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RECRUITMENT

Key Competences
Which behaviours should you be looking for?

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When carrying out employee reviews, it can be hard to know what you should be looking out for. This document aims to outline the key competences that you should use as a measure of employee performance, along with the behaviours that indicate these competences have been achieved.

Of course, you may want to tweak this list to make it more relevant to your business, but it should provide a solid framework to get the review going.

Key Competences

For all roles:

- Communication and Interpersonal Skills

- Flexibility and problem solving

- Decision making

- Planning, organising and delivering results

- Business awareness

- Customer service

- Team work

- Self-motivated development

Additional competences for more senior roles:

- Leadership

- Project management

Demonstrated Behaviours

All Roles

Communication and interpersonal skills:

- Listen to others as well as giving information to them

- Give, and be willing to receive, constructive feedback

- Understand the effect your actions have on others

- Consult others to gain an understanding of their positions, as well as checking that they understand yours

- Use an appropriate form of communication depending on your audience and the sensitivity and urgency of your message

- Communicate using clear, precise and unambiguous language, and an appropriate tone of voice for the subject matter and audience

- Contribute to meetings: providing ideas, information and opinions, responding appropriately to questions

Flexibility and problem solving:

- Be open to change and recognise the need to adapt to different ways of thinking

- Suggest new and practical ways of working that will produce more efficient, high quality, results

- Demonstrate quick thinking in, and cope effectively with, situations where the established rules and procedures do not provide the answers, ensuring you stay within the limits of your authority

- Anticipate problems that may arise and develop contingency plans to deal with them

Decision making:

- Consider the impact of your decisions on all internal and external stakeholders

- Refer decisions beyond your personal authority levels to your manager, with appropriate recommendations

- Make rapid decisions where required, using past experience and (if time permits) advice from colleagues as a guide

Planning, organising and delivering results:

- Set realistic plans, goals and targets

- Prioritise your workload and schedule work as necessary to meet deadlines. Be ready to adapt to changing circumstances, reprioritising as necessary

- Focus your time, attention and resources on activities that contribute to the achievement of business targets and priorities

- Apply skill, effort and judgement to getting the job done on time, within budget, whilst working to the required standards of quality and accuracy, ensuring conformity with Company Guidelines

- Take personal responsibility for ensuring that tasks are completed, with a focus on results

- Take pride in your work and strive to achieve excellence in everything you do

Business awareness:

- Consider the bigger commercial picture when determining a course of action

- Seek cost-effective solutions, and consider budgetary constraints when making purchasing decisions

- Apply an understanding of financial and commercial context and constraints, demonstrating a wider economic awareness

- Make reasonable estimates of the resources necessary for projects, taking corrective action where possible

- Maintain secure, accurate records and files. Share information with relevant third parties to maximise team efficiency and avoid duplication of effort

Customer service

- Actively seek to understand customers' needs and provide the best possible service to them, consistent with the commercial interests of the company

- Communicate clearly and courteously with customers, managing expectations and keeping them informed of progress. Build trust by promoting strong relationships and seeking "win-win" solutions

- Take personal responsibility in ensuring that customers' concerns are addressed and queries resolved to their satisfaction, taking steps to prevent recurrence of any problems

Team work:

- Put personal preferences aside and demonstrate a personal commitment to team goals, ahead of individual recognition

- Work co-operatively and productively with your team and others across the company, openly exchanging information

- Build good working relationships across the company and treat others with courtesy and respect. Recognise the importance of developing networks both within the company and outside

- Be prepared to take on tasks outside your normal remit in order to help colleagues when they are under pressure and contribute to team success

Self-motivated development:

- Manage your workload proactively, using your initiative to add value to the team and the company

- Approach difficulties with a positive attitude, volunteering for new projects which may take you out of your comfort zone

- Take responsibility for maintaining and achieving your Personal Development Plan

- Learn from any mistakes you make, and share that learning with the team

Management Roles

Leadership

- Act as a role model for others and an ambassador for the company, presenting a positive image both internally and externally

- Demonstrate commitment to, and enthusiasm for, organisational goals and policies

- Communicate a clear vision, and set and prioritise and objectives for all team members, ensuring they are aligned with corporate objectives

- Providing constructive feedback and guidance, including coaching and development as appropriate

- Delegate appropriately, giving the right amount of responsibility to each person, acting as a mentor and providing support and guidance

- Demonstrate awareness and acceptance of individual differences, showing concern for employees' well-being

- Demonstrate honesty and integrity towards others

- Manage conflict promptly, fairly and consistently, listening and understanding both parties to aid resolution of issues
- Develop the capabilities of team members within their current role and prepare them for progression into new roles

Project management

- Proactively manage resources effectively in order to deliver projects on time and within budget
- Contribute to the development and implementation of company strategy as appropriate to your role
- Identify and highlight business opportunities, maintaining an up-to-date awareness of market, political, economic and social trends and competitor activity

Do you have a vacancy that needs filling or need some recruitment advice?