

**Različice dokumenta**

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| Različica | Datum |
| V1 | 3. november 2017 |
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# Delovne vloge

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| **Angleščina** | **Slovenščina** |
| Job Role | Description | Delovna vloga | Opis |
| Decision-making level | This is the head of the organization or persons that act on relatively high strategic management levels | Raven odločanja | To je vodja organizacije ali osebe, ki delujejo na razmeroma visokih ravneh strateškega upravljanja. |
| Supervisory level | This is the middle management level, responsible for a group of people and not directly involved in operational implementation of the programme, for instance heads of organizational units. | Nadzorna raven | To je srednja vodstvena raven, zaposleni na tej ravni, kot so vodje organizacijskih enot, pa so odgovorni za skupino ljudi in niso neposredno vključeni v operativno izvajanje programa. |
| Operational level | These are the experts that are directly working on the different tasks and sub-tasks within the organization | Operativna raven | To so strokovnjaki, ki neposredno opravljajo različne naloge in podopravila v organizaciji. |

# Naloge in podopravila

| **Angleščina** | **Slovenščina** |
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| **Tasks** | **Sub-task** | **Naloge** | **Podopravilo** |
| 1. Programming  | 1.1. Inter-institutional coordination and stakeholder involvement  | 1. Načrtovanje  | 1.1 Medinstitucionalno usklajevanje in vključevanje zainteresiranih strani  |
|  | 1.2. Preparation of the Programme  |  | 1.2 Priprava programa  |
|  | 1.3. Management of the evaluation process (ex-ante)  |  | 1.3 Upravljanje postopka (predhodnega) vrednotenja  |
|  | 1.4. Negotiation with the EC  |  | 1.4 Pogajanje z EK  |
|  | 1.5 Procurement of goods and services under Technical Assistance |  | 1.5 Javno naročanje blaga in storitev v okviru tehnične podpore |
|  | 1.6 Definition of the guiding principles for selection of operations |  | 1.6 Opredelitev vodilnih načel za izbiro operacij |
| 2. System set-up, development of procedures and tools | 2.1. Development of the description of management and control systems  | 2. Vzpostavitev sistema, razvoj postopkov in orodij | 2.1 Razvoj opisa sistemov upravljanja in nadzora  |
|  | 2.2. Development of the procedures and tools for Programme implementation  |  | 2.2 Razvoj postopkov in orodij za izvajanje programa  |
|  | 2.3 Legal system set-up |  | 2.3 Vzpostavitev pravnega sistema |
|  | 2.4. Development and maintenance of monitoring and information systems and e-cohesion  |  | 2.4 Razvoj in vzdrževanje sistemov spremljanja in obveščanja ter e-kohezija  |
|  | 2.5 Procurement of goods and services under Technical Assistance |  | 2.5 Javno naročanje blaga in storitev v okviru tehnične podpore |
|  | 2.6. Development of institutional and administrative capacity  |  | 2.6 Razvoj institucionalne in upravne zmogljivosti  |
| 3. Project generation, preparation of calls for proposals, project selection and contracting | 3.1 Supporting applicants in relation to technical and financial aspects of project requirements, including capacity building at beneficiary level  | 3. Ustvarjanje projektov, priprava razpisov za zbiranje predlogov, izbira projektov in sklepanje pogodb | 3.1 Podpiranje prijaviteljev v zvezi s tehničnimi in finančnimi vidiki zahtev za projekte, vključno s krepitvijo zmogljivosti na ravni upravičencev  |
|  | 3.2. Preparation of proposals for selection criteria and selection procedures  |  | 3.2 Priprava predlogov za merila za izbiro in izbirne postopke  |
|  | 3.3. Preparation / modification of guidelines for applicants  |  | 3.3 Priprava/prilagoditev smernic za prijavitelje  |
|  | 3.4. Administrative and eligibility check (completeness of the package and compliance with relevant laws and regulations)  |  | 3.4 Upravno preverjanje in preverjanje upravičenosti (popolnost svežnja ter skladnost z ustreznimi zakoni in drugimi predpisi)  |
|  | 3.5. Appraisal (scoring of applications, management of appeals, drawing up list of projects, communicating results to decision makers and applicants)  |  | 3.5 Ocena (točkovanje prijav, upravljanje pritožb, priprava seznama projektov, sporočanje rezultatov nosilcem odločanja in prijaviteljem)  |
|  | 3.6. Development and amendment of procedures  |  | 3.6 Razvoj in spreminjanje postopkov  |
|  | 3.7. Procurement of goods and services under Technical Assistance |  | 3.7 Javno naročanje blaga in storitev v okviru tehnične podpore |
|  | 3.8. Awareness and support activities  |  | 3.8 Dejavnosti za ozaveščanje in podporo  |
|  | 3.9. Collecting documentation from successful applicants, preparation of contracting documentation and contract modifications  |  | 3.9 Pridobivanje dokumentacije uspešnih prijaviteljev, priprava pogodbene dokumentacije in prilagoditev pogodb  |
| 4. Monitoring on project level | 4.1. Technical monitoring and on the spot verifications at project level  | 4. Spremljanje na ravni projektov | 4.1 Tehnično spremljanje in preverjanja na kraju samem na ravni projektov  |
|  | 4.2. Providing advice to beneficiaries on project implementation issues  |  | 4.2 Svetovanje upravičencem o vprašanjih v zvezi z izvajanjem projektov  |
|  | 4.3. Finding and reporting irregularities  |  | 4.3 Odkrivanje nepravilnosti in poročanje o njih  |
|  | 4.4 Procurement of goods and services under Technical Assistance |  | 4.4 Javno naročanje blaga in storitev v okviru tehnične podpore |
| 5. Monitoring on programme level | 5.1. Measurement of the performance of the PA/Measure (planning, monitoring, forecasting, revising)  | 5. Spremljanje na ravni programov | 5.1 Merjenje uspešnosti na prednostni osi/ukrepa (načrtovanje, spremljanje, napovedovanje, spreminjanje)  |
|  | 5.2. Measurement of the performance of the Operational Programme (planning, monitoring, forecasting, revising and corrective actions)  |  | 5.2 Merjenje uspešnosti operativnega programa (načrtovanje, spremljanje, napovedovanje, spreminjanje in popravni ukrepi)  |
|  | 5.3 Monitoring the progress of implementation of the partnership agreement |  | 5.3 Spremljanje napredka pri izvajanju partnerskega sporazuma |
|  | 5.4. Reporting to the Monitoring Committee and European Commission  |  | 5.4 Poročanje odboru za spremljanje in Evropski komisiji  |
|  | 5.5. Development and amendment of monitoring procedures  |  | 5.5 Razvoj in spreminjanje postopkov spremljanja  |
|  | 5.6. Supporting the Monitoring Committee  |  | 5.6 Podpiranje odbora za spremljanje  |
|  | 5.7. Procurement of goods and services under Technical Assistance |  | 5.7 Javno naročanje blaga in storitev v okviru tehnične podpore |
| 6. Evaluation | 6.1. Preparing and guiding the evaluation process (outsourced)  | 6. Vrednotenje | 6.1 Priprava in vodenje postopka vrednotenja (oddanega zunanjemu izvajalcu)  |
|  | 6.2. Carrying out evaluation  |  | 6.2 Izvajanje vrednotenja  |
|  | 6.3. Usage of results: involved in the identification and implementation of follow up actions  |  | 6.3 Uporaba rezultatov: vključena v opredelitev in izvajanje nadaljnjih ukrepov  |
|  | 6.4. Procurement of goods and services under Technical Assistance |  | 6.4 Javno naročanje blaga in storitev v okviru tehnične podpore |
|  | 6.5. Ex-ante conditionalities  |  | 6.5 Predhodne pogojenosti  |
| 7. Financial management on project level | 7.1. Verification of payment claims and first level control reports at project level  | 7. Finančno upravljanje na ravni projektov | 7.1 Preverjanje zahtevkov za plačilo in poročil o nadzoru na prvi stopnji na ravni projektov  |
|  | 7.2. Financial monitoring and on the spot verifications at project level  |  | 7.2 Finančno spremljanje in preverjanja na kraju samem na ravni projektov  |
|  | 7.3. Procurement of goods and services under Technical Assistance |  | 7.3 Javno naročanje blaga in storitev v okviru tehnične podpore |
| 8. Financial management on programme level | 8.1. Measurement of the financial performance of PA/Measure (planning, monitoring, forecasting, revising)  | 8. Finančno upravljanje na ravni programov | 8.1 Merjenje finančne uspešnosti na prednostni osi/ukrepa (načrtovanje, spremljanje, napovedovanje, spreminjanje)  |
|  | 8.2. Financial management of Operational Programme (planning, monitoring, forecasting, revising and corrective actions)  |  | 8.2 Finančno upravljanje operativnega programa (načrtovanje, spremljanje, napovedovanje, spreminjanje in popravni ukrepi)  |
|  | 8.3. Reporting to Monitoring Committee and European Commission including management declaration and annual summary (CPR 125.4(e)  |  | 8.3 Poročanje odboru za spremljanje in Evropski komisiji, vključno z izjavo o upravljanju in letnim povzetkom (člen 125(4)(e) uredbe o skupnih določbah)  |
|  | 8.4. Development and amendment of financial management procedures  |  | 8.4 Razvoj in spreminjanje postopkov finančnega upravljanja  |
|  | 8.5. Procurement of goods and services under Technical Assistance |  | 8.5 Javno naročanje blaga in storitev v okviru tehnične podpore |
| 9. Communication | 9.1. Preparation of the communication plan and its implementation for different stakeholders  | 9. Komuniciranje | 9.1 Priprava načrta komuniciranja in njegovo izvajanje za različne zainteresirane strani  |
|  | 9.2. Building networks with different media  |  | 9.2 Vzpostavljanje mrež z različnimi mediji  |
|  | 9.3. Procurement of goods and services under Technical Assistance |  | 9.3 Javno naročanje blaga in storitev v okviru tehnične podpore |
| 10. Supervision of Intermediate bodies (IBs) | 1. Supporting IBs in setting-up the management and control system | 10. Nadzor nad posredniškimi organi | 1. Podpiranje posredniških organov pri vzpostavitvi sistema upravljanja in nadzora |
|  | 2. Drafting of the delegation agreement  |  | 2. Priprava osnutka sporazuma o prenosu  |
|  | 3. Planning of the audit of IBs |  | 3. Načrtovanje revizije PO |
|  | 4. Audit of the management and control system of IBs |  | 4. Revizija sistema upravljanja in nadzora PO |
|  | 5. Regular review of results reported by IB |  | 5. Redni pregled rezultatov, ki jih sporoči PO |
|  | 6. Review of a sample of operations carried out under the responsibility of the IBs |  | 6. Pregled vzorca izvedenih operacij, za katere so odgovorni PO |
|  | 7. Drafting of procedures and guidelines |  | 7. Priprava osnutkov postopkov in smernic |
|  | 8. Procurement of goods and services under Technical Assistance |  | 8. Javno naročanje blaga in storitev v okviru tehnične podpore |
|  | 9. Ongoing support to IBs |  | 9. Stalna podpora, zagotovljena PO |

# Lestvica stopenj znanja

| **Angleščina** | **Slovenščina** |
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| Scale  | Description  | Lestvica  | Opis  |
| N.A. - Not Applicable | The competency is not applicable to the job role.  | n. r. – ni relevantno | Kompetenca ni relevantna za delovno vlogo.  |
| Level 0 – No knowledge | No knowledge of the competency or no ability to apply it in real situations. | Stopnja 0 – neznanje | Zaposleni nima znanja, povezanega s kompetenco, ali ga ni sposoben uporabiti v dejanskih situacijah. |
| Level 1 - Awareness | Basic knowledge of the competency (e.g. understands general concepts and processes, is familiar with related key terminology).Ability to demonstrate this competency after being given specific instructions and guidance. | Stopnja 1 – poznavanje | Osnovno znanje, povezano s kompetenco (na primer zaposleni razume splošne koncepte in postopke ter je seznanjen z zadevno ključno terminologijo).Sposobnost dokazati to kompetenco po prejemu posebnih navodil in smernic. |
| Level 2 - Trained | Good working knowledge of the competency.Ability to apply that knowledge in daily work.Ability to perform standard activities with regards to this competency in an independent manner | Stopnja 2 – usposobljenost | Aktivno znanje, povezano s kompetenco.Sposobnost uporabiti znanje pri vsakodnevnem delu.Sposobnost neodvisno izvajati standardne dejavnosti v zvezi s to kompetenco. |
| Level 3 - Intermediate | Broad and in-depth knowledge and skills with regards to the competency.Ability to deal with a variety of exceptions and special cases related to the competency in an independent manner.Ability to effectively share knowledge and experience with more junior profiles.Confidence in serving as an advisor and is sought out to provide insight in the application of this competency.Is capable of coaching others in the application of this competency by translating complex nuances and issues relating to this competency into easy to understand terms. | Stopnja 3 – vmesna stopnja | Obsežno in poglobljeno znanje in spretnosti v zvezi s kompetenco.Sposobnost neodvisno obravnavati različne izjeme in posebne primere, povezane s kompetenco.Sposobnost učinkovite izmenjave znanja in izkušenj z zaposlenimi na nižjih stopnjah.Zaposleni je samozavesten pri zagotavljanju nasvetov, drugi pa se nanj obračajo za vpoglede glede uporabe te kompetence.Zaposleni lahko druge uči, kako uporabljati to kompetenco, pri čemer lahko zapletene vidike in vprašanja v zvezi s to kompetenco predstavi na preprosto razumljiv način. |
| Level 4 - Expert | Extensive expert knowledge and skills with regards to the competency.Ability to highlight the (dis)advantages of each of the processes related to the competency whilst linking them to the bigger picture.Ability to provide tailored advice and to support the advice with relevant and context specific arguments when responding to internal and external queries.Viewed by others as a role model who is capable of leading or teaching others in the area of the competency. | Stopnja 4 – strokovna stopnja | Obsežno strokovno znanje in spretnosti v zvezi s kompetenco.Sposobnost opredeliti prednosti (pomanjkljivosti) posameznih postopkov, povezanih s kompetenco, in jih povezati s širšim okvirom.Sposobnost odzvati se na notranje in zunanje poizvedbe s prilagojenimi nasveti ter podpreti nasvete z ustreznimi in okoliščinam prilagojenimi argumenti.Zaposlenega drugi vidijo kot zgled, ki je sposoben voditi ali učiti druge na področju kompetence. |

# Operativne kompetence

|  | **Angleščina** | **Slovenščina** |
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| **Koda** | **Competency** | **Kompetenca** |
| MA.O.C1 | General provisions of ESIF EU / National legal acts | Splošne določbe pravnih aktov EU/nacionalnih pravnih aktov o skladih ESI |
| MA.O.C2 | National strategic documents (e.g. National Development Strategies, relevant thematic and sectoral policies) | Nacionalni strateški dokumenti (na primer nacionalne razvojne strategije, ustrezne tematske in sektorske politike) |
| MA.O.C3 | Eligibility of expenditure provisions included in ESIF EU / National legal acts (rules, guidelines and methodologies, including the scope of support) | Določbe o upravičenosti izdatkov, vključene v pravne akte EU/nacionalne pravne akte o skladih ESI (pravila, smernice in metodologije, vključno s področjem uporabe podpore) |
| MA.O.C4 | Territorial issues, such as ITI, CLLD, Sustainable urban development, macro/regional strategies and interregional cooperation planning | Teritorialna vprašanja, kot so celostne teritorialne naložbe, lokalni razvoj, ki ga vodi skupnost, trajnostni urbani razvoj, makro/regionalne strategije in načrtovanje medregionalnega sodelovanja |
| MA.O.C5 | State Aid | Državna pomoč |
| MA.O.C6 | Relevant thematic knowledge (thematic legislation, costs, applicable standards, trends) | Ustrezno tematsko znanje (tematska zakonodaja, stroški, veljavni standardi, trendi) |
| MA.O.C7 | Intervention logic | Intervencijska logika |
| MA.O.C8 | Input, output, results indicators | Kazalniki vložka, učinka, rezultatov |
| MA.O.C9 | Budgeting and cost estimation | Priprava proračuna in ocena stroškov |
| MA.O.C10 | Financial instruments design (ex‑ante assessment, selection of FIs and set-up) | Načrtovanje finančnih instrumentov (predhodna ocena, izbira finančnih instrumentov in vzpostavitev) |
| MA.O.C11 | Horizontal issues (such as sustainable development, equality, etc.) | Horizontalna vprašanja (kot so trajnostni razvoj, enakost itd.) |
| MA.O.C12 | Administrative procedures for procurement of goods and services from Technical Assistance | Upravni postopki za javno naročanje blaga in storitev v okviru tehnične podpore |
| MA.O.C13 | Cross-border, transnational and interregional cooperation and European Grouping of Territorial Cooperation | Čezmejno, transnacionalno in medregionalno sodelovanje ter evropsko združenje za teritorialno sodelovanje |
| MA.O.C14 | Management of the outsourcing of TA activities | Upravljanje zunanjega izvajanja dejavnosti tehnične podpore |
| MA.O.C15 | Economic environment and reform processes (European Semester, National Reform Programmes and Country Specific Recommendations) | Gospodarsko okolje in procesi reform (evropski semester, nacionalni programi reform in priporočila za posamezne države) |
| MA.O.C16 | Programme management and project cycle management | Upravljanje programa in upravljanje projektnega cikla |
| MA.O.C17 | Management and implementation provisions included in ESIF EU / National legal acts (programming, selection of operations, monitoring, controls and audits, evaluation, publicity) | Določbe o upravljanju in izvajanju, vključene v pravne akte EU/nacionalne pravne akte o skladih ESI (načrtovanje, izbira operacij, spremljanje, nadzor in revizije, vrednotenje, obveščanje javnosti) |
| MA.O.C18 | Public procurement rules | Pravila o javnem naročanju |
| MA.O.C19 | Fraud risk, irregularities management (incl. prevention, detection and mitigation measures) | Obvladovanje tveganja goljufije, upravljanje nepravilnosti (vključno z ukrepi za preprečevanje, odkrivanje in zmanjšanje) |
| MA.O.C20 | Administrative organization definition and revision  | Opredelitev in revizija upravne organizacije  |
| MA.O.C21 | Management and control system set-up | Vzpostavitev sistema upravljanja in nadzora |
| MA.O.C22 | Administrative burden assessment | Ocenjevanje upravnega bremena |
| MA.O.C23 | Assessment of ESIF system performance | Ocenjevanje uspešnosti sistema skladov ESI |
| MA.O.C24 | Simplified Cost Options | Poenostavljene možnosti obračunavanja stroškov |
| MA.O.C25 | Cost-Benefit Analysis and Feasibility Studies | Analiza stroškov in koristi ter študije izvedljivosti |
| MA.O.C26 | Environmental Impact Assessment (EIA) for major and infrastructure projects | Presoja vplivov na okolje za velike in infrastrukturne projekte |
| MA.O.C27 | Funding gap and revenue generation | Vrzel v financiranju in ustvarjanje prihodka |
| MA.O.C28 | Major projects procedures / legislation | Postopki/zakonodaja v zvezi z velikimi projekti |
| MA.O.C29 | Incentive effect | Spodbujevalni učinek |
| MA.O.C30 | Financial instruments relevant for the function | Finančni instrumenti, ustrezni za funkcijo |
| MA.O.C31 | Financial instruments design and implementation mechanisms | Mehanizmi načrtovanja in izvajanja finančnih instrumentov |
| MA.O.C32 | Forecasting and planning of performance targets / performance framework | Napovedovanje in načrtovanje ciljev uspešnosti/okvira uspešnosti |
| MA.O.C33 | Risk management related to the major and infrastructure projects | Obvladovanje tveganja, povezano z velikimi in infrastrukturnimi projekti |
| MA.O.C34 | Management of programme, priority or measure evaluation process | Upravljanje postopka vrednotenja programa, prednostne naloge ali ukrepa |
| MA.O.C35 | Main evaluation criteria (relevance, complementarity, consistency, efficiency and effectiveness) | Glavna merila za vrednotenje (ustreznost, dopolnjevanje, usklajenost, učinkovitost in uspešnost) |
| MA.O.C36 | Data collection and analysis methods for evaluation of programmes, priorities or measures | Metode zbiranja in analize podatkov za vrednotenje programov, prednostnih nalog ali ukrepov |
| MA.O.C37 | Budget planning, management and forecasting | Načrtovanje, upravljanje in napovedovanje proračuna |
| MA.O.C38 | Expenditure at project level (contracts invoices, bank statements) | Izdatki na ravni projektov (pogodbe, računi, bančni izpiski) |
| MA.O.C39 | Communication provisions included in ESIF EU / National legal acts | Določbe o komuniciranju, vključene v pravne akte EU/nacionalne pravne akte o skladih ESI |
| MA.O.C40 | Identification of different stakeholders and their information needs | Opredelitev različnih zainteresiranih strani in njihovih potreb po informacijah |
| MA.O.C41 | Management of relevant media | Upravljanje ustreznih medijev |
| MA.O.C42 | Web communication | Spletno komuniciranje |
| MA.O.C43 | Knowledge of Engineering relevant for the sector | Znanje inženirstva, ustrezno za sektor |
| MA.O.C44 | Audit standards, procedures and methodologies | Revizijski standardi, postopki in metodologije |

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# Upravljavske kompetence

|  | **Angleščina** | **Slovenščina** |
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| **Koda** | **Competency** | **Description** | **Kompetenca** | **Opis** |
| M.C1 | Developing others and people management | Demonstrating ability to provide timely, clear and specific guidance, feedback and support others in identifying development and training needs and opportunities, developing their knowledge, skills and abilities needed to accomplish the assigned tasks or solve issues, as well as demonstrating ability to manage work activities of employees, their development and performance in a manner to maximise the efficiency of human resources. | Razvoj drugih in upravljanje človeških virov | Dokazovanje sposobnosti zagotoviti pravočasna, jasna in konkretna navodila, povratne informacije in podporo drugim pri opredelitvi potreb po razvoju in usposabljanju ter priložnosti zanju, razvoju njihovega znanja, spretnosti in sposobnosti, potrebnih za opravljanje dodeljenih nalog ali reševanje težav, pa tudi dokazovanje sposobnosti upravljati delovne dejavnosti zaposlenih ter njihovega razvoja in uspešnosti tako, da se kar najbolj poveča učinkovitost človeških virov. |
| M.C2 | Decision making | Demonstrating ability to apply efficient approaches for drawing conclusions or developing solutions and take timely action that is consistent with the available data and facts received from different sources, limitations, and potential consequences. | Odločanje | Dokazovanje sposobnosti uporabljati učinkovite pristope za oblikovanje sklepov ali razvoj rešitev ter sprejemati pravočasne ukrepe v skladu z razpoložljivimi podatki in dejstvi, pridobljenimi iz različnih virov, omejitvami in morebitnimi posledicami. |
| M.C3 | Delegation | Demonstrating ability to allocate decision-making and/or task responsibility to others, to ensure clear communication about the allocation and completion of responsibilities, and to provide appropriate support in a manner to maximise the organisational and individuals effectiveness. | Prenos | Dokazovanje sposobnosti dodeliti odgovornost za odločanje in/ali nalogo drugim, zagotoviti jasno komunikacijo o dodelitvi in izvedbi odgovornosti ter zagotoviti ustrezno podporo tako, da se kar najbolj poveča uspešnost organizacije in posameznikov. |
| M.C4 | Facilitation and communication | Demonstrating ability to evoke engagement and creativity from others, use group capabilities to lead the group to consensus, effectively solve issues, accomplish tasks and mutual goals. | Olajševanje in komuniciranje | Dokazovanje sposobnosti spodbuditi sodelovanje in ustvarjalnost drugih, uporabiti zmogljivosti skupine za usmerjanje skupine k soglasju, učinkovitemu reševanju težav, izpolnjevanju nalog in skupnih ciljev. |
| M.C5 | Leadership | Demonstrating ability to energize and inspire individuals to strive towards the vision of the future, present clearly goals and objectives, create a sense of direction and purpose for employees and act as a catalyst for action. | Vodstvene sposobnosti | Dokazovanje sposobnosti motivirati in navdihniti posameznike k prizadevanju za uresničitev vizije za prihodnost, jasno predstaviti cilje, ustvariti občutek usmerjenosti in namena med zaposlenimi ter spodbujati ukrepanje. |
| M.C6 | Multi-level stakeholder management | Demonstrating ability to understand the goals and objectives of various stakeholders, ensure efficient cooperation and stakeholders engagement (incl. being open and stimulating exchange of good practices between different Member States).  | Upravljanje zainteresiranih strani na več ravneh | Dokazovanje sposobnosti razumeti cilje različnih zainteresiranih strani, zagotoviti učinkovito sodelovanje in vključevanje zainteresiranih strani (vključno z dovzetnostjo in spodbujanjem izmenjave dobrih praks med različnimi državami članicami).  |
| M.C7 | Negotiating | Demonstrating ability to effectively explore (facilitating discussion, asking questions, responding to objections, etc.) alternatives and positions of others to reach outcomes that are accepted by all parties (a win-win solution). | Pogajanje | Dokazovanje sposobnosti učinkovito proučiti (olajšati razpravo, spraševati, odzivati se na nasprotovanja itd.) alternativne možnosti in stališča drugih, da bi se dosegli rezultati, ki so sprejemljivi za vse strani (rešitev, ki koristi vsem). |
| M.C8 | Result orientation | Demonstrating ability to set challenging goals, maintain focus and persistence and constantly achieve goals or deliver required results even in the case of adversity. | Usmerjenost v rezultate | Dokazovanje sposobnosti določiti zahtevne cilje, ohraniti osredotočenost in vztrajnost ter stalno dosegati cilje ali zahtevane rezultate tudi v neugodnih okoliščinah. |
| M.C9 | Strategic management | Demonstrating ability to make decisions and take actions that lead to development and implementation of strategies aligned with the strategic direction of the organisation and achievement of objectives. | Strateško upravljanje | Dokazovanje sposobnosti sprejemati odločitve in ukrepe, ki vodijo v razvoj in izvedbo strategij, usklajenih s strateško usmerjenostjo organizacije, ter doseganje ciljev. |
| M.C10 | Risk management | Demonstrating ability to identify, analyse, assess and prioritize risks and to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities. | Obvladovanje tveganja | Dokazovanje sposobnosti opredeliti, analizirati, oceniti in prednostno razvrstiti tveganja ter kar najbolj zmanjšati, spremljati in nadzorovati verjetnost in/ali učinek neugodnih dogodkov ali kar najbolj povečati uresničevanje priložnosti. |
| M.C11 | Planning of resources | Demonstrating ability to manage organization's resources including but not limited to financial resources, inventory, human skills, production resources, information technology (IT) in an efficient and effective way. | Načrtovanje virov | Dokazovanje sposobnosti učinkovito in uspešno upravljati vire organizacije, med drugim finančne vire, inventar, človeško znanje in spretnosti, proizvodne vire, informacijsko tehnologijo (IT). |
| M.C12 | HR Strategy development and implementation | Demonstrating ability to make decisions and take actions that lead to development and implementation of HR strategies aligned with the strategic direction of the organisation and achievement of objectives. | Razvoj in izvajanje strategije človeških virov | Dokazovanje sposobnosti sprejemati odločitve in ukrepe, ki vodijo v razvoj in izvedbo strategij človeških virov, usklajenih s strateško usmerjenostjo organizacije, ter doseganje ciljev. |

# Strokovne kompetence

|  | **Angleščina** | **Slovenščina** |
| --- | --- | --- |
| **Koda** | **Competency** | **Description** | **Kompetenca** | **Opis** |
| P.C1 | Analytical skills | Building a logical approach to address complex problems or opportunities by splitting them into constituent parts to identify underlying issues, determine cause and effect relationships and arrive at conclusions or decisions. | Analitične spretnosti | Oblikovanje logičnega pristopa k obravnavanju zapletenih problemov ali priložnosti z njihovo razčlenitvijo na sestavne dele za opredelitev osnovnih vprašanj in vzročno-posledičnih zvez ter sprejemanje sklepov ali odločitev. |
| P.C2 | Communicating in writing | Demonstrating ability to present information and ideas in writing in a clear and convincing manner, selecting appropriate means of written communication and writing style to reach the audience, using correct spelling, grammar and punctuation, as well as demonstrating ability to communicate across cultures. | Pisno komuniciranje | Dokazovanje sposobnosti jasno in prepričljivo predstaviti informacije in zamisli v pisni obliki, izbrati ustrezna sredstva in slog pisnega komuniciranja za nagovarjanje občinstva, uporabiti pravilno črkovanje, slovnico in ločila ter dokazovanje sposobnosti komunicirati z različnimi kulturami. |
| P.C3 | Communicating verbally | Demonstrating ability to clearly express thoughts and ideas to individuals or groups using speech in a way that engages the audience, encourages two-way communication and helps them understand and retain the message, as well as demonstrating ability to communicate across cultures. | Govorno komuniciranje | Dokazovanje sposobnosti jasno ustno predstaviti misli in zamisli posameznikom ali skupinam na način, ki pritegne občinstvo, mu pomaga razumeti in si zapomniti sporočilo ter spodbudi dvosmerno komunikacijo, pa tudi dokazovanje sposobnosti komunicirati z različnimi kulturami. |
| P.C4 | Conflict handling | Demonstrating ability to deal effectively with others in an antagonistic situation by recognising different opinions, bringing them for open discussion and using appropriate interpersonal styles and techniques in order to find a win-win solution in a conflict between two or more people. | Obravnavanje sporov | Dokazovanje sposobnosti učinkovito ravnati z drugimi v primeru spora z upoštevanjem različnih mnenj, organiziranjem odprte razprave ter uporabo ustreznih medosebnih slogov in metod za tako rešitev spora med dvema ali več osebami, ki koristi vsem. |
| P.C5 | Flexibility and adaptability to change  | Demonstrating ability to adjust and retain effectiveness when experiencing major changes in work tasks, work environment, organisational structure and culture, processes, requirements, and other work related aspects.  | Prožnost in prilagodljivost spremembam  | Dokazovanje sposobnosti prilagajanja in ohranjanja učinkovitosti v primeru velikih sprememb delovnih nalog, delovnega okolja, organizacijske strukture in kulture, postopkov, zahtev in drugih vidikov, povezanih z delom.  |
| P.C6 | Problem solving | Demonstrating ability to identify problems by using logic, intuition, data, conducting appropriate analyses, searches and involving others (if needed) in order to arrive at solutions or decisions. | Reševanje problemov | Dokazovanje sposobnosti opredeliti probleme z uporabo logike, občutka, podatkov, izvajanjem ustreznih analiz in poizvedb ter (po potrebi) vključevanjem drugih za oblikovanje rešitev ali odločitev. |
| P.C7 | Team work | Demonstrating ability to work cooperatively and collaboratively with other colleagues from different structural units and ranks in order to accomplish collective goals. | Timsko delo | Dokazovanje sposobnosti sodelovati z drugimi sodelavci iz različnih strukturnih enot in položajev za izpolnjevanje skupnih ciljev. |
| P.C8 | Technological ability | Demonstrating ability to use appropriate personal computer software, information systems and other IT tools (e.g. Microsoft Office programs) that are required to accomplish work goals. | Tehnološka sposobnost | Dokazovanje sposobnosti uporabiti ustrezno programsko opremo za osebne računalnike, informacijske sisteme in druga orodja IT (na primer programe Microsoft Office), ki so potrebni za izpolnjevanje delovnih ciljev. |
| P.C9 | Usage of monitoring and information system | Demonstrating ability to use EU funds monitoring and information systems (both external and internal if available) in order to accomplish work goals. | Uporaba sistema spremljanja in obveščanja | Dokazovanje sposobnosti uporabiti sisteme spremljanja skladov EU in obveščanja (zunanjih in notranjih, če so na voljo) za izpolnjevanje delovnih ciljev. |
| P.C10 | Representation to the outside world | Demonstrating ability to act or speak for institution in an efficient way and appropriate manner. | Zunanje zastopanje | Dokazovanje sposobnosti učinkovito in ustrezno ravnati ali govoriti v imenu institucije. |
| P.C11 | Relevant language skills | Demonstrating ability to apply relevant foreign language skills in order to carry out the assigned functions and accomplish work goals. | Ustrezne jezikovne spretnosti in znanje | Dokazovanje sposobnosti uporabiti ustrezne jezikovne spretnosti in znanje tujih jezikov za izvajanje dodeljenih funkcij in doseganje delovnih ciljev. |
| P.C12 | Intercultural skills | Demonstrating ability to work in multi-cultural environment, efficiently dealing with stakeholders in EU institutions and other member states. | Medkulturna znanja in spretnosti | Dokazovanje sposobnosti delati v večkulturnem okolju ter učinkovito sodelovati z zainteresiranimi stranmi iz institucij EU in drugih držav članic. |