

## GUIDANCE NOTES

### Introduction

Under the EUHAP project, the HA Professions aims to create a system that will support more effective resourcing of humanitarian posts. This will allow:

- *Humanitarian agencies* to be able to describe the requirements of their posts more effectively;
- *Individuals* to have access to information on what skills and competencies are required in various posts; and
- *Education institutions and training providers* to be able to offer courses that build the competencies required to work in key humanitarian occupations.

In the first phase of the project, analysis was conducted to understand how organisations arrange themselves and the competencies they required for each post. In the second phase of the project, qualifications from a number of organisations were analysed to identify where individuals would be able to build the competencies required in each of these posts.

For the first phase, analysis of over 500 job adverts and 178 job descriptions from 39 organisations was conducted alongside interaction with over 30 humanitarian organisations. This led to the creation of:

- A diagram showing a *typical organisational structure* for a country programme in a humanitarian NGO;
- *Job profiles* for 11 frequently recurring job roles;
- A *framework to demonstrate the mix of competencies* required in each role.

For the second phase, over 1000 qualifications from almost 480 education institutions and training providers were analysed against the role descriptions to develop a mapping against the organisational structure.

These guidance notes give a brief overview of the resources available with information on how to use the resources.

### Project Scope and Limitations

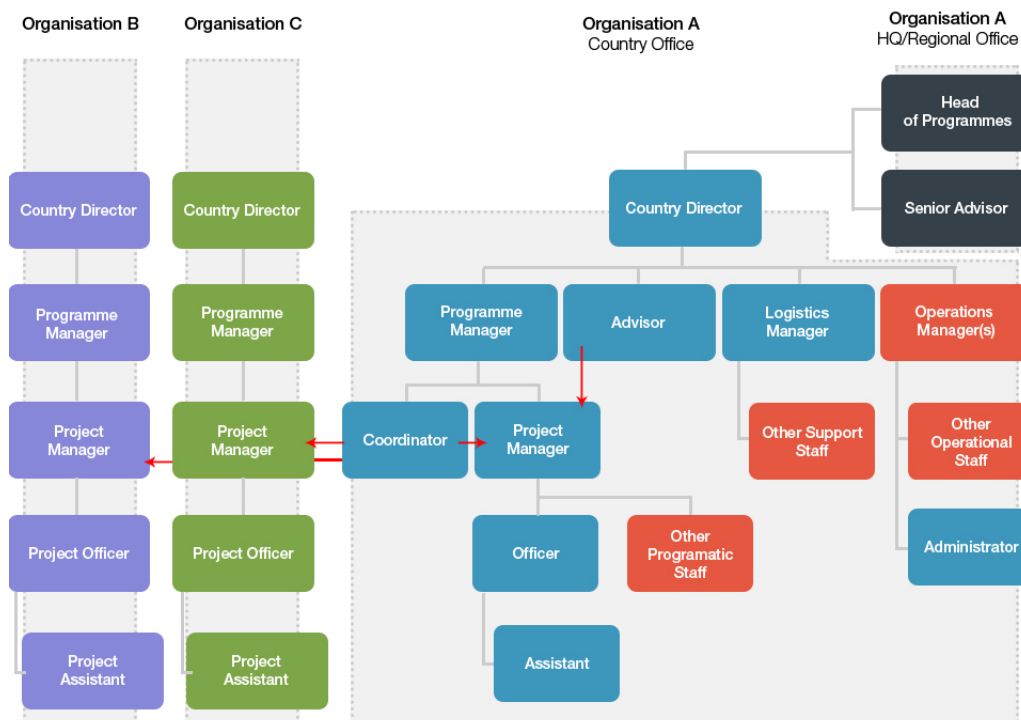
To ensure the project could make a meaningful contribution given the limited resources, the scope of analysis was limited to International NGOs working in the humanitarian sector. The roles that were analysed were also limited with the following types of roles excluded from the full job profile analysis:

- Positions that carry a defined professional status, like teachers and doctors, for which competencies and roles are fully elaborated already;
- Support roles, such as drivers and guards, for which it was practically difficult to access sufficient job descriptions as they are frequently advertised in local languages.

## Organogram

Based on the analysis of organisational structures and job descriptions from 39 organisations, a typical organogram was developed. The organogram is a representation in diagrammatic form of the structure of an organisation used to demonstrate the relationships between positions or jobs within it. The organogram provides a visual representation of the hierarchy in a humanitarian field office.

The intention of the organogram is to be descriptive not prescriptive. While this is a common hierarchical structure, all organisations need to structure their work functions in a manner which is best suited to their circumstances and context.



The organogram may be useful for:

- *Organisations* who wish to analyse, describe or review the hierarchical structure of their country programmes; or
- *Individuals* who want to identify a potential career progression.

## Job Profiles

Based on the analysis of typical roles in the sector, 11 frequently occurring job roles were identified. Although these roles have variations in the role and in job title, sufficient similarities existed to describe patterns of competencies required by these posts.

The job profiles link to the organisations structure which demonstrates how these roles might fit into a typical organisational hierarchy.

The job profiles outline:

- The scope of the role giving an indication of the likely level of seniority and focus of the role;
- Variations of the role title for ease of identification and connected roles showing for example likely line management connections;
- The likely level of the post against the HAQF and a sample of the humanitarian competencies required;
- The functional competency areas required;
- A description of the level of thematic competency that may be required in the post;
- Other requirements that may be expected of the post.

The job profiles are intended for use by humanitarian organisations, individuals and education providers and may support the following:

- *Organisations* can use the resources to adapt their own job descriptions and job titles to improve recruitment of staff by more clearly articulating the range of competencies required in a role;
- *Individuals* can use the job profiles to describe their own skills and experiences more clearly on their CVs and job applications as well as to identify potential career paths and understand how they may need to develop their own competencies to progress along a particular career path;
- *Education providers* can use the resources to ensure that they are offering courses that build competencies that humanitarian organisations require.

The job profiles can be found on the [EUHAP website](#).

## Competency Meta-Framework

To complement the job profiles, HA Professions has designed meta-framework to clearly highlight competencies that are required for a position.

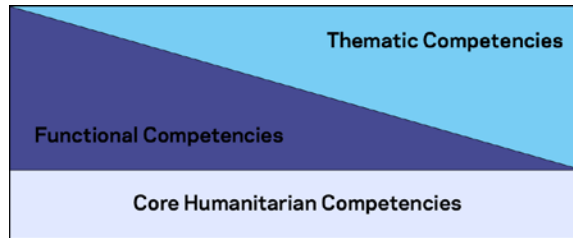
Those working in the humanitarian sector require competencies in three areas: core humanitarian, functional and thematic competencies. Each role in the humanitarian sector requires a mix of competencies from each of these competency groups but this mix will depend on a range of factors including the type of role, the context, the organisation and the nature of the work being undertaken.

The meta-framework shows how these competency sets fit together and can be used to demonstrate the mix of competencies from these groups for each particular role.

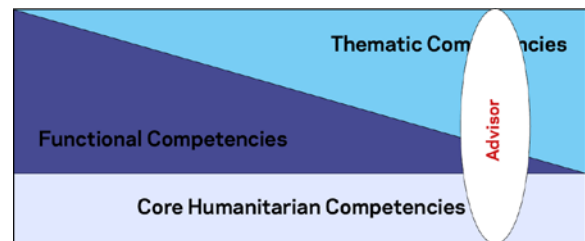
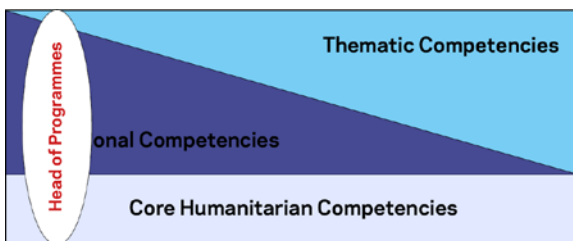
Competencies groups:

- 1. Core Humanitarian competencies** are essential for all posts. These competencies can be found in the Humanitarian Action Qualifications Framework (HAQF) on the EU-HAP website. There are six dimensions within the core humanitarian competencies: Humanitarian commitment; context analysis & reflection; coping & safety; leadership; collaborative relationships; service to crisis-affected people;

- 2. **Functional competencies** are transferable to different work settings<sup>1</sup>, for example project management, budget management, resource management;
- 3. **Thematic competencies** are skills related to an individual’s area of expertise for example, Nutrition or WASH.



Each job profile is linked to the meta-framework to demonstrate the mix of competencies required. For example, Head of Programmes posts do not usually have a technical focus although they may require a basic knowledge of key issues across a range of thematic areas. The balance of competencies is therefore weighted towards functional competencies as below.



By contrast, an advisor post usually has a technical specialism and therefore requires specific thematic competencies related to their area of expertise. The balance of competencies is weighted towards thematic competencies as below.

These diagrams can be useful for:

- *Organisations* in identifying the mix of requirements in their roles and ensuring that all aspects are included in job descriptions to aid recruitment and development of staff;
- *Individuals* who wish to ensure that they build the broad range of competencies they will require in their roles;
- *Education* providers who may wish to indicate which competency areas their courses of learning support.

## Qualifications Mapping

For each of the eleven roles, there is an indication of the level on the HAQF that the post is likely to be operating at and the highest level of qualification required is specified. Over 1000 qualifications have been linked to the EQF levels to demonstrate how they may be applicable to individuals wishing to develop their skills.

<sup>1</sup> M. Able, *Functional Skills, Knowing Your Strengths*, p. 1 <http://www.philau.edu/careerservices/inc/documents/selfAssessmentFunctionalSkills.pdf>