EUROPEAN
UNIVERSITY
INSTITUTE

EUI COMPETENCY FRAMEWORK

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INTRODUCTION

A 'competency framework' is a structure that sets out and defines each individual competency (such as problem-solving or people management) required by individuals working in an organisation. This document gives us the tool to build the aforementioned framework, namely a 'competency library' which is a repository of all existing competencies.

Competencies are defined as the combination of knowledge, know-how and attitude that individuals need to perform their jobs effectively.

They are enduring qualities that are transferable across tasks and work settings, observable, measurable, and aligned with business objectives that help foster an organization's success.

They are important for all staff, regardless of occupation, function, or grade.

This document is meant to serve as a practical, hands-on resource for EUI staff members and managers, as well as candidates applying for a job. The guide allows each individual staff member to take a more strategic approach towards their own learning and development goals. It is also meant as a tool to help managers in coaching and assessing the performance and development of their team members.

MODEL

A 3 levels model

This model gathers 3 levels of competencies:

1. **EUI Core**: common to all staff members at the EUI
2. **Department/Service Level**: common to all staff members of a service
3. **Role level**: specific to each role

Example of "HR Administrator" role:

| **1** **EUI CORE COMPETENCIES** | Ethics & Integrity | Accountability |
| | Working in a Multicultural Enviroment | Delivering Quality & Results |

| **2** **HRS COMPETENCIES** | Confidentiality | Working with others |
| | Knowledge of Staff Regulations | Stakeholders Orientation |

| **3** **HR ADMINISTRATOR** | MGMT Skills | Coaching Skills |
| | Presentation Skills | IT Tools: Powerpoint |

EUI CORE COMPETENCIES

All staff at the EUI share the following competencies:

- Ethics and integrity
- Working in a multicultural environment
- Accountability
- Delivering quality and results

COMPETENCIES BY UNIT / SERVICES

Academic Service
- Knowledge of Processes & Procedures
- Multitasking
- Problem solving
- Adaptability
- Interpersonal skills
- Working with others

Accounting Service
- Knowledge of Processes & Procedures
- Initiative / Proactivity
- Sharing Knowledge
- Problem solving
- Reporting skills

Budget & Financial Affairs Service
- Knowledge of Processes & Procedures
- Working with others
- Problem solving
- Resilience

Communications Service
- Resilience
- Multitasking
- Interpersonal skills
- Adaptability
- Initiative / Proactivity
- Creativity & Innovation

Department of Economics
- Knowledge of Processes & Procedures
- Problem solving
- Adaptability
- Initiative / Proactivity
- Interpersonal skills

Department of History and Civilisation
- Knowledge of Processes & Procedures
- Stakeholders Orientation
- Multitasking
- Initiative / Proactivity
- Technological Awareness

Department of Law – Academy of European Law
- Knowledge of Processes & Procedures
- Sharing Knowledge
- Adaptability
- Project & Task Management
- Interpersonal skills

Department of Political and Social Sciences
- Knowledge of Processes & Procedures
- Problem solving
- Adaptability
- Project & Task Management
- Interpersonal skills

Historical Archives of the European Union
- Sharing knowledge
- Stakeholders Orientation
- Willingness to learn
- Knowledge – Languages

Human Resources Service
- Knowledge of Processes & Procedures (Staff Regulations)
- Confidentiality
- Stakeholders Orientation
- Working with others

ICT Service
- Problem solving
- Stakeholders Orientation
- Change management
- Willingness to learn
- Creativity & Innovation

Internal Audit Office
- Networking
- Confidentiality
- Change management
- Willingness to learn
- Reporting skills

Library
- Project & Task Management
- Working with others
- Sharing Knowledge
- Willingness to learn
- Stakeholders Orientation

Max Weber Programme
- Knowledge of Processes & Procedures
- Multitasking
- Office Administration
- Interpersonal skills

Offices of the President & Secretary General
- Communication
- Confidentiality
- Multitasking
- Knowledge of Processes & Procedures
- Adaptability

Real Estate and Facilities Service
- Problem solving
- Stakeholders Orientation
- Knowledge of Processes & Procedures
- Resilience

Robert Schuman Centre for Advanced Studies
- Problem solving
- Project & Task Management
- Working with others
- Creativity & Innovation
- Knowledge of Processes & Procedures

School of Transnational Governance
- Organisational Knowledge
- Stakeholders Orientation
- Adaptability
- Working with others
- Creativity & Innovation

COMPETENCIES BY AREA

WORKING TOGETHER

Adaptability
Definition: Responds to changing circumstances by being innovative and altering behaviour to better fit different situations. Creates a work environment where the others react positively on change.

EFFECTIVE BEHAVIOURS
- Understands and appreciates different and opposing perspectives on an issue;
- Exhibits optimism and energy;
- Successfully works with a wide group of colleagues on different topics;
- Remains calm dealing with setbacks.

Communication
Definition: Structures and conveys ideas and information, both verbally and in writing in a creative, clear, concise and impactful way. Promotes the creation of an atmosphere/mechanisms in which open and two-way communication is encouraged.

EFFECTIVE BEHAVIOURS
- Oral: Speaks in a clear, logical and straightforward manner;
- Oral: Adapts speaking style and approach based on the situation and audience;
- Written: Organises ideas logically and structures the text to spread the message in the most effective way;
- Actively listens/pays attention and is able to stimulate a two-way communication.

Interpersonal Skills
Definition: Establishes and maintains good contacts and relationships both inside and outside the department/Institute to get work done. Uses skills and abilities such as handling conflict, diplomacy and tact, political sensitivity, building and showing trust.

EFFECTIVE BEHAVIOURS
- Interacts comfortably and competently with people within and outside the Institute – even in critical situations;

- Shows diplomacy and tactfulness when required;
- Handles difficult interpersonal situations in a positive manner and takes action to minimise negative impact;
- Understands politics within an organisation and adapts own communication style according to what the situation requires.

Organisational Alignment
Definition: Aligns their own behaviour with the needs, priorities, and goals of the Organisation, and to act in ways that promote the Organisation's goals or meet organisational needs.

EFFECTIVE BEHAVIOURS
- Focuses on the Organisation's mission before their own preferences or professional priorities;
- Explains the role and goals of the Organisation and how they relate to their own area of work;
- Helps others understand the strategic goals of the Organisation and how their work relates to these.

Sharing Knowledge
Definition: Communicates openly with colleagues, shares information and feedback with others spontaneously.

EFFECTIVE BEHAVIOURS
- Shares best practices with team members;
- Proactively seeks to engage with colleagues to share information;
- Acts like a trainer in their field of expertise with other team members to spread knowledge.

Working in multicultural environment
Definition: Understands, communicates and effectively interacts with people across cultures. Embraces diversity and adapts working behaviour in a multicultural environment.

EFFECTIVE BEHAVIOURS
- Demonstrates ability to flex style when faced with myriad dimensions of culture in order to be effective across cultural contexts;
- Actively improves own knowledge and understanding of other countries and cultures;
- Creates a work environment in which cultural differences are understood and valued as a strength.

Working with others

Definition: Pro-actively involves others in sharing information, in taking team decisions and communicating results/progress to accomplish solutions.

EFFECTIVE BEHAVIOURS

- Seeks and listens to feedback and incorporates constructive suggestions to achieve collective objectives;
- Openly and systematically shares ideas, innovations, best practice and failures with team;
- Understands personal and team roles and responsibilities.

ACHIEVING RESULTS

Accountability
Definition: Accepts full ownership and responsibility for their projects and when issues arise. Acknowledges and learns from mistakes without blaming others.

EFFECTIVE BEHAVIOURS
- Upholds all organisational rules and regulations to the letter and spirit;
- Actively performs tasks in the assigned work area and understands their impact on other areas;
- Implements decisions that have been agreed upon.

Decision-making
Definition: Proactively identifies key issues involved in a situation, takes action and makes commitments within their own area of responsibility in a timely manner.

EFFECTIVE BEHAVIOURS
- Involves hierarchy in the correct way to strengthen or speed-up the decision-making process;
- Makes timely sound decisions that are supportive of organisation's strategy and programme goals;
- Takes ownership, accepts full and personal accountability;
- Takes account of inputs from key stakeholders and internal experts in decision-making;
- Involves team in contributing to key operational decisions.

Delivery quality and results
Definition: Is committed to produce quality results in an efficient and effective way; accepts responsibility and achieves goals despite obstacles such as pressures, limited resources or challenging deadlines.

EFFECTIVE BEHAVIOURS
- Sets SMART (specific, measurable, achievable, realistic, time-bound) goals and delivers results according to the specification;
- Generates results by acting in a focused way and within the deadlines;
- Anticipates and sees obstacles as challenges and approaches them with a positive can-do attitude;
- Sets high levels of quality and productivity for self.

Multitasking
Definition: Works on different tasks or projects while meeting deadlines.

EFFECTIVE BEHAVIOURS
- Maintains a high level of detail and accuracy when performing multiple tasks.

Negotiation skills
Definition: Is able to work towards "win-win" solutions. Understands one's counterparts and how to respond to them during negotiations, to potentially achieve value-adding results.

EFFECTIVE BEHAVIOURS
- Anticipates/ Is prepared to effectively respond to counterpart's requests;
- Is able to conduct negotiations in a timely and professional manner;
- Owns excellent presentation/public speaking skills, which allows them to easily relate with counterparts.

Problem Solving
Definition: Breaks down a problem, situation or process into its component parts and uses judgement to decide what is essential to come up with a solution.

EFFECTIVE BEHAVIOURS
- Uses a variety of analytical techniques and tools appropriate to the context to analyse and solve the problem;
- Follows a structured, systematic approach;
- Analyses the different possible courses of action and then selects the best solutions.

Project and Task Management
Definition: Establishes, implements and monitors a systematic course of action for self or others to ensure accomplishment of a specific objective. Sets priorities and organises work to meet deadlines.

EFFECTIVE BEHAVIOURS
- Uses objectives as a basis for planning activities;
- Prioritises properly considering resources and deadlines;
- Reacts to changes promptly and re-organises activities;
- Develops short- and long-term plans that anticipate future trends and identifies shortfalls.

Stakeholders Orientation

Definition: Understands internal/external stakeholders' needs (e.g. colleagues, external providers, etc.) and provides solutions that strengthen relationships and improve customer satisfaction.

EFFECTIVE BEHAVIOURS

- Responds to and anticipates stakeholders' needs in a timely and professional manner, regardless of their attitude;
- Strives to consistently provide excellent standards and increase customer satisfaction;
- Understands stakeholders' immediate and long-term goals and works accordingly.

VALUES

Confidentiality
Definition: Protects information that should not be disclosed with professionalism and discretion.

EFFECTIVE BEHAVIOURS
- Takes necessary actions to ensure that information is protected;
- Acts in compliance with staff rules and data protection laws;
- Uses carefully devices in public.

Creativity & Innovation
Definition: Questions the status quo and addresses emerging needs. Proposes creative solutions to develop new or improved processes, methods, systems or solutions.

EFFECTIVE BEHAVIOURS
- Is open minded, curious and willing to try out and further develop new ideas;
- Thinks outside the box and finds innovative solutions to solve problems;
- Takes initiative to adopt and implement new solutions where appropriate;
- Is open to accept new external ideas and to apply them to own work.

Ethics & Integrity
Definition: Respects rules and procedures and their service is based on the highest professional and personal ethics including professionalism, dedication, loyalty, impartiality and confidentiality.

EFFECTIVE BEHAVIOURS
- Respects confidentiality: knows when and how to use confidential information;
- Acts with honesty in performing the tasks assigned;
- Contributes to create a culture of respect in the workplace;
- Protects the reputation of colleagues and the Organisation in public.

Initiative/ Proactivity
Definition: Takes initiative to undertake actions to ensure effective performance and deliver results in a timely manner.

EFFECTIVE BEHAVIOURS
- Anticipates business needs and is usually «ahead of the wave»;
- Offers support on several topics and is willing to take up challenges.

Resilience

Definition: Demonstrates resilience and stress tolerance by continuing to perform effectively when faced with time pressures, adversity and disappointment staying focused and optimistic and ultimately delivering results.

EFFECTIVE BEHAVIOURS

- Shows personal resilience and is able to effectively manage personal stress;
- Is patient, tenacious, and resourceful when seeking information to satisfy a request or complete a project;
- Views failures and mistakes as an opportunity to learn.

Willingness to learn

Definition: Demonstrates willingness and capacity to learn. Actively seeks to acquire knowledge, improve skills and use their capabilities to streamline work processes. Is curious, adaptable and willing to learn from others.

EFFECTIVE BEHAVIOURS

- Demonstrates curiosity to learn new skills or knowledge outside current expertise;
- Is aware of current and emerging thinking, knowledge and skills in own area of expertise;
- Identifies opportunities to improve and attends relevant training courses.

TECHNICAL CAPABILITIES

Budget Implementation

Definition: Is well aware of the budgetary process, in which develops and applies deep expertise including the steps, procedures, reporting.

EFFECTIVE BEHAVIOURS

- Processes the transactions (commitments, payments) in line with the requirements of the financial cycle and budget planning;
- Provides correct financial information as required;
- Ensures compliance with legislation, policies and practices applicable to the appropriate and effective use of financial resources.

Financial and Procurement Compliance

Definition: Ensures that financial and procurement processes are executed in compliance with rules and regulations.

EFFECTIVE BEHAVIOURS

- Monitors the correct implementation of procurement and contracting rules/procedures;
- Guarantees timely follow up of contract amendments and deviations;
- Demonstrates knowledge of finance and procurement topics (terminology, standards, processes etc.), by providing adequate advise and support to internal stakeholders.

Interviewing Skills

Definition: Conducts and successfully manages interviews according to job description needs and eventually selecting the best candidates for the role.

EFFECTIVE BEHAVIOURS

- Establishes a good connection with candidates to make them feel comfortable;
- Analyses candidate's responses to draw conclusions;
- Shows good manners and promotes organisational values to foster brand reputation during selection process.

Knowledge - IT

Definition: Shows confidence and proficiency for the usage of IT technologies that are essential to provide services (examples: MS Office, CRM Dynamics, ABAC, Dolphin, etc.).

- Foundation: Applies knowledge of technology necessary for their role to enhance outcomes.
- Advanced: Applies knowledge of technology necessary for their role at an expert level to enhance outcomes.
- Mastery: Applies knowledge of technology necessary for their role at an expert level to enhance outcomes; stays current on technology applications and shares them with others. Provides input for possible system and business process improvements.

Knowledge - Language
Definition: Demonstrates a high level of proficiency on application of language knowledge required to meet the needs.

- Foundation: Is able to handle simple correspondence and telephone conversations. Makes basic translations (e.g. small letters, basic reports…) - Level A1/A2
- Advanced: Deals with standard correspondence and conversations. Makes standard business related translations - Level B1/B2
- Mastery: Deals with complex correspondence and conversations. Makes complex business related translations (specific / technical terminology) - Level C1/C2

Knowledge – Organisational
Definition: Has comprehensive knowledge of the resources (human and technical) and processes that are involved in the operations of the Organisation.

EFFECTIVE BEHAVIOURS
- Supports knowledge sharing within the Organisation;
- Protects and develops the know-how within own domain;
- Understands and promotes organisational culture.

Knowledge – Processes and Procedures
Definition: Understands and applies knowledge of Institute's statutes, regulations, policies, and procedures.

EFFECTIVE BEHAVIOURS
- Maintains comprehensive working knowledge of related statutes, regulations, policies, and procedures affecting assigned areas;
- Provides advice and guidance concerning statutes, regulations, policies, and procedures.

Legal Analysis

Definition: Accesses relevant regulatory and case study sources to inform legal issues; accurately conducts and documents the analysis of legal issues; familiarises oneself quickly with new areas of law and regulations.

EFFECTIVE BEHAVIOURS

- Distinguishes between critical and irrelevant pieces of information;
- Offers appropriate clear, precise and intelligible reasoning;
- Independently engages in tasks requiring interpretation of intricate and potentially equivocal legal instruments.

Office Administration

Definition: Demonstrates expert knowledge of office policies and procedures.

EFFECTIVE BEHAVIOURS

- Carefully prepares for meetings, travel, and conferences for others;
- Develops and uses systems to organise and keep track of information or work progress;
- Excellent document management capabilities;
- Works in a timely fashion way and within deadlines.

Presentation Skills

Definition: Demonstrates confidence and competence as a presenter who can adjust style to address a wide range of audiences.

EFFECTIVE BEHAVIOURS

- Presents own ideas and opinions in a confident manner;
- Delivers engaging presentations responding to audience needs;
- Is able to convey the message with compelling arguments;
- Adapts their style of communication according to the audience characteristics.

Reporting Skills

Definition: Identifies the usefulness of numeric and non-numeric data in relation with management needs and structures reports accordingly.

EFFECTIVE BEHAVIOURS

- Interprets numbers and figures to draw conclusions;
- Presents data in a clear and structured manner;
- Produces high quality reports with ad-hoc insights and suggestions.

Risk Management

Definition: Detects and proposes solutions with the involvement of internal stakeholders to proactively mitigate potential risks that might affect the achievement of objectives.

EFFECTIVE BEHAVIOURS
- Considers the causes and sources of risk, their positive and negative consequences, and the probability of occurrence;
- Identifies strategies to reduce threats or leverage opportunities by, for instance, avoiding the risk or removing the source of risk;
- Brainstorms with colleagues to identify the possible risks by objective to evaluate threats and opportunities.

Technological awareness

Definition: Understands applicability and limitations of technology to the work of the office.

EFFECTIVE BEHAVIOURS
- Keeps abreast of available technology;
- Actively seeks to apply technology to appropriate tasks;
- Shows willingness to learn new technology.

LEADERSHIP

Building Trust
Definition: Provides an environment in which others can talk and act without fear of repercussion.

EFFECTIVE BEHAVIOURS
- Operates with transparency; has no hidden agenda;
- Places confidence in colleagues, staff members and clients;
- Gives proper credit to others;
- Follows through on agreed actions;
- Treats sensitive and confidential information appropriately.

Change Management
Definition: Plans, manages and promotes change with a long-term perspective, reducing uncertainties and managing reluctance towards change while encouraging others to enable change.

EFFECTIVE BEHAVIOURS
- Recognises the need for change to ensure the success of the Organisation;
- Contributes with ideas and innovative approaches;
- Is positive towards required changes and helps others to embrace the implementation process;
- Looks to minimise the potential ambiguities through clarifying information, data or requests.

Coaching Skills
Definition: Plans and supports the development of individuals' skills and abilities so that they can fulfil current or future job/role responsibilities more effectively.

EFFECTIVE BEHAVIOURS
- Works with individuals to identify areas for development, understands need for improvement, and sets specific development goals;
- Has good listening skills and is able to show empathy;
- Gives individuals specific feedback on their performance related to established goals;
- Designs a formal plan for career development of others.

Conduct Meeting

Definition: Expresses their point of view with clear arguments and examples, involving all the stakeholders in the discussion and eventually facilitating a common understanding and concluding main decisions and follow-up.

EFFECTIVE BEHAVIOURS
- Demonstrates belief in own point of view but shows openness to others' opinion;
- Sets goals for meetings and manages to bring solutions at the end of the discussion;
- Respects timeline and schedule, avoiding waste of time.

Networking

Definition: Builds long-term, trusting relationships with internal/external stakeholders, inspires trust and respect and is able to discuss business issues credibly with clients.

EFFECTIVE BEHAVIOURS
- Interacts pleasantly and positively with others with both verbal and non-verbal signs;
- Maintains and promotes good working relations with others;
- Makes the best use of network to reach objectives and create opportunities;
- Contributes constructively to the resolution of problems and facilitates dialogue.

Strategic Thinking

Definition: Shares and contributes to the vision and mission of the Organisation and department/service. Identifies long-term opportunities, risks and challenges and provides input according to strategic plan.

EFFECTIVE BEHAVIOURS
- Takes action to translate the Organisation/ department / service's mission and vision into a clear operational strategy;
- Leads changes and supports the new strategies and actively contribute to implement and embed these changes;
- Is capable to put into practice plans with a long-term view;
- Empowers others to make decisions in line with the strategy.

Team Management

Definition: Encourages team synergy and creates a sense of unity and purpose within and between teams. Deals with team conflict and dynamics to create a safe environment.

EFFECTIVE BEHAVIOURS

- Looks to create synergies within and between teams and strives to implement a harmonised team spirit;
- Praises both individual and team success;
- Builds relationships and networks across the Organisation to share with peers a sense of common goals and purpose;
- Fosters cooperation within the team and between departments/services.

Check out all EUI job opportunities.

For further information please see our booklet on Work and Life of EUI staff.

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