

Questionere

[Education](#), [Learning](#)



Questionnaire to assess the importance of each competency in the overall performance of the job at Top Level Please rate the importance of each competency using the 5-point rating scale This competency is of vital importance to a successful performance of my job | 5 | This competency is definitely important to the successful performance of my job | 4 | This competency is relevant but not important to the successful performance of my job | 3 | This competency is of highly marginal relevance to the successful performance of my job | 2 | This competency is not relevant to the successful performance of my job | 1 | Please tick “ what you feel most appropriate

1. Vision and Purpose 1 | Sees new possibilities to take the organization to a higher realm | 5 | 4 | 3 | 2 | 1 | 2 | Optimistic. Sees everything with a positive outlook | 5 | 4 | 3 | 2 | 1 | 3 | Creates and communicates compelling vision or direction | 5 | 4 | 3 | 2 | 1 | 4 | Inspires and motivates others with enlightened insights | 5 | 4 | 3 | 2 | 1 | 2.

Developing people 1 | Assembles strong teams | 5 | 4 | 3 | 2 | 1 | 2 | Empowers and trains people | 5 | 4 | 3 | 2 | 1 | 3 | Provides rewards, feedback and recognition | 5 | 4 | 3 | 2 | 1 | 4 | Communicates effectively with people | 5 | 4 | 3 | 2 | 1 | 3.

3. Values and ethics 1 | Aligns with company values | 5 | 4 | 3 | 2 | 1 | 2 | Adheres to code of conduct | 5 | 4 | 3 | 2 | 1 | 3 | Ensures that the standards and specifications are kept | 5 | 4 | 3 | 2 | 1 | 4 | Rewards right behaviors | 5 | 4 | 3 | 2 | 1 | 4.

4. Commitment 1 | Widely trusted | 5 | 4 | 3 | 2 | 1 | 2 | Takes ownership on the assigned responsibilities | 5 | 4 | 3 | 2 | 1 | 3 | Impartial and fair in exercising the responsibilities | 5 | 4 | 3 | 2 | 1 | 4 | Delivers results on commitment | 5 | 4 | 3 | 2 | 1 | 5.

5. Performance 1 | Sets and achieves ambitious goals | 5 | 4 | 3 | 2 | 1 | 2 | Drives for continuous

improvement | 5 | 4 | 3 | 2 | 1 | 3 | Ensures that health, safety and social objectives are integrated into business activities | 5 | 4 | 3 | 2 | 1 | 4 | Gets results consistently | 5 | 4 | 3 | 2 | 1 | Questionnaire to assess the importance of each competency in the overall performance of the job at Managerial level

Please rate the importance of each competency using the 5-point rating scale This competency is of vital importance to a successful performance of my job | 5 | This competency is definitely important to the successful performance of my job | 4 | This competency is relevant but not important to the successful performance of my job | 3 | This competency is of highly marginal relevance to the successful performance of my job | 2 | This competency is not relevant to the successful performance of my job | 1 |

Please tick “ ” what you feel most appropriate

1. Basic knowledge and information 1 | Command of basic facts: Understand the business and have sound knowledge of basic facts surrounding the business such as short and long term goals, product knowledge and the roles and relationships between various departments. | 5 | 4 | 3 | 2 | 1 | 2 | Relevant professional knowledge: Know the background of management principles including planning, organizing controlling and directing | 5 | 4 | 3 | 2 | 1 | 2.

2. Skills and attributes 1 | Continuing sensitivity to events: Aware of what is going on and is perceptive and open to information; hard information such as figures and facts, and soft information such as feeling of other people | 5 | 4 | 3 | 2 | 1 | 2 | Analytical, problem solving and decision-making skill: Weigh the pros and cons in an uncertain and ambiguous situation, calling for a high level of judgment or taking appropriate decision without much delay | 5 | 4 | 3 | 2 | 1 | 3 | Social skills and abilities: Develop, negotiate, resolve conflict, persuade,

use and respond to authority and power so as to get things done | 5 | 4 | 3 | 2 | 1 | 4 | Emotional resilience: Deal with emotional stress and strain that arises as consequence of working situations of authority, leadership, power, targets and deadlines | 5 | 4 | 3 | 2 | 1 | 5 | Pro-activity: Respond to the needs of the instant situation, but while making such a response consider the long-term aims and goals and the impact of immediate decision | 5 | 4 | 3 | 2 | 1 |

3. Meta Qualities 1 | Creativity: Come up with unique ideas or solutions — either ones own ideas or ideas from another source | 5 | 4 | 3 | 2 | 1 | 2 | Mental agility: Grasp problems quickly, think about several things at once, understand the whole situation quickly and ‘ think on ones feet’ | 5 | 4 | 3 | 2 | 1 | 3 | Balanced learning habits and skills: Use a range of learning process including use of inputs like teaching, discovery from ones own personal experiences and reflection | 5 | 4 | 3 | 2 | 1 | 4 | Self-knowledge: Aware of ones own beliefs, goals, values, feeling, behavior and the part they play in influencing their actions | 5 | 4 | 3 | 2 | 1 |

Questionnaire to assess the importance of each competency in the overall performance of the job

Executive level Please rate the importance of each competency using the 5-point rating scale This competency is of vital importance to a successful performance of my job | 5 | This competency is definitely important to the successful performance of my job | 4 | This competency is relevant but not important to the successful performance of my job | 3 | This competency is of highly marginal relevance to the successful performance of my job | 2 | This competency is not relevant to the successful performance of my job | 1 |

Please tick “ what you feel most appropriate 1. Personal competencies 1 |

Assertiveness: Able to state one’s opinion firmly and positively | 5 | 4 | 3 | 2 |

1 | 2 | Integrity: Gain trust and confidence by interacting with fairness, honesty and truthfulness | 5 | 4 | 3 | 2 | 1 | 3 | Self- sufficiency: Exercises the professional duties without assistance | 5 | 4 | 3 | 2 | 1 | 4 | High emotional stamina: Relaxed & poised. Maintain effectiveness even under pressure | 5 | 4 | 3 | 2 | 1 | 2. Knowledge level competencies 1 | Command of basic facts: Understand the business holistically and have a sound knowledge of the basic facts of Millipore business | 5 | 4 | 3 | 2 | 1 | 2 | Quality consciousness: Work always with quality awareness | 5 | 4 | 3 | 2 | 1 | 3 | Organizational awareness: Have wide knowledge about the organization, its departments and functions | 5 | 4 | 3 | 2 | 1 | 4 | Knowledge on standards and specifications | 5 | 4 | 3 | 2 | 1 | 3. Job related skills/competencies 1 | Presentation skill: Able to present ideas, concepts, plan and procedures clearly to the target group | 5 | 4 | 3 | 2 | 1 | 2 | Analytical and problem solving skill: Weigh the pros and cons in an ambiguous situation and takes appropriate decision without delay | 5 | 4 | 3 | 2 | 1 | 3 | Concern for excellence: Work with burning desire to perform outstandingly | 5 | 4 | 3 | 2 | 1 | 4 | Negotiation skill: Discuss and share opinions so as to arrive at a constructive agreement. | 5 | 4 | 3 | 2 | 1 | 4. Communication and interpersonal competencies 1 | Listening skills: Listen to others views with patience | 5 | 4 | 3 | 2 | 1 | 2 | Precision in communication: Listen to others and express the idea with clarity and precision | 5 | 4 | 3 | 2 | 1 | 3 | Persuasiveness: Able to move others in getting things done | 5 | 4 | 3 | 2 | 1 | 4 | Sensitivity: Aware of what is going on in the work place and responds in a suitable manner to situations as they arise | 5 | 4 | 3 | 2 | 1 | Questionnaire to assess the importance of each competency in the overall performance of the

job at the Engineers level Please rate the importance of each competency using the 5-point rating scale This competency is of vital importance to a successful performance of my job | 5 | This competency is definitely important to the successful performance of my job | 4 | This competency is relevant but not important to the successful performance of my job | 3 | This competency is of highly marginal relevance to the successful performance of my job | 2 | This competency is not relevant to the successful performance of my job | 1 | Please tick “ what you feel most appropriate

1. Personal competencies 1 | Stress tolerance: Cope up with work strains that arises as a consequence of working situations of targets, deadlines, work load and pressure from superiors | 5 | 4 | 3 | 2 | 1 | 2 | Self starting and proactive: Respond to the needs of the instant situations voluntarily | 5 | 4 | 3 | 2 | 1 | 3 | Detail consciousness: Explore into the necessary details, so as to get the exact information needed | 5 | 4 | 3 | 2 | 1 | 4 | High energy level: Operate and maintain fast pace and tempo at the work place | 5 | 4 | 3 | 2 | 1 | 2.

Knowledge level competencies 1 | Operational knowledge: Know each and every details of production process | 5 | 4 | 3 | 2 | 1 | 2 | Numerical interpretation: Comfortable with numerical facts and exercises quantitative reasoning effectively to derive solution | 5 | 4 | 3 | 2 | 1 | 3 | Identifying bottlenecks and rectifying them: Recognize situations that retards wok progress and gives immediate attention and rectification to the problem | 5 | 4 | 3 | 2 | 1 | 4 | Knowledge on production concepts, standards and specification | 5 | 4 | 3 | 2 | 1 | 3.

3. Job related skills/ competencies 1 | Information collection: Gather relevant data from different sources that are needed to perform the job | 5 | 4 | 3 | 2 | 1 | 2 | Analytical skill: Use relevant

facts, data and analytical tools to draw accurate and meaningful conclusion |
5 | 4 | 3 | 2 | 1 | 3 | Creativity: Come up with unique ideas, insights and
solutions | 5 | 4 | 3 | 2 | 1 | 4 | Technical expertise: Know in detail about the
technology used in production | 5 | 4 | 3 | 2 | 1 | 4. Interpersonal and
leadership skills/competencies 1 | Precision in communication: Express the
ideas with clarity and precision | 5 | 4 | 3 | 2 | 1 | 2 | Motivating: Encourage
the technicians and operators to work towards the organizational goal | 5 | 4
| 3 | 2 | 1 | 3 | Appraising and developing: Evaluate the performance of
technician and operators and provide corrective steps whenever required | 5
| 4 | 3 | 2 | 1 | 4 | Organizing: Arrange works systematically and provides
structure and order to works | 5 | 4 | 3 | 2 | 1 |