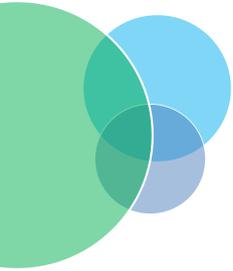




Competency Framework

OECD Core Competencies
relevant to **Level 3**



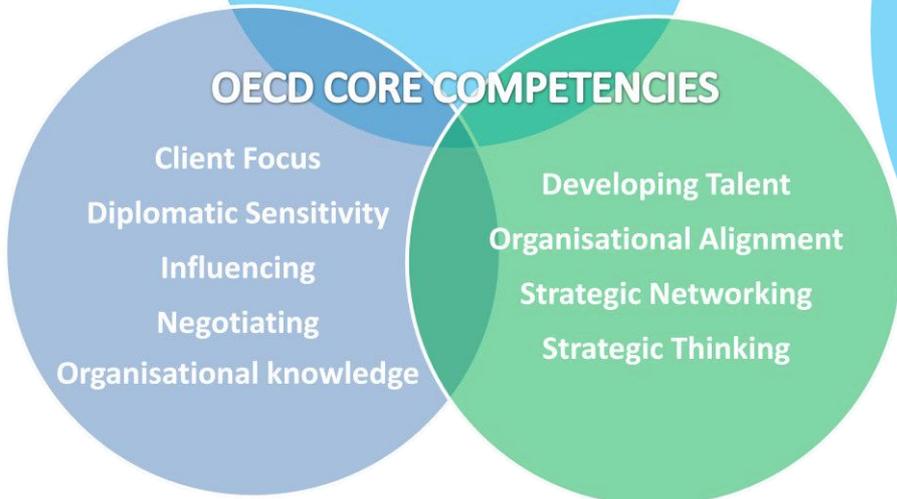
The OECD Competency Framework comprises **Core Competencies** which are presented in three clusters as shown below.

- The **blue** cluster groups the **delivery related** competencies,
- the **purple** has **interpersonal** competencies and
- the **green** relates to **strategic** competencies.

Delivery related



OECD CORE COMPETENCIES



Interpersonal

Strategic

WHAT ARE CORE COMPETENCIES?

Core Competencies can be defined as personal attributes or underlining characteristics, which combined with technical or professional skills, enable the delivery of a role/job.

Competencies state the expected areas and levels of performance, tell us what is valued and rewarded. The Core Competencies do not define our technical roles and accountabilities, nor does it include the technical skills necessary to do our jobs.

Achievement focus is generating results by assuming responsibility for one's performance and the correctness of one's interventions, recognising opportunities and acting efficiently, at the appropriate moment and within the given deadlines.

- Identifies needed adjustments in own area of responsibility and sets priorities accordingly.
- Considers the implication of proposed course of actions.
- Takes new initiatives aiming at improving team performance.

Analytical Thinking is the ability to identify patterns between situations that are not obviously related and to identify key or underlying issues in complex situations.

- Independently engages in tasks requiring interpretation of complex and often vague sets of information.
- Identifies gaps in information and makes assumptions in order to continue the analysis and/or take action.
- Seeks for a wide range of sources of information.

Drafting Skills are based on the ability to communicate respectfully ideas and information (often very technical) in writing to ensure that information and messages are understood and have the desired impact.

- Writes on complex and highly specialised issues.
- Conveys critical nuances and qualifiers to facilitate complete understanding of the material.

Flexible Thinking involves the ability to adapt to a variety of situations, individuals or groups effectively. It is based on the ability to understand and appreciate different and opposing perspectives on an issue, to adapt an approach as the requirements of a situation change, and to change or easily accept changes in one's own organisation or job requirements.

- Seeks for best practices inside and outside the Organisation to anticipate change.
- Stays open-minded and encourages others to bring new perspectives.

Managing Resources is about understanding human, financial, and operational resource issues to make decisions aimed at building efficient project workflows and planning and overall organizational performance.

- Allocates and controls resources within own area of responsibility / scope of assignment.
- Identifies needs for resources to effectively support current initiatives, services and offerings.
- Manages assignments delivery process and deadlines.

Teamwork and Team Leadership implies working cooperatively with others, be a part of a team, and assume the role of leader of a team. In OECD, people work not only with their own teams but also with teams and groups across and outside of the Organisation. Therefore they need to work effectively together with interdependent goals, common values and norms to foster a collaborative environment and drive teams in the same direction.

- Assumes accountability for work delegated to others (peers, team members, experts, etc.)
- Seeks to work with teams with complementary skills/expertise.
- Encourage people with opposing viewpoints to express their concerns.
- Resolves conflict among team members sensitively and fairly.

Client Focus is based on the ability to understand internal/external clients (e.g. Committees, working groups, country representatives, etc.,) needs and concerns in the short to long-term and to provide sound recommendations/solutions.

- Pulls together aspects of a trend or policy into a clear picture for others to understand.
- Looks for ways to add value beyond clients' immediate requests and act on them.
- Anticipates clients' upcoming needs and concerns.
- Explores and addresses the long-term client needs.

Diplomatic Sensitivity implies understanding other people. It includes the ability to hear accurately and understand unspoken, partly expressed thoughts, feelings and concerns of others. Included in this competency is an emphasis on cross cultural sensitivity. Proficiency in *Diplomatic Sensitivity* requires the ability to keep one's emotions under control and restrain negative actions when faced with opposition or hostility from others or when working under stress.

- Maintains objectivity when one's own positions or opinions are challenged by peers or stakeholders.
- Encourages others to contribute by overcoming cultural barriers and background differences.
- Remains objective when facing criticism.

Influencing implies an intention to convince others in an honest, respectful and sensitive manner in order to get them to go along with one's objectives, or the desire to have a specific impact or effect on others.

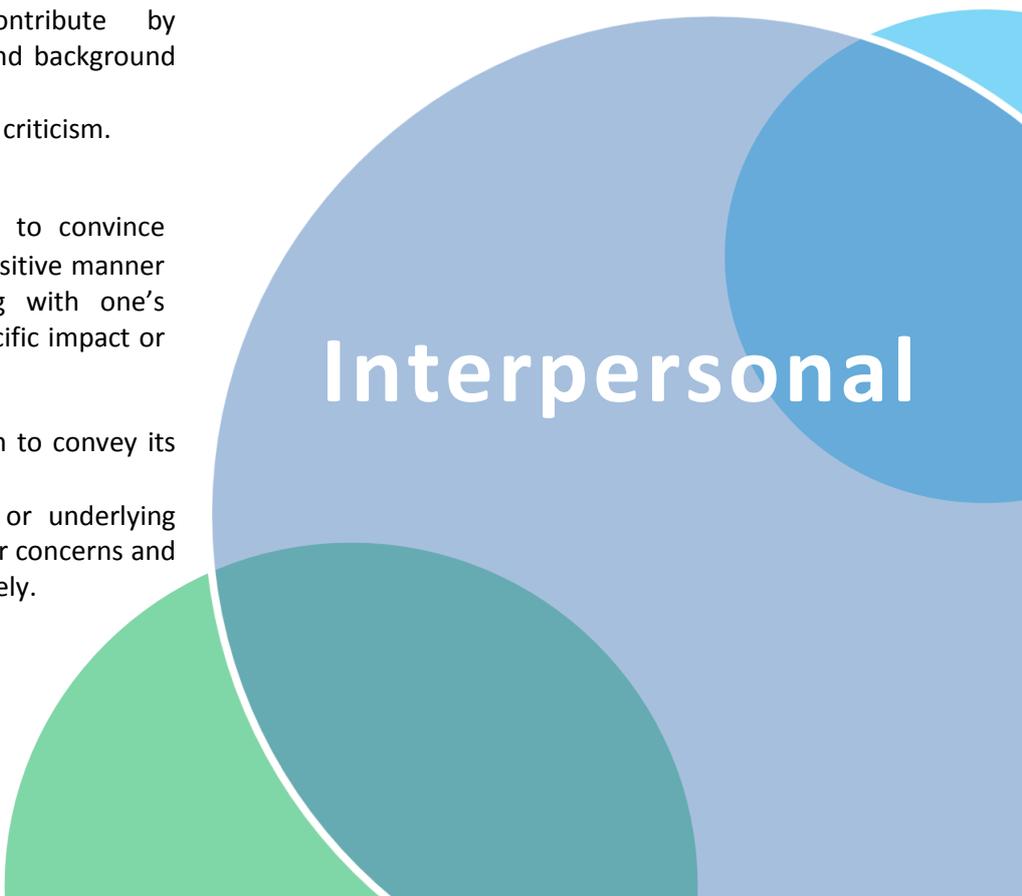
- Uses compelling argumentation to convey its conclusions and ideas.
- Understands others' complex or underlying needs, motivations, emotions or concerns and adjusts communication effectively.

Negotiating involves the ability to work toward win-win outcomes. As its lower levels, this competency assumes an understanding of one's counterparts and how to respond them during negotiations. At the higher levels, the competency reflects a focus to achieve valued-added results.

- Identifies minimal or ideal conditions of the others during negotiations.
- Negotiates based on first hand observations and information collected from both sides avoiding using hearsay or personal opinions.

Organisational Knowledge is the ability to understand the power relationships within the Organisation and with other organisations. It includes the ability to understand the formal rules and structures including the ability to identify who the real decision makers are as well as the individuals who can influence them.

- Anticipates outcomes based on an understanding of organisational decision making bodies and power relationships.
- Promotes and encourages others to keep up to date with the Organisation's rules, structures, decision making bodies, networks, power relationships and environment.



Interpersonal

Developing Talent means fostering an environment that will encourage professional and personal growth and the transfer of knowledge to future talent.

- Helps others learn from experience and development initiatives. Recommends readings, trainings and other resources.
- Continually acquires and applies new knowledge and learning to improve job performance.
- Provides constructive feedback to others.

Organisational Alignment is the ability and willingness to align one's own behaviour with needs, priorities, and goals of the Organisation, and to act in ways that promote the Organisation's goals or meet organisational needs. *Organisational Alignment* means focusing on the Organisation's mission before one's own preferences or professional priorities.

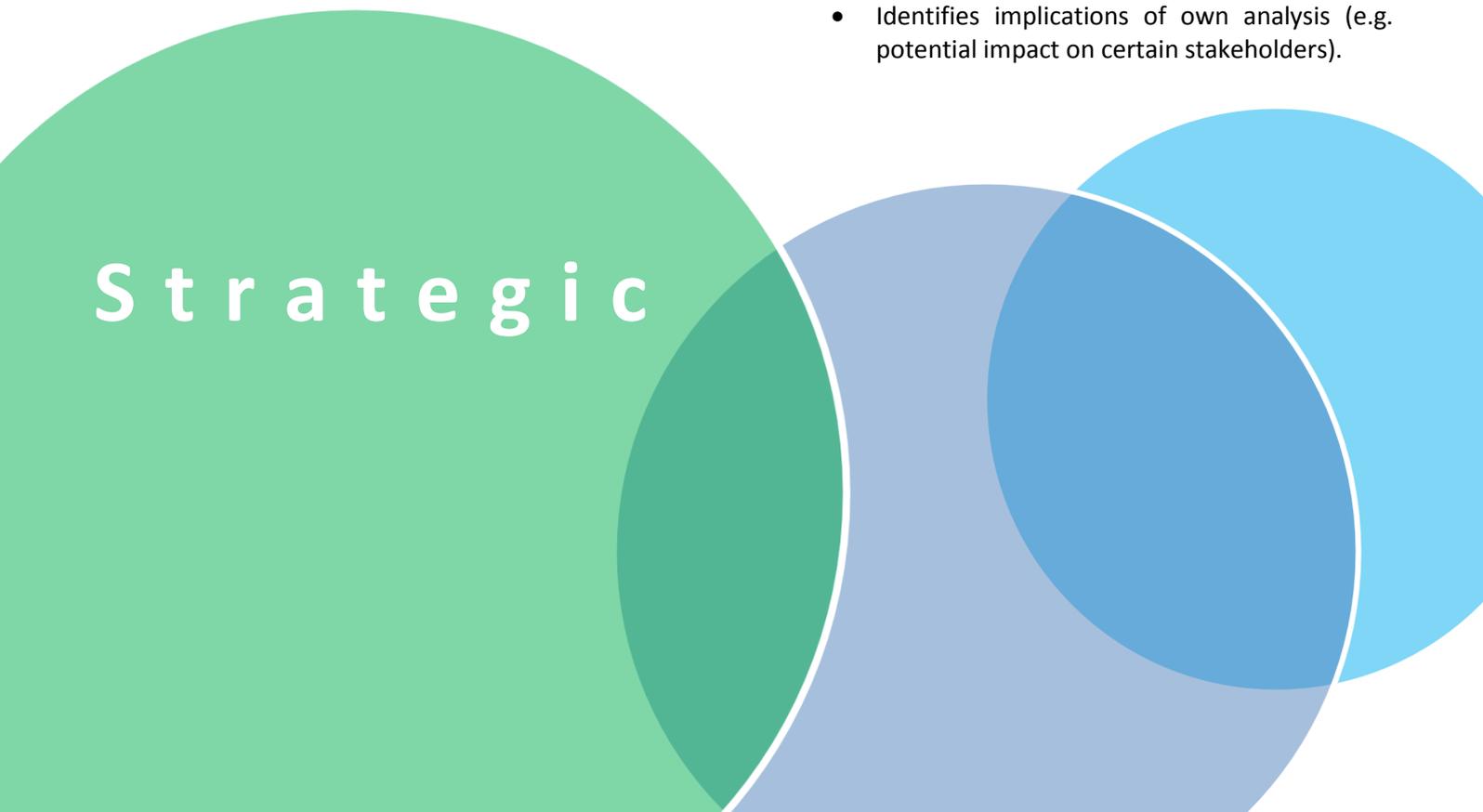
- Keeps aware of the organisational objectives and monitors current developments and trends that may affect implementation of organisational direction, programs or plans.
- Helps others understand the strategic goals of the Organisation and how their work relates to it.

Strategic Networking involves working to build and maintain friendly, trustworthy, open internal and external relationships or networks of contacts with people who are or might become important actors in *achieving strategic* related goals.

- Evaluates current network for effectiveness and relevance to achieving strategic objectives within own area.
- Identifies and creates opportunities to initiate new connections that will facilitate the achievement of strategic goals within own area.

Strategic Thinking is the ability to develop a broad, big-picture view of the Organisation and its mission. Competitive advantages and threats, industry trends, emerging technology, market opportunities, stakeholder focus – strategic thinking is where it all comes together. Strategic thinking keeps individuals and groups focused and helps decide where to invest critical resources. It includes the ability to link long-range visions and concepts to daily work.

- Demonstrates awareness of the impact of own work on aspects of organisational strategy and the impact of organisational strategy on own work.
- Identifies implications of own analysis (e.g. potential impact on certain stakeholders).



Strategic