

Selecting Competencies

When selecting competencies, you should aim to identify the 4-6 most pertinent competencies for the role.

Consider which competencies are an absolute requirement for candidates to possess on entry and which could be reasonably developed in the role.

Standard graduate level competencies include:

- Teamwork
- Motivation and drive
- Communication
- Commercial awareness
- Problem solving
- Organisation
- Time-management
- Innovation and creativity
- Leadership
- Attention to detail

To ensure that staff recruiting understand what the competency represents within your business and your recruitment process is a valid test of candidates' suitability for the role, you can develop a competency framework which outlines positive and negative indicators for each competency.

Example competency framework

Competency	Positive indicators	Negative indicators
Teamwork	<ul style="list-style-type: none"> • Able to build effective trusting relationships with a variety of people • Able to find win-win solutions • Offers support and help to colleagues 	<ul style="list-style-type: none"> • Has difficulty working with other people, causing offence or upset • Wins at the expense of others • Does not engage or offer ideas
Attention to detail	<ul style="list-style-type: none"> • Takes ownership and responsibility for their work • Able to plan and prioritise work effectively • Gets the details right and targets content to audience 	<ul style="list-style-type: none"> • Avoids ownership and responsibility • Poorly organised and unable to prioritise effectively • Lacks attention to detail, poorly-presented work and misjudges audience
Commercial awareness	<ul style="list-style-type: none"> • Understands the customers, market and business priorities • Able to accurately analyse and make sense of complex data or information • Delivers positive business results 	<ul style="list-style-type: none"> • Misunderstands the customers, market and business priorities • Draws incorrect conclusions from analysing data or information • Does not deliver results
Motivation and drive	<ul style="list-style-type: none"> • Goes the extra mile for customers and colleagues • Eager to learn and get involved • Uses their initiative and works well independently 	<ul style="list-style-type: none"> • Does only what is required • Refuses to take on additional work, tasks or projects • Needs lots of supervision, support and direction