

HA Profile

Use in education and training programmes

The Humanitarian Action Qualifications Framework (HA QF, see EUPRHA.ORG) is meant as a neutral instrument to set standards for progressive levels of learning without prescribing the content of education and training programmes. In contrast, this HA Profile offers more guidance for each level of learning on what it could mean for the main aspects of humanitarian action work in terms of knowledge, skills and competence. Particularly for setting up education training programmes at a certain level, the HA Profile can function as a helpful aid and reference point. Depending on the objective of a programme, the items in the HA Profile should be interpreted, contextualised and supplemented with more specific, technical and/or professional elements relevant to the field.

Based on a meta-profile of six dimensions in HA work

The HA Profile is directly linked to the learning levels 4 up to 8 of the HA QF and provides a more detailed, prismatic elaboration of its levels through six dimensions considered central to working in the humanitarian sector:

- Humanitarian commitment
- Context analysis & reflection
- Coping & safety
- Leadership
- Collaborative relationships
- Service to crisis-affected people

These dimensions have been based on extensive research of competency frameworks throughout the sector. Each of the dimensions clusters several sub themes and can be linked to the humanitarian competency frameworks currently in use in the humanitarian sector (see the Definitions document). The six-dimensional meta-profile can therefore also act as a translation device between different competencies frameworks and thus their related organisational contexts. The six dimensions should be understood as interlinked and capture the essence of humanitarian work from its sector-defining principles to the central goal of alleviating suffering among crisis-affected people.



The dimensions of the EUPRHA meta profile.

EUPRHA.org

European Universities on Professionalization
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LEVEL 4



Humanitarian commitment

→ General up-to-date factual and theoretical knowledge of the humanitarian sector, its principles and standards.

→ Cognitive and practical skills to apply humanitarian principles and standards to specific humanitarian problems.

→ Carries out routine activities in accordance with humanitarian principles and standards in relatively predictable humanitarian contexts. → Organises work under supervision following organisation's objectives and management guidelines in accordance with organisational, social and moral values. → Treats others with respect and demonstrates inclusive behaviour.



Context analysis & reflection

→ General factual and theoretical knowledge and a broad understanding of the political, socio-economic and cultural context of humanitarian action.

→ Cognitive and practical skills required to collect necessary data appropriately, map stakeholders and deliver one's findings in a useful manner to specific problems in humanitarian action.

→ Absorbs given information and independently translates it into practical knowledge for own work and routine work of others in a predictable humanitarian context.



Coping & safety

→ Factual and theoretical knowledge of security and safety issues in humanitarian action, and an understanding of applicable regulations and guidelines to mitigate risks and vulnerabilities.

→ Ability to accept change in the internal and external security environment as well as new safety ideas and to consider arguments contrary to one's own opinion. → Skills to recognise potentially dangerous situations for personal and team's well-being and select an appropriate coping method.

→ Communicates potentially dangerous situations to the line manager in order to consult about vulnerability consequences and follows given guidelines. → Works in stressful situations and exercises self-control.



Leadership

→ Factual and theoretical knowledge of humanitarian action, its objectives and organisation in broad lines.
→ Understanding the hierarchical leadership lines within the organisation.

→ Ability to organise one's own work in accordance with the organisation's objectives and management guidelines.

→ Demonstrates recognition of one's own tasks and role in a project. → Supervises routine work of others and acts as a representative for one's team.



Collaborative relationships

→ Factual and theoretical knowledge of cultural diversity and how to work with different persons, departments and organisations.

→ Active listening skills to understand what other team members and stakeholders say, including asking for clarification of unclear statements. → Ability to get messages across clearly with suitable non-verbal communication.
→ Ability to approach and have contact with people outside the key network if this is beneficial to one's job performance.

→ Works effectively in multicultural environments and develops good working relationships with colleagues and stakeholders. → Gives assistance when asked and takes responsibility for tasks in the team.



Service to crisis-affected people

→ Broad knowledge of the provision and guidelines of humanitarian assistance and a clear understanding of who the crisis-affected people to be served are.

→ Ability to identify needs and concerns of crisis-affected people and to provide them with useful information or straightforward solutions. → Ability to report needs accurately and appropriately to relevant stakeholders. → Ability to organise own work by determining goals that reflect priorities and are in accordance with assigned tasks.

→ Accepts the objectives of one's job, fulfils the tasks in accordance with given guidelines and checks one's work for mistakes in order to correct them immediately. → Reacts to the problems confronted with and asks constructive questions about the way such problems are dealt with.

LEVEL 5



Humanitarian commitment

→ Up-to-date, specialised, factual and theoretical knowledge of the humanitarian sector, its principles and standards. → Essential understanding of the limitations of that knowledge.

→ Comprehensive cognitive and practical skills for developing creative solutions for the application of humanitarian principles and standards to humanitarian challenges.

→ Applies humanitarian and standards, and promotes ways of adhering to them in uncertain and unpredictable humanitarian contexts. → Maintains high ethical standards and displays a fair and sincere attitude to all people, while behaving consistently across situations in words and in actions.



Context analysis & reflection

→ Specialised, detailed knowledge of the political, socio-economic and cultural context and basic understanding of the most important specific issues in relation to humanitarian action.

→ A comprehensive range of cognitive and practical skills for structuring and ordering data into relevant information, analysing stakeholders and breaking down a problematic situation to its essential parts required to solve problems in the field of humanitarian action.

→ Relies on relevant information to adapt to unpredictable changes in the humanitarian context and acts upon it accordingly.



Coping & safety

→ Specialised knowledge of contextual security issues and safety risks and a realistic understanding of an organisation's security policy, security plans, responsibilities, decision lines and their limits. → Theoretical and factual knowledge of stress management, main causes, and possible remedies.

→ Ability to analyse and judge situations with regard to common issues of security. → Ability to adapt behaviour to the safety needs of the situation by appropriately reassessing the priority of objectives, adjusting procedures, searching for creative and flexible solutions and learning from problems and difficulties for the future.

→ Reports security risks with relevant contextual information. → Accepts and adheres to the organisation's security policy, security plans and hierarchical responsibility lines to face unpredictable security changes. → Identifies own and others' coping limits and stress levels and is able to determine their causes or to ask assistance in detecting them.



Leadership

→ Up-to-date specialised knowledge of the objectives, structures and way of working of the humanitarian sector, as well as the most important issues and urgent needs in humanitarian action.

→ Ability to communicate and act clearly, while measuring the impact of one's words and actions.

→ Identifies the extent and impact of one's tasks and the need for support without needing intensive supervision. → Reviews and develops performance of oneself and others.



Collaborative relationships

→ Specialised, theoretical and practical knowledge of team dynamics, organisational behaviour, sociocultural differences and effective collaboration in organisations.

→ Ability to communicate clearly while adapting language to the other party's position, interests and needs. → Ability to create and sustain networks with relevant actors and stakeholders.

→ Demonstrates respect for cultural differences and accepts working in multicultural environments positively. → Coordinates activities with team members and stakeholders, asks for feedback on what one communicates and shares information, timely and appropriately, to ensure that common objectives are achieved in multicultural environments and unpredictable contexts.



Service to crisis-affected people

→ Specialised factual and theoretical knowledge and understanding of challenges in humanitarian aid provision, high impact solutions, their limits and what policies and procedures constitute high quality humanitarian assistance. → Critical understanding of the experiences and needs of crisis-affected people, as well as their skills and capacities.

→ Comprehensive cognitive and practical skills required to develop high impact solutions to typical humanitarian aid problems. → Ability to distinguish between important and urgent issues, define tasks to achieve given objectives and review results in order to deliver high-quality work. → Ability to take into account the needs, skills, capacities and experience of crisis-affected people.

→ Listens to crisis-affected people and asks them questions to determine their needs and motivations, to offer solutions in line with their interests and to improve own performance. → In pursuit of the humanitarian objectives of one's job, perseveres to ensure a successful implementation under unpredictable circumstances, responding in accordance with policies and procedures and searching creatively for the best solution.

LEVEL 6

KNOWLEDGE THEORETICAL & FACTUAL

SKILLS COGNITIVE & PRACTICAL

RESPONSIBILITY & AUTONOMY



Humanitarian commitment

→ Advanced knowledge and critical understanding of humanitarian practice, its principles and standards.

→ Advanced cognitive and practical skills to produce innovative solutions when applying humanitarian principles and standards to complex and unpredictable problems.

→ Takes responsibility for the application of the humanitarian standards and principles by oneself and one's team in complex and unpredictable contexts. → Actively promotes diversity and inclusiveness through diverse representation and broad participation, while advocating for the dignity, rights, and responsibility of all stakeholders.



Context analysis & reflection

→ Advanced knowledge of the political, socio-economic and cultural context, involving a critical understanding of theories, methods and practical aspects relevant for understanding and interpreting humanitarian action, as well as a fundamental understanding of the limitation of that knowledge.

→ Advanced skills to analyse complex problems in an unpredictable context, identifying (sequential) relationships, root causes, problems, strengths and potential opportunities in order to produce innovative solutions.

→ Takes initiative and responsibility for the assessment of humanitarian operations in uncertain, complex contexts.



Coping & safety

→ Advanced knowledge of techniques and strategies to manage own stress and reduce vulnerability to threats in insecure situations. → Critical understanding of the sensitivity and confidentiality surrounding security information and the impact of threats.

→ Ability to transmit relevant information to the relevant people in a clear, discrete and timely manner, while understanding the sensitivity and confidentiality surrounding security information.

→ Prioritises security information based on the context and takes practical steps to reduce the vulnerability of the team and beneficiaries. → Takes responsibility for decision-making during insecure situations. → Moderates the perceived impact of threats through clear communication and information. → Employs techniques or plans activities to manage own stress. → Responds constructively in conflict situations.



Leadership

→ Advanced knowledge and a critical understanding of procedures, guidelines, best practices, lessons learned and leadership styles in humanitarian action.

→ Ability to link current actions to established humanitarian objectives and prioritise short term and medium term objectives.

→ Takes responsibility in groups for managing the professional development of individuals by distributing responsibilities and tasks fairly, giving clear and logical instructions and providing feedback.



Collaborative relationships

→ Advanced knowledge and critical understanding of the different roles and dynamics in teams. → Advanced knowledge of negotiation theory and practice as well as a critical understanding of the different stakeholders and their inter-relationships.

→ Advanced communication skills and capacity to assess key sources and recipients of sensitive information. → Ability to argue coherently and persuasively, to identify realistic goals and possibilities for compromise, to anticipate the other's expectations and concerns and to refocus arguments accordingly. → Ability to choose communication styles appropriate to socio-cultural contexts.

→ Respects different points of view of team members, crisis-affected people and other stakeholders, by listening actively, and identifying shortcomings of own personal and cultural norms. → Promotes effective collaborative relationships among team members and stakeholders in insecure, multicultural, complex contexts.



Service to crisis-affected people

→ Advanced knowledge of the needs of crisis-affected people and humanitarian operations. → Critical understanding of quality standards, procedures and rules in humanitarian response.

→ Advanced skills to analyse and solve complex problems in the service provision to crisis-affected people. → Ability to mobilise resources using the skills and capacities of crisis-affected people in own activities.

→ Responds to crisis-affected people with a clear understanding of their perspective of needs. → Provides alternative solutions even when procedures and guidelines do not. → Manages expectations and takes responsibility for one's decisions. → Anticipates proactively and manages autonomously potential changes in uncertain, critical, complex humanitarian activities in order to safeguard high quality outcomes.

LEVEL 7

KNOWLEDGE THEORETICAL & FACTUAL

SKILLS COGNITIVE & PRACTICAL

RESPONSIBILITY & AUTONOMY



Humanitarian commitment

→ Highly advanced knowledge of the humanitarian sector, its standards and principles and critical understanding of problematic issues with regard to principles and standards in the humanitarian clusters.

→ Specialised problem-solving skills and techniques required for applying humanitarian principles and standards to humanitarian response in an innovative manner leading to new knowledge.

→ Takes responsibility for specifying clear ethical standards. → Operates strategically and innovatively in the application of the humanitarian principles and standards in complex and insecure contexts. → Actively promotes dialogue, reflection, facilitation, and shared learning about diversity.



Context analysis & reflection

→ Highly specialised knowledge and critical understanding of humanitarian concepts and theories, as well as current trends in the political, socio-economic and cultural context.
→ Interdisciplinary, innovative expertise concerning specific aspects of humanitarian action.

→ Specialised skills for conceptualising, interpreting and critically analysing data, information and experience from a variety of sources, in order to develop new interdisciplinary knowledge and procedures to solve complex problems at headquarters and in the humanitarian field.

→ Manages humanitarian contexts that are complex, unpredictable and require new strategic approaches.



Coping & safety

→ Highly specialised knowledge of techniques and strategies to reduce the impact of external stressors on individuals and teams. → Interdisciplinary knowledge and critical understanding of interests of different humanitarian actors in the field in order to anticipate personal, organizational and community risks.

→ Specialised problem-solving skills for developing actions to promote the best and safest response to humanitarian needs, while anticipating security concerns and removing obstacles for improvements. → Ability to help people for whom one is responsible to understand the contextual security as well as the security rules, when to apply them and take up individual responsibility.

→ Shows firm decision-making during insecure situations based on advice by security sources and other stakeholders. → Stays calm in high-stress situations, gives support to team members and reduces other people's stress by using techniques and plans to reduce the impact of external stressors on the whole team.



Leadership

→ Highly specialised and interdisciplinary knowledge of current trends in the humanitarian sector and a critical understanding of their main opportunities and threats.

→ Ability to define and adapt strategic plans and objectives for the medium term taking into account trends from an overall perspective. → A range of coaching and management skills in order to facilitate the acceptance of strategic decisions and organizational goals and values.

→ Promotes the development of people in order to improve the strategic performance of the group by giving constructive feedback and encouragement, and giving each an equal opportunity to succeed.



Collaborative relationships

→ Highly specialised knowledge of the complex interrelation, competition and coordination of stakeholders in the context of the evolving humanitarian sector.

→ Ability to cultivate relations of respect and confidence and to integrate the consideration of different opinions in one's interaction with relevant actors and stakeholders.
→ In depth understanding of each party's needs and ability to build on points to which other parties are sensitive in a quest for mutual benefit or compromise.

→ Engages and motivates people to work as a team or in partnership by involving them in the different levels of decision-making to voice criticism and improvements, while having the common objective supported by all.



Service to crisis-affected people

→ Highly specialised knowledge and conceptualised understanding of the needs and rights of crisis-affected people and the range of humanitarian intervention measures to meet them. → Critical and interdisciplinary understanding of the possible impact of humanitarian action with respect to the interests of different actors.

→ Specialised problem-solving skills to anticipate explicit and implicit needs of crisis-affected people and to use research for developing effective responses. → Ability to determine and adjust medium term priorities, acceptable compromises, a plan of action and contingency plans for unusual events in the short term, making use of the skills, capacities and experience of crisis-affected people.

→ Improves performance and impact in complex and unpredictable environments continually and strategically, by learning from past experiences and introducing new work methods for increased efficiency, effectiveness and stakeholder accountability. → Looks ahead by taking active steps to convert complex problems into opportunities for medium-term improvement and encourages others to be proactive and take initiative.

LEVEL 8



Humanitarian commitment

→ Most advanced specialised knowledge of the humanitarian sector, its principles and standards, and a critical understanding of cutting edge issues at the interface with related disciplines.

→ Advanced and specialised skills and techniques required to recognise and solve critical and strategic problems regarding humanitarian principles and response, extending and redefining existing knowledge or professional practice.

→ Demonstrates scholarly and professional integrity to further development of the humanitarian principles and standards.



Context analysis & reflection

→ Knowledge at the most advanced frontier concerning new humanitarian challenges originating from global and specific contexts, and how these relate to innovative approaches and paradigms at the interface between the different disciplines underpinning humanitarian action.

→ Most advanced and specialised skills and techniques for identifying information gaps in humanitarian action and finding relations with external elements required to solve critical problems in research.

→ Demonstrates substantial authority, innovation, autonomy, and scholarly and professional integrity at the highest level, as well as sustained commitment to generate pioneering solutions for humanitarian crisis situations. → Ability to make complex analyses for strategic planning.



Coping & safety

→ Interdisciplinary knowledge at the most advanced frontier concerning stress management, safety and security techniques and rules and regulations.

→ Most advanced and specialised skills and techniques for specifying, adapting, implementing and enforcing security rules and regulations required to solve critical, strategic problems in safety and security.

→ Provides outstanding strategic leadership and firm decision-making during insecure situations, taking into account the interests of beneficiaries, the organisation and staff.
→ Creates a people-oriented organizational culture that maintains low levels of professional stress.



Leadership

→ Cutting-edge knowledge of contextual developments, needs, rights, trends and related challenges in the humanitarian field.

→ Based upon a very clear vision, the ability to detect contextual developments and needs in the field and to sense long-term opportunities and threats while considering their impact for the future. → Ability to critically evaluate and systematically review the organizational culture and functioning.

→ Provides leadership at the highest level taking into account the complex interests of beneficiaries, the organisation and actors in the wider context. → Adapts strategies to fundamentally new situations and carefully leads the change in long-term mission and vision by providing well-defined objectives and obtaining people's support and commitment.



Collaborative relationships

→ Most advanced theoretical and practical expertise concerning the intricacies in (inter)national humanitarian relationships from an interdisciplinary perspective.

→ Ability to link the individual work to the collective mission and to develop strategic coalitions and communication networks in support of that collective mission.

→ Acts by example, by stimulating respect for cultural differences and the value of diversity, by fostering and encouraging collaboration between members of different teams, services and departments, including in complex and difficult situations.



Service to crisis-affected people

→ Interdisciplinary knowledge at the most advanced frontier concerning quality management, quality control processes and methodologies in humanitarian operations.

→ Most advanced and specialised skills and techniques for methodologies in research, quality management and quality control processes in humanitarian action, required to solve critical problems in the innovation of humanitarian operations. → Ability to conceptualise new knowledge, processes and methodologies in order to improve humanitarian action in the long term.

→ Demonstrates and supports substantial innovation and sustained commitment to the development of creative, cutting-edge ideas or processes in humanitarian operations in pursuit of long-term benefits for crisis-affected people.