

Reference Checks – Best Practices

Before extending a job offer to your final candidate, it is critical that you conduct reference checks, even if the finalist is currently a UC employee.

Reference checks may also be a valuable tool to help you select between multiple finalists if you have more than one whom seem equally skilled.

Be sure you obtain permission from the finalist(s) before contacting their references.

In order to conduct the references in an organized manner, it is recommended you schedule time on your calendar as well as the references' calendar.

During the reference check, you should verify the finalist's work history and qualifications for the position.

Create a reference check form in advance to ensure you are asking the same basic questions for all finalists. While the reference check is not a secondary interview, it is a good time to ask questions related to the key functions the finalist would be expected to perform in your job.

After you have conducted all reference checks, you can review the responses collectively to help make a final hiring decision.

Ask for at least one direct manager or supervisor and at least two other professional references such as a peer, customer or colleague who worked directly with the candidate.

For current UC employees, it is important to remember you may request a review of the employee's past performance reviews which are contained in the employee's personnel file. This may be coordinated with your human resources representative.

Personal references are usually not helpful as these may be relatives or friends of the candidate. In addition, there are vendors available who specialize in facilitating reference checks.

Please contact your local human resources representative for further assistance.