ECHO Competencies

Drive for Results

Knows what results are important, and focuses resources to achieve them. Accepts responsibility for own actions and decisions and demonstrates commitment to accomplish work in efficient and effective manner. Gains support from or convinces others to advance the objectives of the organization

Basic Level	Medium Level	High Level
• Manages own time well in order to complete allocated tasks on time and with quality. • Reports to direct supervisor the obstacles, challenges and identified inefficient work processes encountered and asks for support. • Takes responsibility and maintains focus until a viable solution can be found. • Develops an extensive network of contacts.	• Establishes clear and specific goals for him/herself and the team according to the ECHO/Offices objectives. • Seeks to understand reasons for obstacles and propose ways to overcome. • Works proactively to ensure efficient use of resources. • Assesses satisfaction with support being provided. • Takes the initiative to help peers meeting deadlines. • Uses different negotiation approaches in order to reach ECHO objectives and strategies or the most efficient use of resources.	• Works quickly and effectively to resolve problems and obstacles, even when complex circumstances occur. • Frequently uses fewer than expected resources while still delivering high-quality work on time. • Has the capacity to implement the office's objectives and find ways to resolve difficulties linked to it, in collaboration with the rest of the team. • Takes responsibility for own and team's tasks and deliverables.

Conduct in Service (uprightness, honesty and integrity)

Behaves in a fair and ethical manner toward others with the view to develop mutual trust and confidence. Complies with established control systems and rules.

Basic Level	Medium Level	High Level
• Treats others fairly and with respect, demonstrates respect for all differences (e.g., race, gender, ethnic and social-economic background, disabilities, sexual orientation, age and opinions). • Is aware that s/he is the external image of the public service s/he represents and acts consequently. • Accepts personal responsibility and does not shift the blame to others. • Reports to supervisor on misconducts in service s/he witness.	• Acts fairly and responsibly in the way of managing staff and resources. • Proposes solutions to prevent misconducts. • Actively promotes a climate of openness and honesty.	• Supports others in taking action to assure adherence to rules and procedures. • Promotes adequate dissemination of rules and ensures the implementation of the established control mechanism.

Working with others

Able to effectively work and complete assignments in group settings. Works cooperatively, with a positive attitude with others to achieve common goals. Values the contributions of others.

Basic Level	Medium Level	High Level
• Listens attentively to people's ideas and concerns. • Demonstrates appropriate and professional behaviour at all times, maintaining stable performance and emotional control even when faced with opposition, pressure, hostility from others and/or stressful conditions. • Provides team members the necessary and up-to-date information to operate effectively.	• Actively contributes to the integration of new team members. • Involves others in delivering results.	• Fosters a collaborative working atmosphere by modelling trust, commitment, pride, and team spirit. • Seeks out opportunities to lend expertise to working groups to maximize outcomes. • Anticipates how others will react to a situation; understands both the strengths and weaknesses of others.

Decision-making

Makes well-informed proposals, effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

Basic Level	Medium Level	High Level
• Deals with exceptions within established parameters using clearly specified rules and procedures. • Consults with his/her supervisor or refers an issue/situation for resolution when criteria are not clear. • Makes straightforward decisions based on pre-defined options using clear criteria/procedures.	• Recognizes, analyses and solves problems. • Balances the risks and implications of decisions across multiple issues. • Proposes decisions by weighing several factors, some of which are partially defined and entail missing pieces of critical information. • As needed, involves the right people in the decision-making process.	• Assesses external and internal environments in order to make a well-informed decision. • Makes decisions in a volatile environment in which weight given to any factor can change rapidly. • Applies ECHO guidelines and procedures that leave considerable room for discretion and interpretation. • Decision follow up and corrections if need arises.

Managing and organising information

Gathers and systematically maintains data; determines its importance, accuracy, and effectiveness; and presents it in a variety of methods to meet a specific objective.

Basic Level	Medium Level	High Level
• Collects accurate data. • Edit, formats and provides inputs to correspondence, reports, documents and/or presentations, spread sheets and databases ensuring the information is correct and precise and meeting quality standards. • Saves it in an accessible manner following procedure in place.	• Compiles data and analyses with speed and accuracy identifying what is relevant and discarding what is not. • Verifies that data recording are made in an effective and efficient way and respects the procedures in place.	• Interprets data, draws conclusions and/or identifies patterns which support the work of others. • Designs and proposes filling and information systems and supervises their proper implementation.

Strategic thinking and planning

Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization. Contributes to the formulation of strategies to maximise opportunities and minimise risks.

Basic Level	Medium Level	High Level
• Proposes best options amongst the ones possible, based on analysis of data/information. • Anticipates issues and revise plans as required. • Set priorities for tasks in order of importance.	• Identifies and proposes activities that will result in overall improvement to services. • Works effectively and assesses multiple demands and competing priorities and identifies solutions to handle critical work demands. If relevant, proposes adjustment to approaches, priorities and activities based on ECHO's objectives. • Contributes to the formulation of strategies to maximise opportunities and minimise risks. • Encourages new ideas and best practices.	• Anticipates the impact and implications of decisions. • Identifies the problem based on many factors, often complex and difficult to define and /or contradictory. • Undertakes complex tasks by breaking it down into manageable parts in a systematic, detailed way. • Considers ECHO's priorities when analysing the pros and cons of various alternative solutions.

Communication

Effectively conveys information and expresses thoughts and facts. Demonstrates effective use of listening skills

Basic Level	Medium Level	High Level
• Listens actively, asking clarifying questions to verify understanding. • Explains ideas clearly and rationally by using concrete examples and visual support. • Engages in discussions, demonstrating confidence in own arguments/opinions. • Communicates effectively in the required languages.	• Communicates effectively, choosing the best style, channel, and methods according to audience and purpose. • Summarizes or paraphrases to verify understanding. • Facilitates meetings effectively and confidently, resulting in participants' involvement and the achievement of meeting objectives. • Spells correctly; writes using appropriate language; uses punctuation correctly; uses proper grammar; uses an appropriate business writing style.	• Anticipates and/or quickly adapts communication style based on the interpretation of audience's reaction. • Consistently delivers accurate, clear, and concise messages orally and/or in writing to effectively inform an audience. • Uses communication skills to address highly complex and/or sensitive issues in a tactful manner. • Reviews or edits communications to ensure they are direct, succinct, and appropriate to the audience.

Organisational awareness

Demonstrates commitment and knowledge of the ECHO's mission, functions, policies, and procedures.

Basic Level	Medium Level	High Level
• Knows and implements ECHO's mandate and strategies and humanitarian principles. • Knows organisational structure, processes or methods in place. • Knows and applies relevant rules and procedures.	• Uses informal structures; can identify key decision-makers. • Has a deep knowledge of ECHO's strategy, rules and procedures and plays an active role disseminating them. • Knows working arrangements between ECHO and EU Delegations.	• Actively promotes organisational values and rules and contributes to their improvements. • Knowledge of European Union basic structure and ways of functioning.

Adaptability and flexibility
Is open to change and adapts to new information, changing conditions or unexpected situations.

Basic Level	Medium Level	High Level
• Seeks direction, responds positively and readily adapts to a change in the work environment and related tools. • Changes behaviour in response to constructive feedback and learns from experience. • Adapts effectively to different situations even when under stress or pressure. • Is open to new ideas and listens to other people's points of view. • Insures proper backup in case of need.	• Demonstrates/promotes flexibility in a changing environment. • Identifies and knows about flexible resources to meet current and future needs. • Accepts new technology as part of his/her job and uses it to continually improve efficiency or the quality of his/her work. • Is ready to assume tasks / responsibilities in other ECHO offices if necessary.	• Acts as a change agent by promoting changes decided by the Management.

Leadership
Leads and manages projects, people and/or areas within the organization by providing clarity, decisiveness and direction.

Basic Level	Medium Level	High Level
• Ensures that team members have the necessary information to operate effectively. • Establishes the direction/goal(s) for the team. • Lets team members affected by a decision know exactly what is happening and gives a clear rationale for the decision. • Sets an example for team members (e.g., respect of others' views, team loyalty, co-operating with others).	• Makes decisions by taking into account the differences among team members, and overall team requirements and objectives. • Resolves conflicts and disagreements in a constructive manner. • Values and encourages others' input and suggestions. • Stimulates constructive discussion of different points of view, focusing on the ECHO's objectives. • Builds cooperation, loyalty and helps achieve consensus. • Provides constructive feedback and recognizes all contributions.	• Aligns team objectives and priorities with the broader objectives of ECHO. • Ensures that appropriate linkages/partnerships between teams are maintained. • Creates an environment where team members consistently push to improve team performance and productivity. • Communicates team successes. • Coaches and helps others to achieve their goals. • Anticipates and takes steps to prevent counter-productive confrontations. • Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve mission.