

## SELECTING THE BEST THE ROLE OF COMPETENCIES

### Definition

A competency is a narrowly defined set of knowledge, skills and aptitudes that would enable the candidate to initiate, sustain, control and support the kinds of actions that will generate results in the job.

### Categories

Competencies are grouped generally into three categories for ease of selection and measurement. These are:-

**Technical** relating to the task specific issues of the job --  
*e.g. planning and scheduling; problem definition / resolution; priority setting; networking; evaluating.*

**Business** associated with the relevance and integration of strategic objectives and work practices -- *e.g. information management; operations analysis; budgeting; team skills; coaching; crisis management; public relations.*

**Interpersonal** affecting relationships necessary to harness the motivations and abilities of others to achieve results- *e.g. energy; resilience; negotiation; counseling; persuasion; collaboration; service orientation; conflict management.*

### Process

Start with the end! What specific results, products or outcomes must be the job produce? Now, in order to accomplish these results, what technical, business and interpersonal Knowledge, Skills and Aptitudes would be required?

Also consider the working conditions, resources and restraints that apply to the job, both now and in the foreseeable future. Are there any special challenges or demands relating to resources (people; money; equipment; materials; time; information or motivational energy) or to standards (quality, quantity, timings, costs) that will affect the performance of the job or the final outcomes specified?

The selected Competencies, amplified with any appropriate notes and/or concerns should be listed on the Candidate Profile format.

Use the Menus attached to stimulate your thinking. The Menu is not exhaustive however, and should you become aware of additional competencies that could apply, please feel free to add them to the list. Please consider sharing these additions with others who might benefit from their use.

## Competencies

### *Technical Competencies*

Intellectual Capability  
Assimilation  
Analytical Assessment  
Educational Competence  
Specific Knowledge  
Research Ability  
Evaluative Competence  
Spatial Judgement

Direct Experience  
Initiative  
Scheduling  
Networking  
Decisiveness

Innovation  
Idea Generation  
Priority Setting  
Planning  
Organizing  
Detail Focus  
Results Focus  
Design Capability

Persistence  
Methodical  
Diligence  
Precision  
Quality Focus

### **Business Competencies**

Information Management  
Financial Analysis  
Operations Analysis  
Personnel Assessment  
Problem Identification  
Strategy Development  
Results Orientation

Meeting Management  
Coaching / Tutoring  
Instructing  
Problem Solving  
Decision Making  
Crisis Management

Priority Management  
Resource Management  
Standards Setting  
Budgeting  
Delegation  
Team Initiation  
Team Leadership

Documentation  
Public Relations  
Diplomacy  
Facilitation  
Sales / Promotion  
Arbitration

### *Interpersonal Competencies*

Self Esteem  
Stability  
Personal integration  
Energy Level  
Resilience  
Strategy Development  
Results Orientation

Participation  
Teamwork  
Relationship Building  
Collaboration  
Networking  
Service Orientation

Active Listening  
Presentation  
Dialoguing  
Negotiation  
Counseling  
Non-Verbal Competence  
Persuasion

Drive  
Adaptability  
Stress Management  
Synergy Development  
Conflict Management  
Mediation / Conciliation

## Competencies

### Ideal Candidate Profile

*Position:*

*Reports to:*

*Department/Division*

*Date Position Available*

*Previous Incumbent*

**COMPETENCIES** (see attached)

**Standards / Special Needs / Notes**

**Technical**

-  
-  
-  
-  
-

**Business**

-  
-  
-  
-  
-

**Interpersonal**

-  
-  
-  
-  
-

**Special Requirements**

## Competencies

### Technical Assessment

#### *Competencies / Definitions*

Intellectual Capability	ability to take in, absorb, understand and then apply complex information as concepts, relationships and consequences.
Assimilation	openness to accept and relate to new or revised information and to put it to practical use without discomfort.
Analytical Assessment	capable of defining reasons and relationships, cause and effects, within a complex set of information or complicated situation.
Educational Competence	awareness of a well structured body of knowledge, skills and aptitudes, with a positive attitude towards learning opportunities.
Specific Knowledge	demonstrable mastery within a defined area of specialization or competence supported by a high aptitude
Research Ability	familiarity with research methodologies, sources of information, analytical processes and presentation skills.
Evaluative Competence	ability to assess, compare and contrast alternative concepts and/or situations in order to assign priority, merit or value.
Innovation	ability to apply new interpretations and applications to existing or familiar concepts and/or situations in a problem solving mode.
Idea Generation	capable of compiling extensive lists of practical alternatives or options for future consideration.
Priority Setting	ability to assess and justify appropriate sequences, values and/or merit to dissimilar competitive issues or concerns.
Planning	capable of assigning objectives, goals, performance criteria and general strategies to achieve success in an undertaking.
Organizing	proven ability to apply resources and standards, to delegate, brief and energize proper actions in the implementation of a plan.

## Competencies

### Technical Assessment

#### *Technical Competencies / continued*

Detail Focus	competence in assessing the appropriate need for, and ensuring the proper application of detail with precision and accuracy.
Results Focus	demonstrated ability to bring a series of related actions to a successful conclusion to allow for new/increased potentials
Design Capability	ability to conceive, demonstrate and develop the practical application of a concept or process need.
Direct Experience	a period of applied knowledge and skill, directly related to the specific area, with demonstrated and measurable outcomes.
Initiative	proven interventions which cause or facilitate a new action or beginning to the benefit of a process in part or in general.
Scheduling	ability to place sequence or order on a series of related tasks so to introduce effectiveness and/or efficiency to an outcome.
Networking	capable of forming and sustaining an extensive or select group of contacts as an assist to sourcing or researching information.
Decisiveness	ability to assemble, evaluate and refine information to determine and commit to future action(s) with appropriate confidence.
Persistence	able to continue with a course of action or relationship in face of opposition and/or adversity or for protracted time periods.
Methodical	systematic, orderly and predictable in approach, painstaking and structured approach to handling or managing a process.
Diligence	ability to apply steady, sincere and energetic effort over extended time or across a wide variety of activities to achieve success.
Precision	capable of adherence in measurable exactness, conformity and/or correctness to a predefined level or standard.
Quality Focus	an attitude of personal responsibility for the attainment of a superior standard of performance or outcome.

## Competencies

### Business Assessment

#### *Competencies / Definitions*

Information Management	demonstrated ability to locate, gather, sort, process, apply and secure relevant information / intelligence for business purposes.
Financial Analysis	competence in the review, interpretation, manipulation and extrapolation of financial data, information and trends.
Operations Analysis	adept at comprehending the significant variables and relationships that interact in complex business processes
Personnel Assessment	skilled at determining the potential contribution strengths and development needs of people in a business context.
Problem Identification	able to determine and accurately define the central issues and/or irregularities that impede the smooth flow of a business process
Strategy Development	capable of identifying, assessing and selecting general methods that would assist effective and efficient business progress
Results Orientation	demonstrated ability to bring a series of related actions to a successful conclusion to assist business progress/development
Priority Management	capable of assessing and selecting the appropriate relative merit, sequence and/or value in a series of possible actions / events
Resource Management	demonstrated competence in the effective and efficient use of available People, Finances, Materials, Time and Information
Standards Setting	capable of selecting and applying proper expectations and restraints to the use of resources to optimize effective use
Budgeting	ability to predict / forecast and manage financial and related needs required to conduct a successful business operation
Delegation	capable of designing and assigning projects, tasks and programs necessary to success in an effective, mutually beneficial manner
Team Initiation	able to select, assemble, brief and instigate team action required for the proper conduct and/or completion of a business process

## Competencies

### Business Assessment

#### *Business Assessment Competencies / continued*

Team Leadership	skilled in providing focus, energy and broad direction to a group engaged in a common task so that there is identifiable synergy
Meeting Management	competent in designing, conducting and concluding collaborative efforts to achieve a common purpose or outcomes
Coaching / Tutoring	able to develop / sustain an individual or small group intervention with specific objectives so as to substantially improve results
Instructing	capable of transferring a predefined body of knowledge / skills to others in a constructive, sustainable manner
Problem Solving	skilled at deriving practical, effective and acceptable solutions to business problems and issues
Decision Making	competent at assembling, evaluating and refining information to determine and commit future actions with appropriate confidence
Crisis Management	proven ability to assert control / practical action alternatives in the face of difficulties, confusion and/or frustrating circumstances
Documentation	ability to collect, collate and record the relevant aspects of a complicated series of activities / events for future benefit
Public Relations	skilled at assessing and maneuvering the consequences and impact of issues / events in a public or external environment
Diplomacy	demonstrated skill at managing problematic situations and contentious issues in the public / external domain
Facilitation	able to act effectively as a stimulant, guide, coordinator and mediator in order to bring together a range of diverse opinions in a group
Sales / Promotion	competent in matching needs, wants or preferences with available resources / services to meet a defined need
Arbitration	skilled in soliciting, clarifying and defining opposing issues or viewpoints, then making acceptable, objective, impartial judgments.

## Competencies

### Interpersonal Assessment

#### *Competencies / Definitions*

Self Esteem	disposition reflects well-founded self confidence, optimism and personal resiliency; a proper sense of personal worth or value
Stability	secure and appropriately focused on immediate and longer term issues; able to maintain a sense of reality in varying conditions
Personal Integration	possessing a well considered perspective of individual role and values; able to make successful applications in most conditions
Energy Level	the physical / emotional reserves to handle foreseeable demands / contingencies without strain or performance deterioration
Resilience	ability to respond to / recover from set-backs, difficulties and/or disappointments while retaining positive perspective / expectation
Strategy	capable of identifying, assessing and selecting broad based methods that will assist effective and resilient relationships
Results Orientation	demonstrated ability to bring a series of related actions to a successful conclusion to assist sustainable relationships
Active Listening	ability to constructively hear, relate, understand, utilize the input of others using comparison, contrasting and summarizing
Presentation	competent in organizing, presenting and confirming information / intelligence in a coherent, credible and confident manner
Dialoguing	capable of exploring issues in a collaborative way so that all involved derive the benefit and value of differing perspectives
Negotiation	skilled in reconciling different viewpoints / needs so that there are significant perceived gains and agreements for all involved
Counseling	able to relate to, and work constructively with the perspectives of others in order to secure needed solutions or reconciliation
Non-Verbal Competence	practiced in the skill of consciously reading and projecting information by means of body language gestures
Persuasion	ability to bring others to a common viewpoint or course of action by using reason, emotional appeal and/or acceptable coercion

## Competencies

### Interpersonal Assessment

#### *Interpersonal Competencies / continued*

Participation	able and prepared to act collaboratively in the pursuit of common objectives, goals, standards and strategies in a business context
Teamwork	capable of working as an integral part of a focused group to combine information, opinion and action to derive a preset result
Relationship Building	capable of initiating, developing and sustaining effective working relations with a range of others in varying circumstances
Collaboration	able to cooperate with others in pursuing common aims and/or interests by means of practical commitments / accommodations
Networking	capable of forming and sustaining a select or extensive group of contacts as an assist to initiating and developing relationships
Service Orientation	disposed to providing benefit to others in a business context both in tangible and personal forms so to ensure satisfaction
Drive	Possessing the motive, impetus and focused energy necessary to achieve a preset objective, goal, result and/or standard
Adaptability	capable of responding intelligently to the emerging demands of others in variable circumstances and without loss of effectiveness
Stress Management	competent in dealing constructively with stress and/or protracted frustration so as to sustain an optimal level of effectiveness
Synergy Development	able to harness the differing viewpoints, knowledge, skills and attitudes of others to attain a collaborative result of higher value
Conflict Management	practiced in clarifying, refocusing and redirecting the opposing interests and aspirations of others to achieve common objectives
Mediation / Conciliation	ability to bridge and/or reconcile the differences between hostile parties by focusing on common ground, interests and benefits