messages become a part of the documentation.
- Don't accept references from friends, relatives or individuals not in a supervisory role other than a representative from the organization's human resources office