

REDUNDANCY SELECTION CRITERIA – **EXAMPLE ONLY**

COMPETENCY	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
1.0 Technical Skills				
1.1 Desirable qualifications	Good educational background. Trainee level.	Trade Certificate or equivalent.	Advanced Trade Certificate or equivalent.	Full NZCE in Engineering or Electrical.
1.2 Experience	Has some gaps and still undergoing training.	Meets most requirements.	Competent in all required areas.	Fully experienced and exceeds requirements in some areas.
1.3 Application of knowledge and skills (including drawings, procedures and relevant work specifications)	Knowledge of scope of work limited. Has some difficulty in a number of areas.	Understands the scope of work to be undertaken and generally applies knowledge to a satisfactory level.	Has good understanding of work to be undertaken and applies skills in a competent manner at all times.	Is able to and applies a full range of technical skills and knowledge over the entire scope of work.
2.0 Personal Skills				
2.1 Organisation of work	Finds it difficult to organise without input from others.	Generally organises work satisfactorily ensuring equipment and tools necessary are available.	A good organiser who ensures that all tools and equipment are available and in good working order.	An extremely efficient organiser. Everything is always on hand and ready for use.
2.2 Using foresight and creative thinking	Rarely identifies additional work that requires attention or recognises potential problems.	Occasionally identifies problems and additional work requirements and brings them to attention.	Identifies additional work regularly and reports potential problems.	Uses foresight in identifying other work requirements and attends to potential problems whenever they occur.
2.3 Flexibility	Will only do what is required and not keen on doing other tasks.	Does not respond eagerly to requests but otherwise work practices are flexible.	Responsive to company requests and adopts flexible work methods.	Goes out of way to meet requirements. Extremely flexible and puts Company needs first.
2.4 Performance as a team member	Rarely successful in working with others. Prefers to work alone and lacks co-operative approach. May not provide assistance when required. Does not listen to or value others' opinions.	Generally co-operates successfully with others. Will listen to other viewpoints and share relevant information.	Consistently successful in co-operating with others. Gives team goals high priority. Looks for opportunities to assist other team members.	Builds team spirit and promotes team morale and co-operation. Resolves conflict openly. Publicly credits others who have performed well. Emphasises "we-ness" in a team situation.

COMPETENCY	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
2.5 Safety and environment and commitment to Company procedures	Occasionally does not work safely and sometimes fails to follow environment and safety procedures. Is not always alert to potential hazards and does not look at safer alternatives to complete the work.	Consistently works safely and reports incidents and accidents. Alert to work hazards and procedures to eliminate, isolate or minimise same.	Always works safely and encourages others to do so. Plans work beforehand, to minimise, isolate or eliminate risks and hazards. Will stop a process if believes it is a safety risk.	Consistently makes suggestions for safety improvements and implements policies and procedures to ensure compliance. Actively communicates and monitors the work of others to ensure safety procedures are complied with.
2.6 Incident free relative to time	Record is not good in this respect.	Has the occasional incident.	Relatively incident free with respect to time involved.	Excellent record in this respect.
2.7 Record Keeping	Not a good record keeper and needs prompting.	Is capable of keeping records but accuracy and timing needs checking.	Complies with requirements.	Completes all records with total accuracy and on time.
2.8 Communication	Has difficulty in communicating and is not always clear and concise.	Generally communicates well but has problems with the more difficult and complex issues and does not always ensure team members are kept up to date with work progress.	Maintains a good standard of communication with team members and Supervisor on work progress or problems.	Maintains a high level of communication with team members and supervisor on all work related matters.
2.9 Customer Focus	Often fails to meet both internal and external customer needs through lack of response and effort.	Usually meets internal and external customer requirements. Effectiveness of response requires improvement.	Consistently meets internal and external customer requirements and responds on an acceptable basis to their needs.	Identifies, participates and meets internal and external customer requirements. Responds effectively to customer needs. Treats customers as partners and builds win/win relationships.

COMPETENCY	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
3.0 Leadership Skills	(Applicable to Team Leader positions only)			
3.1 Team leadership	Does not consistently provide direction when required by team members. Avoids conflict resolution. Communicates with individuals rather than the whole team.	Not always prepared to “let go” hence team members hold back a little. Otherwise gets good co-operation with acceptable performance levels.	Works well with team and generally achieves good performance from them.	Co-operates with team members to form and maintain productive teams. Sustains trust and morale. Sets high performance standards and inspires confidence. Gets good team support.
3.2 Goal setting	Does not always set clear goals and therefore does not get team members commitment.	Generally good at goal setting but is not always clear. Has difficulty at times getting team members’ commitment	Generally sets clear goals for team members. Will help them towards meeting targets.	Specifies goals clearly to team members and gains their commitment. Assists them to meet targets.
3.3 Coaching and counselling	Does not give feedback regularly. Not good at encouraging team members. Does not apply coaching skills well.	Provides an acceptable level of feedback and generally coaches well. More inclined to pick on faults and not encourage good points.	Gives feedback on a regular basis. A competent coach who encourages team members to perform well.	Provides frequent feedback to team members through day to day interactions. Helps and encourages them to improve their performance and increase their understanding of themselves and others. Continually works to improve relationships.

REDUNDANCY SELECTION PROCESS – EXAMPLE ONLY

ASSESSMENT SHEET

Employee Name:

Current Position:

Assessed By:

Date:

COMPETENCY	RATING SUMMARY			
	1	2	3	4
1.0 Qualifications & Experience				
1.1 Desirable qualifications				
1.2 Experience				
1.3 Application of knowledge & skills				
2.0 Personal Skills				
2.1 Organisation of work				
2.2 Using foresight & creative thinking				
2.3 Flexibility				
2.4 Performance as a team member				
2.5 Safety & environment & commitment to Company procedures				
2.6 Incident free relative to time				
2.7 Record Keeping				
2.8 Communication				
2.9 Customer focus				
3.0 Leadership Skills				
3.1 Team leadership				
3.2 Goal setting				
3.3 Coaching & counselling				

REDUNDANCY SELECTION PROCESS – **EXAMPLE ONLY**

ASSESSMENT CRITERIA SUMMARY SHEET

Employee Name:

Date:

COMPETENCY	RATING SUMMARY									WEIGHTINGS 3 = critical 2 = important 1 = necessary 0 = n/a		
	ASSESSORS MARKS									Conf. Rating	x Weight	Weighted Rating
	1	2	3	4	5	Sub Total	Average	Self Assess.				
1.0 Qualifications & Experience												
1.1 Desirable qualifications												
1.2 Experience												
1.3 Application of knowledge & skills												
2.0 Personal Skills												
2.1 Organisation of work												
2.2 Using foresight & creative thinking												
2.3 Flexibility												
2.4 Performance as a team member												
2.5 Safety & environment & commitment to Company procedures												
2.6 Incident free relative to time												
2.7 Record Keeping												
2.8 Communication												
2.9 Customer focus												
3.0 Leadership Skills												
3.1 Team leadership												
3.2 Goal setting												
3.3 Coaching & counselling												
1. Assign a points score for the competency.											TOTAL	
2. Multiply by the weighting factor.												
3. Total the points.												
4. Divide by no. of categories (15 for team leaders roles, 12 of all other roles).											AVERAGE	
5. Result is the average.												