

One enthusiastic, informed reference from a former supervisor can make the difference. Two or three can have an overwhelming effect. Employers don't have much to go on when they hire people and are fearful of making mistakes. Strong references make them more confident..996 (wh)@-5 (rSoma9)/o1905 @003011(y)-m72.992 (g (in)-2.9h

from companies that may or may not have any real interest in hiring you. The fewer calls they have to take on your behalf, the more enthusiastic they will sound.

When you first ask someone to be a reference for you and give him/her a copy of your resume, you should also fill him/her in on the types of jobs and industries where you are focusing your job search. This will help them be the strongest reference for you when employers call.



Your reference sheet should be printed on the same paper as your resume. As with any other job search correspondence, take the time to make sure your reference sheet is of the highest quality. PROOFREAD, PROOFREAD, and PROOFREAD again.

RECOMMENDATIONS

- A. In general, the best letters of recommendation are from people who:
 - a. Have worked with you closely (e.g., research supervisor)
 - b. Have known you long enough to write with authority (e.g. academic advisor)
 - c. Have relevant expertise (e.g., professors in the case of academic applications)
 - d. Hold senior positions and are well known (e.g., departmental chair)
 - e. Have a positive opinion of you and your abilities
 - B. Typically you will be asked for 3-4 letters.
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Furthermore, letter writers will often lobby directly on your behalf, but they will look silly (and you will look bad) if the letter writer isn't aware that this is moot because you already either had an interview or did not get the job.

- c. Always remember to thank your letter writers for their time and effort on your behalf.