



# Reference Checks

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Once the Team has selected the top candidate, consider whether additional information should be sought through Reference Checking. This may be done by way of a telephone reference check or by outsourcing Reference Checking to a third party Organization that specializes in this area.

There are several kinds of Reference Checks which may be conducted. Some examples include:

- Professional Employment References (past employers)
- Educational History (University, College, Professional Institutes)
- Financial/Credit Checks
- Criminal Background Checks
- Professional Accreditation Checks (CMA, CHRP)

The Reference Check process allows the Team to verify the information gathered during the interview. Reference Checks also allow the Team to confirm the candidate's past performance and behavior.

We recommend that all candidates undergo a minimum of two (2) professional Reference Checks. Conducting a telephone reference check is essentially the same as conducting an interview - ask planned questions and take careful and detailed notes.

The need for additional background checks will depend on the nature of the position, and of the Organization. For example, positions that require contact with sensitive subject matter such as banking or working with children often require a financial/credit check and/or criminal background check.

It is important to note that the type of Reference Checks conducted is at the discretion of the Organization, but must be acknowledged by the candidate through written consent. Organizations may also elect to outsource a portion or even the entire process of Reference Checking to a third party. Electing to do so ensures that the Reference Checks are conducted effectively and in a very timely manner. Additional information regarding third party organizations is below.

## Suggested Steps

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Action	Responsible Team	Notes
Determine the types and number of		
Seek approval from the candidate to conduct the Reference Checks		
Conduct the Reference Checks or have them conducted by a third party		