



Co-funded by the
Erasmus+ Programme
of the European Union



CERTI4HEADMASTERS

COMPETENCE MATRIX

Before starting the recruitment, we recommend to sit down and to write down all the competencies you are looking for in a candidate in order to be successful in the position e.g.: problem solving, open mindedness, communication skills, ability to build relationships. Also set the level for each competence that is required, e.g. for problem solving: “Creates good structures through which to approach problems and suggests at least one original and reasonable solution”.

We recommend setting more levels e.g. not acceptable, acceptable, extraordinary. After you know your standards, ask yourself what kind of activity best proves these competencies and what kind of behavior you are going to count as an evidence for them (e.g. „Responds positively to negative student behavior” for Building relationships or “Checks for understanding” for Open mindedness).

From all this information there is just one step to form a complete **competence matrix** which is going to be a useful tool to have at hand during the selection process.



	not acceptable		acceptable		extraordinary
	1	2	3	4	5
Problem Solving	Shows some awareness of the problem. Unable to provide their own solutions, or those provided are very unrealistic.	Aware of the problem. Offers some structure to address the problem. Aware of more than one option. Is able to identify some solution.	Understands the problem and creates some structures through which to approach the problem. Is aware of more than one option that are realistic, creative and/or original. Suggests at least one original and reasonable solution.	Grasps the root of the problem at hand. Creates good structures through which to approach the problem. Is aware of different options that are realistic, creative and/or original. Is able to identify a sound solution.	Quickly grasps the root of even the most difficult problems at hand. Creates clear structures through which to approach the problem. Provides many options that are realistic, creative and original. Decides upon a strong solution.

The best way to use such a competence matrix is to observe the behavior of the candidate and record as much of it as possible. Just after seeing the evidence try to determine the suitable level of the concrete competencies based on the matrix. Examples:



	not acceptable		acceptable		extraordinary
	1	2	3	4	5
B u i l d i n g r e l a t i o n s h i p	Rejects the viewpoints of others, but makes a superficial attempt or low effort to build a bridge.	Asks questions but doesn't communicate skillfully enough to build common ground. Is making their own points, but is not showing that they can listen and incorporate thoughts from others.	Listens and tries to understand others to find points of common ground. Clearly and concisely articulates his/her ideas, tries to build rapport of others and is somewhat successful in influencing the course of the discussion.	Listens and tries to understand others, able to find points of common ground. Repeatedly relates to what others had said (asking other people for perspective, building on what others had said). Clearly and concisely articulates his/her ideas, builds rapport of others and strongly and positively influences the course of the discussion.	Listens and tries to understand others and creatively finds points of common ground. Constantly and inspiringly relates to what others had said in a variety of ways (building on what others said, appreciating ideas of others, asking other people for perspective, encouraging others). Finds a new solution, based on the interests of more stakeholders. Clearly and concisely articulates his/her ideas, builds rapport of others and people naturally look up to him/her to lead the discussion.