

LEVEL 7

Experts, senior professionals and managers (e.g. second level programme managers, managers of managers) achieve these qualifications:

KNOWLEDGE (Theoretical and factual) :

Outcome of the assimilation of information through learning, body of facts, principles, theories, practices related to a field of work or study

SKILLS (Cognitive and practical) :

The ability to apply knowledge and use know-how to complete tasks and solve problems

RESPONSIBILITY and AUTONOMY

Proven ability to use knowledge, skills and personal, social and/or methodological abilities, in work or study situation and in professional and personal development



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.

INDICATORS

→ Demonstrates an excellent understanding of humanitarian principles, standards and mandates. Can then explain also the opportunities they can provide as well their limits. → Anticipates new trends and identifies opportunities to promote the goals of the humanitarian community. → Advocates for the inclusion of humanitarian principles in existing and relevant structures and processes.

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

INDICATORS

→ Masters enough humanitarian principles and standards to contextualise these dimensions.
→ Grants the organization's integrity in all actions.
→ Takes decisions to transform problems into innovative solutions.

→ 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.

INDICATORS

→ Uses power responsibly, in line with ethics, accountability principles and standards. → Uses and transforms principles and standards as solutions providers, not only as statements. → Masters principles/standards and mandates as well as operation's realities to represent his/her organization in coordination meetings, to explain and argue on the organization's priorities and actions.

A N/A

Experts, senior professionals and managers (e.g. second level programme managers, managers of managers) achieve these qualifications.

Examples if applicable:

Learning (knowledge), skills and competencies gained from prior experiences

Examples knowledge if applicable:

Examples skills if applicable:

Examples competencies if applicable:

Evidence of application of prior learning to current role (that you have gained through your life experiences in your present role and you should note this here)

Evidences:

Evidences:

Evidences:

Potential match with selected elements or units

Self evaluation:

- who has no significant experience in that field
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Actions I need to take



Context analysis and reflection

A N/A

→ Highly specialized 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 specifics aspects of humanitarian action.

INDICATORS

→ Evaluates different options according to several technical methods to determine the pros and cons of each. → Applies understanding of the political and cultural context and underlying causes of the humanitarian crisis. → On the basis of the knowledge, develops strategic analysis integrating the anticipation (verified causes/consequences approaches for example).

→ 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.

INDICATORS

→ Makes use of all available data when conducting analyses, including but not limited to numerical and verbal information. Is able not to get lost into details but goes to the essential and define priorities. → Is able to aggregate datas provided by the different offices of the organization in the context. → Identifies information gaps and seeks further information when necessary, in order to obtain a greater understanding of a problem.

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

INDICATORS

→ Demonstrates an understanding of complex interrelationships in the overall country situation and in the humanitarian system. → Produces a range of workable solutions to problems that meet the demands of the whole situation. → Effectively and quickly presents the key points of an argument, focussing on important rather than trivial elements.

Examples of life experiences

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Actions I need to take



Coping & safety

A N/A

→ 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.

INDICATORS

→ Uses a range of active advocacy approaches.
→ Uses a range of mechanisms and strategies to reduce stress. → Identifies and adopts the most appropriate interpersonal style for different circumstances and has a sympathetic attitude towards the mistakes and defects of other people. Shows respect for organizational, cultural and religious differences, and demonstrates an ability to see issues from the point of view of others.

→ Specialised problem-solving for developing actions to promote the best 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.

INDICATORS

→ Makes propositions to integrate security rules within the overall organization's action policy.
→ Discusses and explains situation and solutions proactively with others. → Transmits and explains the way the organisation manages risk so that personal levels of risk acceptance may also be defined.

→ Show 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.

INDICATORS

→ Negotiates skilfully in difficult situations and settles differences with minimum noise. → Is aware of and understands his/her own negotiation styles and preferences. → Is assertive and decisive, as well as diplomatic. Wins concessions without damaging relationships.

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Actions I need to take



Leadership

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

INDICATORS

→ Addresses underlying complex issues that have the potential to impact the implementation of the vision. → Has a good knowledge where to find the information he/she may need in order to complete his/her credible vision.

A N/A

→ 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.

INDICATORS

→ Takes an active role in developing and articulating a clear and coherent identity for the organization in the context and builds commitment. → Identifies the information needs of a target audience and crafts communications to address the identified needs. → Effectively uses tools and processes to manage change and utilizes change as an opportunity to advance humanitarian goals. → Adapt leadership style to the time frame and changing situation.

→ 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.

INDICATORS

→ Implements policies and procedures to develop the capabilities of the team and individual contributors. → Communicates well the strategy, values and objectives to the team, leading to more effective problem-solving, critical thinking, and decision-making. → Works together with each member of the group to plan, monitor and review its work objectives or goals and his or her overall contribution to the organization.

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Actions I need to take



Collaborative relationships

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

INDICATORS

→ *Establish agreed ways of working at a distance with partners and staff.* → *Use negotiation and conflict resolution skills to support positive outcomes.*
→ *Global vision and multifactorial dimensional integration, complexity management, sense maker.*

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

INDICATORS

→ *Systematically and effectively builds networks of contacts inside the humanitarian system and with appropriate stakeholders in the country of operation.*
→ *Encourages frank dialogue and discussion throughout the humanitarian community while maintaining respectful interactions.* → *Respects and promotes diversity as an asset of the humanitarian community and acknowledges the equality as well as interdependence amongst stakeholders.*

→ 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.

INDICATORS

→ *Promotes participatory spaces and tools to enhance creative thinking.* → *Understands motivations of counterparts, the tactics commonly used in negotiations and the appropriate means to counter them. Fashions creative solutions that satisfy all parties.* → *Encourages buy-in and a sense of shared responsibility by delegating responsibilities as appropriate.*

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Actions I need to take



Service to crisis-affected people

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→ Highly specialised knowledge and conceptualises 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.

INDICATORS

→ Develops strategy with view to improved access, delivery of assistance and protection of affected populations. → Can plan coherent and effective humanitarian answers integrating the various actions that can be foreseen on short, medium, and long terms. → Supports others, facilitates their work, and defends them in order to contribute to the effectiveness of humanitarian action, recognizing others mandates.

→ Specialised problem-solving skills to anticipate explicit and implicit needs of crisis-affected people and to use research for development of 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.

INDICATORS

→ Establish processes through which crisis-affected people can participate in the response and share their expectations and concerns. → Establishes milestones or other metrics for measuring progress against established plans, and monitors progress systematically. → Sustains the integration of the various monitoring frames and targets the data coordination in order to adjust the humanitarian response to the needs.

→ 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. → Look ahead by taking active steps to convert complex problems into opportunities for medium-term improvement and encourages others to be proactive and take initiative.

INDICATORS

→ Produces a range of workable solutions to problems that meet the demands of the whole situation. → Builds the operations within the defined strategic frame, and questions the strategy to the evolving situation if need be. → Uses complex and multi-layered influencing strategies to negotiate access, enable humanitarian assistance, and ensure protection.

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Actions I need to take

For all mentioned categories: from "Advanced knowledge" (level 6) to "highly specialized knowledge" (level 7) From intuitive mode to a capacity to argue based on recognised tools, frames, concepts and theories.

For all mentioned categories: From solving local or specific challenges to more global (national context wise) size.

From "manager" to "coordination" (executive) functions; From local adaptations to context reasoning, towards strategic decision impacting the organizational action more broadly, local (or specific) complex situations to national and specific situations.