Behavioural Competence Framework

Your safety is our mission.

Behavioural Competences and Anchors

What are behavioural anchors?

For each behavioural competence specific observable behaviours have been identified and levelled (L1-L8). These are behaviours relevant and expected per grade. EASA recognises and values the following behavioural competences, clustered in 5 chapters, namely:

Think: Decision-Making, Problem-Solving, Strategic Agility, Critical Thinking, Conceptual Thinking

Grow: Learning Agility, Flexibility & Change Adaptability, Creativity, Professional & Technical Expertise

Interact: Teamwork, Conflict Resolution, Stakeholder Orientation, Communication

Focus: Quality Orientation, Drive for Results

**Lead:** Managing Ambiguity, Guiding Staff, Engaging Staff

Out of the competences, the following contribute particularly to psychological safety in the workplace (i.e., a climate where team members feel comfortable to take interpersonal risks).

Psychological safety: Conflict Resolution, Teamwork, Communication, Guiding Staff, Flexibility & Change Adaptability.

How to put behavioural anchors to use?

Behaviours are categorised and aligned with the EASA grade structure to establish competence requirements. However, these behaviours are designed as general guidelines. Therefore, individuals and managers are encouraged to engage in discussions to adapt and tailor them to the unique circumstances of each role.

Competence Levels	Grade-to-Competence Mapping for Performance Expectations			
C8	AD 13 - 14			
C7	AD 12			
C6	AD 10 - 11			
C5	AD 8 - 9		AST 8 - 9	
C4	AD 6 - 7	FGIV 16, 17, 18	AST 6 - 7	
C3	AD 5	FGIV 13, 14, 15	AST 5	
C2			AST 3 -4	FGIII 10, 11, 12
C1			AST 1-2	FGIII 8, 9
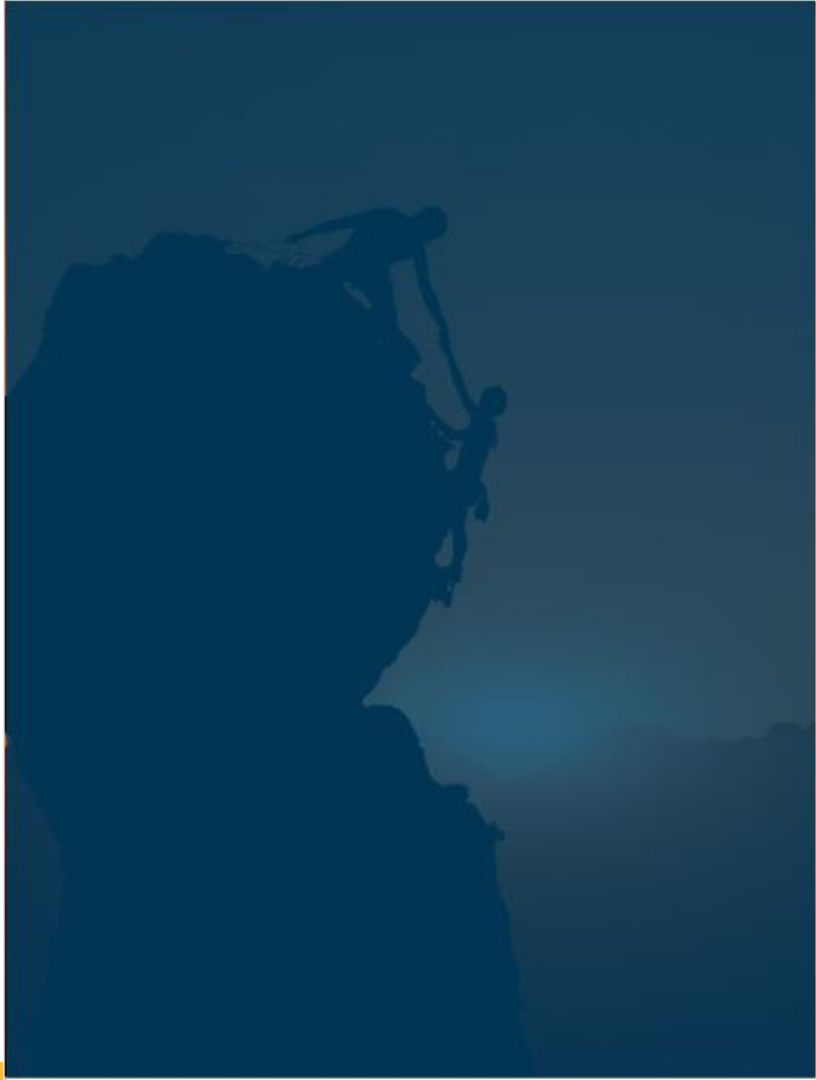
Think

Decision-making

Problem-solving

Strategic agility

Critical thinking

Conceptual thinking

Decision-Making

Makes decisions in a timely manner. Is able to take quick decisions sometimes with minimum information and under tight deadlines or other pressure. Manages risks appropriately and successfully. Adapts risk appetite to organisational and situational context.

C1 Gathers necessary input to evaluate and take a decision about one's own work. Takes *decisions under full supervision* of higher levels of responsibility.

C2 Takes *decisions under close collaboration* with higher levels of responsibility.

C3 *Assesses risks, effectiveness and impact of decisions on own work.* Strives to make transparent decisions and following the organisation's protocol.

C4 Able to make *decisions regarding own work and the work of project members or larger teams.* Recognises the results critical for success and identifies the necessary steps to deliver those results. Creates reporting processes and relevant data sets to anticipate issues which may impact the delivery of results.

C5 Makes sound *decisions that are aligned to and are supportive of EASA's objectives.* Easily apprehends eventual sense of urgency and is aware of importance and impact of decision-making on the Agency and its stakeholders. Stays focused on identified priorities when making decision. Can *detect discrepancies, knows whom to involve and how to address risks.*

C6 Makes *high-level decisions* which impact larger parts of the Agency and its operations. Balances perspectives. Shapes and actively manages the priorities of self and others to address most urgent and relevant tasks. *Forecasts, identifies, and mitigates risks and establishes mitigation measures where necessary.*

C7 Makes *decisions for the associated directorate.* Makes swift decisions for matters *under tight deadlines and pressure.* Not hesitant to take courageous decisions. Applies a constructive and de-escalating attitude when faced with significant risks.

C8 Makes *strategic and long-term decisions at Agency level.* Takes ultimate ownership, responsibility, and accountability for outcomes of high-level strategic decisions and actions.

Problem Solving

Anticipates and identifies problems by systematic and critical analysis of existing circumstances in a structured, accurate and objective way. Seeks additional information or clarification from colleagues or stakeholders, showing respect and appreciation for the information received. Is able to use and synthesise data appropriately from a variety of sources, and to apply this according to different requirements. Generates, evaluates and proposes alternative solutions after having assessed all pros and cons.

C1 — *Detects and raises problems to the hierarchy*. Aims at identifying the nature of the issue and potential cause.

C2 — Identifies and raises issues and concerns. *Aims at resolving problems in a logical way before seeking support*. Proposes innovative and creative solutions. Anticipates challenges in standard situations and seeks support in case of challenges in non-standard situations.

C3 — Critically analyses different courses of action to select the best solution for implementation. *Proposes innovative and timely solutions based on factual evidence (e.g., data, benchmark).* Spots risks well ahead and proposes ways to mitigate and manage them.

C4 — Seeks advice from experts where appropriate. Probes for greater understanding / holistic view of issues and explores different solutions to resolve problems. *Applies a constructive, forward-looking approach when solving a problem.*

C5 — Adopts a logical, structured, and system approach to problem-solving and information review. *Undertakes rigorous validity checking before implementing solutions.* Assesses issues, diagnoses complex problems, implements corrective measures, and identifies what to do differently next time.

C6 — Engages in solving complex issues across the Agency. Can see hidden problems and is able to analyse the situation to identify the problem's route cause. *Empowers others to deal with problems creatively, independently, and seeing these as learning opportunities,* by promoting and sharing best practices in problem solving.

C7 — Puts in place strategic and holistic solutions. *Steers cross-Agency working groups and programs to develop solutions to complex problems.*

C8 — Takes a *high-level perspective across the Agency* and its context. Anticipates and solves complex and multi-layered problems that potentially span across internal and external stakeholders.

Strategic Agility

Can anticipate future consequences and trends. Listens, hears, reads, observes, aiming to understand our business world from all different perspectives before forming a judgement. Shows future orientation by articulating credible pictures and visions of possibilities, likelihoods and of what needs to be achieved. Understands the fundamental drivers of the business and challenges conventional thinking about them. Has awareness of what has not taken shape.

C1	*Takes steps proactively in understanding the Agency's strategy* and how one can contribute. Relies on both formal and informal resources.
C2	*Knows and understands Agency, unit, and team strategic priorities*. The reasoning behind priorities is clear. Tries to relate strategic priorities to own job.
C3	Demonstrates a thorough understanding of the vision of the Agency and direction of the Agency by *leveraging the strategy into everyday practice*. Understands the fundamental drivers of the business and knows how this impact own work.
C4	*Stays informed of future trends and developments* in functional and/or technical domain of expertise. Identifies how these will impact own work. Produces work outcomes which integrate future trends and developments, and which take into account the broader business context.
C5	*Looks at team or project activities in a wider perspective. Translates future trends and developments* into the work of the team and/or project group. Shares the trends and developments impacting the work of the team or project group openly while establishing the link with the organisation's strategy and workplan.
C6	Assesses consequences of strategic decisions on the own section. Looks beyond the current strategy and *looks ahead at future strategic options to drive the business*. Tries to strike an optimal balance between the current reality, visions, trends and likelihoods.
C7	Keeps abreast of upcoming challenges and trends that may influence the strategic direction of the organisation. Outlines a strategy for the department to cope with its future challenges and requirements. Confidently and *swiftly responds to changing circumstances by adapting short- and long-term strategic plans*. Implements new strategies and embraces the change as opportunity to grow the impact of the department and/or directorate.
C8	Confidently translates the overall mission into an effective strategy for the directorate/Agency. Considers the broader social, political, and economic context in devising long term strategic goals for the Directorate and/or Agency. Takes a *holistic view* of the Agency and its current context/changing environment. Embraces change as opportunity to grow the impact of the Agency.

EASA

Critical Thinking

Evaluates and scrutinises information with accuracy and objectivity. Seeks additional detail or clarification from colleagues or stakeholders. Is able to use and synthesise data from a variety of sources appropriately, and to apply this according to different requirements.

C1 — Pays *attention to details*. Works precisely. Collects facts and objective information to understand the working reality. Asks thoughtful questions to ensure the information is accurate and relevant.

C2 — Breaks down information into logical components. Evaluates, analyses, and interprets relevant information. *Seeks objectivity*, questions intuition and recognises flaws of reasoning, such as biases.

C3 — *Can use and synthetize/integrate collected information with technical or functional expertise*. Quickly senses the challenges ahead. Provides mitigation actions. Tries to predict when a challenge might occur.

C4 — Systematically considers implications of information. Can identify information gaps and bridge these with sound analysis. *Evaluates wider contex*t and synthesises information into clear arguments. Reconciles conflicting data or data discrepancies to understand an issue. Considers cloud judgement and boils it down to objective data to avoid bias.

C5 — Provides fitting and just enough details to communicate clearly. *Considers logic, facts and figures in daily work practices*. Maneuvers successfully situations that are prone to cloud judgement. Keeps the overall context in mind when working on isolated information.

C6 — Determines the *criteria, principles, and frame for assessing complex issues* and information. Makes sure that these can be applied across the organization and across multiple situations. Demonstrates a critical attitude as a habit. Inspires others to reason critically.

C7 — Analyses highly complex issues by considering the *long-term effects, trade-offs, risks and benefits that impact the directorate*. Critical thinking is especially meticulously applied in context of high-level stakeholder management.

C8 — Analyses highly complex issues by considering the *long-term effects, trade-offs, risks, and benefits that impact the Agency and wider context (e.g., social, economic systems).* Critical thinking is especially meticulously applied in context of high-level stakeholder management.

Conceptual Thinking

Clearly defines a problem before acting. Challenges traditional approaches and establishes working methods by stimulating and facilitating new and creative solutions. Easily makes connections among previously unrelated notions. Looks beyond the obvious. Understands what is relevant and is able to identify root causes.

C1 — *Looks for common factors* in different situations. Tries to see similarities to past situations and aims at identifying the underlying pattern.

C2 — *Forms a view based on relevant and known facts.* Identifies connections, patterns, or trends even when not obviously related. Tries to evaluate and appraise assumptions.

C3 — *Challenges traditional approaches and established working practices aiming to understand* the purpose of processes and established procedures. Looks beyond the obvious to bring new insights to the table and to enable improvements.

C4 — *Easily makes connections among previously unrelated notions. Can identify underlying concepts in complex patterns.* Concretely, easily imagines a practical application of an abstract idea. Vice versa, easily sees the common ground across applications and translates this to one abstract idea.

C5 — *Successfully makes complex ideas or situations clear* by leveraging abstract concepts. Restates complexities in concise and clear fashion by focusing on the root cause / common denominator.

C6 — Sees situations, processes, and procedures as a whole and places them in a *coherent framework/model* to increase the understanding complex circumstances. Leverages framework to address underlying issues and to move the team/directorate forward.

C7 — Confidently *leverages long-term aviation and business trends and predictions* into strategic vision and daily practices of the *directorate.*

C8 — Confidently *leverages long-term aviation and business trends predictions* into strategic vision and daily practices of the *Agency and the wider context.*
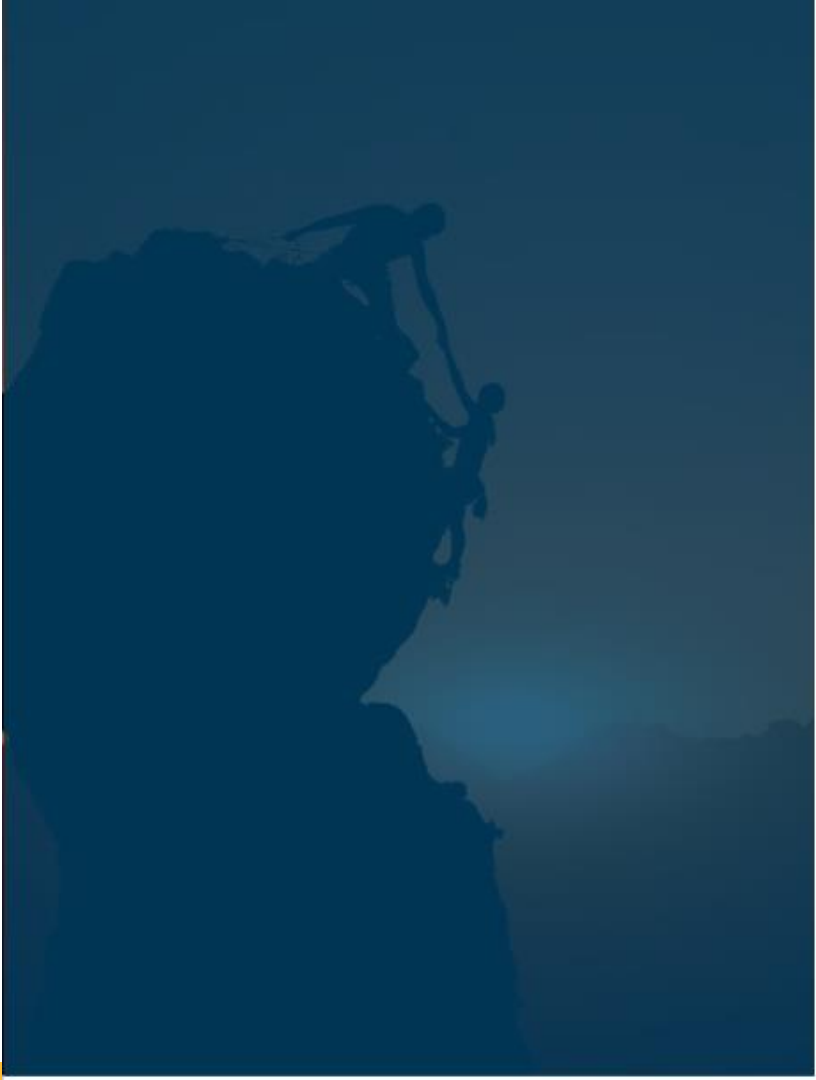
EASA

8

Grow

Learning agility

Flexibility & change adaptability

Creativity

Professional & Technical Expertise

Learning Agility

Practices self-awareness, reflecting on own actions and impact, successes and failures by seeking feedback from others. Takes on new assignments and tasks outside his/her comfort zone and job level, seeing the learning opportunity it brings. Gathers information independently and pro-actively when faced with a new subject or expected to come up with solutions. Experiments, takes some risks and makes efforts to find solutions.

C1 — Has a positive attitude towards continuous learning, welcomes feedback and wants to keep improving to support the Agency's mission. Demonstrates ***ability to learn from experience and feedback.***

C2 — Takes opportunities to improve existing skills or develop new ones, learns from experience and precedents, is open and honest about mistakes, seeks and acts on feedback. Takes initiative, displays proactive thinking as well as a ***"can-do" attitude.***

C3 — ***Has an entrepreneurial mindset,*** is open to new ways of thinking and working and shares her/his own experience with others. Pursues personal development as much through new experiences and self-guided learning as through more formal routes. Proactively seeks and acts on feedback.

C4 — Demonstrates curiosity beyond own work remit by connecting with others, asking questions, trying to understand. Takes responsibility for own development. Guides others and openly shares knowledge and skills relevant to the work of others and for providing context. Makes use of available experts to supplement own knowledge when necessary. ***Demonstrates a pattern of action on feedback.*** Probes more junior staff to seek and act on feedback.

C5 — Fosters an environment of continuous feedback and professional development. Experiments, reflects, and integrates learnings into further shaping the solution or services of the team. Views all experiences as an opportunity to ***drive continuous improvement.***

C6 — ***Is a role model for receiving feedback, continuous intellectual curiosity and learning for his/her own direct reports.*** Delegates responsibility giving as much autonomy as possible to others to enable their learning. Shares and seeks feedback openly and constructively.

C7 — ***Acts as a role model for learning agility.*** Provides structures and enables through own actions and behaviour a culture of learning, feedback, mutual trust, quality, and continuous development.

C8 — Acts as a role model, promotes sharing and preservation of knowledge across EASA, ***promotes a feedback culture*** and ensures that the organisation has the right strategy in place to foster learning agility among its staff members.

Flexibility & Change Adaptability

Adjusts behaviour and actions depending on the situation and according to needs. Is attentive and open to new ideas and diverse viewpoints. Tries out new working methods. Does not rigidly work against plans but is able to flex and pivot as new information is obtained, decisions are made, and opportunities arise. Comfortably handles risk and uncertainty.

C1 — Is getting to know ins-and-outs of the organisation and adopting the ways of working. Understands the need for flexibility. Is in the process of *developing generic skills that can be applied across the Agency*.

C2 — *Accelerates in developing competencies that enable working in various contexts at EASA.* Shows willingness to understand other viewpoints or to put him-/herself in the shoes of others. Integrates these viewpoints into own actions and behaviours.

C3 — *Is open to change.* Willingly tries out new ways of doing. Enjoys the challenge of new tasks. *Adjusts own actions and behaviour according to what the assignment or audience requires.*

C4 — Demonstrate the flexibility and confidence to modify a strongly held position in the face of contrary evidence and/or a better solution. *Recognises and acts upon the need to change and adapt tools, working practices and approaches to be future proof.*

C5 — *Seeks to improve* the task, procedure or system when noticing deficiencies or improvement opportunities. *Measures, improves and upgrades work methods while actively engaging and integrating the view and competence of pee*rs*.* Shows willingness to learn new methods, procedures, or techniques.

C6 — *Enables organisational flexibility and adaptability by involving his/her staff, peers, or team members in developing effective change management plans, actions, and solutions.* Critically assesses current practices and ways of working in the section. Makes a rational impact assessment of changes that are to be introduced in the section. Takes direct operational actions to implement change, also when the premises are not clear. Encourages staff to come forth with actions to implement required change, by welcoming ideas and addressing uncertainty about the way forward. *Role models the quick adaptation to new tools and applies new working practices and approaches.*

C7 — *Looks for ways to make changes work on a strategic level within the different organisational dimensions.* Challenges the status quo in the department, by constructively leveraging uncertainties about the current state and sharing reflections. Identifies opportunities for innovation and change in the department introduce important change and best practices in the department. Effectively supervises the implementation of important change that impacts different sections. Inspires staff and teams to come forward with new ideas and change initiatives.

C8 — *Ensures consistency and steer the whole organisation ensuring that flexibility and adaptability is fully embedded in the culture of the Agency.* Actively looks for new challenges and opportunities that change the direction of the organisation. Initiates high impact changes in the organisation to anticipate future requirements and opportunities. Gives clear directions in order or introduce long term changes in different parts of the organisation. Challenges teams to ensure continuous improvement in their part of the organisation. Constructively raises unclarities about the future and the way forward to spark new ideas. Promotes and prompts a culture of innovative thinking.

Creativity

Accepts challenges or conventional wisdom by questioning the status quo. Draws from diverse sources of opinions and ideas to identify the problem. Finds connections between different ideas and uses those connections to solve problems. Experiments and tests solutions to then further adjust and improve. Generates new ideas, solutions and ways of working.

C1 Is open to new ideas and new approaches generated by others. Examines status-quo attentively with eye for detail. Looks at reality with a ***curious, inquisitive*** and ***open mind***.

C2 Looks at reality from different perspectives. Looks beyond the obvious way forward. ***Imagines, applies, and evaluates new approaches to see if they are fit-for-purpose.*** Helps lower levels of responsibility understand the status-quo.

C3 ***Benchmarks approaches which have proved to work elsewhere.*** Verifies if ideas can be leveraged to create value. Organises, selects, and communicates ideas to relevant stakeholders.

C4 Continuously explores diverse sources of opinions and ideas to identify best-fit way forward. Invites and motivates others to think beyond the obvious. Tries to ***find connections between different ideas*** and uses those connections to solve problems. ***Experiments, tests, and co-creates*** solutions to further shape and improve work processes and results.

C5 Supports others to take the risk in challenging usual methods. Is a ***trusted partner in brainstorm*** sessions on new ideas, solutions and ways of working. Confidently goes beyond structural boundaries to identify improvements. Can shape diverse ideas and possibilities into a coherent vision and indicate one best-fit way forward.

C6 Nurtures the relationships with internal and external stakeholders to be ahead of change requests and to be able to provide practical solutions. Enables the translation of new ideas into practice, by keep a ***birds-eye perspective*** and seeing the implication of ideas for the wider team.

C7 ***Enables significant changes to programs, projects, and processes by developing unconventional ideas that generate a significant impact at Directorate level.*** Brings stakeholders across the organisation together to elaborate ideas and to ensure buy-in**.**

C8 Enables significant changes to programs by developing unconventional ideas that generate a significant impact at Agency level. ***Confidently generates new ideas that span across the Agency and eventually extend to the wider context of the Agency.*** Liaises with stakeholders across the organisation and its wider context to bring relevant ideas together.

Professional & Technical Expertise

Demonstrates the ability to continuously acquire, apply, and develop professional and technical knowledge within a specific area of expertise to enhance work outputs. Recognizes the importance of a broad understanding of related technical fields, leveraging this knowledge to identify interrelationships and maintain a comprehensive view of the larger context.

C1 — Acquires and applies professional and technical knowledge relevant to the specific area of work. Seeks guidance and support from more experienced colleagues to understand tasks, expectations. Demonstrates the willingness to learn and improve their skills.

C2 — Demonstrates a good understanding of professional and technical principles in the specific area of expertise. Independently applies their knowledge to standard tasks and projects. Seeks opportunities to expand knowledge and stays updated with basic developments in the field.

C3 — Applies professional and technical knowledge effectively to solve moderately complex problems. Integrates knowledge from related technical or professional fields to enhance work quality. Proactively seeks out new learning opportunities and keeps up with emerging trends and technologies.

C4 — Demonstrates advanced professional and technical expertise in the specific area, addressing complex issues with well-founded solutions. Understands and leverages the interrelationships between different technical or professional fields to improve outcomes. Mentors less experienced colleagues, sharing knowledge and best practices.

C5 — Recognised as an expert in the specific area of expertise, often sought out for advice and guidance (point of reference). Leads projects that require a deep understanding of technical or professional principles and cross-functional knowledge. Continuously develops professional expertise and contributes to the development of the field through research or innovation.

C6 — Applies comprehensive technical and professional expertise across multiple domains, solving complex, cross-functional problems. Promotes interdisciplinary approaches and integrates diverse technical insights to drive innovative solutions. Leads knowledge-sharing initiatives and fosters a culture of continuous learning within EASA.

C7 — Impacts strategic direction and provides technical leadership across the organisation, influencing policy and decision-making processes. Anticipates future trends and technological advancements, preparing EASA to adapt proactively. Leads cross-functional teams and large-scale projects, ensuring alignment with EASA goals and strategies.

C8 — Demonstrates visionary expertise, shaping the future direction of EASA. Solves complex, multi-layered problems with far-reaching impact, often involving external stakeholders. Sets the standard for technical and professional excellence and innovation, inspiring others to push the boundaries of what is possible.

Interact

Teamwork

Conflict resolution

Stakeholder orientation

Communication

Teamwork

Works and cooperates well with others to achieve goals and to complete assignments. Looks for common ground. Fosters collaboration with colleagues at different levels and directorates of the Agency. Is seen as a team player and a good listener. Solves conflicting priorities and interests and looks for compromises.

C1   *Is committed to the team's purpose and objectives.* Actively contributes to achieving the team objectives. Shows a cooperative attitude by helping others (e.g., stepping in if needed, sharing information).

C2   *Works well and closely with colleagues, partners, and stakeholders to deliver on shared objectives.* Is respectful towards team decisions and able to compromise. Shifts own priorities to enable team performance.

C3   Is seen as a team player, that connects easily to others. *Looks for common grounds. Makes constructive effort to diminish tensions with colleagues. Establishes consensus.* Seeks opportunities to integrate others in own assignments and boosts team work.

C4   *Creates an environment that values individual perspectives* by consulting and listening to others and by valuing their contributions. Encourage open exchange of ideas by setting a positive example. Encourages group interactions across colleagues in and outside of the team.

C5   *Acknowledges and gives credit to the achievements of individuals and teams.* Puts in place actions and structures which enable the team to interact, stay focussed and be solution oriented. Addresses interpersonal conflicts in the team effectively. Able to utilise the team competence by capitalising on the differences, expertise, and background of the team members.

C6   *Develops and transmits a common team purpose and direction.* Identifies and fosters roles and responsibilities that best utilises team members strengths and individual motivations. Builds a clear picture of the capabilities and experience within the team and is clear about responsibilities for maintaining team performance.

C7   Builds a well-balanced team that supports and learns from each other. Nurtures leadership and collaboration competencies across the team to enhance team performance. Establishes cross-service collaboration between different teams. *Removes organisational barriers to enable team performance across.*

C8   Identifies and utilises the synergies between teams to enhance overall delivery capability. Provides direction to managers and teams to create new and to maintain existing collaborations. *Builds and maintains effective partnerships across all levels, in and outside of the organisation.*

Conflict Resolution

Steps up to conflicts comfortably. Perceives conflicts as opportunities. Is able to read situations quickly and remains focused while listening. Can be direct with compelling tough arguments while settling disputes equitably. Keeps calm.

C1 — *Keeps calm* when a conflict arises. Listens carefully to parties involved. Tries to understand different points of view involved in the conflict. Relates different points of view to own standpoint.

C2 — Applies a *constructive and de-escalating attitude* when faced with conflict. Seeks guidance in case there is a risk the conflict escalates by severity, scope, or scale.

C3 — *Reads situations and monitors the nature of (potential) conflict attentively.* Remains constructive when dealing with conflicts. Tries to minimise risk of escalation and dysfunctional conflict consequences. Perceives conflicts as opportunities to grow and learn individually.

C4 — *Tackles conflict issues promptly by seeking a mutually acceptable solution.* Identifies and focuses on the core when a conflict arises. Anticipates and mitigates against potential conflict issues in a manner acceptable to all. Recognises that conflict is an opportunity to revise the status-quo and can benefit the team or larger organisation.

C5 — Steps up to conflicts comfortably. Can be direct with compelling tough arguments while settling disputes equitably. Can deescalate the intensity of a conflict effectively. *Attunes conflict management style to the situation.*

C6 — *Detects reoccurring conflicts and the common thread amongst.* Can deescalate the intensity of a conflict among others effectively. Can mediate between conflicting parties, facilitating a decision that suits all.

C7 — Manoeuvres confidently interactions on *high stakes matters and at high-risk of escalation*. Guides others in conflict management practices.

C8 — *Models effective conflict management practices*. Represents the way forward in conflict resolution.

EASA

Stakeholder Orientation

Gets stakeholder information first-hand. Identifies and prioritises stakeholder interests for improvements in processes and services. Establishes and maintains effective relationships with internal and external stakeholders and gains their trust and respect. Is dedicated to in meet stakeholder expectations. Engages appropriate stakeholders in making important decisions while complying with organisational standards. Acts with stakeholders in mind.

C1   *Knows colleagues within the team and central services*. Is in the process of getting to know and understand the different stakeholder groups of EASA**.**

C2   Is dedicated to meeting stakeholder expectations. *Knows and understands the different stakeholder groups of EASA.*

C3   *Establishes and maintains effective relationships* with internal and external stakeholders. Thinks through how the Agency's work relates to different stakeholders (internally and externally). Seeks to understand stakeholder needs and aims to meet stakeholder's requirements.

C4   Sees stakeholder engagement as an important part of EASA's tool kit and an integral part of everything the Agency does. *Anticipates stakeholder needs* and investigates how these may be met in an effective and efficient manner. Acts with internal and external stakeholders in mind.

C5   *Can distinguish and balance different stakeholders' needs and adapts to these.* Efficiently and effectively prioritises between stakeholders. Proactively seeks new opportunities for EASA to add value to stakeholders, in line with EASA's priorities. Establishes solutions together with stakeholders, tests and integrates their feedback into work products and processes.

C6   *Promotes a stakeholder-oriented culture* by implementing innovative solutions within own programme/work remit to remain responsive to the changing landscape and stakeholder demands. Engages with the appropriate stakeholders in making important decisions while complying with organisational standards (e.g., quality, innovation, efficiency, a.o.).

C7   *Seeks stakeholder buy-in into directorates strategy.* Identifies opportunities to highlight and promote the work of the directorate and EASA, both with internal and external stakeholders. Makes clear the value the Agency provides to stakeholders and society.

C8   Is the *main reference point and spokesperson* for the entire organisation towards internal and external counterparts. Leads conversations with all the key internal and external stakeholders of the Agency, embedding relevant insights into Agency's strategy.

Communication

Is able to articulate and express information, both written and verbally oral, clearly and in a structured and clear manner, by choosing the appropriate medium and considering the relevant target audience. Uses a common language, especially for work-related issues. Communicates in a way that engages the attention of the target group.

C1 — *Communicates clearly and professionally* to colleagues and stakeholders. Understands EASA's communication standards. Asks open questions and listens carefully to understand.

C2 — Presents own ideas and opinions in a clear, logical, and straightforward manner. Uses examples to underline and illustrate own messages. *Listens, asks open questions and summarises (paraphrases)* to ensure that messages are understood.

C3 — *Is assertive to adapt communication to fit the audience.* Makes proper use of jargon depending on the audience. Invites the opinion of others by asking questions and considers their concern. Openly shares information to contribute to the performance of others.

C4 — *Engages others in dialogue to create a mutual understanding of demand and support required in work area.* Understands and respects a range of different cultural values, social norms, beliefs when communicating. Tailors the communication to it accordingly. Responds with sensitivity to the concerns and viewpoints of others.

C5 — *Demonstrates confidence and persuasiveness as a presenter*. Is receptive, structured, and able to phrase complex subjects in easily comprehensible messages. Confidently represents the Agency on subjects which require in-depth subject matter expertise.

C6 — Adapts smoothly the communication style to interact with various stakeholders at all levels of the organisation and external parties. *Communicates unpopular messages with tact and diplomacy*. Engages internally and externally with clear messages and in line with the Agency's vision and mission.

C7 — *Communicates strategically (e.g., timeline, critical stakeholders).* Demonstrates good judgement on the information to be communicated. Advises and acts as a facilitator on different cultural values, social norms, beliefs, and perspectives. Improves the information flow between the Agency and stakeholders. Cascades critical information unambiguously and in a transparent manner. Able to reach win-win results with internal and external stakeholders by using relevant arguments and transmitting a partnership mindset while promoting the Agency's mission and values.

C8 — *Communicates effectively, clearly and in a persuasive manner about multi-layered complex topics to the Agency and external stakeholders of the Agency*. Demonstrates good judgement on the information to be communicated especially at a political level. Promotes the Agency's mission and values internally and externally alike. Represents the Agency navigating confidently through conflicting interests.
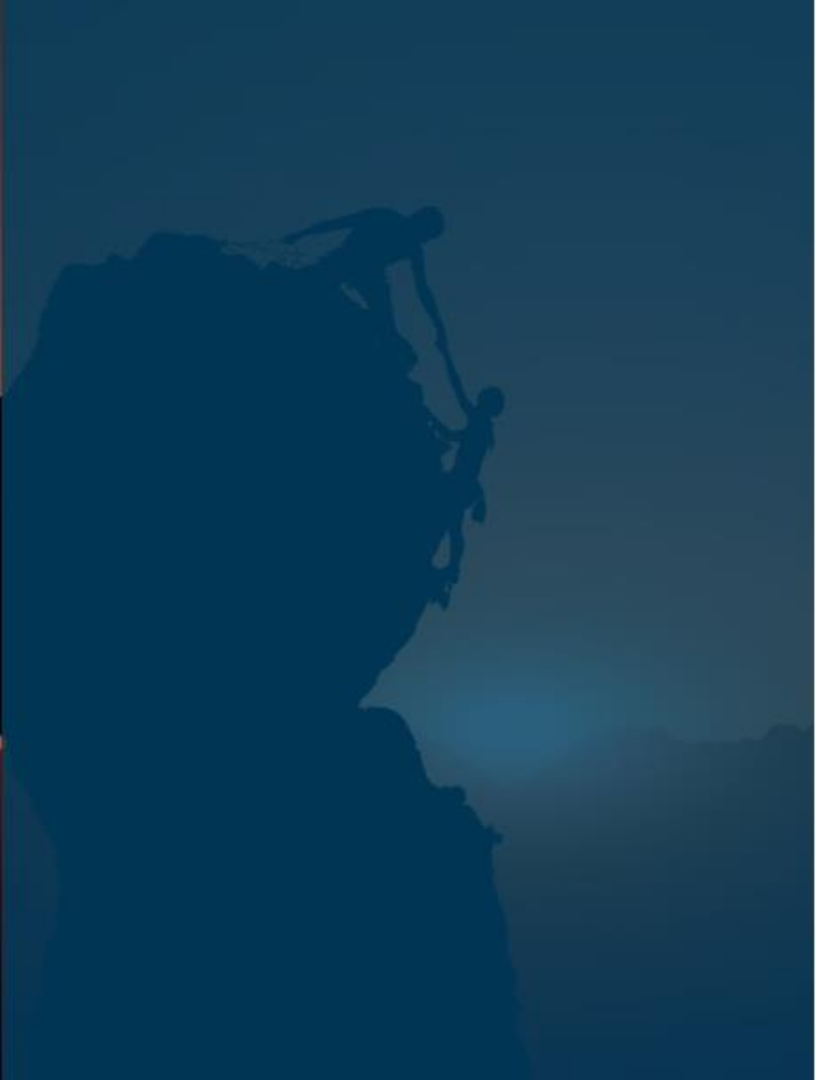
Focus

Drive for results

Quality orientation

Drive for Results

Keeps the focus on the tasks and activities to achieve expected outcomes. Takes calculated risks to achieve balance between quality and efficiency. Focus on activities to achieve the expected results / pragmatic

C1   *Demonstrates a high level of motivation and commitment* to get the job done as instructed and shares progress as needed.

C2   *Proactively sets personal targets* to reach results and outcomes as expected. Moves step by step to deliver high-quality results.

C3   Understands different processes and procedures to reach outcome. *Implements the process as deemed best-fit to reach expected result,* aiming for a balance between quality and efficiency.

C4   Takes calculated risks when completing a task to achieve results. *Effectively strikes a balance between enablers for results,* such as set-out structures and compliance measures.

C5   Creates an environment in which team members understand the importance of delivering the required and expected work outputs and shares best practices with others. *Enables others to strike a healthy balance between compliance and the drive for results.*

C6   *Drives commitment and trust through results*. Knows how to achieve results through and in collaboration with others. Delegates activities to the appropriate level to ensure timely completion and delivery. Works through ambiguous situations and setbacks by establishing structure through action plans.

C7   **Fosters processes and organisational structures** which enable the directorate to deliver consistently high-quality and timely results.

C8   **Promotes result orientation at an organisational level**. Takes full accountability for the organisation's performance and acts upon it.

Quality Orientation

Delivers high-quality work, which meets the needs and requirements of internal and external stakeholders. Seeks different ways of working when striving for improvement. Is committed to ensure a high standard of reliability, accuracy and consistency. Pays attention to detail. Delivers above own commitments, mostly without error and the need to redo work. Has high quality standards in mind when identifying areas where efficiency and process improvements are needed.

C1 — Aims to understand and accurately follow procedures to facilitate as best as possible smooth running of daily operations of the team. *Aligns closely with supervisor to understand tasks, quality expectations and procedures*. Takes steps forward to grow quality of results by paying attention to detail.

C2 — Understands the quality standards that are expected. *Ensures that own tasks and the ones of more junior colleagues comply with organisational procedures and standards*. Applies learning from mistakes to improve the quality of outputs.

C3 — *Explores different ways to best meet and balance the quality standards.* Actively contributes to the identification of quality and process improvements. Establishes and follows a system (e.g., OneNote, Project Plan i.e.) to keep track of actions and deadlines.

C4 — Seeks feedback from internal/external stakeholders about their quality expectations and to ensure their quality standards can be met. *Is consistent in delivering results that are in line with quality expectations.* Mostly without error and the need to redo work. Establishes ways to maintain this level quality.

C5 — *Able and committed to get the job done to the highest standards,* by delivering reliable, accurate and consistent results. Identifies together with the team and/or with peers and stakeholders best practices and process improvements to enhance the quality of outputs.

C6 — *Delivers above own commitment*s by driving the team to reliable, accurate and consistent results. Identifies areas where efficiency and process improvements are needed. Prevents quality issues by defining and deploying quality principles for the services to be delivered by the team.

C7 — *Seeks continuous improvement* to meet organisational objectives and to grow directorate's value for both internal and external stakeholders.

C8 — *Fosters a culture of quality* by embedding it in the organisation's strategy. Seeks opportunities to grow Agency's value for both internal and external stakeholders.

EASA

Lead

Managing ambiguity

Guiding staff

Engaging staff

Managing Ambiguity

Acts as a facilitator who brings people together to establish bonds of openness and trust. Keeps calm and provides perspective, even when there is uncertainty. Practices empathy by allowing others to express their doubts and misgivings or reservations without being defensive, judgemental or critical. Acts with authenticity being receptive, self-aware and open about own feelings, experiences or uncertainties.

C1 — *Is receptive for new information and self-aware about current know-how*. Finds and recognises valuable information to enrich know-how that is required to carry out own job.

C2 — Reaches out to people and connects easily to colleagues by being authentic. Takes steps forward in acting with *empathy* by trying to identify and understand the drivers of others.

C3 — Keeps calm when there is uncertainty and unclarity about the way forward. *Communicates openly* with colleagues by allowing allowing others to express their point of view without being defensive, judgemental or commentary.

C4 — Makes use of *clear arguments and examples when putting forward opinions to guide discussions and to avoid or manage ambiguity.* Understands which knowledge is critical to different tasks and proactively shares best practices with team members.

C5 — Sells own points of view upward, persuading stakeholders. Acts as *trusted moderator* in interactions. Tries to foster an open and safe climate to share views, feelings and experiences.

C6 — *Facilitates consensus* during meetings to lead groups towards conclusions. Fosters an open and safe climate for other to express themselves, by leading by example: express themselves and approach others in an inclusive and embracing manner. Maneuvers confidently in (new) highly complex matters.

C7 — Able to move ahead with minimal required information and without all details. *Comfortably handles uncertainty* and takes calculated risks to drive business forward.

C8 — *Embraces, maneuvers, and leverages ambiguity confidently*. Acts as beacon and provides direction in times of uncertainty. Role model in terms of handling ambiguity and risks.

Guiding Staff

Engages in open dialogue with staff. Addresses responsibilities and expectations clearly. Gives timely feedback and addresses appropriate or inappropriate behaviour. Takes into account the individual's strengths when providing direction. Shows timely appreciation for a job well done.

C1 — *Asks questions to understand the Agency's structure of responsibility* and *core values.* Recognises when to ask for assistance and reaches out proactively for feedback.

C2 — *Acts on core values daily.* Recognises when to support colleagues and provides support proactively, including providing training to more junior colleagues when needed.

C3 — *Shares with others insights into routine tasks.* Trains junior colleagues or newcomers to carry out tasks successfully and thrive in their own function, team, and directorate.

C4 — Takes time to understand the strengths of the team members and address any key gaps overall. *Supports others successfully by providing feedback that is constructive and precise, based on observations*. Provides concrete suggestions for improvement. Shows appreciation and direction to build on strengths.

C5 — *Monitors individuals/team and gives frequent feedback*. Shares information openly helping others to anticipate impacts to their work. Assesses performance of others. Is committed to continuously enable the improvement of others, and, based on others' objectives and ambitions, provides challenging and stretching objectives, assignments, and delegates.

C6 — Provides overall direction to optimise results of teams by assigning clear objectives and responsibilities to team members and in line with the section's goals and individual strengths. Sets clear work standards and determines what appropriate and inappropriate behaviour is. Urges team members to take ownership for collective results. Regularly monitors performance of team members. *Provides valuable guidelines and directions for team members to accomplish their assignments*. Addresses poor performance to team members in a timely and effective manner. Coaches and leverages the team to maintain focus on critical issues and key decisions.

C7 — Focuses on the success of both the individuals and the team, invites input from each person and shares visibility. *Creates an environment in which people want to do their best and grow.* Translates strategic goals into team objectives and expected behaviour. Coordinates the activities of different teams towards reaching common goals. Is aware of the different team competencies and able to use them in a complementary way.

C8 — Allocates roles and responsibilities to leverage staff strengths and ensure growth opportunities. Able to translate Agency's strategy into team objectives and expected behaviour. Regularly monitors progress of team objectives and takes corrective action where needed. *Coordinates the activities of different teams towards reaching common goals*. Is aware of the different team competencies and able to use them in a complementary way.

Engaging Staff

Shares the bigger picture of what should be achieved and links individual and team objectives to the organisation's mission and vision. Delegates to enable individual development.

C1 — *Proactively reaches out* to peers and colleagues cross-organisation to understand the context in which the Agency operates and *to understand the community within the organisation.*

C2 — *Encourages a sense of community*, by getting to know team members, involving them in daily life within the organisation as much as possible and creating liaisons where relevant.

C3 — *Encourages a sense of community*, by ensuring that everyone understands Agency's mission and vision and feels involved in contributing to EASA's strategic objectives.

C4 — *Drives daily tasks in a fashion that is engaging to staff members*, namely by appealing to reason, values and emotion.

C5 — *Sets-up activities that motivate team members to move together towards the Agency's goal and mission*. Focuses both on activities to stimulate coherence in the short term, as well as on the long term.

C6 — Looks ahead at solutions to create a sustainable sense of belonging and community within the organisation. *Engages in an open dialogue with colleagues and staff, involving them in important actions and decisions*. Shows appreciation for a job well done and links individual and team objectives to the organisation's mission and vision. Is approachable for staff and takes time to understand their needs, concerns, and aspirations. Enables staff development by coaching and encouraging them to take on responsibilities in line with their potential and aspirations. Provides regular, constructive, and actionable feedback and the rationale behind.

C7 — Promotes initiatives for staff engagement within the Directorate and ensures the monitoring and management of staff engagement. Acts upon changes in staff engagement swiftly and confidently by reaching out to relevant stakeholders in the Directorate. *Builds confidence in strategic choices and decisions by explaining its added value and the rationale behind to teams and team members*. Shares the bigger picture of what needs to be achieved and why. Encourages and fosters collaboration between teams. Trusts staff and delegates wide areas of responsibilities to enable individual development. Openly discusses staff members' career aspirations and development needs to provide them opportunities for personal growth.

C8 — Ensures staff engagement within the Agency. Acts upon changes in staff engagement swiftly and confidently by reaching out to relevant stakeholders in the Agency. Communicates a compelling vision throughout the organisation. *Motivates middle management to think business and to generate success and added value for of the organisation*. Creates commitment by sharing ownership of strategic choices with his / her managers. Promotes cooperation and creates connections between departments. Is a role model in working in line with EASA's values and when taking actions and decisions.

Your safety is our mission.

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