



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

The Director

Thursday, November 20, 2008

DEO 2009-02

**MEMORANDUM FOR: Human Resources Directors**

FROM: Nancy H. Kichak, Associate Director, SHRP

Subject: Reference Checking

The U.S. Office of Personnel Management (OPM) is pleased to provide information regarding reference checking to assist agencies in the final aspect of the hiring process.

Building upon OPM's End-To-End (E2E) Hiring initiative, this document will assist Federal hiring officials and human resources (RR) specialists conducting reference checks. It includes answers to common questions and concerns, suggested steps to follow in conducting reference checks, and provides sample questions.

For more information on how reference checking fits into the hiring process, please see the End-To-End Roadmap on OPM's website or contact your assigned OPM Human Capital Officer.

**Attachment(s):**

[PDF icon trans1744.pdf](#)