

LEVEL INDICATORS

KNOWLEDGE THEORETICAL & FACTUAL

SKILLS COGNITIVE & PRACTICAL

RESPONSIBILITY & AUTONOMY

1 *Has basic general knowledge, is able to communicate with team members and completes simple supervised tasks.*

→ Basic, general knowledge useful for the action area.

→ Basic interpersonal, communication and organisational skills to carry out simple tasks.

→ Completes simple tasks. → Works reliably under direct supervision in humanitarian contexts. → Works ethically and is self-disciplined.

2 *Has basic knowledge of the humanitarian sector, basic problem-solving skills and can use these skills under supervision.*

→ Basic knowledge of the humanitarian sector and the needs of crisis-affected people.

→ Ability to use information and resources in order to carry out tasks using simple rules and tools.

→ Works under supervision with some scope for adjusting simple procedures to achieve goals in accordance with the humanitarian principles.

3 *Has basic knowledge of the humanitarian principles and procedures, completes allocated tasks and provides general support in humanitarian action.*

→ Basic knowledge of humanitarian principles and standards. → Knowledge of the purpose and methods used in a humanitarian action area including personal safety guidelines and team procedures.

→ Ability to provide general support for humanitarian work. → Ability to accomplish tasks by selecting and applying safe practice, basic methods, tools, materials and information in crisis response. → Ability to identify personal risks.

→ Takes responsibility for completion of allocated tasks and operates autonomously within that mandate. → Adapts own behaviour to respond to changing circumstances in the field. → Guides other support workers in humanitarian work.

4 *Has up-to-date, general knowledge of the humanitarian action sector and its context, and works in general and technical roles in teams delivering aid in relatively predictable humanitarian contexts. Works safely in stressful situations and recognises potentially dangerous situations.*

→ General, up-to-date knowledge of the humanitarian sector, working principles and standards. → Broad understanding of the political, socio-economic and cultural context of humanitarian response. → Knowledge of security and safety issues and regulations for mitigating risk in humanitarian action.

→ Active listening and communication skills and ability to get messages across clearly. → Ability to identify needs and concerns of crisis-affected people. → 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. → Skills to recognise potentially dangerous situations for personal and team's well-being and select an appropriate coping method.

→ 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. → Supervises routine work of others and acts as a representative for the team. → Works effectively in multicultural environments and develops good working relationships with colleagues and stakeholders. → Works in stressful situations and exercises self-control.

5 *Has specialised expertise of the humanitarian sector and its challenges for performing high-grade technical roles with some managerial duties and is able to organise creative, high impact solutions for common humanitarian aid problems together with relevant stakeholders.*

→ Up-to-date, specialised knowledge of the humanitarian sector, its principles and standards. → Specialised knowledge and understanding of the challenges in humanitarian aid provision, including security issues and risks. → Understanding of the experiences, needs and capacities of crisis-affected people in order to provide high impact solutions. → Theoretical and practical knowledge of team dynamics and effective collaboration in organisations.

→ Ability to communicate clearly while adapting the language to the other party's position, interests and needs. → Ability to structure data into information useful for humanitarian challenges. → Ability to develop creative, high impact solutions to typical humanitarian aid problems and review their effect. → Ability to judge security situations, reassess priority of objectives and adjust procedures to safety needs. → Ability to create and sustain networks with relevant actors and stakeholders.

→ Applies humanitarian principles and standards, and promotes ways of adhering to them in uncertain and unpredictable humanitarian contexts. → Identifies the extent and impact of one's tasks and the need for support without needing intensive supervision. → Coordinates activities with stakeholders to ensure that common objectives are achieved in multicultural environments and unpredictable contexts. → Identifies own and others' stress levels, and detects or asks assistance in detecting their causes.

LEVEL INDICATORS

6 *Has a critical understanding of the humanitarian sector, manages teams in professional management positions, and as a knowledge-based professional takes the responsibility for analysing and innovatively solving complex service problems together with crisis-affected people.*

7 *Has a highly specialised understanding of humanitarian action and its impact and the ability to develop new interdisciplinary knowledge and procedures as a senior professional or expert. As a senior manager, provides tactical and strategic leadership in insecure situations.*

8 *Has the capacity to use a range of high-level strategic approaches to optimising performance of humanitarian action, to design, carry out and use cutting-edge humanitarian research projects and provide top-level leadership in humanitarian action.*

KNOWLEDGE THEORETICAL & FACTUAL

→ Advanced knowledge and critical understanding of humanitarian practice, its principles and standards, guidelines, methods and security policies. → Advanced knowledge and critical understanding of needs of crisis-affected people and humanitarian operations. → Advanced knowledge and critical understanding of the different roles and dynamics in teams and among stakeholders.

→ Highly specialised knowledge and critical understanding of humanitarian concepts, theories and current trends. → Highly specialised knowledge and conceptualised understanding of the needs and rights of crisis-affected people. → Highly specialised interdisciplinary, innovative expertise concerning specific aspects of humanitarian action. → Critical and interdisciplinary understanding of the possible impact of humanitarian action in respect of the interests of different actors.

→ 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. → Cutting-edge knowledge of contextual developments, needs, rights, trends and related challenges in the humanitarian field. → Interdisciplinary knowledge at the most advanced frontier concerning quality management, quality control processes and methodologies in humanitarian operations.

SKILLS COGNITIVE & PRACTICAL

→ Advanced communication skills and capacity to assess key sources and recipients of sensitive information. → Advanced skills to analyse complex problems in an unpredictable context and produce innovative humanitarian solutions. → Ability to link current actions to established humanitarian objectives and prioritise short term and medium term objectives. → Ability to mobilise resources using the skills and capacities of crisis-affected people in own activities.

→ Specialised problem-solving skills using research for developing actions to promote effective responses. → Specialised skills for conceptualising, interpreting and critically analysing data, information and experience in order to develop new interdisciplinary knowledge and procedures for humanitarian action. → A range of coaching and management skills in order to facilitate the acceptance of strategic decisions.

→ Advanced and specialised skills and techniques required to recognise and solve critical and strategic problems, extending and redefining existing knowledge or professional practice. → Ability to critically evaluate and systematically review the organisational culture and functioning. → Ability to link the individual work to the collective mission and to develop strategic coalitions and communication networks in support of that collective mission. → Most advanced and specialised skills and techniques for methodologies in research, quality management and quality control processes in humanitarian action. → Ability to conceptualise new knowledge, processes and methodologies in order to improve humanitarian action in the long term.

RESPONSIBILITY & AUTONOMY

→ Takes responsibility for the assessment of operations in uncertain, complex contexts and manages autonomously the consequences for the application of humanitarian principles and standards. → Promotes effective collaborative relationships among team members and stakeholders in insecure, multicultural, complex contexts. → Prioritises security information based on the context and takes practical steps to reduce the vulnerability of the team and beneficiaries.

→ 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. → Engages and motivates people to work in different levels of decision-making. → Promotes the development of people in order to improve the strategic performance of the group. → Shows firm decision-making during insecure situations on advice by security sources and other stakeholders.

→ Demonstrates and supports substantial innovation and sustained commitment to the long-term benefits for crisis-affected people. → Demonstrates scholarly and professional integrity to further development of the humanitarian principles and standards. → 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.