**References**

Although references are very important, the notation "References Available Upon Request" is no longer considered necessary. Generally, you should not list referees' names and contact information: your goal should be to meet with the prospective employer to sell yourself before the employer contacts your referees. In addition, you do not want your referees to have to answer phone calls until you have reached the interview stage.

Always ask permission to use someone as a reference. Choose only people you are sure will speak highly of you. Be sure that they see your strengths and weaknesses as you see them, and discuss what your referee's response might be to potentially embarrassing questions. If much time has lapsed between requesting permission to use a reference and a potential call from an employer, notify your referee that a call may be forthcoming. Choose someone who has seen you work in situations similar to those in which you would be working in the job to which you are applying; you do not need to use your immediate supervisor, although it is advisable to have at least one supervisor on your reference list.

Give your referees a copy of the résumé(s) you have submitted to employers. Have the names, addresses, and telephone numbers of two to four references on sheets that you can provide to an employer when asked for your references.