

# Construction Project Manager

FF14 Construction, installation and infrastructure · ISCO-08 1323 · CBS 0531 Production Managers · seniority senior · Also known as: Project lead construction

Holds overall responsibility for a construction project from planning to handover, safeguarding budget, schedule and client relationship.

The project manager steers across multiple disciplines and subcontractors and is the point of contact for the client. The distinction from a site supervisor lies in the broader scope over budget, contracts and several sites at once. Selection often fails on candidates with a strong technical background but insufficient experience managing conflicting interests between client and subcontractors.

## Key figures for this profile

26 skills · 5 competencies to measure · 5 knockout skills · centre of gravity: Professional knowledge domains 27%, Execution, craft, safety and sustainability 24%, Leadership and organising 9%

## 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>Safety awareness</b><br>Competency (50-framework):<br>Discipline<br><b>Knockout</b> | ■■■■■ N5     | Big Fifty,<br>Competency Check | Situational<br>Judgement<br>Test | Sets the safety standard for the organisation, makes safety discussable at every level and steers behaviour and culture. |

| Competencies to measure                                                               | Target level                                                                          | hrmforce instrument                       | Assessment method         | Behavioural anchor at target level                                                                                              |
|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| <b>Spatial ability</b>                                                                |  N4  | Ability Scan                              | Cognitive ability test    | Derives the build up of the end product from a two dimensional drawing and reports where parts do not fit.                      |
| <b>Discipline and keeping commitments</b><br>Competency (50-framework):<br>Discipline |  N4  | Big Fifty, 15PF, 360 Feedback             | Personality questionnaire | Commits only to what is feasible, tracks own commitments and informs those involved as soon as a deadline comes under pressure. |
| <b>Client focus</b><br>Competency (50-framework):<br>Customer Focus                   |  N4  | Big Fifty, Competency Check, 360 Feedback | 360-degree feedback       | Uncovers the real need behind a client question, makes a fitting proposal and checks after delivery whether it works.           |
| <b>Perseverance</b><br>Competency (50-framework):<br>Perseverance                     |  N4 | Big Fifty, 15PF, Mental Resilience (4C)   | Personality questionnaire | Keeps seeking alternative routes on a stalled case and involves others in that search on own initiative.                        |

## 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                                |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------|----------|----------------------------|----------------------------------------------------|
| V | <b>Planning and organising</b><br>Sets the planning system for the organisation, links annual plan, capacity and budget and decides on conflicting claims.                | ■■■■■ N5     | 5      | yes      | Work sample test           | Competency Check, 360 Feedback, Work sample test   |
| V | <b>Construction craft work</b><br>Sets the company's standard construction details and determines, in case of failure costs, which working method needs adjustment.       | ■■■■■ N5     | 5      | yes      | Work sample test           | Work sample test, Knowledge test (client-specific) |
| G | <b>Safety awareness</b><br>Sets the safety standard for the organisation, makes safety discussable at every level and steers behaviour and culture.                       | ■■■■■ N5     | 5      | yes      | Situational Judgement Test | Big Fifty, Competency Check                        |
| V | <b>Reading and applying technical drawings</b><br>Independently derives the correct dimensions from several drawings, spots contradictions and puts them to the designer. | ■■■■■ N4     | 5      | yes      | Knowledge test             | Knowledge test (client-specific), Work sample test |
| V | <b>Negotiating</b><br>Leads negotiations on multi year contracts or employment terms, sets the mandate and defines the negotiating line for the organisation.             | ■■■■■ N5     | 4      | no       | Assessment centre          | Conflict Styles, Competency Check                  |

| T | Skill                                                                                                                                                                           | Target level                                                                           | Weight | Knockout | Assessment method         | hrmforce instrument                                |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|---------------------------|----------------------------------------------------|
| V | <b>Business case and investment analysis</b><br>Sets the calculation rules and threshold values for investments and weighs the entire investment portfolio of the organisation. |  N5   | 4      | no       | Work sample test          | Work sample test, Knowledge test (client-specific) |
| V | <b>Contract management</b><br>Determines how contract management is organised and decides on escalation and termination for major contracts.                                    |  N5   | 4      | no       | Work sample test          | Work sample test, Knowledge test (client-specific) |
| A | <b>Spatial ability</b><br>Derives the build up of the end product from a two dimensional drawing and reports where parts do not fit.                                            |  N4   | 4      | no       | Cognitive ability test    | Ability Scan                                       |
| V | <b>aligning and coordinating</b><br>Organises consultation between the parties in a shared process, records agreements and actively tracks whether these are met.               |  N4 | 4      | no       | Assessment centre         | Competency Check, 360 Feedback                     |
| G | <b>Discipline and keeping commitments</b><br>Commits only to what is feasible, tracks own commitments and informs those involved as soon as a deadline comes under pressure.    |  N4 | 4      | no       | Personality questionnaire | Big Fifty, 15PF, 360 Feedback                      |

| T | Skill                                                                                                                                                                           | Target level                                                                           | Weight | Knockout | Assessment method      | hrmforce instrument                                |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|------------------------|----------------------------------------------------|
| V | Building services engineering<br>Independently commissions a heating or ventilation system, measures its performance and sets the controls.                                     |  N4   | 4      | no       | Work sample test       | Work sample test, Knowledge test (client-specific) |
| K | Applying building regulations and standards<br>Independently tests a design against fire, structural and energy requirements and states which adjustment the permit requires.   |  N4   | 4      | no       | Knowledge test         | Knowledge test (client-specific)                   |
| V | Selecting and using tools<br>Selects tools independently for varying materials and jobs, substantiates the choice and replaces worn parts in time.                              |  N4   | 4      | no       | Work sample test       | Work sample test                                   |
| V | Using personal protective equipment correctly<br>Determines per task which protective equipment is needed, checks it before use and instructs new colleagues in its use.        |  N4 | 4      | no       | On-the-job observation | Knowledge test (client-specific), Work sample test |
| V | Working safely at height and in confined spaces<br>Prepares work at height or in a confined space independently, arranges attendant and measurement and issues the work permit. |  N4 | 4      | yes      | Certificate or diploma | Knowledge test (client-specific), Work sample test |

| T | Skill                                                                                                                                                                               | Target level                                                                           | Weight | Knockout | Assessment method         | hrmforce instrument                                |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|---------------------------|----------------------------------------------------|
| V | <b>Risk assessment</b><br>Estimates the main risks for the own process, orders them by likelihood and impact and takes measures.                                                    |  N4   | 3      | no       | Work sample test          | Competency Check, Work sample test                 |
| 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.                                        |  N4   | 3      | no       | 360-degree feedback       | Big Fifty, Competency Check, 360 Feedback          |
| V | <b>Risk management</b><br>Draws up a risk list with likelihood, impact and measure per risk and reviews it periodically with those involved.                                        |  N4   | 3      | no       | Knowledge test            | Knowledge test (client-specific), Competency Check |
| G | <b>Perseverance</b><br>Keeps seeking alternative routes on a stalled case and involves others in that search on own initiative.                                                     |  N4 | 3      | no       | Personality questionnaire | Big Fifty, 15PF, Mental Resilience (4C)            |
| V | <b>Construction work preparation</b><br>Independently draws up planning and bills of materials for a project, requests quotations and aligns delivery moments with the site.        |  N4 | 3      | no       | Work sample test          | Work sample test, Knowledge test (client-specific) |
| V | <b>Site supervision on construction projects</b><br>Independently inspects completed work for quality and safety, addresses subcontractors and records deviations with photographs. |  N4 | 3      | no       | On-the-job observation    | Work sample test, Competency Check                 |

| T | Skill                                                                                                                                                                                | Target level                                                                           | Weight | Knockout | Assessment method      | hrmforce instrument                                |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|------------------------|----------------------------------------------------|
| K | <b>Applying materials knowledge</b><br>Explains how moisture, heat or load affects a material and selects processing and auxiliary substances accordingly.                           |  N4   | 3      | no       | Knowledge test         | Knowledge test (client-specific)                   |
| V | <b>Guiding on the job</b><br>Agrees with the person guided which tasks go solo, observes purposefully and discusses two concrete learning points afterwards.                         |  N3   | 2      | no       | On-the-job observation | 360 Feedback, Competency Check                     |
| 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.       |  N3   | 2      | no       | Work sample test       | Knowledge test (client-specific), Work sample test |
| V | <b>Working in extreme conditions</b><br>Prepares work in extreme conditions independently, selects equipment and work rhythm and stops work when the limit value is reached.         |  N3 | 2      | no       | On-the-job observation | Knowledge test (client-specific), Work sample test |
| K | <b>Sustainable and energy efficient construction</b><br>Independently compares variants of measures on energy performance, cost and material use and advises the client on a choice. |  N3 | 1      | no       | Knowledge test         | Knowledge test (client-specific)                   |

### 3 Levels per seniority

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

| Skill                                           | senior | lead |
|-------------------------------------------------|--------|------|
| Planning and organising                         | N5     | N5   |
| Construction craft work                         | N5     | N5   |
| Safety awareness                                | N5     | N5   |
| Reading and applying technical drawings         | N4     | N4   |
| Negotiating                                     | N5     | N5   |
| Business case and investment analysis           | N5     | N5   |
| Contract management                             | N5     | N5   |
| Spatial ability                                 | N4     | N4   |
| aligning and coordinating                       | N4     | N4   |
| Discipline and keeping commitments              | N4     | N4   |
| Building services engineering                   | N4     | N4   |
| Applying building regulations and standards     | N4     | N4   |
| Selecting and using tools                       | N4     | N4   |
| Using personal protective equipment correctly   | N4     | N4   |
| Working safely at height and in confined spaces | N4     | N4   |
| Risk assessment                                 | N4     | N4   |
| Client focus                                    | N4     | N4   |
| Risk management                                 | N4     | N4   |
| Perseverance                                    | N4     | N4   |
| Construction work preparation                   | N4     | N4   |
| Site supervision on construction projects       | N4     | N4   |
| Applying materials knowledge                    | N4     | N4   |
| Guiding on the job                              | N3     | N3   |

| Skill                                         | senior | lead |
|-----------------------------------------------|--------|------|
| Working with digital devices and applications | N3     | N3   |
| Working in extreme conditions                 | N3     | N3   |
| Sustainable and energy efficient construction | N3     | 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>Planning and organising</b><br>Placing activities, people and resources in time, setting priorities and arranging dependencies so that agreed results are delivered on schedule.   | Makes a daily or weekly schedule for own tasks and sticks to the agreed order and times.                                                | Plans the work of the team for several weeks, distributes tasks and reshuffles on disruptions without missing deadlines.           | Sets the planning system for the organisation, links annual plan, capacity and budget and decides on conflicting claims.          |
| <b>Construction craft work</b><br>Carries out structural and finishing construction work, selects materials and joints and works to dimension according to drawing and specification. | Carries out a construction operation under supervision according to the work instruction and checks dimensions with the tools provided. | Independently works out a construction detail on site, selects suitable materials and resolves dimensional deviations on the spot. | Sets the company's standard construction details and determines, in case of failure costs, which working method needs adjustment. |

| Skill                                                                                                                                                                                               | N1                                                                                                     | N3                                                                                                                       | N5                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| <b>Safety awareness</b><br>Continuously watches for unsafe situations and actions at work, addresses others about them and chooses the safe working method even under time pressure.                | Follows the safety rules of the workplace and checks back when in doubt about an operation.            | Recognises unsafe situations in own process, intervenes and addresses colleagues without bringing the work to a halt.    | Sets the safety standard for the organisation, makes safety discussable at every level and steers behaviour and culture.                |
| <b>Reading and applying technical drawings</b><br>Reads construction and installation drawings with dimensions and symbols and translates them into workable operations or production instructions. | Points out on a drawing the dimensions, symbols and views that belong to the own work.                 | Independently derives the correct dimensions from several drawings, spots contradictions and puts them to the designer.  | Sets drawing conventions and information standards for projects and judges whether delivered drawing sets are workable.                 |
| <b>Negotiating</b><br>Reaching an agreement with one or more parties by exploring interests, using trade offs and consciously holding agreed limits.                                                | Negotiates delivery time or price within fixed margins and refers any deviation to the manager.        | Prepares a range and a fallback option beforehand, trades points of unequal weight and closes with written confirmation. | Leads negotiations on multi year contracts or employment terms, sets the mandate and defines the negotiating line for the organisation. |
| <b>Business case and investment analysis</b><br>Substantiates a proposal with costs, benefits, assumptions and risks and calculates payback period and return for the decision makers.              | Fills a standard business case template with supplied figures and names which data are still missing.  | Builds an own business case with scenarios, makes the assumptions explicit and defends the outcome in the meeting.       | Sets the calculation rules and threshold values for investments and weighs the entire investment portfolio of the organisation.         |
| <b>Contract management</b><br>Manages ongoing contracts on performance, deadlines and costs, holds meetings with the supplier and renews, amends or terminates in time.                             | Keeps contract data and agreed performance in the contract register and reports approaching end dates. | Holds periodic supplier meetings based on performance figures and records agreements and changes in a traceable way.     | Determines how contract management is organised and decides on escalation and termination for major contracts.                          |

| Skill                                                                                                                                                                                                          | N1                                                                                                                            | N3                                                                                                                              | N5                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Spatial ability</b><br>Imagines how objects, spaces or drawings look after rotating, folding or assembling them and uses that mental image in the work.                                                     | Points out the right route on a floor plan and names which side lies left or right of the entrance.                           | Derives the build up of the end product from a two dimensional drawing and reports where parts do not fit.                      | Thinks complex three dimensional set ups through in advance, predicts clashes between parts and sets the drawing conventions for the field.                         |
| <b>aligning and coordinating</b><br>Aligning the activities of different people and groups in timing, sequence and content so that duplicated work and delays are prevented.                                   | Aligns own activities with one direct colleague and confirms who picks up which task and when.                                | Organises consultation between the parties in a shared process, records agreements and actively tracks whether these are met.   | Sets up the coordination structure between departments or chain partners and decides which meetings, roles and information flows the organisation uses as standard. |
| <b>Discipline and keeping commitments</b><br>Sticks to agreements, procedures and commitments even without supervision, and reports in good time when a commitment turns out to be unachievable.               | Arrives at the agreed time with the agreed work and reports any delay to the supervisor.                                      | Commits only to what is feasible, tracks own commitments and informs those involved as soon as a deadline comes under pressure. | Anchors the standard for reliable follow through in working agreements and addresses anyone at any level who lets that standard slip.                               |
| <b>Building services engineering</b><br>Installs and maintains water, heating, air and energy systems in buildings, commissions them and measures their performance afterwards.                                | Installs pipes and fittings under supervision according to the work instruction and reports deviations in the site situation. | Independently commissions a heating or ventilation system, measures its performance and sets the controls.                      | Develops building services concepts for complex buildings, sets company standards and advises clients on sustainable system choices.                                |
| <b>Applying building regulations and standards</b><br>Knows the requirements from building regulations, standards and permits and tests design and execution against structural, fire and energy requirements. | Looks up the applicable requirement in the regulations for a simple building question and submits the outcome.                | Independently tests a design against fire, structural and energy requirements and states which adjustment the permit requires.  | Represents the organisation on standards committees and translates new regulation into company wide review protocols.                                               |

| Skill                                                                                                                                                                                                               | N1                                                                                                           | N3                                                                                                                           | N5                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Selecting and using tools</b><br>Selects the appropriate hand tool or power tool for a job, uses it as prescribed and keeps it in usable and safe condition.                                                     | Uses the tool provided for a fixed operation and returns it to its designated place after use.               | Selects tools independently for varying materials and jobs, substantiates the choice and replaces worn parts in time.        | Sets tool policy, assesses new tools for suitability and safety and determines what becomes the standard equipment.                      |
| <b>Using personal protective equipment correctly</b><br>Selects the protective equipment matching task and hazard, puts it on correctly and checks it for function, fit and shelf life.                             | Wears the prescribed protective equipment at the workplace and asks for replacement when damage is visible.  | Determines per task which protective equipment is needed, checks it before use and instructs new colleagues in its use.      | Sets protective equipment policy, selects suppliers on standards and wearing comfort and tracks compliance across the chain.             |
| <b>Working safely at height and in confined spaces</b><br>Works at height and in confined spaces according to the applicable procedure, takes the required measures beforehand and observes the work permit system. | Works at height under supervision with the prescribed fall protection and leaves the location when in doubt. | Prepares work at height or in a confined space independently, arranges attendant and measurement and issues the work permit. | Designs procedures for work at height and in confined spaces, audits contractors against them and decides on release of work.            |
| <b>Risk assessment</b><br>Names what can go wrong, estimates likelihood and impact and links control measures or a deliberate acceptance to them.                                                                   | Spots unsafe or deviating situations in the own work and reports them according to the applicable procedure. | Estimates the main risks for the own process, orders them by likelihood and impact and takes measures.                       | Sets the risk appetite and the assessment method for the organisation and accounts for accepted residual risks.                          |
| <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. |

| Skill                                                                                                                                                                                                      | N1                                                                                                                         | N3                                                                                                                                   | N5                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Risk management</b><br>Identifying risks in work, projects or policy, weighing likelihood and impact, choosing control measures and periodically testing whether those measures work.                   | Reports unsafe or risky situations in the own work through the agreed reporting route.                                     | Draws up a risk list with likelihood, impact and measure per risk and reviews it periodically with those involved.                   | Builds the risk framework of the organisation, sets risk appetite with the executive team and reports on it to the supervisory body.          |
| <b>Perseverance</b><br>Keeps working towards a goal when the work brings resistance, repetition or disappointing interim results, and looks for another route to the same goal.                            | Picks up a task again after a failed attempt once the supervisor shows how it can be done differently.                     | Keeps seeking alternative routes on a stalled case and involves others in that search on own initiative.                             | Keeps multi year programmes on course despite sustained opposition and holds the organisation to the chosen direction after setbacks.         |
| <b>Construction work preparation</b><br>Translates a construction assignment into planning, bills of materials, costing and work instructions, and aligns delivery and deployment with site and suppliers. | Collects data from drawing and specification under guidance and completes the bill of materials in the standard format.    | Independently draws up planning and bills of materials for a project, requests quotations and aligns delivery moments with the site. | Develops the company's work preparation method, standardises costing benchmarks and guides preparers through complex projects.                |
| <b>Site supervision on construction projects</b><br>Supervises progress, quality and safety on the construction site, addresses executing parties and records findings demonstrably.                       | Walks a check round under guidance, completes the checklist and reports unsafe situations immediately to the site manager. | Independently inspects completed work for quality and safety, addresses subcontractors and records deviations with photographs.      | Sets the supervision and safety regime for projects, analyses incidents and improves the working method of all supervisors.                   |
| <b>Applying materials knowledge</b><br>Knows the properties and behaviour of the materials used and on that basis selects processing, auxiliary substances and storage method for an assignment.           | Names the most used materials and their prescribed processing and picks the correct material for the job.                  | Explains how moisture, heat or load affects a material and selects processing and auxiliary substances accordingly.                  | Assesses new materials for applicability and sustainability, advises on material choice in the organisation and maintains the knowledge base. |

| Skill                                                                                                                                                                                                       | N1                                                                                                                         | N3                                                                                                                                   | N5                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>Guiding on the job</b><br>Guides a colleague or trainee during real work, gives targeted feedback on what was observed and builds up independence step by step.                                          | Works alongside a new colleague, points out deviations in the operation and reports progress to the practice trainer.      | Agrees with the person guided which tasks go solo, observes purposefully and discusses two concrete learning points afterwards.      | Sets up workplace guidance for the organisation, trains the guides and keeps the quality of their coaching in view.                |
| <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>Working in extreme conditions</b><br>Works in heat, cold, noise, height or contaminating conditions according to the applicable method and adapts pace, break rhythm and equipment to it.                | Follows the prescribed working method for the condition and keeps to the set working times and breaks.                     | Prepares work in extreme conditions independently, selects equipment and work rhythm and stops work when the limit value is reached. | Establishes the working methods for extreme conditions, sets limit values with experts and audits compliance at sites.             |
| <b>Sustainable and energy efficient construction</b><br>Knows measures and materials that lower the energy use and environmental impact of buildings and weighs them on performance, cost and lifespan.     | Carries out prescribed insulation and airtightness measures under guidance and reports details that do not close properly. | Independently compares variants of measures on energy performance, cost and material use and advises the client on a choice.         | Develops the sustainability policy for projects, sets performance standards above the legal minimum and justifies them to clients. |

## 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                                                                         |
|----------------------------|------|------|------------------------------------------------------------------------------------|
| 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.                   |
| Assessment centre          | 0.29 | 0.09 | Multiple exercises, multiple assessors, dimension-wise scoring.                    |
| Cognitive ability test     | 0.41 | 0.14 | Standardised test of verbal, numerical or abstract reasoning.                      |
| Personality questionnaire  | 0.40 | 0.15 | Self-report of behavioural preferences. At hrmforce the Big Fifty and the 15PF.    |
| On-the-job observation     | -    | -    | Structured workplace observation with a form based on behavioural anchors.         |
| Certificate or diploma     | -    | -    | Formal proof of completed education or examination.                                |
| 360-degree feedback        | -    | -    | Multiple raters around the person rate behaviour against behavioural anchors.      |

## 7 Assessment instruments for this job

| hrmforce instrument              | Skills | What it measures                                            |
|----------------------------------|--------|-------------------------------------------------------------|
| Work sample test                 | 14     | Representative work sample under standardized conditions    |
| Knowledge test (client-specific) | 14     | Professional knowledge test, customized for each client     |
| Competency Check                 | 9      | Behavioral-Level Competency Assessment                      |
| 360 Feedback                     | 5      | Multiple assessments based on behavioral anchors            |
| Big Fifty                        | 4      | Personality questionnaire, 150 items, 25 factors            |
| 15PF                             | 2      | Personality Profile, a shorter alternative to the Big Fifty |

| hrmforce instrument    | Skills | What it measures                                                |
|------------------------|--------|-----------------------------------------------------------------|
| Conflict Styles        | 1      | Preferred style in conflict situations                          |
| Ability Scan           | 1      | Aptitude Test: Verbal, Numerical, and Abstract Reasoning Skills |
| Mental Resilience (4C) | 1      | Mental Resilience According to the 4C Model                     |

## 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, AILit, 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.