



## REFERENCES

Select 3-5 people who can speak to your experience, preferably people who have supervised or overseen your work.

List your strongest reference first. References should be ordered based on their relation to the opportunity to which you are applying.

Before listing someone as a reference, ask permission. Provide them with a current résumé and inform them of the opportunities to which you are applying.

Utilize the reference's professional information including organization name, job title, address, and contact information (unless otherwise requested by the reference).

Keep references up to date on your progress. Let your references know when you have accepted a position and thank them for their assistance.

Do NOT use "References Available Upon Request" on the résumé. It is expected that you will have a list of references and a reference document ready to go.

The header for the reference page should be the same name/contact header as used for your résumé.



**CAREER  
DEVELOPMENT**

## REFERENCES EXAMPLE

### JAMIE DOE

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1234 Job Lane, Minneapolis, MN 55401  
507-933-7575 ~ jamiedoe@email.com

Dr. Maria Smith  
Faculty Advisor, Theta Xi Gamma Sorority  
Gustavus Adolphus College  
800 West College Avenue  
Saint Peter, MN 56082  
507-933-8000  
msmithemail@gustavus.edu

Carl C. Brown  
Career Counselor, Career Development  
Gustavus Adolphus College  
800 West College Avenue  
Saint Peter, MN 56082  
507-933-7575  
cbrownemail@gustavus.edu

Julio Warren  
Campaign Manager, Barry Allen for Congress  
500 Kellogg Boulevard  
Fallville, IA 67891  
612-431-1111  
jwarren@email.com

Hanna Barbara  
Accounting Manager, Bedrock Accounting  
200 West Jetson Street  
Mankato, MN 56001  
507-995-1111  
barbara.hanna@rockaccounting.com



## LETTERS OF RECOMMENDATION

If letters of recommendation are required, typically you would request two or three. Depending on the program or position, both professors or professionals in your field of interest could be considered to write letters. It is important that the letter writer knows you well enough for them to write a strong letter for you.

Identify those whom you'd like to write your letters and make an appointment to meet with them. Inform them of your application plans, your goals and career interests. If the person agrees to write you a letter, provide them with relevant materials that will assist them in writing a strong letter, such as your résumé, cover letter/personal statement, a copy of transcripts, or relevant coursework/research you have completed.

Provide your letter writers with the contact information and submission requirements/official recommendation forms. If the letter of recommendation is to be mailed, provide the letter writer with stamped and addressed envelopes. If the writer is to submit the letter directly, ask for a copy of the letter for your records.

Inform letter writers of the deadline and give them plenty of time. It takes time to write a good letter! Follow up with your letter writers a week before the submission deadline if you have not received confirmation that the letter has been submitted.

### WHAT GOES INTO A LETTER OF RECOMMENDATION:

- The content will include specific factual, not subjective, examples based on the writer's personal experience or observation of the candidate.
- If an opinion is expressed, it will be identified as opinion and not fact.
- The letter will likely be one page in length and may be on official letterhead.
- Very personal information like race, color, religion, national origin, age, disability, citizenship status, gender, marital status, etc. should not be a part of a letter of recommendation.
- The letter should include an original, not electronic, signature.