

# Courier

FF15 Logistics, transport and supply chain · ISCO-08 9621 · CBS 1224 Bicycle couriers and newspaper delivery people · seniority junior · Also known as: Delivery rider, Package courier

Delivers parcels and documents quickly and independently on short routes, often by bike, scooter or small van.

The courier often works flexibly and on call, with short deadlines per shipment. The distinction from a van driver lies in the smaller, faster runs rather than a fixed daily route. Selection often fails on candidates who seem physically and pace suited but cannot plan a route independently without direction.

## Key figures for this profile

21 skills · 7 competencies to measure · 4 knockout skills · centre of gravity: Professional knowledge domains 24%, Execution, craft, safety and sustainability 23%, Self-management, drive and resilience 20%

## 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> |  <b>N2</b> | Big Fifty, Competency Check       | Situational Judgement Test | Follows the safety rules of the workplace and checks back when in doubt about an operation.                                            |
| <b>Working independently</b><br>Competency (50-framework):<br>Independence             |  <b>N3</b> | Big Fifty, 15PF, Competency Check | Personality questionnaire  | Determines own approach for a full work package, consults colleagues purposefully when unclear and delivers on time without reminders. |

| 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> |  N2   | Big Fifty, 360 Feedback                   | Personality questionnaire | Goes through the own work with a checklist and repairs errors found before the work is passed on.             |
| <b>Discipline and keeping commitments</b><br>Competency (50-framework):<br>Discipline                |  N2   | Big Fifty, 15PF, 360 Feedback             | Personality questionnaire | Arrives at the agreed time with the agreed work and reports any delay to the supervisor.                      |
| <b>Managing workload pressure</b><br>Competency (50-framework):<br>Stress resilience                 |  N2   | Big Fifty, Competency Check, Pulse Survey | Structured interview      | Tells the supervisor that the work does not fit the available time and follows the choice that is made.       |
| <b>Sustaining pace in repetitive work</b><br>Competency (50-framework):<br>Discipline                |  N2  | Big Fifty, Work sample test               | Work sample test          | Completes the assigned series of operations at the pace indicated and reports when a backlog arises.          |
| <b>Physical strength and endurance</b><br>Competency (50-framework):<br>Energy                       |  N3 | Work sample test                          | Work sample test          | Moves heavy loads independently with aids, spreads the effort across the shift and maintains the agreed pace. |

## 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>Logistics planning</b><br>Completes the daily plan according to the standard schedule and reports availability bottlenecks to the planner.                          |  N2   | 5      | yes      | Work sample test           | Work sample test, Knowledge test (client-specific) |
| G | <b>Safety awareness</b><br>Follows the safety rules of the workplace and checks back when in doubt about an operation.                                                 |  N2   | 5      | yes      | Situational Judgement Test | Big Fifty, Competency Check                        |
| G | <b>Working independently</b><br>Determines own approach for a full work package, consults colleagues purposefully when unclear and delivers on time without reminders. |  N3 | 4      | no       | Personality questionnaire  | Big Fifty, 15PF, Competency Check                  |
| G | <b>Accuracy and attention to detail</b><br>Goes through the own work with a checklist and repairs errors found before the work is passed on.                           |  N2 | 4      | yes      | Personality questionnaire  | Big Fifty, 360 Feedback                            |
| V | <b>aligning and coordinating</b><br>Aligns own activities with one direct colleague and confirms who picks up which task and when.                                     |  N2 | 4      | no       | Assessment centre          | Competency Check, 360 Feedback                     |

| T | Skill                                                                                                                                                                          | Target level                                                                           | Weight | Knockout | Assessment method         | hrmforce instrument                                |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|---------------------------|----------------------------------------------------|
| V | <b>Planning and organising</b><br>Makes a daily or weekly schedule for own tasks and sticks to the agreed order and times.                                                     |  N2   | 4      | no       | Work sample test          | Competency Check, 360 Feedback, Work sample test   |
| G | <b>Discipline and keeping commitments</b><br>Arrives at the agreed time with the agreed work and reports any delay to the supervisor.                                          |  N2   | 4      | no       | Personality questionnaire | Big Fifty, 15PF, 360 Feedback                      |
| V | <b>Operational inventory management</b><br>Counts stock under supervision according to the counting instruction and records the result in the system.                          |  N2   | 4      | no       | Work sample test          | Work sample test, Knowledge test (client-specific) |
| V | <b>Executing transport and distribution</b><br>Drives a fixed route under guidance, checks the consignment note and reports deviations on delivery.                            |  N2 | 4      | no       | Certificate or diploma    | Knowledge test (client-specific), Work sample test |
| T | <b>Using warehouse management systems</b><br>Registers receipts and order lines in the system according to the work instruction and reports error messages to the team leader. |  N2 | 4      | yes      | Work sample test          | Work sample test, Knowledge test (client-specific) |

| T | Skill                                                                                                                                                                      | Target level                                                                           | Weight | Knockout | Assessment method    | hrmforce instrument                                |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|----------------------|----------------------------------------------------|
| V | <b>Prioritising and weighing options</b><br>Completes the own tasks in the agreed order and reports it when two tasks clash with each other.                               |  N2   | 3      | no       | Work sample test     | Competency Check, Work sample test                 |
| V | <b>Time management and prioritising</b><br>Follows a task list provided by others and asks which task takes priority whenever new requests arrive.                         |  N2   | 3      | no       | Work sample test     | Competency Check, 360 Feedback                     |
| G | <b>Managing workload pressure</b><br>Tells the supervisor that the work does not fit the available time and follows the choice that is made.                               |  N2   | 3      | no       | Structured interview | Big Fifty, Competency Check, Pulse Survey          |
| V | <b>Working with digital devices and applications</b><br>Opens and uses the prescribed applications for own tasks and asks for help whenever an unfamiliar message appears. |  N2 | 3      | no       | Work sample test     | Knowledge test (client-specific), Work sample test |
| V | <b>Operating machines</b><br>Starts and stops a machine according to the work instruction and alerts the operator at any deviation.                                        |  N2 | 3      | no       | Work sample test     | Work sample test, Knowledge test (client-specific) |

| T | Skill                                                                                                                                                            | Target level                                                                           | Weight | Knockout | Assessment method    | hrmforce instrument                            |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------|----------|----------------------|------------------------------------------------|
| G | <b>Sustaining pace in repetitive work</b><br>Completes the assigned series of operations at the pace indicated and reports when a backlog arises.                |  N2   | 3      | no       | Work sample test     | Big Fifty, Work sample test                    |
| V | <b>Working with shift work and irregular hours</b><br>Works according to the roster, arrives on time and hands over outstanding matters at the end of the shift. |  N2   | 3      | no       | Structured interview | Big Fifty, Structured interview                |
| A | <b>Physical strength and endurance</b><br>Moves heavy loads independently with aids, spreads the effort across the shift and maintains the agreed pace.          |  N3   | 2      | no       | Work sample test     | Work sample test                               |
| V | <b>Clear oral expression</b><br>Restates in own words what has been agreed and repeats the core of the instruction as a check.                                   |  N1 | 2      | no       | Assessment centre    | Communication Styles, Competency Check         |
| V | <b>Retaining and applying knowledge</b><br>Looks up the required procedure in the manual and follows it step by step on a familiar task.                         |  N1 | 2      | no       | Knowledge test       | Ability Scan, Knowledge test (client-specific) |

| T | Skill                                                                                                                                                     | Target level                                                                      | Weight | Knockout | Assessment method | hrmforce instrument                |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------|----------|-------------------|------------------------------------|
| V | <p>Managing service levels and performance indicators</p> <p>Reads the performance overview and reports which agreement was not met in the past week.</p> |  | 2      | no       | Work sample test  | Work sample test, 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 |
|----------------------------------------------------|--------|--------|
| Logistics planning                                 | N2     | N3     |
| Safety awareness                                   | N2     | N3     |
| Working independently                              | N3     | N4     |
| Accuracy and attention to detail                   | N2     | N3     |
| aligning and coordinating                          | N2     | N3     |
| Planning and organising                            | N2     | N3     |
| Discipline and keeping commitments                 | N2     | N3     |
| Operational inventory management                   | N2     | N3     |
| Executing transport and distribution               | N2     | N3     |
| Using warehouse management systems                 | N2     | N3     |
| Prioritising and weighing options                  | N2     | N3     |
| Time management and prioritising                   | N2     | N3     |
| Managing workload pressure                         | N2     | N3     |
| Working with digital devices and applications      | N2     | N3     |
| Operating machines                                 | N2     | N3     |
| Sustaining pace in repetitive work                 | N2     | N3     |
| Working with shift work and irregular hours        | N2     | N3     |
| Physical strength and endurance                    | N3     | N3     |
| Clear oral expression                              | N1     | N2     |
| Retaining and applying knowledge                   | N1     | N2     |
| Managing service levels and performance indicators | N1     | N2     |

## 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>Logistics planning</b><br>Plans goods flows, capacity and routes so that lead time, cost and availability stay balanced, and adjusts the plan when disruption occurs.             | Completes the daily plan according to the standard schedule and reports availability bottlenecks to the planner. | Independently replans routes and capacity when resources fail, weighs cost against lead time and informs customer and carrier. | Designs the organisation's logistics network and planning principles and holds chain partners to performance agreements. |
| <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. |

| Skill                                                                                                                                                                                            | N1                                                                                                                      | N3                                                                                                                                     | N5                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Working independently</b><br>Carries out assigned work without ongoing direction, makes own choices within agreed boundaries and reports when consultation or a decision by others is needed. | Completes tasks as instructed and raises every deviation with the supervisor before continuing with the remaining work. | Determines own approach for a full work package, consults colleagues purposefully when unclear and delivers on time without reminders. | Designs the working method that lets teams operate autonomously and defines across the organisation which decisions are escalated and which are not.                |
| <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.                                              |
| <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>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>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.                               |

| Skill                                                                                                                                                                                                | N1                                                                                                                                | N3                                                                                                                                 | N5                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Operational inventory management</b><br>Tracks stock levels, order moments and locations, carries out counts and explains differences between system stock and actual stock.                      | Counts stock under supervision according to the counting instruction and records the result in the system.                        | Independently sets order levels for a product group, analyses stock differences and removes the cause in the process.              | Sets the inventory policy, defines standards for turnover and service level and tests execution against them.                                                |
| <b>Executing transport and distribution</b><br>Transports and delivers goods according to route and driving time rules, checks freight documents and resolves deviations when loading and unloading. | Drives a fixed route under guidance, checks the consignment note and reports deviations on delivery.                              | Independently drives a multi drop route, keeps track of driving times and resolves problems at the customer on the spot.           | Sets the execution standards for transport, reviews compliance with driving times and instructs drivers on new rules.                                        |
| <b>Using warehouse management systems</b><br>Uses a warehouse management system for receipt, storage, order picking and shipping and resolves differences between system and shop floor.             | Registers receipts and order lines in the system according to the work instruction and reports error messages to the team leader. | Independently resolves differences between system stock and location and adjusts settings within own authority.                    | Determines the configuration of the warehouse system, sets rules for its use and leads the introduction of new functionality.                                |
| <b>Prioritising and weighing options</b><br>Orders tasks and options by importance, urgency and yield and makes the balance between cost, time and quality visible.                                  | Completes the own tasks in the agreed order and reports it when two tasks clash with each other.                                  | Chooses what is left undone when the planning is full, justifies this by importance and urgency and aligns it with those involved. | Sets the priority rules for the portfolio, stops running initiatives and accounts for the allocation of people and resources.                                |
| <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. |

| Skill                                                                                                                                                                                                       | N1                                                                                                                 | N3                                                                                                                             | N5                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Managing workload pressure</b><br>Keeps an overview when the volume of work rises, chooses what goes ahead and what does not, and puts the consequences to stakeholders.                                 | Tells the supervisor that the work does not fit the available time and follows the choice that is made.            | Cuts or shifts tasks independently when busy on the basis of importance, records this and discusses consequences with clients. | Redistributes work and capacity across departments in cases of structural overload and sets norms for sustainable workload distribution.        |
| <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>Operating machines</b><br>Operates production machines, processing machines or transport equipment according to work instructions and intervenes when the process threatens to run outside set values.   | Starts and stops a machine according to the work instruction and alerts the operator at any deviation.             | Operates several machines independently, adjusts operating values to product condition and keeps output within the standard.   | Determines how machines are operated across the organisation, draws up operating protocols and decides on replacing or modifying installations. |
| <b>Sustaining pace in repetitive work</b><br>Maintains a constant pace and constant quality in recurring operations throughout the shift and spreads the effort over the available time.                    | Completes the assigned series of operations at the pace indicated and reports when a backlog arises.               | Sustains the pace for a full shift, builds in own rhythm and short recovery moments and stays within the quality standard.     | Sets attainable pace standards for the team and organises the work so that quality is retained at high output.                                  |
| <b>Working with shift work and irregular hours</b><br>Organises own work around changing shifts and irregular hours, keeps handover complete and coordinates planning and availability with the team.       | Works according to the roster, arrives on time and hands over outstanding matters at the end of the shift.         | Plans own work across changing shifts, allocates tasks to the part of day that suits them best and swaps carefully.            | Designs roster models for the organisation, weighs continuity against workability and makes agreements with team and representation.            |

| Skill                                                                                                                                                                                          | N1                                                                                                 | N3                                                                                                                    | N5                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Physical strength and endurance</b><br>Provides the strength and endurance the work requires to lift, carry and move loads over the course of a working day.                                | Lifts and carries light loads over a short distance with the prescribed technique within own task. | Moves heavy loads independently with aids, spreads the effort across the shift and maintains the agreed pace.         | Determines for the entire process how heavy work is distributed and which aids are standard, and substantiates that choice.                        |
| <b>Clear oral expression</b><br>Phrasing messages in spoken language so that the core point, the structure and the requested action are immediately clear to the listener.                     | Restates in own words what has been agreed and repeats the core of the instruction as a check.     | Builds an unprepared spoken explanation into core point, background and next step, and adapts pace to the listener.   | Sets the organisation wide standard for spoken clarity, explains complex strategic choices understandably and coaches others on their word choice. |
| <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>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                                                                         |
|----------------------------|------|------|------------------------------------------------------------------------------------|
| 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.       |
| Personality questionnaire  | 0.40 | 0.15 | Self-report of behavioural preferences. At hrnforce the Big Fifty and the 15PF.    |
| Assessment centre          | 0.29 | 0.09 | Multiple exercises, multiple assessors, dimension-wise scoring.                    |
| Certificate or diploma     | -    | -    | Formal proof of completed education or examination.                                |
| Structured interview       | 0.42 | 0.19 | Behaviour-based interview with fixed questions and a rating scale per question.    |
| Knowledge test             | 0.40 | 0.13 | Test of declarative job knowledge, usually assembled per client.                   |

## 7 Assessment instruments for this job

| hrnforce instrument              | Skills | What it measures                                            |
|----------------------------------|--------|-------------------------------------------------------------|
| Work sample test                 | 11     | Representative work sample under standardized conditions    |
| Competency Check                 | 9      | Behavioral-Level Competency Assessment                      |
| Knowledge test (client-specific) | 7      | Professional knowledge test, customized for each client     |
| Big Fifty                        | 7      | Personality questionnaire, 150 items, 25 factors            |
| 360 Feedback                     | 5      | Multiple assessments based on behavioral anchors            |
| 15PF                             | 2      | Personality Profile, a shorter alternative to the Big Fifty |
| Pulse Survey                     | 1      | Periodic measurement at the team and organizational levels  |
| Structured interview             | 1      | Behavioral interview with a fixed structure                 |
| Communication Styles             | 1      | Preferred communication style                               |

| hrmforce instrument | Skills | What it measures                                                |
|---------------------|--------|-----------------------------------------------------------------|
| 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, 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.