

How to Provide References

Select references who:

- Directly supervised your work within the last 5 years
- Can speak specifically about your skills, accomplishments, and work style
- Are reliable and will respond promptly to requests

Ask potential references what they would say about you:

- Confirm they'll give a positive recommendation
- Helps you prepare for any concerns they might raise
- Gives you a chance to remind them of key achievements they may have forgotten
- Allows you to seek different references if needed
- If someone seems hesitant or indicates they can't give a strong reference, thank them and find another option.

Before listing someone as a reference:

- Get their permission to use them as a reference
- Confirm their preferred contact information
- Brief them on the roles you're pursuing and key points to highlight
- Give advance notice when they should expect contact

Provide references in a clean format:

- Name, current title, company
- Professional relationship to you
- Best contact method (email/phone)
- Best time to reach them

If a former manager has left the company, provide both their current title and their title when they supervised you.

Let references know when the search is complete and thank them for their support.

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