UNITED NATIONS DEVELOPMENT PROGRAMME

CORE COMPETENCY FRAMEWORK

Integrated Talent Management
Office of Human Resources
Bureau of Management

INTRODUCTION

UNDP's greatest strength, and the key to our success, is the quality of our people and their ability to thrive and fulfil their potential while delivering our mandate.

The Core Competency Framework supports UNDP's efforts to strive for a high performance culture where development is nurtured and encouraged. By highlighting the skills, attributes, and behaviors – known as competencies – in the five core areas of: *leader- ship, innovation, people management, communication and delivery* - it clearly sets out what is essential for all staff to contribute to the success of UNDP.

All competencies are scaled from level 1-6. Starting out with positive behavior at level 1, it describes the expected behaviors, skills and knowledge that enable excellence on the job.

The Core Competency Framework helps managers' and the organization to clarify expectations and to set consistent standards for performance at every level in UNDP. It is also a consistent theme in the entire employee life cycle and an invaluable tool for managers, HR professionals and staff alike - a language if you will, that allows all of us to be concrete and consistent in our people decisions. At the organizational level, a validated set of competencies is important as it provides a foundation for consistently managing talent across UNDP, from recruiting, performance evaluation, leadership development and learning to career development.

Please use this Guide as a hands on tool at any occasion when you need to discuss and define the core competencies, be it for development, assessment or performance.

The UNDP Core Competencies

LEADERSHIP:
ability to persuade others to follow

COMMUNICATION:
ability to listen, adapt, persuade and transform

INNOVATION:
ability to make new and useful ideas work

DELIVERY:
ability to get things done

PEOPLE MANAGEMENT:
ability to improve performance and satisfaction

COMPETENCY SCALE

SUPPORT

Reliable Replication

EXECUTE & LEARN

Perform defined tasks

APPLY & ADAPT

Recognized contributor with demonstrated ability

ORIGINATE

Peer regarded lead expert

INTEGRATE & EMPOWER

Strategic Advisor

TRANSFORMATIONAL VISIONARY

Recognized Expert

1   2   3   4   5   6
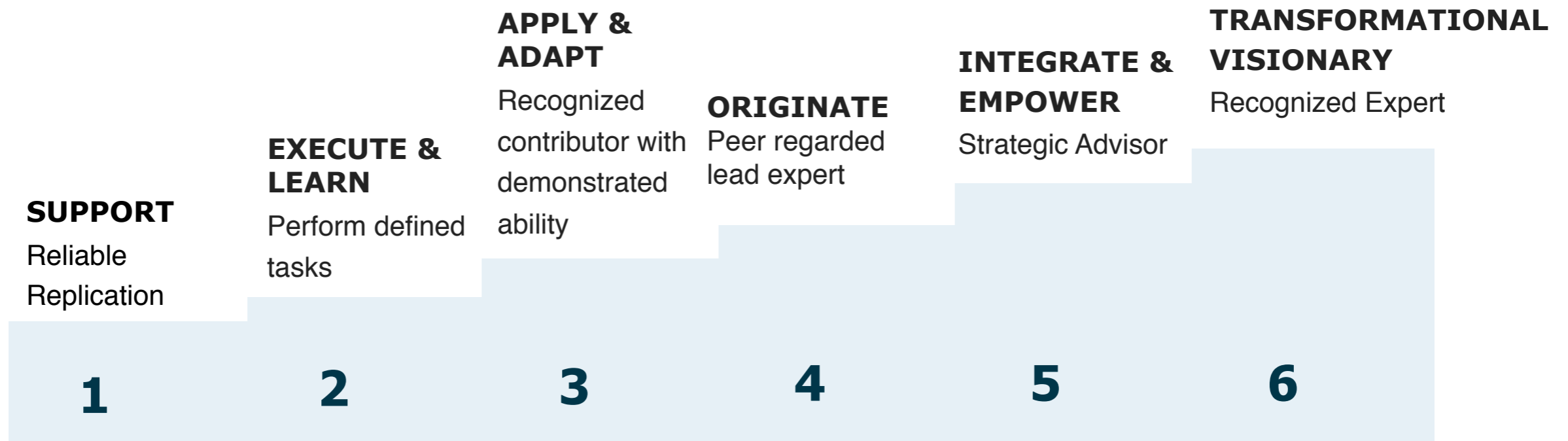
LEADERSHIP

People demonstrating this competency can focus, align and build effective groups. This competency includes leadership roles in cross-functional, cross-organizational or project terms as well as conventional line or staff management positions. Leadership is not limited to formal teams – any working group is an opportunity to exercise leadership.

Inspires organization to take on new challenges, reach higher performance

Empowers individuals and teams to act independently

Creates excitement for work through demon-strated excellence

Inclusive in decision making

Takes initiative

Responsible for own work

1   **2**   **3**   **4**   **5**   **6**
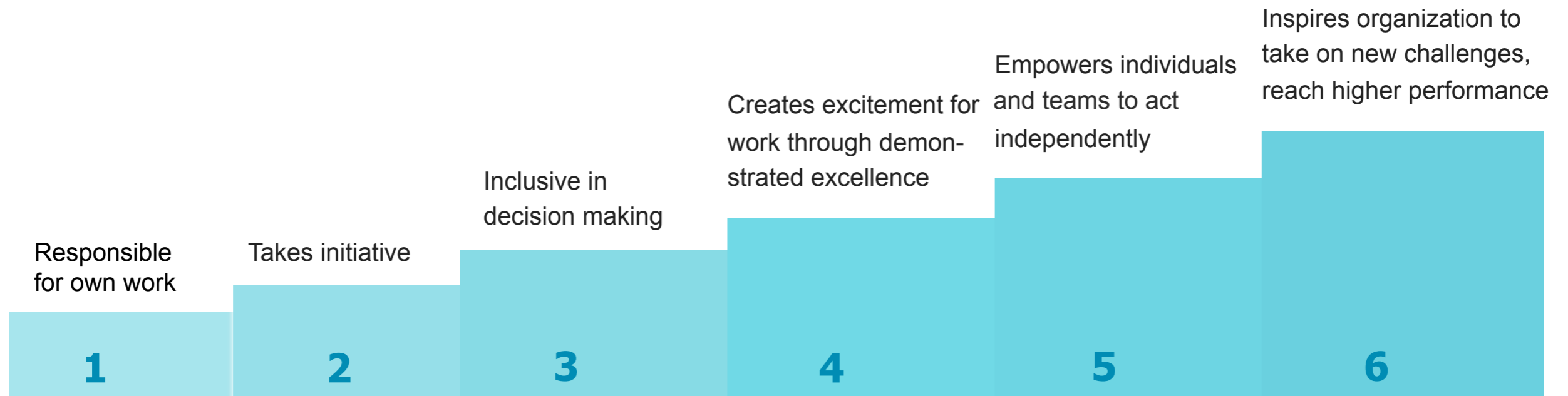
DETAILED SCALE ON LEADERSHIP

Level 1

Responsible for own work
- Takes responsibility for quality of own work
- Uses resources, methods, partners, and information effectively
- Acts as an individual contributor

Level 2

Takes initiative
- Identifies opportunities and challenges and recommends options
- Checks assumptions against facts
- Assumes responsibility for decisions and outcomes
- Shares information proactively, also when not required to do so

Level 3

Inclusive in decision making
- Seeks and recognizes individual contributions
- Encourages dialogue and acts in accordance with team inputs
- Anticipates and resolves conflict
- Embraces differing opinions seeing them as opportunities for improvement
- Gives credit to others
- Determines appropriate resources, methods, partners, in- formation and solutions

Level 4

Creates excitement for work through demonstrated excellence
- Generates individual commitment, excitement and excellence
- Creates opportunities for team to learn and take on new responsibilities
- Actively shares experience and knowledge

DETAILED SCALE ON LEADERSHIP

Level 5

Empower individuals and teams to act independently
- Ensures people and teams are resourced for success
- Plans and acts transparently
- Creates awareness of substantive opportunities and risks
- Enables individual growth and responsibility
- Holds staff accountable
- Recognizes and rewards success
- Empowers the team to identify and solve problems
- Rewards individuals initiatives that goes beyond expectations
- Removes barriers or provides resources to further teams' progress
- Champions a culture of coaching and empowerment

Level 6

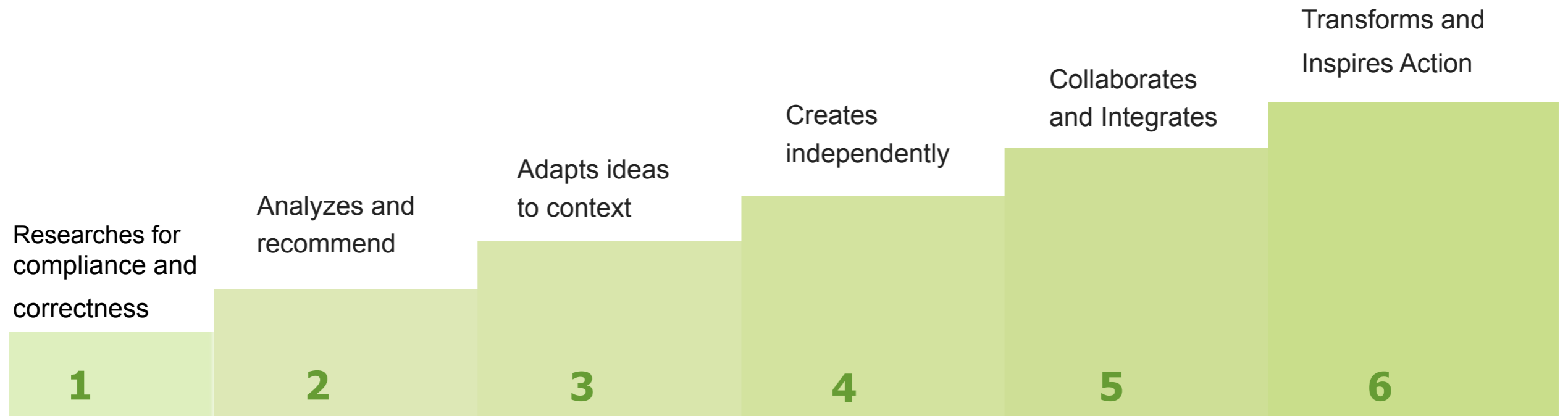**Inspires organization to take on new challenges, reach higher performance**
- Inspires others to reach new heights
- Conveys a vision that staff and clients can see and charts a clear course to achievement
- Positions the organization as a center of expertise and influence
- Inspires sustainable high-performing teams across geographic boundaries and in the face of significant obstacles

Inappropriate behavior:
x Provides no direction or guidance
x Avoids leadership responsibility
x Fails to delegate or delegates without regard for individual ability

INNOVATION

People demonstrating this competency think, beyond immediate imperatives, to the future. It requires analytical and conceptual abilities and ability to formulate a practical plan with positive impact. This competency is not only focused on having visionary ideas or conceptual thinking, but also involves turning ideas into action.

Researches for compliance and correctness

1

Analyzes and recommend

2

Adapts ideas to context

3

Creates independently

4

Collaborates and Integrates

5

Transforms and Inspires Action

6

DETAILED SCALE ON INNOVATION

Level 1

Researches for compliance and correctness
• Assesses work with critical eye
• Thinks in terms of present problems and issues
• Participates in practical planning of work processes or problem solving

Level 2

Analyzes and recommends
• Analyzes complex technical materials   (including data) and makes concise, relevant recommendations
• Contributes reliable production of knowledge services and transactions
• Identifies and addresses potential challenges quickly and develop action plans
• Sees specific opportunities for immediate improvement within own field

Level 3

Adapts idea to context
• Adapts deliverables to meet client needs
• Interprets policy within context and applies with judgment
• Anticipates obstacles and applies practical solutions
• Embraces new methods
• Continually seeks improvement
• Collaborates to improve methods and delivery
• Open up new ways of seeing the organizations' position and its role in the sector

Level 4

Creates independently
• Generates individual commitment, excitement and excellence
• Adept with complex concepts
• Creates new and relevant ideas and leads others to implement them
• Provides authoritative advice to decision makers
• Challenges convention purposefully
• Critically assess established methods

DETAILED SCALE ON INNOVATION

Level 5

Collaborates and Integrates

- Uses substantive mastery to model excellence and motivate performance
- Creates new opportunities
- Integrates diverse contributions into a coherent service
- Aligns strategy to service delivery components
- Scales up innovation for greater impact
- Links strategy to a series of clearly actionable initiatives, taking into account the impact on all parts of the organization

Level 6

Transforms and Inspires Actions

- Expands understanding of subject by clients and in- spires action
- Influence critics to change strategic positions
- Models integration of highest standards with highest levels of performance and achievement
- Creates a breakthrough strategy that transforms the organization in the long term

Inappropriate behavior:
x Does not think beyond job at hand
x Does not appreciate relevance of strategic planning
x Sees no need for any improvement or change in the face of compelling evidence
x Actively resists change

PEOPLE MANAGEMENT

People demonstrating this competency develop the capabilities of the organization by development of their team. People demonstrating this competency develop the capabilities of the organization by acquisition of talent and development of their team.

Manages self or supervises others in process execution	Seeks opportunities to learn and share	Encourages collaboration and improves team performance	Motivates excellence and engagement	Creates specialist integration and strategic alignment	Cultivates culture of ownership
1	**2**	**3**	**4**	**5**	**6**

DETAILED SCALE ON PEOPLE MANAGEMENT

Level 1

Manages self or supervises others in process execution
• Understands personal and team roles, responsibilities and objectives
• Proactively seeks clarification when needed
• Proactively seeks instruction, feedback and coaching to improve performance
•Tells people what they are doing wrong, but provides no further direct support

Level 2

Seeks opportunities to learn and share
• Demonstrates behaviors such as teamwork, knowledge sharing, maintaining relationships
• Recognizes potential road blocks to completing tasks and seeks guidance from supervisors to address issues.
• Based on formal and informal feedback received, takes action to address areas for growth and improvement
• Encourages team engagement
• Produces new ideas and approaches in relation to own role
• Distinguishes between high and low performers objectively
• Expresses encouragement to those who try to develop or who show improvement

Level 3

Encourages collaboration and improves team performance
• Takes ownership of responsibilities
• Involves team in different steps of the process;
• Seeks and values other's initiatives and expertise
• Drives team engagement
• Produces new ideas and approaches in relation to own team
• Recognizes and rewards visible improvement in behaviors
• Sets general individual development goals for improvement in current position and provides standard development opportunities

DETAILED SCALE ON PEOPLE MANAGEMENT

Level 4

Motivates excellence and engagement
- Models independent thinking and action
- Raises standards, motivates excellence
- Coaches team members to appropriately share knowledge across teams
- Addresses conflicts in a timely, sensitive manner; escalates to leadership when appropriate
- Expands team engagement
- Works with individuals to set appropriately challenging development goals, explaining not just what to do, but why to do it
- Provides practical development support
- Seeks to understand the retention issues of certain individuals, takes appropriate action occasionally of substantive opportunities and risks
- Enables individual growth and responsibility
- Holds staff accountable

Level 5

Creates specialist integration and strategic alignment
- Guides substantive specialists
- Identifies and nurtures collaborations between diverse professions
- Creates environment of excellence, collaboration and engagement
- Resolves complex conflicts, makes difficult people choices
- Optimizes individual and team abilities
- Recognizes members of the team for their efforts and successes
- Takes an active interest in coaching others
- Has a clear view of how the different abilities, background and cultures of team members work together
- Looks beyond own team, towards building organizational capacity

DETAILED SCALE ON PEOPLE MANAGEMENT

Level 6

Creates culture of ownership Guides substantive specialists
- Empowers team managers to act independently
- Holds units accountable for setting challenging goals
- Sets high peer standards for measuring success and provides encouragement
- Anticipates and solves organizational conflicts
- Models best corporate practices and highest ethical standards
- Creates atmosphere of trust; builds acceptance and seeks diverse views, cultures and individual needs within the team
- Actively mentors and develops leaders
- Engages the motives, values, and goals of individuals to achieve group commitment to drive the change effort themselves
- Anticipates future people capability needs to address organizational challenges and takes action to build the required capability across the organization including recruitment and retention interventions

Inappropriate behavior:
x Does not help people improve themselves
x Assumes no responsibility for facilitating development

COMMUNICATION

People demonstrating this competency are effective in working with peers, partners, and others who are not in the line of command, to positively impact business performance. They think about serving both internal and external clients, building sustainable relationships. It is also about being genuinely willing to share or partner because he/she sees the whole being greater than the sum of the parts.

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Represents organization inspires, influences and changes intractable positions

Builds trust and creates lasting partnerships

Advocates, able to change mind of self, peers and partners

Listens to develop awareness for client needs

Listens, eager to develop professional voice, shares information

Explains process to clients

1　　**2**　　**3**　　**4**　　**5**　　**6**

DETAILED SCALE ON COMMUNICATION

Level 1

Explains process to clients
- Actively listens and correctly interprets messages
- Understands assignment instructions and applies them as directed
- Seeks clarity and guidance when needed
- Approaches interactions in an organized manner
- Prefers to work independently but will help if requested
- Is passive rather than active in interaction with colleagues
- Responds to invitations but does not initiate contact
- Responds to clients requests, internal or external, within time limit

Level 2

Listens, eager to develop professional voice, shares information
- Learns to relate constructive knowledge to others
- Presents coherent analysis
- Adds rigor and technical expertise to discussions
- Represents self and work with appropriate professional standards
- Eager to voice new ideas
- Productive in challenging situations
- Demonstrates a desire to support colleagues by actively helping others

Level 3

Listens to develop awareness for client needs
- Respects difference of opinion
- Finds common ground to solve problems
- Gains trust of peers, partners, clients
- Presents complex, conceptual ideas in practical terms to others
- Adapts communications to the specific audience
- Builds informal networks internally and externally and views them as part of the value creation process
- Develops detailed understanding of the clients' needs, issues and priorities through routinely seeking clients' feedback
- Awareness of how team performs against clients' expectations
- Recognizes and rewards success

DETAILED SCALE ON COMMUNICATION

Level 4

Advocates, able to change mind of self, peers and partners
• Guides substantive specialists
• Persuades others to embrace new ideas, even when controversial
• Empathizes with client perspectives and needs
• Prepares and presents authoritative advice
• Represents team in formal settings
• Expands expertise of team through sharing expertise
• Shows others how their objectives align with own, getting past individual bias
• Actively contributes to the broader organization or team, compromising on own preference where necessary

Level 5

Builds trust and creates lasting partnerships
• Builds professional networks with institutional partners
• Sought for advice by subordinates, peers and leaders
• Distills strategy into concise practical messages
• Influences decision makers
• Resolves managerial conflict
• Represents organization in formal settings
• Establishes a culture of trust and integrity
• Actively engages colleagues to make joint decisions
• Creates and sustains a talent management culture within the entire organization
• Continually challenges organizations' leaders to enhance their talent management practices

DETAILED SCALE ON COMMUNICATION

Level 6

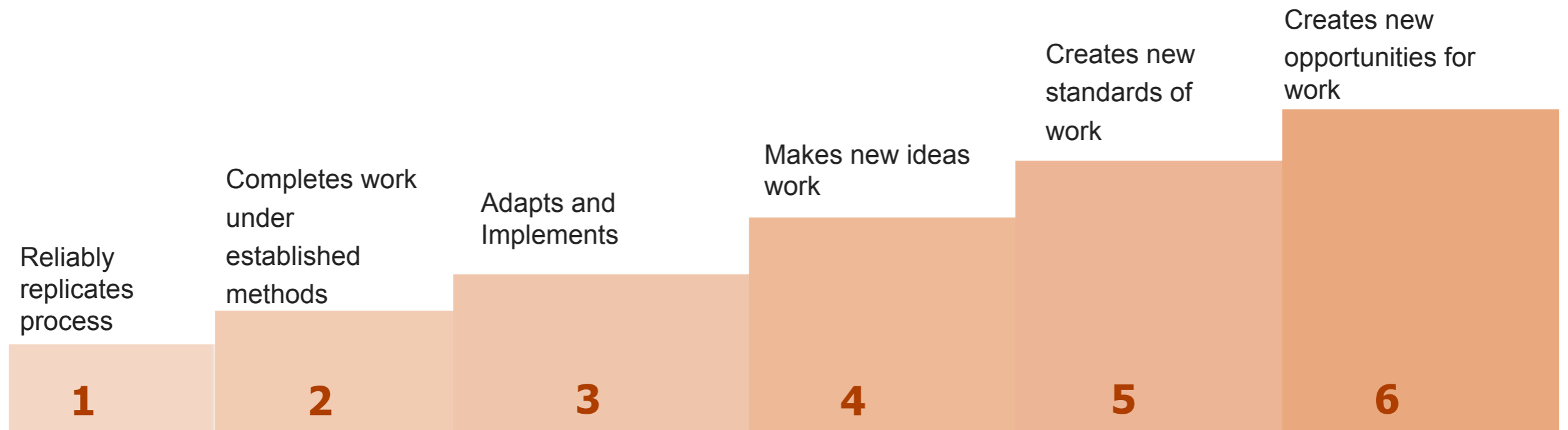**Represents organization, inspires, influences and changes intractable position**
• Transforms ideas, behaviors and organizational culture
• Represent organization at highest managerial, political, stakeholder levels
• Resolve institutional conflict
• Institutional role model
• Inspirational communicator, especially in crisis
• Develops unconventional internal or external partnerships
• Provides client-centric vision and leadership to the organization

Inappropriate behavior:
x Actively resists collaboration
x Inhibits collaboration by others
x Lacks the credibility to influence others
x Resists client's input, even if helpful
x Thinks about own needs rather than the clients'
x Focuses on tasks without concern for clients impact

DELIVERY

People demonstrating this competency drive for continuous improvement of business results and sustainable growth. This competency is about being focused on getting results and, as the scale rises, the way people do this gets more sophisticated.

Reliably replicates process

1

Completes work under established methods

2

Adapts and Implements

3

Makes new ideas work

4

Creates new standards of work

5

Creates new opportunities for work

6

DETAILED SCALE ON DELIVERY

Level 1

Reliably replicates process
- Meets goals and timelines for team deliverables
- Understands responsibilities and meets expectations
- Works to complete assigned tasks according to the rules
- Demonstrates desire to carry out assigned task
- Does what is asked; solves problems as requested

Level 2

Completes work under established methods
- Meets goals and timelines for delivery of products or services
- Embraces expanded responsibilities and challenges self to excel
- Accepts responsibility for the outcomes of own work
- Delivers as long as there are no major obstacles, follows rules and procedures
- Looks for opportunities to improve performance in own specific area of expertise or span of control

Level 3

Adapts and Implements
- Takes responsibility for addressing critical situations
- Demonstrates commitment to clients and quality
- Works to agreed goals dealing with challenges constructively
- Responsible for project implementation or team deliverables
- Takes responsibility and works towards planning targets, overcoming obstacles, setbacks and uncertainty
- Always acts in a compliant manner and uses resources responsibly

DETAILED SCALE ON DELIVERY

Level 4

Makes new ideas work

• Critically assesses value and relevance of existing thinking and policy

• Embraces difficult obstacles that interfere with getting work done

• Anticipates constraints and identifies solutions

• Strives to improve team reputation with clients

• Expands capacity of team to deliver on time and on target

• Accountable for project implementation and/or team deliverables

• Makes suggestions for improvement and takes ad hoc actions

• Combines hard data and personal insights to identify benefits and make decisions that create value above and beyond the expected

Level 5

Creates new standards of work

• Accepts responsibility for the outcomes of programme delivery

• Creates new and better services

• Creates an environment that fosters excitement for work

• Sets strategic goals and builds the means to achieve

• Delivers performance that stands out in the field of work

• Energized by creating better ways of doing things, so that higher levels of performance are possible

DETAILED SCALE ON DELIVERY

Level 6

Creates new opportunities for work
• Creates new opportunities for programmes to serve
• Enhances reputation of teams and programmes
• Builds performance culture to deliver outcomes across the organization
• Holds self and managers accountable for team results
• Establishes strategic relationships and influences delivery partners
• Introduces a new model that successfully transforms an existing practice or creates a new practice, fundamentally changing the way the organization operates for the better

Inappropriate behavior:
x Doesn't care about getting the job done or doing it well
x Actively resists improvement
x Ignores professional requirements
x Thinks about own needs rather than the customer's
x Resists clients input, even if helpful
x Focuses on tasks without concern for customer impact

Empowered lives.
Resilient nations.