## REFERENCE CHECK AND OFFER OF EMPLOYMENT

[Organization Name] is committed to fairness, equal opportunity and consistency when applying the process that governs the hiring of new employees as well as the selection of new employees. An integral piece of this process is the requirement of reference checks for employees before hiring. This policy outlines the process that will be followed when conducting reference checks for an employment candidate, as well as the process concerning job offers. In addition, this policy also provides guidelines concerning the provision of reference information for former employees.

SCOPE

This policy applies to all employees of [Organization Name]. In specific circumstances, without precedent, [Organization Name] may employ an alternative process when securing references or making an offer to a candidate.

POLICY

**Reference Checks**

* Reference checks are required for all candidates. This applies to internal and external hiring at all levels within the organization.
* A minimum of two reference checks will be required for external hires.
* In the case where an internal hire is reporting to their existing supervisor, a reference check is not required. However, the latest performance appraisal and/or written documentation speaking to the quality of the employee’s past performance must be included in the hiring file.
* In the case where an internal hire was reporting to an alternative supervisor, the past supervisor must provide a reference check as well as the latest performance appraisal and/or written documentation speaking to the quality of the employee’s past performance.
* Only references from prior persons in a managerial or supervisory capacity from prior employers will be accepted. Personal references are not accepted.
* Reference from persons in a managerial or supervisory capacity from alternative entities may be considered depending on the nature of the position as it relates to the entities providing the references (i.e. volunteer or educational organizations, etc.).
* If the above requirement cannot be met, the employer may consider an explanation from the candidate. The explanation must be provided in writing and the employer reserves the right to verify the explanation.
* Failure to provide said references and/or explanation will result in the candidate’s removal from consideration.
* Reference checks should be done only for the finalists in a competition after the assessment process is completed.
* The applicant's written consent to conduct reference checks with the names provided must be secured before any reference checking is done.
* Reference questions must be related to the key competencies and bona fide qualifications of the job.
* Reference checks should be consistent. The same questions should be used by all employees for all reference checks. Depending on the position, alternative or additional questions may be asked provided they relate to the key competencies and bona fide qualifications of the job.
* All employment reference information must be documented and placed in the hiring file.

**Offer of Employment**

* All offers are conditional based on the specific requirements as outlined in the offer letter.
* Verbal offers are not acceptable. All final offers of employment are in writing and prepared by the hiring manager in consultation with human resources.
* Specific requirements that may be included in an offer letter which need to be satisfied or completed as a condition of employment may include, but are not limited to, satisfactory and/or clear:
  + Reference check(s)
  + Police reference check
  + Criminal reference check
  + Vulnerable sector police reference check
  + Credit check
  + License check
  + Credential check
* Any other condition or requirement that must be satisfied, pre-hire, which is tied to the bona fide requirements or qualifications of the job.
* Any conditions or requirements that are included in a job offer and make said offer conditional upon completing or satisfying the requirements must relate to the key competencies and bona fide qualifications or requirements of the job.

**Providing Employment References**

* References will only be provided by the human resources designate or the direct supervisor of the employee requiring a said reference.
* References provided by any other employee without the express approval of the HR designate will be met with discipline, as per the terms of the Progressive Discipline Policy.
* Only factual information should be provided during a reference. Opinions, information that is not firsthand or any information that could be construed as subjective in nature must not be provided.
* Only information sought or disclosed relevant to the requirements of the job will be offered.