

VASS' & YOU

TALENT
Share your value

BUSINESS
Achieve the goals

ATTITUDE
Always think big

VASS'
Proud to be committed

1 IT PROFESSIONAL EXTERPISE:

Knowledge of te market and IT business, to be up-to-date.

- ▶ Does employee stay up-to-date with the latest market trends / activity (websites, publications, news in the sector and competition, etc.)?
- ▶ Does employee have any personal or working relationships (networking) within and outside the company? And are they involved in events related to the sector and occupation in which they work?
- ▶ When required, does employee master the language or languages required for their role fluently, both written and spoken?

2 DETERMINATION:

Ability to deal with situations quickly and effectively.

- ▶ In the case of unexpected events, problems, conflicts or difficulties, does the employee look for and coordinate the resources and assistance required to solve them?
- ▶ Is the employee able to analyse a situation and put forward valid solutions?
- ▶ Does the employee know how to solve critical situations?

3 ABILITY TO PRIORITIZE & SCHEDULE WORK:

Capacity to organize their work efficiently.

- ▶ Does the employee define and schedule actions, deadlines and required resources for their task, project or area?
- ▶ Does the employee differentiate and prioritize what is urgent and what is important, do they manage their time efficiently?

4 DEVELOPMENT OF INTRA-PERSONAL SKILLS:

Self-knowledge and self-control.

- ▶ Is the employee aware of their strengths? And do they acknowledge their weaknesses with humility?
- ▶ Does the employee act with confidence and self-assurance, managing and dominating their emotions? Is it balanced?
- ▶ Does the employee show psychological and emotional strength facing adversity (resilience)?

5 COMMUNICATION & NEGOTIATION:

Ability to listen, express ideas and concepts effectively, persuade and influence others.

- ▶ Does the employee listen, empathise, ask, share information and value other people's contributions?
- ▶ Is the employee exemplary, proper and kind when working with other people?
- ▶ Does the employee express clearly and coherently when communication both orally and in writing?
- ▶ Does the employee maintain an appropriate image with respect to the situation (office, client meeting)?

6 SELF-MOTIVATION:

Giving reasons for taking actions.

- ▶ Does the employee enjoy and bring meaning to their work consistently and optimistically?
- ▶ Does the employee work intensely and set challenging objectives for themselves? Showing effort and overcoming them?

7 COOPERATION & COMMITMENT:

Collaboration in the decision and commitment to achieve a common goal.

- ▶ Is the employee loyal and collaborative whilst sharing resources and expertise within the team?
- ▶ Does the employee assume decisions made by the team as their own, and support the directives received?
- ▶ As a team member, is the employee committed, sacrificing their own interests and targets if required for the common goal?

8 TRUSTWORTHINESS:

Build good personal connections.

- ▶ Does the employee build a positive working environment and avoid criticism and rumours?
- ▶ Is their behaviour so exemplary that it inspires confidence to the rest of the team?

9 CREATIVITY & INNOVATION:

Build, promote and implement latest changes in order to gain the best results.

- ▶ Does the employee anticipate, discover, develop and propose new creative ideas, ways of working, products / services?
- ▶ Does the employee apply new ideas, products, services, practices and procedures to address improvement in results?

10 PROACTIVITY & INITIATIVE:

Make things happen.

- ▶ Does the employee look for answers to problems and new challenges rather than waiting for something to happen?
- ▶ Is the employee able to act quickly in order to create new opportunities?
- ▶ Is the employee inclined to take action with no need of previous requirement?

11 ADAPTATION TO CHANGE:

Dynamism and flexibility in relation to internal and external changes.

- ▶ Does the employee deal positively and constructively with changes in the environment and within VASSIT, responding rapidly and flexibly to them?
- ▶ Does the employee face new ideas, resources, procedures, knowledge, etc. quickly and use them in their daily work?

12 CONTINUOUS IMPROVEMENT:

Making endeavours to improve on day-to-day.

- ▶ Does the employee propose and carry out improvement actions in the work place?
- ▶ Does the employee learn from his / her mistakes and put in place the means to avoid it happening once again in the future?
- ▶ Does the employee take criticism and suggestions well, and use this information to improve their work?
- ▶ Does the employee show a willingness to look for new professional development opportunities and challenges ?

13 CLIENT FOCUS:

Constant proactive attitude in identifying and satisfying internal and external client needs and priorities.

- ▶ Does the employee think as the clients do? Does he / she understand and know client needs and expectations? And do they stay focused on achieving a high quality service?
- ▶ Is he completely trusted by clients because they know its business, solves its problems and shows an interest in each client?
- ▶ Does the employee defend and represent the client in VASSIT and VASSIT in the client?
- ▶ Does the employee make a planned and sustained effort in the relationship with the client?
- ▶ Does the employee always keep in mind the client when carrying out his / her tasks?

14 APPROACH TO QUALITY:

Search for quality at all levels in our day-to-day work.

- ▶ Does the employee have on-going tasks and perform his / her work on time and to a high quality in all situations?

15 RESULT ORIENTATION:

Goal-oriented.

- ▶ Does the employee effectively fulfil operational targets (tangible and non-tangible)?
- ▶ Does the employee effectively fulfil economic targets within the deadline?
- ▶ Does the employee assess, on a regular basis, the level of achievement of his / her objectives?

16 DECISION MAKING:

Capacity of choice.

- ▶ Does the employee responsibly take decisions when they required?
- ▶ Is the employee responsible for his / her decisions?
- ▶ Is the employee concerned about getting the appropriate information?
- ▶ Does the employee minimize risks and act appropriately?

17 CHANGE MANAGEMENT:

Lead change.

- ▶ Does the employee understand involvements and consequences of changes?
- ▶ Does the employee systematically assess the environment and anticipate variations?
- ▶ Does the employee promote change initiatives and overcome team resistances?
- ▶ Does the employee design and execute the change implementation strategy?

18 TEAM BUILDING:

Build and lead top-ranked teams.

- ▶ Does the employee organize the teamwork and encourage it as well?
- ▶ Does the employee coordinate and develop talent in the team?
- ▶ Does the employee respect their team and establish accountabilities?
- ▶ Does the employee enforce the rules and explain the reasons?
- ▶ Does the employee encourage collaboration and commitment of the team?
- ▶ Does the employee promote the participation for decision-making?

19 ENCOURAGEMENT:

Manage to persuade other people towards actions.

- ▶ Does the employee appropriately motivate and give incentives to their colleagues? (extrinsic motivation)
- ▶ Does the employee add value to their subordinates' work? (intrinsic motivation)
- ▶ Does the employee give meaning to their subordinates' work? (transcendental motivation)

20 INTERPERSONAL SKILLS DEVELOPMENT:

Ability to know and influence others.

- ▶ Does the employee influence their colleagues in order to achieve goals?
- ▶ Does the employee enable their colleagues to develop by proposing them areas to improve?
- ▶ Does the employee really know his / her colleagues?
- ▶ Does the employee manage conflict situations by reconciling different positions in order to get a deal?

21 SUSTAINABILITY:

Defines and aligns towards sustainable common long-term goals.

- ▶ Is the employee concerned about satisfying their stakeholder (clients, partners, employees, suppliers, ...) and getting their commitment and trust?
- ▶ Does the employee balance present / short-term, future / long-term, and tangible and intangible results?
- ▶ Does the employee set targets and formulate objectives in order to achieve them?

22 STRATEGIC VISION:

Act with what they have in order to achieve what they want.

- ▶ Does the employee point out a strategy in order to get a goal?
- ▶ Does the employee identify strategic opportunities?
- ▶ Does the employee think, decide and behave with an overall forward-looking approach ?

23 EMPOWERMENT & DELEGATION:

Give responsibility and initiative to others.

- ▶ Does the employee set up clear performance goals and assign accountabilities within the team?
- ▶ Does the employee delegate, set goals / challenges, monitor and provide feedback to their team?
- ▶ Does the employee promote commitment and initiative within their team?
- ▶ Does the employee develop actions towards improvement of the development of the capabilities and pool talent within their team?

24 EXCELLENCE:

Spirit of service and ethical behaviour.

- ▶ Are the employee's decisions and behaviour managed within the limits of the law and aligned with the companies values and ethical code?
- ▶ Does the employee have a sense of duty and commitment through his / her effort and work done?
- ▶ Does the employee act with integrity, building trust and credibility?
- ▶ Does the employee behave honestly, cautiously and with equity putting the interests of VASSIT before their own interests?

25 PRIDE OF BELONGING:

Feel VASSIT and command this feeling.

- ▶ Does the employee show they are proud to be part of VASSIT and fully engage in all of the company's activities?
- ▶ Does the employee know VASSIT culture and values and undertake, defend and promote them as his / her own?
- ▶ Does the employee defend VASSIT prestige and interests at all times?