


## Creating & Evaluating Job Applications and Writing Reference Letters



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### Job Applications

- What are job applications?
- Job Applications vs. Resumes

Applications	Resumes
Plan to hire or replace many individuals in organization	More difficult to compare applicants, because each resume is different
Easy to compare because all applicants are giving the same information	Cover letters generally accompany resumes which allow you to gauge communication skills
May not receive any indication of personality or extra information that may be provided in a resume and cover letter	Resumes and cover letters allow employers to gauge personality and may gain more understanding about skills




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### Creating Job Applications

- Information to Include
  - Contact information
  - Education
  - Employment History
  - References
  - Information release
  - Employment at will
  - False information
  - Work authorization (optional)
  - Active application period (optional)
  - Confidentiality (optional)
  - Work rules (optional)
  - Effect of application (optional)

Information obtained from Business Owner's Toolkit: What to Include in Your Application, August 10, 2009, [http://www.toolkit.com/small\\_business\\_guide/sbg.asp?nid=Fu5\\_0850](http://www.toolkit.com/small_business_guide/sbg.asp?nid=Fu5_0850)




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**Creating Job Applications**

- **Sample Job Applications**
  - <http://office.microsoft.com/en-us/templates/TC060888281033.aspx?pid=CT101445751033>
  - <http://office.microsoft.com/en-us/templates/TC060888201033.aspx?pid=CT101445751033>



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**Reviewing Job Applications and Resumes**

- **Job Description**
  - Review updated description and evaluation criteria before reviewing applications or resumes.
- **Initial review**
  - Qualified vs. not qualified
- **Review for anything that may make the applicant unsuitable for the position.**
- **Work experience – most important section!!**
- **Education and References**
- **Other materials**

Information obtained from Business Owner's Toolkit, August 10, 2009.  
[http://www.toolkit.com/small\\_business\\_guide/shg.aspx?nid=Pos\\_0925](http://www.toolkit.com/small_business_guide/shg.aspx?nid=Pos_0925) and  
[http://www.toolkit.com/small\\_business\\_guide/shg.aspx?nid=Pos\\_0935](http://www.toolkit.com/small_business_guide/shg.aspx?nid=Pos_0935)



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**Reviewing Job Applications and Resumes**

- **Sample Comparison table**



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### Reference Letters

- What are reference letters?
- To whom may you be writing reference letters?
  - Former employees, volunteers, students, friends, etc.
- Audience for letters
  - College
  - Potential Employer



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### Writing Effective Reference Letters

- Make sure that you are comfortable writing the reference letter
  - It is ok to say no if you are not comfortable writing the reference letter.
  - Ask the person for information to use in writing the reference letter (important if you are interested in writing the letter but do not have enough information).
    - Examples: resume, guidelines for which you are writing the reference letter, list of accomplishments, etc.



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### Writing Effective Reference Letters

- How do I write the letter?
  - Use information you obtained from the person asking you to write the letter. This may give you an idea of the format for the letter (i.e., length requirement, any special requirements for items to include, etc.)
  - Begin by describing your relationship with the person and how long you have known them.
    - You may wish to include details about how you've worked with the person and dates of employment
  - Describe skills and performance that make the person an ideal candidate/award recipient/student.
  - Conclude by explaining why you are recommending the person
  - Contact Information



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### More Suggested Guidelines for Reference Writers

- Avoid vague statements
- Relate the persons skills and abilities to the position and work the person will complete
- You may want to include a statement that the “information is confidential, should be treated that way, and is provided at the request of [the requester], who asked me to provide a reference letter.
- Avoid information that might reference or point to the person’s race, color, religion, national origin, age, disability, citizenship, sex, marital status, sexual orientation, etc.



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### Legal Implications Related to References

- Right to Privacy
  - Medical information, age, race, national origin, marital status, sex, religion, disability, sexual orientation
- Defamation
- State Reference Immunity Laws
  - Employers should still take precautionary actions



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### Employer Specific Reference Considerations

- Given the legal implications of employer references, employers may want to establish a policy for employer references to limit employer liability.
- The policy may include that upon being authorized by the former employee, the employer only:
  - Confirm the person was or is an employee,
  - Confirm that person’s position,
  - Length with the organization, and
  - Salary.
- The policy may also restrict references to a designated HR person or Director who responds to all employer references. The policy may allow personal references by others in the organization.



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### Sample Reference Letters

- Sample reference letters
  - <http://www.naceweb.org/public/reference1.htm>




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### Questions?

- You can contact me at
 

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Email: [mcadwalader@alliancelibrarysystem.com](mailto:mcadwalader@alliancelibrarysystem.com)
- Next Personnel Management Seminar is on Tuesday, October 6, 2009 at 10:00 a.m. in WIMBA. We will be discussing Preparing to Interview, Meeting Applicants, and Fulfilling Legal Responsibilities.
- Held the first Tuesday of every month in WIMBA.




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### Resources

- "Accepting Resumes." (2009). *Business Owner's Toolkit*. 6 August 2009. <[http://www.toolkit.com/small\\_business\\_guide/sbg.aspx?nid=P05\\_0920](http://www.toolkit.com/small_business_guide/sbg.aspx?nid=P05_0920)>.
- "Education & References." (2009). *Business Owner's Toolkit*. 6 August 2009. <[http://www.toolkit.com/small\\_business\\_guide/sbg.aspx?nid=P05\\_0935](http://www.toolkit.com/small_business_guide/sbg.aspx?nid=P05_0935)>.
- "How to Write Reference Letters." National Association of Colleges and Employers. 28 July 2009. <<http://www.naceweb.org/public/reference.htm>>.
- "The Legal Implications of Providing References." (February 9, 2006). *Business and Legal Reports*. 28 July 2009. <<http://hr.blr.com>>.
- "Using Other Application Materials." (2009). *Business Owner's Toolkit*. 6 August 2009. <[http://www.toolkit.com/small\\_business\\_guide/sbg.aspx?nid=P05\\_0954](http://www.toolkit.com/small_business_guide/sbg.aspx?nid=P05_0954)>.
- "What to Include in Your Application." (2009). *Business Owner's Toolkit*. 6 August 2009. <[http://www.toolkit.com/small\\_business\\_guide/sbg.aspx?nid=P05\\_0880](http://www.toolkit.com/small_business_guide/sbg.aspx?nid=P05_0880)>.




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