

## Monitoring and evaluation processes

### Technical Skills, incl. legislation and IPR

#### Basic

- Manages own workload, meeting deadlines and being organised at all times;
- Deals with others in a courteous and professional manner;
- Ability to write clear and concise reports, documents, emails and letters;
- Ability to follow subordination and provide first-hand reliable feedback following established protocols;
- Understands and follows safety, organisation, processing, quality and reporting rules and procedures;

#### Intermediate

- Supervises junior staff members;
- Deals with customer queries and complaints;
- Identifies uncertainties;
- Enhances risk approaches using guidelines;
- Provides feedback on KPIs to refine it.

#### Proficient

- Ability to appropriately delegate or assign work and tasks to others;
- Senior supervision of teams and processes;
- Uses appropriate techniques to move others to action or to gain agreements;
- Ensures that no "small details" are overlooked during tasks, activities and projects;
- Tracks budget and resolved conflict when discussing budget;
- Coordinates schedules, synchronises schedule plans;
- Aligns resources, ensure effective ongoing utilisation of resources;
- Independently monitors, assesses, and revises plans to complete tasks and meet goals;
- Identifies resource gaps and needs for replacement.

#### Expert

- Develops and implements quality monitoring procedures;
- Develops and implements risk analysis and mitigation strategies and plans;
- Develops and implements monitoring and evaluation plans;
- Determines and analyses key performance indicators;
- Analyses performance tracks;
- Analyses business finances, market information, accounts and investment opportunities and risks.

### Social-emotional skills

#### Basic

- Ability to identify strengths in self, community and culture;
- Sets and monitors personal goals;
- Reflective listening;
- Recognises opportunities;
- Reflects on own experience based on own activities and learn from it.

#### Intermediate

- Bases decisions on safety, social and ethical considerations;
- Be aware of own judgements and biases in securing networks and information;
- Evaluates consequences of different actions;
- Awareness of others and an ability to detect their emotions and understand their perspective;

#### Proficient

- Builds relationships with diverse individuals and groups;
- Profound listening skills;
- Proper stress identification, tolerance and control;
- Adaptability to change.

#### Expert

- Profound level of self-control and control of social relationships in the team;
- Self-motivation and ability to motivate others;
- Makes constructive safe choices and decisions;
- Perspective thinking.

## Cultural responsive skills

### Basic

- Demonstration of empathy;
- Recognition of cultural diversity;
- Respectfulness for diversity in team and in external groups and stakeholders;
- Integrity and accountability.

### Intermediate

- Inclusiveness of different opinions;
- Perceptiveness to cultural implications;
- Appropriate use of humour;
- Use of a foreign language at Europass level B+.

### Proficient

- Recognises basic features of different corporate cultures;
- Ability to take into account cultural specifics in multi-cultural teams;
- Use of foreign language at Europass level C.

### Expert

- Demonstration of discretion in development;
- Ability to encourage diversity in the team;
- Ability to manage and mentor teams with diverse cultural background;
- Use of at least one foreign language at Europass level C and at least one more at Europass level B.

## Creative Skills

### Basic

- Demonstrates curiosity and joy to experiment with new digital devices and ways for better cybersecurity measures;
- Creative organisation of own work and tasks to optimize own performance;
- Demonstrates acceptance to new ideas and new knowledge without judgement.

### Intermediate

- Ability to find new ways to express own ideas;
- Ability to find something new in existing concepts;
- Embraces the spirit of unknowing, show joy in experimenting and play;
- Familiar with forms of expression of new concepts and ideas.

### Proficient

- Willingness to question everything and never stop asking questions, "What if...";
- Ability to use various thinking techniques such as brainstorming, design thinking, 6 thinking hats, etc. for generation of ideas and finding new solutions to existing problems;
- Familiar with tools to turn new concepts and ideas in cybersecurity of data and products/services.

### Expert

- Confidence in being flexible, adaptable and functioning well with uncertainty;
- Makes balanced hypotheses, exploring ways of better and new cybersecurity measures and providing guidance;
- Evaluates impact and probability of success of various options;
- Ability to apply creative process to various situations and teams.