PA EDDY
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- "You seem to feel that 'Richard' needs to improve communication skills. Could you be more explicit?"

8. Comparison with others. The candidate's rating as to
   - general professional ability
   - motivation
   - self-reliance and independence
   - fundamental technical knowledge
   - ability to apply that knowledge to real-world problems
   - originality and inventiveness
   - communication skills
   - interpersonal skills—ability to get along with others

Countering Reluctance

The candidate's former manager may respond to your request for information by saying, "We have a company policy that only the Personnel Department can give out reference information." To counter this response, you might say, "I understand that you might be hampered by such a policy, but any help you can give me would be appreciated and would help me overcome my dilemma involving 'Richard'. I believe that 'Richard' could do the work, but there is something bothering me that I can't put my finger on. I need to resolve this before I can place him in a responsible position that is important to the success of my group. I want 'Richard' to be successful. Will you help me?"

Then proceed with your questions unless the manager is adamant and will not cooperate. In that case, ask if there is another former manager whom you could contact. If the response is still negative, wrap up the conversation by thanking the person for the time involved and then move on to the next telephone contact.

Documentation

The information you obtain from this telephone conversation will be useful in the preemployment security investigation. To avoid the embarrassment of Battelle Security contacting the same person for the same information, send a brief description of your conversation to Employment.

Assistance from Employment

The Employment or Security Sections will verify such data as receipt of degree, dates of employment, and schools attended as part of the preemployment investigation of applicants. Employment can also check the references if you prefer, although your personal contact is usually much more effective.