

"RISEBA University of Applied Sciences"

Competence Model

For defining of selection, assessment and remuneration process

Corporate competences – applies to all employees of the organization	
<ul style="list-style-type: none">– Team working and cooperation/relationship building– Quality assurance– Initiative and responsibility– Diversity and tolerance– Communication	
Competences of position category – applies to all employees of the position category	
<u>EXECUTIVES</u>	<u>ACADEMIC AND SCIENTIFIC STAFF</u>
Strategic thinking	Use of professional knowledge/Professional confidence
Team leadership	Relationship building and networking

Team working and cooperation

Definition: Interest and ability to cooperate with colleagues in order to achieve the set team goals and solve problems. Ability to maintain good relationship with team members, to exchange with important information and to build team spirit. Ability to create and maintain constructive relationships or contacts with people (within own organization or outside of it) that can or would help to achieve work-related goals.

Positive action and attitude characteristics	Undesirable action and attitude characteristics
<ul style="list-style-type: none"> – Provide useful information for others – Inspire confidence being honest and consistently to others – Fulfil promises – Clearly state one’s intentions while collaborating with others – Build team spirit improving communication, cooperation and consensus – Resolve disputes tactfully and diplomatically, act in conflict situations constructively and calmly – Participate in team work and are positive towards the colleagues – Listen, respect and try to understand views of others. Provide colleagues with honest and genuine feedback. Evaluate positively contribution of others to the team work – If necessary, provide help and support. – Offer new ideas and solutions that facilitate the team work – Support team’s decisions – Do more for the team than required – Discuss and agree with the team on significant success factors and indicators of the team 	<ul style="list-style-type: none"> – Deliberately complicate the information exchange within the team – Perceive own interests as more important than the team’s – Rude, careless and intolerant behaviour towards colleagues – Do not try to maintain relations with others – Retain an important information for themselves or within own structural unit – Cooperate selectively - only led by personal interests – Can cause conflicts with own behaviour – Not interested in different opinion. Do not value the contribution of others in common work – Show frustration when the colleagues want to involve into team – Speak depreciatingly about other colleagues or structural units, rumouring – Negative response to feedback from colleagues, do not try to improve own behaviour

Quality assurance

Definition: Ability to work in a planned, systematic and structured manner. The work is carried out in accordance with the rules and procedures. Focus on satisfaction of customers, collaboration partners and third parties (stakeholders), caring for the product or service quality.

Positive action and attitude characteristics	Undesirable action and attitude characteristics
<ul style="list-style-type: none">- Ensure the clients fast, efficient and personal service- Follow and respond to measurement results of customer satisfaction taking into account customer complaints and suggestions- Set high standards of quality for the evaluation of own work and work of others- Contribute to a superior level of quality assurance- Assess quality using external standards and best practices (benchmarking)- Ensure observation of high quality standards and high quality work even at the level of details- Do not acknowledge work performance that not complies with standards- Analyse the results of their work, improve working methods in order to increase efficiency.	<ul style="list-style-type: none">- Do not acknowledge and do not comply with the quality standards of organization- Work is carried out carelessly- Careless, reluctant towards customers, collaboration partners and third parties concerned.- Say bad things about organization, RISEBA colleagues- Rude and impervious, serve the customers poorly- Fail to comply with the set deadlines

Initiative and responsibility

Definition: Readiness to act accordingly, to define and solve the problems, to look for opportunities to improve results. The ability to see and to prepare for new opportunities in the future. Readiness to do more than required by the formal job responsibilities.

Positive action and attitude characteristics	Undesirable action and attitude characteristics
<ul style="list-style-type: none"> – Work independently. Undertake responsibility for the job or for the project in general – Comply with decisions made and undertake responsibility thereof – Undertake responsibility in situations where there is derogation from the target. Do not give up if problems arise during the course of work, ready for further struggle to achieve the set result. – Undertake responsibility for mistakes – Solve problems with minimal guidance – Accept and support new ideas – Identify new opportunities and challenges that may arise in the future (six months - one year ahead). – Analyse the potential obstacles and seek for the solutions to prepare for future opportunities or to avoid a crisis. – Within own responsibility provide and implement improvements and initiatives taking into account new information – Take into account the variable situation planning and foreseeing changes – Search additional information in order to improve the action plan 	<ul style="list-style-type: none"> – Avoid problem solving – Do not adjust, continue to act as usually – Resistant to changes – Ignore the processes of change within the organization – See the opportunities, but do not act until instructed – Do not want to take greater responsibility – Believe that active approach to work contributes to undesirable additional responsibilities and tasks – Wait for the problems to resolve by themselves – Wait for orders and instructions to perform tasks – In case of a problem, do not try to solve it but wait for other intervention or assistance

Diversity and tolerance

Definition: Ability to adapt to a multicultural environment. The ability to collaborate with people from different cultures, religions, beliefs and minorities. The ability to be tolerant to human diversity. The ability to understand other people's mood, understand and collaborate with various people. The ability to show respect, interest and understanding of different views, beliefs and traditions. The ability to see how understanding of different cultures is beneficial to development of the organization.

Positive action and attitude characteristics	Undesirable action and attitude characteristics
<ul style="list-style-type: none"> – Evaluate issues within an international context – Get along with representatives of different cultures easily – Able to look at problems from different cultural perspectives – Respect cultural and religious differences and, if necessary, adjust own action – Try to learn other people's languages and / or traditions – When interacting with people, try to understand individuals, the factors that motivate them, as well as other communication determinants – Respect individual differences and recognize value thereof to the organization in general – Show tolerance and consideration to others 	<ul style="list-style-type: none"> – Perceive others according to race, culture or gender bias – Typical biased attitude – Do not try to understand or do not accept different cultures – Perceive one culture as better than other – Misunderstand others' feelings and act by assumptions – Demonstrate an arrogant attitude towards others – Do not adjust behaviour to different people – Reject proposals from others or judge accomplishments of others subjectively basing only on own assumptions

Communication

Definition: The ability to express their opinions in clear, structured and persuasive way. The ability to persuade and influence others to accept an opinion or to provoke to an action. This competence involves deliberate influence of other person (group of people) with arguments, visual aids, as well as indirect impacts in order to achieve a certain goal.

Positive action and attitude characteristics	Undesirable action and attitude characteristics
<ul style="list-style-type: none">- The ability to express their opinion clearly- Using variety of approaches, lead negotiations in the organization or outside successfully- Outline the most important aspects of the situation effectively, summarize and paraphrase what is being said- In formal situations the information is presented in compelling manner, using the visual aids and handouts effectively- Notice the reaction of the audience/other party, adjust the arguments and attitude accordingly- Select the appropriate arguments according to the level of understanding of the audience/other party- Ready to defend own point of view, as well as ready to hear valid counterarguments- Avoid emotions, which could affect the results adversely, maintain a professional attitude in emotionally difficult and stressful situations	<ul style="list-style-type: none">- The inability to listen- Show no flexibility to adjust to the audience- Do not ascertain that the audience understood what is being said- Avoid expressing own point of view- Unrestrained, irrational reaction to objections- Unable or do not try to gain support for own opinion- Not able to discuss or argue- Confront others within the discussion, setting against themselves or own ideas, give up easily if encountering opposition

Strategic thinking

Definition: The ability to plan and manage the work of the structural unit in compliance with RISEBA goals and strategy, ensuring implementation thereof in their own field of work. Comprehension of the organization

Positive action and attitude characteristics	Undesirable action and attitude characteristics
<ul style="list-style-type: none"> - The ability to see and to create a future vision - Explain the organization strategy and goals to their subordinates - Identify future opportunities and develop action plans - Take into account a wide range of factors related to the organization - Work to achieve long-term goals of organization - Work focusing on the future - Explore and considers possible future trends, opportunities and consequences - Evaluate how current actions affect future opportunities - According to the organization 's vision, participate in development of organization strategy - Contribute to the development of strategies if conditions change - Develop strategic plans in own field to achieve long-term goals of the organization - Encourage others to follow long-term strategy of the organization - Understand the connection between strategic goals of organization and own work - Coordinate own needs and requirements of structural unit to the long-term plans of organizations - Form complex short-term and long-term action plans. Able to set priorities. Able to plan not only own long-term actions but also actions of others - Effective use of resources 	<ul style="list-style-type: none"> - Do not inform employees on the organization's strategy - There is no regular / timely communication - There is no feedback as to whether an employee is doing things in the right direction, milestones are not reviewed - Have ideas, but do not try to understand how they are implemented - Not able to summarize and evaluate opinions - Perform activities that are not necessary for the organization - Inconsistency, lack of clarity in implementation of strategy - Not able to divide major goal into specific achievable tasks - Act according to their personal interests or interests of structural units, even if they do not meet common goals and values of the organization - Oversee own actions narrowly, pay attention to the consequences of the action only within the structural unit - Not willing to understand the strategy of the organization - Work for short-term results, not able to see the impact of own actions in long-term - Do not see the connection between own action and the organization's interests

Team leadership

Definition: Desire and ability to assume leadership role to ensure achievement of group's objectives. A good result in team building and management is achieved by building relations of trust between team members, taking care of the team and setting a positive example.

Positive action and attitude characteristics	Undesirable action and attitude characteristics
<ul style="list-style-type: none"> – Promote the sense of team – Tackle the problems that disrupt team work – With own actions create the conditions for teamwork – Organize teamwork, plan meetings and divide tasks – Ascertain whether the team has the resources necessary to carry out the task, control effectiveness of the team work – Inform and involve team members in overall decision-making process, explain complex ideas in a simple way – Encourage initiative and independence within team – Use a variety of techniques to increase team productivity and create a positive atmosphere (a common experience, team symbols, etc.). Resolves internal conflicts in the team – With own behaviour show a good example, inspire and excite – Represent the interests and reputation of the team within larger organization – Build team's vision, promoting the mutual support and development – Operate in a systematic and consistent way to prevent destructive opposition or serious obstacles – Encourage team collaboration with other teams in the organization – Evolve employees to use coaching methods for the management of the employees 	<ul style="list-style-type: none"> – Consider that everyone should work separately – See themselves more as the professional rather than the leader. Do not feel comfortable when should form a team or manage group work – Do not try to organize group work. Do not delegate responsibilities to subordinates, suppress other initiatives. Constant complaints about overload. – If decision making is required, rely solely on the authority of position and impose own views – Do not involve team members in generating ideas or decisions, do not try to evaluate compliance of the employees with specific tasks

Use of professional knowledge

Definition: Acquisition and use of new skills, acquirements, ideas and approaches at work. Development of own competences, upbringing of the descendants, development of the scope of activities (also field) and creation of contribution

Positive action and attitude characteristics	Undesirable action and attitude characteristics
<ul style="list-style-type: none"> – Demonstrate deep knowledge and understanding of their field of activity, promote innovation and act as an expert – Apply professional knowledge in work – Able to respond to customers ' and colleagues' questions about their professional field – Effective use of technological resources in their work to ensure that objectives are met – Look for ways to improve the organization and processes – Take full advantage of the benefits of computers and other equipment – Improve professional skills constantly, follow the changes in their professional sphere, overtake the best experience – Learn from mutual experiences, share experiences and knowledge with colleagues – Ensure business succession – Master new skills and information quickly – Contribute to the overall development of the organization – Receive criticism as recommendation for development, after received criticism change action constructively – Analyse problems and information in the context of industry development – Understand RISEBA programmes in general, not only from the perspective of its subject and course positions 	<ul style="list-style-type: none"> – Do not follow the new trends in field of work. Interested in certain topics – Insufficient and irregular development or improvement of own competence – Knowledge base is not regularly updated – Avoid any change and prefer working in current situation, without considering development of the organization in larger context in future – Demonstrate no flexibility, not willing to change any work methods – Neither share experience nor methodology with colleagues, reject the opportunity to demonstrate teaching methods and materials to colleagues – Do not take into account criticism , do not try to change action based on the criticism – Consider the importance of own subject higher than others and express views publicly – Discuss with students RISEBA settings and rule programme

Relationship building and networking

Definition: The ability to build and maintain a positive, friendly relations or contacts with people (in organization and outside of it) that that can or would help to achieve work-related and organizational goals.

Positive action and attitude characteristics	Undesirable action and attitude characteristics
<ul style="list-style-type: none"> – Actively work as an expert and deliver presentations thereby contributing to the overall RISEBA recognition of a particular professional field – Improve friendship at work and outside of work. Gain trust of others through informal relations – Feel freely in different societies, can adapt to various types of people – Build and develop good relations with important to RISEBA third parties, collaboration partners – Participate in professional cooperation networks actively relevant for the organization, promoting RISEBA and contributing to the development in specific sphere – Lobby the interests of RISEBA, try to use indirect interest representation through authority or experts of certain field – Use persuasive and influential tactics, which correspond to cultural and political environment of sphere – Adjust communication and collaborative approach to level of understanding and interests of the specific target audience – Act as an expert 	<ul style="list-style-type: none"> – More focused on subjects rather than people – Believe that can rely only on themselves, underestimate the importance of relation – Negative, avoid communication. Passive for networking, wait for others to initiate – Rarely form informal relations – Continuously cooperate with the same contacts, do not try to expand the range of partners – Unable to identify important contacts, partners, important decision makers – Do not seek to participate in professional networks – Form relations only in own interests – Sometimes create contacts, but without evaluating the usefulness in the context of the organization