

Recruitment matrix

You should seek to test each of the competencies at least twice during your recruitment process. Utilising a three-stage process, combining a written application, interview and a work-based test, will provide a suitably robust recruitment process that is not overly onerous for the business or the candidates.

Competency	Test through CV and covering letter	Test in interview	Test in work-based task
Teamwork			
Attention to detail			
Commercial awareness			
Motivation and drive			

Competency framework

Competency	Positive indicators	Negative indicators
Teamwork		
Attention to detail		
Commercial awareness		
Motivation and drive		