

# Claims Handler

FF16 Customer service and administration · ISCO-08 4419 · CBS 0434 Financial Administrative Staff · seniority medior · Also known as: Insurance claims adjuster

Assesses and processes claims, determines coverage and payout and liaises with policyholders and assessors about this.

The claims handler often works with emotionally charged files where the customer has just experienced a loss. The distinction from an insurance administration employee lies in the assessing nature of the work, where each file requires its own judgement. Selection often fails on candidates who know policy conditions well but communicate too little empathetically toward a customer who has just suffered a loss.

## Key figures for this profile

24 skills · 6 competencies to measure · 4 knockout skills · centre of gravity: Communication and influence 34%, Digital, data and AI 17%, Cognitive ability and problem solving 14%

## 1 Competencies to measure

These are the behavioural and ability constructs in this profile. Each one shows which hrmforce questionnaire measures it.

| Competencies to measure                                                                | Target level                                                                                  | hrmforce instrument                             | Assessment method      | Behavioural anchor at target level                                                                                    |
|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <b>Client focus</b><br>Competency (50-framework):<br>Customer Focus<br><b>Knockout</b> |  <b>N4</b> | Big Fifty,<br>Competency Check,<br>360 Feedback | 360-degree<br>feedback | Uncovers the real need behind a client question, makes a fitting proposal and checks after delivery whether it works. |

| Competencies to measure                                                                              | Target level                                                                                  | hrmforce instrument                                | Assessment method          | Behavioural anchor at target level                                                                                             |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| <b>Accuracy and attention to detail</b><br>Competency (50-framework):<br>Accuracy<br><b>Knockout</b> |  <b>N3</b>   | Big Fifty, 360 Feedback                            | Personality questionnaire  | Builds check moments into the own process, keeps track of errors and prevents repetition by adjusting the method.              |
| <b>Judgement under uncertainty</b><br>Competency (50-framework):<br>Judgment                         |  <b>N4</b>   | Big Fifty, Competency Check                        | Situational Judgement Test | Forms a judgement on incomplete files, names the assumptions used and states which new fact would change that judgement.       |
| <b>Empathy in service delivery</b><br>Competency (50-framework):<br>Sensitivity                      |  <b>N4</b>   | Big Fifty, 360 Feedback                            | Personality questionnaire  | Puts self in the position of a client in a vulnerable situation, chooses words carefully and keeps the agreement businesslike. |
| <b>Stress tolerance</b><br>Competency (50-framework):<br>Stress resilience                           |  <b>N3</b> | Big Fifty, 15PF, Mental Resilience (4C)            | Personality questionnaire  | Keeps working in a structured way at peak load, keeps agreements with clients clear and flags early which results are at risk. |
| <b>Switching between tasks and roles</b><br>Competency (50-framework):<br>Flexibility                |  <b>N3</b> | Big Fifty, Colour Profile (Jung), Competency Check | On-the-job observation     | Switches independently between execution and consultation tasks, keeps notes per role and correctly resumes interrupted work.  |

## 2 Full skill profile

Every skill in this profile, sorted by weight. The behavioural anchor under each skill belongs to the target level.

| T | Skill                                                                                                                                                                          | Target level                                                                                  | Weight | Knockout | Assessment method          | hrmforce instrument                                |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------|----------|----------------------------|----------------------------------------------------|
| G | <b>Client focus</b><br>Uncovers the real need behind a client question, makes a fitting proposal and checks after delivery whether it works.                                   |  <b>N4</b>   | 5      | yes      | 360-degree feedback        | Big Fifty, Competency Check, 360 Feedback          |
| G | <b>Accuracy and attention to detail</b><br>Builds check moments into the own process, keeps track of errors and prevents repetition by adjusting the method.                   |  <b>N3</b>   | 5      | yes      | Personality questionnaire  | Big Fifty, 360 Feedback                            |
| V | <b>Working with digital devices and applications</b><br>Selects the appropriate device and application for each task and fixes common disruptions without support from others. |  <b>N3</b> | 5      | yes      | Work sample test           | Knowledge test (client-specific), Work sample test |
| G | <b>Judgement under uncertainty</b><br>Forms a judgement on incomplete files, names the assumptions used and states which new fact would change that judgement.                 |  <b>N4</b> | 4      | no       | Situational Judgement Test | Big Fifty, Competency Check                        |

| T | Skill                                                                                                                                                                              | Target level                                                                           | Weight | Knockout | Assessment method          | hrmforce instrument                    |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|----------------------------|----------------------------------------|
| V | <b>Complaint handling</b><br>Calms an angry client, separates emotion from facts and offers a solution with a deadline within own mandate.                                         |  N4   | 4      | no       | Situational Judgement Test | Conflict Styles, Work sample test      |
| G | <b>Empathy in service delivery</b><br>Puts self in the position of a client in a vulnerable situation, chooses words carefully and keeps the agreement businesslike.               |  N4   | 4      | no       | Personality questionnaire  | Big Fifty, 360 Feedback                |
| K | <b>Dutch language proficiency at professional level</b><br>Writes and discusses professional documents fluently at level B2 and adapts register to formal and informal situations. |  N3   | 4      | yes      | Knowledge test             | Knowledge test (client-specific)       |
| V | <b>Service calls and telephone contact</b><br>Settles unusual questions within a single call, keeps call time under control and audibly summarises the agreement made.             |  N3 | 4      | no       | Work sample test           | Work sample test, Communication Styles |
| V | <b>Written client communication</b><br>Writes a tailored reply in plain language, explains a rejection and offers an alternative course of action.                                 |  N3 | 4      | no       | Work sample test           | Work sample test                       |

| T | Skill                                                                                                                                                                      | Target level                                                                           | Weight | Knockout | Assessment method          | hrmforce instrument                                |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|----------------------------|----------------------------------------------------|
| G | <b>Stress tolerance</b><br>Keeps working in a structured way at peak load, keeps agreements with clients clear and flags early which results are at risk.                  |  N3   | 4      | no       | Personality questionnaire  | Big Fifty, 15PF, Mental Resilience (4C)            |
| V | <b>Information gathering and filtering</b><br>Chooses sources independently for an open question, filters out duplicate and outdated data and justifies that choice.       |  N3   | 3      | no       | Work sample test           | Competency Check, Work sample test                 |
| V | <b>Expectation management</b><br>Records at the start what falls outside the assignment and discusses deviations with the client before they become visible.               |  N3   | 3      | no       | Structured interview       | Competency Check, Structured interview             |
| V | <b>de-escalating and setting limits</b><br>States which limit is being crossed when behaviour is unwanted, what the consequence is, and ends the conversation when needed. |  N3 | 3      | no       | Situational Judgement Test | Conflict Styles, Big Fifty, Mental Resilience (4C) |
| V | <b>Time management and prioritising</b><br>Ranks own work by urgency and importance, builds in buffer time and explains to others why an item will arrive later.           |  N3 | 3      | no       | Work sample test           | Competency Check, 360 Feedback                     |

| T | Skill                                                                                                                                                                      | Target level                                                                           | Weight | Knockout | Assessment method      | hrmforce instrument                                |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|------------------------|----------------------------------------------------|
| G | Switching between tasks and roles<br>Switches independently between execution and consultation tasks, keeps notes per role and correctly resumes interrupted work.         |  N3   | 3      | no       | On-the-job observation | Big Fifty, Colour Profile (Jung), Competency Check |
| V | Retaining and applying knowledge<br>Knows the rules of the own field by heart and applies them without reference material in varying situations.                           |  N3   | 3      | no       | Knowledge test         | Ability Scan, Knowledge test (client-specific)     |
| T | Word processing and document management<br>Builds documents using styles, references and a table of contents and keeps versions and folder structure orderly for the team. |  N3   | 3      | no       | Work sample test       | Knowledge test (client-specific), Work sample test |
| K | GDPR and privacy in practice<br>Judges in own processes whether a legal basis exists, applies data minimisation and handles requests from data subjects correctly.         |  N3 | 3      | no       | Knowledge test         | Knowledge test (client-specific)                   |
| V | Information management and archiving<br>Independently assesses retention periods for a case file, arranges findability and carries out destruction demonstrably.           |  N3 | 3      | no       | Knowledge test         | Knowledge test (client-specific), Work sample test |

| T | Skill                                                                                                                                                         | Target level                                                                           | Weight | Knockout | Assessment method | hrmforce instrument                                   |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|-------------------|-------------------------------------------------------|
| K | Applying legislation<br>Independently assesses an application with exceptional circumstances, weighs discretionary room and motivates the decision traceably. |  N3   | 3      | no       | Knowledge test    | Knowledge test (client-specific)                      |
| T | Spreadsheets and worksheets<br>Enters data in an existing worksheet and uses simple formulas such as sum and average as instructed.                           |  N2   | 3      | no       | Work sample test  | Knowledge test (client-specific),<br>Work sample test |
| V | Financial administration<br>Posts purchase invoices to the correct ledger account under supervision and refers unclear items to the accountant.               |  N2   | 3      | no       | Work sample test  | Work sample test,<br>Knowledge test (client-specific) |
| V | Invoicing and accounts receivable<br>Creates invoices according to the assignment data and checks address, amount and payment term before sending.            |  N2 | 2      | no       | Work sample test  | Work sample test,<br>Knowledge test (client-specific) |
| V | Managing service levels and performance indicators<br>Reads the performance overview and reports which agreement was not met in the past week.                |  N2 | 2      | no       | Work sample test  | Work sample test,<br>Competency Check                 |

### 3 Levels per seniority

The same profile with the job family seniority adjustment applied. Target levels are clamped to 1 to 5.

| Skill                                            | junior | medior | senior |
|--------------------------------------------------|--------|--------|--------|
| Client focus                                     | N3     | N4     | N5     |
| Accuracy and attention to detail                 | N2     | N3     | N4     |
| Working with digital devices and applications    | N2     | N3     | N4     |
| Judgement under uncertainty                      | N3     | N4     | N5     |
| Complaint handling                               | N4     | N4     | N4     |
| Empathy in service delivery                      | N3     | N4     | N5     |
| Dutch language proficiency at professional level | N2     | N3     | N4     |
| Service calls and telephone contact              | N2     | N3     | N4     |
| Written client communication                     | N2     | N3     | N4     |
| Stress tolerance                                 | N2     | N3     | N4     |
| Information gathering and filtering              | N2     | N3     | N4     |
| Expectation management                           | N2     | N3     | N4     |
| de-escalating and setting limits                 | N2     | N3     | N4     |
| Time management and prioritising                 | N2     | N3     | N4     |
| Switching between tasks and roles                | N2     | N3     | N4     |
| Retaining and applying knowledge                 | N2     | N3     | N4     |
| Word processing and document management          | N2     | N3     | N4     |
| GDPR and privacy in practice                     | N2     | N3     | N4     |
| Information management and archiving             | N2     | N3     | N4     |
| Applying legislation                             | N2     | N3     | N4     |
| Spreadsheets and worksheets                      | N1     | N2     | N3     |
| Financial administration                         | N1     | N2     | N3     |
| Invoicing and accounts receivable                | N1     | N2     | N3     |

| Skill                                              | junior | medior | senior |
|----------------------------------------------------|--------|--------|--------|
| Managing service levels and performance indicators | N1     | N2     | N3     |

## 4 The proficiency scale

| Level     | Label             | Autonomy                                        | Complexity                                 | Scope                                   | Depth of knowledge                           |
|-----------|-------------------|-------------------------------------------------|--------------------------------------------|-----------------------------------------|----------------------------------------------|
| <b>N1</b> | <b>Guided</b>     | works under supervision and follows instruction | routine, one variable at a time            | own task                                | basic understanding of terminology           |
| <b>N2</b> | <b>Applying</b>   | works independently within set frameworks       | familiar situations with limited variation | own role                                | working knowledge, applies standard approach |
| <b>N3</b> | <b>Proficient</b> | sets own approach and seeks input proactively   | several variables, some ambiguity          | own team or process                     | thorough knowledge, weighs alternatives      |
| <b>N4</b> | <b>Advanced</b>   | directs others and decides on the approach      | complex, with conflicting interests        | several teams or a department           | in-depth knowledge, advises others           |
| <b>N5</b> | <b>Leading</b>    | sets the standard and the policy                | strategic, under high uncertainty          | organisation, value chain or profession | authority, advances the profession           |

## 5 Behavioural anchors per skill

Anchors sit at N1, N3 and N5. N2 and N4 are deliberately not anchored: raters interpolate between them, following the O\*NET convention.

| Skill                                                                                                                                                             | N1                                                                                                        | N3                                                                                                                    | N5                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Client focus</b><br>Acting from the question and interest of the client, keeping agreements and visibly directing own work towards usefulness for that client. | Responds to client questions within the agreed term and refers on when the answer falls outside own task. | Uncovers the real need behind a client question, makes a fitting proposal and checks after delivery whether it works. | Translates client signals into changes in services and policy and holds the organisation accountable for the promised client experience. |
| <b>Accuracy and attention to detail</b><br>Works carefully, checks own work for errors and keeps to agreements about completeness and correctness of data.        | Goes through the own work with a checklist and repairs errors found before the work is passed on.         | Builds check moments into the own process, keeps track of errors and prevents repetition by adjusting the method.     | Sets the standards for completeness and correctness, has samples checked and addresses teams on structural sloppiness.                   |

| Skill                                                                                                                                                                                                       | N1                                                                                                                    | N3                                                                                                                             | N5                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Working with digital devices and applications</b><br>Uses computers, mobile devices and standard applications to carry out work tasks, adjusts settings and resolves simple usage problems without help. | Opens and uses the prescribed applications for own tasks and asks for help whenever an unfamiliar message appears.    | Selects the appropriate device and application for each task and fixes common disruptions without support from others.         | Defines organisation wide which digital workplace facilities are used and guides their introduction across all teams.                           |
| <b>Judgement under uncertainty</b><br>Weighs the possible explanations when data are missing or conflicting and reaches a reasoned judgement while stating the remaining uncertainty.                       | Indicates which data are missing when in doubt and proposes a provisional judgement to the manager.                   | Forms a judgement on incomplete files, names the assumptions used and states which new fact would change that judgement.       | Judges in situations of high uncertainty and opposing interests, accounts for this publicly and revises the judgement on new evidence.          |
| <b>Complaint handling</b><br>Receiving a complaint, tracing its cause and reaching a solution that the client accepts and that prevents the error from recurring.                                           | Records a complaint fully in the system, offers an apology and hands the file over according to procedure.            | Calms an angry client, separates emotion from facts and offers a solution with a deadline within own mandate.                  | Handles escalated cases with legal or publicity risk and uses complaint analysis to change processes structurally.                              |
| <b>Empathy in service delivery</b><br>Recognising the situation and feeling of the client, naming it and adjusting own action accordingly without losing the professional boundary.                         | Names that the client is experiencing discomfort, stays calm and asks what would help most at this moment.            | Puts self in the position of a client in a vulnerable situation, chooses words carefully and keeps the agreement businesslike. | Determines how the organisation deals with vulnerable clients, safeguards that standard across the chain and addresses behaviour that deviates. |
| <b>Dutch language proficiency at professional level</b><br>Commanding Dutch in speech and writing at a level of the Common European Framework of Reference that matches the demands of the role.            | Handles simple work conversations and reads short instructions at level A2 to B1 of the European reference framework. | Writes and discusses professional documents fluently at level B2 and adapts register to formal and informal situations.        | Commands Dutch at level C1 to C2, edits publications written by others and uses professional and legal phrasing precisely.                      |

| Skill                                                                                                                                                                                         | N1                                                                                                                     | N3                                                                                                                             | N5                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Service calls and telephone contact</b><br>Handling client contacts by telephone and chat with a fixed structure, controlled questioning and a closing that contains a concrete agreement. | Answers according to the script, registers the question in the system and transfers the caller to the right colleague. | Settles unusual questions within a single call, keeps call time under control and audibly summarises the agreement made.       | Designs conversation models and quality standards for the contact centre and reviews recordings to support coaching and system choices.          |
| <b>Written client communication</b><br>Answering clients in writing by email, chat and letter with a reply that covers the question and prevents follow up questions.                         | Uses approved reply templates, fills in client details correctly and has doubtful cases checked before sending.        | Writes a tailored reply in plain language, explains a rejection and offers an alternative course of action.                    | Sets the writing tone and reply library for client communication and tests outgoing texts for legal soundness.                                   |
| <b>Stress tolerance</b><br>Keeps delivering work of the same quality under time pressure, opposition or unexpected turns and maintains a businesslike tone with others.                       | Keeps working on the current task as pressure rises and asks the supervisor which task can wait.                       | Keeps working in a structured way at peak load, keeps agreements with clients clear and flags early which results are at risk. | Keeps the organisation workable in crises, takes decisions under high uncertainty and sets the standard for composed action under pressure.      |
| <b>Information gathering and filtering</b><br>Searches purposefully for data in several sources, selects what is relevant to the question and leaves other information out.                   | Looks up the requested data in the designated sources and delivers them in full and with source references.            | Chooses sources independently for an open question, filters out duplicate and outdated data and justifies that choice.         | Designs the information flows for the whole field, decides which sources are authoritative and cuts redundant reporting.                         |
| <b>Expectation management</b><br>Making clear in advance what the client will and will not get and when, and reporting in time as soon as that promise becomes unrealistic.                   | States the delivery time and conditions as recorded and reports any delay immediately to own manager.                  | Records at the start what falls outside the assignment and discusses deviations with the client before they become visible.    | Sets service level agreements for the organisation, weighs feasibility against commercial interest and accounts for deviations to major clients. |

| Skill                                                                                                                                                                                          | N1                                                                                                                | N3                                                                                                                              | N5                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>de-escalating and setting limits</b><br>Reducing rising tension or unwanted behaviour by staying calm, stating the limit clearly and steering or ending the conversation.                   | Stays calm when facing an angry reaction, lets the other person speak and calls in a colleague or manager.        | States which limit is being crossed when behaviour is unwanted, what the consequence is, and ends the conversation when needed. | Establishes organisation-wide agreements on transgressive behaviour, arranges support and follow-up, and holds managers to that line.                        |
| <b>Time management and prioritising</b><br>Allocates available time across tasks by urgency and importance, sets a sequence and adjusts it when new work arrives during the period.            | Follows a task list provided by others and asks which task takes priority whenever new requests arrive.           | Ranks own work by urgency and importance, builds in buffer time and explains to others why an item will arrive later.           | Sets prioritisation agreements and planning standards across the organisation and decides which work streams receive time and capacity when both are scarce. |
| <b>Switching between tasks and roles</b><br>Alternates between tasks, roles and counterparts within a working day and matches content, tone and pace to the situation at hand.                 | Switches task when instructed and uses the given work instruction per task without mixing in the previous task.   | Switches independently between execution and consultation tasks, keeps notes per role and correctly resumes interrupted work.   | Fills roles in several bodies with clashing interests at the same time and keeps role clarity visible for the organisation.                                  |
| <b>Retaining and applying knowledge</b><br>Keeps acquired professional knowledge available, retrieves the right rule or procedure at the moment it is needed and applies it correctly at work. | Looks up the required procedure in the manual and follows it step by step on a familiar task.                     | Knows the rules of the own field by heart and applies them without reference material in varying situations.                    | Oversees the knowledge base of the whole domain, decides which knowledge must be secured and documents it for the organisation.                              |
| <b>Word processing and document management</b><br>Creates and edits documents in word processing software, applies styles and templates and manages versions and findability of files.         | Types and edits text in an existing template and saves the file in the designated location using the agreed name. | Builds documents using styles, references and a table of contents and keeps versions and folder structure orderly for the team. | Designs organisation wide templates and document conventions and decides how documents are recorded and archived.                                            |

| Skill                                                                                                                                                                                       | N1                                                                                                                          | N3                                                                                                                                         | N5                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>GDPR and privacy in practice</b><br>Knows privacy legislation requirements for own work, which legal basis and retention period apply and recognises when notification is required.      | Processes personal data only according to the applicable work instruction and refers doubtful cases to the privacy officer. | Judges in own processes whether a legal basis exists, applies data minimisation and handles requests from data subjects correctly.         | Sets privacy policy, decides on high risk processing operations and represents the organisation towards the supervisory authority. |
| <b>Information management and archiving</b><br>Manages documents and data according to archiving and retention rules, makes information findable and accounts for destruction and transfer. | Registers documents in the case system according to the metadata rules and reports items whose classification is unclear.   | Independently assesses retention periods for a case file, arranges findability and carries out destruction demonstrably.                   | Sets the organisation's information policy and retention schedule and accounts for compliance to the archive inspectorate.         |
| <b>Applying legislation</b><br>Applies laws, decrees and policy rules to individual cases, weighs exceptions and records the reasoning behind the decision.                                 | Applies the fixed decision rules to a standard case and refers doubtful cases to an experienced case handler.               | Independently assesses an application with exceptional circumstances, weighs discretionary room and motivates the decision traceably.      | Sets policy rules and work instructions for implementation and decides on application questions that set precedent.                |
| <b>Spreadsheets and worksheets</b><br>Builds worksheets with formulas, references and pivot tables, checks outcomes and presents figures understandably in tables and charts.               | Enters data in an existing worksheet and uses simple formulas such as sum and average as instructed.                        | Builds a worksheet with linked formulas and pivot tables, checks for errors and explains the calculation logic to colleagues.              | Sets the standards for calculation models in the organisation and judges whether models are reliable enough for decision making.   |
| <b>Financial administration</b><br>Processes purchase, sales and bank entries in the accounting system, reconciles ledger accounts and delivers an auditable administration.                | Posts purchase invoices to the correct ledger account under supervision and refers unclear items to the accountant.         | Independently closes the monthly administration, explains differences between subledger and general ledger and corrects incorrect entries. | Designs the layout of the administration and the chart of accounts and sets guidelines for processing and control.                 |

| Skill                                                                                                                                                                                          | N1                                                                                                            | N3                                                                                                                       | N5                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| <b>Invoicing and accounts receivable</b><br>Creates and sends invoices, follows up outstanding items and takes steps on late payment up to handover to debt collection.                        | Creates invoices according to the assignment data and checks address, amount and payment term before sending. | Manages the outstanding items, follows up arrears by telephone and agrees payment schemes within the established policy. | Sets the credit and dunning policy of the organisation and decides on write offs and further legal steps.       |
| <b>Managing service levels and performance indicators</b><br>Agrees measurable service and performance standards, measures the actual results and takes action when agreed levels are not met. | Reads the performance overview and reports which agreement was not met in the past week.                      | Draws up indicators and standards for a service, reports per period and carries out improvement actions on deviation.    | Determines the system of service levels for the organisation and negotiates these with customers and suppliers. |

## 6 Assessment methods and validity

The validities are the corrected meta-analytic estimates from Sackett, Zhang, Berry and Lievens (2022) in the Journal of Applied Psychology, which replace the older Schmidt and Hunter (1998) figures. The spread matters as much as the mean: with a high SD, validity varies strongly by context.

| Assessment method          | rho  | SD   | What it is                                                                         |
|----------------------------|------|------|------------------------------------------------------------------------------------|
| 360-degree feedback        | -    | -    | Multiple raters around the person rate behaviour against behavioural anchors.      |
| Personality questionnaire  | 0.40 | 0.15 | Self-report of behavioural preferences. At hrnforce the Big Fifty and the 15PF.    |
| Work sample test           | 0.33 | 0.09 | The candidate performs a representative work sample under standardised conditions. |
| Situational Judgement Test | 0.12 | 0.11 | Scenario with response options, scored on knowledge or behavioural tendency.       |
| Knowledge test             | 0.40 | 0.13 | Test of declarative job knowledge, usually assembled per client.                   |
| Structured interview       | 0.42 | 0.19 | Behaviour-based interview with fixed questions and a rating scale per question.    |
| On-the-job observation     | -    | -    | Structured workplace observation with a form based on behavioural anchors.         |

## 7 Assessment instruments for this job

| hrnforce instrument              | Skills | What it measures                                         |
|----------------------------------|--------|----------------------------------------------------------|
| Work sample test                 | 11     | Representative work sample under standardized conditions |
| Knowledge test (client-specific) | 10     | Professional knowledge test, customized for each client  |
| Big Fifty                        | 7      | Personality questionnaire, 150 items, 25 factors         |
| Competency Check                 | 7      | Behavioral-Level Competency Assessment                   |
| 360 Feedback                     | 4      | Multiple assessments based on behavioral anchors         |
| Conflict Styles                  | 2      | Preferred style in conflict situations                   |
| Mental Resilience (4C)           | 2      | Mental Resilience According to the 4C Model              |

| hrmforce instrument   | Skills | What it measures                                                |
|-----------------------|--------|-----------------------------------------------------------------|
| Communication Styles  | 1      | Preferred communication style                                   |
| 15PF                  | 1      | Personality Profile, a shorter alternative to the Big Fifty     |
| Structured interview  | 1      | Behavioral interview with a fixed structure                     |
| Colour Profile (Jung) | 1      | Four color types, linked to Big Fifty factors                   |
| Ability Scan          | 1      | Aptitude Test: Verbal, Numerical, and Abstract Reasoning Skills |

## 8 How to use this profile

1. Agree the profile with the hiring manager before the first candidate is measured. Weights shifted afterwards make the outcome indefensible.
2. Choose the assessment method per skill from the Assessment method column. Combine at most three methods per candidate.
3. Calibrate the assessors in a two-hour session using the anchors in chapter 5. Anchors without rater training deliver little.
4. Fill in the match calculator and discuss the gaps in the development conversation. Type A and type G are selection criteria, not one-quarter development goals.

Source: hrmforce Skills Framework 2.0, version 2.0.0, built 2026-09-08. Crosswalks to ESCO v1.2.1, O\*NET 31.0, Lightcast Open Skills, SFIA 9, DigComp 3.0, EntreComp, LifeComp, GreenComp, Allit, WEF Future of Jobs 2025, ISCO-08 and the Dutch CBS occupational classification BRC 2014 edition 2025. This profile is a starting point, not a standard: align it with your own organisation before selecting on it.