Staff management qualities required at the Federal Statistical Office

I. Personal and social competence

The ideal manager...

— knows legal bases relevant for gender equality and the guiding principle of gender mainstreaming and is able to implement such knowledge.

— is aware of his/her model function and acts accordingly
  "Do not demand anything of your staff you would not do yourself."

— recognises group-dynamic processes (team processes), moderating and influencing them

— makes sure that staff members are informed and involved

— settles conflicts in a constructive manner
  "Constructive solutions to conflicts are searched for and their implementation is tackled jointly by all those involved."

— is able to criticise and to be criticised
  "Objective criticism is put forward and is taken seriously."

— motivates staff members
  "Work performed is appreciated. Staff members are filled with enthusiasm and are promoted, e.g. by suitable human resources development measures."

— creates confidence
  "through honesty and sincerity"

— thinks holistically and strategically
  "thinks beyond his/her own sphere of work and acts systematically also in long-term planning."

— is able to co-operate and to work in a team

— reacts reasonably according to the situation (calmness)
  "sovereignty"

— is able to make decisions and innovation

— is able to assert himself/herself

— guides his/her staff in a target-oriented manner

— addresses difficult issues on his/her own initiative
  "e.g. number of employees absent from work due to sickness, alcoholism, sexual harassment at work, etc."

— makes decisions properly, comprehensibly and by objective criteria
— is consistent and predictable in his/her behaviour.

II. **Methodological and subject-related competence**

Any manager has the subject-related knowledge required in the relevant area and basic knowledge of the Office's other areas. He/She must be able to implement the EFQM requirements in everyday work. The relevance of the processes for work results and resource input are shown in EFQM. The manager ensures that processes are optimised and carried out efficiently. He/She is responsible for **results, deadlines, and input.**

Managing projects and leading teams with cross-unit functions is another task of managers.

To fulfill his/her tasks, the manager is familiar with various management methods and techniques and applies them in the following areas:

— problem solving and decision making

— work organisation (*e.g.* delegation)

— project management

— staff management

— communication

— presentation and moderation

— conducting negotiations

— design of human resources development and learning processes.