

## ECHA's values and managerial competencies

When working towards our mission of becoming world's leading regulatory authority on the safety of chemicals, our actions are guided by our corporate values which serve as the principles underlining how we work and how we behave.

- **Integrity**

We earn trust by being accountable and delivering our mandate in a fair, consistent, and independent manner. We uphold the highest professional, financial, governance, and ethical standards.

- **Transparency**

We make our opinions and decisions in an open, understandable and accessible way. We communicate clearly, courteously, and respectfully. We are open to engaging and embracing diverse perspectives and are inclusive in how we work. We welcome feedback.

- **Collaboration**

We work closely with our EU and Member State partners and institutions to deliver our shared goals and priorities. We consult and cooperate with stakeholders. We listen, engage, and consult with each other.

- **Innovation**

We continuously review and respond to changing circumstances. We analyse and use data and best available evidence to inform and deliver our mandate. We exploit synergies and are open to adapting operations using new technologies and ways of working.

These values are embodied in our everyday work through the competencies we exhibit, and none more so than through the competencies of our management team. These observable behaviours, knowledge, skills, abilities and attributes are summarised by ECHA's six managerial competencies which contribute to effective job performance at the leadership level.

**Leading and supervising** - Takes and exercises leadership. Initiates action, gives direction and takes responsibility.

- provides others with a clear direction
- sets appropriate standards of behaviour
- delegates work appropriately and fairly
- motivates, empowers and trusts others
- provides staff with developmental opportunities and coaching
- recruits staff that fit the organisational requirements and culture

**Relating and Networking** – Communicates and networks effectively. Successfully persuades and influences others. Relates to others in a collaborative, confident and relaxed manner..

- establishes good relationships with customers and staff
- builds wide and effective networks of contacts inside and outside the organisation
- relates and cooperates well to people at all levels, avoiding 'silo mentality'
- manages conflict effectively and respectfully
- uses personal style appropriately to enhance relationships with others

**Analysing** - Shows evidence of analytical thinking. Gets to the heart of complex matters and issues. Applies own expertise effectively. Quickly learns new technology. Communicates well in writing.

- analyses and assesses the impact of data and other sources of information
- breaks information into component parts, patterns and relationships
- probes for future information or greater understanding of a problem
- makes rational judgements from the available information and analysis, examines consequences of intended action
- produces workable solutions to a range of problems
- demonstrates an understanding of how one issue may be part of a much larger system

**Formulating Strategies and Concepts** – Open to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Supports and drives organisational change.

- works strategically to identify opportunities to realise organisational goals
- sets and develops strategies, as appropriate
- identifies and develops positive and compelling visions of the organisation's future potential
- takes account of a wide range of issues (including financial and environmental impact) across, and related to, the organisation

**Adapting and Responding to Change** – Adapts and responds well to change. Manages pressure proactively, effectively and copes well with setbacks, while maintaining a positive outlook.

- promotes and champions change
- accepts new ideas and change initiatives
- adapts interpersonal style to suit different people or situations
- shows respect and sensitivity towards diversity
- copes well with ambiguity, making positive use of the opportunities that it presents

**Working with People** - Supports others and shows respect and positive regard for people in day-to-day workplace situations. Achieves results through strong people management by working effectively with individuals and teams, stakeholders and staff. Behaves consistently and with authenticity in accordance with the organisational mission, values and people principles.

- demonstrates an interest in, and understanding of, others
- adapts to the needs of the team and builds team spirit
- recognises and rewards the contribution of others
- listens, consults others and communicates proactively
- supports, engages and cares for others