

S 04 Support material

Assessing and balancing competence

Competitive ability in enterprises is largely determined by the employees who are not only qualified but also competent - employees who are, by virtue of their personal attributes and abilities gained in the course of their life, equal to the challenges of a working world that is becoming ever more complex.

Competence is therefore understood as the ability to self-organise. Self-organisation is accordingly any action in open problem situations and complex systems.

What defines key competences?

- The general ability to be active and creative on a self organised basis – to be reflexively active in technical and methodical matters relating to the ambient conditions and communicative with other people: these attributes speak for **self-organisation-and self learning abilities**.
- The ability to view oneself critically, a productive attitude and a sense of values: **personal competences**.
- The ability to master all knowledge, skills and results of social communication, to actively implement personal values and to integrate them with all other competences: **activity and action competence**
- The ability to handle apparently insoluble problems creatively by proper use of technical and methodical knowledge: **technical and methodical competence**.
- The ability to debate with others from a personal perspective, to cooperate and communicate creatively. **social- communicative competence**

To provide colleagues with an example of their competence it is necessary to include, measure and develop competence with the appropriate methods and instruments.

Assessing competence

The objective of using instruments for the assessment and definition of competence in the enterprise is to encourage the employees constructively with foresight and to support individual further development.

This calls not for standardised measures but rather for instruments targeting the individual strengths and weaknesses of the employee and the needs of the enterprise. The aim is the early recognition of the need for further training of the employees in order to successfully handle both current and future requirements in the workplace.

The definition and assessment of competence calls for instruments containing an individual location definition with respect to personal competences and simultaneously drawing conclusions possible for further vocational development measures.

The most varied methods for the approach are used, such as tests, biographical questionnaires, work simulation or trials and fact finding through so-called portfolios or assessment centres.

Different materials and exercises help in recognising one's own competence and to identify possibilities for improvement or development.

It is especially important in the context of change processes that enterprises address the question of how to assess the active vocational proficiency of their employees and how existing deficits can be obviated.

Apart from conventional seminal forms of competence development, measures within the work process or similar to the actual workplace near will be used.

For example, existing processes and job sequences in the form of workshops together with the employees can be used, from which new approaches for improvements can result.

Another possibility is the systematic job rotation of the employees i.e. a specific change of workplace. In this way the flow of information is improved and the ideas of the employees on other sectors are expanded on and corrected where necessary.

Balance of competence - reasons for the application

The following reasons speak for the application of the competence balancing:

- Competence balances are understandable without the need for complicated methodical prerequisites and foreknowledge.
- Approximately 80 per cent of all staff decisions in enterprises today are still based on pure "good feeling" judgements. Competence balances help to dispel this subjectivity.
- Competence balances take into account the formal, non-formal and informal acquisition of competence in similar measure.
- Competence balances combine recording, judgement and validation of competence analyses.
- Competence balances, unlike most other methods, are suitable for the conception and initiation of appropriate further education and training steps for established deficits in competence.
- Competence balances are very effective in procedural combinations and can be implemented with relatively low time expenditure on evaluation.