

Academic and Employability Skills

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Introduction

Due to the economic and political situation in the country in which we live, the organizational competitiveness, adding the pro-activity required of the workers, the requirement of flexibility on the part of undertakings in relation to them, as well as the requirement to ambivalent and multifaceted workers, alienating the excessive difficulties of employability, it is appropriate to recognize the most for a group of specific functions. Although there are several studies on skills at the literature level, and there is consensus on the importance of competences, there are few who analyze the skills required in the labor market through an analysis of published notices in newspapers, and, as a rule, the studies already carried out are carried out through surveys by questionnaire or interviews with employers or representatives of recruitment and selection in order to identify and evaluate only general competencies. According we will see later, there are several approaches to the importance of skills, generic, key, essential, technical, transferable, among others. In this way, and noting the lack of similar studies, generic and technical skills, it is appropriate to elaborate an exploratory study that analyzes these same skills requested through advertisements published by recruitment and selection, serving as key indicators, both at the individual level (of individuals who seek to transit or enter the labor market), as well as educational institutions (seeking to reconcile their academic plans with those required in the labor market). As an exploratory study, it will be applied to four functions (Directors, Managers, Superior and Commercial) aims the main task is to analyze the predominant technical and generic skills in the advertisements by employers. These four functions were considered since the categories offered and could be analyzed at the business sector. The relevance of this study also consists in identifying the needs of the employers, as they seek to track their candidates in accordance with their needs so that only applicants with the requested guidelines are- recruitment costs and target of hiring a new individual.

In the first phase the literature on competences, both their definition and origin and a required in the near future. In a second phase, I present the methodology used for this study, the analysis of content that will help us to verify that in addition to the knowledge that the individual acquires school or staff, there are other skills that must be or developed because they are those that in a situation of change can and are transferable, adapting to a new reality of the organization, new missions, and values, with the strategic objectives of organizations. Finally, after analyzing the data, we will check which generic and techniques that individuals should develop or acquire an easy and quick employability and should exploit generic competencies to the detriment of specific, and it is in the former that the individual can demonstrate leadership, of the initiative, of cooperation, of adaptation to the organization in which it operates, while second, they focus on the individual's specific professional experience and career, knowledge, and knowledge end up being more restricted, specific to a given profession or professional sector.

Part I - Theoretical framework

1 - Competencies

1.1 - Origin and evolution

The use of the term competence comes from the end of the Middle Ages. Initially restricted to legal language, meant that a court or an individual was competent to make a judgment. Subsequently, the term was also used for designating someone who can speak on certain subjects. Over time, the use the expression to qualify people capable of performing effective work. The concept of competence used in contemporary organizations is not new. The first records date back to the Taylorist period, when the need for companies to have "efficient workers".

The Taylorist principle of selection:

People emphasized the improvement of technical and performance-specific skills of the organizations believed in the division of ,At this point .operational tasks of the position The workers .tasks and their subjects had simple and routine tasks that Unmotivated only learned to work with a machine and had production of a certain number of pieces given the fact ,per day Both organizations and individuals followed the logic of the job that the task pursued by them was the success of the organization

,(According to Zarifian (1986 .The workers were then qualified to carry out their task knowledge" " ,on the one hand ,qualifications are understood from two perspectives and abilities that ,skills ,are the knowledge ,that is , "and on the other the "know-how the individual possesses to perform his or her function in an organization

It was only after the emergence of various social pressures that conditions in the workplace is that the organizations started to consider in the relations of other aspects Organizations have .of greater complexity and relevance to the social and behavioral .and speed of service ,flexibility ,quality ,begun to foster integrated and complex tasks increasing ,globalization ,with the evolution technological change ,In these days instability uncertainty in contractual relations and the ,organizational competitiveness necessary that the individual be equipped with several ,anomalous way of working it is vital that in ,competencies to adapt to the needs and demands of the labor market as another requirement for employability ,any type of activity or professional sector

In this way, what until now was designated as an individual qualified for his task, due to the individualism of the job and the nature of the organizations of the time, with the increasing technological evolution, an increasingly competitive society has required recognition of acquired knowledge, it was necessary for organizations to change their 5 organizational structures, their models, and their strategies, and a new concept: competence because it has a broader scope, encompassing knowledge, skills, and experience aimed at the exercise of a function in the company. In recent years, it has been found that employers are looking for individuals who able to mobilize their knowledge, experience, and knowledge in any situation professional. Competencies presuppose qualifications regardless of whether they are training or experience. The training, be in school or professional, mind the individual of knowledge, while experience, in turn, accumulates this knowledge. These days the accumulation of these same pieces of knowledge and experiences, is to know how to act, apply and use what has been achieved throughout life, it is through this accumulation that the individual transfers his / her competencies from organization to organization, always active in the labor market.

The concept of competences, itself, is relatively recent and there is no so a unique definition of its meaning. The various authors even argue that there is no consensus on this definition. Some people confuse competence with knowledge and capacity, personality traits or other attributes.

Competence can be studied according to the perspective of the individual or of the work, being that the personality traits and the tributes focus on the individual (McClelland, in Spencer & Spencer, 1993 and Boyatzis, 1982), in the their attitudes and behaviors, to the set of personal qualities, while the said knowledge and skills (Le Boterf et al, 1992 and Zafarian, 1999, 2002) are already intertwined with the work, as these are inherent to the exercise of a position, function or responsibility. One of the definitions that can be used is that competence is the ability to mobilize knowledge, skills, and values to act effectively in a set of situations. However, in table 1, we will look at other definitions of competencies distinguished by authors conceptualized

In Table 1, it was intended to synthesize the various definitions of the term competence, ranging from very precise concepts - intrinsic characteristics, deep and unalterable to the individual, such as vast definitions - characteristics extrinsic to the individual, which depend on the context in which it is inserted.

Table 1 - Definition of competences

Author	Definition
McClelland	Differentiating characteristics ('competencies') for people with high performance
Boyatzis	Underlying characteristics of the individual, related in a causal way with a effective performance or superior performance
Allen, et al.	professional activity
Spencer & Spencer	Prerequisites for effective action
Mulder	Intrinsic characteristics of the individual has a causal relationship with a performance in a given activity or Situation. Oriented capacity for the performance of a person or of a organization with a view to achieving specific achievements
Hoffmann	Basic Attributes of the Individual + Pattern of quality + Behavior
Le Boterf	Effective mobilization, with knowledge of of resources in a work situation
Zarifian	Practical understanding of situations that support acquired knowledge and transforms them into insofar as it increases the diversity of situations.

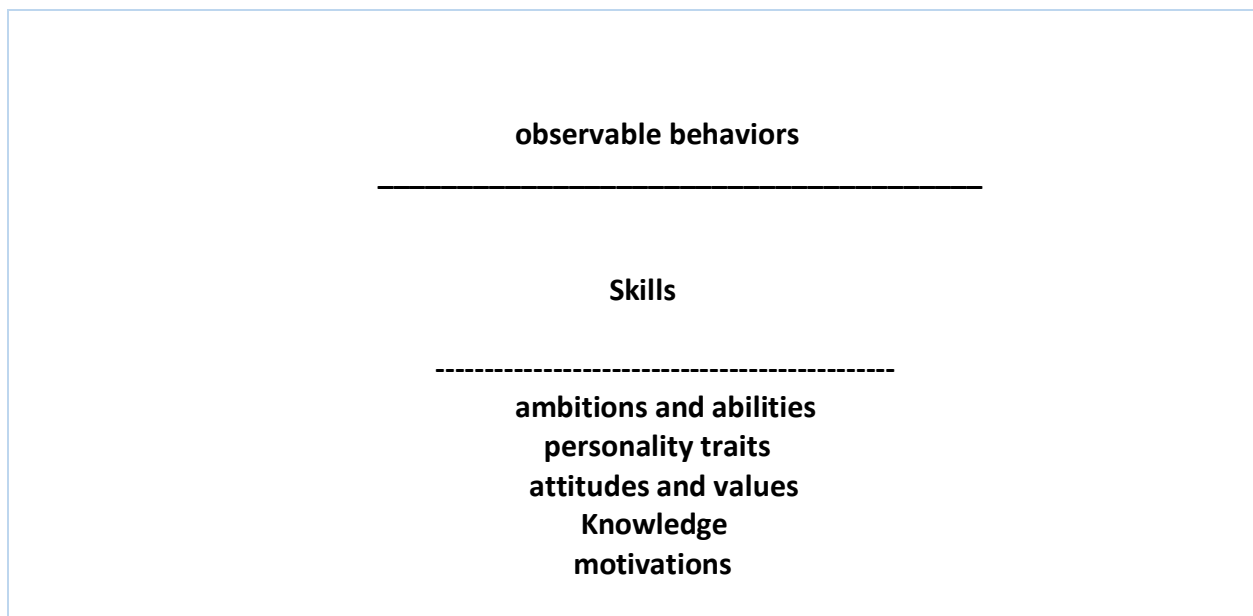
Source: "The Importance of generic competences in the recruitment of

Higher education: Source: case study in hotel and catering ", M. L. Calisto, 2011, Lisbon,

ISCTE, p.26

Following the thought of Boyatzis (1982), and shown in figure 1, one of the first authors to define the concept of competence, to better define the concept of competence, resort to an Iceberg metaphor in which the visible part concerns behavior observable, while the personality traits, the skills, and knowledge, the attitudes and values, knowledge and motivation lie at the bottom of the iceberg and the Skills are on the fringes of the hidden phase to the visible phase. With this Boyatzis mention that competences are intrinsic to each of us, do not evaluate according to tests, but rather through the behaviors of individuals.

Table 2 - Concept of competence of Boyatzis



Source: "Analysis of the Relationship between Organizational Culture, Competencies and Recruitment and Selection Practices", A. Correia 2005, Salamanca, p.49, in "Human Resource Management by Competencies", S. P. Marín & F. B. Berrocal, 1999, Madrid, Ed. Ramón Areces, p. 74

Following Table 1, Spencer and Spencer (1993) states that in order to competence, there must be a motivation which in turn will lead to action, that is, the individual when motivated in the performance of his or her duties, shall have positive and it will effectively produce its functions, giving it ever more remarkable skills. Case the individual is not motivated, his or her duties will be routine and will not add anything again in the organization as well as in their personal and professional development. These authors, in turn, identify five characteristics of competences, as mentioned in table 2

- skills and knowledge that are in the visible and superficial part, since they are those that are easily recognized by both organizations and individuals, derives from theoretical knowledge as well as acquired practical skills
- self-concept, traits and motivations that are already in the hidden but central part, because they are already intrinsic to the individual and are difficult to assess and develop, depend on the own individual.

In most cases, however, the manager's perception is distorted or incomplete or is not understood by the managers themselves. workers, and it may occur that the perceptions of others may be different. It is intuition, can make the process of the worker in its development confusing. There are other difficulties as well, workers learn what is necessary to be effective in the performance of their activity. Many through trial and error, others through assumptions. The result is that everyone has a different and only partially correct view of what is needed to be effective at work. The know-how refers us to the field of instruments and methods whose use is necessary for a good professional performance. It is therefore a set of practical, integrating the use of instruments, equipment and methods. Refers to the operationalization, knowledge, technology and science. Knowledge-being is no more than a set of social and relational skills (attitudes and behaviors) necessary for the exercise of any function.

1. Competences are intrinsic traits of the personality of the individual who are born with this. These are specific characteristics that make you more competent;

2. Competences are a set of knowledge or behaviors seized. They are acquired through learning and training after the individual's entry in the organization;

3. Finally, competence does not depend on the individual, but on his / her performance in the Organization

2 - Current competences

At present, the notion of competencies is more directed towards the new forms of work and for new organizations. If in time, a higher certification was synonymous with having competence today only that it is not enough, it is necessary to be able to, it is necessary that individuals shape themselves in relation to new skills even if they do not fit into their put the hypothesis of reappearance of other professions that until then have been forgotten. It's the labor market that dictates the demand for work by individuals and the supply by parts employers and, as such, should be provided with organizations, the organizations are looking for the mobilization of knowledge in different situations and labor markets.

2.1 - Competence and the labor market

Organizations increasingly value cross-cutting skills to the detriment of competences. It is in the former that the individual can demonstrate leadership, initiative, cooperation, adaptation to the organization in which it operates, while that later focusses on the individual's specific professional experience their knowledge and turn out to be more restricted, specific to a particular profession or professional sector.

They are increasingly concerned with ambivalence, polyvalence and workers, with the aim of becoming more competitive in where they operate. In addition to seeking to develop the skills of their workers, want them to acquire new skills. Despite the obligation to make available a number of hours of training to its employees, they also can introduce specific software and technologies in each business area, making sure that each individual specializes in a certain tool and who is in charge of know-how.

The era of sequential, routine, mass work has been largely replaced by autonomy, responsibility, creativity and career individualization. Once an individual finish his / her academic studies, automatically with the personal, relational and professional skills that will be requested by the employer, which is why you should reflect on yourself, your strengths and weaknesses. To become active and competitive in society.

In a professional context we verified four dimensions:

- **Professional Motivation** - Orientation to results; Motivation to undertake; Leadership;
- **Social skills** - Social intelligence; Relationship development; Sociability; Team orientation; Power of influence;
- **Skills centered on tasks** - Meticulousness; Flexibility; Guidance for action;
- **Individual psychological structure** - Emotional stability; Ability to work; Self-confidence.

These four dimensions refer to aspects of psychological, individual and is both task-centered and social skills, although related to personality, are skills that are developed through academic, as well as of the function in each organization, the motivation and structure psychological, as the names induce, focus on individual characteristics, although they may be improved and developed by the workers.

Organizations are thus looking for individuals who are authors and not operators, who knowledge and competencies to create competitive advantages in their organizations. These should have a critical capacity, negotiation, organization, planning, innovation, should have results-oriented, as well as increasingly autonomous, spirit of initiative, flexible, leaders, responsible and enjoy working in a team.

2.2 - Competencies of the future

For a company to develop all its human capital and be a constant case success, it should develop harmony between learning habits and the transfer of knowledge, as it is vital that they begin to look at the skills of the future and not focus on the past. It is in these competencies of the future that organizations are increasingly demand of its human capital, knowing it deeply and that will be the key to its success.

Executives, or directors, should always seek to develop strategic, the market is in constant reinvention, whether by business or by knowledge of their workers, who in turn need as well as a new relationship management.

In turn, managers or managers should be flexible and could adapt to change, as well as implement it. They should have a great relationship interpersonal skills and ease of working in teams, as these are the basis, or your entire project will fail.

These characteristics can be reasons, traits, abilities, aspects of self-image or the social role or even the knowledge that the person has and uses, and these are noted through specific actions required by their activities that have been intensifying over the years:

- **Reasons** - motivation of the individual that leads him to take certain behaviors and decisions;
- **Character traits** - how the individual behaves or acts in certain situations;
- **Self-concept** - identification and liking for what it does;
- **Knowledge** - experiences, procedures, Knowledge;
- Behavioral and cognitive abilities

3. Personal skills

- Honesty
- Persistence
- Determination
- Ability to work on my own or as part of a team
- Eager to learn
- Flexibility

4. communication

- Good listener
- Confident
- Open minded
- Respectful

5. Team Work

- Able to operate efficiently within a group
- Ability to encourage other team members for better performance
- Able to advise and interpreting others needs

6. Experiences

As a current Area Manager in a cleaning company I must deal with different people of various ages and backgrounds, my duties include manage and direct workers to their work location, train them and certify that they met client expectations. As this also involves dealing with people from different countries I also developed the ability to learn a bit of other languages to communicate with them to give them also opportunities and to make sure there is understanding between worker and manager and therefore we can deliver a good service to the paying client. I also had to develop persuasive skills as I must talk face to face with clients to close new deals.

Conclusion:

We can understand that its necessary skills and competence for an individual to gain access and maintain its job (employability) Managers and human resources research to identify vital characteristics and existing difficulties for hiring professionals. The main focus points its skills and competence to obtain a qualified candidate. Companies search for responsible and interested candidates to become permanent workers.

Keywords: employability; Competence; human resources

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(accessed on 01-01-2018)

- David McClelland built on this work in his 1961 book, "[The Achieving Society.](#)" He identified **three motivators that he believed we all have: a need for achievement, a need for affiliation, and a need for power. People will have different characteristics depending on their dominant motivator.**

According to McClelland, these motivators are learned (which is why this theory is sometimes called the Learned Needs Theory).

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- Richard Boyatzis (1982) *Competent manager : a model for effective performance*. New York, John Wiley & Sons

The *Competent Manager: A Model for Effective Performance* offers an empirical, *total* system approach that determines which characteristics of managers enable them to be effective in various management jobs

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