

## 4. COMPETENCY-BASED JOB DESCRIPTION

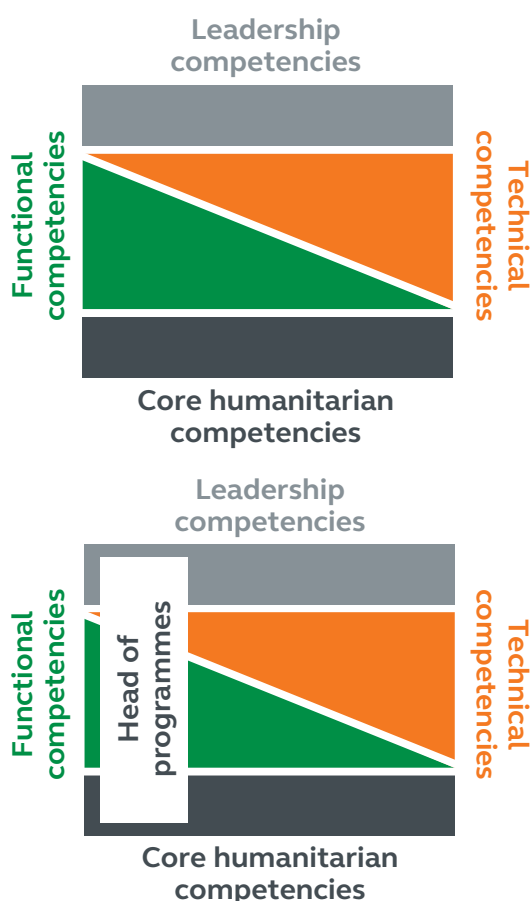
A job description provides an overview of the job tasks and responsibilities – *what* a person needs to do to perform effectively. A person specification describes *how* the person should perform in the role and outlines what they will need in order to qualify for the role – experience, knowledge and skills, and the behaviours they may need to develop. It forms the basis of recruitment and selection decisions, a guideline for performance development and the identification of learning and development needs.

Managers, accompanied by HR, should take time to analyse the job requirements and identify competencies during the job design phase. This may include looking at the CHCF or your organisational competency framework (if you have one) and a technical competency framework (if necessary). Managerial roles should include additional behaviours (as outlined in the CHCF) and if the role is a leadership role, referring to a leadership competency framework may also be useful.

Putting these competencies together can be helped by using the suggested framework below which draws on the work of EUHAP but with slight variations. It recommends that there are three areas of competencies, and the mix will depend on a range of factors including the type of role, the context, the organisation and the nature of the work being undertaken. The framework shows how these competencies fit together.

### Competencies groups

- *Core humanitarian competencies* are essential for all posts, as described in the Core Humanitarian Competency Framework
- *Technical competencies*, sometimes referred to as *thematic competencies*, are hard skills related to an individual's area of expertise, for example, Nutrition, Logistics or Shelter
- *Leadership competencies* – will not apply to all roles, just those in leadership positions.



Each job profile should demonstrate the mix of competencies required. For example, Head of programmes posts do not usually have a technical focus but will require a number of competencies as outlined in the CHCF. Therefore the role is weighted towards core humanitarian competencies.

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

## JOB DESCRIPTION - TEMPLATE

<b>Job title:</b>	E.g. Team Leader
<b>Location:</b>	xxx
<b>Reports to:</b>	xxx
<b>Responsible for:</b>	xxx
<b>Job purpose:</b> To lead the emergency response team in the preparation and implementation of emergency responses in XXX.	
<b>Key responsibilities:</b> <ul style="list-style-type: none"><li>• To lead a national team of professional staff and assess the extent of the humanitarian needs (with particular emphasis on public health, water and sanitation and food security) caused during the current floods emergency in Country X.</li><li>• To coordinate activities with national organisations (NGOs, UN agencies and authorities).</li><li>• To provide technical support, where required, to existing local partners and institutions in emergency programming.</li><li>• To integrate gender analysis into programme plans and implementation.</li><li>• To ensure security of staff, partners and communities linked with emergency operations.</li><li>• To coordinate with local partners and other agencies, advise, and make necessary recommendations to the coordinators and the project teams.</li><li>• Ensure all agreed administrative and financial procedures are followed and maintained by implementing partners to ensure programme quality.</li><li>• Guarantee project quality and time schedule throughout close and horizontal coordination with implementing partners.</li><li>• To represent the organisation in meetings with government or other NGOs whenever requested.</li></ul>	
<b>Knowledge, experience and qualifications:</b> <ul style="list-style-type: none"><li>• Knowledge of Country X in terms of its political, economic and social trends plus a good understanding of the key development and humanitarian issues in the region.</li><li>• Extensive field experience in emergency and development programme management, preferably with non-government organisations.</li></ul>	
<b>Technical competencies (as described above):</b> <ul style="list-style-type: none"><li>• Proven expertise and understanding of emergency preparedness and response, and development issues.</li><li>• Competence in emergency needs assessment, project design, development and implementation.</li><li>• Able to lead non-formal, participatory-oriented project work, proven by substantial experience.</li><li>• Able to implement security policy and protocols based on experience.</li><li>• Competent in risk management based on experience.</li></ul>	

## **Behavioural/Core competencies (based on the CHCF – pick those that are critical to the role):**

### **Understanding of humanitarian contexts and applying humanitarian principles and standards:**

- Demonstrates understanding of the phases of humanitarian response, including preparedness and contingency, disaster risk reduction, response and recovery.
- Demonstrates understanding of the gender, diversity and inclusion dimensions of humanitarian situations.
- Takes into account the needs, skills, capacities and experience of crisis-affected people and applies these in the response.

### **Achieving results:**

- Demonstrates understanding of project cycle management.
- Demonstrates understanding of when a decision can be taken and when to involve others.
- Considers the wider impact of decisions in order to achieve results.

### **Developing and maintaining collaborative relationships:**

- Actively listens to new and different perspectives and experiences of crisis-affected people, stakeholders and team members.
- Displays empathy, respect and compassion towards crisis-affected population.
- Communicates regularly and responsibly using suitable channels and technologies with consistent messaging.
- Actively participates in networks to access and contribute to good practice.

### **Operating safely and securely at all times:**

- Champions the importance of safety and keeps the safety of colleagues and team members in mind at all times.
- Recognises different vulnerabilities and reduces vulnerability by complying with safety and security protocols set by an organisation and adapting them to the local context.

### **Managing in a pressured and changing environment:**

- Adapts calmly to changing situations and constraints.
- Recognises personal stress and takes steps to reduce it.
- Takes responsibility for own work and its impact on others.

### **Demonstrating leadership:**

- Demonstrates understanding of skills and how they complement those of others to build team effectiveness.
- Communicates humanitarian values and encourages others to share them.
- Inspires confidence in others.
- Demonstrates initiative and suggests creative improvements and better ways of working.

### **Languages:**

### **IT:**

## References

- For more information on putting different types of competencies together, see <http://euhap.eu/ha-professions/>
- You can find standard job descriptions and organograms in the sector here: <http://euhap.eu/products/ha-professions/>

## Recruitment selection

### Key messages

- Competency-based recruitment methods give structure and focus to the process ensuring the most appropriate candidate is selected.
- It supports diversity by concentrating on skills and behaviours and not background and education.
- It minimises bias by ensuring decisions are evidence-based.
- It ensures selection decisions are consistent and transparent through measuring and rating answers according to predetermined criteria.
- Candidates know what to expect and can therefore prepare and display their most relevant and rich experiences.
- The method is appropriate for selection of participants on to training courses.

### Competency-based tools include:

- ✓ Competency-based interview
- ✓ Competency-based group assessments
- ✓ CHCF competency-based question bank
- ✓ Competency-based reference questions request

Using competency-based approaches in recruitment ensures selection is based on the behaviours set out in a framework that have been previously identified as key to the role. Assessment is therefore based on a predetermined criteria of behaviours and skills. Competencies can be used in the job advertisement and the shortlisting process, and the Guide provides tools for setting questions at interviews and obtaining references. Competency-based selection should enable objective, fair, unbiased and standardised selection.

### A note on assessors and interviewers

To be able to assess experiences against set core competencies it is critical that those assessing candidates have an in-depth, robust and similar understanding of each competency (including the limiting behaviours). It may be necessary to run a core competencies orientation session before the process to ensure this.

## Overview of a competency-based recruitment process

### *Job advertisement*

The job advertisement should list the core competencies a successful candidate would require to be successful in the post (usually listed in the job description). This allows candidates to understand the importance of the behaviours required aside from the skills and knowledge.

### *Application form*

A competency-based application form allows an organisation to seek evidence to assess the candidate's suitability, rather than asking a candidate to just list their qualifications and experience. The shortlisting of candidates during the application and selection process based on competencies could be challenging in some cases. Having a clear set of core competencies expected of a candidate will assist in shortlisting.

### *Selection methods*

There are many ways to assess and select competencies in candidates. They range from structured interviews, group assessment days, written tests and presentations to psychometric tests. Often a combined approach will deliver the best results, e.g. a structured interview followed by a presentation asking for their ideas on future innovations within the scope of the role.

However it is important to gather all ratings together in one assessment grid to enable a full picture of the candidate's abilities to be formed and a fair comparison to be made against others applying for the role.

The following guidance focuses on the most commonly used methods of competency-based recruitment – structured interviews and group assessment.

