

ENISA’S VALUES AND COMPETENCIES

1. ENISA’S CORE VALUES

ENISA’s core values	
Community Mind-Set	ENISA works with communities, respecting their competencies and expertise, and fosters synergies and trust to best achieve its mission
Excellence	ENISA aims for state-of-the-art expertise in its work, upholds the highest quality standards of operation and evaluates its performance to strive for continuous improvement through innovation and foresight.
Integrity / Ethics	ENISA upholds ethical principles and EU relevant rules and obligations in its services and working environment ensuring fairness and inclusiveness.
Respect	ENISA respects fundamental European rights and values covering all its services and working environment, as well as the expectations of its stakeholders.
Responsibility	ENISA assumes responsibility thus ensuring integration of the social and environmental dimensions into practices and procedures.
Transparency	ENISA adopts procedures, structures and processes that are open, factual and independent, thus limiting bias, ambiguity, fraud and obscurity.



2. ENISA'S COMPETENCIES

2.1 DESCRIPTION OF COMPETENCIES

2.1.1 Cybersecurity Technical Competence		
<i>Level</i>	<i>Description of competency proficiency level</i>	<i>Specific work practices or behaviours</i>
BASIC	Applies and sustains basic knowledge in cybersecurity.	<ul style="list-style-type: none"> • Understands basic cybersecurity concepts (vulnerability/threat/risk/) or actively seeks to improve his/her understanding • Strives to increase basic cyber-awareness on main current cybersecurity threats that ENISA faces • Practices basic cyber hygiene at work
FOUNDATION	Develops and applies a working knowledge in the domain.	<ul style="list-style-type: none"> • Understanding of the main general aspects and developments within a cybersecurity domain¹ • Applies his/her working knowledge of at least one cybersecurity (technical) discipline in every-day work
INTERMEDIATE	Develops and applies knowledge across the domain, while identifying expertise relevant to our organization.	<ul style="list-style-type: none"> • Understands different cybersecurity concepts and is able to navigate across relevant cybersecurity domains, demonstrating solid overall cyber-awareness • Applies multi-disciplinary approach in his/her every-day work, bringing in relevant outside expertise • Has expertise in at least one cybersecurity technical discipline or has some relevant skills of a particular profile of the European Cybersecurity Skills Framework²
EXPERT	Recognized as an expert in a cybersecurity domain. Guides others in how to apply expertise within the organization.	<ul style="list-style-type: none"> • Has deep expertise in cybersecurity across cybersecurity domains • Acts as a mentor to other colleagues within the organization, is recognized as a go-to person within the organization • Is able to utilize knowledge in technical discipline and relevant skills (related to profile in the European Cybersecurity Skills Framework) beyond technical roles and translate the knowledge to tangible inputs which benefit ENISA's tasks

¹ Examples: threat intelligence, incident response, resilience, risk management, capacity building, ex-ante and ex-post incident management, critical infrastructure, certification and standardization, trainings and exercises, awareness raising etc.

² <https://www.enisa.europa.eu/publications/european-cybersecurity-skills-framework-role-profiles/@@download/fullReport>

<p>INNOVATOR</p>	<p>Sets the standards including on how to develop and apply the expertise in the field.</p>	<ul style="list-style-type: none"> • Leads innovation and international developments in his/her primary domain/discipline in cybersecurity • Contributes to the development of the field by setting future proof technical standards, rules, or guidelines at the EU or international level • Acts as a cybersecurity visionary globally, developing and utilizing foresight in the field in a way that engages other communities outside cybersecurity domain
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2.1.2 NETWORK AND COMMUNITY DEVELOPMENT

<i>Level</i>	<i>Description of competency proficiency level</i>	<i>Specific work practices or behaviours</i>
<p>FOUNDATION</p>	<p>Knows the colleagues within the team and main internal and external stakeholders. Establishes and nurtures constructive relationships.</p>	<ul style="list-style-type: none"> • Has an understanding of tasks and responsibilities of other colleagues throughout ENISA, strives to understand what other colleagues are doing and how they support the Agency • Builds relationships through sharing his/her own work activities with colleagues, finds time to reply to colleagues' e-mails and attends meetings • Is aware of key ENISA stakeholders and communities and includes them in his/her work
<p>INTERMEDIATE</p>	<p>Optimizes proactively contacts with all relevant parties for its role within the Agency, other European Institutions or external stakeholders in order to improve work.</p>	<ul style="list-style-type: none"> • Organizes regular touch points with relevant colleagues and contacts/networks internally as well as externally • Regularly asks internal and external stakeholders and the communities/networks for feedback and then acts on it, to improve his/her work • Understands ENISA stakeholder ecosystem, their interplay and their individual expectations
<p>EXPERT</p>	<p>Leverages combined network resources to support the Agency programs and priorities in achieving the Agency goals. Guides and shares connections with other colleagues or external stakeholders. Helps others to build capabilities in this area</p>	<ul style="list-style-type: none"> • Has an global view on community and stakeholder engagement of the Agency • Builds communities of stakeholders, understands when there is a need for one and provides relevant advice to other colleagues on how to grow and empower communities (is able to put in place cooperation frameworks, action plans etc) • Understands the value of networks and communities of stakeholders for the Agency by aligning their efforts towards achieving the Agency's mission and strategic goals, and steers the communities towards these objectives (develops joint objectives and projects etc)

2.1.3 ABILITY TO COLLECT, ANALYZE AND REPORT INFORMATION

<i>Level</i>	<i>Description of competency proficiency level</i>	<i>Specific work practices or behaviours</i>
FOUNDATION	Finds and recognizes valuable information that is required for own job. Is able to examine the basic facts and makes correct assumptions.	<ul style="list-style-type: none"> • Recognizes the value of data/information relevant to own job • Can find or gather data relevant to own job, asks advice when doesn't know how • Can consolidate information (uses simple forms or templates) • Can reports findings and draw basic conclusions to facilitate discussion
INTERMEDIATE	Can distinguish rapidly between essential and non-essential information. Is able to evaluate and interpret more complex qualitative and/or statistical data. Knows how to report the data in a correct way.	<ul style="list-style-type: none"> • Looks at a broader set of data/information, comparing and correlating different sets of data or information sources • Can draw conclusions and useful insights, through spotting trends, causalities etc across time and data-sets • Presents valid information. Furthers understanding and decision making by filtering out or separating non-valid or suspect information/data
EXPERT	Uses information most efficiently and leverages this information to obtain a desired result. Is able to evaluate, interpret and integrate complex data problems. Guides others on how to correctly use data to support the organization's services.	<ul style="list-style-type: none"> • Sets in place and develops methodologies, taxonomies etc to help to gather, validate, systematize and 'make sense' of data and information within and across different areas. Guides and mentors' others on best practices. • Can perform 'what if scenarios incl by introducing relevant controlled and uncontrolled variables into data/information analysis • Presents valid and contextualized data and information which enables future proof and forward looking decision-making

2.1.4 POLICY ADVISING

<i>Level</i>	<i>Description of competency proficiency level</i>	<i>Specific work practices or behaviours</i>
FOUNDATION	Applies and develops policy knowledge relevant to job-role	<ul style="list-style-type: none"> • Knows and applies the organizations' policy framework³ relevant to his/her own work • Spots inconsistencies between practice and rules, and brings them to the attention of managers, colleagues and peers in order to align practices or discuss if policies are fit for purpose • Develops awareness about the wider (Union) policy context which affects his/her work
INTERMEDIATE	Facilitates the exchange of best practices internally and externally	<ul style="list-style-type: none"> • Knows and applies consistently also the EU policy framework⁴ relevant to his/her own work • Gathers best practices in the field, synthesizes and translates them into specific policy recommendations and assists internal and external stakeholders to implement them in alignment with Union policy and law. • Proposes reviews of policies when relevant (ex: based on case studies of best practices)
EXPERT	Builds cross-policy approaches and leads policy development	<ul style="list-style-type: none"> • Understands the interplay between different policies and is able to navigate between different actors involved, as well as between horizontal, vertical and other levels⁵ of policy domains relevant to work within ENISA's mandate. • Seeks out relevant global practices in a systematic way and develops transparent and inclusive mechanisms and methodologies to establish 'best policy practices'. • Able - within the field of expertise - to give targeted policy advise in line with ENISA strategic objectives to different relevant communities and stakeholders, taking into account the context, specifics or limits which those stakeholders or communities have. • Sets in place systems which ensures regular reviews and updates of policy frameworks to ensure that they are continuously 'fit for purpose'

³ Organization's policy framework should be understood in a wider context, consisting of (a) **rules** like decisions of the Management Board or Executive Director, administrative notices, code of conduct or standard operational procedures relevant to the task or function (b) **strategic programming documents** like the Strategy of the Agency, Single Programming Document of the Agency, Annual Activity Report of the Agency, budget of the Agency etc and (c) **policies** like the International Cooperation Strategy, Stakeholder Strategy, decisions taken and communicated via MB and MT conclusions (minutes), etc

⁴ EU policy framework should be understood in a wider context, consisting of (a) **relevant Union legislation and rules** like Cybersecurity Act (founding act of the Agency), if work is related to the operational tasks then relevant legislation in the field (NIS2, NLF, Blueprint etc) or if corporate tasks, then financial regulation or CEOS, or relevant implementing acts (b) **strategic programming documents** like the rolling work program of NIS CG or certification or standardization for operational tasks, or EUAN (or its subteams) for corporate tasks, and © policies like the Council conclusions or Commission's operational communications or recommendations in operational areas and DG HR, DG BUDG, SECGEN strategic objectives across corporate tasks.

⁵ Policy levels: (a) sectorial(specific)/horizontal(general) as well as (b) local/organizational, national/multi-organizational (associations), international/multi-communal

2.1.5 COMMUNICATION		
<i>Level</i>	<i>Description of competency proficiency level</i>	<i>Specific work practices or behaviours</i>
FOUNDATION	Organizes information into oral and/or written message in line with the objectives of the communication	<ul style="list-style-type: none"> Speaks and writes in a grammatically correct language, with a structured and straightforward manner Able to synthesize information into a single message and present that in a bilateral setting or for small groups who are known. Practices before or proof-reads if necessary (incl by asking colleagues to listen/read), to ensure that the message is well understood
INTERMEDIATE	Demonstrates confidence and competence in both written and oral communication	<ul style="list-style-type: none"> Communicates complex ideas clearly to diverse audiences. Uses concise messages which convey critical nuances and qualifiers when relevant to facilitate complete understanding of the material. Aptly uses relevant styles, tools, techniques and methods (presentation slides, speaking techniques, textual formatting etc) to enforce a structure to the communication and emphasize on the most relevant messages Respects the recipient of the communication (audience or reader) and adjusts the format and messaging according the user-needs
EXPERT	Engaging and artful communicator eliciting change in views and behavior	<ul style="list-style-type: none"> Creates coherent communication narratives, binding together different and separate messages, which engage different (also unknown) audiences (ex: able to write an outstanding press-release or give a good press-conference). Can simultaneously handle complex, diverse and even non-aligned messages, within a single communication setting without losing nerve, sight on the bigger picture or getting lost in details (ex: respond to media interview or public questions on-spot, represent ENISA in a hearing or discussion in the council or parliament, NIS CG, SCCG, EUAN etc) Advises and coaches colleagues on the most effective communication styles, tools, techniques and methods. Helps to develop communication standards and guidelines for the organization