

8. COMPETENCY-BASED REFERENCE QUESTIONS

Competency-based references will assist a recruiter or manager to obtain focused information from a referee. The referee can be asked to describe evidence of meeting a competency if asked competency-based reference questions.

In order to develop competency-based reference questions – take the key competencies identified in the job description and write questions around the specific areas. You may want to include areas from the job description that have raised concern at the interview stage or are a key focus for the role.

As referees are busy people you will have to prioritise the areas that you question, particularly as you will also need to include generic questions around – dates of employment, disciplinary issues, attendance and issues around the code of conduct.

The questions can either be phrased as open or as closed questions where you might ask the referee to give a rating.

Some examples are given below:

Reference Questions:

Competency domain: *Understanding humanitarian contexts and applying humanitarian principles and standards*

Competency: *Understanding the humanitarian context*

Core behaviour: *Demonstrates understanding of the phases of humanitarian response including preparedness and contingency, Disaster Risk Reduction, response and recovery*

Please provide evidence of how the candidate demonstrated a good understanding of the phases of humanitarian response including preparedness and contingency, Disaster Risk Reduction, response and recovery?

.....

OR

Was the candidate able to quickly understand the humanitarian context and apply and follow the appropriate policies, procedures and requirements?

- YES or NO – please provide an example of evidence

OR

Please rate the performance of the candidate in their understanding of the phases of humanitarian response etc.

- Exceeds
- Met
- Partly met
- Not met

Competency domain: *Operating safely and securely at all times*

Competency: *Minimising risk to crisis-affected people, partners and stakeholders*

Core behaviour: *Takes measures to do no harm and to minimise risks for partners and the involved crisis-affected people*

Please provide evidence of how the candidate took measures that minimised risk for partners.

.....

OR

Did the candidate take measures to minimise risk for partners?

- YES or NO – please provide an example of evidence

OR

Please rate the performance of the candidate in the area of minimising risk for partners.

- Exceeds
- Met
- Partly met
- Unmet

Competency domain: *Achieving results*

Competency: *Making decisions*

Core behaviour: *Demonstrates understanding of when a decision can be taken and when to involve others*

Please provide evidence of how the candidate took decisions.

.....

OR

Did the candidate involve others in their decision making?

- YES or NO – please provide an example of evidence

OR

Please rate the performance of the candidate when involving others in decision making.

- Exceeds
- Met
- Partly met
- Unmet

Competency domain: *Developing and maintaining collaborative relationships*

Competency: *Working with others*

Core behaviour: *Contributes positively in the team to achieve programme objectives*

Please provide evidence of how the candidate made a positive contribution to the programme within a team setting.

.....

OR

Did the candidate contribute positively to the team and its programme objectives?

- YES or NO – please provide an example of evidence

OR

Please rate the performance of the candidate in their ability to contribute to a team and the overall achievement of its objectives.

- Exceeds
- Met
- Partly met
- Unmet