



MOBILITY ADVISOR COMPETENCE FRAMEWORK

2018

Publisher
Eurodesk Brussels Link
Rue aux Fleurs, 32
B-1000, Brussels, Belgium

Editor
Darko Markovic, expert

Contributor
Audrey Frith, Director of Eurodesk
Eurodesk national coordinators and
multipliers

Copyright Eurodesk 2018

EURODESK MOBILITY ADVISOR - COMPETENCY FRAMEWORK

Eurodesk is an **international youth information network** created in 1990. With a network of 36 national coordinators connected to over **1000 local information providers** in 34 European countries, Eurodesk raises awareness on learning mobility opportunities and encourages young people to become active citizens. Eurodesk services are **public and free of charge**.

Eurodesk is the main source of **youth information on European opportunities** (e.g. information about various grants to study, volunteer or learn abroad, participate in EU competitions, surveys or consultations, join international Youth Events). Eurodesk makes this information comprehensive and accessible to young people and those who work with them; it is a support organisation of Erasmus+.

ABOUT EURODESK

Eurodesk **answers enquiries and provides guidance for young people and those who work with them** in building their mobility projects. It updates and manages content on the European Youth Portal, and answers enquiries coming from the "Ask a Question" helpdesk of the Portal in addition to those received via other channels. In 2017, a total of 338.116 enquiries were answered by the Eurodesk network (from which 243.404 offline).

Eurodesk specific know-how is related to:

- **working with young people** - informing, counselling and engaging young people
- being in capacity to **offer various opportunities** adapted to individual needs - Erasmus+, ESC, local, national, bilateral, international programmes - through a youth public service, online and face-to-face **communication**
- **spreading European opportunities at the local level** – thanks to its network of multipliers

Among the European-wide activities, Eurodesk organises an annual **flagship campaign**, 'Time to Move' in October. In 2017, **822 Time to Move activities took place in 22 countries**, aimed at informing young people on international opportunities about studying, volunteering and doing internships. Eurodesk also takes part in European-level campaigns such as the European Youth Week and the European Youth Event and in national activities. Besides the common European campaign, **national coordinators and multipliers organised or participated in over 6.000 events, reaching out to an audience of over 1.6 million young people**. Workshops are also held in schools, e.g. through the Eurodesk "Euroclasses".

EURODESK STRUCTURE

The work of the Eurodesk network is coordinated by a coordinating body, **Eurodesk Brussels Link** (AISBL). It offers European-level information tools, guidelines, support and training that is customisable to the national and local level.

There are **36 Eurodesk national coordinators** in each country (EU28 + Programme countries) who deliver information, training activities and manage a network of multipliers. Eurodesk **federates over 1000 local youth information providers**, so-called “multipliers” that are regional or local

organisations working with young people, delivering youth information to them and advising them on mobility opportunities. Multipliers can be youth information centres, youth organisations, municipalities, etc.

To ensure the quality of services in all the 34 Eurodesk countries, Eurodesk offers its members **quality training and support**, and access to **youth information services and tools**.

EURODESK MODEL

The **Eurodesk model is adapted to national realities, cultures and structures**. The diversity in Eurodesk practices at national level is one of the Network’s major strengths, but it also brings a challenge when there is an attempt to set common standards at European level.

The national networks are organised in various ways; in some countries there are local and regional levels with different roles and tasks assigned to each. Certain activities, for example writing articles on the European Youth Portal, are done by multipliers in some countries while in others this task is done by the Eurodesk national centre. The profiles of the Eurodesk multipliers also vary:

it ranges from professional youth workers and youth NGOs, to local authorities, libraries and school inspectors.

At the same time, there is a lot in common across the network, especially when it comes to values (e.g. empowering and informing all young people). This Competency Framework is an attempt to provide a **common framework, flexible enough to be used in diverse national Eurodesk realities**. Of course, it will require some additional work at national level to be fit the needs and specificities of each Eurodesk member.

I. EURODESK MOBILITY ADVISOR, THE BACKBONE OF EURODESK

The term 'Eurodesk Mobility Advisor' has been coined to give a **common name and recognition to all different formats of delivering the 'core business' of Eurodesk** – namely, providing information about mobility opportunities to young people all over Europe.

In some countries, this **'core business' is done by a national network of multipliers, while in others it is done by one person who acts as a national coordinator** and mobility advisor at the same time.

The key functions and responsibilities of a Eurodesk Mobility Advisor are:

- Answers enquiries and informs young people about mobility opportunities
- Delivers non-formal learning activities for groups of young people and youth workers
- Regularly promotes mobility opportunities online, including through social media
- Initiates and implements promotional events (e.g. fairs, presentations and workshops)
- Participates in the planning and the implementation of campaigns
- Cooperates and exchanges information with other Eurodesk colleagues (at local, national and European level)
- Is proactive in mapping and collaborating with relevant European, national, regional and/or local partners
- Works with European/national/regional/local media in order to promote Eurodesk and mobility opportunities
- Continuously updates own knowledge about mobility opportunities and youth information and improves relevant skills (e.g. self-learning, training seminars)
- Evaluates quality and results of own work

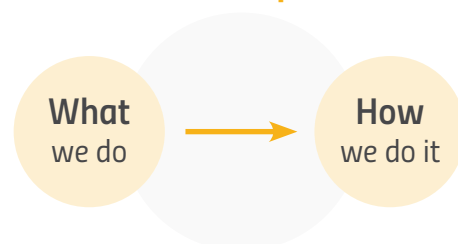
Due to the **diversity of ways to implement Eurodesk** activities at national levels, this list may differ. In some cases, the Mobility Advisors (current multipliers) would do less tasks than those

listed above, while in some other cases, the list would get even longer (e.g. including the development of content for the Eurodesk Programme Database or for the European Youth Portal).

What do we mean by competencies?

Competencies are coherent patterns of knowledge, skills and attitudes needed for successfully performing a certain job or a certain role. Competencies are visible in behaviours and could be assessed through behavioural indicators. To focus on competencies is also about questioning how people go about having the work done and considering the behaviours an individual demonstrates (without focusing exclusively on job or task requirements).

Focus on competencies



II. WHY A COMPETENCY FRAMEWORK FOR EURODESK MOBILITY ADVISORS?

The Eurodesk Mobility Advisor Competency framework aims to:

- To provide a common language about ways of doing things in the network.
- To make implicit (desired) performance standards explicit.
- To offer a basis to assess learning and training needs within the network and to plan related training activities at national and European level.
- To provide framework for self-assessment and feedback.
- To connect training and development activities with Eurodesk quality standards.
- To contribute to a better recognition of the role played by Eurodesk Mobility Advisors.

COMPETENCY FRAMEWORK AND QUALITY ASSURANCE OF EURODESK ACTIVITIES

The delivery of high quality services has been at the heart of Eurodesk since its foundation. As stated in the charter of **Eurodesk principles**, this would not be possible without 'qualified and trained staff'. In that context, the competency framework may assist Eurodesk coordinators and management to fine-tune the training and learning provision based on the actual learning needs (identified as competency gaps).

The implementation of the competency framework might inspire drafting of the new **Eurodesk Training and Development strategy** and rethinking its 'development offer' that should encompass the whole range of opportunities: training, coaching, mentoring, e-learning, peer learning, etc.

PROCESS OF DEVELOPMENT OF THE COMPETENCY FRAMEWORK FOR EURODESK MOBILITY ADVISORS

As participants in the online survey stated, the task was to develop 'real and common competencies that define the network, not something theoretical that only exist in a legal document' that can be used '... to train our Information staff in relevant areas so they can do their work well in promoting Eurodesk and its work.'

It is important to underline that the work on the development of the competency framework has been built on the outcomes of the Multipliers' Seminar in Trieste (October 2016), but foremost on all previous work done in the area of the Eurodesk Qualifying Training Programme for multipliers.

The development process of this competency framework has included:

- Desk research of Eurodesk materials (reports, handbooks, training manuals, etc.)
- Participation in two Eurodesk events: Multipliers' Seminar (June, 2017) and national coordinators' Network Meeting (September, 2017)
- Interviews and focus groups (June-September)
- Online survey for both national coordinators and multipliers (July-August 2017)
- Drafting of the first version (October 2017), followed by feedback (October -November 2017)
- Drafting the final version (November-December 2017)

These inputs served as a basis to develop this competency framework. The process of development has been conducted as 'bottom-up': from the identified behaviours to competencies, and from competencies to competency clusters. The current competency framework contains **12 competencies, grouped into 3 competency area** (see diagram below). Each competency

contains a short definition and a list of behavioural indicators. After a period of consultations and feedback, the competency framework has been finalised and will serve as a basis for the development of tools for its implementation.

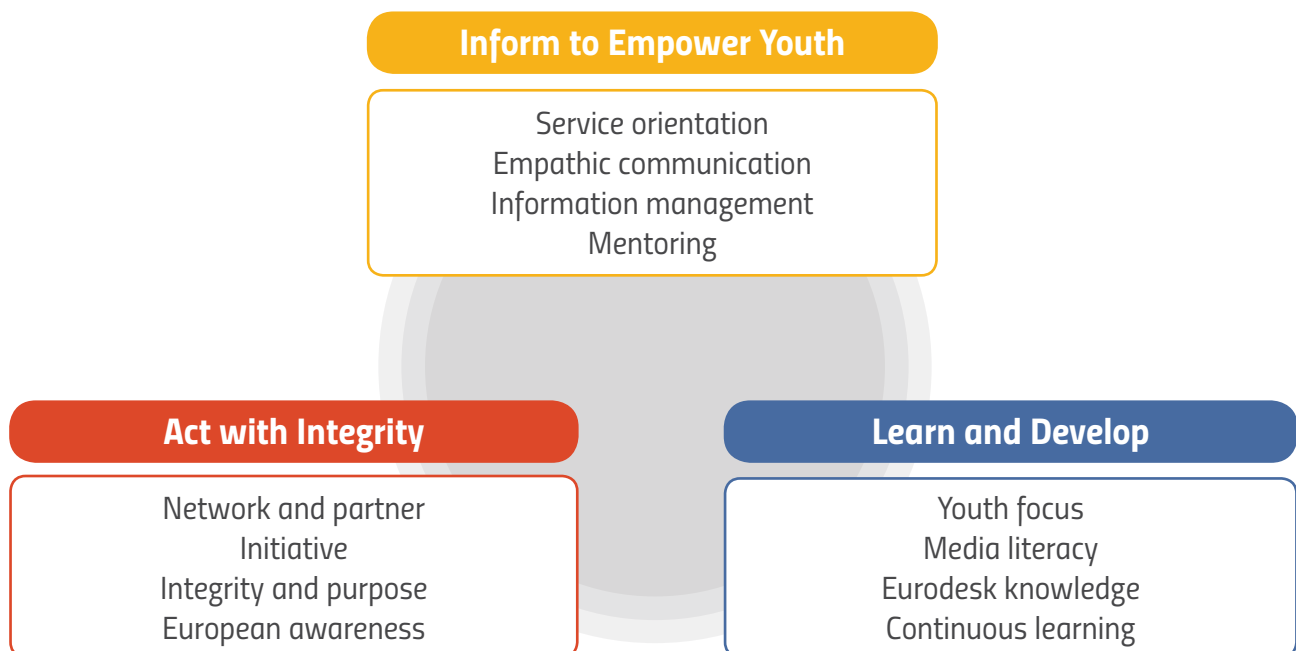
NOTE ON THE ADAPTABILITY OF THE FRAMEWORK

Due to a **vast diversity** in the ways how Eurodesk national networks are organised (e.g. paid or voluntary engagement; one person for all, network of multipliers or network of several levels of engagement, etc.) and what are the profiles of the Eurodesk multipliers in each country (it ranges from professional youth workers and youth NGOs, to local authorities, librarians and school inspectors), etc. It is clear that any attempt to impose a common standard from the European level would be seen as 'over-formalisation' and therefore not applicable in a number of national contexts.

At the same time, it is clear that there is **so much in common** across the network and this should be reflected in this competency framework (apart from other Eurodesk documents, such as the Eurodesk Principles, Quality Catalogue, etc.). **It is the attempt of this competency framework to be nothing more than a common framework, flexible enough to be used in diverse national Eurodesk realities.** Therefore, the framework will require some additional work at national levels to fit the needs and specificities of each Eurodesk member.

EURODESK MOBILITY ADVISOR COMPETENCY FRAMEWORK

3 competency areas and 12 competencies



COMPETENCY AREA: INFORM TO EMPOWER YOUTH**COMPETENCY: SERVICE ORIENTATION****Definition:**

Commitment to providing personalised and quality information in accordance to the young person's needs.

Behavioural indicators:

- Shows openness and accessibility to be contacted by young people
- Responds to an enquiry in a timely manner (no later than 48 hours)
- Demonstrates enthusiasm and readiness to go 'extra mile' for the young person
- Provides accurate and personalised information in line with the young person's needs

COMPETENCY: EMPATHIC COMMUNICATION**Definition:**

Using capacity for empathy in communication to build trust and better understanding of the young person's needs.

Behavioural indicators:

- Listens actively to understand the young person's needs before giving an advice
- Adjusts own way of communication (including terminology) in accordance to each young person's specifics
- Asks the right questions to support the understanding of the young person's needs
- Shows empathy for the young person's situation and feelings

COMPETENCY: INFORMATION MANAGEMENT**Definition:**

Ability to process information and select best possible channels to reach the target group.

Behavioural indicators:

- Selects quality and relevant information to share
- Actively uses various channels to communicate information to young people
- Demonstrates knowledge of effective ways and tools for campaigns and promotional events
- Translates complex information into a communication that is easy to understand and oriented to young people's interests

COMPETENCY: MENTORING**Definition:**

Supporting young people in realising their potential and developing their ideas.

Behavioural indicators:

- Supports young people in developing their ideas further
- Creates comfortable (non-judgmental) atmosphere when in contact with the young person.
- Provides feedback to the young person in a sensitive way
- Recognises the young person's potential for development

COMPETENCE AREA: LEARN AND DEVELOP**COMPETENCY: YOUTH FOCUS****Definition:**

Ability to take on the perspective of young people based on the true understanding of their realities and to encourage their learning and participation.

Behavioural indicators:

- Is aware of the situations and challenges for young people in the local context
- Develops non-formal learning activities based on the interests and needs of young people
- Uses non-formal learning methods to convey information in a fun and dynamic way
- Actively searches for the ways to reach out and include disadvantaged youth

COMPETENCY: MEDIA LITERACY**Definition:**

Understanding the nature of various types of media (offline and online) and how to work with them.

Behavioural indicators:

- Understands how different media (offline and online) work and uses them in an appropriate way
- Is able to distinguish and provide various types of online content (e.g. articles, news, social media posts)
- Presents information online and offline in a youth-friendly and attractive way
- Checks the sources of the information and provides young people with reliable and checked links/sources

COMPETENCY: EURODESK KNOWLEDGE**Definition:**

In-depth understanding of the Eurodesk network and appreciation of the diversity in Eurodesk practices.

Behavioural indicators:

- Understands how Eurodesk works both at national and European level
- Demonstrates a sound knowledge of Eurodesk tools (e.g. First Class, Programme database, etc.)
- Shows curiosity to learn more about Eurodesk
- Uses peer learning to exchange and build own knowledge about Eurodesk

COMPETENCY: CONTINUOUS LEARNING**Definition:**

Readiness to continuously update own knowledge and reflect on own practice.

Behavioural indicators:

- Actively searches for developmental opportunities (e.g. training courses, e-learning, etc.)
- Actively reflects on own mobility experiences
- Shows readiness to receive feedback in order to improve own practice
- Is aware of own strengths and areas for development as mobility advisor

COMPETENCY AREA: ACT WITH INTEGRITY

COMPETENCY: NETWORK AND PARTNER

Definition:

Ability to build and maintain partnerships within and outside the Eurodesk network.

Behavioural indicators:

- Shares information and good practices with other mobility advisors.
- Actively uses FirstClass to stay in contact with other mobility advisors
- Asks for help and sends questions to the network of mobility advisors when needed
- Maintains a wide network of local, national and European partners relevant for young people (e.g. local media, youth services, NGOs, schools, employment agency, etc.)

COMPETENCY: EUROPEAN AWARENESS

Definition:

Understanding of relevant European processes and the values promoted through European youth policies and programmes.

Behavioural indicators:

- Is aware of the relevant European developments in the field of youth policy
- Has a broader knowledge about European mobility opportunities beyond Erasmus+
- Reflects on the added value of youth mobility for Europe and youth participation
- Develops European awareness by taking part in own mobility experiences

COMPETENCY: INTEGRITY AND PURPOSE

Definition:

Ability to act in line with the values and purpose of Eurodesk.

Behavioural indicators:

- Takes care of and builds Eurodesk reputation through own actions
- Is aware of how Eurodesk values and principles are reflected in the activities
- Has a clear understanding of how activities contribute to the overall mission of Eurodesk
- Complies with Eurodesk quality criteria for mobility advisors

COMPETENCY: INITIATIVE

Definition:

Showing initiative and readiness to take on responsibilities.

Behavioural indicators:

- Initiates new informational activities for young people
- Takes an active part in the planning and the implementation of information meetings and campaigns
- Actively participates in Eurodesk networking events and activities
- Acts upon taken commitments and agreed tasks

III. EURODESK TRAINING AND DEVELOPMENT PLAN

The Competency Framework will support Eurodesk training activities by helping us identifying training needs, encouraging lifelong learning and peer learning.

It comes with a Manual of training tools and activities. Adopting a competency framework also impacts the way Eurodesk designs its learning approach.

TRAINING AND (SELF) ASSESSMENT TOOLS

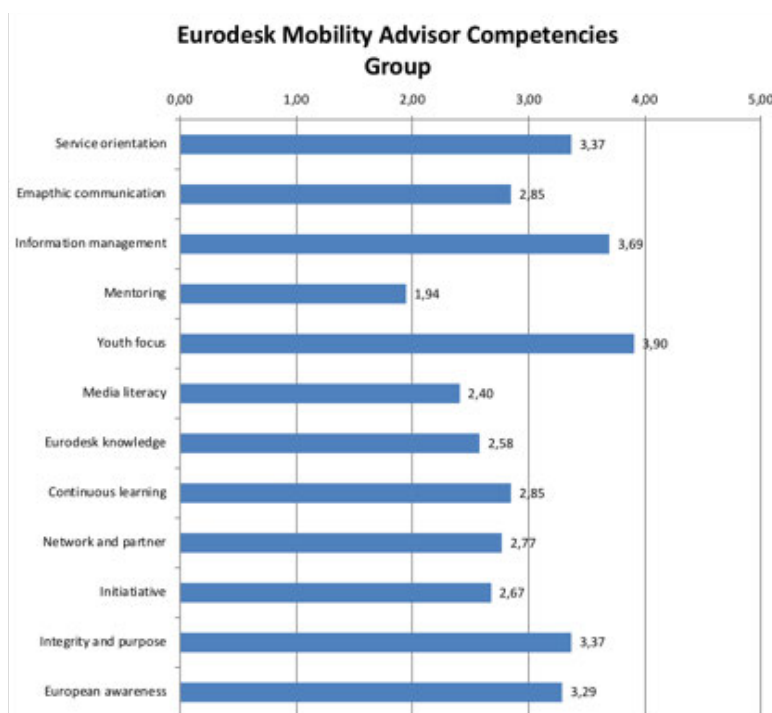
Together with the Competency Framework, a practical manual and training tools will reinforce the role clarity, recognition and

identity of Eurodesk mobility advisors. The learning tools under current piloting are:

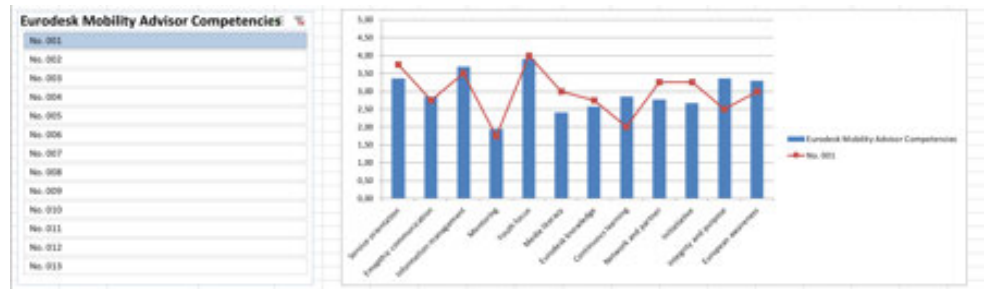
■ Training Needs Analysis (TNA)

The purpose of this questionnaire is to help Eurodesk to better plan its training plan for mobility advisors. The statements are about typical behaviours in the role of a Eurodesk mobility advisor.

The results can be compiled in order to give a group picture, e.g. the multipliers from one specific country.



Example of results for TNA for groups



Example of TNA individual results as compared to the group

360° assessment

The main purpose of this 360° assessment is to get a better insight about own competencies by contrasting the self-assessment with the assessments done by other people.

Normally, the other assessors should be the persons that know the person being assessed well (e.g. the coordinator or other mobility advisors).

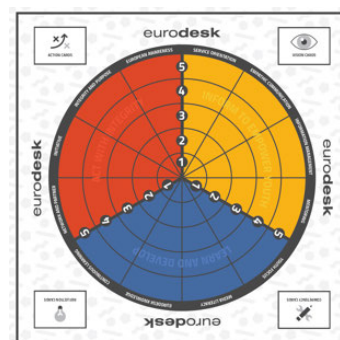
Cards for self-assessment

The main purpose of this deck of card is to support your development as Eurodesk mobility advisor. The cards are based on the Eurodesk Competency Framework for Mobility Advisors. The cards can help you get an insight about what are your strengths and what are your areas for further development in terms of 12 essential competencies.



Competency Framework Board Game

Different learning activities are proposed for the board game (ED Manual). It can be used to facilitate the conversation among your team about your competencies and your future development as a team. It is based on Eurodesk Competency Framework for Mobility Advisors. The game will lead you through 4 steps: assessment of competencies, reflection, visioning and action planning. The board game can also be used to share practices and realities in the organisations where mobility advisors are coming from. It can be used in the context of mobility advisor training.



Eurodesk CF board gam

Training sessions

Training session outlines (TSO) are developed in order to use the board game and cards in the context of national Eurodesk meetings and training sessions. A first TSO will be piloted at the upcoming Eurodesk Multipliers' Seminar (May 2018).

LEARNING AND DEVELOPMENT PLAN – TOWARDS A COMPETENCE-BASED APPROACH

As one of the practical implications of the Competency Framework, **Eurodesk Learning and Development Plan** (including the qualifying training programme) will be aligned with it.

This work has started in 2018 with the drafting of an internal Training and Development Plan, that includes:

- introducing a new Training Needs Analysis practice based on the Competency Framework,
- reviewing the current training contents of the Eurodesk Qualifying Training Programme and developing new modules to match the need identified and the areas of the Competency Framework not covered by the current training provision,
- strengthening other developmental opportunities in the network (e.g. coaching, mentoring, e-learning, peer learning, etc.)
- testing and using of tools developed along the Competency Framework.



"Mobility Advisor Competence Framework"

Copyright Eurodesk 2018