

## COMPETENCES (DOCUMENT of STIVAKO)

### Definition

A personal characteristic (knowledge, skills, attitudes) which is reflected in the behaviour of individuals and which is related to successful job performance.

### Characteristics of competency

These are derived from the mission and strategy of the organization.

It involves behavior, in a way that:

- The presence or absence of it can be objectively observed
- The degree of 'skill' in a competency can be easily determined
- That people can develop through experience and training

### Guidelines of competences

- Keep the relation to the strategy of the organization and the results to be achieved.
- So no general list of competences; the strategy of each organization is unique.
- Describe the competences in a way that everyone in the organization knows what it is about.
- A limited list of truly critical competencies is preferable to strive for completeness.
- Review the competences over and over again in relation to the strategy and adapt if necessary.

### Formulating competences

Competencies must be formulated in observable behavior, in such a way that:

- The definition is recognizable and the same for everyone.
- The presence or absence of it can be observed objectively.
- The degree of proficiency ('being able to') in a competence can be easily determined.
- Employees can develop themselves in these competences through experience.
- Employees can improve themselves through specific training / education

### Choice of competences

There are 31 competencies defined. Of each competence 4 levels (grades) are defined as follows: very important, less important, irrelevant and organization wide.

Simultaneous use of all competencies in a job description is undesirable, because it is impossible to choose or assess on 31 criteria, or to desire a change in behavior. Therefore, follow the steps below:

Step 1: Select 5-8 decisive competences per job description (the so-called 'core competences').

Step 2: Decide per selected competence the level of relevancy:

- ✓ *Very important*: someone who does not have this competence cannot perform the job successfully.
- ✓ *Less important*: Having these competences can help to improve job performance, but it is possible to perform the job without them.
- ✓ *Irrelevant*: this competence has rarely anything to do with successful job performance.

Step 3: After all competences have been graded, up to 2 competences could be referred to as organization-wide competences. These competences apply to virtually everyone in the organization.

LIST OF COMPETENCES

	<b>Competences</b>	<b>General description</b>
1.	Adaptability	Being able to easily adapt to changing environment, methods, working hours, duties, responsibilities and behavior of others.
2.	Analytical skills	The ability to effectively identify problems, to search for relevant information, to recognize important information, to detect the causes of problems and to form a realistic opinion knowing the given facts.
3.	Decisiveness	The ability to take action and express (speak out) ones opinions or judgments.
4.	Social skills	The ability to use and maintain contacts in a smooth, correct and effective way, within the framework and objectives of the job/position.
5.	Creativity	The ability to create, generate and further develop new or original ideas for improvement or replacement of existing methods, ideas or products.
6.	Perseverance	To be able to work on a specific task during a longer period of time. To stick to an opinion or plan until the desired goal is reached.
7.	Balance	stability, not easily upset, calm, relaxed and no nonsense mentality.
8.	Flexibility	to be able to stay focused on the goal, by adapting ones behavior to changing circumstances.
9.	Initiative	The ability to spontaneously come up with ideas and plans.
10.	Customer focus	The ability to identify the needs / wishes of both internal and external customers and to act accordingly.
11.	Quality awareness	To follow and/or develop (high) quality standards, looking for ways to improve them.
12.	Leadership	The ability to give direction and guidance to a group in order to have them work towards the goal.
13.	Loyalty	Adjusts the own behavior to the needs, the goals and priorities of the organisation. Sets the importance of the organization above their own
14.	Oral communication skills	The ability to share ideas, suggestions and information and exchange it verbally in a correct, clear and adequately way.
15.	Accuracy	The ability to minimize errors and to deal effectively with detail information.
16.	Entrepreneurship	The ability to search, create and exploit new opportunities and innovation. Having the courage to take and carry out risk decisions.
17.	Organization skills	The ability to organize business effectively by dealing efficiently with resources and time.
18.	Persuasion	The ability to convince others for views, opinions and ideas.
19.	(Personal/individual) Development	The capacity to allow others or yourself to develop in such a way that the effectiveness of the work is increased, which affects the result as a whole.
20.	Planning capability	The ability to create a plan. Have the capability to implement this plan correctly and timely, monitoring the progress.
21.	Motivation to perform	High demands at work. Shows not satisfied with an average performance.
22.	Result orientation	The ability to optimally focus the own performance or performance of others on the desired / required result, without getting on sidetracks.

23.	Collaborate (internal/external)	Internal: the ability to interact with others in a group, aimed at optimizing the results and without pursuing personal advantage. External: The ability to effectively use external contacts, to work together in partnerships, representing the interests of the own organization.
24.	Written communication skills	The ability to share ideas, suggestions and information and exchange it in writing in a correct, clear and adequate way.
25.	Sensitivity	Being aware of (one's own influence on) others and the environment. Recognize feelings and needs of others.
26.	Strategic vision	The ability to indicate trends and developments regarding markets, competitors, customers, etc. and to understand and predict their interrelationships and their developments towards each other.
27.	Stress resistance	The ability to continue to perform steadily under high pressure, opposition and / or adversity.
28.	Theoretical and practical vision	The ability to learn new information and knowledge gained by experience and implement these both effectively.
29.	Professionalism	To have and use the knowledge and skills related to the job.
30.	Persistence	The ability to persevere during a longer period of time and to overcome resistances and obstacles to achieve the defined goals.
31.	Independency	Being able to perform and act independently, within the context of the job description .