

## **JOB REFERENCE**

### **Still important – but losing weight**

In the German-speaking world, job references (or Arbeitszeugnisse) are formal, legal documents that assess performance and conduct. In Switzerland, employees are entitled to them (OR Art. 330a). Although their predictive value in recruitment is low, outstanding or weak references can strongly influence pre-selection. Internationally, however, these documents are rare – and even locally, their relevance is decreasing in favor of personal networks or digital profiles.

### **Take control of your reference**

Despite their importance, many employees are surprisingly passive. Be proactive: request interim references after role changes and suggest improvements if needed. If you're asked to draft your own reference or provide a task list, seize the opportunity. It's not about praising yourself – but about setting a helpful tone and structure. Submitting fully written suggestions increases your chances of getting a stronger, more favorable document.