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## Top Tips for References

1. **Who is the source for the reference?:** Consider whether this is coming from a reputable source, particularly if it includes negative comments or scores
2. **Was there a specific incident?:** You may find that their negative views are based on one specific incident rather than an ongoing issue. In this case you might want to check out how long ago this occurred and how the candidate responded
3. **Did the candidate encounter issues with the culture?:** An organisation's culture can impact on the employees behaviour and sometimes their ability to do the job.
4. **What do other referees have to say?:** A single reference shouldn't make or break your decision to hire a candidate. Check the other references and talk to the candidate to understand any mitigating circumstances leading to a bad references.
5. **Are you satisfied with the explanation?:** After discussing your concerns with the candidate and reviewing your interview notes and personal experience of the candidate are you satisfied to proceed with the offer?
6. **Use the probationary period:** You will have a 6 month probationary period to assess the candidates performance and behaviour so use this for monitoring
7. **What if my candidates reference has limited information?:** The majority of references received confirm the dates that the candidate has been employed and no other detail so this should not be seen as suspicious.
8. **When can we request references?:** We must not request references until we have made a provisional offer and you have gained permission from the candidate to proceed with the requests
9. **What is the main aim of the reference?:** The main purpose is to confirm the candidates employment history and where possible identify any reason that could result in the candidate not being employed
10. **What should I do if I am not satisfied with a reference?:** Speak to your recruitment contact who would normally recommend that you meet with the candidate to discuss your concerns, this is called an assessment of relevance meeting