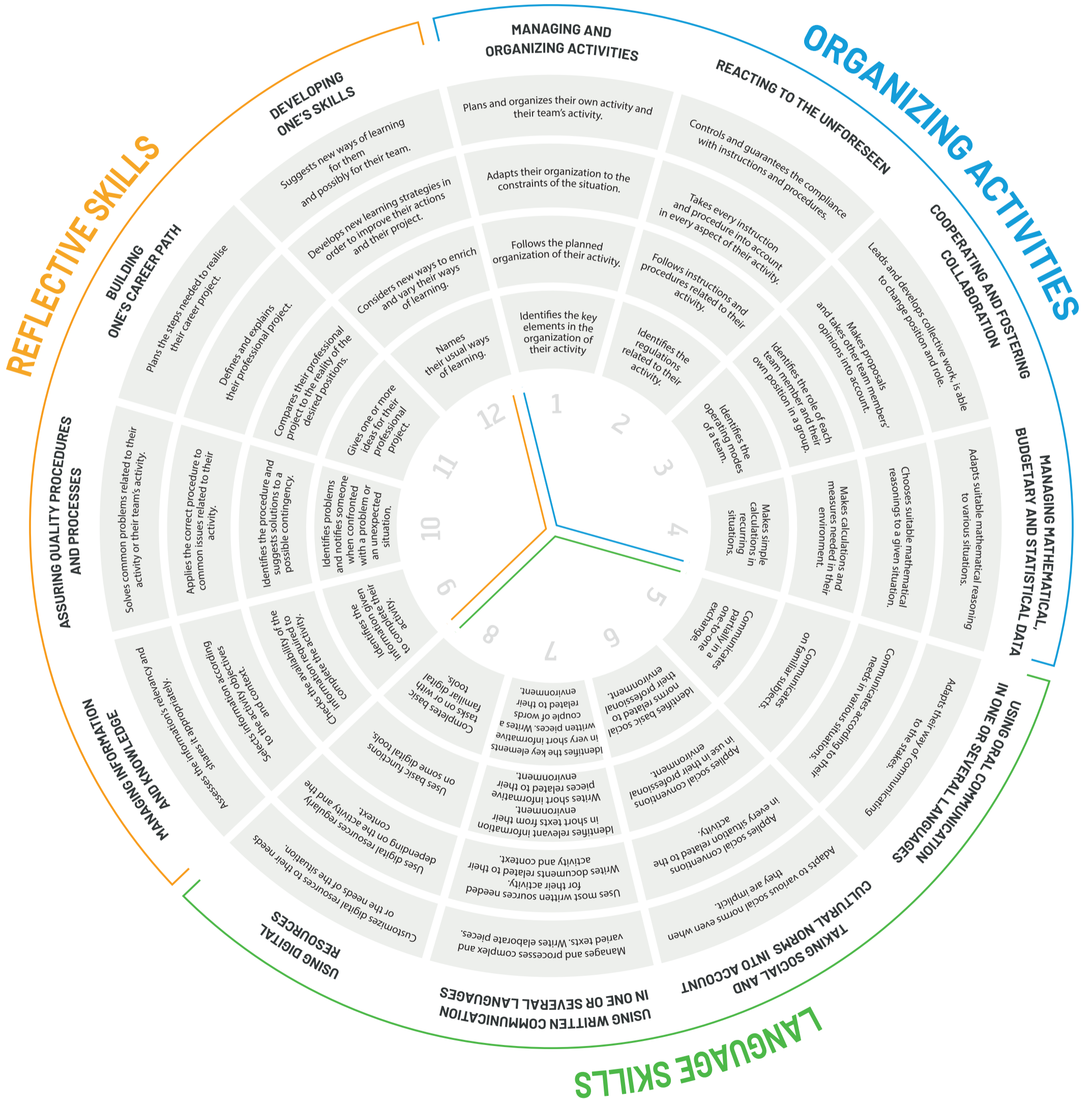


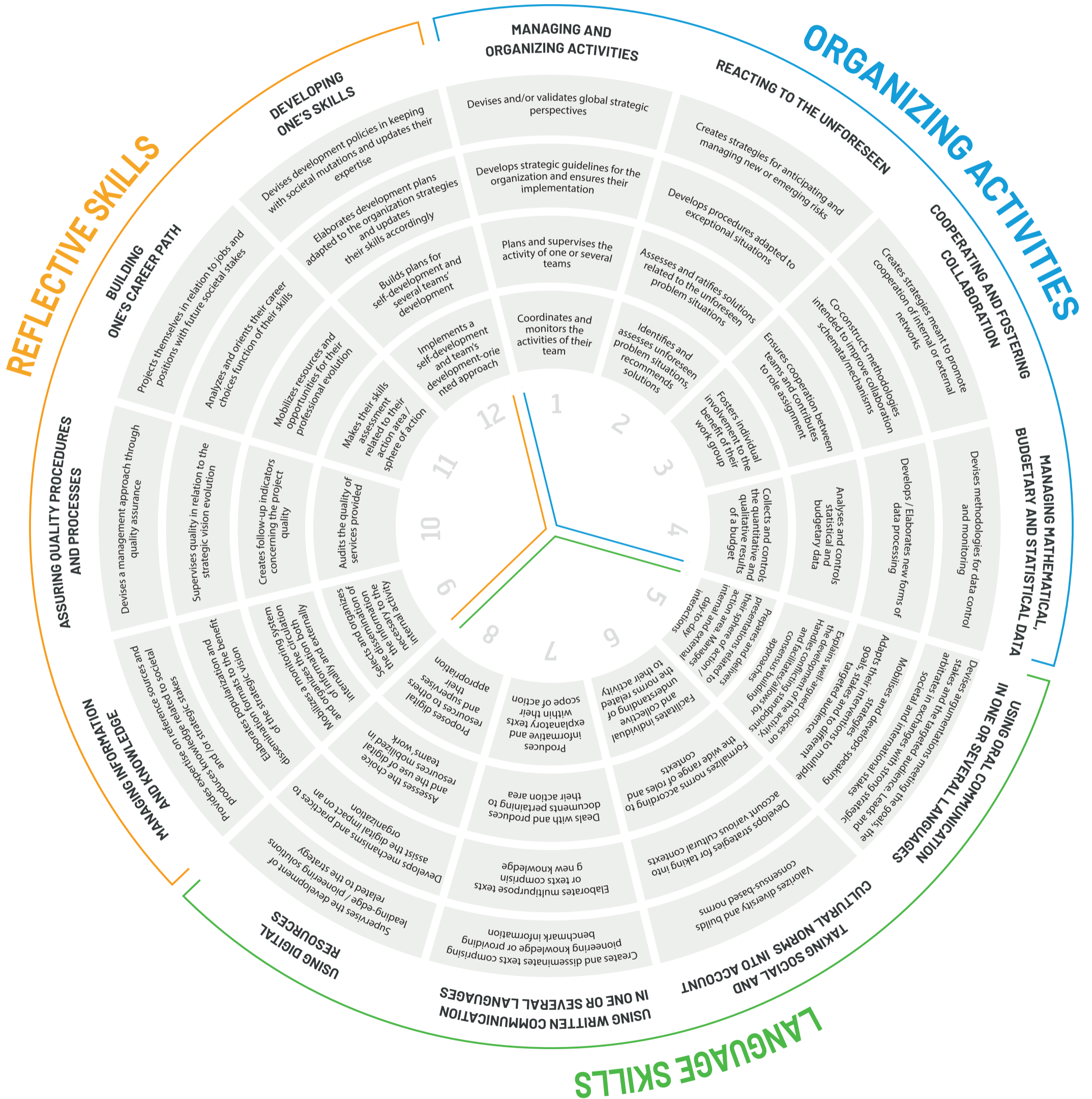
# TRANSVERSAL SKILLS REFERENCE GUIDE

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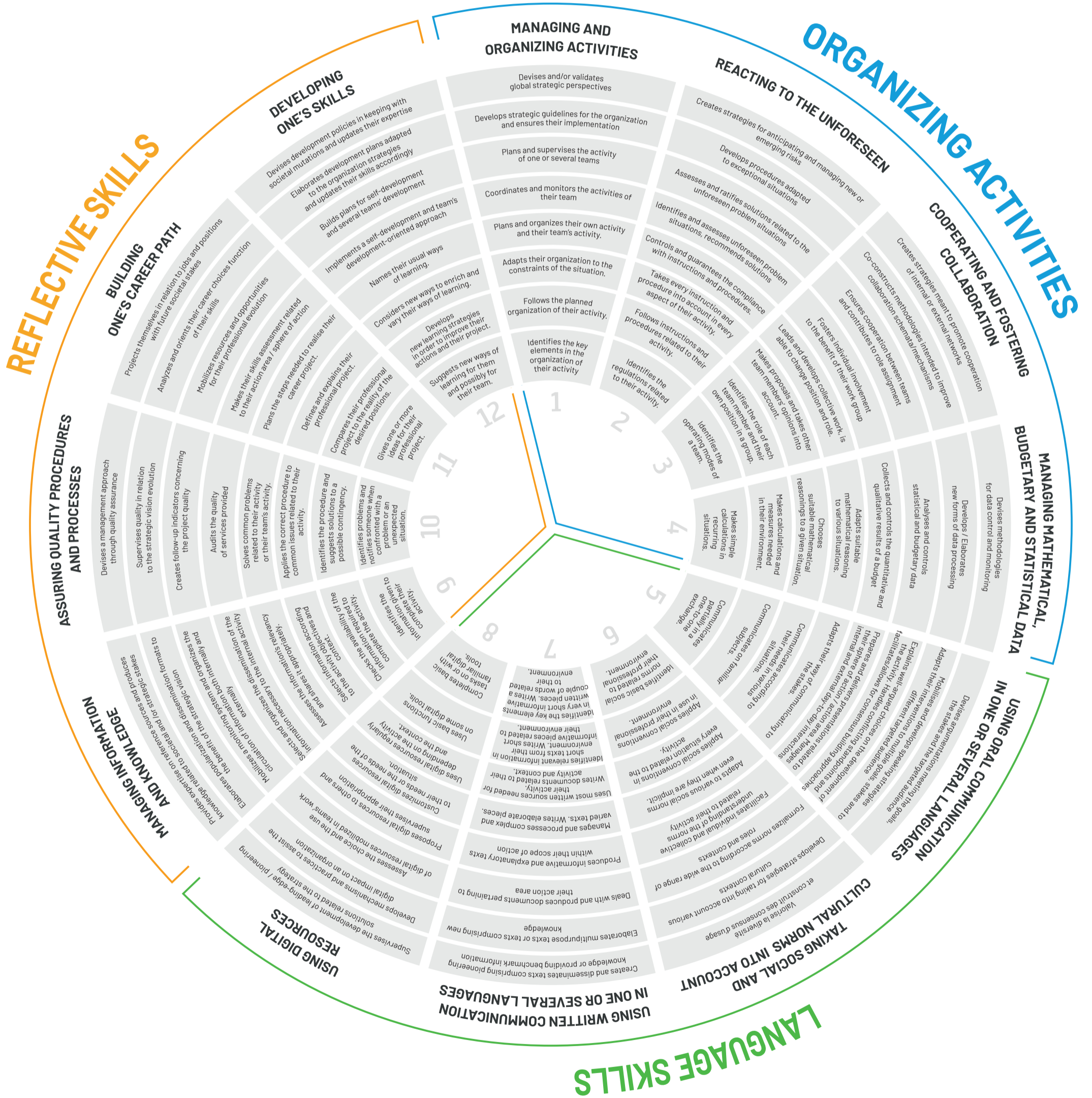
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SKILLS	1	2	3	4	5	6	7	8	
<b>ORGANIZING ACTIVITIES</b>	<b>MANAGING AND ORGANIZING ACTIVITIES</b>	Identifies the key elements in the organization of their activity .	Follows the planned organization of their activity.	Adapts their organization to the constraints of the situation.	Plans and organizes their own activity and their team's activity.	Coordinates and monitors the activities of their team.	Plans and supervises the activity of one or several teams.	Develops strategic guidelines for the organization and ensures their implementation.	Devises and/or validates global strategic perspectives.
	<b>REACTING TO THE UNFORESEEN</b>	Identifies the regulations related to their activity.	Follows instructions and procedures related to their activity.	Takes every instruction and procedure into account in every aspect of their activity.	Controls and guarantees the compliance with instructions and procedures.	Identifies and assesses unforeseen problem situations, recommends solutions.	Assesses and ratifies solutions related to the unforeseen problem situations.	Develops procedures adapted to exceptional situations.	Creates strategies for anticipating and managing new or emerging risks.
	<b>COOPERATING AND FOSTERING COLLABORATION</b>	Identifies the operating modes of a team.	Identifies the role of each team member and their own position in a group.	Makes proposals and takes other team members' opinions into account.	Leads and develops collective work, is able to change position and role.	Fosters individual involvement to the benefit of their work group.	Ensures cooperation between teams and contributes to role assignment.	Co-constructs methodologies intended to improve collaboration schemata/ mechanisms.	Creates strategies meant to promote cooperation of internal or external networks.
	<b>MANAGING MATHEMATICAL, BUDGETARY AND STATISTICAL DATA</b>	Makes simple calculations in recurring situations.	Makes calculations and measures needed in their environment.	Chooses suitable mathematical reasonings to a given situation.	Adapts suitable mathematical reasoning to various situations.	Collects and controls the quantitative and qualitative results of a budget.	Analyses and controls statistical and budgetary data.	Develops / Elaborates new forms of data processing.	Devises methodologies for data control and monitoring.
<b>LANGUAGE SKILLS</b>	<b>USING ORAL COMMUNICATION IN ONE OR SEVERAL LANGUAGES</b>	Communicates partially in a one-to-one exchange.	Communicates on familiar subjects.	Communicates according to their needs in various situations.	Adapts their way of communicating to the stakes.	Prepares and delivers presentations related to their sphere of action / action area. Manages internal and external day-to-day interactions	Explains well-argued choices on the development of the activity. Handles conflicting standpoints and facilitates/allows for consensus building approaches.	Mobilises and develops speaking strategies Adapts their interventions to multiple goals, stakes and to different targeted audience.	Devises argumentations meeting the goals, the stakes and the targeted audience. Leads and arbitrates in exchanges with strong strategic societal and international stakes.
	<b>TAKING SOCIAL AND CULTURAL NORMS INTO ACCOUNT</b>	Identifies basic social norms related to their professional environment.	Applies social conventions in use in their professional environment.	Applies social conventions in every situation related to the activity.	Adapts to various social norms even when they are implicit.	Facilitates individual and collective understanding of the norms related to their activity.	Formalizes norms according to the wide range of roles and contexts.	Develops strategies for taking into account various cultural contexts.	Valorizes diversity and builds consensus-based norms.
	<b>USING WRITTEN COMMUNICATION IN ONE OR SEVERAL LANGUAGES</b>	Identifies the key elements in very short informative written pieces. Writes a couple of words related to their environment.	Identifies relevant information in short texts from their environment. Writes short informative pieces related to their environment.	Uses most written sources needed for their activity. Writes documents related to their activity and context.	Manages and processes complex and varied texts. Writes elaborate pieces.	Produces informative and explanatory texts within their scope of action.	Deals with and produces documents pertaining to their action area.	Elaborates multipurpose texts or texts comprising new knowledge.	Creates and disseminates texts comprising pioneering knowledge or providing benchmark information.
	<b>USING DIGITAL RESOURCES</b>	Completes basic tasks on or with familiar digital tools.	Uses basic functions on some digital tools.	Uses digital resources regularly depending on the activity and the context.	Customizes digital resources to their needs or the needs of the situation.	Proposes digital resources to others and supervises their appropriation.	Assesses the choice and the use of digital resources mobilized in teams' work.	Develops mechanisms and practices to assist the digital impact on an organization .	Supervises the development of leading-edge / pioneering solutions related to the strategy.
<b>REFLECTIVE SKILLS</b>	<b>MANAGING INFORMATION AND KNOWLEDGE</b>	Identifies the information given to complete their activity.	Checks the availability of the information required to complete the activity.	Selects information according to the activity objectives and context.	Assesses the information's relevancy and shares it appropriately.	Selects and organizes the dissemination of the information necessary to the internal activity.	Mobilizes a monitoring system and organizes the circulation of information both internally and externally.	Elaborates popularization and dissemination formats to the benefit of the strategic vision.	Provides expertise on reference sources and produces knowledge related to societal and /or strategic stakes
	<b>ASSURING QUALITY PROCEDURES AND PROCESSES</b>	Identifies problems and notifies someone when confronted with a problem or an unexpected situation.	Identifies the procedure and suggests solutions to a possible contingency.	Applies the correct procedure to common issues related to their activity.	Solves common problems related to their activity or their team's activity.	Audits the quality of services provided	Creates follow-up indicators concerning the project quality	Supervises quality in relation to the strategic vision evolution	Devises a management approach through quality assurance
	<b>BUILDING ONE'S CAREER PATH</b>	Gives one or more ideas for their professional project.	Compares their professional project to the reality of the desired positions.	Defines and explains their professional project.	Plans the steps needed to realise their career project.	Makes their skills assessment related to their action area / sphere of action	Mobilizes resources and opportunities for their professional evolution	Analyzes and orients their career choices for function of their skills	Projects themselves in relation to jobs and positions with future societal stakes
	<b>DEVELOPING ONE'S SKILLS</b>	Names their usual ways of learning.	Considers new ways to enrich and vary their ways of learning.	Develops new learning strategies in order to improve their actions and their project.	Suggests new ways of learning for them and possibly for their team.	Implements a self-development and team's development-oriented approach	Builds plans for self-development and several teams' development	Elaborates development plans adapted to the organization strategies and updates their skills accordingly	Devises development policies in keeping with societal mutations and updates their expertise