



## **Evaluating References**

### **References From Candidates' Papers**

- Are they in order?
- Employment gaps?
- Will the reference cooperate?
- Content questions
- Interpersonal questions
- Reliability?
- Would you hire this person again?

### **References From The Interview**

- I've been told that you...
- It seems to me...
- Would I be correct in assuming...

### **How to Locate Other References?**

- Regional associates
- Your current staff
- Vendors
- Intermediate organizations