



# ESA CORE BEHAVIOURAL COMPETENCIES

Information to  
candidates applying  
to ESA vacancies

→ THE EUROPEAN SPACE AGENCY

## INTRODUCTION

Each ESA vacancy notice lists two types of competency: technical and behavioural. These competencies reflect the skills and behaviours that are required in order to perform well in the post. They are therefore tailored to the requirements of the specific vacancy and are evaluated during the recruitment and selection process.

## CORE BEHAVIOURAL COMPETENCIES

ESA has identified six core behavioural competencies that apply to all ESA staff members (see table below) and are included in each vacancy. Each competency is further defined by a set of behavioural expectations which are adapted to the level of the position. Examples of behavioural expectations are provided after the table.

Below you can find an overview of the six ESA core behavioural competencies and their definitions.



## RESULT ORIENTATION

- ▶ Achieves objectives meeting existing quality standards.
- ▶ Takes responsibility for tasks and commits to deadlines.
- ▶ Communicates and documents results and learning and draws on previous experience.
- ▶ Stays focused when faced with challenges, handles them successfully and seeks out guidance if needed.
- ▶ Resolves assigned and identified problems analytically by applying various techniques and tools.
- ▶ Takes responsibility for delivery of team results.
- ▶ Focuses on key actions and achieves objectives effectively and efficiently improving on existing quality standards.

## OPERATIONAL EFFICIENCY

- ▶ Performs assigned tasks within own area of expertise with independence.
- ▶ Manages stress effectively and can work under occasional peak workload.
- ▶ Accurately plans for time and resources required to accomplish tasks.
- ▶ Anticipates potential obstacles, risks and opportunities in own planning.
- ▶ Maintains an appropriate level of work-life balance acting as a role model.

## FOSTERING COOPERATION

- ▶ Conveys ideas and information in a structured manner, both verbally and in writing.
- ▶ Pays attention to the ideas of others and respects other opinions and concerns.
- ▶ Acts as a team player through active contribution, supporting others and willingness to compromise.
- ▶ Manages and resolves conflicts actively through open communication.
- ▶ Formulates clear expectations and explains complicated issues in a comprehensible way.
- ▶ Values and encourages team work.

## RELATIONSHIP MANAGEMENT

- Initiates and develops professional relationships within and beyond own team.
- Interacts respectfully with interfaces inside and outside ESA, being mindful to act as an ambassador for the Agency.
- Is aware of needs and expectations of own customers and meets them accordingly.
- Identifies stakeholders, evaluates interests and manages their expectations proactively.
- Fosters awareness of roles and responsibilities to enable successful stakeholder relationships.
- Is well connected beyond own individual area of responsibility and uses networks effectively.
- Ensures commitment and cooperation of others within own area of responsibility.

## CONTINUOUS IMPROVEMENT

- ▶ Reacts flexibly to changing circumstances and handles challenges effectively.
- ▶ Provides and accepts constructive feedback.
- ▶ Explores creative solutions.
- ▶ Seeks professional exchange and appropriately shares knowledge and insights with others.
- ▶ Reflects on own performance, knowledge and skills and proactively seeks out opportunities to improve.
- ▶ Researches innovations in own field of expertise and incorporates them into own work.
- ▶ Connects with experts in own field of expertise and advocates state-of-the-art standards and methods.

## FORWARD THINKING

- ▶ Comprehends the ESA vision and own contribution to the overall goals.
- ▶ Stays informed about current events within ESA and relevant content and platforms outside the Agency.
- ▶ Understands how objectives fit within the bigger picture and shares this with team members for them to contribute accordingly.
- ▶ Keeps up-to-date on (geo)political and industry developments and reaches forward-looking conclusions.
- ▶ Understands ESA structure and activities and the political and competitive environment related to own area of responsibility.
- ▶ Takes well-informed and responsible decisions to contribute to ESA's success.

## RESULT ORIENTATION

- ▶ Identifies, prioritises and resolves varying problems proactively and analytically by applying various techniques and tools.
- ▶ Takes responsibility for the accomplishment of objectives within own area of responsibility and proactively addresses risk factors.
- ▶ Monitors delivery and quality of results.
- ▶ Finds optimal solutions beyond standard approaches and mechanisms.
- ▶ Provides guidance to others to help them navigate challenges.
- ▶ Promotes and rewards excellent quality results within an appropriate ratio of effort and benefits.

## OPERATIONAL EFFICIENCY

- ▶ Structures, coordinates and prioritises tasks within own area of responsibility and pays attention to interfaces and interdependencies.
- ▶ Anticipates potential obstacles, risks and opportunities in own planning.
- ▶ Structures, delegates and prioritises tasks within own area of responsibility effectively and guides others in achieving their objectives.
- ▶ Performs varying tasks while dealing with a high variety of responsibilities.
- ▶ Manages stress effectively and tries to alleviate pressure on others and support them.
- ▶ Provides others with specific objectives and tasks based on the overall strategy.

## FOSTERING COOPERATION

- ▶ Promotes and recognises effective team work setting clear expectations.
- ▶ Encourages cooperation within and between teams by focusing on synergies and leading by example.
- ▶ Ensures a safe environment to voice diverse ideas and opinions within own area of responsibility.
- ▶ Formulates clear objectives and passes down information comprehensively within own area of responsibility.
- ▶ Values and encourages team work and creates a sense of solidarity and purpose.
- ▶ Ensures conflict and dispute resolution among colleagues.
- ▶ Provides the means and opportunities for successful cooperation and leads by example.

## RELATIONSHIP MANAGEMENT

- ▶ Assesses and addresses interests of others while acting as an ambassador for the Agency.
- ▶ Encourages and leads others in developing their network.
- ▶ Analyses and evaluates customer and stakeholder interests, manages their expectations and devises requirements for own area of responsibility.
- ▶ Holds authority beyond own area of responsibility and uses it effectively to gain commitment and achieve results.
- ▶ Promotes and rewards network building beyond individual area of responsibility and facilitates connections leading by example.
- ▶ Builds and maintains alliances and partnerships.

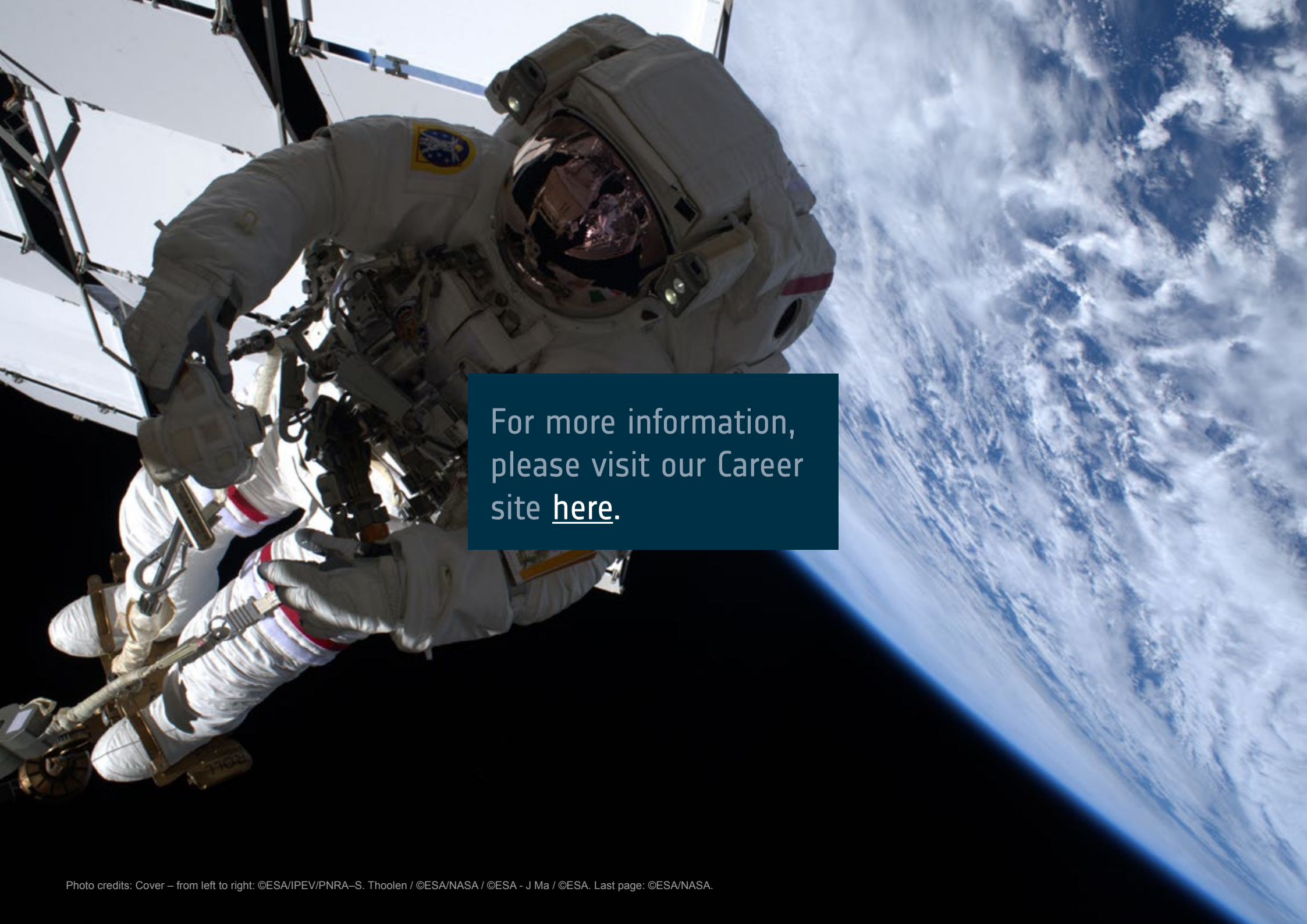
## CONTINUOUS IMPROVEMENT

- ▶ Reacts flexibly to changing circumstances and adapts objectives and planning accordingly.
- ▶ Creates and implements innovative and creative solutions and continuous improvements.
- ▶ Supports others in their development.
- ▶ Promotes and recognises innovation and improvements.
- ▶ Initiates and accepts required changes and positively encourages others to participate and be open to change.
- ▶ Aims for ESA to be cutting edge to ensure its competitiveness.
- ▶ Acts as an ambassador for change and improvement and leads others, ensuring comprehension and acceptance of change.

## FORWARD THINKING

- ▶ Comprehends and communicates the ESA vision and overall goals and devises objectives accordingly.
- ▶ Keeps up-to-date on events and developments in the space sector and understands long-term implications within own area of responsibility.
- ▶ Promotes and recognises responsible solutions.
- ▶ Utilises ESA's entire structure and activities and its political and competitive environment to position the Agency as a key player and thought leader.
- ▶ Analyses and interprets developments in the space sector and their potential impact for the future within and beyond own area of responsibility.
- ▶ Ensures decisions are based on long-term strategy and vision.
- ▶ Acts as a role model for forward thinking across ESA and inspires others.





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