

European Sectoral Qualifications Framework

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European Sectoral Qualifications Framework

***Occupational and
Educational Standards***



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Introduction

The European Asylum Curriculum is designed specifically to provide common vocational training for asylum and reception officials working in EU Member States. Vocational training facilitates the learning that is needed to perform a job effectively.

With the support of Member States, we developed the European Sectoral Qualifications Framework for Asylum and Reception Officials (ESQF) to define the learning required for their officials to carry out their tasks. The resulting 'educational standards' are effectively learning outcomes that are categorised according to competence areas and levels of complexity. The educational standards were developed from corresponding occupational standards. These are descriptions of the actual duties and tasks that asylum and reception officials perform. Used together, the occupational standards and educational standards allow for the alignment of learning with the job to be performed.

The framework ensures that all training is targeted to learners' individual needs as well as to the specific needs of their organisation. It forms the basis for building certified training programmes leading to qualifications for asylum and reception officials.

Occupational Standards for Asylum and Reception Officials

This matrix describes the professional tasks and activities as well as the job competences typical of an asylum and reception official's occupation. The occupational standards align with the learning needs of the individual official. This allows the EUAA to design relevant training for Member States, thereby supporting asylum officials in their daily work. Therefore, there is always a direct link between training and job performance.

Educational Standards for Asylum and Reception Officials

This matrix defines the learning outcomes linked to the performance of job-related tasks in the area of asylum and reception. Educational standards state the intended outcomes of a learning sequence.

These matrices should be consulted in conjunction with the 'ESQF Practical Guide' and other complementary documents in the 'ESQF Toolkit'.

Occupational Standards for Asylum and Reception Officials

COMPLEXITY		A			
Competence Area		Broad, basic knowledge of:	Ability to:	Takes responsibility to:	Detailed knowledge of:
ASYLUM AND RECEPTION GENERIC COMPETENCES					
Law, Policy and Procedures	1	a Relevant asylum-related law, policy and procedures, according to the national/EU/ international legal framework	b Apply asylum-related law, policy and procedures within the scope of the individual role	c Comply with the basic legal framework within the scope of the individual role	d National and EU law, policy and procedures, jurisprudence and case law related to asylum in the context of national, EU and international legal frameworks
	2	a	b	c	d
General Communication	3	a Basic principles and techniques for effective communication	b Use effective communication skills, including questioning techniques, with a specific range of stakeholders	c Establish rapport-based respectful communication and ensure mutual understanding	d A broad range of principles and techniques for effective communication
	4	a Basic processes to indicate an applicant's native or other languages	b Adapt basic communication skills to enable effective communication through an interpreter	c Communicate through an interpreter or provide translated information	d Principles of communicating through an interpreter
Cooperation and Information Sharing	5	a Data protection guidelines and procedures for all organisational and personal communication channels	b Share approved information with internal and external stakeholders	c Protect personal data in accordance with applicable regulations	d Methods for information sharing and cooperation with national and international stakeholders

B			C		
	Ability to:	Takes responsibility to:	Highly specialised knowledge of:	Ability to:	Takes responsibility to:
e	Provide verbal and/or written legal and procedural recommendations on standard asylum issues to all stakeholders	f	g Concepts relevant to asylum-related law and procedural requirements related to complex and specific international protection issues (i.e. exclusion, cessation, revocation)	h Provide verbal and written legal and procedural recommendations on non-standard and/or complex asylum-related issues to all stakeholders	i
e		f	g	h Conduct legal research and/or evaluate asylum-related law, policy and procedures and draft justified, recommended improvements in the context of national and EU strategies	i Develop guidelines, policies and procedures to improve the implementation of asylum-related frameworks
e	Communicate effectively in a broad range of professional contexts	f	g Advanced communication tools, techniques and strategies	h	i Ensure effective communication across the organisation and with external entities, including the media
e	Adapt communication skills to enable communication of complex information through an interpreter	f Monitor interpreter's behaviour for indicators of consistency, accuracy and compliance with code of practice, taking necessary action	g	h	i
e	Liaise and cooperate with national and international stakeholders on asylum-related issues	f Share information and cooperate with national and international stakeholders in compliance with procedures and data protection requirements	g	h Review and/or develop organisational guidelines and procedures for cooperation and information sharing	i Actively contribute and share good practice in national and international asylum-related networks

<div>COMPLEXITY</div> <div>Competence Area</div>	A				
	Broad, basic knowledge of:	Ability to:	Takes responsibility to:	Detailed knowledge of:	
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	
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	
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	
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	
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	
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	
	12 a	b	c Consistently apply all data security measures and policies	d	
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	

B			C		
	Ability to:	Takes responsibility to:	Highly specialised knowledge of:	Ability to:	Takes responsibility to:
	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
	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
	e	f Manage occupational psychosocial hazards within the team	g	h	i Systematically identify, prevent and manage organisational psychosocial hazards for all staff
	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
	e Mediate, de-escalate and resolve acute, complex conflict situations	f	g Systemic conflict management strategies relevant to all asylum contexts	h	i
	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
	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
	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

COMPLEXITY
Competence Area

A			
Broad, basic knowledge of:	Ability to:	Takes responsibility to:	Detailed knowledge of:

ASYLUM AND RECEPTION SPECIFIC COMPETENCES

14

ASYLUM AND RECEPTION SPECIFIC COMPETENCES

Case Administration, Registration and Accommodation

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
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16

a	b Complete registration procedures for international protection	c	d
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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
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Interviewing

18

a	b	c	d Good practice and current trends on asylum-related interviewing methods
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Evidence Assessment and Decision Making

19

a	b	c	d Good practice and current trends on the application of asylum-related evidence assessment methods
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20

a	b	c	d
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B			C		
	Ability to:	Takes responsibility to:	Highly specialised knowledge of:	Ability to:	Takes responsibility to:
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	
e	Allocate a case to a case officer taking into consideration the procedural and individual aspects of the case	f		g	
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	
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
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	h	Use advanced interviewing strategies to plan, prepare, conduct and document complex and/ or non-standard asylum-related interviews
e	Determine responsibility to process a claim for international protection	f	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	h	Evaluate evidence, interview transcripts and specific relevant Country of Origin Information against legal requirements for non-standard or complex asylum and appeal cases
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	h	

COMPLEXITY		A				
Competence Area		Broad, basic knowledge of:	Ability to:	Takes responsibility to:	Detailed knowledge of:	
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	
	22	a	b	c	d Existing and emerging situations and factors in specific countries of origin and of specialised sources	
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	
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	
Resettlement	25	a	b	c Coordinate resettlement logistics and administration	d	
	26	a	b	c	d	
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	

B			C		
	Ability to:	Takes responsibility to:	Highly specialised knowledge of:	Ability to:	Takes responsibility to:
	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
	e Analyse, synthesise and report on collected Country of Origin Information	f	g	h	i
	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
	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
	e Plan resettlement missions	f Coordinate the resettlement mission process	g	h	i
	e Make reasoned recommendations in relation to selection of resettlement cases	f	g	h	i
	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

COMPLEXITY
Competence Area

A				
Broad, basic knowledge of:	Ability to:	Takes responsibility to:	Detailed knowledge of:	

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
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30

a		b	Gather and maintain current and accurate records of all human resource-related processes	c		d	
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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
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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
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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
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34

a		b		c		d	Change management theory and processes
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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
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B			C		
	Ability to:	Takes responsibility to:	Highly specialised knowledge of:	Ability to:	Takes responsibility to:
	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
	e Analyse human resource metrics to inform and guide management and supervisory actions	f	g	h	i
	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
	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
	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
	e Manage changes to organisational work practices	f	g Strategies for leading organisational change	h Develop strategies and plans for organisational change	i
	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

<div> <div>COMPLEXITY</div> <div>Competence Area</div> </div>	A				
	Broad, basic knowledge of:	Ability to:	Takes responsibility to:	Detailed knowledge of:	
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	
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	

B			C		
	Ability to:	Takes responsibility to:	Highly specialised knowledge of:	Ability to:	Takes responsibility to:
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
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

Educational Standards for Asylum and Reception Officials

LEVEL		Level 4-5				
Competence Area		Knowledge	Skill	Responsibility and Autonomy	Knowledge	
ASYLUM AND RECEPTION GENERIC COMPETENCES						
Law, Policy and Procedures	1	a Outline key asylum-related law, policy and procedures, according to the national, EU and international legal frameworks	b Apply basic, main asylum-related law, policy and procedures	c	d Analyse and reference law, policy, procedures and case law related to asylum in the context of national, EU and international legal frameworks	
	2	a	b	c	d Review asylum-related policy and procedures in the context of national implementation	
General Communication	3	a Describe a range of communication skills that are effective for asylum-related interactions	b Apply effective communication skills with a specific range of stakeholders in asylum-related contexts	c Establish rapport-based respectful communication ensuring mutual understanding	d Describe a broad range of communication skills, relevant to asylum contexts	
	4	a Describe basic processes to indicate an asylum applicant's native or other languages	b Adapt basic communication skills to enable effective communication through an interpreter	c Provide translated information and recognise the need to use an interpreter	d Evaluate the implications of communication through an interpreter in asylum-related contexts	
Cooperation and Information Sharing	5	a Outline data protection guidelines and procedures for organisational and personal communication channels	b Apply procedures to share approved information with internal and national external stakeholders	c Protect personal data in accordance with applicable regulations	d Describe methods for information sharing and cooperation with national and international stakeholders	
Awareness of Cultural and Social Factors	6	a Outline aspects of cultural diversity and sensitivity in asylum-related professional contexts	b Demonstrate cultural sensitivity in all forms of interaction in asylum-related professional contexts	c	d Describe cultural and social factors that impact asylum-related interactions and issues	

Level 6			Level 7		
	Skill	Responsibility and Autonomy	Knowledge	Skill	Responsibility and Autonomy
	e Provide verbal and written legal and procedural recommendations on standard asylum issues for all stakeholders	f	g Evaluate complex concepts of asylum- related law and procedural requirements related to complex asylum issues	h Provide verbal and written legal and procedural recommendations on non-standard and complex asylum issues for all stakeholders	i
	e	f	g Critically evaluate asylum-related law, policy and procedures to draft justified recommendations in the context of national and EU strategies	h Design guidelines, policies and procedures to improve the implementation of asylum-related frameworks	i
	e Selectively apply communication techniques and styles to communicate effectively in a broad range of asylum-related professional contexts	f	g Critically evaluate organisational communication tools, techniques and strategies	h	i
	e Adapt communication to convey complex messages through an interpreter	f Monitor interpreter's behaviour for indicators of consistency and accuracy, identifying potential follow-up actions	g	h	i
	e Apply procedures and techniques to liaise and cooperate with national and international stakeholders on asylum-related issues	f Share information to enable cooperation with national and international stakeholders, in compliance with procedures and data protection requirements	g	h Evaluate and draft organisational guidelines and procedures for cooperation and information sharing	i Address barriers to active participation and sharing of good practice in national and international asylum-related contexts
	e Integrate considerations of social and cultural factors in asylum-related interactions, decisions, plans and actions	f	g Critically evaluate current and emerging complex global political, economic, cultural and social factors that impact on the whole asylum process	h Manage complex cultural issues that impact on the whole asylum process	i

Competence Area \ LEVEL	Level 4-5				
	Knowledge	Skill	Responsibility and Autonomy	Knowledge	
Professional Standards	7 a Outline the asylum and reception service's aims, ethical codes and values	b	c Monitor and evaluate own professional performance in the context of responsibilities and the organisation's ethical codes and values	d Explain the ethical and professional standards that apply across the whole asylum process	
Professional Wellbeing	8 a Describe the principles of professional wellbeing	b Apply measures to protect own professional wellbeing	c Reflect on professional wellbeing, identifying strategies to address concerns	d Recognise occupational psychosocial hazards in asylum-related contexts	
Health, Safety and Security	9 a Explain health, safety and security standards and procedures relevant to the workplace	b Selectively apply a range of techniques to implement specific health, safety and security procedures to maintain an inclusive and safe environment	c	d Critically evaluate health, safety and security risk response options related to all elements of the asylum and reception process	
Conflict Management and Mediation	10 a Explain resolution and mediation techniques applicable to non-complex asylum and reception-related conflicts	b Apply prevention and resolution techniques applicable to non-complex asylum and reception-related conflicts	c Act on indicators of tensions and emerging conflicts in the asylum and reception process and environments	d Describe conflict resolution and mediation methods relevant to acute, complex issues in the whole asylum process	
Information Security, IT and Databases	11 a Describe the use of specific asylum-related databases and electronic sources of information	b Verify asylum case-related information through the accurate use of databases and approved electronic information sources	c	d Explain the utility of a broad range of asylum-related databases and electronic sources of information	
	12 a	b Apply data security measures and policies in all data handling procedures	c	d	
Information and Data Analysis	13 a Identify asylum and reception-related sources of information and statistics	b Gather and collate relevant, accurate asylum and reception-related information and data	c	d Evaluate a broad range of research methods applicable to qualitative and quantitative asylum and reception-related information and data	

Level 6			Level 7		
	Skill	Responsibility and Autonomy	Knowledge	Skill	Responsibility and Autonomy
	e Resolve asylum-related ethical dilemmas in the context of relevant legal frameworks and organisational values	f Reflect on individual performance in terms of relevant professional and ethical standards	g Critically evaluate adherence to professional standards and codes of practice across the organisation	h	i
	e Apply measures to address team occupational psychosocial hazards in asylum-related contexts	f	g	h Prevent, mitigate and manage organisational psychosocial hazards for all staff	i
	e Selectively apply response options to health, safety and security risks in asylum and reception environments	f Create inclusive and safe asylum and reception environments within the area of professional responsibility	g Critically evaluate international practice in the management of complex health, safety and security issues in asylum-related environments	h Develop and review health, safety and security standards and procedures in the context of existing and emerging risk in asylum-related environments	i
	e Mediate and de-escalate asylum and reception-related acute, complex conflict situations	f	g Critically evaluate systemic conflict management strategies relevant to asylum contexts	h	i
	e Update and maintain asylum-related databases with accurate information	f Address inaccurate electronic information to prevent its use in asylum-related contexts	g	h Critically evaluate database structures and data systems used in the asylum process	i
	e Apply methods to ensure the security of electronic information and identify breaches	f	g	h Draft and review information security policies and measures in the context of emerging data security risks	i Ensure compliance with information security law in all data management procedures
	e Selectively apply valid methods to analyse asylum and reception-related information and data	f Ensure accuracy and relevance of analyses of asylum and reception-related information and data	g	h Analyse complex asylum and reception-related data to inform organisational processes	i

LEVEL
Competence Area

Level 4-5			
Knowledge	Skill	Responsibility and Autonomy	Knowledge

ASYLUM AND RECEPTION SPECIFIC COMPETENCES

14

ASYLUM AND RECEPTION SPECIFIC COMPETENCES

Case Administration, Registration and Accommodation

15

a Describe the role and responsibilities of stakeholders in the whole asylum process

b Gather, maintain and update records of information relevant to asylum and reception processes

c Organise practical, financial and logistical support and appointments for asylum applicants

d

16

a

b Apply a range of procedures to register an applicant for international protection

c

d

17

a List sources of information and documentation to be provided to asylum applicants

b Apply procedures to coordinate the issuing of relevant permits and documents to asylum applicants

c Provide information to asylum applicants according to policy, procedures and individual specific needs

d Describe the conditions under which asylum and reception-related documents and permits are issued, withdrawn and cancelled

Interviewing

18

a

b

c

d Evaluate good practice and current trends in asylum-related interviewing methods for specific applicant characteristics

Evidence Assessment and Decision Making

19

a

b

c

d Describe good practice and current trends in asylum-related evidence assessment methods

20

a

b

c

d

Level 6			Level 7		
	Skill	Responsibility and Autonomy	Knowledge	Skill	Responsibility and Autonomy
	e Apply procedures to identify and address asylum applicants' practical needs in accordance with policy	f	g	h	i
	e Evaluate the individual aspects of an asylum applicant's case and match them to case officer competences	f	g	h	i
	e Decide on the information that should be given to an asylum applicant	f	g	h	i
	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 interviews	g Critically evaluate advanced interviewing strategies and methods applicable to complex asylum cases	h Apply advanced interviewing strategies to plan, prepare, conduct and document complex and non-standard asylum-related interviews	i
	e Evaluate all relevant evidence and information against legal requirements to grant, end or exclude from international protection in standard cases	f Justify, in fact and in law, decisions on standard asylum cases, verbally and in writing to all stakeholders	g	h Evaluate evidence, interview transcripts and specific relevant Country of Origin Information against legal requirements for non-standard and 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
	e Determine which state is responsible to process a claim for international protection	f Justify, in fact and in law, decisions related to detention and alternatives to detention in asylum cases	g	h	i

Competence Area \ LEVEL	Level 4-5				
	Knowledge	Skill	Responsibility and Autonomy	Knowledge	
Country of Origin Information Research	21 a Describe basic Country of Origin Information standards	b Apply basic research tools and techniques to collate Country of Origin Information	c Ensure non-complex Country of Origin Information is relevant, reliable, current and objective	d Evaluate advanced methodological standards for Country of Origin Information	
	22 a	b	c	d Describe asylum-related existing and emerging situations and factors in specific countries of origin and specialised sources	
Vulnerability	23 a Outline indicators and methods for identifying vulnerability issues and associated general procedures for asylum applicants	b Apply techniques and procedures to identify asylum applicants with specific or special needs	c Initiate procedures to support asylum applicants with specific or special needs	d Describe the potential impact of applicant vulnerability issues on engagement in the whole asylum process	
Psychosocial Support and Guidance	24 a Explain a range of tools and techniques to recognise and reduce causes of social distress for asylum applicants	b Selectively apply a range of tools and techniques to address causes of social distress for asylum applicants	c Provide guidance to assist asylum applicants' adaptation to their social environment	d Evaluate good practice and current trends in methods to support and guide asylum applicants	
Resettlement	25 a	b Plan the logistics and administrative requirements for the resettlement process	c	d Describe the specificities and requirements of the resettlement process	
	26 a	b	c	d	
Quality Assurance of the Asylum and Reception Process	27 a	b	c Reflect on and address quality issues in own professional tasks	d Describe methods and tools to evaluate the quality of asylum and reception-related processes	

Level 6			Level 7		
	Skill	Responsibility and Autonomy	Knowledge	Skill	Responsibility and Autonomy
	e Apply a broad range of research tools and techniques to gather complex Country of Origin Information	f Ensure complex Country of Origin Information is relevant, reliable, current, objective and user-friendly	g Critically evaluate existing and emerging highly complex situations and factors in specific countries of origin	h Gather, analyse and synthesise highly complex Country of Origin Information from multiple sources including sensitive sources, for asylum-related purposes	i Lead Country of Origin Information projects, matching resources to project complexity
	e Analyse, synthesise and report on collected Country of Origin Information	f	g	h	i
	e Plan and implement interventions that encompass needs arising from asylum applicants' vulnerabilities	f Ensure needs arising from applicants' vulnerabilities are incorporated into decisions and actions in accordance with policy and procedures	g Critically evaluate the systemic implications of complex vulnerability issues and make recommendations for all stakeholders across the whole asylum process	h	i
	e Plan and implement interventions that encompass needs arising from asylum applicants' psychosocial situation	f Ensure a client-centred approach for each asylum applicant in accordance with their specific needs and stage in the asylum process	g Critically evaluate international good practice in psychosocial support and guidance systems relevant to the whole asylum process	h	i
	e	f Coordinate the resettlement process, managing any emerging issues	g	h	i
	e Justify recommendations on the selection of specific resettlement cases	f	g	h	i
	e Apply methods and tools to evaluate the quality of asylum and reception-related processes	f Monitor the quality of asylum and reception-related processes, applying procedures for reporting issues	g Critically evaluate international practice in the management of asylum and reception-related processes	h Resolve issues to maintain and improve on required quality standards of service provision in the context of fluctuating pressure on asylum and reception systems	i Ensure the systematic management of quality standards in asylum cases and related processes

LEVEL
Competence Area

Level 4-5			
Knowledge	Skill	Responsibility and Autonomy	Knowledge

SUPERVISORY AND MANAGEMENT COMPETENCES

28

SUPERVISORY AND MANAGEMENT COMPETENCES

Human Resources Management
Learning and Professional Development
Leadership and Management
Strategy and Planning

29	a	Outline a range of relevant human resource processes	b	Report on staffing issues in the context of the organisation's policy and procedures	c		d	Evaluate good practice and current trends in employment policies in the context of employment law and organisational practices
30	a		b	Gather and maintain current and accurate records of human resource-related processes	c		d	
31	a	Outline the organisational processes for staff professional development and training	b		c	Monitor own professional competence and plan for improvement	d	Describe the educational standards required for occupational competence in a broad range of staff roles
32	a	Outline a range of techniques and methods to facilitate staff learning	b		c		d	Describe learner-centred adult learning and assessment techniques and methods
33	a	Describe techniques to motivate teams and supervise teamwork	b	Apply a range of techniques to plan, organise and supervise work in small teams	c	Motivate small teams to achieve organisational objectives and goals	d	Define organisational work policies, practices and relevant national employment law
34	a		b		c		d	Describe the principles of facilitating organisational change
35	a	Outline organisational strategies and plans	b	Extract team tasks, responsibilities and performance indicators from organisational strategies and plans	c	Implement and monitor teamwork plans in the context of organisational goals and objectives	d	Describe organisational planning processes and methods

Level 6			Level 7		
	Skill	Responsibility and Autonomy	Knowledge	Skill	Responsibility and Autonomy
e	Implement recruitment, selection, promotion and disciplinary processes and procedures	f	g	h Conduct strategic workforce planning in complex fluctuating organisational contexts	i Draft, review and update policies and procedures related to human resource management
e	Analyse human resource metrics for organisational implications and recommended actions	f	g	h	i
e	Identify staff training and professional development needs	f Monitor individual and team professional competences and plan for improvement	g Evaluate staff professional development plans and programmes in the context of good practice	h Develop and implement organisational training strategies and programmes	i
e	Apply a range of vocational training and learning methods to assess, facilitate and motivate learning	f Evaluate, design and improve training and assessment in accordance with European principles of quality assurance	g Critically evaluate organisational training and learning in the context of European quality standards	h Coordinate the design, review and update of training provision to meet organisational training needs	i Ensure quality standards of organisational training and learning activities
e	Apply a broad range of management tools and techniques to manage and motivate staff	f Promote positive work practices to enhance staff performance	g Critically evaluate leadership tools and techniques in the context of asylum and reception services	h Design, review and implement strategies to manage staff in complex fluctuating organisational contexts	i Adapt leadership style to manage staff and meet organisational goals and priorities
e	Apply tools and processes to manage organisational change in work practices	f	g	h Develop strategies and plans to implement and address barriers to organisational change	i Lead and promote acceptance of organisational change
e	Apply planning tools to develop plans and programmes in the context of varying demands on service provision	f Implement strategies, plans and programmes to monitor achievement of organisational goals and objectives	g Critically evaluate approaches to strategic planning and organisational monitoring	h Draft and review strategies, plans and programmes, setting performance goals, objectives and priorities	i Ensure the strategic management of service provision in the context of varying service demands and resource capacity

Competence Area \ LEVEL	Level 4-5				
	Knowledge	Skill	Responsibility and Autonomy	Knowledge	
Quality Management	36 a Outline a range of organisational quality management techniques	b Use basic quality management tools to identify and report issues in standard organisational processes	c	d Evaluate a broad range of quality management tools and techniques relevant to organisational processes	
Financial Management	37 a Outline the organisation's processes for budgets, procurement and financial reporting	b Apply policy and procedures to maintain up-to-date and accurate records of finance-related processes	c	d Explain organisational financial management and procurement systems and tools	

Level 6			Level 7		
	Skill	Responsibility and Autonomy	Knowledge	Skill	Responsibility and Autonomy
e	Use quality management tools, techniques and reports to identify issues within the organisation	f	g Critically evaluate international practice related to quality management of organisational processes	h Apply measures and techniques to set and monitor the achievement of organisational quality standards	i Ensure the systematic management of organisational quality standards
e	Apply financial management tools to effectively and efficiently manage budget allocations	f Implement financial policy and report on financial issues	g Evaluate financial and budgetary analytical tools and methods	h Apply methods to allocate, monitor, and control financial resources and address irregularities	i Ensure the management of financial resources in terms of effectiveness and efficiency in achieving organisational goals

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