

Step Four: Check references

Managers are encouraged to conduct reference checks for any finalists.

REFERENCE CHECKS

As part of the reference check process for finalists, managers should:

- Ask that references include at least one prior supervisor.
- Let candidates know before they begin contacting references and request permission before contacting their current employer.
- Prepare questions related to candidate's prior work performance and competencies.
 - [Helpful questions to ask when completing reference checks.](#)
- Avoid questions designed to solicit information about candidates' race, ethnicity, color, national origin, religion, gender, gender identity, sexual orientation, disability, medical and genetic history, age, ancestry, marital status, veteran status, family/childcare situation or other protected characteristics.

For internal candidates, managers are encouraged to contact the employee's current supervisor.