

COMPLEXITY Competence Area	A			B			C		
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Awareness of Cultural and Social Factors	6 a Cultural diversity and sensitivity	b Interact in a culturally appropriate manner in a range of professional contexts	c Respect cultural diversity in a range of professional contexts	d Cultural and social factors that may impact asylum-related interactions and matters	e Consider social and cultural aspects in asylum-related interactions and matters	f Act in a culturally sensitive manner in all professional contexts	g Complexity of cultural diversity in asylum-related matters	h Advise on how cultural diversity impacts on the whole asylum process	i
Professional Standards	7 a The asylum and reception service's aims, ethical codes and values	b Perform tasks in line with the organisation's aims, ethical codes and values	c Act in accordance with the organisation's ethical codes and values	d Ethics and professional standards in asylum-related contexts	e Resolve ethical dilemmas in accordance with organisational ethics and professional standards	f Offer a professional, ethical and respectful service	g	h	i Ensure adherence to professional standards and codes of practice
Professional Wellbeing	8 a Principles of professional wellbeing	b Apply measures to protect own professional wellbeing	c Act on own professional wellbeing concerns	d Recognise potential occupational psychosocial hazards	e	f Manage occupational psychosocial hazards within the team	g	h	i Systematically identify, prevent and manage organisational psychosocial hazards for all staff
Health, Safety and Security	9 a Health, safety and security standards and procedures	b	c Act on health, safety and security concerns in accordance with procedures to maintain an inclusive and safe environment	d Health, safety and security risks related to the whole asylum process	e Coordinate and monitor health, safety and security standards and procedures in asylum and reception environments	f Create an inclusive and safe environment for all areas of professional responsibility	g International good practice in health, safety and security issues related to the whole asylum process in challenging situations, including the operational environment	h Develop, review and improve health, safety and security standards and procedures in the context of emerging risks	i Ensure and advise on an inclusive and safe environment for all persons involved in the whole asylum process
Conflict Management and Mediation	10 a Basic conflict resolution and mediation techniques	b Prevent and resolve non-complex conflicts	c Recognise potential emerging conflicts and act or refer within the scope of the role	d Advanced conflict resolution and mediation methods	e Mediate, de-escalate and resolve acute, complex conflict situations	f	g Systemic conflict management strategies relevant to all asylum contexts	h	i
Information Security, IT and Databases	11 a Specific asylum-related databases and electronic sources of information	b Access and use information on asylum-related databases for the purposes of information verification	c Accurately process information when using databases and electronic information	d A broad range of relevant asylum-related databases and electronic sources of information	e Maintain and update asylum-related databases with accurate information	f Implement measures to address inaccurate electronic information	g	h Monitor and develop asylum-related database structures and data systems	i
	12 a	b	c Consistently apply all data security measures and policies	d	e	f Ensure electronic information security and report breaches of information security	g	h Draft and review information security policies and measures in the context of emerging data security risks	i Ensure the accuracy of data held in databases and compliance with data protection law
Information and Data Analysis	13 a Methods to gather and collate asylum and reception-related information and data	b Gather and collate asylum and reception-related information and data	c Accuracy of information and data collection	d Research methods applicable to asylum and reception-related qualitative and quantitative data	e Analyse and update asylum and reception-related information and data	f Accurately collect and analyse valid information and data	g	h Analyse complex asylum and reception-related data to inform organisational processes	i

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ASYLUM AND RECEPTION SPECIFIC COMPETENCES		ASYLUM AND RECEPTION SPECIFIC COMPETENCES								
Case Administration, Registration and Accommodation	14									
	15	a Role and responsibilities of relevant stakeholders towards applicants	b Gather relevant information, documentation and maintain systematic records of all processes	c Coordinate appointments and organise practical, financial and logistical support for the applicant	d	e Identify applicants' practical needs and implement procedures to address them	f Ensure that applicants' practical needs are addressed, and the proposed support is approved in accordance with policy and procedures	g	h	i
	16	a	b Complete registration procedures for international protection	c	d	e Allocate a case to a case officer taking into consideration the procedural and individual aspects of the case	f	g	h	i
Interviewing	17	a Information and documentation to be provided to applicants	b Coordinate the issuing of relevant permits and documents	c Provide necessary and timely information to applicants	d	e Determine and approve information to be shared with the applicant in relation to specific cases	f Ensure that permits and documents relevant to the asylum procedure have been issued	g	h	i
	18	a	b	c	d Good practice and current trends on asylum-related interviewing methods	e Plan, prepare, conduct and document a standard asylum-related interview	f Ensure that the information is sufficiently detailed and reliable to establish the relevant facts in standard asylum-related interviews	g Advanced asylum-related interviewing strategies and methods	h Use advanced interviewing strategies to plan, prepare, conduct and document complex and/or non-standard asylum-related interviews	i
Evidence Assessment and Decision Making	19	a	b	c	d Good practice and current trends on the application of asylum-related evidence assessment methods	e Assess claims to determine if the status of international protection should be granted, excluded or ended, using all relevant evidence and information in standard asylum cases	f Justify, in fact and in law, decisions on standard asylum cases verbally and in writing to all stakeholders, including the applicant	g	h Evaluate evidence, interview transcripts and specific relevant Country of Origin Information against legal requirements for non-standard or complex asylum and appeal cases	i Justify, in fact and in law, decisions on non-standard or complex asylum and appeal cases verbally and in writing to all stakeholders including the applicant
	20	a	b	c	d	e Determine responsibility to process a claim for international protection	f Decide and assess, on a continuous basis, the necessity, legality and proportionality of detention and alternatives to detention in asylum cases	g	h	i

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Country of Origin Information Research	21 a	Basic Country of Origin Information standards	b Apply basic research tools and techniques to collate Country of Origin Information	c Provide relevant, reliable, current and objective responses to non-complex Country of Origin Information queries	d Advanced Country of Origin Information methodological standards	e Apply a broad range of research tools and techniques to gather complex Country of Origin Information	f Ensure that Country of Origin Information is relevant, reliable, current, objective and in a user-friendly format	g Existing and emerging complex situations and factors in specific countries of origin and of highly specialised sources	h Gather, analyse and synthesise highly complex Country of Origin Information from multiple (including sensitive) sources for asylum-related purposes	i Lead Country of Origin Information projects, establishing complexity and matching resources
	22 a		b	c	d Existing and emerging situations and factors in specific countries of origin and of specialised sources	e Analyse, synthesise and report on collected Country of Origin Information	f	g	h	i
Vulnerability	23 a	Vulnerability, categorisation and indicators	b Identify applicants with specific and special needs	c Initiate necessary support for applicants with specific and special needs	d Potential impact of vulnerabilities on engagement across the whole asylum process	e Plan and implement interventions in accordance with applicants' vulnerabilities	f Ensure needs arising from applicants' vulnerabilities are incorporated into decisions and actions	g Implications of complex issues in relation to vulnerability across the whole asylum process	h	i Ensure that the consideration of vulnerability is integrated across the whole asylum process
Psychosocial Support and Guidance	24 a	Tools and techniques to support asylum applicants in social distress	b Apply tools and techniques to support applicants in social distress	c Guide applicants' adaptation to their social environment	d Good practice and current trends in methods to support and guide applicants	e Support the individual psychosocial needs of the applicant	f Adopt a client-centred approach for asylum applicants	g International good practice in psychosocial support and guidance systems	h	i
Resettlement	25 a		b	c Coordinate resettlement logistics and administration	d	e Plan resettlement missions	f Coordinate the resettlement mission process	g	h	i
	26 a		b	c	d	e Make reasoned recommendations in relation to selection of resettlement cases	f	g	h	i
Quality Assurance of the Asylum and Reception Process	27 a		b	c Reflect on and address quality issues in own professional tasks	d Methods and tools to evaluate quality of asylum and reception-related processes	e Evaluate quality of asylum and reception-related processes	f Monitor self and others and report issues that affect quality within asylum and reception-related processes	g International good practice in management of asylum and reception-related processes	h Implement actions to address issues to maintain and improve on the required quality standards of asylum and reception systems	i Ensure the systematic evaluation of quality in asylum and reception processes
SUPERVISORY AND MANAGEMENT COMPETENCES	28	SUPERVISORY AND MANAGEMENT COMPETENCES								
Human Resources Management	29 a	Relevant processes for human resource functions	b	c Report staffing issues following approved procedures	d Employment law, good practice and current trends in employment policy as they relate to the organisation	e Implement recruitment, selection, promotion and disciplinary processes	f	g	h Undertake strategic workforce planning	i Draft, review and update policies and procedures related to human resource management
	30 a		b Gather and maintain current and accurate records of all human resource-related processes	c	d	e Analyse human resource metrics to inform and guide management and supervisory actions	f	g	h	i

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Learning and Professional Development	31 a	Staff professional development and training programmes and processes	b		c	Monitor own professional competences and engage in professional development	d	Learning and professional development requirements for staff roles and responsibilities	e	Identify staff training and professional development needs	f	Write, implement and review plans for individual and team professional development	g		h	Monitor and evaluate staff professional development plans and programmes in the context of international good practice	i	Ensure strategic management of continuous professional development of all staff
	32 a	Specific techniques to facilitate staff learning and development	b		c		d	Good practice in learner-centred adult learning and assessment methods and methodology	e	Conduct and assess staff training and learning in the workplace, online and in formal training environments	f	Evaluate, design and improve training and learning programmes and assessments	g	European quality standards in training and learning	h	Coordinate the design, review and update of training course provision to meet organisational needs	i	Ensure quality standards of organisation's training and learning activities
Leadership and Management	33 a	Tools and techniques to supervise and motivate teams	b	Plan, organise and supervise the work of small teams	c	Lead and motivate small teams to achieve organisational objectives and goals	d	Organisational work policies, practices and relevant national employment law	e	Manage and motivate staff to achieve organisational goals	f	Promote positive work practices to enhance staff performance	g	Effective leadership tools and techniques	h	Implement a strategic approach to manage staff in the context of complex fluctuating organisational contexts	i	Lead the management of staff, ensuring organisational goals and priorities are met
	34 a		b		c		d	Change management theory and processes	e	Manage changes to organisational work practices	f		g	Strategies for leading organisational change	h	Develop strategies and plans for organisational change	i	
Strategy and Planning	35 a	Organisational strategies and plans	b	Establish team tasks, responsibilities and performance indicators from organisational strategies and plans	c	Implement and monitor plans at team level	d	Organisational planning and evaluation processes and methods	e	Develop plans and programmes for regular activities and for situations of extraordinary pressures on service provision	f	Implement, monitor and evaluate strategies, plans and programmes	g	Management approaches to strategic planning, monitoring and evaluation	h	Draft and review organisational strategies, plans and programmes, setting organisational goals and priorities	i	Ensure the strategic management of service provision in the context of varying service demands and resource capacity
Quality Management	36 a	Quality management techniques	b	Monitor the quality of the implementation of standard processes	c		d	Quality management tools and techniques relevant to the organisation	e	Use quality management tools, techniques and reports to identify and follow up on issues within the organisation	f		g	International good practice related to quality management	h	Set and monitor the achievement of organisational quality standards	i	Ensure the systematic management of organisational quality standards
Financial Management	37 a	Relevant processes for budgets, procurement and financial reporting of the organisation	b	Maintain up-to-date and accurate records of all finance-related processes	c		d	Financial management and procurement systems and tools	e	Manage budget allocations and procurement to effectively and efficiently fulfil organisational requirements	f	Implement financial policy, and report on financial issues	g	Financial and budgetary analytical tools and methods	h	Allocate, monitor and control financial resources in the context of organisational requirements and trends, addressing irregularities	i	Ensure effective and efficient management of financial resources