



EUROPEAN MEDICINES AGENCY
SCIENCE MEDICINES HEALTH

EMA Competency Framework

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DEFINITIONS

Behavioural competencies

Behavioural competencies articulate the observable abilities associated with soft skills, natural traits and attitudes which enable the qualitative delivery of objectives and goals. They provide the foundation of the competency framework, describing behaviors to be upheld by all staff members.

Technical Competencies

Technical competencies describe the combination of observable technical knowledge, skills, and abilities required to successfully execute the job role. In the context of EMA, technical competencies are categorised as either scientific when relating to medicine and regulatory domains or non-scientific for roles required in other organisational competency areas.

Managerial competencies

Managerial competencies describe abilities required for managerial roles within the Agency.

BEHAVIOURAL COMPETENCIES

Core Competencies

Ethics and Integrity

Definition: The ability to behave and perform own duties in line with the Agency’s values, showing integrity, honesty, impartiality and confidentiality and by acknowledging mistakes.

Effective behaviours	Ineffective behaviours
BASIC	
Maintains high ethical standards in line with Agency’s Code of Conduct, other relevant policies, and guidance, as well as accepted behaviours.	Doesn’t adhere to ethical standards established in the Agency.
Safeguards the mission and scientific integrity of EMA.	Shows no loyalty to the Agency or dedication to its mission.
Is honest even if it is not welcome.	Withholds honest opinions or feedback.
Shares own ethical dilemmas relevant to the Agency, seeking input and help how to handle them.	Does not seek to address or understand own ethical dilemmas through open discussion with others.
Respects confidentiality - knows when and how to use confidential information without abusing the confidence of the source.	Does not respect the confidentiality of information gained through the normal duties at EMA.
Confronts potentially unethical behaviour or behaviour at odds with the organisation’s values. Holds others accountable for supporting EMA’s values.	Avoids confronting unethical behaviours.

Makes objective, transparent and factual decisions.	Does not base decisions on facts and is not transparent about them.
Is trustworthy, reliable and honours commitments made to others.	Unreliable, does not respect commitments made to others.
INTERMEDIATE	
Leads by example and instils the right values in teams.	Does not cascade Agency value into the teams, not recognised as an example by peers and teams.

Team Collaboration

Definition: The ability to work efficiently with colleagues to achieve objectives and realise shared goals through trust building and good communication skills.

Effective behaviours	Ineffective behaviours
BASIC	
Encourages harmony, cooperation and engages in constructive discussions working towards reaching a common goal.	Always seeks to work alone or with a subset of the team; Ignores team decisions or unwilling to share team responsibility.
Recognises the importance of being able to work independently as well as in a team.	Unable to work independently and places too much reliance on the team.
Recognises impact of own behaviour on others and adapts to the team.	Shows limited understanding of own impact on others. Does not adapt to the team.
Supports colleagues when they are under pressure.	Puts individual interests first; uncooperative; does not assist colleagues when they are under pressure.
Respects roles and responsibilities of others.	Has no clear understanding of own and others role in team.
Encourages open and honest communication with others.	Ignores or sees no value in feedback provided to him or her. Is unsupportive of open communication with others.
Shares information and own expertise willingly, contributing to work in other teams (when needed), as well as own.	Keeps information to self, rarely shares.
INTERMEDIATE	
Can identify obstacles and address problems cooperatively as they occur.	Is unaware of or does not act to address issues affecting team functioning.
ADVANCED	

Leverages the strengths of the team and recognizes weaknesses.	Displays little insight about strengths and weaknesses of the team.
Understands, values and incorporates other people's needs. Proactively seeks their contributions and perspectives.	Ignores needs of others within the team and their potential contributions and perspectives.
EXPERT	
Encourages and facilitates cross-Agency work.	Does not advocate and enable cross-Agency work.

Results Orientation

Definition: The ability to identify the necessary steps and take responsibility to achieve results within given constraints (pressures, limited resources or challenging deadlines) and agreed contingencies.

Effective behaviours	Ineffective behaviours
BASIC	
Commits to a course of action and sees it through to completion.	Does not commit to a set course of action and lacks determination to complete the task.
Monitors progress including accuracy and quality of work.	Is unable to monitor progress; delivers inaccurate and low-quality work.
Makes best use of information, resources and technology to deliver added value.	Does not use information, resources and technology to deliver added value.
Sets SMART (specific, measurable, achievable, realistic, time-bound) goals and delivers results accordingly.	Is unable to set SMART goals and to deliver results accordingly.
Is proactive and demonstrates initiative.	Is not proactive and does not demonstrate initiative.
INTERMEDIATE	
Achieves results through and with others.	Does not achieve results through and with others.
Focuses action on key elements leading to the accomplishment of results.	Is unable to identify key elements associated to the accomplishment of an outcome.
Anticipates risks and makes appropriate contingency plans.	Is unable to anticipate risks and to suggest contingency plans.
Looks for innovative ways to improve processes in order to increase quality of outcomes or output levels.	Satisfied with known methods and ways", even if they do not increase quality of outcomes or output levels.
Makes own judgements on the right quality standards and time sensitivity of work.	Lacks judgement to determine right quality standards and time sensitivity of work.
ADVANCED	

Regularly evaluates and measures objectives (ensures regular follow-ups with the staff/team, manages interdependencies).	Fails to evaluate and measure objectives regularly (does not carry out regular follow-ups with the staff/team, does not manage interdependencies).
Translates organisational objectives into concrete outcomes.	Is unable to materialise organisational objectives into concrete outcomes.
Anticipates possible conflicts between goals, requirements and priorities, and discusses expectations and constraints in advance.	Does not foresee conflicts between goals, requirements and priorities, and therefore is unable to discuss expectations and constraints in advance.
Celebrates and recognizes own and team achievements.	Works alone and is unconscious of team contributions to achievements.
EXPERT	
Works beyond boundaries of own organizational entity and in partnership with others to achieve organisational goals.	Works in silos, focusing on own organizational entity and its objectives.
Oversees the development and delivery of work plans and takes responsibility achieving them.	Does not assume responsibility for developing and delivering work plans.

Communication

Definition: The ability to convey information and ideas, and communicate them effectively and concisely, both orally and in writing, with people at all levels, and in variety of situations.

Effective behaviours	Ineffective behaviours
BASIC	
Communicates in a timely manner.	Is unable to judge timeliness of communications.
Invites open and respectful two-way communication; actively listens/pays attention.	Does not invite open and respectful two ways communication; unable to actively listen/pay attention.
Uses the most appropriate channels of communication according to the audience and content.	Is unable to identify the most appropriate channels for effective communication.
Communicates clearly and fluently, in a well-structured manner and providing adequate background, both orally and in writing.	Fails to structure own communication; does not convey clear messages, orally or in writing.
INTERMEDIATE	
Adjusts messages and arguments to the audience and forums.	Is unable to adjust messages and arguments to different audience.
Adjusts the information flow appropriately to accommodate stakeholders.	Is unable to adjust communication approach to different stakeholders.
Anticipates needs of others when preparing communication.	Does not see needs of others when preparing communication.
ADVANCED	

Responds quickly to the needs of an audience and to their reactions and feedback.	Ignores feedback and reactions received from audiences.
Demonstrates confidence, conviction and competence as a presenter.	Lacks confidence, conviction and competence when presenting.

Customer Centricity

Definition: The ability to give priority to customers/stakeholders, whether internal or external, delivering high quality services which meet their needs.

Effective behaviours	Ineffective behaviours
BASIC	
Demonstrates a thorough understanding of customer/stakeholders needs.	Lacks understanding of customer needs.
Delivers appropriate quality services which meet customers' and/or stakeholders' expectations.	Does not deliver appropriate quality services which meet customer needs.
Seeks customer feedback to investigate ways to improve customer experience.	Does not consider customer feedback/perspective.
Anticipates customer problems.	Does not foresee customer problems.
INTERMEDIATE	
Systematically evaluates all decisions and initiatives to maximise customer/stakeholder benefits/value added.	Does not evaluate or rushes into decisions and initiatives without consideration for maximizing customer/stakeholder benefits/value added.
ADVANCED	
Applies customer-centric approach and empathetic approach/methodology to develop customer/stakeholder solutions to improve "their experience".	Does not consider and involve customer feedback/perspective when designing solutions/processes.

Cross-cultural Sensitivity

Definition: The ability to understand and manage the challenges that come with working with others from different cultural identities who may have different patterns of values, beliefs and expectations.

Effective behaviours	Ineffective behaviours
BASIC	
Demonstrates respect and inclusion in the diverse EMA environment.	Is disrespectful and exclusive of the diverse EMA environment.

Acknowledges that other people and organisations do things differently and develops cultural empathy.	Relates selectively to people by showing preference for certain categories/levels.
Creates a fair, open, collaborative and supportive working environment.	Does not facilitate a fair, open, collaborative and supportive working environment.
Addresses all discrimination regardless its grounds.	Accepts discrimination when encountered.
INTERMEDIATE	
Is aware of cultural differences in social and professional norms and effectively modifies or adapts own style and professional practices accordingly.	Shows a lack of consideration for differences and interacts inappropriately.
ADVANCED	
Actively promotes diversity in the Agency (e.g. in working groups, teams and selection processes).	Disregards the benefit of individual differences; promotes clan behaviour.
EXPERT	
Advises and acts as a facilitator on different values, social norms, beliefs and perspectives. Leverages different views in decision-making.	Dismisses different values, social norms, beliefs and perspectives, also in decision-making.
Creates a work environment in which cultural differences are understood and valued as a strength for the Agency.	Does little to champion the benefits of diversity; Believes there's only one best way of doing things.

Continuous learning and self-development

Definition: Personal commitment to self-development by proactively exploring learning and development opportunities to expand skills and expertise to ensure contribution to EMA goals.

Effective behaviours	Ineffective behaviours
BASIC	
Seeks learning and development opportunities, both formal and informal, and applies the newly gained skills.	Not interested in development opportunities, either formal or informal or not able to apply newly acquired skills.
Identifies skills/competencies/knowledge needed for now and future and takes steps to develop oneself.	Not aware of own skills/competencies/knowledge needed to develop.
Accepts and seeks feedback from others; learns from past mistakes.	Does not seek feedback, becomes defensive when receiving feedback and struggles to implement lessons learned.
Creates, consults and reviews own personal development plan.	Does not see value in having a development plan and/or keeping it up to date.

Seeks opportunities to work with others of diverse backgrounds/experience/viewpoints to expand own perspective and get out of comfort zone.	Does not value working with others from diverse backgrounds, resistant to see others' viewpoints.
Is able to self-reflect on own strengths and weaknesses and is able to act upon them.	In unable to identify their own strengths and weaknesses or to take any related follow-up action.
INTERMEDIATE	
Sets personal development targets which focus on behavioural improvements as much as professional/ technical skills.	Focusses only on technical skills, without integrating behavioural competencies.

Other behavioural competencies

Adaptability & Agility

Definition: The ability to work effectively in a variety of situations, remaining flexible and constructive when facing unexpected changes. Ability to assess and proactively prepare for potential impact of changes.

Effective behaviours	Ineffective behaviours
BASIC	
Shows positive attitude to and incorporate into work new methods, procedures, or techniques.	Is resistant to change to new methods, new ideas, new software.
Can cope adequately with unknown situations.	Unable to cope adequately with uncertainties.
Maintains positive outlook and looks for ways to make changes work.	When presented with change is only able to identify its flaws.
Able to revise own views when presented with new information.	Is unable to adapt own views when new information is provided.
Understands the need to adapt to various teams and their cultures, and strives to do so.	Ignorant of various teams and their cultures; pursues own approach.
INTERMEDIATE	
Adapts to change quickly and easily.	Resistant to change.
Evaluates and proposes necessary changes to procedures and policies to respond to new situations.	Reluctant to revise existing policies and procedure when needed and/or to respond to new situations.
Remains flexible within constraints of existing procedures and policies to address requirements.	Is rigid in application of procedures and policies, acts without taking into account changing circumstances and existing requirements.
ADVANCED	
Comfortably handles risk and uncertainty; is responsive in ambiguous situations or moving targets.	Struggles with risk management and uncertainty, cannot respond to ambiguous situation or moving targets.

Fosters understanding and conviction in presenting a case for change that generates buy-in and commitment.	Is not compelling when presenting a case for change.
EXPERT	
Creates a culture of flexibility and responsiveness, mobilising the Agency to respond quickly to changing priorities.	Is rigid in own (work) approach, attached to "old safe ways", therefore exercising a negative influence on others. Not able to see benefits of new ideas for the Agency.

Coping with Pressures & Setbacks

Definition: The ability to cope with challenging or stressful situations and to respond positively and efficiently to challenges in order to be able to deliver work effectively.

Effective behaviours	Ineffective behaviours
BASIC	
Supports colleagues or other teams when required.	Acts on their own, does not support others .
In general, able to balance the demands of a work life and a personal life.	Consistently unable achieve a healthy work-life balance.
Can cope appropriately with unknown situations.	Unable to cope appropriately with uncertainties.
Identifies and flags any challenges to management and team members and seeks support, when required.	Is inclined to solve challenges on their own, and cannot understand when to seek support from management and team.
Accepts constructive criticisms without becoming defensive.	Becomes defensive when receiving constructive criticism.
Strives to maintain a positive and constructive outlook, also in times of pressure and stress.	Consistently fails to maintain a positive outlook.
INTERMEDIATE	
Springs back quickly from professional setbacks i.e. demonstrates resilience.	Allows past setbacks to influence their current performance, i.e. demonstrates resilience.
ADVANCED	
Allows the team and self to decompress and celebrate achievements after periods of sustained pressure.	Does not give a team an opportunity to decompress after periods of sustained pressure. Does not see a need to celebrate achievements and effort.
EXPERT	
Promotes resilience and responsiveness in the organisation by being open and honest about challenges, and the actions required to address unexpected outcomes.	Does not share upcoming workload peaks/challenges to allow others to prepare.

Is able to analyse and identify capacity needed in the long term, to maintain resilience in the future.	Fails to understand future challenges and needs, and identify relevant capacities needed to overcome them in order to maintain resilience within the team.
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Analysing and Problem-solving

Definition: The ability to bring disciplined, logical and step by step reasoning to data and situations, to see cause and effect, to develop options and practical solutions to problems, and to use this to make effective decisions.

Effective behaviours	Ineffective behaviours
BASIC	
Able to draw lessons learned from problems experienced.	Disregards lessons learned as an improvement tool.
Able to propose quick solutions without losing sight of a long-term sustainable result.	Unable to provide solutions. Focuses too much on a long-term solution, losing sight of potential quick fixes. Stops at quick fixes, unable to think of a long-term sustainable solution.
Plans and proposes logical and timely solutions based on factual evidence and experience.	Unable to put facts together to draw logical and timely conclusions.
Consults proposed solutions with others, including stakeholders.	Acts on their own, without seeking consultation of others.
Analyses the issue, and breaks it down into smaller, simplified and more manageable parts in order to solve it.	Is unable to analyse the issue and break it into smaller, more manageable parts.
INTERMEDIATE	
Analyses the situation to identify risks and suggests possible mitigation actions.	Is unable to identify or ignores risks in situations and provide suggestions for mitigation.
Evaluates effectiveness of the implemented solutions, and adjusts them, where needed.	Does not evaluate the effectiveness of the implemented solutions.
ADVANCED	
Demonstrates innovation, creativity and willingness to propose bold solutions.	Is reluctant or resistant to propose bold/out of the box solutions, does not use creative thinking.
Able to perform root-cause analysis to identify the real problem(s).	Is unable to analyse a problem in its entirety to identify root cause(s).

Prioritising and Organising

Definition: The ability to achieve objectives by establishing an appropriate course of action, assessing the time and resources needed, and planning related tasks successfully.

Effective behaviours	Ineffective behaviours
BASIC	
Works in an organised manner, setting own tasks and priorities as required.	Lacks organisation, struggles to set own tasks and priorities.
Assigns realistic timelines and resources needed.	Is unable to plan realistic timelines and assign resources.
Breaks down objectives into smaller milestones.	Is unable to break an objective into smaller milestones.
Monitors progress, adjusts as needed and keeps others appropriately informed.	Does not monitor progress, fails to keep others informed.
INTERMEDIATE	
Plans ahead and accounts for contingencies.	Is unable to plan ahead and identify contingencies.
Prioritises effectively when faced with limited resources or time pressure.	Is unable to prioritise when faced limited resources and time pressure.
Proactively spots when priorities may need to change.	Is reactive to changing priorities.
ADVANCED	
Is able to prioritise the work of others and delegate own work on others when leading an activity.	Is not able to prioritise work of others or is not able to delegate own work when leading an activity.
EXPERT	
Is able to determine and focus the work on value-adding activities.	Does not identify value-adding activities, and/or focuses on low value ones.

Influencing and Persuading

Definition: The ability to convince others in an honest, respectful and sensitive manner in order to persuade them to concur with one's objectives.

Effective behaviours	Ineffective behaviours
BASIC	
Is aware of the counterparts' degree of understanding of presented arguments.	Progresses with own argumentation despite lack of understanding of their audience.
Relates honestly to others and expresses feelings openly in order to build trust and confidence in own arguments.	Cannot relate to people to get their trust and confidence for own arguments.
INTERMEDIATE	

Presents effective logical arguments and uses personal experience and style to gain acceptance, agreement or commitment to an idea or plan.	Is not able to relate to the audience and get commitment to an idea of a plan; uses the same style with various audiences.
Adapts arguments to others' needs/interests to have specific impact or effect on others.	Uses same arguments regardless the needs/interests of others.
Considers others' opinions/views and takes them into account in own communication.	Disregards others' opinions in own communication.
Anticipates and prepares for the potential arguments brought by others to respond effectively.	Does not prepare and cannot anticipate potential arguments of their interlocutor.
ADVANCED	
Understands others' complex or underlying needs, motivation, emotions or concerns and adjusts communication/arguments effectively.	Fails to understand others' needs, motivations or emotions, and does not adjust communication/arguments.
Facilitates dialogue during meetings to lead groups towards conclusions.	Is unable to foster dialogue during meetings; Cannot lead groups towards conclusions;
EXPERT	
Influences changing regulations and guidance.	Is unable to influence changing regulations and guidance.

Developing and Applying Innovative Practices

Definition: The ability to develop and apply new ideas, approaches, products, designs and emerging technology to further drive EMA's strategy, considering Agency's context.

Effective behaviours	Ineffective behaviours
BASIC	
Willingly applies new or improved ideas to processes, methods and systems in their environment and makes them work.	Is reluctant to apply new or improved ideas to processes, methods and systems.
Understands the difference between a good idea that leads to innovation and a bad idea that should be abandoned.	Insists on bad ideas to be carried forward.
Is not afraid to fail when innovating, and to leverage that failure into a learning tool for success.	Afraid to fail when innovating. Does not leverage failure into a learning tool.
INTERMEDIATE	
Influences others to accept innovative ideas and make them happen.	Does not advocate for innovative ideas, and get buy-in.
Drives innovation by thinking outside the boundaries or the apparent limitations of situations.	Does not dedicate time and effort to thinking outside the boundaries or the apparent limitations.

ADVANCED	
Applies the most suitable emerging technologies (e.g., AI, machine learning, robotics) to automate and digitalise processes, lead to increased efficiencies, improved quality or cost reduction.	Does not consider emerging technologies to automate and digitalise processes.
Promotes and advocates innovative thinking and the circulation of ideas and information within own team and across departments.	Is satisfied with status quo and thereby does not value innovative thinking across the organisation.
Fosters development and research projects within the Agency.	Does not support development and research projects within the Agency.
EXPERT	
Develops and maintains a systematic horizon-scanning capability to identify scientific and technological trends that will impact the regulatory system.	Unable to perform systematic horizon-scanning to identify scientific and technological trends that will impact the regulatory system.
Promotes and advocates the development of emerging technologies to drive EMA's strategy (e.g., AI, machine learning, robotics).	Is reticent to develop emerging technologies (e.g., AI, machine learning, robotics).

TECHNICAL COMPETENCIES

Generic

Applied Knowledge Management

Definition: The ability to systematically manage subject matter knowledge to create value for the organisation and stakeholders by capturing, sharing, developing and exploiting knowledge to improve performance, support decision making and mitigate risks.

Effective behaviours	Ineffective behaviours
BASIC	
Demonstrates the ability to find and apply the relevant knowledge needed to complete a task.	Cannot identify different sources of relevant knowledge and apply them.
Is responsible for retaining and sharing the knowledge and information they create at the appropriate organizational level.	Withholds information and knowledge they create or does not share it appropriately.
Builds new knowledge and gives up obsolete knowledge.	Does not seek or value new knowledge.
INTERMEDIATE	

Is responsible for managing the knowledge and information they create.	Does not manage information and knowledge they create.
Demonstrates judgement in assessing available knowledge and selecting the best way to use it.	Is unable to use appropriate judgement in assessing the knowledge available.
ADVANCED	
Promotes access to informal, tacit knowledge as well as formal, documented, explicit knowledge by facilitating internal and external collaboration and communications.	Denies access to informal, tacit knowledge as well as formal, documented, explicit knowledge by hindering internal and external collaboration and communications.
Assesses and ensures that knowledge and information fit and support the organisation's strategic priorities.	Is unable to recognise what knowledge and information fit and support the organisation's strategic priorities.
EXPERT	
Contributes and/or leads knowledge synthesis.	Does not lead knowledge synthesis.

Understanding business context

Definition: The ability to understand and apply to own work Agency's business context.

Effective behaviours	Ineffective behaviours
BASIC	
Knows the terminologies that are used within the Agency and own area responsibility.	Does not know the terminologies that are used within the Agency and own area responsibility.
Understands how own actions and decisions impact the Agency.	Lacks in understanding how own actions and decisions impact the Agency.
INTERMEDIATE	
Understands the role and interrelationships of the Agency's organisational entities, including how each one adds value to the Agency.	Lacks in understanding the role and interrelations of the Agency's organisational entities.
Understands the interplay within the broader regulatory, scientific and political environment (the public health mission of EMA) in which the Agency operates: European Commission, stakeholders, the network of national competent authorities.	Lacks in understanding the interplay within the broader regulatory, scientific and political environment in which the Agency operates.
Keeps up to date with the current environmental changes and trends, and leading practices relevant to area of work.	Does not keep abreast of the environmental changes and trends and leading practices relevant to area of work.
ADVANCED	

Has a comprehensive understanding of the Agency's activities, values, good public administration principles and strategic priorities.	Has an incomplete understanding of the Agency's activities, values, good public administration principles and strategic priorities.
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Managing change and transition

Definition: The ability to understand and manage any type of change to adapt to new external and/or internal requirements or trends (such as EU policy or technological development, scientific development and societal needs) and translate them into the activities of the Agency.

Effective behaviours	Ineffective behaviours
BASIC	
Able to seek out, identify and support the need for change.	Satisfied with status quo, even when change is necessary.
Demonstrates openness and responsiveness to needs for change for the benefit of the Agency.	Is not interested/responsive to change, even if for the benefit of the Agency.
INTERMEDIATE	
Makes efficient use of change management tools and methods to support people through change.	Does not make enough use of change management tools and methods.
Determines and defines strategy and plans for the impact of changes on the organisation, as well as on affected stakeholders, and collaborates to address those.	Does not consider the impact on the organisation and on affected stakeholders when introducing change.
Seeks to achieve clarity amongst people affecting and affected by the change/transformation on the why, what, who, when and how.	Does not seek clarity amongst people affecting and affected by the change/transformation on the why, what, who, when and how.
Listens to, understands and acknowledges stakeholders going through changes.	Does not listen and/or understand and acknowledge stakeholders going through changes.
ADVANCED	
Encourages a culture that is open and responsive to change for the benefit of the Agency.	Is complacent with the current state of play.
Supports the change across all hierarchical levels.	Does not follow up on changes proposed at lower hierarchical levels.
Ensures the change is sustained and further developed.	Does not make sure that the change is embedded.
Provides the right conditions and resources for staff to embrace change and transformation.	Fails to provide the right conditions and resources for staff to embrace change and transformation.
Shifts strategy or approach in response to changing needs, unexpected situations (internal and external), feedback and/or changes to an established plan.	Is unable to apply different approaches when evaluating diverse strategies. Does not change own strategies and approach to address changing needs or plans, unexpected situations, or feedback.

Continuous Improvement

Definition: The ability to continuously improve or rethink all elements of the organisation - processes, services, tools and systems based on data and evidence, considering Agency's context.

Effective behaviours	Ineffective behaviours
BASIC	
Proactively asks for feedback from stakeholders to improve or rethink the processes, services and systems.	Does not consider the feedback received. Does not seek feedback to improve or rethink the processes, services and systems.
Proactively offers feedback on ways to improve processes.	Does not provide feedback.
INTERMEDIATE	
Continuously measures performance of processes, services and systems with the aim of introducing improvements, including lessons learned.	Does not measure performance of processes, services and systems. Does not introduce improvements based on measurements.
Introduces and uses innovative tools and solutions to improve or rethink processes, services and systems, in consultation with stakeholders.	Does not leverage on innovative solutions and tools to improve or rethink processes, services and systems. Does not take into account stakeholders when introducing innovative tools and solutions.
Prioritises improvements that bring most value.	Tries to implement all improvements without prioritising.
Identifies and overcomes obstacles to achieve an improvement.	Presses for improvements without consideration for obstacles.
Structurally works to eliminate waste in processes, identifies root causes of issues and proposes countermeasures.	Does not work toward the elimination of waste in processes, the identification of root causes and do not propose countermeasures.
ADVANCED	
Encourages self and others to search for ways that improve organisational performance.	Gives little encouragement to others seeking to continuously improve processes, services and systems.
EXPERT	
Advises and mentors others on creating and implementing improvement plans to act on evolving market conditions and emerging technologies.	Does not capitalise on evolving market conditions and emerging technologies to advise and mentor others to plan for improvements.

Scientific

Regulatory frameworks & strategy

Definition: Knowledge of EU and international regulatory framework and external environments, and the ability to apply these to regulatory solutions throughout the product lifecycle.

Effective behaviours	Ineffective behaviours
BASIC	
Has general knowledge of the EU and international pharmaceutical regulations and procedures underpinning the development, evaluation and surveillance of medicinal products for human & veterinary use.	Is not aware of or does not know what are the EU and international pharmaceutical regulations and procedures that are the base of the development, evaluation and surveillance of medicinal products for human & veterinary use.
Assists in the development of regulatory procedures and SOPs/WINs.	Is unable to provide assistance correctly in developing regulatory procedures and SOPs/WINs.
INTERMEDIATE	
Identifies the need for and manages the development and execution of new regulatory procedures and SOPs/WINs.	Is unable to proactively identify the need for development and execution of new regulatory procedures and SOPs/WINs. Identifies the need for those but cannot manage their development and execution.
Has knowledge of requirements and options available to applicants for the development of regulatory strategies within their own area of expertise.	Is not aware of or does not know what the requirements and options are available to applicants for the development of regulatory strategies within their own area of expertise.
Coordinate the provision of robust guidance for product development and planning throughout the product lifecycle to internal and external stakeholder by interpreting and applying EU pharmaceutical regulations and procedures.	Cannot coordinate the provision of robust guidance for product development and planning throughout the product lifecycle to internal and external stakeholders due to a wrong interpretation and application of the EU pharmaceutical regulations and procedures.
Contributes to the regulatory quality of scientific and regulatory output documents including, SmPC/PL/labelling.	Does not have knowledge or understanding as to be able to contribute (or does not contribute) to the regulatory quality of scientific and regulatory output documents (product labelling (SmPC/PL/package)).
Supports Scientific committees and other groups in providing sound and consistent scientific and regulatory opinions.	Provides incorrect or inconsistent scientific and regulatory opinions to committees and other groups.
ADVANCED	
Leads discussions on complex issues throughout the product lifecycle.	Does not take leadership in discussions on complex issues throughout the product lifecycle.

Anticipates regulatory obstacles and emerging issues throughout the product lifecycle, raises awareness and develops solutions.	Is unable to identify possible obstacles and emerging issues throughout the product lifecycle. Or is able to identify those but does not raise awareness nor identifies and develops possible solutions.
Has understanding of the international environment and its impact on EU submissions and regulatory procedures.	Has no understanding of the international environment and its impact on EU submissions and regulatory procedures.
Ensures cross committee/WP and Agency coordination for the same medicinal product, product classes or on scientific matters of shared interest.	Does not consider committee/WP coordination for the same medicinal product, product classes or on scientific matters of shared interest.
Advises based on experience, new developments and other relevant areas/disciplines (e.g. new regulation, court rulings) on how to apply regulation and policies within their own area of expertise.	Does not consider own experience, new developments and other relevant areas/disciplines (e.g. new regulation, court rulings) on how to apply regulation and policies as a base of their advices within their own area of expertise.
Coordinates the provision of robust regulatory and procedural guidance and policy development to internal and external stakeholders.	Is not able to coordinate a robust provision of regulatory and procedural guidance and policy development to internal and external stakeholders.
EXPERT	
Has regulatory expertise to influence changing regulations and guidance.	Is not able to influence changing regulations and guidance with their regulatory experience.
Leads the implementation of new legislation in collaboration with other relevant business areas.	Is unable to or does not take leadership in the implementation of new legislation in collaboration with other relevant business areas.
Assures that the work plans of committees and expert groups are aligned with strategic objectives and monitors work plan implementation.	Does not consider and/or does not make sure that the work plans of committees and expert groups are aligned with strategic objectives and monitors work plan implementation.
Initiates and oversees guideline and policy development.	Does not Initiate and oversee guideline and policy development.

Scientific evidence management

Definition: The ability to support applicants in the generation and management of robust and relevant scientific evidence within variety of expert areas.

Effective behaviours	Ineffective behaviours
BASIC	
Understands the research and development of medicinal products and related regulations.	Is not aware or does not have sufficient understanding of the research and development of medicinal products and related regulations.
Demonstrates basic understanding of scientific research methods, study designs and the different sources of data.	Is not aware or does not have sufficient understanding of scientific research methods, study designs and the different sources of data.

Understands the purpose, concept and topic of a study, and has the ability to set relevant research questions.	Is not aware or does not have sufficient understanding of the purpose, concept and topic of a study, and has the ability to set relevant research questions.
INTERMEDIATE	
Identifies and explains the elements that support the principles and processes of designing a research study.	Cannot identify or is unable to explain the elements that support the principles and processes of designing a research study.
Is able to analyse quantitative and qualitative data related to a research question.	Is not able to properly analyse quantitative and qualitative data related to a research question.
Evaluates the design, conduct and documentation of clinical studies as required for compliance with best practice scientific/research guidelines.	Is not able to evaluate the design, conduct and documentation of clinical studies to the standard of compliance with best practice research guidelines.
Is able to evaluate preclinical and clinical research methods, study designs and the different sources of data (primary and/or secondary).	Does not have sufficient knowledge as to be able to evaluate preclinical and clinical research methods, study designs and the different sources of data (primary and/or secondary).
Coordinates the support to prospective applicants and medicines developers for the provision of scientific (evidence).	Cannot coordinate the support to prospective applicants and medicines developers for the provision of scientific (evidence).
ADVANCED	
Has advanced knowledge of scientific evidence by publications and/or presentations on methods to generate and/or evaluate scientific evidence.	Does not demonstrate advanced knowledge.
Identifies trends and anomalies within the pharmaceutical development programme.	Is unable to identify trends and anomalies within the pharmaceutical development programme.
Is able to identify issues early in the development or research phase that could impact regulatory strategy.	Is unable to identify issues early in the development or research phase that could impact regulatory strategy.

Biostatistics

Definition: The ability to apply data analytics to the scientific healthcare domain through the understanding of clinical trial data design, drug utilisation data or adverse drug reaction data and use of biostatistical methods in the assessment of medicines.

Effective behaviours	Ineffective behaviours
BASIC	
Is able to formulate research questions that can be tested and selects valid, statistical methods.	Formulates research questions that are not possible to be tested or does not select valid, statistical methods.
Understands the fundamentals of clinical trials design and analysis.	Does not have an understanding of the fundamentals of clinical trials design and analysis.

Has knowledge of programming for medical statistics (e.g., SAS, R or STATA).	Does not have knowledge of programming for medical statistics (e.g., SAS, R or STATA).
INTERMEDIATE	
Applies the knowledge of statistical methods trial designs to advise appropriately on the design of clinical trials or observational studies.	Gives inappropriate advice on the design or analysis of clinical trials or observational studies.
Contributes to the design of different kinds of pharmacoepidemiologic studies.	Does not have knowledge or understanding as to be able to contribute (or does not contribute) to the design of different kinds of pharmacoepidemiologic studies.
Is able to provide support or advice to scientific committees and groups of experts, or external stakeholders, in the area of biostatistics and methodology.	Does not have enough knowledge and experience in the area of biostatistics and methodology as to be able to provide support or advice to scientific committees and groups of experts, or external stakeholders.
Can interpret biostatistical analyses and understands the conditions and limitations of valid statistical interpretations in health sciences.	Is not able to interpret biostatistical analyses properly or to understand the conditions and limitations of valid statistical interpretations in health sciences.
ADVANCED	
Is able to manage, transform and analyse individual patient data with statistical software like SAS, R or STATA.	Is not able to manage, transform and analyse individual patient data with statistical software like SAS, R or STATA.
Understands the fundamentals of related fields, like pharmacoepidemiology.	Does not have an understanding of fundamentals of related fields, like pharmacoepidemiology.
Is able to interpret complicated and complex biostatistical analyses and trial designs and understands and takes into account the context of regulatory requirements and standards for the specific situation.	Is not able to interpret complicated or complex analyses and designs, or does not take the regulatory context and standards for the specific situation into account.
EXPERT	
Presents an agreed Agency and network view externally, even if different from own, across all areas of biostatistics and epidemiology.	Is unable to present agreed positions or speak outside of personal domain expertise.
Provides support or advice to scientific committees and groups of experts, or external stakeholders, in high volume and at short notice in the most complicated and complex areas of biostatistics and methodology.	Is able to provide support or advice to scientific committees and groups of experts, or external stakeholders, in high volume or at short notice but not in the most complicated or complex areas of biostatistics and methodology.
Represents the Agency or wider network in key scientific roles in external collaborations, acting as a recognised EU-wide expert.	Is unable to represent the Agency or wider network in key scientific roles in external collaborations, acting as a recognised EU-wide expert.
Is able to interpret the most complicated or complex biostatistical analyses and trial designs taking into account the regulatory context and	Is not able to interpret the most complex analyses and designs or does not recognise the need for or leads the development of new standards.

recognises the need for and leads the development of standards.	
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Pharmacoepidemiology

Definition: The ability to plan, conduct or analyse pharmacoepidemiologic studies using real world data through the lifecycle of products yet to be authorised or already on the EU market.

Effective behaviours	Ineffective behaviours
BASIC	
Understands the fundamentals of pharmacoepidemiologic studies and analysis.	Does not have a clear understanding of the fundamentals of pharmacoepidemiologic studies and analysis.
Contributes to ENCePP's activities.	Does not have knowledge or understanding as to be able to contribute (or does not contribute) to contribute to ENCePP's activities.
Has knowledge of the analysis electronic health care or claims data.	Does not have knowledge of the analysis electronic health care or claims data.
INTERMEDIATE	
Can design and analyse different kinds of pharmacoepidemiologic studies.	Cannot design and analyse different kinds of pharmacoepidemiologic studies.
Contributes to ENCePP's activities and further development of the network.	Does not have knowledge or understanding as to be able to contribute (or does not contribute) to ENCePP's activities and further development of the network.
Is proficient in the analysis of electronic health care or claims data.	Is not proficient in analysing electronic health care or claims data.
ADVANCED	
Leads on the design of pharmacoepidemiologic studies on the safety and efficacy of medicinal products.	Is unable to or does not take leadership on the design of pharmacoepidemiologic studies on the safety and efficacy of medicinal products.
Is able to manage, transform and analyse electronic health care or claims data.	Can analyse, but is not able to manage, transform and analyse electronic health care or claims data.
Contributes to the development of patient registries.	Does not have knowledge or understanding as to be able to contribute (or does not contribute) to contribute to the development of patient registries.
EXPERT	
Leads on the development of new methodologies in pharmacoepidemiology, including the practical implementation of new methods.	Is unable to or does not take leadership on the development of new methodologies in pharmacoepidemiology, including the practical implementation of new methods.

Leads the development of patient registries.	Is unable to or does not take leadership on the development of patient registries.
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Scientific communication

Definition: The ability to interpret complex scientific information and communicate effectively the key points in writing and verbally, taking into consideration the targeted audience and the most appropriate communication channels.

Effective behaviours	Ineffective behaviours
BASIC	
Has knowledge of medical writing.	Does not have knowledge of medical writing.
Adapts the communication style to the different audiences of EMA.	Is not able to adapt the communication style to the different audiences of EMA.
Communicates complex scientific ideas clearly and concisely in writing, using lay language when relevant.	Cannot communicate scientific, complex ideas in a clear and concise manner in writing, using lay language when relevant.
INTERMEDIATE	
Conveys critical nuances to facilitate complete understanding of the material.	Cannot convey critical nuances of the written material, and therefore does not facilitate its complete understanding.
Is able to extract key information relevant to the targeted audience from scientific documents and summarise them.	Is unable to extract key information relevant to the targeted audience from scientific documents and summarise them.
Is proficient in medical writing.	Does not have proficient level in medical writing.
Has good writing skills, is able to copy, edit, proofread, and enhance any type of scientific communications.	Does not have good writing skills, is unable to copy, edit, proofread, and enhance any type of scientific communications.
ADVANCED	
Writes or peer-reviews scientific publications with EMA authorship.	Does not have the knowledge or capacity as to be able to write or peer-review scientific publications with EMA authorship.

Scientific product lifecycle and procedure management

Definition: The ability to manage scientific procedures throughout the medicinal product lifecycle by providing deep knowledge, guidance and expert advice to EMA stakeholders.

Effective behaviours	Ineffective behaviours
BASIC	

Contributes to the management of regulatory and scientific aspects of procedures in accordance with the legal and regulatory framework.	Does not have knowledge or understanding as to be able to contribute (or does not contribute) to the management of regulatory and scientific aspects of procedures in accordance with the legal and regulatory framework.
Understands the regulatory human/veterinary medicines development process and the roles and responsibilities of EMA throughout the review process.	Does not have an understanding of the regulatory Human/Veterinary Medicines Development Process and the roles and responsibilities of EMA throughout the review process.
Coordinates regulatory and scientific aspects of procedures of similar products.	Cannot identify scientific aspects of procedures of similar products and coordinate them regulatorily.
INTERMEDIATE	
Contributes to the development and implementation of guidance on medicines regulation.	Does not have knowledge or understanding as to be able to contribute (or does not contribute) to the development and implementation of guidance on medicines regulation.
Manages regulatory and scientific aspects of procedures in accordance with the legal and regulatory framework.	Can contribute to but not manage regulatory and scientific aspects of procedures in accordance with the legal and regulatory framework.
Coordinates inspections as requested by scientific committees and collaborates with stakeholders on best practice standards.	Does not coordinate Inspections as requested by scientific committees and collaborates with stakeholders on best practice standards.
Coordinates post authorisation GMP/quality issues including related shortages.	Does not coordinate post authorisation GMP/quality issues including related shortages.
ADVANCED	
Develops and implements guidance on medicines regulation.	Cannot develop or implement guidance on medicines regulation.
Implements protocol agreements between International organisations / EU Agencies in the domain of medicines regulation – product lifecycle (ISP).	Cannot or does not successfully implement protocol agreements between International organisations / EU Agencies in the domain of medicines regulation - product lifecycle (ISP).
Has a holistic view and understanding of the product lifecycle to provide optimal support and advice.	Does not have a holistic view and understanding of the product lifecycle to provide optimal support and advice.
EXPERT	
Leads the development and implementation of guidance on medicines regulation.	Is unable to or does not take leadership on the development and implementation of guidance on medicines regulation.

Pharmacovigilance

Definition: The ability to monitor the safety of medicines and evaluation of the impact of regulatory interventions for a quality-assured EU-wide pharmacovigilance system.

Effective behaviours	Ineffective behaviours
BASIC	
Has understanding of the end-to-end risk/benefit assessment and risk management during the whole product life-cycle.	Does not have a clear understanding of the end-to-end risk/benefit assessment and risk management during the whole product life-cycle.
Has understanding of drug safety sciences (e.g. pharmacoepidemiology, pharmacogenomics).	Does not have a clear understanding of drug safety sciences (e.g. pharmacoepidemiology, pharmacogenomics).
Has understanding of risk/ benefit analysis and components (periodic safety update reports).	Does not have a clear understanding of risk/ benefit analysis and components (periodic safety update reports).
Has understanding of signal detection functions.	Does not have a clear understanding of signal detection functions.
Has understanding of the planning and interpretation of post-authorisation safety studies.	Does not have a clear understanding of the planning and interpretation of post-authorisation safety studies.
Has understanding of MedDRA/VedDRA coding dictionary.	Does not have a clear understanding of of MedDRA/VedDRA coding dictionary.
Contributes to communications about pharmacovigilance matters to patient organisations, healthcare professionals and the public.	Is unable to contribute to communications about pharmacovigilance matters to patient organisations, healthcare professionals and the public.
Has understanding of safety data analysis including individual case safety reports (EudraVigilance data).	Does not have a clear understanding of safety data analysis including individual case safety reports (EudraVigilance data).
INTERMEDIATE	
Applies the basic drug safety sciences (e.g. pharmacoepidemiology, pharmacogenomics) to the evaluation of the safety of medicinal products.	Is not able to apply the basic drug safety sciences (e.g. pharmacoepidemiology, pharmacogenomics) to the evaluation of the safety of medicinal products.
Applies risk/ benefit analysis and practical application.	Has an understanding in risk/ benefit analysis and practical application, but is not proficient in it.
Contributes to the evaluation of risk minimisation measures and risk management plans (RMPs).	Does not have knowledge or understanding as to be able to contribute (or does not contribute) to the evaluation of risk minimisation measures and risk management plans (RMPs).
Manages pharmacovigilance training.	Is unable to manage PhV training.
Applies knowledge of signal detection functions, including regular review of adverse event listings and data mining.	Has an understanding in signal detection functions, including regular review of adverse event listings and data mining, but is not able to apply it and is not proficient in it.
Understands safety data analysis including individual case safety reports (EudraVigilance data).	Does not understand safety data analysis including individual case safety reports (EudraVigilance data) but is not proficient in it.

Contributes to the planning and interpretation of safety studies.	Does not have knowledge or understanding as to be able to contribute (or does not contribute) to the planning and interpretation of safety studies.
ADVANCED	
Contributes to the evaluation of the scientific evidence-base for the safety of medicines.	Does not have knowledge or understanding as to be able to contribute (or does not contribute) to the evaluation of the scientific evidence-base for the safety of medicines.
Is proficient in communicating about pharmacovigilance matters to patient organisations, healthcare professionals and the public.	Not able to communicate about pharmacovigilance matters to patient organisations, healthcare professionals and the public.
Is proficient in the planning and interpretation of safety studies.	Has an understanding of the planning and interpretation of safety studies, but is not proficient in it.
Contribute to the evaluation by proposing of RMMs and RMPs, by proposing new or alternative measures while critically evaluating the proposed measures.	Is not able to contribute to the evaluation by proposing of RMMs and RMPs, by proposing new or alternative measures while critically evaluating the proposed measures.
EXPERT	
Leads the building of scientific evidence based on medicines safety.	Is unable to or does not take leadership on building the scientific evidence based of medicines safety.

Pharmaceutical quality

Definition: The ability to provide scientific input, oversight and management of the quality aspects of human and veterinary medicines throughout their lifecycle.

Effective behaviours	Ineffective behaviours
BASIC	
Has understanding of the quality aspects of chemically synthesised or biological / biotechnology and advanced therapy medicinal products.	Does not have a clear understanding of the quality aspects of chemically synthesised or biological / biotechnology and advanced therapy medicinal products.
Contributes to high-quality summaries of product characteristics (SmPCs) from a quality perspective.	Does not have knowledge or understanding as to be able to contribute (or does not contribute).
INTERMEDIATE	
Provides regulatory, scientific and technical support for the assessment of the quality aspects of chemically synthesised or biological / biotechnology and advanced therapy medicinal products.	Cannot provide regulatory, scientific and technical support for the assessment of the quality aspects of chemically synthesised or biological / biotechnology and advanced therapy medicinal products.

ADVANCED	
Coordinates the quality aspects of the assessment reports.	Cannot identify quality aspects in the assessment reports of similar medicinal as to coordinate them regulatorily.
Is able to provide in depth pharmaceutical quality expertise across a wide range of quality related technical aspects and products and on high-risk products.	Cannot provide in depth pharmaceutical quality expertise across a wide range of quality related technical aspects and products and on high-risk products.
Ensures consistency in the quality assessment between products.	Cannot ensures consistency in the quality assessment between products.

Shortage management & availability

Definition: The ability to monitor and manage shortages and availability issues of medicinal products and medical devices with the aim of preventing the shortage or mitigate its impact.

Effective behaviours	Ineffective behaviours
BASIC	
Has understanding of the root causes of shortages and possible remedial actions.	Does not have a clear understanding of the root causes of shortages and possible remedial actions.
Has understanding of the EU framework and initiatives addressing availability of medicines/medical devices.	Does not have a clear understanding of the EU framework and initiatives addressing availability of medicines/medical devices.
INTERMEDIATE	
Provides scientific and technical support for the case management of shortages.	Cannot provide scientific and technical support for the case management of shortages.
Provides support to the demand forecast for medicines and medical devices undertaken by NCAs, and the matching of the aggregated demand data with supply capacity provided by companies.	Is unable to provide support to NCAs on the forecast of demand data, aggregate demand data and match it with supply capacity from companies.
Provides support to the coordination of activities and input for strategic initiatives in area of availability and shortages.	Is unable to provide support to the coordination of activities and input for strategic initiatives in area of availability and shortages.
ADVANCED	
Coordinates the demand forecast for medicines and medical devices undertaken by NCAs, and the matching of the aggregated demand data with supply capacity provided by companies.	Is not able to coordinate the demand forecast for medicines and medical devices undertaken by NCAs, and the matching of the aggregated demand data with supply capacity provided by companies.
Coordinates the activities and provides input for strategic initiatives in area of availability and shortages.	Is not able to coordinate the activities and to provide input for strategic initiatives in area of availability and shortages.
Is able to identify potential major events.	Does not have knowledge or understanding as to be able to identify potential major events.

EXPERT	
Leads the development and implementation of guidance in the area of availability and shortages.	Is unable to or does not take leadership in the development and implementation of guidance in the area of availability and shortages.

Non-scientific

Administrative excellence

Definition: The ability to provide administrative support crucial to the functioning of the Agency and its processes.

Effective behaviours	Ineffective behaviours
BASIC	
Applies policies, processes and procedures applicable to own role.	Unable to apply policies, processes and procedures applicable to own role.
Ensures accurate database maintenance.	Unable to ensure accurate database maintenance.
Makes proper use of basic technology and tools available to perform administrative tasks.	Does not make proper use of basic technology and tools available to perform administrative tasks.
Ensures appropriate document and record management.	Does not ensure appropriate document and record management.
INTERMEDIATE	
Interprets policies, processes and procedures, mainly applicable to own role.	Unable to interpret policies, processes and procedures, mainly applicable to own role.
Utilises known methodologies to provide administrative support to programmes and projects.	Does not utilize known methodologies to provide administrative support to programmes and projects.
Can report data, as relevant to own role.	Cannot report data, as relevant to own role.
ADVANCED	
Develops processes and procedures to support admin tasks within own area of work.	Unable to develop processes and procedures to support admin tasks within own area of work.
Can analyse the data, as relevant to own role.	Cannot analyse the data, as relevant to own role.
Able to utilise advanced technology and tools to perform and streamline administrative tasks.	Unable to utilize advanced technology and tools to perform and streamline administrative tasks.
Able to proactively anticipate the needs for admin support.	Unable to anticipate the needs for admin support.
Works autonomously in a confident manner, i.e. without direct supervision.	Requires direct supervision.
EXPERT	

Can develop and apply policies, procedures and processes outside of own immediate role/organization and/or applicable Agency-wide.	Cannot develop and apply policies, procedures and processes outside of own immediate role/organization and/or applicable Agency-wide.
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Workforce Planning and organizational design

Definition: The ability to estimate the demand for people and skills and plan the supply needed to meet that demand.

Effective behaviours	Ineffective behaviours
BASIC	
Gathers, maintains and analyses workforce capability data.	Is unable to gather, maintain and analyse workforce capability data.
Performs gap analysis to identify workforce strengths and shortfalls with reference to business strategy and specific future needs.	Is unable to perform gap analysis to identify workforce strengths and shortfalls with reference to business strategy and specific future needs.
Contributes to the development of workforce plans to meet current and future demand.	Does not contribute to the development of workforce plans to meet current and future demand.
Coordinates and schedules ongoing workforce planning activities.	Does not coordinate and schedule ongoing workforce planning activities.
Assists in maintaining a skills and capability inventory.	Is unable to assist in maintaining a skills and capability inventory.
Assists with the development of organisational structures such as creating role descriptions.	Is unable to assist with the development of organisational structures such as creating role descriptions.
INTERMEDIATE	
Leads the development of workforce plans to ensure the availability of appropriately skilled resources to meet organisational objectives and commitments.	Does not lead the development of workforce plans to ensure the availability of appropriately skilled resources to meet organisational objectives and commitments.
Contributes to the development of the workforce planning approach. Oversees and reviews the implementation of workforce plans.	Does not contribute to the development of the workforce planning approach. Is unable to oversee and reviews the implementation of workforce plans.
Forecasts future workforce demand for skills based on business plans and external factors.	Is unable to forecast future workforce demand for skills based on business plans and external factors.
Maintains capability inventory and identifies options for closing gaps.	Does not maintain capability inventory and identifies options for closing gaps.
Implements organisational structure and culture change activities.	Does not implement organisational structure and culture change activities.
Conducts impact assessments to ensure organisational structure and cultures are aligned to changes in processes, systems, technology and tools.	Is unable to conduct impact assessments to ensure organisational structure and cultures are aligned to changes in processes, systems, technology and tools.

Develops graphical representations of organisation models and structures to facilitate understanding and decision-making. Identifies and evaluates alternative solutions.	Is unable to develop graphical representations of organisation models and structures to facilitate understanding and decision-making. Is unable to identify and evaluate alternative solutions.
Aligns existing organisational structures, roles, and jobs to new processes. Advises on implications of introducing new workplace models and tools.	Does not align existing organisational structures, roles, and jobs to new processes. Advises on implications of introducing new workplace models and tools.
ADVANCED	
Defines the workforce planning approach for a significant part of the organisation in line with strategic business goals.	Is unable to define the workforce planning approach for a significant part of the organisation in line with strategic business goals.
Communicates the workforce planning approach and obtains organisational commitment. Selects frameworks to be used for the organisation's skills and capability inventory.	Does not communicate the workforce planning approach and obtains organisational commitment. Is unable to select frameworks to be used for the organisation's skills and capability inventory.
Interprets business strategy to direct workforce demand forecasting (skills and numbers) for the organisation. Monitors the external environment in relation to supply and emerging trends.	Is unable to interpret business strategy to direct workforce demand forecasting (skills and numbers) for the organisation. Does not monitor the external environment in relation to supply and emerging trends.
Influences people management policies and practices to align with workforce plans. Integrates with resourcing strategies and plans. Monitors execution of workforce plans.	Is unable to influence people management policies and practices to align with workforce plans. Does not integrate with resourcing strategies and plans. Does not monitor execution of workforce plans.
Champions the value of new ways of working to address internal and external opportunities and threats.	Does not champion the value of new ways of working to address internal and external opportunities and threats.
Sets direction and leads in selecting and using organisation design techniques, methodologies and tools.	Does not set direction and is unable to lead selecting and using organisation design techniques, methodologies and tools.
Plans and leads organisation design activities — identifies alternatives, assesses feasibility, and recommends solutions. Identifies major changes affecting the organisation, and mobilises resources to implement changes.	Is unable to plan and lead organisation design activities — identifies alternatives, assesses feasibility, and recommends solutions. Is unable to identify major changes affecting the organisation and mobilise resources to implement changes.
Initiates the definition of new organisation boundaries and creates future organisation design. Outlines performance measurement objectives and the high-level implementation approach.	Is unable to initiate the definition of new organisation boundaries and creates future organisation design. Does not outline performance measurement objectives and the high-level implementation approach.

Application and solution management

Definition: The ability to develop and manage technical applications and solutions in response to user needs and requirements that are aligned with the enterprise architecture.

Effective behaviours	Ineffective behaviours
BASIC	
Is able to assist with specified maintenance procedures.	Is unable to assist with specified maintenance procedures.
Is able to assist in the investigation and resolution of issues relating to business applications.	Is unable to assist in the investigation and resolution of issues relating to business applications.
INTERMEDIATE	
Demonstrates the ability to follow agreed procedures to identify and resolve issues with applications.	Is unable to demonstrate the ability to follow agreed procedures to identify and resolve issues with applications.
Demonstrate good command of application management software and tools to collect agreed performance statistics.	Is unable to demonstrate good command of application management software and tools to collect agreed performance statistics.
Is able to carry out agreed applications maintenance tasks.	Is unable to carry out agreed applications maintenance tasks.
Ensures that all requests for support are dealt with according to set standards and procedures.	Is unable to ensure that all requests for support are dealt with according to set standards and procedures.
ADVANCED	
Maintains application support processes, and checks that all requests for support are dealt with according to agreed procedures.	Does not maintain application support processes, and does not check that all requests for support are dealt with according to agreed procedures.
Uses application management software and tools to investigate issues, collect performance statistics and create reports.	Is unable to or does not use application management software and tools to investigate issues, collect performance statistics and create reports.
Is able to design, integrate and implement complex IT solutions from a technical perspective.	Is unable to design, integrate and implement complex IT solutions from a technical perspective
EXPERT	
Drafts and maintains procedures and documentation for applications support.	Is unable to draft and maintain procedures and documentation for applications support.
Manages application enhancements (standards, frameworks, trends and technology) and proposes relevant solutions to maximise their use.	Does not manage application enhancements (standards, frameworks, trends and technology) and propose relevant solutions to maximise their use.
Advises on application security, licensing, upgrades, backups, and disaster recovery needs.	Is unable to advise on application security, licensing, upgrades, backups, and disaster recovery needs.

Stakeholder Relations Management

Definition: Ability to influence stakeholder attitudes, decisions, and actions for mutual benefit.

Effective behaviours	Ineffective behaviours
BASIC	
Deals with problems and issues, managing resolutions, corrective actions, lessons learned, and the collection and dissemination of relevant information.	Does not deal with problems and issues, managing resolutions, corrective actions, lessons learned, and the collection and dissemination of relevant information.
Implements stakeholder engagement/communications plan. Collects and uses feedback from customers and stakeholders to help measure the effectiveness of stakeholder management.	Is unable to implement stakeholder engagement/communications plan. Does not collect and use feedback from customers and stakeholders to help measure the effectiveness of stakeholder management.
Helps develop and enhance customer and stakeholder relationships.	Is unable to help develop and enhance customer and stakeholder relationships.
INTERMEDIATE	
Identifies the communications and relationship needs of stakeholder groups. Translates communications/stakeholder engagement strategies into specific activities and deliverables.	Is unable to identify the communications and relationship needs of stakeholder groups. Is unable to translate communications/stakeholder engagement strategies into specific activities and deliverables.
Facilitates open communication and discussion between stakeholders.	Is unable to facilitate open communication and discussion between stakeholders.
Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. Provides informed feedback to assess and promote understanding.	Does not act as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans. Does not provide informed feedback to assess and promote understanding.
Facilitates business decision-making processes. Captures and disseminates technical and business information.	Is unable to facilitate business decision-making processes. Does not capture and disseminate technical and business information.
ADVANCED	
Leads the development of comprehensive stakeholder management strategies and plans.	Is unable to lead the development of comprehensive stakeholder management strategies and plans.
Builds long-term, strategic relationships with senior stakeholders (internal and external). Facilitates the engagement of stakeholders in support of the delivery of services and change projects. Acts as a single point of contact for senior stakeholders, facilitating relationships between them.	Does not build long-term, strategic relationships with senior stakeholders (internal and external). Is unable to facilitate the engagement of stakeholders in support of the delivery of services and change projects. Does not act as a single point of contact for senior stakeholders, facilitating relationships between them.

Negotiates to ensure that stakeholders understand and agree on what will meet their needs, and that appropriate agreements are defined.	Is unable to negotiate to ensure that stakeholders understand and agree on what will meet their needs, and that appropriate agreements are defined.
Oversees monitoring of relationships including lessons learned and appropriate feedback. Leads actions to improve relations and open communications with and between stakeholders.	Does not oversee monitoring of relationships including lessons learned and appropriate feedback. Is unable to lead actions to improve relations and open communications with and between stakeholders.
EXPERT	
Determines the strategic approach to understanding stakeholder objectives and requirements.	Determines the strategic approach to understanding stakeholder objectives and requirements.
Works with all interested parties to identify stakeholders and establish effective relationships. Establishes and promotes the overall vision for how stakeholder objectives are met and determines organisational roles and alignment.	Does not work with all interested parties to identify stakeholders and establish effective relationships. Does not establish and promote the overall vision for how stakeholder objectives are met and determines organisational roles and alignment.
Actively manages relationships with the most senior stakeholders, and is the ultimate escalation point for issue resolution.	Does not actively manage relationships with the most senior stakeholders, and is the ultimate escalation point for issue resolution.

Event and meeting management

Definition: The ability to manage and organise logistics of an event and/or meeting both digital and on-site for both internal and external stakeholders.

Effective behaviours	Ineffective behaviours
BASIC	
Understands the various steps required for timely organisation of an event/meeting.	Is unaware of various steps required for timely organisation of an event/meeting.
Is able to organise own tasks to achieve a successful event/meeting.	Is unable to organize own tasks to achieve a successful event/meeting.
Understand the importance of follow up activities relating to events/meetings.	Is unaware of the importance of follow up activities relating to events/meetings.
Ensures appropriate document and record management related to the events/meetings.	Does not ensure appropriate document and record management related to the events/meetings.
Makes proper use of available technology and tools to organize events/meetings.	Does not make use of available technology and tools to organize events/meetings.
Ensures accurate databases maintenance.	Does not accurately maintain databases.
Understands principles of data protection aspects, related to the role.	Does not understand/follow data protection aspects.
Ability to prepare efficient agenda and take accurate minutes.	Is unable to prepare efficient agendas and/or take accurate minutes.
INTERMEDIATE	

Is able to coordinate content development targeted to the event/meeting.	Is unable to coordinate content development targeted to the event/meeting.
Is able to organise others' tasks to achieve a successful event/meeting.	Is unable to organize others' tasks to achieve a successful event/meeting.
Is able to analyse follow up activities in order to improve own performance and service provided.	Is not able to analyse follow up activities in order to improve own performance and service provided.
Can report data, as relevant to events/meetings organized.	Cannot report data, as relevant to events/meetings organized.
ADVANCED	
Can analyse the data, as relevant to events/meetings organized.	Cannot analyse the data, as relevant to events/meetings organized.

Facility and office management

Definition: The ability to deliver and manage support services related to the overall facilities and infrastructure of EMA.

Effective behaviours	Ineffective behaviours
BASIC	
Applies knowledge of facilities management procedures and techniques.	Does not apply knowledge of facilities management procedures and techniques.
Ensures accurate database maintenance.	Does not ensure accurate database maintenance.
Capable to maintain accurate inventories of goods.	Is incapable of maintaining accurate inventories of goods.
INTERMEDIATE	
Is able to develop facilities management practices, procedures and techniques.	Is unable to develop facilities management practices, procedures and techniques.
Can report data, as relevant to own role.	Cannot report data as relevant to own role.
Applies best practices in office management and propose improvements to the office set-up.	Does not apply best practices in office management and propose improvements to the office set-up.
Develops and applies a working knowledge in the office practices at the Agency such as agenda and correspondence management.	Does not develop and apply a working knowledge in the office practices at the Agency such as agenda and correspondence management.

Corporate communication

Definition: The ability to plan and effectively carry out communication initiatives to meet the needs of internal or external stakeholders, in line with the Agency's mission and goals, including building understanding of the Agency, enhancing its reputation and maintaining trust in it.

Effective behaviours	Ineffective behaviours

BASIC	
Applies professional communication tools and techniques effectively.	Does not apply professional communication tools and techniques effectively.
Understands and applies relevant software to develop communication messages.	Does not understand relevant software to develop communication messages. Does not apply relevant software to develop communication messages.
Applies knowledge from research into stakeholders' drivers and needs in the design of communication products.	Does not take stakeholders' drivers and needs into account when designing communication products.
Applies the Agency's identity and editorial guidelines when creating or publishing written, visual, multimedia or digital content.	Does not apply the Agency's identity and editorial guidelines when creating or publishing written, visual, multimedia or digital content.
INTERMEDIATE	
Breaks down complex scientific or regulatory documentation into meaningful narratives for audiences with clear calls to action.	Fails to simplify scientific or regulatory documentation or identify meaningful narratives for stakeholders.
Conducts or oversees research into stakeholders' drivers and communication needs.	Does not take research into stakeholders' drivers communication needs into account.
Displays knowledge of best practices in terms of communication strategy, research, tools, techniques and evaluation and effectively provides advice and guidance.	Fails to provide advice and guidance on best practices in terms of communication.
ADVANCED	
Develops complete, effective communication strategies.	Develops communication strategies that lack key elements or that are ineffective or poorly conceived.
Is able to coordinate conferences and press interviews as a technical communications expert.	Is unable to coordinate conferences and press interviews as a technical communications expert.
EXPERT	
Oversees and coordinates the development and execution of complete, effective and appropriate communication strategies.	Allows communication strategies that lack key elements or that are ineffective, poorly conceived or poorly coordinated to be developed.
Coaches more junior staff in communication strategy development and execution, supporting their professional development.	Does not help, support or coach more junior staff in communication skills or theory effectively.

Contracting and procurement

Definition: The ability to effectively acquire and contract services from external suppliers to deliver work and support the Agency in achieving its strategic objectives.

Effective behaviours	Ineffective behaviours
BASIC	
Understands the legal and governance context for procurement and contract activities in the Agency.	Does not have a basic knowledge of the legal and governance context for procurement and contract activities in the Agency.
Understands the procurement cycle and the scope and features of good contract management.	Does not have a clear understanding of procurement cycle and the scope and features to be able to conduct good contract management.
Builds effective relationships with suppliers, confidently handling difficult conversations where required.	Is unable to build effective relationships with suppliers to confidently handle difficult conversations where required.
INTERMEDIATE	
Understands the purpose of, and the process for compiling and reviewing, a business case.	Does not have a clear understanding of the purpose of, and the process for compiling and reviewing, a business case.
Understands the law and best practice relating to anti-bribery and corruption controls.	Is unable to understand the law and best practice relating to anti-bribery and corruption controls.
Negotiates effectively to ensure best value for money.	Is unable to negotiate effectively to ensure best value for money for the Agency.
Plans and agrees clear KPIs and deliverables.	Is unable to efficiently plan and establish clear KPIs and deliverables successfully.
ADVANCED	
Understands developments, opportunities and challenges in technology relating to procurement.	Is unable to understand developments, opportunities and challenges in technology to be able to ensure efficient procurement.
Advocates standardised processes, templates and reporting mechanisms in compiling robust business cases.	Does not conform to or advocate standardised processes, templates and reporting mechanisms and therefore cannot compile robust business cases.

Governance, legal and control

Definition: The ability to understand the governance, risk and control procedures within an EU context and support their successful adoption, implementation and monitoring to ensure compliance.

Effective behaviours	Ineffective behaviours
BASIC	
Applies structured tools and techniques to support audit process.	Does not apply structured tools and techniques to support audit process.

Assesses internal controls and communicates results and recommendations for improvement.	Cannot assess internal controls and communicate results and recommendations for improvement.
Is knowledgeable about and provides legal advice on matters related to EU law and EU pharmaceutical regulatory law.	Is unaware of legal advice on matters related to EU law and EU pharmaceutical regulatory law.
INTERMEDIATE	
Defines internal control standards, including Ethics and Integrity, and is recognised as a go-to person in case of a breach (e.g., breach of privacy, code of conduct).	Does not define internal control standards, including Ethics and Integrity, and is recognised as a go-to person in case of a breach (e.g., breach of privacy, code of conduct).
Identifies, assesses, treats and reviews business risks including the design and application of related procedures and controls.	Cannot identify, assess, treat and review business risks including the design and application of related procedures and controls.
Is able to apply knowledge of EMA's procedures and corporate governance requirements.	Unable to apply knowledge of EMA's procedures and Corporate Governance requirements.
ADVANCED	
Works with the business to translate strategies into plans.	Is unable to work with the business to translate strategies into plans.
Analyses performance against plans, identifying and recommending operational and process improvements.	Is unable to analyse performance against plans, identifying and recommending operational and process improvements.
Implements protocol agreements between International organisations/EU Agencies and Member States.	Disregards protocol agreements between International organisations/EU Agencies and Member States.

Audit

Definition: The process of examining, analysing, and providing an independent and objective opinion on the effectiveness of the organization's operations

Effective behaviours	Ineffective behaviours
BASIC	
Executes audits to provide independent and objective assurance, including preparing audit draft reports and parts of the audit program by applying the organization's set internal audit methodology.	Is not able to execute audits to provide independent and objective assurance, including preparing audit draft reports and parts of the audit program by applying the organization's set internal audit methodology.
Maintains manuals of authority for specific areas.	Does not maintain manuals of authority for specific areas.
Identifies required resources to complete an individual audit.	Is unable to identify required resources to complete an individual audit.
INTERMEDIATE	

Prepares the audit program for each audit as well as develops efficient and effective assurance activities.	Is unable to prepare the audit program for each audit. Is unable to develop efficient and effective assurance activities.
Reviews assurance plans and audit programs to ensure appropriate coverage.	Is unable to review assurance plans and audit programs to ensure appropriate coverage.
Manages several audits simultaneously while ensuring the achievement of audit objectives.	Is unable to manage several audits simultaneously while ensuring the achievement of audit objectives.
Manages all parts of the auditing process as well as the audit team members to ensure high quality outputs within an agreed timeframe.	Is unable to manage all of the auditing process as well as the audit team members to ensure high quality outputs within an agreed timeframe.
Ensures that audit results are based on adequate evidence.	Does not ensure that audit results are based on adequate evidence.
Compiles audit results and follows-up with concerned parties on corrective / preventive actions.	Is unable to compile audit results . Does not follow-up with concerned parties on corrective / preventive actions.
ADVANCED	
Ensures proposed audit programs focus on the material risks for the area under audit and is compliant with all relevant internal and external standards.	Does not ensure proposed audit programs focus on the material risks for the area under audit. Is not compliant with all relevant internal and external standards.
Addresses significant, complex and nonroutine issues with respect to the audit plan and advises others on how to perform audit assessments.	Does not address significant, complex and nonroutine issues with respect to the audit plan. Is unable to advise others on how to perform audit assessments.
Establishes and maintains quality control measures to ensure performance of audits according to set criteria.	Does not establish and maintain quality control measures to ensure performance of audits according to set criteria.
Reviews audit reports to ensure linkage between results and recommendations related to risk, monitoring, and governance.	Is not able to review audit reports to ensure linkage between results and recommendations related to risk, monitoring, and governance.
EXPERT	
Identifies and oversees best practices and drives innovative and strategic changes to audit practices.	Is unable to identify and oversee best practices. Does not drive innovative and strategic changes to audit practices.
Directs the implementation of the audit programs in a timely and accurate manner.	Is unable to direct the implementation of the audit programs in a timely and accurate manner.
Develops and ensures the implementation of risk mitigation plans.	Is unable to develop and ensure the implementation of risk mitigation plans.
Ensures the update of the risk register so it considers audit results (whether from internal or external audits) and taken measures.	Is unable to ensure the update of the risk register so it considers audit results (whether from internal or external audits) and taken measures.

Health, safety and security

Definition: The ability to apply methodologies and techniques for ensuring the health and safety of the workforce within the Agency, as well as the implementation of security procedure within EMA.

Effective behaviours	Ineffective behaviours
BASIC	
Has knowledge of the procedures to keep staff members from being injured or getting sick.	Does not have sufficient knowledge of the procedures to keep staff members from being injured or getting sick.
Is able to deal with safety and/or security situations.	Does not have experience in dealing with safety and/or security situations.
Implements security operations.	Is unable to implement security operations.
Promotes health and safety and security.	Does not promote health and safety and security.
Recognises the difference between direct and indirect causes of incidents and unsafe conditions.	Is unable to recognize the difference between direct and indirect causes of incidents and unsafe conditions.
INTERMEDIATE	
Understands the external security threats levels and their impact on the Agency.	Does not understand the external security threats levels and their impact on the Agency.
Develops guidelines on safety.	Is unable to develop guidelines on safety.
ADVANCED	
Develops procedures to prevent.	Is unable to develop procedures to prevent.

Human resources expertise

Definition: The ability to administer and manage a variety of human resources processes to deliver work and support the Agency in achieving its strategic objectives.

Effective behaviours	Ineffective behaviours
BASIC	
Employs standard operating procedures and policies when performing HR operational tasks.	Does not employ standard operating procedures and policies when performing HR operational tasks.
Guides and advises staff and managers on HR related matters.	Is unable to guide and advise staff and managers on HR related matters.
Reports workplace risk management issues to leadership (e.g., safety, health).	Unable to report workplace risk management issues to leadership (e.g., safety, health).
Implements HR operational strategy.	Does not follow and/or implement HR operational strategy.

Applies compliance knowledge to protect organization.	Does not apply compliance knowledge to protect organization.
Remains current on relevant regulations.	Does not stay current on relevant regulations.
Ensures the delivery of high-quality HR processes.	Delivers low-quality HR processes.
Applies policies and procedures across organization.	Does not apply policies and procedures across organization.
INTERMEDIATE	
Provides advice and acts as a trusted partner to the business managers.	Does not act as a trusted partner to the business managers.
Interprets both policies and changes to policy.	Is unable to interpret both policies and changes to policy.
Evaluates potential issues or service needs and operationalizes strategic response.	Is unable to evaluate potential issues or service needs and operationalizes strategic response.
ADVANCED	
Actively contributes to organisational design and transformation processes.	Does not contribute to organisational design and transformation processes.
Delivers customized human resource solutions for organizational challenges.	Is unable to deliver customized human resource solutions for organizational challenges.
Recommends methods for integration of HR services with organizational initiatives.	Is unable to recommend methods for integration of HR services with organizational initiatives.
Oversees risk management issues (e.g., safety, health, legal issues).	Cannot oversee risk management issues (e.g., safety, health, legal issues).
Educates and advises executive team on strategic HR issues as a factor in decision-making.	Unable to educate and advise executive team on strategic HR issues as a factor in decision-making.
Develops policies and procedures consistent with organizational values and goals.	Is unable to develop policies and procedures consistent with organizational values and goals.
Recommends HR technology decisions.	Cannot recommend HR technology decisions.
Partners with executive-level staff throughout the organization to get input on HR decisions.	Does not partner with executive-level staff throughout the organization to get input on HR decisions.
Develops talent and recognition strategies.	Does not develop talent and recognition strategies.
Determines best practices to support organizational direction.	Is unable to determine best practices to support organizational direction.
EXPERT	
Applies knowledge of business context and strategy to set the HR agenda for action within the organization.	Does not apply knowledge of business context and strategy to set the HR agenda for action within the organization.
Applies broad-based HR knowledge to business needs in a proactive manner.	Does not apply broad-based HR knowledge to business needs in a proactive manner.
Establishes criteria for compliance responsibilities.	Does not establish criteria for compliance responsibilities.

Aligns the delivery of HR services to proactively integrate with organizational initiatives.	Is unable to align the delivery of HR services to proactively integrate with organizational initiatives.
Ensures alignment of HR policies and procedures with organizational values and goals.	Does not ensure alignment of HR policies and procedures with organizational values and goals.
Assesses strategic organizational HR needs.	Is unable to assess strategic organizational HR needs.

Budget and finance management

Definition: The ability to navigate through the procedures linked to financial administration and to adhere to outlined rules and regulations that need to be followed in the work activities in which managing or monitoring of EMA's budget is required. This involves knowledge of and the ability to apply the EU budgetary and financial rules to manage expenditures related to staff, projects, or the Agency's operations.

Effective behaviours	Ineffective behaviours
BASIC	
Delivers timely and accurate reports to satisfy statutory and business requirements as well as the able to communicate key financial messages to stakeholders with clarity and consistency.	Unable to communicate key financial messages to stakeholders with clarity and consistency. Unable to delivery timely and accurate reports to satisfy statutory and business requirements.
Can provide general advice on all related financial matters to all relevant colleagues involved, directly or indirectly, in the financial circuit.	Unable to provide advice on related financial matters. Provides incorrect advice on related financial matters.
Understands the budget setting process, budget management, and the impact of good financial management on public service delivery.	Does not have understanding of budget setting processes, budget management. Does not understand impact of good financial management.
Monitors and maintains all required financial records for compliance and audit to all agreed requirements.	Disregards and neglects all required financial records in terms of compliance. Disregards audit requirements.
Contributes to financial planning and budgeting.	Does not contribute to financial planning and budgeting.
Collates required financial data and reports for analysis and to facilitate decision making.	Unable to collate required financial data and reports for analysis and to facilitate decision making.
INTERMEDIATE	
Develops and integrates budget planning, monitoring and reporting for multiple functional areas taking full account of the EMA financial rules.	Unable to develop and integrate budget planning, monitoring and reporting for multiple functional areas taking full account of the EMA financial rules.
Advises on financial planning and budgeting.	Unable to advise on financial planning and budgeting.
Monitors and manages expenditure, ensuring that all financial targets are met, and examining any	Disregards and neglects monitoring and managing expenditure, ensuring that all financial targets are

areas where budgets and expenditure exceed their agreed tolerances.	met, and examining any areas where budgets and expenditure exceed their agreed tolerances.
Analyses actual expenditure, explains variances, and advises on options in use of available budget.	Unable to draw analysis of expenditure, unable to explain variances, and unable to provide advice on options in use of available budget.
Evaluates and audits whether the financial processes are in accordance to the regulatory framework.	Unable to evaluate and audit whether the financial processes are in accordance to the regulatory framework.
Carries out financial and operational management related to revenue and expenditure.	Unable to carry out financial and operational management related to revenue and expenditure.
ADVANCED	
Develops financial planning processes and standards to support execution of business strategy and promotes adoption and adherence.	Does not develop financial planning processes and standards to support execution of business strategy and does not promote adoption and adherence.
Sets strategy and develops plans, policies and processes for the accounting, budgeting and, where applicable, charging of resources and services, including the definition of cost models and charging models.	Is not able to set strategy and develop plans, policies and processes for the accounting, budgeting and, where applicable, charging of resources and services, including the definition of cost models and charging models.
Sets, negotiates, agrees and manages all financial budgets and targets.	Unable to set, negotiate, agree and manage all financial budgets and targets.
Analyses actual expenditure, explains variances, and determines options in use of available budget to meet real needs.	Is not able to analyse actual expenditure, explains variances, and determines options in use of available budget to meet real needs.
Assesses financial performance and instigates required improvements.	Is unable to assess financial performance and instigate required improvements.

Accounting management incl. treasury management

Definition: The ability to adhere and apply accounting rules, methods and procedures that need to be followed for the fulfilment of the accounting officer responsibilities outlined in the EMA financial regulation.

Effective behaviours	Ineffective behaviours
BASIC	
Understands and is able to apply the accounting standards applicable to regulatory requirements in their own region (e.g. IFRS, IPSAS).	Unaware and is unable to apply the accounting standards applicable to regulatory requirements in their own region (e.g. IFRS, IPSAS).
Is able to use a range of costing techniques.	Is unable to use a range of costing techniques.
Ensures proper implementation of payments and collection of revenue.	Does not ensure proper implementation of payments and collection of revenue.
Keeps the accounts, draws up and presents the financial statements of the Agency.	Is unable to keep the accounts, draw up and present the financial statements of the Agency.

Manages the treasury, bank accounts and third-party files.	Does not properly manage the treasury, bank accounts and third-party files.
Validates the accounting systems and, where appropriate, the operational systems supplying or justifying accounting information.	Cannot validate the accounting systems and, where appropriate, the operational systems supplying or justifying accounting information.
INTERMEDIATE	
Understands the economic environment, interest rates and the importance of economic forecasting.	Is unaware of the economic environment, interest rates and the importance of economic forecasting
Understands the benefits of integrated reporting, including nonfinancial resources such as human, social and intellectual capital, and environmental and governance performance.	Is unaware of the benefits of integrated reporting, including nonfinancial resources such as human, social and intellectual capital, and environmental and governance performance.
Is able to produce monthly performance reports to facilitate effective decision making and performance monitoring.	Is unable to produce monthly performance reports to facilitate effective decision making and performance monitoring.
ADVANCED	
Understands and can implement a treasury management strategy, including cash flow management, debt management and investment strategies.	Is unaware and unable to implement a treasury management strategy, including cash flow management, debt management and investment strategies.
EXPERT	
Understands changes in regulatory, legal and ethical frameworks and standards for financial reporting in the public sector.	Is unaware of changes in regulatory, legal and ethical frameworks and standards for financial reporting in the public sector

Quality management

Definition: Quality management establishes within an organisation a culture of quality and a system of processes and working practices to deliver the organisation's quality objectives. This involves the application of techniques for the monitoring and improvement of the quality of any aspect of a function, processes, products, services or data. It also includes the achievement of, and maintenance of compliance to, national and international standards, as appropriate, and to internal policies, including those relating to quality, service, sustainability and security.

Effective behaviours	Ineffective behaviours
BASIC	
Uses appropriate methods and a systematic approach to developing, maintaining, controlling and distributing quality and environmental standards.	Does not use appropriate methods and a systematic approach to developing, maintaining, controlling and distributing quality and environmental standards.
Makes technical changes to and controls the updates and distribution of quality standards.	Does not make technical changes to and controls the updates and distribution of quality standards.
Distributes new and revised standards.	Does not distribute new and revised standards.

Assists in the development of new or improved practices and organisational processes or standards.	Does not assist in the development of new or improved practices and organisational processes or standards.
Assists projects, functions or teams in planning the quality management for their area of responsibility.	Does not assist projects, functions or teams in planning the quality management for their area of responsibility.
Facilitates localised improvements to the quality system or services.	Is unable to facilitate localised improvements to the quality system or services.
INTERMEDIATE	
Ensures that projects, teams and functions have appropriate practices in place and are meeting required organisational quality levels.	Does not ensure that projects, teams and functions have appropriate practices in place and are meeting required organisational quality levels.
Advises on the application of appropriate quality management techniques and standards.	Is unable to advise on the application of appropriate quality management techniques and standards.
Determines areas where existing processes should change from analysing audit findings.	Is unable to determine areas where existing processes should change from analysing audit findings.
Facilitates improvements to processes by changing approaches and working practices, typically using recognised models.	Is unable to facilitate improvements to processes by changing approaches and working practices, typically using recognised models.
Takes responsibility for controlling updating and distributing organisational standards.	Does not take responsibility for controlling updating and distributing organisational standards.
ADVANCED	
Achieves and maintains compliance against national and international standards, as appropriate.	Does not achieve and maintain compliance against national and international standards, as appropriate.
Prioritises areas for quality improvement by considering strategy, business objectives and results from internal and external audits. Initiates the application of appropriate quality management techniques in these areas.	Is unable to prioritise areas for quality improvement by considering strategy, business objectives and results from internal and external audits. Is unable to initiate the application of appropriate quality management techniques in these areas.
Initiates improvements to processes by changing approaches and working practices, typically using recognised models.	Is unable to initiate improvements to processes by changing approaches and working practices, typically using recognised models.
Identifies and plans systematic corrective action to reduce errors and improve the quality of the systems and services.	Is unable to identify and plans systematic corrective action to reduce errors and improve the quality of the systems and services.
EXPERT	
Determines the quality strategy and secures commitment to it from executive leadership.	Is unable to determine the quality strategy and secures commitment to it from executive leadership.
Develops policies for approval and adoption by organisational management. Ensures that adequate technology, procedures and resources are in place to support the quality system.	Is unable to develop policies for approval and adoption by organisational management. Ensures that adequate technology, procedures and resources are in place to support the quality system.

Plans and monitors the performance of the quality management system and the internal quality audit schedule.	Does not plan and monitor the performance of the quality management system and the internal quality audit schedule.
Determines the extent to which quality policies and quality systems meet organisational needs and reviews as necessary.	Is unable to determine the extent to which quality policies and quality systems meet organisational needs and reviews as necessary.

Risk management

Definition: The planning and implementation of processes and procedures for the management of risk to the success or integrity of the business.

Effective behaviours	Ineffective behaviours
BASIC	
Possesses basic understanding of the application of the organization-wide risk management policies.	Does not possess basic understanding of the application of the organization-wide risk management policies.
Understands effective controls or mitigation options to manage specific risks and refer to experts where appropriate.	Is unable to understand effective controls or mitigation options to manage specific risks and refer to experts where appropriate.
INTERMEDIATE	
Applies relevant risk regulations, policies and procedures to noncomplex issues.	Does not apply relevant risk regulations, policies and procedures to noncomplex issues.
Participates in organization-wide risk assessment and identification activities.	Does not participate in organization-wide risk assessment and identification activities.
Identifies and assesses the impact and likelihood of organization's risks to achieving business objectives.	Is unable to identify and assesses the impact and likelihood of organization's risks to achieving business objectives.
Monitors the effectiveness of actions taken to manage identified risks and intervenes as appropriate.	Does not monitor the effectiveness of actions taken to manage identified risks and intervenes as appropriate.
Understands, develops and prepares risk reports.	Does not understand, develop and prepare risk reports.
ADVANCED	
Develops innovative approaches to managing significant organization-wide risks effectively and efficiently.	Is unable to develop innovative approaches to managing significant organization-wide risks effectively and efficiently.
Diagnoses significant, unusual and emerging risks to which the organization is exposed.	Is unable to diagnose significant, unusual and emerging risks to which the organization is exposed.
Develops and implements appropriate risk mitigation for significant and unusual risks to which the organization is exposed.	Is unable to develop and implement appropriate risk mitigation for significant and unusual risks to which the organization is exposed.

Provides advice on business continuity management mechanisms, defines appropriate risk responses for reasonably foreseeable emergency scenarios and events.	Is unable to provide advice on business continuity management mechanisms, define appropriate risk responses for reasonably foreseeable emergency scenarios and events.
Designs and implements risk reporting systems and communicates to senior management risk processes and results including recommendations for improvement.	Is unable to design and implement risk reporting systems and communicates to senior management risk processes and results including recommendations for improvement.
EXPERT	
Develops innovative and strategic approaches to managing significant organization-wide risks.	Is unable to develop innovative and strategic approaches to managing significant organization-wide risks.
Advises on the application of the risk management policies, industry best practices, and the organization's guidelines.	Is unable to advise on the application of the risk management policies, industry best practices, and the organization's guidelines.
Advises on the applicable aspects of risk identification and assessment.	Is unable to advise on the applicable aspects of risk identification and assessment.
Analyses trends in risk management and internal control, evaluates implications, as well as defines and implements adequate responses.	Is unable to or does not analyse trends in risk management and internal control, evaluates implications, as well as defines and implements adequate responses.
Interprets risk reporting and makes effective decisions based on high-level understanding and expertise.	Is unable to interpret risk reporting and makes effective decisions based on high-level understanding and expertise.

Data Protection & Information Security

Definition: The selection, design, justification, implementation and operation of controls and management strategies to maintain the security, confidentiality, integrity, availability, accountability and relevant compliance of information systems with legislation, regulation and relevant standards.

Effective behaviours	Ineffective behaviours
BASIC	
Communicates information security risks and issues to business managers and others.	Does not communicate information security risks and issues to business managers and others.
Performs basic risk assessments for small information systems.	Is unable to perform basic risk assessments for small information systems.
Contributes to vulnerability assessments.	Does not contribute to vulnerability assessments.
Applies and maintains specific security controls as required by organisational policy and local risk assessments.	Is unable to or does not apply and maintains specific security controls as required by organisational policy and local risk assessments.
Investigates suspected attacks and responds to security breaches in line with security policy and records the incidents and action taken.	Does not investigate suspected attacks and responds to security breaches in line with security policy and records the incidents and action taken.

INTERMEDIATE	
Explains the purpose of and provides advice and guidance on the application and operation of elementary physical, procedural and technical security controls.	Is unable to explain the purpose of and provides advice and guidance on the application and operation of elementary physical, procedural and technical security controls.
Performs security risk, vulnerability assessments, and business impact analysis for medium complexity information systems.	Does not perform security risk, vulnerability assessments, and business impact analysis for medium complexity information systems.
Investigates suspected attacks and manages security incidents.	Does not investigate suspected attacks and manages security incidents.
ADVANCED	
Provides advice and guidance on security strategies to manage identified risks and ensure adoption and adherence to standards.	Is unable to provide advice and guidance on security strategies to manage identified risks and ensure adoption and adherence to standards.
Obtains and acts on vulnerability information and conducts security risk assessments, business impact analysis and accreditation on complex information systems.	Is unable to obtain and act on vulnerability information and does not conduct security risk assessments, business impact analysis and accreditation on complex information systems.
Investigates major breaches of security and recommends appropriate control improvements.	Is unable to investigate major breaches of security and does not recommend appropriate control improvements.
Contributes to development of information security policy, standards and guidelines.	Does not contribute to development of information security policy, standards and guidelines.
EXPERT	
Develops and communicates corporate information security policy, standards and guidelines.	Is unable to develop and communicate corporate information security policy, standards and guidelines.
Contributes to the development of organisational strategies that address information control requirements.	Does not contribute to the development of organisational strategies that address information control requirements.
Identifies and monitors environmental and market trends and pro-actively assesses impact on business strategies, benefits and risks.	Is unable to identify and monitor environmental and market trends and pro-actively assesses impact on business strategies, benefits and risks.
Leads the provision of authoritative advice and guidance on the requirements for security controls in collaboration with experts in other functions such as legal, technical support.	Is unable to lead the provision of authoritative advice and guidance on the requirements for security controls in collaboration with experts in other functions such as legal, technical support.
Ensures architectural principles are applied during design to reduce risk and drives adoption and adherence to policy, standards and guidelines.	Is unable to ensure architectural principles are applied during design to reduce risk and drives adoption and adherence to policy, standards and guidelines.

Ensures compliance between business strategies and information security and leads the provision of information security resources expertise, guidance and systems necessary to execute strategic and operational plans across all of the organisation's information systems.	Is unable to ensure compliance between business strategies and information security and leads the provision of information security resources expertise, guidance and systems necessary to execute strategic and operational plans across all of the organisation's information systems.
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Data management

Definition: The management of practices and processes to ensure the security, quality, storage, and availability, retrieval, retention and publishing of all forms of data and data structures that make up the organisation's information. The management of data and information in all its forms and the analysis of information structure (including logical analysis of taxonomies, data and metadata). The development of innovative ways of managing the information assets of the organisation.

Effective behaviours	Ineffective behaviours
BASIC	
Devises and implements master data management processes for specific subsets of data.	Is unable to devise and implement master data management processes for specific subsets of data.
Assesses the integrity of data from multiple sources.	Is unable to assess the integrity of data from multiple sources.
Provides advice on the transformation of data from one format/medium to another.	Is unable to provide advice on the transformation of data from one format/medium to another.
Maintains and implements information handling procedures	Does not maintain and implement information handling procedures.
Enables the availability, integrity and searchability of information through the application of formal data and metadata structures and protection measures.	Does not enable the availability, integrity and searchability of information through the application of formal data and metadata structures and protection measures.
INTERMEDIATE	
Devises and implements master data management processes.	Is unable to devise and implement master data management processes.
Derives data management structures and metadata to support consistency of information retrieval, combination, analysis, pattern recognition and interpretation, throughout the organisation.	Is unable to derive data management structures and metadata to support consistency of information retrieval, combination, analysis, pattern recognition and interpretation, throughout the organisation.
Plans effective data storage, sharing and publishing within the organisation.	Does not plan effective data storage, sharing and publishing within the organisation.
Independently validates external information from multiple sources.	Is unable to independently validate external information from multiple sources.
Assesses issues that might prevent the organisation from making maximum use of its information assets.	Does not assess issues that might prevent the organisation from making maximum use of its information assets.

Provides expert advice and guidance to enable the organisation to get maximum value from its data assets.	Is unable to provide expert advice and guidance to enable the organisation to get maximum value from its data assets.
ADVANCED	
Derives an overall strategy of master data management that supports the development and secure operation of information and digital services.	Is unable to derive an overall strategy of master data management that supports the development and secure operation of information and digital services.
Develops organisational policies, standards, and guidelines for data management, aligned with ethical principles.	Is unable to develop organisational policies, standards, and guidelines for data management, aligned with ethical principles.
Plans, establishes and manages processes for regular and consistent access to external information from multiple sources and for independent validation of that information.	Does not plan, establish and manage processes for regular and consistent access to external information from multiple sources and for independent validation of that information.

Data analytics

Definition: The application of mathematics, statistics, predictive modelling, machine-learning and artificial intelligence techniques to discover meaningful patterns and knowledge in recorded data. Analysis of structured and unstructured data. Development of forward-looking, predictive, real-time, model-based insights to create value and drive effective decision-making. The identification, validation and exploitation of internal and external data sets generated from a diverse range of processes.

Effective behaviours	Ineffective behaviours
BASIC	
Integrates heterogeneous data from multiple sources and provides them for further analysis and use.	Is unable to integrate heterogeneous data from multiple source and provide them for further analysis and use.
Ensures data quality, accessibility, interoperability, compliance to standards, and publication (data curation).	Is unable to ensure data quality, accessibility, interoperability, compliance to standards, and publication (data curation).
Identifies, extracts, and pulls together available and pertinent heterogeneous data, including modern data sources such as social media data, open data, governmental data.	Does not identify, extract, and pull together available and pertinent heterogeneous data, including modern data sources such as social media data, open data, governmental data.
Maintains historical information on data handling, including reference to published data and corresponding data sources (data provenance).	Does not maintain historical information on data handling, including reference to published data and corresponding data sources (data provenance).
INTERMEDIATE	
Applies designated quantitative techniques, including mathematical models, statistics, time series analysis, optimization, and simulation to	Does not apply designated quantitative techniques, including mathematical models, statistics, time series analysis, optimization, and simulation to deploy appropriate models for analysis and prediction.

deploy appropriate models for analysis and prediction.	
Visualises results of data analysis, design dashboard and use storytelling methods.	Is unable to visualise results of data analysis, design dashboard and use storytelling methods.
Integrates data analytics and processing applications into organization workflow and business processes to enable agile decision making.	Does not integrate data analytics and processing applications into organization workflow and business processes to enable agile decision making.
Analyses information needs, assesses existing data and suggests/identifies new data required for specific business context to achieve organizational goal.	Is unable to analyse information needs, assesses existing data and suggests/identifies new data required for specific business context to achieve organizational goal.
Develops and implements relevant data models, define metadata using common standards and practices, for different data sources in variety of scientific and industry domains.	Is unable to develop and implement relevant data models, define metadata using common standards and practices, for different data sources in variety of scientific and industry domains.
ADVANCED	
Effectively uses a variety of data analytics techniques, such as Machine Learning (including supervised, unsupervised, semi supervised learning), Data Mining, Prescriptive and Predictive Analytics, for complex data analysis through the whole data lifecycle.	Does not effectively use a variety of data analytics techniques, such as Machine Learning (including supervised, unsupervised, semi supervised learning), Data Mining, Prescriptive and Predictive Analytics, for complex data analysis through the whole data lifecycle.
Creates new understanding by using the research, methods (including hypothesis, artefact/experiment, evaluation) or similar engineering research and development methods.	Is unable to create new understanding by using the research, methods (including hypothesis, artefact/experiment, evaluation) or similar engineering research and development methods.
Ensures data quality, accessibility, interoperability, compliance to standards, and publication (data curation).	Is unable to ensure data quality, accessibility, interoperability, compliance to standards, and publication (data curation).

Enterprise architecture management

Definition: The establishment and oversight of an organisation's approach to the use of Information systems and digital services, and associated technology, in line with the needs of the principal stakeholders of the organisation and overall organisational corporate governance requirements. The determination and accountability for evaluation of current and future needs; directing the planning for both supply and demand of these services; the quality, characteristics, and level of IT services; and for monitoring the conformance to obligations (including regulatory, legislation, control, and other standards) to ensure positive contribution of IT to the organisation's goals and objectives.

Effective behaviours	Ineffective behaviours
BASIC	
Develops models and plans to drive the execution of the business strategy, taking advantage of opportunities to improve business performance.	Is unable to develop models and plans to drive the execution of the business strategy, taking

	advantage of opportunities to improve business performance.
Contributes to creating and reviewing a systems capability strategy which meets the business's strategic requirements.	Is unable to contribute to creating and reviewing a systems capability strategy which meets the business's strategic requirements.
Determines requirements and specifies effective business processes, through improvements in technology, information or data practices, organisation, roles, procedures and equipment.	Is unable to determine requirements and specifies effective business processes, through improvements in technology, information or data practices, organisation, roles, procedures and equipment.
INTERMEDIATE	
Develops enterprise-wide architecture and processes to embed the strategic application of change in the management of the organisation.	Is unable to develop enterprise-wide architecture and processes to embed the strategic application of change in the management of the organisation.
Leads the creation and review of a systems capability strategy that meets the strategic requirements of the business. Ensures the buy-in of all key stakeholders.	Is unable to lead the creation and review of a systems capability strategy that meets the strategic requirements of the business. Ensures the buy-in of all key stakeholders.
Captures and prioritises market and environmental trends, business strategies and objectives, and identifies the business benefits of alternative strategies. Develops and presents business cases for approval, funding and prioritisation of high-level initiatives.	Does not capture and prioritise market and environmental trends, business strategies and objectives, and identifies the business benefits of alternative strategies. Is unable to develop and present business cases for approval, funding and prioritisation of high-level initiatives.
Sets strategies, policies, standards and practices to ensure compliance between business strategies, technology strategies, and enterprise transformation activities.	Is unable to set strategies, policies, standards and practices to ensure compliance between business strategies, technology strategies, and enterprise transformation activities.
ADVANCED	
Directs the development of enterprise-wide architecture and processes to embed the strategic application of change in the management of the organisation.	Is unable to direct the development of enterprise-wide architecture and processes to embed the strategic application of change in the management of the organisation.
Directs the creation and review of an enterprise capability strategy to support the strategic requirements of the business. Identifies the business benefits of alternative strategies.	Is unable to direct the creation and review of an enterprise capability strategy to support the strategic requirements of the business. Identifies the business benefits of alternative strategies.
Ensures compliance between business strategies, enterprise transformation activities and technology directions, setting strategies, policies, standards and practices.	Is unable to ensure compliance between business strategies, enterprise transformation activities and technology directions, setting strategies, policies, standards and practices.

IT service management and service acceptance

Definition: The planning, implementation, control, review and audit of service provision, to meet customer business requirements. This includes negotiation, implementation and monitoring of service level agreements, and the ongoing management of operational facilities to provide the

agreed levels of service, seeking continually and proactively to improve service delivery and sustainability targets.

The achievement of formal confirmation that service acceptance criteria have been met, and that the service provider is ready to operate the new service when it has been deployed. (Service acceptance criteria are used to ensure that a service meets the defined service requirements, including functionality, operational support, performance and quality requirements).

Effective behaviours	Ineffective behaviours
BASIC	
Takes responsibility for managing the design, procurement, installation, upgrading, operation, control, maintenance and effective use of specific technology services.	Does not take responsibility for managing the design, procurement, installation, upgrading, operation, control, maintenance and effective use of specific technology services.
Leads the delivery of services, ensuring that agreed service levels, security requirements and other quality standards are met. Ensures adherence to relevant policies and procedures.	Is unable to lead the delivery of services, ensuring that agreed service levels, security requirements and other quality standards are met. Is unable to ensure adherence to relevant policies and procedures.
Ensures that processes and practices are aligned across teams and providers to operate effectively and efficiently.	Is unable to ensure that processes and practices are aligned across teams and providers to operate effectively and efficiently.
Monitors the performance of technology services. Provides appropriate status and other reports to managers and senior users.	Does not monitor the performance of technology services. Is unable to provide appropriate status and other reports to managers and senior users.
Engages with delivery teams to confirm that products developed meet the service acceptance criteria and are to the required standard.	Is unable to engage with delivery teams to confirm that products developed meet the service acceptance criteria and are to the required standard.
Provides input into change control processes.	Is unable to provide input into change control processes.
INTERMEDIATE	
Identifies and manages resources needed for budgeting, estimating, planning, developing and delivering a specified portfolio of technology services and systems.	Is unable to identify and manage resources needed for budgeting, estimating, planning, developing and delivering a specified portfolio of technology services and systems.
Engages with and influences stakeholders to ensure that services are developed and managed to meet agreed service levels, security requirements and other quality standards. Plans and manages the implementation of processes and procedures, tools and techniques for monitoring and managing the performance of technology services.	Does not engage with and influence stakeholders to ensure that services are developed and managed to meet agreed service levels, security requirements and other quality standards. Does not plan and manage the implementation of processes and procedures, tools and techniques for monitoring and managing the performance of technology services.
Aligns the contribution of specified systems and services to clearly stated organisational and financial goals and performance targets.	Is unable to align the contribution of specified systems and services to clearly stated organisational and financial goals and performance targets.

Recommends options for sourcing — whether in-house, outsourced, or a combination.	Is unable to recommend options for sourcing — whether in-house, outsourced, or a combination.
Monitors performance of delivery teams and takes corrective action where necessary and in line with policies.	Does not monitor performance of delivery teams and does not take corrective action where necessary and in line with policies.
Engages with delivery teams to ensure correct products are produced in a timely fashion.	Does not engage with delivery teams to ensure correct products are produced in a timely fashion.
Evaluates the quality of project outputs against agreed service acceptance criteria.	Is unable to evaluate the quality of project outputs against agreed service acceptance criteria.
ADVANCED	
Sets strategy for the management of the portfolio of technology services.	Does not set strategy for the management of the portfolio of technology services.
Aligns technology service management with organisational strategies, objectives and emerging opportunities. Promotes the opportunities technology offers the organisation, including the feasibility of change and its likely impact.	Is unable to align technology service management with organisational strategies, objectives and emerging opportunities. Does not promote the opportunities technology offers the organisation, including the feasibility of change and its likely impact.
Authorises the establishment of new or modified technology service delivery capabilities. Integrates in-house and outsourced options, as well as delivery options leveraging multiple service delivery capabilities.	Does not authorise the establishment of new or modified technology service delivery capabilities. Does not integrate in-house and outsourced options, as well as delivery options leveraging multiple service delivery capabilities.
Authorises allocation of resources for the planning, development and delivery of all technical services and products. Maintains an overview of the contribution of technology services to organisational success.	Does not authorise allocation of resources for the planning, development and delivery of all technical services and products. Does not maintain an overview of the contribution of technology services to organisational success.
Develops the organisation's approach for service acceptance, owns the transition process and defines the acceptance criteria for service transitions.	Is unable to develop the organisation's approach for service acceptance, owns the transition process and defines the acceptance criteria for service transitions.
Promotes and monitors project quality outputs to ensure they are fit for purpose and fit for use within operational services.	Does not promote and monitor project quality outputs to ensure they are fit for purpose and fit for use within operational services.
Actively engages with stakeholders to promote awareness and compliance with service transition quality plans and processes.	Does not actively engage with stakeholders to promote awareness and compliance with service transition quality plans and processes.
Agrees the service acceptance criteria with delivery teams.	Is unable to agree the service acceptance criteria with delivery teams.

Business analysis

Definition: The methodical investigation, analysis, review and documentation of all or part of a business in terms of business goals, objectives, functions and processes, the information used and the data on which the information is based. The definition of requirements for improving processes and systems, reducing their costs, enhancing their sustainability, and the quantification of potential business benefits. The collaborative creation and iteration of viable specifications and acceptance criteria in preparation for the deployment of information and communication systems.

The adoption and adaptation of business analysis approaches based on the context of the work and selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.

Effective behaviours	Ineffective behaviours
BASIC	
Investigates operational needs and problems, and opportunities, contributing to the recommendation of improvements in automated and non-automated components of new or changed processes and organisation.	Is unable to investigate operational needs and problems, and opportunities, contributing to the recommendation of improvements in automated and non-automated components of new or changed processes and organisation.
Assists in defining acceptance tests for these recommendations.	Is unable to assist in defining acceptance tests for these recommendations.
INTERMEDIATE	
Investigates operational requirements, problems, and opportunities, seeking effective business solutions through improvements in automated and non-automated components of new or changed processes.	Does not investigate operational requirements, problems, and opportunities, seeking effective business solutions through improvements in automated and non-automated components of new or changed processes.
Assists in the analysis of stakeholder objectives, and the underlying issues arising from investigations into business requirements and problems, and identifies options for consideration.	Is unable to assist in the analysis of stakeholder objectives, and the underlying issues arising from investigations into business requirements and problems, and identify options for consideration.
Works with stakeholders, to identify potential benefits and available options for consideration, and in defining acceptance tests.	Is unable to work with stakeholders, to identify potential benefits and available options for consideration, and in defining acceptance tests.
Contributes to selection of the business analysis methods, tools and techniques for projects; selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.	Is unable to contribute to selection of the business analysis methods, tools and techniques for projects; selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.
ADVANCED	
Takes responsibility for investigative work to determine business requirements and specify effective business processes, through improvements in information systems, information management, practices, procedures, and organisation change.	Is unable to take responsibility for investigative work to determine business requirements and specify effective business processes, through improvements in information systems, information management, practices, procedures, and organisation change.
Selects, adopts and adapts appropriate business analysis methods, tools and techniques; selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.	Is unable to select, adopt and adapt appropriate business analysis methods, tools and techniques; selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.

Collaborates with stakeholders at all levels, in the conduct of investigations for strategy studies, business requirements specifications and feasibility studies.	Is unable to collaborate with stakeholders at all levels, in the conduct of investigations for strategy studies, business requirements specifications and feasibility studies.
Prepares business cases which define potential benefits, options for achieving these benefits through development of new or changed processes, and associated business risks.	Is unable to prepare business cases which define potential benefits, options for achieving these benefits through development of new or changed processes, and associated business risks.
EXPERT	
Takes full responsibility for business analysis within a significant segment of an organisation where the advice given and decisions made will have a measurable impact on the profitability or effectiveness of the organisation.	Does not take full responsibility for business analysis within a significant segment of an organisation where the advice given and decisions made will have a measurable impact on the profitability or effectiveness of the organisation.
Leads the selection of appropriate business analysis methods, tools, techniques; selecting from plan-driven/predictive approaches or more adaptive (iterative and agile) approaches.	Is unable to lead the selection of appropriate business analysis methods, tools, techniques; selecting from plan-driven/predictive approaches or more adaptive (iterative and agile) approaches.
Establishes the contribution that technology can make to business objectives, defining strategies, validating and justifying business needs, conducting feasibility studies, producing high-level and detailed business models, preparing business cases, overseeing development and implementation of solutions, taking into account the implications of change on the organisation and all stakeholders.	Is unable to establish the contribution that technology can make to business objectives, defining strategies, validating and justifying business needs, conducting feasibility studies, producing high-level and detailed business models, preparing business cases, overseeing development and implementation of solutions, taking into account the implications of change on the organisation and all stakeholders.
Guides senior management towards accepting change brought about through process and organisational change.	Is unable to guide senior management towards accepting change brought about through process and organisational change.

Innovation

Definition: The capability to identify, prioritise, incubate and exploit opportunities provided by information, communication and digital technologies. To develop and implement processes, tools and infrastructures to support innovation. To involve internal and external communities, employees, commercial partners, customers, users and other stakeholders in the innovation process. To provide governance, monitoring to, and reporting on, the innovation process.

Effective behaviours	Ineffective behaviours
BASIC	
Manages the innovation pipeline and executes innovation processes.	Is unable to or does not manage the innovation pipeline and executes innovation processes.
Develops and adapts innovation tools, processes and infrastructures to drive the process of	Is unable to develop and adapt innovation tools, processes and infrastructures to drive the process of innovation.

innovation. Identifies resources and capabilities needed to support innovation.	Is unable to identify resources and capabilities needed to support innovation.
Encourages and motivates innovation communities, teams and individuals to share creative ideas and learn from failures.	Does not encourage and motivate innovation communities, teams and individuals to share creative ideas and learn from failures.
Manages and facilitates the communication and open flow of creative ideas between interested parties and the set-up of innovation networks and communities.	Is unable to or does not manage and facilitate the communication and open flow of creative ideas between interested parties and the set-up of innovation networks and communities.
INTERMEDIATE	
Obtains organisational commitment to innovation.	Does not obtain organisational commitment to innovation.
Develops organisational capabilities to drive innovation.	Is unable to develop organisational capabilities to drive innovation.
Leads and plans the development of innovation capabilities and implementation of innovation processes, tools and frameworks.	Is unable to lead and plan the development of innovation capabilities and implementation of innovation processes, tools and frameworks.
Leads the communication and an open flow of creative ideas between interested parties and the set-up of innovation networks and communities.	Is unable to lead the communication and an open flow of creative ideas between interested parties and the set-up of innovation networks and communities.
ADVANCED	
Leads development of a culture that encourages innovation, risk-taking and collaboration.	Is unable to lead development of a culture that encourages innovation, risk-taking and collaboration.
Embeds innovation processes throughout business units and links strategy execution with innovation.	Is unable to embed innovation processes throughout business units and links strategy execution with innovation.
Aligns organisational and individual objectives, measures and rewards with innovation.	Is unable to align organisational and individual objectives, measures and rewards with innovation.

Emerging technology monitoring

Definition: The identification of new and emerging technologies, products, services, methods and techniques. The assessment of their relevance and the potential impacts (both threats and opportunities) upon business enablers, cost, performance or sustainability. The communication of emerging technologies and their impact.

Effective behaviours	Ineffective behaviours
BASIC	
Supports monitoring of the external environment and assessment of emerging technologies.	Does not support monitoring of the external environment and assessment of emerging technologies.
Contributes to the creation of reports, technology road-mapping and the sharing of knowledge and insights.	Does not contribute to the creation of reports, technology road-mapping and the sharing of knowledge and insights.

INTERMEDIATE	
Monitors the external environment to gather intelligence on emerging technologies.	Does not monitor the external environment to gather intelligence on emerging technologies.
Assesses and documents the impacts, threats and opportunities to the organisation.	Is unable to assess and document the impacts, threats and opportunities to the organisation.
Creates reports and technology roadmaps and shares knowledge and insights with others.	Is unable to create reports and technology roadmaps and shares knowledge and insights with others.
ADVANCED	
Plans and leads the identification and assessment of emerging technologies and the evaluation of potential impacts, threats and opportunities.	Is unable to plan and lead the identification and assessment of emerging technologies and the evaluation of potential impacts, threats and opportunities.
Creates technology roadmaps that align organisational plans with emerging technology solutions. Engages with, and influences, relevant stakeholders to obtain organisational commitment to technology roadmaps.	Does not create technology roadmaps that align organisational plans with emerging technology solutions. Does not engage with, and influence, relevant stakeholders to obtain organisational commitment to technology roadmaps.
Develops organisational guidelines for monitoring emerging technologies.	Is unable to develop organisational guidelines for monitoring emerging technologies.
Collaborates with internal and external parties to facilitate intelligence gathering.	Does not collaborate with internal and external parties to facilitate intelligence gathering.

Solution design and architecture

Definition: The design and communication of high-level structures to enable and guide the design and development of integrated solutions that meet current and future business needs. In addition to technology components, solution architecture encompasses changes to service, process, organisation, and operating models. The provision of comprehensive guidance on the development of, and modifications to, solution components to ensure that they take account of relevant architectures, strategies, policies, standards and practices (including security) and that existing and planned solution components remain compatible.

Effective behaviours	Ineffective behaviours
BASIC	
Contributes to the development of solution architectures in specific business, infrastructure or functional areas.	Does not contribute to the development of solution architectures in specific business, infrastructure or functional areas.
Identifies and evaluates alternative architectures and the trade-offs in cost, performance and scalability. Determines and documents architecturally significant decisions.	Is unable to identify and evaluate alternative architectures and the trade-offs in cost, performance and scalability. Is unable to determine and document architecturally significant decisions.
Produces specifications of cloud-based or on-premises components, tiers and interfaces, for	Does not produce specifications of cloud-based or on-premises components, tiers and interfaces, for translation into detailed designs using selected services and products.

translation into detailed designs using selected services and products.	
Supports projects or change initiatives through the preparation of technical plans and application of design principles. Aligns solutions with enterprise and solution architecture standards (including security).	Does not support projects or change initiatives through the preparation of technical plans and application of design principles. Does not align solutions with enterprise and solution architecture standards (including security).
INTERMEDIATE	
Leads the development of solution architectures in specific business, infrastructure or functional areas.	Is unable to lead the development of solution architectures in specific business, infrastructure or functional areas.
Leads the preparation of technical plans and ensures that appropriate technical resources are made available. Ensures that appropriate tools and methods are available, understood and employed in architecture development.	Is unable to lead the preparation of technical plans and ensures that appropriate technical resources are made available. Does not ensure that appropriate tools and methods are available, understood and employed in architecture development.
Provides technical guidance and governance on solution development and integration. Evaluates requests for changes and deviations from specifications and recommends actions.	Is unable to provide technical guidance and governance on solution development and integration. Is unable to evaluate requests for changes and deviations from specifications and recommends actions.
Ensures that relevant technical strategies, policies, standards and practices (including security) are applied correctly.	Does not ensure that relevant technical strategies, policies, standards and practices (including security) are applied correctly.
ADVANCED	
Leads the development of architectures for complex solutions ensuring consistency with agreed requirements.	Is unable to lead the development of architectures for complex solutions ensuring consistency with agreed requirements.
Establishes policies, principles and practices for the selection of solution architecture components.	Does not establish policies, principles and practices for the selection of solution architecture components.
Manages trade-offs and balances functional, service quality and systems management requirements within a significant area of the organisation. Communicates proposed decisions to stakeholders.	Is unable to manage trade-offs and balances functional, service quality and systems management requirements within a significant area of the organisation. Does not communicate proposed decisions to stakeholders.
Coordinates and manages the target architecture across multiple projects or initiatives. Maintains a stable, viable architecture and ensures consistency of design and adherence to appropriate standards across multiple projects or initiatives.	Does not coordinate and manage the target architecture across multiple projects or initiatives. Does not maintain a stable, viable architecture and ensures consistency of design and adherence to appropriate standards across multiple projects or initiatives.

Programme and project management

Definition: The ability to plan and manage a project to meet identified business needs, acquiring and utilising the necessary resources and skills, within agreed parameters of cost, time, and quality. The adoption and adaptation of project management methodologies based on the context of the project and selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.

Effective behaviours	Ineffective behaviours
BASIC	
Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.	Does not understand and apply the principles of project management and applies methodologies, tools and processes to manage simple projects.
Optimises costs and minimises waste.	Does not optimise costs and minimises waste.
Implements plans for a programme of change.	Does not implement plans for a programme of change.
Plans and directs a single or portfolio of projects to ensure co-ordination and management of interdependencies.	Is unable to plans and direct a single or portfolio of projects to ensure co-ordination and management of interdependencies.
Orchestrates projects to develop or implement new, internal or externally defined processes to meet identified business needs.	Is unable to orchestrate projects to develop or implement new, internal or externally defined processes to meet identified business needs.
Defines activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget, optimises costs and time utilisation, minimises waste and strives for high quality.	Is unable to define activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget, optimises costs and time utilisation, minimises waste and strives for high quality.
Develops contingency plans to address potential implementation issues.	Is unable to develops contingency plans to address potential implementation issues.
Delivers project on time, on budget and in accordance with original requirements.	Is unable to or does not deliver project on time, on budget and in accordance with original requirements.
Creates and maintains documents to facilitate monitoring of project progress.	Is unable to create and maintain documents to facilitate monitoring of project progress.
INTERMEDIATE	
Accounts for own and others activities, working within the project boundary, making choices and giving instructions, optimising activities and resources.	Does not account for own and others activities, working within the project boundary, making choices and giving instructions, optimising activities and resources.
Manages and supervises relationships within the team; plans and establishes team objectives and outputs and documents results.	Does not manage and supervise relationships within the team; Does not plan and establish team objectives and outputs and documents results.
ADVANCED	
Manages complex projects or programmes, including interaction with others.	Is unable to manage complex projects or programmes, including interaction with others.
Is empowered to revise rules and choose standards.	Is not empowered to revise rules and choose standards.

Influences project strategy by proposing new or alternative solutions and balancing effectiveness and efficiency.	Is unable to influence project strategy by proposing new or alternative solutions and balancing effectiveness and efficiency.
Takes overall responsibility for project outcomes, including finance and resource management and works beyond project boundary.	Does not take overall responsibility for project outcomes, including finance and resource management and works beyond project boundary.
EXPERT	
Provides strategic leadership for extensive interrelated programmes of work to ensure that programme and projects are a change enabling agent and delivers benefit in line with overall business strategic aims.	Is unable to provide strategic leadership for extensive interrelated programmes of work to ensure that programme and projects are a change enabling agent and delivers benefit in line with overall business strategic aims.

MANAGERIAL COMPETENCIES

Visionary thinking and strategic planning

Definition: Understands potential environmental changes, opportunities and threats that may impact EMA, and demonstrates ability to translate those into vision, mission, effective strategy, and tasks and objectives at all levels (teams and individual).

Effective behaviours	Ineffective behaviours
BASIC	
Is aware of the wider environment in which EMA operates.	Unaware of the wider environment of the Agency . Ignores changes in the external environment that have implications on the Agency.
Encourages new ideas, challenges the status quo and asks why.	Argues to retain the status quo, supports current ineffective approaches, activities and processes without challenge, avoids innovation and risk.
Ensures operational delivery of the strategic direction.	Cannot link operational delivery with strategic direction.
Has ability and competence with forecasting and planning accordingly.	Struggles to forecast future trends and to plan accordingly.
Stays abreast with the latest developments within own area of responsibility .	Does not keep up to date with the latest developments in own area.
INTERMEDIATE	
Develops contingency plans to mitigate risks to account for changing environment.	Does not plan contingencies to mitigate risks.

Helps team members understand the importance of their work and its relation to the Agency's vision, mission and goals.	Does not effectively cascade vision and strategic thinking to team members.
Contributes to the development of the Agency's strategic direction.	Cannot form strategic direction.
Focuses on the mid-term success of the business.	Focuses on the short-term and ad hoc achievements.
Makes complex ideas, issues and situations clear and understandable at all levels.	Cannot make complex ideas and situations clear and understandable.
ADVANCED	
Focuses on the long-term success of the business.	Focuses on the short-term and ad hoc achievements.
Develops strategic direction for the organisational entity and the Agency.	Is unable to develop strategic direction for the organisational entity and the Agency.
Orchestrates a process that engages the organisation, by identifying and crafting a vision that creates a compelling future.	Is unable to orchestrate a process that engages the organisation, by identifying and crafting a vision that creates a compelling future.
Explains and communicates the strategic benefits of decisions to team members and/or colleagues.	Does not to explain strategic benefits of decisions.

Decision-making

Definition: The ability to make timely, informed decisions and accurate judgments which may involve tough choices or considered risks. Takes ownership, responsibility and accountability for decision making and actions.

Effective behaviours	Ineffective behaviours
BASIC	
Can make effective and informed decisions under tight deadlines and pressure.	Defers and delays decisions. Doesn't consider information available when making decisions.
Explains the grounds for decisions taken.	Takes decisions without discussion or explanations.
Encourages others in the team to make decisions in their own area of expertise and learn from experience.	Does not empower team to make decisions within their own area of expertise.
Supportive of learning from mistakes, and culture of continual improvement.	Punishes failures and mistakes.
Includes others in decision making process, but does not hesitate to take decisions on their own when needed.	Makes unilateral decisions without including others.
Able to face problems head-on and make difficult decisions and take responsibility for them.	Is unable to make difficult decisions on their own and/or to take responsibility for them.
Considers impact of own decisions on others.	Is inconsiderate of impact of own decisions on others.

Stands by the decisions of team, publicly accepting responsibility and accountability.	Is not able to stand by the decision. Does not accept and promote responsibility and accountability.
INTERMEDIATE	
Takes calculated risks rather than missing opportunities. Balances the potential gains against the risks and makes the decision without hesitation.	Takes risks without calculating consequences, thereby exaggerating or underestimating risks. Misses opportunities or hesitates, rather than taking risks.
Judges situations considering several possible alternatives and objectively weighing the pros and cons.	When judging situations does not consider the possible alternatives and does not objectively weigh the pros and cons.
Considers the impact of current decisions on future or concurrent activities in own and other organisational entities.	Does not consider the impact of current decisions on future or concurrent activities in own and other organisational entities.
Stands by the decisions of department, publicly accepting responsibility and accountability.	Is not able to stand by the decision. Does not accept and promote responsibility.
ADVANCED	
Makes decisions in complex, ambiguous or highly risky situations, without undue hesitation, where the consequences of the decision have broad and/or long-term implications.	Hesitates and is uncertain when making decisions in complex, ambiguous or highly risky situations, where the consequences of the decision have broad and/or long-term implications.
Makes objective judgements that have long-term impact on the organisation, assesses the risks and all future implications.	Does not make objective judgements that have long-term impact on the organisation. Does not assess the risks and all future implications.
Stands by the decisions of EMA as a whole, accepting and promoting managerial responsibility.	Is not able to stand by the decision. Does not accept and promote responsibility.

Inspiring and Engaging

Definition: The ability to organise and present information, ideas, plans, views and concepts in compelling and inspiring way in order to develop a sense of ownership and engagement in the staff.

Effective behaviours	Ineffective behaviours
BASIC	
Constructively talks about possibilities and opportunities, highlighting benefits and equally acknowledging challenges.	Conveys a negative outlook when talking about possibilities and opportunities.
Generates energy and enthusiasm amongst others.	Communicates and acts with limited/low levels of enthusiasm and effort.
Checks for understanding.	Sets out a course of action and applies it without checking other's understanding or adapting where relevant.

Can inspire the team through demonstrated action, leading by example.	Leaves team members to cope alone in difficult situations – provides little support for their teams.
Instils a sense of pride in the team’s work by focusing on the success of both the individuals and the team, invites input from each person and shares visibility.	Takes personal credit for team achievements and fails to recognise team contributions to the overall success.
Creates an environment in which people want to do their best and grow.	Does not create an environment in which people want to do their best and grow.
INTERMEDIATE	
Advocates positively both within and outside department/business area.	Lacks confidence or impact at high levels, misses opportunities to communicate messages or gives a confused or uninspiring narrative about what’s important.
ADVANCED	
Advocates positively both within and outside the Agency.	Lacks confidence or impact at high levels, misses opportunities to communicate messages or gives a confused or uninspiring narrative about what’s important.

Coaching and Developing

Definition: Ability to lead, encourage, guide and support others to develop their confidence and capability to perform best and realise their full potential.

**All behaviours are expected from every manager. The proficiency level for this competency is set as ADVANCED in the role descriptions.*

Effective behaviours	Ineffective behaviours
Asks questions, challenges ideas and challenges staff to bring them outside of their comfort zone.	Does not challenge staff to move beyond their comfort zone.
Helps team members to come up with their own answers rather than solving problems for them.	Provides solutions without empowering team to develop their own.
Helps to identify strengths, as well as areas for improvement and development.	Cannot support staff in identifying strengths, or areas for improvement and development.
Motivates to deliver best possible results.	Does not understand what motivates the individuals/team to deliver the best possible result.
Guides individuals and team based on one’s own work experience when needed.	Is unable to draw from one’s own experience to guide individuals and team. Continuously presents own experience without reflection or relevance to the situation.
Discusses issues openly and listens to the staff on a regular basis.	Reluctant to openly discuss and listen to staff considerations on a regular basis.
Provides constructive and regular feedback.	Only offers negative feedback or does not provide feedback at all.
Delegates work to individuals based on their strengths and aspirations.	Delegates work in a haphazard way without regard to individual capability; or fails to delegate work.

Empowers others with the authority to accomplish tasks effectively.	Does not invest others with the authority to independently accomplish delegated tasks; keeps control.
Identifies the different aspirations and motives of others.	Thinks the same method of motivating will work equally for all staff.
Coaches others on new tasks and development needs.	Fails to assume responsibility for staff learning and development; puts own needs and goals before team needs; fails to take the time to assist and coach staff.

Collaborative Team Leadership

Definition: The ability to create a sense of shared identity to encourage cooperation and team spirit.

Effective behaviours	Ineffective behaviours
BASIC	
Encourages team cooperation and communication to understand needs and expectations.	Promotes individual work practices to the detriment of the team; allows individuals to work in isolation.
Encourages open dialogue, information sharing and free expression of diverse points of view within the team.	Shows a lack of interest in team members' ideas, opinions and concerns. Does not foster an environment of open dialogue.
Promotes a positive team spirit approach, engaging individuals across the Agency in the collective effort.	Does not convey a positive attitude towards collaboration across the Agency. Is over-protective towards own area of work and impedes cross-organizational collaboration.
Empowers their team to take ownership of their work and provides support where necessary.	Has insufficient knowledge of team members' skills and competencies and doubts their ability to succeed; Does not support inexperienced colleagues.
Encourages collaboration between/amongst teams by contributing across Agency projects/initiatives.	Focuses on own immediate area of concern and does not see interconnections across EMA.
Creates a work environment where others react positively to change; leads by example embracing change.	Does not present change as positive in the work environment triggering negative outlook.
Identifies self as part of the team.	Encourages hierarchical approach; builds silos.
Is approachable, practices "management by walking around" and promotes and practices an "open-door" office culture.	Is distant and unavailable for team; spends considerable amount of time with own hierarchy to the detriment of the team; does not believe in an "open-door" office culture.
INTERMEDIATE	
Engages team members to contribute to EMA's strategic objectives.	Does not consider or involve team members to contribute to EMA's strategic objectives.
Provides support or releases resources to help others at times of operational need.	Is unsupportive or does not release resources to help others at times of operational need.

ADVANCED	
Encourages a transversal way of working, leveraging EMA's full knowledge and skills to support the Agency's overall objectives and success.	Works in silos, does not share team's knowledge and skills to support EMA's success.

Relating and Networking

Definition: The ability to maintain active and effective networks with people from all levels in and out of the Agency. Uses humour appropriately to enhance relationships with others.

Effective behaviours	Ineffective behaviours
BASIC	
Establishes networks outside the service with peers and others to achieve the Agency objectives.	Fails to establish cross Agency and external collaboration links/contacts to achieve Agency objectives. Establishes networks for personal rather than organizational benefit.
Is approachable and creates relations based on trust with own team, and others outside of it.	Not able to create trustworthy relationships.
Makes use of diplomacy and tact in daily interactions.	Lacks tact and sensitivity in daily interactions with colleagues and teams.
Deals confidently with senior level staff, and relates well to people at all levels.	Is intimidated by interactions with senior level staff. Is ineffective in relating to people at all levels.
Demonstrates emotional intelligence (e.g. high degree of self-awareness, impulse control, persistence, empathy etc) and awareness of how people and organisations work.	Lacks emotional intelligence to build awareness of how people and organizations work. Cannot build rapport with others.
Uses appropriate humour to reduce tension.	Is unable to use humour to reduce tension.
INTERMEDIATE	
Establishes networks across and outside the organisational entity (e.g., Department) with peers and others to achieve the Agency objectives.	Fails to establish cross Agency and external collaboration links/contacts to achieve Agency objectives. Establishes networks for personal rather than organizational benefit.
Operates comfortably within organisational politics.	Shies away and/or is uncomfortable with organisational politics.
Is able to anticipate and solve relationship issues and problems.	Ignores conflict and issues, or lets it escalate without intervening.
Delivers difficult messages without damaging relationships.	Delivers messages without considering the detrimental consequences.
Uses humour to positive effect, making sure that it is inoffensive and appropriate.	Is not able to use humour to positive effect, or uses offensive and inappropriate humour.

ADVANCED	
Establishes networks with peers and others across and outside the organisational entity (e.g. Division, Task Force) and the Agency to achieve the Agency objectives.	Fails to establish cross Agency and external collaboration links/contacts to achieve Agency objectives. Establishes networks for personal rather than organisational benefit.
Operates comfortably within organisational (including external stakeholders) politics.	Shies away and/or is uncomfortable with organisational (including external stakeholders) politics.
Adapts humour to the people, the occasion, and the purpose.	Is not able to adapt humour to the people, the occasion and the purpose.

Talent Management

Definition: The ability to apply strategic management of staff and to develop and assess their competencies to fulfil the objectives of the Agency.

**All behaviours are expected from every manager. The proficiency level for this competency is set as ADVANCED in the role descriptions.*

Effective behaviours	Ineffective behaviours
Plans development of own staff and supports succession planning/career development.	Not interested in development of own staff, and disengaged from succession planning/career development.
Co-defines and assesses performance indicators of staff.	Unilaterally establishes unrealistic performance indicators for staff. Does not establish and assess performance indicators for staff.
Uses performance management effectively (regular feedback, addressing underperformance, career discussions, rewarding positive performance, etc.).	Does not manage performance within the team, including high potential as well as underperformers.
Identifies needs for resources and skills required to deliver objectives.	Unaware of what skills are needed to deliver objectives. Not able to plan workforce.
Actively uses the talent management tools and processes (e.g. learning opportunities, internal mobility, mentoring, etc.) that are available in the Agency and ensures they are accessible to all managed staff.	Fails to familiarise one-self with the talent management tools and processes of the Agency needed and/or available to manage own staff.
Encourages staff to acquire new talents that would benefit the Agency.	Does not encourage staff to acquire new talent that would benefit the Agency.
Thinks of the competencies, interests and development of staff when allocating tasks.	Does not consider competencies, interests and development of staff when allocating tasks.