

# NWF Health Network Policy & Procedure

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**Series:** 1100: Human Resources

**Policy Name:** Pre-employment Reference Checks

**Policy Number:** 1107

**Origination Date:** 02/17/2009

**Revised:** Board Meeting of 12/14/2023

**Regulation:** CFOP 60-8  
CFOP 60-70

**Reference Document:** 1100-1107 x 2 Telephone Reference Check Guide for Professional References – B.M. of 12.14.23

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## Policy

It is the policy of NWF Health Network (NWFHN), to complete reference checks prior to the start of work for any new employee.

## Procedure

- A. A minimum of three (3) pre-employment professional references will be collected in order for a job candidate to be extended a job offer for a position with NWFHN.
  1. NWFHN will not rely on written letters of recommendation as a reference.
  2. If employment or professional references are not available, the use of personal references is permissible with approval from the Director of Administration, the Human Resource Manager or their designee.
- B. Obtaining reference checks will be the responsibility of the hiring supervisor or their designee. All references will be reviewed by the HR Manager or their designee for completeness and conformity to agency process.
  1. The hiring supervisor, or their designee, will attempt to contact at least three (3) of the most recent employers as shown on the employment application.
  2. Every effort will be made to contact a prior supervisor for a reference.
- C. All reference checks will be carefully documented using the appropriate agency approved form.
- D. References will be collected and maintained in the new employee's employment file as part of the hiring packet.
- E. References obtained on applicants who did not receive a job offer will be collected and maintained with the applicant's employment application and retained in accordance with the NWFHN Retention of Employment Records Policy.