



Qualities of Leadership
Excellence at Sodexo

Competencies of a
Staff Professional

sodexo
Making every day a better day

Using the Competency Model

How does Sodexo use the Competency Model?

The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the competency wheel are competencies needed for success in specific positions.



If you have questions or wish to learn more about competencies

Visit us on SodexoNet → Human Resources → Talent Development → Competencies

or call 800 763 3946 ext 44146 or e-mail EmployeeDevelopment@sodexo.com



Helping You Reach Your Full Potential!

This brochure is for you, the staff professional. It will help you to understand:

- How the competencies contribute to success in your job
- How Sodexo uses management competencies in our business
- How the competencies relate to Sodexo's core values

What are competencies?

Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual's success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company's strategic vision. Competencies connect to the value behaviors that connect to Sodexo's core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?

Review the competency model to see what it takes to excel as a staff professional. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.



Using the Competency Model

For Example – Candidate Selection

(Individual Contributor, Manager, and Director)

In the grids on the following pages, you'll see "Interpersonal Relations" under Candidate Selection. This is because when Interpersonal Relations is assessed in an interview, we are looking at the applicant's interpersonal skills, which includes his or her Cooperation and Relationship skills.

For Example – Value Behaviors

The competencies of Integrity, Drive, and Dependability are all included in the year-end performance evaluation of a staff professional as part of the Value Behavior called "Drive and Dependability."

Competencies of a Staff Professional

At Sodexo, we are a people business. Our clients and customers need to have confidence that our managers and employees — at all levels of the organization — have the knowledge, skills, and competencies to excel. Our business depends on systems and processes that support the continued learning and development of our people.

This competency model is at the heart of the state-of-the-science systems that support you in managing your own development and career and identifying your strengths. If you supervise others, the model helps you manage the performance and development of those who report to you.

How was this model created?

Hundreds of staff professionals and their managers participated in a comprehensive job analysis in which they identified the competencies a staff professional needs to excel as well as the competencies that should be assessed for hiring and promoting people into staff positions.

How can I use this model?

The competency model is displayed in four columns.

- **Core Values** — Service Spirit, Team Spirit, and Spirit of Progress — show how all competencies are connected to Sodexo's core values.
- **Position Profile** — These competencies are defined in the job analysis as most important for being an effective staff professional.
- **Candidate Selection** — These competencies are evaluated during the interview process. They include some of the competencies that are defined in the position profile. These are the key competencies we expect a candidate to bring to the job from the start.
- **Value Behaviors** — These competencies are part of Sodexo's Performance Evaluation and Development Process. Each staff professional is evaluated on these value behaviors in addition to function-specific performance goals.

Individual Contributor

Core Values	Position Profile Competencies Defined as Most Important to Position	Candidate Selection Competencies Evaluated During the Interview Process	Value Behaviors Competencies Evaluated During the Performance Evaluation and Development Process
● Service Spirit	Customer Service Orientation	Customer Focus	Serving Clients and Customers
	Flexibility	Stress Tolerance and Flexibility	
	Stress Tolerance		
	Integrity	Integrity	Drive and Dependability
	Dependability	Drive and Dependability	
	Drive		
● Team Spirit	Diversity Awareness	Diversity Awareness and Sensitivity	Supporting Diversity and Inclusion
	Sensitivity		
	Cooperation	Interpersonal Relations	Interpersonal Relations
	Relationships		
	Communication	Communication	
	Listening		
	English Language Proficiency		
● Spirit of Progress	Planning	Planning	Managing Multiple Priorities
	Time Management	Time Management	
	Detail Orientation	Detail Orientation	
	Analysis	Analysis and Decision Making	
	Decision Making	Achieving Solutions	
	Job-Related Technical Skills	Job-Related Technical Skills	Technical Expertise

See competency definitions on SodexoNet → Human Resources → Talent Development → Competencies

Staff Manager

Core Values	Position Profile Competencies Defined as Most Important to Position	Candidate Selection Competencies Evaluated During the Interview Process	Value Behaviors Competencies Evaluated During the Performance Evaluation and Development Process
● Service Spirit	Customer Service Orientation	Customer Focus	Serving Clients and Customers
	Flexibility	Stress Tolerance and Flexibility	
	Stress Tolerance		
	Integrity	Integrity	Drive and Dependability
	Dependability	Drive and Dependability	
	Drive		
● Team Spirit	Team Building	Team Building	Promoting and Supporting Diversity and Inclusion
	Diversity Awareness	Diversity Awareness and Sensitivity	
	Sensitivity		
	Cooperation	Interpersonal Relations	Interpersonal Relations
	Relationships		
	Communication	Communication	
	Listening		
	English Language Proficiency		
● Spirit of Progress	Coaching and Mentoring	Talent Management	Managing Employee Performance and Development
	Performance Management		
	Detail Orientation	Detail Orientation	Project Management
	Analysis	Analysis and Decision Making	
	Decision Making		
	Achieving Solutions	Achieving Solutions	
	Coordinating	Coordinating	
	Time Management	Time Management	
	Project Management	Project Management	
	Job-Related Technical Skills	Job-Related Technical Skills	Technical Expertise

Staff Director

Core Values	Position Profile Competencies Defined as Most Important to Position	Candidate Selection Competencies Evaluated During the Interview Process	Value Behaviors Competencies Evaluated During the Performance Evaluation and Development Process
● Service Spirit	Client Focus	Customer Focus	Serving Clients and Customers
	Customer Service Orientation		
	Flexibility	Stress Tolerance and Flexibility	
	Stress Tolerance		
	Integrity	Integrity	Drive and Dependability
	Dependability	Drive and Dependability	
	Drive		
● Team Spirit	Team Building	Team Building	Building a Diverse Team
	Diversity Awareness	Diversity Awareness and Sensitivity	
	Sensitivity		
	Cooperation	Interpersonal Relations	Interpersonal Relations
	Relationships		
	Communication	Communication	
	Listening		
	English Language Proficiency		
● Spirit of Progress	Coaching and Mentoring	Talent Management	Managing Employee Performance and Development
	Performance Management		
	Talent Management		
	Delegating and Directing	Delegating and Directing	
	Analysis	Analysis and Decision Making	Project Management
	Decision Making		
	Achieving Solutions	Achieving Solutions	
	Time Management	Time Management	
	Project Management	Project Management	
	Arithmetic Computation	Financial Acumen	Managing Finances
	Financial Acumen		
	Job-Related Technical Skills	Job-Related Technical Skills	Technical Expertise

Staff Vice President

Core Values	Position Profile Competencies Defined as Most Important to Position	Candidate Selection Competencies Evaluated During the Interview Process	Value Behaviors Competencies Evaluated During the Performance Evaluation and Development Process
● Service Spirit	Customer Service Orientation	Promoting a Client-Focused Culture	Client/Customer Focus
	Flexibility		
	Achieving Solutions	Leading for Excellence	Drive for Excellence
	Drive		
	Dependability		
	Integrity		
	Trust		
● Team Spirit	Diversity Awareness	Championing Diversity	Championing Diversity
	Sensitivity		
	Team Building		
	Communication	Building Strategic Relationships	Building Strategic Relationships
	Cooperation		
	English Language Proficiency		
	Listening		
	Relationships		
● Spirit of Progress	Coaching and Mentoring	Talent Management and Development	Talent Management and Development
	Delegating and Directing		
	Performance Management		
	Rewarding and Motivating		
	Analysis	Project Management and Oversight	Project Oversight
	Coordinating		
	Decision Making		
	Planning		
	Project Management		
	Time Management		
	Financial Acumen	Financial Acumen	Managing Finances
	Influencing/Negotiating	Strategic Thinking	Strategic Leadership
	Leading Change		
	Organizational Savvy		
Strategic Thinking			