**Tool 5**

**FCRM Skills and Competencies List**

This tool articulates the key competencies, behaviors, attitudes and skills that support an effective feedback, complaints and response mechanism. It can be adapted for recruitment interviews and performance reviews.

| **Agency behavioral competencies[[1]](#footnote-1)** | **FCRM‑specific behavior and attitudes** |
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| **INTEGRITY:** Demonstrates CRS values and Guiding Principles, while contributing to our mission to assist the poor and vulnerable. | * Treats people and communities who provide feedback with fairness, honesty, dignity and respect. Pays particular attention to the gender, age and diversity of those giving feedback. * Builds trust by demonstrating honesty and respecting the rights of others in all interactions. * Seeks to first understand others’ needs, ideas and suggestions. * Stays positive in the face of criticism and unreasonable or unrealistic demands. |
| **ACCOUNTABILITY AND STEWARDSHIP:** Holds themselves and others responsible for making efficient use of time, resources, funds and talent, to achieve results for donors, partners and the people we serve. | * Holds themselves and others accountable across teams and functions to ensure feedback and complaints are welcomed and addressed. * Proactively seeks feedback without being defensive. * Demonstrates a willingness to relate to others’ perspectives and is open‑minded when receiving criticism or listening to others’ frustrations. * Manages complaints in a timely, fair and appropriate manner that prioritizes the safety of the complainant. Prioritizes and ensures confidentiality and discretion in all sensitive matters. |
| **BUILDS RELATIONSHIPS:** Builds and maintains mutually beneficial relationships, partnerships and alliances to improve results for the people we serve. | * Demonstrates honesty and respects the rights of people and communities in all interactions related to the FCRM. * Actively consults communities and people affected by crisis on the design, implementation and monitoring of the FCRM. * Seeks out and values other people’s ideas and perspectives. * Fosters open dialogue and collaboration to build networks and influence. * Adjusts ways of communicating and interacting according to the context. |
| **DEVELOPS TALENT:** Builds the capacity of themselves, staff and partners to reach their full potential, and enhance team and organizational performance. | * Reflects on personal behavior, capacity and practice. * Supports staff to improve their skills and competencies to fulfill their FRCM roles and responsibilities. |
| **CONTINUOUS IMPROVEMENT AND INNOVATION:** Continually looks for ways to improve the agency and the lives of the people we serve, through a culture of curiosity, openness and creativity. | * Generates and is open to new ideas and improvements for the FRCM. * Recognizes needed adaptations and improvements based on feedback and reflection, generates options and implements adaptations. * Reflects on completed activities with colleagues, identifying what worked well, what did not and opportunities for improvement. |
| **STRATEGIC MINDSET:** Understands role in translating, communicating and implementing agency strategy and CRS mission. | * Explains how their own FRCM role assists in achieving the agency’s strategy and mission. * Ensures organizational commitment, a culture of accountability, and the use of feedback data in decision‑making (senior management). |

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| **FCRM‑specific skills** | **Skill** | **Description** |
| **Process skills and competencies** | Listening and communication | Actively listens to others’ ideas and viewpoints. Fosters open dialogue to discuss and understand different angles. |
| Facilitation | Effectively guides group discussions, manages group dynamics, and includes everyone in sharing opinions. Seeks clarification and nuance in people’s ideas. |
| Dispute resolution | Manages difficult conversations and disagreements, and fosters a greater understanding of contradictory opinions. |
| Community engagement | Engages diverse segments of communities in feedback and complaints processes. |
| Problem‑solving | Uses information and critical thinking, and engages other people in identifying problems and generating solutions. |
| **Technical skills** | Quantitative data | Collects, processes and analyzes quantitative data gathered using surveys, assessments and questionnaires. |
| Qualitative data | Collects, processes, interprets and analyzes qualitative data gathered during face‑to‑face conversations, focus group discussions, listening and feedback sessions, and community meetings. |
| Data visualization and presentation | Compiles and designs data reports in user‑friendly and compelling formats to support use of FCRM data in decision‑making. |
| Database management | Designs, sets up and maintains user‑friendly databases and spreadsheets. |
| Information and communications technologies for development (ICT4D) | Establishes, implements and adapts ICT‑enhanced feedback, complaints and response channels. |
| Responsible data management | Applies responsible data practices to all FCRM processes, and especially sensitive complaints handling. |

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   See Agency behavioral competencies (CRS 2018). [↑](#footnote-ref-1)