References

- Maintain the same format as your resume.
- Have a minimum of three professional references.
- Have your list of references available at the interview, but don’t offer the list until the potential employer requests it.
- When creating your list of references, contact all your references to get their permission to be on the list. Provide them a current copy of your resume and, if possible, a job description of the job for which you are being interviewed.

Letters of Recommendation

- Letters of recommendation can be an added plus to your reference information. Such letters are in addition to your references, who are available by email and phone, but not in lieu of those references.
- The letters of recommendation should include the contact person’s name, email address, and phone number.
- The letters are provided to your interviewer once s/he requests references. The best time to ask for a letter of recommendation to be written for you is prior to actually leaving a company, department, or school.
REFERENCES

Regina Jones (former supervisor)
Director of Services
Women’s Center of Colorado
Boulder, CO 80303
303-xxx-xxxx
rjones@wcc.org

Michael Simons (former supervisor)
Division Manager
Colorado Department of Human Services
Denver, CO 80543
720-xxx-xxxx
msimons@cdhs.org

Rachel Givens (former co-worker)
Program Specialist
Boulder County Health and Human Services
Boulder, CO 80303
303-xxx-xxxx
rgivens@bchhs.org