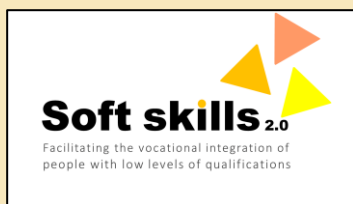




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# Soft Skills at the heart of Human Resources



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## Table of Contents

Table of Contents .....	3
Introduction.....	5
1. What are Soft Skills?.....	5
2. List of Soft Skills.....	6
3. Why are we interested in Soft Skills in human resources management? .....	8
4. An introduction to the legal aspects of ECVET in the EU .....	8
5. Templates.....	9
Soft Skills integrated in the HRM Process .....	16
1. Phase 1: Preparation of the recruitment .....	16
2. Phase 2: Selection of the candidate .....	20
3. Phase 3: Integration of a new employee .....	25
4. Phase 4: Daily work life .....	29
5. Phase 5: Mobility of an employee.....	36
Annexes .....	42
Introduction.....	43
Annex 1.2: Write a job description .....	44
Annex 1.3: Write and publish a job offer .....	45
Annex 2.1: Initial selection of candidates .....	46
Annex 2.2: Hold job interviews .....	47
Annex 2.3: Make skills assessment test .....	48
Annex 3.3: Implement a probation period.....	49
Annex 3.4: Hold a check-up interview .....	50
Annex 4.1: Daily work life interview .....	52
Annex 4.2.1: Annual interview (supervisor).....	54
Annex 4.2.2: Annual interview (employee).....	56
Annex 4.2.3: Annual interview (minutes) .....	58
Annex 4.3: Evaluation of performance .....	60
Annex 4.4: Manage trainings .....	61
Annex 5.1: Hold internal transition interview.....	62
Annex 5.2: Hold external transition interviews .....	64
Annex 5.3: Hold end-of-career interviews .....	65
Conclusion .....	66

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## Introduction

### 1. What are Soft Skills?

**Soft Skills** are often called “relational qualities”. The Oxford Dictionary defines **Soft Skills** as “personal attributes that enable someone to interact effectively and harmoniously with other people.” **Soft Skills** complement hard skills, which are technical and academic skills.

**Soft Skills** are abilities, are not linked to a specific profession, field or sector but can consequently be required in any situation, which suggests their transferability. Sustaining human knowledge is essential; it is by sharing the diverse set of skills available that a company maintains and develops its level of productivity and accelerates its transformation process.

Just like hard skills, **Soft Skills** can be developed. Emotional intelligence, teamwork, autonomy, etc. can be cultivated in a variety of different contexts. Some are traditionally developed in a more personal context (in the family, with friends, at school, while travelling, participating in sport activities, etc); others in the professional world (during workshops, specific trainings, or simply by working in a caring work environment).

Over time, these skills gain in value. While technical skills can quickly become obsolete due to the rapidity of technological advances.

**Soft Skills** are not innate, they are abilities that are based in methods and techniques that can be learned and trained. As with all skills, **Soft Skills** are acquired and implemented in concrete practical settings.

However, it's important to understand that Soft Skills are regarded as personal and interpersonal skills, close to personality traits. They are essential in professional life, and complement specialised skills and knowledge. They are also different from life skills, which are personal aptitudes, personality traits, reinforced throughout life. Curiosity and tolerance are examples of life skills. These life skills are the basis for the social and professional integration of a person

**Soft Skills** do not have a single definition; there is no consensus on the definition of **Soft Skills**, nor is there a consensus on the concept it represents.

The idea and main objectives of this protocol are, on the one hand, to become familiar, as a player in human resources (HR), with tools developed within the framework of **Soft Skills** and, more specifically, the **Soft Skills 2.0 project**, and, on the other hand, to integrate these tools into a recruitment and HR management method.

As part of the first “**Soft Skills**” project funded by Erasmus+, the European project partners have defined **Soft Skills** as personal and interpersonal skills, close to personality traits. They are essential in professional life, and complement specialised skills and knowledge. Unlike hard skills, which are specific to one or more occupations, Soft Skills can be used in several professional and personal contexts.

## 2. List of Soft Skills

**Soft Skills** can be divided into two groups:

- Interpersonal skills: necessary for communication and interaction with other people;
- Intrapersonal skills: which are internal skills, perceptions and attitudes that occur in a person's mind.

We have defined 5 categories of **Soft Skills** belonging to these two groups:

- Intrapersonal skills: ability to progress, self-awareness and involvement – representing, the abilities that enable an individual to fully understand themselves and cope with their emotions;
- Interpersonal skills: interaction and reliability – containing the elements that enable an individual to understand and interact effectively with others.

European partners and members of their networks have identified a list of 20 **Soft Skills** (see following page). This list, supplemented by a definition, is the central element for the implementation of a training program and educational tools as well as a protocol to facilitate the consideration of **Soft Skills** in the HR recruitment process. (see following page)

## GROWTH MINDSET



### ADAPTABILITY

#### ADAPTING TO CHANGE

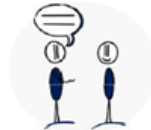
Ability to integrate changes to adapt to people and the environment, in a positive way.



### AUTONOMY

#### DOING TASKS WITHOUT ANY HELP FROM OTHER PEOPLE

Ability to be independent, think by yourself, make decisions and undertake actions by yourself, within the framework and limits set by the workposition.



### ACCEPTING PROFESSIONAL REMARKS

#### ACCEPTING REMARKS

Ability to accept remarks and take them into account to improve your job.



### LEARNING TO LEARN

#### LEARNING FROM YOUR OWN SUCCESSES AND FAILURES

Ability and desire to continuously acquire and update knowledge and competences.

## SELF AWARENESS



### PRESENTATION

#### TAKING CARE OF YOUR APPEARANCE

Ability to adapt your image and your appearance to your position.



### SELF-CONFIDENCE

#### BELIEVING IN YOURSELF

Ability to appreciate your personal qualities and resources, which builds a sense of confidence.



### EMOTIONAL INTELLIGENCE

#### CONTROL YOUR EMOTIONS

Ability to use the emotional information to identify the appropriate way to manage your emotions, depending on the situation.

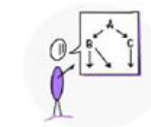


### SELF-REFLECTION

#### UNDERSTAND YOUR OWN FEELINGS AND BEHAVIOURS

Ability to put things into perspective to think about your own feelings and behaviours

## COMMITMENT



### SENSE OF ORGANISATION

#### STRUCTURING YOUR WORK IN A METHODOICAL WAY

Ability to plan, prepare, prioritise and coordinate the tasks to be performed with a global vision of the situation



### TAKING INITIATIVE

#### TAKING ACTION BY YOURSELF

Ability to offer, take action or imagine new solutions to carry out or improve your job, according to the rules of the workplace.



### SENSE OF RESPONSIBILITY

#### BEING AWARE OF YOUR DUTIES

Ability to take responsibility for the consequences of your decisions and actions, to feel responsible for the missions entrusted to you.



### ABILITY TO ANTICIPATE

#### GETTING PREPARED BEFORE ACTING

Ability to look to the future, to work with perseverance and to prepare according to your needs.

## RELIABILITY



### RESPECT OF THE RULES

#### RESPECTING THE RULES

Ability to respect the rules related to the context in which the activity is being developed.



### SENSE OF ETHICS

#### BEING TRUE TO THE VALUES OF YOUR JOB

Ability to act according to the values of the job, to adopt a deontological attitude towards given situations.



### EFFICIENCY

#### REACHING YOUR OBJECTIVES ON TIME

Ability to deliver expected results and objectives on time.



### CONSCIENTIOUSNESS AT WORK

#### BEHAVE APPROPRIATELY

Ability and willingness to adopt the appropriate behaviour in the workplace and to make the necessary efforts to achieve goals.

## INTERACTIONS



### COMMUNICATION

#### KNOW HOW TO EXPRESS YOURSELF

Ability to express yourself clearly and effectively – to know how to structure your ideas, adapt vocabulary and message to the person you are speaking to.



### ASSERTIVENESS

#### EXPRESSING YOURSELF WITH CONFIDENCE

Ability to express with confidence your feelings and assert your rights, while respecting the feelings and rights of others.



### LEADERSHIP

#### LEADING A GROUP IN A CHOSEN DIRECTION

Ability to influence and bring together a group in order to achieve a common goal, in a relationship of mutual trust and without exceeding your authority.



### TEAM WORK

#### COLLABORATING WITH OTHERS

Ability to undertake missions together in mutual respect to achieve common goals.

### 3. Why are we interested in Soft Skills in human resources management?

**Soft Skills** have existed for many years, but it is only since the 2010s that **Soft Skills** have become part of the vocabulary of HR services.

The professional world is in full transformation at an increasingly sustained pace, where professions are constantly evolving and where skills take precedence over hard skills in job profiles. Technical skills are no longer the only assets of candidates and employees. In this fast-changing world, **Soft Skills** are major assets to better adapt to changes in work. The digitalization of businesses and the arrival of artificial intelligence are shaking up the way we work. Computer programs can perform a large number of tasks, but creativity and adaptation remain within human competence.

To embrace progress, having solid **Soft Skills** in one's professional toolbox is a valuable resource. They are crucial elements that support jobholders to adapt and evolve in a constantly changing, professional world. Furthermore, **Soft Skills** complement and reinforce hard skills. The combination of both types of skills is always more effective since it maximizes an employee's chances for and success in a position.

HR management is an essential link in the competence and competitiveness of an organization. The staff of an HR department must know the main missions of recruitment, training, talent management, career development, etc. and **Soft Skills** are the concrete translation of a company's values and culture.

HR staff, by integrating **Soft Skills** into their HR processes, has an essential role to play in supporting this transformation of the companies. **Soft Skills** are the glue of employee engagement. **They** are the intersection of the individual expectations of employees and the collective objectives of a company. This is why it is important to know the different **Soft Skills**, to identify them, to promote them and to develop them.

### 4. An introduction to the legal aspects of ECVET in the EU

In the realm of Continuing Vocational Education and Training (CVET), legal aspects related to work-based learning (WBL) are influenced by policies at various levels, including those established by member states, European Union (EU) directives, and regional regulations. European policies, play a crucial role in shaping CVET practices. The EU provides funding, offers guidance on effective training, and encourages cooperation among member states. The European Centre for the Development of Vocational Training (CEDEFOP) supports the development of vocational education and training policies in collaboration with the EU, member states, and social partners.

On a European level, project partners analysed their countries' policies on work-based learning as a method of CVET. Partner policies in the "Soft Skills 2.0" project, spanning Austria, Belgium, France, Slovenia, and Spain, align with conducive criteria, creating a favourable context for training Soft Skills work-based learning settings. These policies recognize WBL as a common method, support WBL-oriented programs, finance training with WBL elements,



acknowledge informally acquired learning outcomes, and demonstrate stakeholder interest and focus on WBL. More information about this analysis can be found in the Guide of Corporate Culture.

## **5. Templates**

In this protocol, these legal aspects are clearly summarised in a well-structured template. However, the legal aspects are framed by the countries represented in this project, reflecting the diversity of the partners. Therefore, if your country is not mentioned or presented, an empty template is provided to complete the kaleidoscope of structures implemented in the EU.



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## LEGAL ASPECTS REGARDING HUMAN RESOURCES MANAGEMENT

### WHERE ARE THE RULES WRITTEN?

### WHO IS MANAGING THE POLICY? (LOCALLY, REGIONALLY, NATIONALLY)

#### AUSTRIA

Regulations about WBL can be found in the Vocational Training Act (the legal basis for the vocational training of apprentices), in federal laws to regulate specific professions, in collective agreements to regulate sector-specific aspects, in the Federal Guideline for the Funding of Socio-Economic Enterprises or the Federal Guideline on Education and Training Grants.

**Nationally**, the policy is managed by the Ministry of Labour, the Ministry of Social Affairs, Health, Care and Consumer Protection and the Ministry of Education, Science and Research.  
**Regionally**, the policy is managed by the nine provinces (Länder).  
The Austrian economic and social partnership, a system of economic and social policy cooperation between the interest groups of employers and employees, also plays an important role on national level.

#### BELGIUM

In Belgium the region is in charge of employment and the communities manage the education and therefore co-represent the work based learning. Example of Brussels-Wallonia Community: <https://walle.wallonie.be/sites/wallex/contents/acts/7/7477/1.html>

In Belgium the region is in charge of employment and the communities manage the education and therefore co-represent the work based learning.  
There are also policy agreements on smaller scales.

#### FRANCE

In the labor Code

It's managed nationally

#### SLOVENIA

The National Professional Qualifications Act regulates conditions and procedures for the acquisition of national vocational qualifications.

All policies are state-run and administered by the Slovenian government. The basic legislation in this area applies to all employers in Slovenia. There are some differences between the public and private sectors.

#### SPAIN

In April 2022 a law was approved to reorganise and build an unique CVET system. 4 years to restructure all the aspects contained in the law is organized in two sub-systems:

- Academic CVET, which provides qualifications from the education system.
- CVET for employment, which awards certificates of professionalism and accreditations.

Both systems share a reference catalog of professional qualifications that establishes homologations and equivalences between them.

There are :

- Laws regulating the structure and functioning of CVET.
- Royal Decrees that regulate different aspects of CVET, qualifications and existing certificates of professionalism (Spanish State).
- Decrees and orders (regional level) detailing certain aspects of implementation in each territory.
- There are certain laws on lifelong learning that regulate certain aspects of CVET.

**Nationally**, the State Government regulates the principal structure of CVET.  
The regional governments have the competence of enforcing laws in their own territory (they has a partial competence, respecting a common framework, to regulate the CVET). They also have the competence to manage the resources (physical and human) to develop and run the actions of CVET.  
The local administrations have only complementary competences to aid in some particular aspects (E. ex. giving some subsidies to particular people in risk of exclusion).  
It exists different agents involved in the CVET. The public administration has its own centres and personnel, but also exist private centers with its own personnel that has agreements with the public administration and obtains a part of financial resources from public funds.

## LEGAL ASPECTS REGARDING HUMAN RESOURCE MANAGEMENT

WHERE ARE THE RULES WRITTEN?

WHO IS MANAGING THE POLICY?

COUNTRY:

## Soft Skills integrated in the Human Resources Process

The HR process represents all the steps in the employment process from the recruitment to the employee's change of position or structure.

For example, in the process, the preparation of the recruitment helps to attract the best potential candidates. It's an opportunity to present the company, the position, and the expectations placed upon the future employee, including the Soft Skills required for the position in question. It is also an opportunity to identify the **Soft Skills** (and other skills) of a candidate, to have keys to support the evolution of all skills (including Soft Skills) throughout one's professional life.

Using existing HR methods and tools in several European countries, we have co-constructed step by step a common HR process integrating Soft Skills.

The Human Resources process developed in the Soft Skills 2.0 project consists of several phases:

- Preparation of recruitment: procedures to encourage future employees to join the company;
- Candidate selection: procedures to identify and verify that the position meets the candidate's expectations and that the candidate meets the organization's expectations;
- Onboarding: procedures for the onboarding phase of a new employee;
- Daily life at work: the ongoing management in professional life to identify and value the stages of professional life;
- Departure or offboarding: the process of departure of an employee from his current position.

**Each of these phases contains several steps.**

Below you can find a table which gives an overview of the phases and steps of the human resources process developed in the Soft Skills 2.0 project, as well as a blank version allowing you to customize the process according to your reality (country, legal aspects, trial period, etc.)

It is important to know that the stages and steps in this guide and other documents have been chosen to match the legal aspects of ALL countries represented in this project. Keep in mind that you can make abstractions of certain steps, if for example some are not present legally in certain countries, while scrupulously respecting the order of the steps. We will now present all the steps of the process in detail in order to enlighten you and help you follow gradually the ideal path for recruiting a candidate.

This process has 5 major phases and each phase includes different steps.

We've developed these steps in a question-and-answer format to make the process easier to follow. You can also use only a specific category depending on your current needs. You will then be able to; analyse, define objectives, discuss with your team, measure the evolution of the results of previous recruitments without protocol.

Now let's dive deeper into the HR process and discover the phases and their steps.

# EUROPEAN PATHWAY FOR HUMAN RESSOURCES MANAGEMENT

## PREPARATION OF THE RECRUITMENT

- 1.1 Make your **company's HR model attractive**
- 1.2 Write a **job description**
- 1.3 Write & publish the **job offer**

## SELECTION OF THE CANDIDATE

- 2.1 Make an **initial selection** of candidates
- 2.2 Hold **job interviews**
- 2.3 Make **skills assessment tests**
- 2.4 Have a **team discussion**
- 2.5 Make a **selection**

## INTEGRATION OF A NEW EMPLOYEE

- 3.1 **Prepare** the integration
- 3.2 Have an **integration meeting**
- 3.3 Implement a **probation period**
- 3.4 Hold a **check-up interview**

## DAILY WORK LIFE

- 4.1 Hold **daily life interviews**
- 4.2 Hold an **annual interview**
- 4.3 Evaluate **the performance**
- 4.4 Manage **trainings**

## MOBILITY OF AN EMPLOYEE

- 5.1 Hold an **internal transition** interview
- 5.2 Hold an **external transition** interview
- 5.3 Hold an **end-of-career** interview

## EUROPEAN PATHWAY FOR HUMAN RESSOURCES MANAGEMENT

PREPARATION OF THE RECRUITMENT	SELECTION OF A CANDIDATE	INTEGRATION OF A NEW EMPLOYEE	DAILY WORK LIFE	MOBILITY OF AN EMPLOYEE

## Soft Skills integrated in the HRM Process

### 1. Phase 1: Preparation of the recruitment

#### 1.1. The HR model of your company

Make a brief history of the company, talk about the activity and/or services that the company offers, present the teams, and talk about the values and culture of the company. It is the first image that promotes your company, the one that must be attractive to make a candidate want to apply.

#### A. What is attractiveness of a company?

A company can be defined as being attractive when it appeals to new employees and the current staff is proud to be working there. An organisation's potential to attract people is based on the following three aspects:

- **The organisational reputation.** This is the part of the organisation that is visible to the public concerning the corporate culture, its inclusive work environment and the manager's charisma.
- **The organisational characteristics.** They encompass the benefits the company provides, such as opportunities for employee advancement, work-life balance policies, mobility options, developmental opportunities, the quality of the work environment, and overall job stability.
- **The job attributes.** This is the entirety of the conditions directly related to the job like the proposed salary, training opportunities, the working hours and the proposed challenges.

#### B. Why is attractiveness interesting in recruitment?

On a job market that becomes more and more competitive, the companies who want to attract people with the required competences have to try to appeal to the possible candidates. 85% of candidates deem the reputation of the organisation a very important criteria and 50% refuse to work in an organisation with a tarnished image. If one works in a company with a positive image the well-being at the workplace increases which reduces the staff turnover.

#### C. How can the attractiveness of an organisation be explained?

Each company has its unique features that should be acknowledged and considered. Enhancing attractiveness involves showcasing your company's values, maintaining an active presence on social media, prioritizing a human-centric approach, and meticulously curating job offers.

#### D. What role do Soft Skills play in the attractiveness of a company?

**Soft Skills** play a crucial role in enhancing the overall attractiveness of a company. While technical skills and qualifications are undoubtedly important, **Soft Skills** contribute significantly to the workplace environment, employee satisfaction, and the company's reputation and competitiveness.



**E. How do Soft Skills fit into making the company's HR model attractive?**

Promoting the value of Soft Skills throughout the recruitment process means boosting the brand's identity and the organisation's corporate culture. It is important that candidates' Soft Skills match the company's corporate culture.

## **1.2. Write a job description**

### **A. What is a job description?**

A job description is the identity card of a specific job position within an organisation. It is a supporting document that precisely outlines all the useful information for exercising a certain occupation. It is a tool of communication that can also clarify the position of each employee and can be used as background work in a professional assessment. Soft Skills play a major role in this step; they are directly linked to the capacities for inclusion in the team as well as for maintaining the employment.

### **B. Why write a job description?**

Writing a job description serves several important purposes for both employers and job seekers and employees. A well-crafted job description is a crucial tool for effective recruitment, employee management, and organisational development. It provides clarity, sets expectations, and contributes to legal compliance, ultimately benefiting both employers and employees.

### **C. How to write a job description?**

The job description is not an exhaustive list of all the positions' elements. To be a tool of reference and communication and to facilitate everyone's comprehension of the job position it needs to be well-structured and clear. It determines the competences that the candidate needs to have from the beginning, but also the ones that can be acquired progressively. The position's job description should be validated by the manager in order to ensure the accuracy of all elements contained in this document.

### **D. What importance do Soft Skills have for a job description?**

Incorporating Soft Skills into a job description is essential to employ the relevant employees matching the job, the team, and the work environment and culture of the company. In some cases, employers consider Soft Skills even more important than the technical competences and including them in the job description emphasises that they are a pre-requisite for a certain position.

### **E. How do Soft Skills fit into writing a job description?**

Incorporating Soft Skills into a job description requires thoughtful consideration which specific skills that are essential for the success in a certain role and correspond with the company's corporate culture. Not every company will require the same Soft Skills for the same tasks, it is therefore important to identify the required Soft Skills in line with the values and culture of the respective company.

### **1.3. Write and publish a job offer**

It must respect certain criteria, including non-discrimination, which is a fundamental requirement of recruitment. It also has the function of attracting new and adequate recruits. Among other things, you will make your job offers clearer and more attractive.

#### **A. What is a job offer?**

A job offer is a message that is published by a company to express their intention of hiring. A job offer is a method of recruitment that gives the employer the chance to fill a vacant position.

#### **B. Why write a job offer?**

Apart from searching for new personnel, writing a job offer is an opportunity for contributing to a good corporate identity of the recruiting company. A well elaborated job advertisement is also an efficient way to attract interesting candidates and avoid wasting their time and the time of the recruiters.

#### **C. How to write a job offer?**

The job offer needs to attract the candidate, that's why you need to set the tone from the beginning, which should be appealing. The company and the job position need to be well depicted while emphasizing the qualities. To give the job offer some life, photos, logos or pictures can be included. The job offer should be brief, clear and realistic to be successful. To give the job offer some life, logos, or pictures can be included.

#### **D. What importance do Soft Skills have in a job offer?**

Soft Skills hold significant importance in a job offer and play a crucial role for the success of employees and the overall health of a company. Considering Soft Skills in a job offer ensures that candidates are not only technically qualified but also possess the Soft Skills necessary for effective collaboration, communication, and overall success in the workplace.

#### **E. How do Soft Skills fit into publishing a job offer?**

By thoughtfully incorporating Soft Skills into the job offer, you will attract those candidates who are not only technically qualified but also possess the Soft Skills necessary for effective collaboration within the company. It's important to craft a job offer that reflects the nature of the position within a rather short text and to use language that reflects the importance of Soft Skills within the organisation. For example, using descriptive language that conveys the desired Soft Skills as well as providing specific examples is one way of doing that.



## 2. Phase 2: Selection of the candidate

### 2.1. Make an initial selection of candidates

After receiving the applications, you study the CVs in order to select the candidates whose profiles best match the requirements of the job offer.

#### A. What is an initial selection?

After having published the job offer and received the job applications, it's time to make your initial selection. The aim of this step is to reduce the pool of candidates to a manageable group of people that will then be interviewed.

#### B. Why make an initial selection?

Once job applications start flowing in, it can be difficult, and sometimes overwhelming, to sift through all the resumes. Interviewing all job applicants is time-consuming, expensive, and usually impossible. The initial selection therefore helps to reduce the duration of this process to the necessary minimum. Simply said, an initial selection may help you see things more clearly.

#### C. How to make an initial selection?

The job description is like a route map. Looking at the essentials in the job description is a good start. Then, go through the resumes and look for these essential criteria needed for the job.

The layout in which the resume is presented can give important information about the candidate. The resume reflects how they present themselves. For example: if you're looking for a candidate for a job that requires organisational skills, a disorganised resume can be a potential red flag.

#### D. What importance do Soft Skills have for an initial selection?

The Soft Skills listed in the job offer are a part of the image of your company. For finding the right candidate the right Soft Skills are important. A candidate, despite being possibly the right fit for a job (the right training, certificates, and experience), but with Soft Skills that are in total contradiction with your job offer, won't fit in your company.

Soft Skills can be revealed in the simplest ways. The 'personal interests' section of a resume, is one of those. For instance: "playing basketball" indicates that the candidate is used to functioning in a team, "running 10Ks" indicates the discipline to train regularly and efficiently.

#### E. How do Soft Skills fit into an initial selection?

In the course of the initial selection you're basically matching the Soft Skills requirements defined in the job description and listed in the job offer with the potential candidates' Soft Skills. Not all of the candidates' Soft Skills will be mentioned explicitly in their resumes, therefore you may have to look for other clues in the resume that may indicate their Soft Skills. The 'personal interests' or 'hobbies' section of their resume or the overall structure and layout of the resume itself, may help you.

## **2.2. Hold job interviews**

During the job interview, based on your candidate's experience, you look for points of concordance between the position offered and the candidate's knowledge. In addition, you observe the attitude, the expressions of the candidate which play an essential role, to identify Soft Skills. This is a key moment to detect the candidate's personality, reactions and attitudes.

### **A. What is a job interview?**

A job interview is a formal meeting where a candidate is asked questions by a manager and/or recruiter to determine their suitability for a certain job.

### **B. Why hold a job interview?**

Job interviews are a key step in the recruiting process. They provide insights into candidates and allow both parties to learn more about each other.

### **C. How to run a job interview?**

A job interview needs to be planned and prepared. It's important to define a few basic questions which you'll ask all candidates. These questions make it easier to compare candidates later.

An interviewer should also be prepared to answer questions from the candidates. It's therefore important to know the team, the company's goals and history, and to be able to inform about technical aspects like benefits and paid time off.

Avoid asking illegal questions. Information about the candidate's illnesses, religion, or sexual orientation are just a few examples of topics you can't address. Be sure you know what you must not ask.

### **D. What importance do Soft Skills have in a job interview?**

Job interviews offer a good opportunity to get a glimpse of a candidate's personality and behaviours. The way they present themselves, their body language, their overall behaviour towards you and the other people in the room, their manners, and their demeanour despite the pressure they're under (a job interview is always stressful), can also reveal a lot about a person's Soft Skills.

### **E. How do Soft Skills fit into a job interview?**

When running the interview keep in mind what Soft Skills you're looking for, in accordance with the job you're interviewing for, as well as the company's ethos and needs. Make up a short list of Soft Skills and think about how to look out for them during the interviews, for example by paying attention to certain observable behaviours and other non-verbal communication clues that may indicate those Soft Skills.

### **2.3. Make skill assessments tests**

The skills assessment allows you to take stock of the candidate's professional life, the expertise and interpersonal skills acquired. This assessment makes it possible to analyse the professional and personal skills, as well as the candidate's aptitudes and motivations for the position. Situations are discussed in the team before taking a decision.

#### **A. What are skills assessment tests?**

The skills assessment tests give the opportunity to test a candidate's knowledge and ability. These tests offer a framework to discover if candidates are suitable for the job.

They can take many forms, we'll mention two of the most popular ones:

One possibility is the situational judgement test where you present candidates with one or more scenarios that they might experience if they were selected. Depending on what and how they answer, you'll have an idea of their suitability. Another possibility is a job knowledge test. This is a test that allows you to assess how well the candidates are prepared and ready to do this job. This can be done during the interview but it can also be done via a google form-style questionnaire.

#### **B. Why do we use skills assessment tests?**

Skills assessment tests add value to the recruiting process. They allow the interviewer to have a deeper understanding of the candidates and to assess specific abilities and knowledge.

#### **C. How to assemble/set up/construct a skills assessment test?**

A skills assessment test, whatever the form you've decided on, takes some preparation. In a situational test, you'll have to imagine hypothetical, realistic, and job-related situations and present this scenario together with a question about how the candidates would react in this situation or how they would handle it. Imagining these scenarios takes insider knowledge about the job you're interviewing for. It's also a good idea to think about how candidates may answer and what you'd consider to be a 'good enough' answer. For the sake of variety, you can prepare different situational questions, but remember that asking the same questions to different candidates makes it easier to compare and assess them.

#### **D. What importance do Soft Skills have in a skills assessment test?**

In skills assessment tests you're not just looking at the candidate's response, but also how they perform. For example, in a situational test you will not just listen to their solution for the problem, but how they get there. You're looking at the bigger picture: How do they react when being faced with a challenge? What do they focus on? What experience do they already possess that allows them to think that way? Etc. And that's exactly where the Soft Skills are demonstrated, albeit in an indirect way.

#### **E. How do Soft Skills fit into a skills assessment test?**

Whatever test you're going for, make up a list of Soft Skills you want to assess in the test itself. For example, while preparing your situational test, make sure the situation calls for at least one of the required Soft Skills to solve the problem.

## **2.4. Have a team discussion**

Pre-selected candidates are invited to meet all or some of the members of the team in which the future employee will work. Indeed, if the HR department is able to verify the good match of the profile with that of the position offered, the interaction of the candidate with the members of the team gives a more precise vision of the position and its environment. This consultation facilitates the identification of the candidate's Soft Skills and makes it possible to collect different assessments on the candidate's behaviours, personality, values and suitability of the profile.

### **A. What is a team discussion?**

A team discussion is a debate in which different people from the same company (related to the area and/or department where the future employee is going to work) participate in the selection process for a job offer.

### **B. Why have a team discussion?**

A debate in which different people participate makes it possible to objectify the evaluations made about the different candidates who apply for a job offer. Discussing the results of the selection process in a team allows the information to be assessed from more than one point of view, which reduces the subjectivity of the decisions.

### **C. How to set up a team discussion?**

In order for the team discussion to run smoothly, it is important to identify a person who will be in charge of moderating the team discussion. This person should manage the speaking time and ensure that the content of the discussion is in line with the intended purpose and the time allotted for it. In order to properly structure the content of the team discussion to assess the different candidates for a job, it is advisable to have identified the criteria to be assessed and to generate a matrix to be completed for each person with whom an interview has been conducted.

### **D. What importance do Soft Skills have in a team discussion?**

Soft Skills play a crucial role in team discussions concerning new recruitment since they impact the collaboration within the team. When evaluating potential candidates, team members should consider how well an individual's Soft Skills align with the team's dynamics, communication style, and overall work environment.

### **E. How do Soft Skills fit in the team discussion?**

During team discussions, hypothetical scenarios that require the application of Soft Skills can encourage team members to discuss how each candidate might handle these situations and this can in turn create a debate about potential future candidates. Allowing team members to provide feedback on Soft Skills observed can also provide valuable insights into how a candidate may interact with the team.

## 2.5. Make a selection

Entrusted to the HR department and the hierarchy concerned, the selection consists of analysing and choosing, and this in an objective manner, considering technical skills and Soft Skills, the candidate who best corresponds to the profile of the position and the corporate culture.

### A. What is a selection?

Making a final selection leads to the decision making necessary to determine which of the candidates for a job is finally chosen to join the company.

### B. Why make a selection?

Deciding which of the applicants is finally offered the job, is necessarily to compete the recruiting process, to inform the other candidates and to start the next phase.

### C. How to assemble/set up a selection?

In order to make a selection among the candidates for the job offered, it is first necessary to identify which variables or characteristics rule out a candidate, as they are essential.

Secondly, it is necessary to identify which variables are taken into account in the selection process. Depending on the process defined, a weighted evaluation can be established for each one of them, in order to facilitate the decision making process.

Finally, with all the variables analysed, the team responsible must make a decision, and it is advisable to place the candidates in an orderly fashion, as it is possible that when the decision is communicated to the candidates, the person chosen may give up the option of joining the company, so it is advisable to make provision for this circumstance in the selection process.

### D. What importance do Soft Skills have for a selection?

Within the criteria to be assessed in the matrix in which the criteria are assessed, it is advisable to add a column to assess Soft Skills. The information to be provided in this section can come from data provided by the person or from observations made by the interviewers during the selection process, based on the conversation held with each candidate during the process.

### E. How do Soft Skills fit into the selection?

They are very important because, apart from hard skills, we have to consider **Soft Skills** so that their incorporation into the job is successful and long-lasting. Clearly communicate expectations regarding **Soft Skills** during the final stages of the selection process will therefore ensure that the selected candidate is aware of the importance of **Soft Skills**.



### 3. Phase 3: Integration of a new employee

#### 3.1. Prepare the integration

During this stage, it involves gathering all the administrative documents that the new employee must read, understand and sign on the first day, give them their job profile, and documentation on the company. Informing them well guarantees easier integration. In addition, you must ensure that all the necessary equipment and the various access points are available before the arrival of the new employee and prepare their workspace so that the person feels expected.

##### A. What is the integration of the new employee?

The orientation of the new employee is the process of welcoming and situating the employee in the context of his or her job, so that the process of adaptation to the job is carried out in the most appropriate and agile way possible.

Some issues to take into account so that the integration is as optimal as possible are: sending the documents to be signed beforehand, providing a manual of their work post, ensuring that their work space is well equipped and has everything they need, making sure that the rest of their colleagues know about their incorporation, visiting the whole company and its departments, assigning them a person who will be more attentive of their work during the first days (mentor), etc.

##### B. Why make have the integration of the new employee?

Contextualisation and knowledge of the work environment, as well as the identification and roles of the colleagues with whom the employee will interact in the performance of his or her tasks, is fundamental so that the working relationships and the tasks to be performed are carried out in the most appropriate way possible.

##### C. How to assemble/set up the integration of the new employee?

First of all, the person in charge (superior or mentor) needs to introduce the new employee to:

- the physical environment where he/she is going to carry out his/her tasks
- the available resources, the basic rules, and how to use them.
- the people with whom he/she will have to interact and the level of responsibility of each person in relation to the new employee.
- the basic processes to be carried out in the workplace.

Finally, it is advisable to leave open the possibility for the new employee to raise doubts or ask questions, either at the time of the orientation or afterwards.

##### D. What importance do Soft Skills have for the integration of the new employee?

Soft Skills related to self-awareness and interaction are especially relevant at the time of new employee orientation.

##### E. How do Soft Skills fit into the integration of the new employee?

Soft Skills have a lot to do with this step. The person starting a new job has to be adaptable, accept feedback and comments to improve performance, have self-confidence, responsibility etc. There are many Soft Skills that have to be considered at this stage of the process.

### **3.2. Have an integration meeting**

First, it is important to notify the team of the arrival of a newcomer in the company. Nothing is more unpleasant for a new employee than to discover that his new colleagues are not informed of his arrival. A meeting to introduce his colleagues, informing him of the useful elements or taking up his workstation, then going around the company to show him the break rooms, the refectory, etc. is essential to their successful integration in the team, that the new employee imbues himself with the identity of the company. But the integration meeting can take place at a later date if necessary.

#### **A. What is an integration meeting?**

An integration meeting is a meeting between the employer and the new person joining the company to explain the basic policies of the company, the rules of operation, as well as the formal and informal organisation of the company.

The new employee needs to know what the roles and responsibilities of his or her job are and what is expected of him or her.

#### **B. Why have an integration meeting?**

The integration meeting should serve to:

- introduce new recruits to the company's culture, values and mission.
- provide the information and resources necessary for new employees to do their job properly.
- make clear the responsibilities and expectations of new employees.
- help employees feel welcome in their new job and feel part of a team.
- ensure compliance with company policies and procedures.
- foster positive relationships between new employees and the rest of the team.

#### **C. How to set up a have an integration meeting?**

The first contact between the new employee and the company is essential to establish a good working relationship. It is important that the experience of new employees is a good one in order to create a positive image from the beginning. It is important to schedule this meeting during the probation period and to inform the new selected candidate that this meeting will take place.

#### **D. What importance do Soft Skills have for a have an integration meeting?**

**Soft Skills** play a crucial role in the success of an integration meeting for a new employee. They contribute to building positive relationships, effective communication, a harmonious work environment, and support the candidate's cultural fit within the company, aligning with its values, norms, and working style.

#### **E. How do Soft Skills fit into have for a have an integration meeting?**

Integrating Soft Skills into the onboarding and integration meeting for a new employee is crucial for setting expectations, fostering a positive work environment, and helping the new employee become acquainted with the company culture. By doing so, a company can set a positive tone for the new employee's journey, communicate expectations, and provide the necessary support for ongoing development.

### **3.3. Implement a probation period**

The probation period is not always obligatory; it allows the employer to evaluate the technical skills of the new employee, but also his interpersonal skills and his way of integration in the company. It also allows the new employee to check whether the positions occupied suits his expectations, whether his integration in the team meets his expectations and whether the company's identity matches his own values.

#### **A. What is a probation period?**

The probation period is the first period during which a new employee starts working in a company. The length of this period depends on the applicable labour law, but is usually not much longer than a few months.

#### **B. Why arrange a probation period?**

The probation period allows both the company and the new employee to see "in practice" how he or she performs his or her tasks on the job. If it is not satisfactory to either party, the employment contract can be terminated (unilaterally by either party) quickly and without much detriment to either party involved.

#### **C. How to assemble/set up the probation period?**

During the probation period, it is advisable to schedule frequent appraisals of the new employee's performance and suitability for the job. These evaluations should involve at least the employee and his or her immediate superior, although it is advisable to also include the evaluation of more experienced colleagues.

#### **D. What importance do Soft Skills have for the probation period?**

In any social environment, where there is a group of different people interacting with each other, Soft Skills are a key element for the integration of a new team member. One of the criteria to be analysed during the probation period should be the new employee's **Soft Skills** performance.

#### **E. How do Soft Skills fit into the probation period?**

Soft Skills are very relevant in the probation period. In fact, in a short period of time it is necessary to demonstrate that, apart from the technical performance of the job, it is also necessary to check the wellbeing and the integration of the new employee in the team. It is interesting to observe how tasks and Soft Skills linked to the job are demonstrated.

### **3.4. Hold a check-up interview**

This interview aims to support you in your prospects for professional development and the training that can contribute to it. During the development interview, the employee's professional performance, achievements, professional aspirations, strengths and weaknesses as well as the employee's Soft Skills are discussed. Employer performance expectations and development opportunities are also discussed.

#### **A. What is a check-up interview?**

A check-up interview is a conversation between a new employee and his/her superior after a reasonable period of time during which the person has already performed his or her tasks on the job.

#### **B. Why do a check-up interview?**

A check-up interview allows a person's adaptation to the job to be reviewed through a dialogue between the two parties (employee and company) who recently agreed on an employment relationship. The interview brings to light, through an organised dialogue process, the new employee's and the company's vision of the employee's performance and adaptation to the requirements of the job.

#### **C. How to assemble/set up a check-up interview?**

It is advisable to plan the areas to be analysed in the check-up interview in order to facilitate a smooth, well-structured and focused conversation. The interview should aim to provide objective evidence and data as well as how the new employee feels in the team, whether he/she likes the job, feels stressed or not challenged enough, etc.

#### **D. What importance do Soft Skills have for a check-up interview?**

Incorporating discussions around Soft Skills during a check-up interview with an employee allows employers to gain a comprehensive understanding of an employee's contributions beyond their technical competencies. These interviews provide an opportunity to assess not only the employee's professional skills but also their interpersonal and intrapersonal abilities like collaboration, commitment or their contribution to the overall work environment.

#### **E. How do Soft Skills fit into the check-up interview?**

Integrating Soft Skills into check-up interviews involves intentional questioning, observation, and feedback. The key is to create a supportive and open environment where employees feel comfortable discussing their Soft Skills, both strengths and areas for improvement. Additionally, incorporating feedback from multiple perspectives, including self-assessment, peer feedback, and supervisor feedback, provides a more comprehensive view of an employee's Soft Skills in the workplace.

## 4. Phase 4: Daily work life

### 4.1. Hold daily work life interviews

This interview is an opportunity to take stock of the employee's work over a given period and to highlight their involvement. During this interview, several themes can be addressed such as their technical knowledge and skills, the identification of their knowledge and of his Soft Skills in his daily professional life as well as his motivation and the achievement of his goals.

#### A. What is a daily work life interview?

A daily life interview is a conversation in which the employee receives information from the superior about his or her performance, personal and professional development and progression. It is also an opportunity to praise and reflect on future work, the individual's potential, plans for future work and training needs. This interview can be held during the year, also on short notice or in case of urgency, has a more flexible structure (whereas the annual interview is scheduled once a year and has a fixed structure – see 4.2).

#### B. Why have a daily work life interview?

The purpose of the interview is to motivate employees to reflect on and express their career aspirations. It is an opportunity for the supervisor to learn about the employee's wishes and expectations, his/her well-being in the team and to obtain information about his/her wishes related to professional as well as personal development.

A well-conducted daily interview can have an impact on an employee's motivation for work, can increase his/her performance, can improve relations between manager and employees, as well as the overall working climate, mutual respect and communication within the team.

This is a shorter interview that has a short-term view unto the future.

#### C. How to set up a daily work life interview?

It is important that the employee and the supervisor prepare themselves for the interview.

It is important to first provide a suitable time and space for the conversation. Then the manager guides the employee through the conversation with appropriate communication, praise, positive encouragement, a genuine attitude, direct eye contact, and positive messages. The employee can highlight his/her areas of strength and wishes for further development. If the purpose of the interview is to evaluate performance, the employee is also given a performance appraisal.

#### D. What importance do Soft Skills have for a daily work life interview?

By using Soft Skills, the supervisor can create the right atmosphere for a relaxed conversation. Discussing the employee's Soft Skills can highlight his or her strengths as well as needs for further development.

#### E. How do Soft Skills fit into a daily work life interview?

It is important that the manager, together with the employee, identifies and praises his/her special talents, motives, interests, skills, which can be used to good effect in his/her work and contribute to well-being and to quality relations within and outside the organisation.

#### **4.2. Hold an annual interview**

This interview is a time to exchange between the employer and the employee. It helps measuring the work over a given period and to highlight the involvement. During this interview, several themes can be approached such as their technical knowledge and skills, the identification of their know-how and of his Soft Skills in his daily professional life as well as his motivation and the achievement of his objectives.

##### **A. What is an annual interview?**

The annual interview is a systematic, pre-planned meeting between the employee and the line manager. It is an in-depth discussion about the employee's past, present and future work and his/her well-being in the team. It is a discussion about promotion, personal and professional development.

##### **B. Why have an annual interview?**

The purpose of the annual discussion is to motivate employees to reflect on and express their career aspirations. It is an opportunity for the supervisor to learn about the employee's wishes and expectations, his/her well-being in the team and to obtain information about his/her wishes related to professional as well as personal development. A well-conducted annual interview can have an impact on an employee's motivation for work, can increase his/her performance, can improve relations between manager and employees, as well as the overall working climate, mutual respect and communication within the team.

##### **C. How to assemble/set up/construct an annual interview?**

Both the employee and supervisor have the opportunity to prepare in writing for the meeting, particularly in fields where it is a legal obligation, such as public administration in Slovenia. It is crucial for the employee to engage in thoughtful reflection before the meeting, jotting down key points about tasks, areas for improvement, and future plans. This includes emphasizing strengths and expressing aspirations for further development. During the meeting, the supervisor evaluates the employee's performance over the past year, discussing successes and future professional plans.

Together, they delve into the job requirements, the employee's abilities, qualities, skills, talents, motives, and interests. A comprehensive assessment of strengths and weaknesses is conducted, leading to goals for the upcoming year. They collaboratively identify strategies for performance enhancement, outline desired training courses, and, if the annual development and appraisal interviews are combined, provide a performance appraisal for the employee.

##### **D. What importance do Soft Skills have for an annual interview?**

The supervisor can foster a relaxed conversation by utilizing Soft Skills, beginning with selecting an appropriate time and setting. Through effective communication, praise, positive encouragement, a genuine attitude, and direct eye contact, the supervisor guides the employee in a constructive dialogue. The employee's Soft Skills reveal their strengths, and it is essential for the manager to collaboratively identify and commend the individual's special talents, motives, interests, and skills. Recognizing and leveraging these attributes not only enhances the employee's effectiveness at work but also contributes to overall well-being and positive relationships within and outside the organization.

**E. How do Soft Skills fit into an annual interview?**

Soft Skills are an important part of the annual employee conversation. Including Soft Skills in the conversation provides a more holistic view of the employee's role in the company in the past, present and future, as well as an assessment of the employee's well-being in the company.

### 4.3. Evaluate the performance

If you are short on time or if the company's organizational culture does not include an annual review, it is strongly recommended to schedule a performance review.

#### A. What are performance evaluations?

A performance evaluation is a formal process that assesses an employee's job performance over a specific period. It typically involves a comprehensive review of an individual's accomplishments, strengths, areas for improvement, and alignment with organizational goals.

#### B. Why do we use performance evaluations?

Performance evaluations are a crucial tool to assess and manage employee performance within an organization. These evaluations serve several purposes, including providing feedback to employees about their strengths and areas for improvement, helping in the identification of training and development needs. Moreover, performance evaluations can help in making informed decisions about workforce management. They contribute to fostering employee engagement and motivation while aligning individual goals with organizational objectives. In essence, performance evaluations enable companies to optimize their workforce and drive overall performance and productivity.

#### C. How to set up a performance evaluation?

Setting up performance evaluations involves a systematic process of assessing and documenting an employee's job performance.

- **Define criteria and gather feedback:** It is necessary to define specific criteria that are relevant to the employee's role and the organisation's goals. These criteria can include job-specific skills, competences and expectations. Gathering input from various sources (the employee being evaluated, but also their superiors, peers, and perhaps even clients and/or customers) can provide valuable feedback and a more comprehensive view of the employee's performance. It is essential to hold a meeting between the employee and their superior to allow for feedback, questions, and to discuss the employee's self-assessment. It's also an opportunity to set performance goals and development plans for the future.
- **Document and assess:** All relevant information about the employee's performance is documented including both qualitative and quantitative data. It is key to properly store these documents and to maintain them for future reference. This is essential for making informed decisions about promotions, compensation, and development opportunities.
- **Decision-making and continuous improvement:** The evaluation data can then be used to inform and helps to identify high-potentials, address performance issues, and align individual performance with organisational objectives. The evaluation process should continuously be reviewed and refined to ensure its effectiveness and fairness, incorporating feedback from employees and managers.



**D. What importance do Soft Skills have for a performance evaluation?**

Soft Skills play a crucial role in performance evaluations since they are essential for successful performance in most roles within an organisation. They contribute to effective teamwork, customer satisfaction, leadership potential, conflict resolution, and overall employee commitment. Therefore, they are considered and evaluated alongside technical or hard skills in performance evaluations to provide a comprehensive assessment of an employee's contribution to the organisation.

**E. How do Soft Skills fit into a performance evaluation?**

Soft Skills are an integral component of a comprehensive performance evaluation. Incorporating Soft Skills into the evaluation process ensures a more holistic and accurate assessment of an employee's contributions to an organisation. Incorporating Soft Skills into performance evaluations helps align individual behaviour and competencies with the organisation's values and goals. It encourages employees to develop well-rounded skills that contribute not only to their own success but also to the overall success and culture of the organisation.

#### **4.4. Manage trainings**

An interview initiated by the employer or employee is organized to implement a training project. This interview often takes place following the annual interview. This involves specifying the type of training based on expectations, actions and professional perspectives carried out at the heart of the company. After examining the wishes, it is necessary to collect the information, the financing arrangements, the training schedule; the employer can then decide. After the employer's agreement, the practical implementation of the training and the articulation of professional activities can begin.

##### **A. What is training management?**

In the context of performance evaluations managing the training refers to the process of identifying an employees' training needs based on their performance evaluation results and then designing, implementing, and tracking training programs to address those needs.

##### **B. Why do we use training management?**

Training management is a strategic HR process that aims to enhance employee skills, fill knowledge gaps, and align workforce capabilities with organisational goals. It contributes to employees' growth, engagement, and the overall success of the organisation by ensuring that employees have the skills and knowledge required to excel in their roles and contribute effectively to the organisation's mission.

##### **C. How to manage training?**

There are three key steps to training management within the context of performance evaluations:

- **Identify training needs:**

In order to identify training needs the performance evaluation results are analysed with regard to specific areas where employees may require additional skills or knowledge and collaborate with employees and managers to establish clear training goals and objectives based on performance feedback.

- **Design and implement training programs:**

Develop customised training programs tailored to address the identified training needs and coordinate the delivery of training through various methods, such as workshops, online courses, work-based learning, or mentoring.

- **Evaluate and integrate trainings:**

Monitor and assess employee progress during and after training to measure its effectiveness and consider the impact of training on subsequent performance evaluations, ensuring that newly acquired skills and knowledge are applied and contribute to improved performance.

##### **D. What importance do Soft Skills have in training management?**

Soft Skills are integral to effective training management because they facilitate the learning process, create a positive and inclusive training environment, and contribute to trainees' overall development. Trainers who possess strong Soft Skills enhance the quality and impact of training programs. Soft Skills can be trained and further developed and are therefore one

of the possible training contents. Therefore, the trainees acquire not only technical knowledge but also the Soft Skills necessary for success in their roles.

**E. How do Soft Skills fit into training management?**

Soft Skills play a crucial role in training management as they influence the effectiveness of training programs and the overall learning experience for participants. They are intertwined with all aspects of training management, from trainer selection and content design to program delivery and post-training support. They enhance the learning experience, promote skill development, and contribute to the successful application of training outcomes in the workplace.



## 5. Phase 5: Mobility of an employee

### 5.1. Hold an internal transition interview

Today, HR departments are interested in staff retention, which is strategic for the success of the company. This internal mobility offers many advantages for the employee who already knows the company and thus retains his acquired advantages. The fact remains that his technical skills and Soft Skills must correspond to the position he is seeking. This interview will examine his motivations, his strengths, his career within the company, his network, the transferability of his skills and his Soft Skills.

#### A. What are Internal transition interviews?

Internal transition interviews are structured conversations or discussions held between an employee interested in changing position and pursuing a different role or opportunity within the same organisation. These interviews are a key component of internal mobility programs and are designed to facilitate employees' movement within the company.

#### B. Why do we hold internal transition interviews?

Internal transition interviews serve several purposes. Internal transition interviews are an important step in a company's talent mobility strategy which aims at providing employees with the opportunity to explore new roles, departments, or projects aligned with their career aspirations and retaining valuable employees by offering them growth opportunities within the organisation. An internal transition interview allows HR managers and superiors to identify and leverage the existing talent pool for open positions before seeking external candidates and helps assess the employee's skills, experience, and qualifications for the desired role. Lastly, these interviews help assess the employee's skills, experience, and qualifications for the desired role.

#### C. How to assemble/set up/construct internal transition interviews?

If employees express their interest in an internal transfer, usually through an internal job posting or application process and HR managers or supervisors consider them suitable for the new role, an interview is conducted with the employee(s). The participants discuss the candidate's career goals, reasons for applying for the new role, and how their skills and experience align with the position's requirements in order to assess whether the candidate is suitable for the new role.

#### D. What importance do Soft Skills have for internal transition interviews?

Soft Skills are vital during an internal transition interview because they provide insights into how candidates will navigate the challenges and interpersonal dynamics of the new role. Demonstrating strong Soft Skills not only enhances a candidate's chances of a successful transition but also contributes to a positive organisational culture and a harmonious work environment.

#### E. How do Soft Skills fit into internal transition interviews?

Soft Skills are essential in internal transition interviews as they help candidates effectively communicate their motivations and adaptability for the new role. They include the candidates' ability to navigate interpersonal dynamics, handle conflicts, and collaborate with teams.

Strong Soft Skills can significantly influence interviewers' decisions on a candidate's suitability for the transition, making them a critical factor in the evaluation process.

## **5.2. Hold an external transition interview**

Often at the request of the employee, this interview takes place in the event of the employee's departure from the company, whether for a job in another company, due to a move or for entry into long training. Approaching this interview in an open and positive manner allows the employee to explain the reasons for their departure and the HR department to understand what areas need improvement.

### **A. What are external transition interviews?**

External transition interviews refer to interviews conducted with an employee who is leaving the company, because they have found a job elsewhere. It is a valuable process that can provide insights, feedback, and help ending an employment relation on a high note.

### **B. Why do we use external transition interviews?**

External transition interviews provide organisations with an opportunity to learn from departing employees, improve the workplace, and make necessary adjustments to enhance employee satisfaction and retention. By conducting these interviews with care and professionalism, you can gather valuable insights and ensure a positive experience for the departing employee.

### **C. How to set up external transition interviews?**

To construct an exit interview with an employee leaving your company, there are three essential steps. Firstly, in the preparation phase, schedule the interview, choose a private location, select an interviewer, and develop structured questions to guide the conversation. Next, during the interview itself, explain the purpose clearly, encourage openness from the departing employee, actively listen to their feedback, express gratitude for their contributions, and address any concerns or issues they may have. Lastly, in the documentation and follow-up stage, diligently document the feedback received, assure confidentiality to encourage honesty, follow up with the departing employee to maintain a connection, and utilize the gathered feedback for organizational improvements. These well-defined steps ensure a structured and productive exit interview process, enabling organizations to gather valuable insights from departing employees and fostering a positive experience during their transition.

### **D. What importance do Soft Skills have for external transition interviews?**

Soft Skills are of paramount importance in exit interviews as they enable both the interviewer and departing employee to engage in open and constructive conversations. Effective communication skills foster an environment where departing employees feel comfortable sharing their feedback, concerns, and suggestions. Soft Skills allow the interviewer to show understanding, appreciation, and respect for the departing employee's perspective. These skills facilitate a positive and respectful farewell, enable organisations to gather valuable insights for continuous improvement, and help departing employees leaving on a positive note, potentially fostering goodwill and preserving the company's reputation.

### **E. How do Soft Skills fit into external transition interviews?**

Soft Skills are integral to exit interviews as they enable effective communication, empathy, and professionalism in conversations with departing employees. They facilitate understanding, demonstrate respect, and may aid in conflict resolution when necessary. These skills ensure that the farewell process is positive, respectful, and valuable for both

parties, allowing departing employees to share feedback and insights while preserving the organisation's reputation and fostering goodwill.

### **5.3. Hold an end-of-career interview**

The end-of-career interview is a meeting between the employee and employer at the end of his professional career. This interview should ensure a smooth transition to retirement for employees. This is an opportunity for the employee to highlight all of their skills as well as their experience, which can help the employer to internally transfer the skills and tacit knowledge of the employee to his workstation as well as that the Soft Skills necessary for the transmission to be a success.

#### **A. What is an end-of-career interview?**

An end-of-career interview, also known as a retirement interview, is a structured conversation or meeting conducted between an employer or HR representative and an employee who is retiring. The purpose of this interview is to acknowledge the employee's retirement, celebrate their contributions, and gather insights and feedback from their extensive experience to benefit the organisation and future employees. It is an opportunity to express gratitude, discuss retirement logistics, and honour the employee's long-standing commitment to the company. These interviews often focus on the employee's career highlights, accomplishments, and any suggestions they may have for the continued success.

#### **B. Why do we use an end-of-career interview?**

An end-of-career interview serves as a meaningful process to acknowledge retiring employees' contributions, express gratitude, capture their valuable knowledge and insights, plan for a smooth transition, recognise their legacy, and provide emotional closure, benefiting both the employee and the organisation.

#### **C. How to set up an end-of-career interview?**

To set up an end-of-career interview, first schedule a convenient time for the retiring employee shortly before their departure. Choose a private and comfortable location to ensure a confidential and respectful conversation. Design a set of questions that cover the employee's career highlights, contributions, insights, and suggestions. Select a skilled interviewer, often from HR or management, who can conduct the interview with empathy and professionalism. Communicate the purpose of the interview, which is to acknowledge the employee's retirement, express gratitude, capture knowledge, and discuss transition logistics. Finally, ensure that the interview is conducted in a considerate and appreciative manner, fostering a positive experience for both the retiring employee and the organization.

#### **D. What importance do Soft Skills have for an end-of-career interview?**

Soft Skills hold significant importance in an end-of-career interview as they facilitate a respectful and empathetic conversation between the employer and retiring employee. These skills enable the interviewer to express gratitude, acknowledge the retiree's contributions, and capture their insights and knowledge effectively. Soft Skills also create a comfortable and appreciative atmosphere, encouraging the retiree to share their experiences openly and providing emotional closure for both parties. This empathetic and considerate approach enhances the overall experience, fosters goodwill, and ensures that the retiring employee leaves with a positive impression of their career and the organisation.



### E. How do Soft Skills fit into an end-of-career interview?

Soft Skills are integral to an end-of-career interview by facilitating effective communication, empathy, and respect. These skills enable the interviewer to express appreciation for the retiring employee's contributions, listen actively to their reflections and insights, and maintain professionalism throughout the conversation. Soft Skills also create a supportive and emotionally sensitive environment, allowing the retiring employee to share their experiences, achievements, and suggestions openly. This empathetic approach not only honours the employee's career but also ensures a positive and meaningful closure, leaving a lasting impression of gratitude and respect within the organisation.

### **Conclusion**

You now have a detailed description of the 5 phases of the recruitment process.

You may have noticed that Soft Skills are essential at each level. Soft Skills are easily included and integrated into each step of the process.

Soft Skills are essential in the recruitment process and in the following section you will find tools to support you in each step.

# ANNEXES

## Introduction

In this chapter, we are pleased to introduce you to a comprehensive collection of annexes—specially crafted templates that serve as invaluable tools to support your Human Resources endeavours. These annexes are thoughtfully designed to streamline various aspects of HR work, offering user-friendly solutions to enhance efficiency.

It is important to acknowledge that while not every single step may have a corresponding template, the provided collection covers a wide range of HR tasks. From documenting meeting minutes to structuring interview processes, you'll discover an array of templates tailored to meet your diverse needs.

To fully leverage the convenience of these templates, consider the option of printing them for a tangible, hands-on approach. This allows you to easily fill in the details by hand, fostering a seamless integration of these templates into your HR workflow. Whether you're navigating through administrative processes or conducting interviews, rest assured that everything you need is conveniently accessible within this resourceful collection.



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## Annex 1.2: Write a job description

Job title		
Work address		
Responsibilities		
Hierarchical relationships		
Functional relationships		
General description of the job position:		
Specific challenges concerning the position:		
Required education and experience:		
Task:	Required technical skills:	Required Soft Skills:
Task:	Required technical skills:	Required Soft Skills:
Task:	Required technical skills:	Required Soft Skills:
Task:	Required technical skills:	Required Soft Skills:

## Annex 1.3: Write and publish a job offer

Job title:

Work Address:

Contract type:

Full time	Part time
Fixed-term contract	Open-ended contract
Other:	

Job description:

Required experience:

Beginner	Experienced
----------	-------------

Required technical skills:

Required Soft Skills:

Driving License:

Description of the company:

Minimum salary:

Contact:



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## Annex 2.1: Initial selection of candidates

Job title:		
Job description:		
Essential criteria needed (in your own words):		
List the names of the candidates whose resume fit the criteria:	<ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	
Look at the resumes of the people on the list above and look at clues that may reveal their Soft Skills. List them below		
Name: _____ Soft Skills: <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	Name: _____ Soft Skills: <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	Name: _____ Soft Skills: <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>
Name: _____ Soft Skills: <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	Name: _____ Soft Skills: <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>	Name: _____ Soft Skills: <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul>
Now look at the layout of the resumes and discard any resume with potential red flags.		
Number of resumes left:		

## Annex 2.2: Hold job interviews

<b>Candidate's information:</b>					
Name:					
Job position applied for:					
Interviewer:					
<b>Candidate evaluation by interviewer:</b>					
	Excellent	Good	Satisfactory	Mediocre	Poor
Knowledge of specific job skills					
Related job experience qualifications					
Related education and training					
Listening skills					
Presentation (dressed appropriately?)					
Attitude					
Soft Skill 1:					
Soft Skill 2:					
Soft Skill 3:					
Candidates strengths			Candidate's Soft Skills		
Candidate's weaknesses			Candidate's missing Soft Skills		
Additional comments:					



## Annex 2.3: Make skills assessment test

Think about a hypothetical, realistic, and job-related situation and derive a question from it.

Question:

Think about four possible answers below and select the ones you would consider most “effective”, “good enough”, or “not good enough”

Possible answers

	Most Effective Answer	Good Enough	Not Good Enough
A.			
B.			
C.			
D.			

What Soft Skill(s) do you expect the candidate to have? *List them here below (for reference see Soft Skills in the protocol):*

-  
-  
-

How would you evaluate the candidate’s answer?

To which “possible answer” does the candidate’s answer get the closest to? *Circle the right answer:*

A      B      C      D

What else can you say about the candidate’s answer? *Write your answer in a short paragraph here:*

What Soft Skills did you observe? *List them here below:*

-  
-

Notes:



### Annex 3.3: Implement a probation period

Name of employee		Name of reviewer	
Department		Position of the evaluator	
Position of employee			
Date of recruitment		Revision date	
<b>FOLLOW-UP QUESTIONS:</b>			
What qualifies you to do this job?			
What areas of improvements would you like to work on? And what you need to put in place to do so?			
Where could we support you in order to consolidate your job?			
Which Soft Skills would you like to improve to consolidate your job?			
<b>COMMENTS AND FINAL DECISION</b>			
<b>COMMENTS</b>			
Employee signature		Signature of the reviewer	



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## Annex 3.4: Hold a check-up interview

EMPLOYEE INFORMATION			
Name of employee		Name of reviewer	
Department		Position of the evaluator	
Position held			
Date of recruitment		Revision date	
JOB AND ASSOCIATED RESPONSIBILITIES			
Job description			
PERFORMANCE ASSESSMENT			
Evaluate performance and objectives achieved			
ASSESSMENT OF DIFFERENT SOFT SKILLS AND COMPETENCES			
Quality of work			
Group work			
Communication			
Independent work			
Taking the initiative			
Creativity			
Productivity			
Relationship with colleagues			
Relationship with clients			
Technical skills			
Honesty			
Attendance			
Punctuality			
....			
....			

STRENGTHS / TRAINING NEEDS			
Details about the employee's greatest strengths			
Detailed areas for improvement			
OBJECTIVES			
Achieved targets set in a previous review			
Objectives for the next evaluation			
COMMENTS AND APPROVAL			
Employee comments		Reviewers' comments	
EMPLOYEE SIGNATURE		SIGNATURE OF THE REVIEWER	



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## Annex 4.1: Daily work life interview

Date	
Name	
Surname	
Email	
Job title	
Phone	
What are the employee's observations on his/her job, missions, and overall work environment?	
Are the long- and short-term objectives easily achieved? Give examples:	
How are the employee's relationships with the colleagues? Give examples:	
What does the employee appreciate in his/her function and where would he/she need more support?	
How does the employee work?	

Describe the employee's integration in the company. Give three examples/situations:
Which Soft Skills are the employee's strengths?
What Soft Skills can be improved in the future and how can the team support? Give examples:
Other comments:



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## Annex 4.2.1: Annual interview (supervisor)

### 1. INFORMATION ABOUT THE EMPLOYEE:

Employee	
Department	
Job Title	

### 2. EVALUATION:

Overall Work performance: ☐ A. excellent  
☐ B. very good  
☐ C. good  
☐ D. satisfactory  
☐ E. unsatisfactory

### 3. ASSESSMENT OF PROFESSIONAL AND WORK QUALITIES:

#### 3.1. WORK RESULTS

<b>PROFESSION</b> (performance of tasks in accordance with applicable standards and rules of the profession)	<b>SCOPE OF WORK</b> Performance of tasks in relation to (amount of work performed; additional work)	<b>TIMELINESS</b> (performance of tasks within the deadlines)

#### 1.2. INDEPENDENCE, CREATIVITY, ACCURACY IN WORK

<b>INDEPENDENCE</b> (carrying out tasks without the need to give precise instructions and without the need for supervision)	<b>CREATIVITY</b> (developing new, useful ideas; making useful suggestions and proposals)	<b>ACCURACY</b> (frequency of mistakes and quality of work)

### 3.3. RELIABILITY

(fulfilment of agreed obligations; performance of tasks without the need for verification; complete and accurate transfer of information)

--

### 3.4. QUALITY OF COOPERATION AND WORK ORGANISATION

COOPERATION (mutual cooperation and teamwork; attitude towards colleagues; knowledge transfer and mentoring)	ORGANISATION OF WORK (organised and planned use of working time according to the content of tasks and deadlines; accommodation of unforeseen situations)

### 3.5. OTHER JOB-RELATED COMPETENCES

INTERDISCIPLINARITY (integration of knowledge from different fields of work, overview of own field of work)	ATTITUDE TOWARDS SERVICE USERS (service user involve- ment and service)	COMMUNICATION (written and oral expression, creation of internal and external social networks)
<b>OTHER</b> (performance of tasks in particular in the light of the specific characteristics of a particular activity or profession in the public sector)		



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## Annex 4.2.2: Annual interview (employee)

Name and surname:	
Date:	
Job title:	
Department	
<b>1. ABOUT MY WORK IN THE LAST PERIOD (YEAR)</b>	
<b>1.1 A brief overview of the tasks I have carried out in the past year:</b>	
<b>1.2 Job Satisfaction</b>	<b>1.3 Job Challenges (I can do my work meeting most deadlines without feeling to overwhelmed)</b>
<input type="checkbox"/> A. excellent	<input type="checkbox"/> A. excellent
<input type="checkbox"/> B. very good	<input type="checkbox"/> B. very good
<input type="checkbox"/> C. good	<input type="checkbox"/> C. good
<input type="checkbox"/> D. satisfactory	<input type="checkbox"/> D. satisfactory
<input type="checkbox"/> E. unsatisfactory	<input type="checkbox"/> E. unsatisfactory
<b>2. PROFESSIONAL COMPETENCE:</b>	
<b>2.1 My knowledge of the tasks in this job is:</b>	<b>2.2 My Soft Skills for this job are</b>
<input type="checkbox"/> A. excellent	<input type="checkbox"/> A. excellent
<input type="checkbox"/> B. very good	<input type="checkbox"/> B. very good
<input type="checkbox"/> C. good	<input type="checkbox"/> C. good
<input type="checkbox"/> D. satisfactory	<input type="checkbox"/> D. satisfactory
<input type="checkbox"/> E. unsatisfactory	<input type="checkbox"/> E. unsatisfactory
<b>3. AMBITIONS:</b>	
<b>3.1 What kind of work do I enjoy most? What do I really like to do?</b>	



<b>3.2 What Hard Skills would I like/need to improve?</b>		
	<b>Yes</b>	<b>No</b>
Technical/Operational work	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>
<b>3.3 What Soft Skills would I like/need to improve?</b>		
	<b>Yes</b>	<b>No</b>
Autonomy	<input type="checkbox"/>	<input type="checkbox"/>
Presentation	<input type="checkbox"/>	<input type="checkbox"/>
Self-Confidence	<input type="checkbox"/>	<input type="checkbox"/>
Taking Initiative	<input type="checkbox"/>	<input type="checkbox"/>
Sense of organisation	<input type="checkbox"/>	<input type="checkbox"/>
Communication	<input type="checkbox"/>	<input type="checkbox"/>
Team Work	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. MY WORK FOR THE YEAR AHEAD</b>		
<b>4.1 My priorities for the coming year are:</b>		
<b>4.2 By next year I'll be better at:</b>		
<b>4.4 Where do I see my future?</b>		



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## Annex 4.2.3: Annual interview (minutes)

### Part 1

Name

Department

Date

**LAST YEAR'S OBJECTIVES (for new employees, keep blank):**

### **COMPETENCES & SOFT SKILLS**

The employee's competences, Soft Skills, strengths and weaknesses:

My moment of success this year was when...:

### **EMPLOYEE'S AMBITIONS AND INTERESTS**

<b>Part 2</b>	
<b>OBJECTIVES FOR THE COMING YEAR</b>	
<b>PERFORMANCE PLAN (training and goals)</b>	
<b>SPECIFIC AGREEMENTS AND SUGGESTIONS</b>	
Signature of the employer:	Signature of the employee:



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## Annex 4.3: Evaluation of performance

### Evaluation of the performance of an employee during an evaluation period

#### Information about the employee

Name and surname  
of employee

Name:

Surname:

#### Evaluation of the employee

Evaluation period

From:

To:

**OVERALL EVALUATION** (according to the evaluation criteria and Soft Skills in relation to expectations in the workplace)

Soft Skills expected in the  
workplace

Soft Skills the employee  
would like to improve

Employee:

Date:

Signature:

Evaluator:

Date:

Signature:

## Annex 4.4: Manage trainings

### Evaluation of the training

Training centre:

Name of the training:

Dates of the training (live or online):

Type of training (for example: management, technical, etc):

☐
☐
☐
☐
☐
☐
☐
☐
☐

Evaluation (max 2-3 sentences):

Developed Soft Skills:



## Annex 5.1: Hold internal transition interview

### 10 questions for an internal interview

These questions will help you get a sense of why this person is interested in moving to a new position internally, what they like and dislike about the company and how they see themselves contributing to the company in their new position.

You can also check if the needed **Soft Skills** levels they have are in line with the job they're interviewing for.

1. Why are you interested in this new role within the company?

2. If you could change one thing about your current position, what would it be?

3. During your previous role: Tell me about an obstacle you overcame during that project and how you proceeded. What would you change if you could have a do-over?

4. Have you worked with anyone on this team before? In what capacity and what were your impressions of them?

5. Tell me about a task/experience that didn't go as planned. What communication issues were involved, and how would you address them in the future?

6. What are currently your areas of improvement?

7. Have you worked across different departments in your current role?

8. What's one thing you love about your current role that you hope to carry into the new position, if you are promoted?

9. What are some **Soft Skills** you have developed in your current role that are transferable to this new position?

10. At this stage of your career, where do you see yourself next? In five years?

Tips for interviewing internal candidates - Follow these internal interview tips to ensure you get the most out of your time with internal applicants:

- Do your research on the candidates before the interview
- Prepare your questions in advance
- Evaluate their **Soft Skills** and character (don't assume they're right for the role or company just because they're already an employee)



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## Annex 5.2: Hold external transition interviews

Asking general questions allows you as the actual employer to learn about the reason(s) why the employee is leaving the company. Here are 5 general external career change interview questions:

1. What appealed to you about the opportunity to work with another company?

--

2. What's the best way managers can motivate you?

--

3.. Are you willing to move for work?

--

4. What is your preferred working style?

--

5. How did you hear about this opportunity?

--



## Annex 5.3: Hold end-of-career interviews

Here are some 5 tips for properly preparing and conducting a successful end-of-career interview!

1. **Prepare, anticipate and organize the meeting:** You must ensure that you and your colleague are ready for this interview. To help you, you can prepare an end-of-career interview outline in order to follow a guideline that will allow you to address all the necessary subjects and provide a framework for the interview.
2. **Choose the environment for the interview:** You can choose with your colleague the most appropriate place for this exchange. You can carry out the end-of-career interview in a meeting room, a café, a break room. The most important thing is to put your employee at ease and guarantee the confidentiality of the exchange so that they can express themselves freely.
3. **Listen:** You need to find the right balance between discussing the needs of the company and listening to the plans and needs of your employee. The objective is to make the employee feel that they can express themselves freely and communicate with you while being completely transparent about these perspectives and their expectations about the remaining working time until their retirement.
4. **Define a transition:** This advice is essential. You must keep in mind the objective of the end-of-career interview. Indeed, it is essential to listen to your employee, but you also need to know how you are going to ensure this transition as well as the employee's departure. Offboarding process, handover, new projects, new recruitments... All subjects must be addressed.
5. **Value the employee:** Retirement is not a step to be taken lightly. You must continue to value the work and skills of your employee so that they still feel useful and important within the company until they leave. The interview at the end of career allows you to look back on the remarkable success and skills of your employee!



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## Conclusion

Soft Skills are paramount in the workforce and therefore play a crucial role in human resource management and are an essential tool to facilitate integration. The objective of this protocol is to give HR staff usable tools to help integrate Soft Skills in every step of the HR process.

Soft Skills are present in every step, but it's important to remember that Soft Skills are teachable, durable, and transferable over one's entire career. An employee will grow and acquire a diversity of Soft Skills and technical skills. Subsequently, focussing on Soft Skills of candidates allows recruiter to find, keep and develop employees that can adapt to the culture of the enterprise; positively impact the productivity of teams; will work for the general performance of the enterprise; and have the capacity to evolve with the changes and innovations that will appear over time.

We hope these tools will be useful in your future recruitment and that thanks to this protocol you will now be able to better identify the Soft Skills you are looking for in your candidates and expect from your employees and that this will allow you to find and retain your new gems!

Success!

With the participation of :



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