

### SECTION III – SPECIFIC EMPLOYEE POLICIES

<b>CATEGORY:</b> Recruitment and Selection	<b>NUMBER:</b> 3.8
<b>SUBJECT:</b> Reference Policy	<b>PAGE:</b> 55
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#### **PURPOSE**

To ensure that reference checks are conducted in a way that will respect confidentiality and allow for the recruitment of the most suitable candidates.

#### **POLICY**

At least two references for all candidates (those both inside and outside the organization) will be checked before an offer of employment is made. At least one reference must be from a current/former supervisor. Only references provided by the candidate will be contacted.

#### **PROCEDURES**

1. Specific questions will be developed to ask individuals who have been identified as references. Each reference should be asked the same questions. All responses will be recorded.
2. Reference checks may be made by telephone and/or in writing.
3. Current employers of outside candidates will not be contacted without the permission of the applicant.

*(Appendix C: Reference Check Guidelines, p. 93)*