



Council of the European Union
General Secretariat

GSC COMPETENCY FRAMEWORK FOR MANAGERS

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Competency Framework for Managers

Skills, attitudes and behaviours for all managers to develop and have



These competencies are additional to those expected from all staff

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GSC COMPETENCY FRAMEWORK FOR MANAGERS

Competencies (skills, attitudes, behaviours) specific to management roles.

These are complementary to and do not replace competencies expected of all staff (incl. managers).

The indicators under each competency are aspirational examples of good practices and will mostly serve the purpose of HR processes.

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[Developing in your role as manager](#)

STRATEGIC THINKING

Keep the big picture in mind, look at situations from a broad perspective. Keep up to date with political, technological and organisational developments. Initiate new lines of thought and develop strategies that anticipate future developments. Adopt a strategic approach to resource planning.

Indicators:

- Thinks ahead about the development of the Union; plans for and designs strategies to anticipate future EU and global developments.
- When developing strategic lines of thought, considers the interests of the European Council and the Council of the EU and integrates the broader context, public debate and stakeholder reality.
- Develops ideas on the strategic directions the GSC could take, including new innovative approaches and digitally driven advancements.
- Keeps themselves informed about developments within their own area of responsibility, and also within the wider context (political, economic, societal, technological, legal and environmental).
- Assesses the short- and long-term implications of developments on the GSC and its stakeholders.
- Respects formal processes, while recognising the underlying sensitivities and forces at play and the need to be flexible in that context.
- Understands how different parts of the GSC function, the constraints they face, and how they impact one another.
- Promotes participatory thinking processes that build on diversity of opinions and interests.
- Takes a strategic approach to project planning; staffing, skills and succession planning, with a view to maintaining high future-oriented team performance in an evolving work environment.

ADVISING

Contribute to the achievement of goals by providing targeted advice and constructively facilitating discussions and negotiations; adding value to the team's contribution. Suggest ways forward which are appropriate to the situation, feasible in practice and which factor in calculated, reasonable risks. Analyse a situation by weighing interests and consequences and considering alternative actions.

Indicators:

- Is service-oriented; actively inquires about and listens to stakeholders' views and needs, and proactively gives advice that adds value to the team's contribution to influence progress and reach optimal outcomes.
- Makes sound suggestions that are fact based, tailored to the context and take account of the acceptable degree of risk.
- Initiates actions at the right time and uses experience, know-how, networking and influence in order to achieve optimal results.
- Mediates impartially and uses diplomatic skills to manage divergences in views.
- Facilitates negotiations and decision-making through cooperation, good working relationships and compromises.
- Is objective and fair, builds upon work already done by the team, consults and informs others as necessary.
- Considers the interaction between the decisions being made and public debate, as well as how to communicate decisions to the public, taking into account likely reactions.
- Manages stakeholder expectations, taking into account work priorities and a realistic level of available resources.

LEADING

Clearly and regularly communicate regarding vision, goals, responsibilities and expectations. Develop the GSC as a modern, forward-looking organisation; foster continuous discussions about working methods; support and deliver change initiatives in the GSC, where needed. Foster qualitative work relations, progressive discussions and team cohesion. Cultivate collaboration across GSC teams.

Indicators:

- Delegates and follows up on delegated tasks.
- Fosters a cross team attitude; enables the team to see the impact of their work and processes on other teams; and encourages and actively practices consultation and information-sharing across GSC teams.
- Takes personal ownership in order to initiate and drive change where needed, improvements and innovation in the GSC, to ensure that the GSC keeps up with developments and continues to provide the level and type of service expected by stakeholders.
- Actively involves the team in continuous discussions about working methods; in change initiatives and decisions; asks questions and takes advice from team members.
- Conveys a sense of purpose in achieving the GSC's overall goals and how they translate into the service's objectives.
- Provides direction by effectively communicating the GSC's vision, goals, responsibilities, and expectations to staff.
- Assigns clear roles and responsibilities to team members, ensures that they are given time and the opportunity to acquire the necessary skills, and have the necessary information to effectively deliver on their responsibilities.
- Shows readiness to become involved in and sponsor horizontal projects in the GSC and encourages staff to participate in such projects.

EMPOWERING

Inspire, encourage and support teams and individual staff in acquiring responsibility and achieving sustainable professional progress. Create a positive, respectful, safe and inclusive work environment. Promote wellbeing at work. Foster continuous learning and development in the team and for individual team members.

Indicators:

- Trusts staff and teams by reducing hierarchy and control; focuses on results, allowing flexibility where possible; empowers staff to work autonomously, to take on new tasks and responsibilities and to build their own professional networks.
- Shows concrete appreciation for achievements and efforts made, and conveys their positive impact for the team/GSC.
- Regularly gives structured and constructive feedback on performance to the team and to individual staff and provides forward-oriented actionable guidance.
- Has the courage to address poor performance or inappropriate behaviour purposefully and in a timely manner.
- Adopts an attitude of respect and fairness towards each staff member and fosters an environment in which staff feel safe to speak up.
- Encourages staff and teams to generate original ideas and to provide innovative or creative solutions to problems. Provides optimal possibilities for each staff member to contribute.
- Fosters a positive learning culture in which failure and setbacks are regarded as ways to learn and in which staff can challenge the status quo and initiate change.
- Takes an active interest in the professional development and skills of the team and each staff member, and defines appropriate development plans with each staff member and for the team as a whole.
- Supports and motivates the team and staff to use their skills and knowledge optimally and engage in active learning.

MANAGING RESOURCES SUSTAINABLY AND FLEXIBLY

Plan, organise and monitor work and resources flexibly in order to reach defined goals. Identify sustainable ways of working. Increase efficiency and agility by integrating digital technology and, where necessary, by implementing realistic changes in structures, methods and resource management. Where the absorption capacity of the team and/or its well-being is at stake, redefine goals and plans and, when appropriate, escalate to a higher level. Fulfil the duty of care to staff.

Indicators:

- Translates organisational strategies into clear, measurable and realistic objectives and well-prioritised and forward-looking action plans.
- Defines clear priorities for the team; adjusts plans and adapts the use of available resources to changing strategic needs.
- Ensures balance between workload and available (human and financial) resources; regularly checks in with staff on the feasibility of the objectives and deadlines that have been set.
- Encourages staff to flag concerns and ask for help when needed; listens to and shows empathy in response to staff concerns; takes the necessary steps to fulfil their duty of care to staff and reduce risks to mental health and well-being; involves hierarchy in looking for solutions to ensure staff wellbeing.
- Communicates and implements change initiatives constructively, paying attention to staff well-being.
- Considers the risks, potential impacts and consequences arising from the organisation of work.
- Simplifies methods and processes; promotes the use of relevant digital technologies and data-driven approaches to improving efficiency and collaboration.
- Ensures effective sharing of information, know-how and knowledge transfer within the team; ensures that the team has processes in place to ensure effective data storage and management
- Takes full responsibility for the selection of staff and subsequent integration into the team; proactively engages in succession planning, including monitoring of staff and skills needs.
- Maintains good and service-minded working relations with external counterparts with the aim of facilitating constructive cooperation.

REPRESENTING AND BEING ACCOUNTABLE

Act in the interest of the entire GSC and its stakeholders. Represent the GSC in a positive and professional manner. Model the behaviour that is expected from GSC staff. Assume responsibility for personal and team performance. Keep senior management informed of your own and your team's performance, achievements and challenges faced; speak up as needed. Take responsibility for organisational decisions and contribute as a member of the GSC management team.

Indicators:

- As a member of the GSC management team, acts in the interest of the entire GSC and its stakeholders
- Acts as an ambassador to staff for organisational decisions
- Takes responsibility for the actions, decisions and results of their team and keeps senior management informed; challenges senior management in their thinking, as needed.
- Acts with integrity; creates relationships of confidence, trust and openness.
- Is results-oriented in a respectful way.
- Establishes and nurtures collaborative strategic relationships in order to maintain and further develop the GSC's value.
- Treats their own mistakes and those of others openly and honestly as learning opportunities.
- Is open to receiving feedback and encourages it, builds personal awareness of their own strengths and areas for development.

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