# References:

**When Hiring a Candidate:**

You have just completed interviews and you have your top candidate in mind.  The next step of the Recruitment process is Reference Checks. Reference checks are a very important part of the Recruitment Process. It is best practice to never offer a position to an external candidate until references have been completed.    Recruitment will formally check references for all external hires at PHC. Reference checks for internal hires and/or transfers are done by the Hiring Manager on a case by case basis.

Checking a candidate's references is a great way to verify and confirm all of the information you have already gathered about the Candidate through their resume and interview.  There are many other benefits of the reference checking process such as:

-A means to uncover and/or identify any history of past performance issues
-A means to uncover and/or identify any areas of additional support that the candidate may require.
-A means to confirm any strengths or additional skills the candidate can bring to the organization and the position.
-Helps to make better and more informed hiring decisions
-Demonstrates a consistent and fair recruitment process for each candidate.


**When you are asked to be a reference on behalf of one of a PHC employee/previous employee:**

References help your employee or previous employee to obtain a new opportunity.  It is important to provide a reference in a timely matter to help speed along the hiring process not stand in the way of the candidate getting hired elsewhere.  However; being asked for a reference can also be a sensitive situation if there were past and/or current performance issues with the individual who you are asked to complete a reference for.  Before you complete any reference on behalf of a former or previous PHC employee, please contact your HR Analyst and he/she can guide you through this process.


***If you have any other questions about references at PHC, please contact your Recruitment Advisor to review the PHC Reference Checking Memo and Guidelines.***