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ANNEX 1

ANNEX

to the

Commission decision

on middle management staff

COMPETENCIES REQUIRED TO APPLY FOR A MIDDLE MANAGEMENT POST

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The list below further details the essential competencies middle managers need to have, acquire or develop, including essential people management skills, in order to perform effectively in their functions and to ultimately enhance organisational performance.

1. THESE REQUIRED CORE COMPETENCIES ARE:

- General *management* skills, including:
 - The ability to set and revise objectives for the unit within the overall strategic framework of the Directorate-General and the overall objectives and priorities of the Commission;
 - The ability to determine and focus on priorities and to monitor and evaluate the progress made towards achieving the unit's and team members' objectives set, in cooperation with the members of the team;
 - The ability to organise, assign and manage the unit's work among the members of the team and to set them challenging but realistic objectives;
 - The ability to empower members of the team while ensuring that they understand what is expected of them and how their work contributes to the unit's objectives;
 - The ability to choose co-workers and to build strong teams with complementary strengths suited to the efficient pursuit of the unit's objectives;
 - The ability to motivate members of the team to achieve the desired results and also to provide regular feedback, acknowledge success and the need for improvement in order to enable them to achieve their objectives and greatest potential;
 - The ability to develop and support career development and learning opportunities for the members of the team.
- Communication skills
 - The ability to communicate clearly and present complex subjects simply, both orally and in writing, including to the members of the team;
 - The ability to solicit inputs from and listen to staff, partners, and stakeholders.
- Interpersonal skills
 - The ability to deal with people effectively, respectfully and courteously;

- The ability to build productive and cooperative working relationships with hierarchy and other units and colleagues;
- Negotiation skills
 - The ability to steer discussions and generate the best possible results without compromising productive working relationships with the other parties involved;
- Previous mobility within the institution
 - Proven ability to carry out the functions in different environments and/or overall knowledge of the Institution, gained notably through inter-DG mobility, should constitute an important advantage and might be deemed essential for the appointment to certain head of unit posts.

2. TECHNICAL QUALIFICATIONS INCLUDE POINTS OF THE FOLLOWING TYPE:

- Familiarity with administrative, financial and oversight issues
 - Officials must have a good knowledge of the administrative and financial circuits within the Institution and, ideally, experience of them. A high degree of competence in handling budgetary resources and/or in organising work, resources and procedures to achieve operational efficiencies and value for money could be of key importance, depending on the post in question.

3. SPECIALIST KNOWLEDGE COMPRISES POINTS SUCH AS:

- Knowledge of Community policies, languages, legislation and programmes, particularly those relevant to the post in question
 - Occupying a head of unit post efficiently and effectively requires possession of these competencies to a high degree. The relative weighting of the various elements will depend largely on the particular features of each post.