



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
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REFERENCE CHECK - Manager's Guide -

Recruitment Tool Service Delivery Agent: Entry Level

Developed by the Personnel Psychology Centre of
the Public Commission of Canada for the
Organizational Readiness Office

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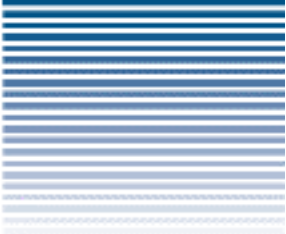


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OVERVIEW

The reference check interview is usually conducted over the telephone, but in some cases it may be practical to carry out the reference check in person. When calling to schedule the interview, ensure that the referee blocks at least thirty minutes of his/her time. Inform the referee that you will be faxing a copy of the reference check in advance. Ask him/her to review the reference check, paying particular attention to the behaviours associated with each competency as **it is these behaviours that define the competency**. The competencies to be assessed in this reference check are:

- Client Orientation,
- Cognitive capacity and judgement,
- Communication,
- Teamwork and collaboration and
- Ethics and values

Encourage the referee to prepare in advance in order to give appropriate, concrete examples of how the candidate has demonstrated the behaviours listed. Explain to the referee that it is not necessary to give an example for each and every behaviour listed; instead, he/she should give one or two broad examples that integrate many if not all of the behaviours (as these behaviours are closely linked, this should not be difficult for the referee).

Inform the referee that the reference check data is “protected”; however, it is not “confidential” in that candidates may see the reports if they request access to their files.

SUMMARY OF REFERENCE CHECK MANAGER’S WORKBOOK STEPS

Following is a summary of the sections you will find in the Reference Check Questionnaire, which accompanies this document.

Description of Competencies

To provide the user with the necessary background information, the first part consists of the definitions of the five Service Delivery competencies to be assessed with the present reference check. These competencies are Client Orientation, Cognitive Capacity and Judgement, Communication, Teamwork and Collaboration, and Ethics and Values.

Preliminary Questions

These questions are open-ended and will help ensure that you have a clear understanding of the referee’s working relationship with the candidate, as well as the candidate’s strengths and development needs.

Providing Behavioural Evidence for the Competencies

- Behavioural comments are to be provided for each of the Service Delivery competencies that have been selected for assessment by the reference check. Other competencies may be assessed elsewhere (for example, in the Interview or Career Achievement Record).
- For each of the competencies, the behaviours that the reference checker is looking for are listed. These behaviours constitute the Service Delivery criteria specific to the competency in question. Ensure that the referee's comments are based directly on the behaviours listed as the criteria. If the referee strays from those behaviours (i.e., provides comments based upon his/her own definition of the competency), attempt to coach him/her about the importance of sticking to the standard set of behaviours.
- If the referee is unable to provide evidence for a competency (i.e., the candidate has not had the opportunity to demonstrate the behaviours to the referee), then an "unable to assess" must be written in the "evidence/comments" section.

Additional Comments from Referee

Once behavioural evidence has been obtained for each of the three competencies, ask if the referee has any additional comments he/she would like to add regarding the candidate. You may also use this opportunity to ask any additional questions you may have formulated based on earlier responses from the referee.

Comments from Interviewer/Reference Checker

Use this space to record any general observations about the reference check. This could include, for example, a description of any exceptional circumstances or relevant aspects of the referee's knowledge of and/or relationship with the candidate. It might also include general observations about the tone of the interview such as the referee's willingness to provide concrete examples.

Suggestion: Send a copy of the Reference Check Manager's Workbook to the referee by mail or e-mail prior to the interview.

As the information in the Reference Check Manager's Workbook is protected, please have the referee destroy his or her copy of the reference check once the interview is completed.