

COMPETENCY FRAMEWORK
United Nations Resident Coordinator
25 November 2015

Introduction

The United Nation General Assembly as has called for improving the way in which individuals are attracted and selected within the resident coordinator system, with a view to bringing in high-calibre leaders reflecting the full spectrum of the United Nations development system, including non-resident agencies.¹ A thorough job analysis was conducted to distil the critical elements of the role going forward to include the complexity of diverse country contexts, changing/evolving nature of the external and internal environment, expectations of stakeholders and future challenges and opportunities in advocating for change. This analysis has contributed to the update of the Competency Framework to evaluate candidates for the role of the Resident Coordinator (RC) within the UN System and as a basis for evaluating ongoing RC effectiveness and competency development. The Competency Framework has four domains to include Impact and Drive, Managing Complexity, Delivering Results, and Leading and Engaging.

Domain	Competencies
Impact and Drive	<ul style="list-style-type: none"> • Advocacy and Influence • Resilience • Principles, Values and Ethics
Managing Complexity	<ul style="list-style-type: none"> • Analysis and Decision-Making • Strategic and Political Thinking
Delivering Results	<ul style="list-style-type: none"> • Planning and Organizing • Drive for Results and Accountability
Leading and Engaging	<ul style="list-style-type: none"> • Leading and Managing People • Engaging and Nurturing Partners/Stakeholders

¹ GA resolution A/RES/67/226 para. 1249(a) 22 January 2013

RC Competency Profile

IMPACT & DRIVE

Advocacy & Influence	<p><i>Summary:</i> The Resident Coordinator consistently delivers impactful messages that are accurate, clear and concise shaping communication to focus on the most relevant facts and arguments. S(he) uses a range of advocacy/influencing strategies to achieve immediate and sustainable change promoting ideas and recommendations that are well supported by arguments and evidence. S(he) consistently promotes the values and principles of the UN System and negotiates effectively by adapting approach to meet the needs of the situation.</p>
<p><i>Behavioural Indicators:</i></p> <ol style="list-style-type: none"> 1. Consistently delivers messages that are accurate, clear and concise to a range of audiences. 2. Shapes communication to focus on the most relevant facts and arguments. 3. Advocates for ideas and recommendations that are well supported by arguments and evidence. 4. Uses a range of persuasion/influencing strategies to achieve immediate and sustainable change. 5. Consistently promotes and advocates the values and principles, norms and standards of the UN System, adapting approaches to meet the needs of the situation. 6. Negotiates effectively to resolve differences seeking win-win solutions. 7. Anticipates and builds upon the reactions of others to keep momentum and support for a proposed approach. 8. Understands others' needs and interests and adapts approach accordingly. 9. Informs and supports other agencies' advocacy efforts. 	

IMPACT & DRIVE

Resilience	<p><i>Summary:</i> The Resident Coordinator works productively in a high pressure environment keeping emotions under control. S(he) adapts well to changing and chaotic circumstances maintaining a positive attitude and carrying on despite setbacks. S(he) responds constructively to criticism and learns from it and identifies ways to overcome barriers standing in the way of the achievement of goals.</p>
<p><i>Behavioural Indicators:</i></p> <ol style="list-style-type: none"> 1. Works productively while under pressure from others at all levels and/or from the demands of the work situation (tight deadlines, difficult staffing situations, etc.). 2. Adapts appropriately to changing and chaotic circumstances (e.g., crisis situations), remaining focused and productive. 3. Responds creatively to challenges, thinking on his/her feet in response to unexpected situations. 4. Maintains emotional control when faced with difficult situations and avoids escalating them 5. Accepts failures/setbacks/criticisms as an opportunity for development and increased effectiveness 6. Maintains optimism despite setbacks 7. Moves forward effectively to mitigate negative outcomes. 8. Identifies ways to overcome barriers that are hindering the achievement of goals. 9. Embraces change and identifies/addresses the evolving needs in a positive manner. 	

IMPACT & DRIVE

Principles, Values & Ethics	<p><i>Summary:</i> The Resident Coordinator demonstrates commitment to the ethics, principles and values of the UN, defends these openly in the face of adversity and takes a clear stand when necessary showing what s(he) and the organization stand for. S(he) models the UN values and demonstrates impartiality, integrity, honesty, objectivity and professionalism and shows understanding, tolerance, sensitivity and respect for diversity at all times. The Resident Coordinator makes transparent decisions without favouritism or bias, recognizing and reconciling competing values and taking action when faced with inappropriate behaviour. S(he) advocates for the mission and goals of the UN, and aligns his/her behaviour with the values of the UN.</p>
<p><i>Behavioural Indicators:</i></p> <ol style="list-style-type: none"> 1. Has a firm commitment to the ethics, principles and values of the UN and expresses and defends these openly to others even in the face of adversity. 2. Takes a clear stand when necessary, showing clearly what s(he) and the organization stand for and pushing back when encouraged to compromise inappropriately. 3. Demonstrates impartiality, integrity, honesty, objectivity and professionalism to the highest degree and acts as a role model in this regard. 4. Shows understanding, tolerance, sensitivity and respect for diversity at all times (e.g., gender, culture, religious faith and ethnicity). 5. Respects, protects and promotes human rights and advances UN's normative agenda 6. Makes transparent decisions without favouritism or bias. 7. Recognizes and reconciles competing values. 8. Takes action in the case of unprofessional or unethical behaviour. 9. Aligns one's own behaviour and priorities with the values of the UN. 	

MANAGING COMPLEXITY

Analysis & Decision-Making	<p><i>Summary:</i> The Resident Coordinator analyzes complex information identifying key issues, principles, patterns and linkages. S(he) considers the credibility and sources of information, identifies options, consequences, and alternatives/risks, and balances the need for consensus with the need to make tough decisions as required. S(he) takes clear, well thought out and timely decisions even when information is incomplete, and modifies decisions based on new information or changing circumstances. S(he) takes considered risks, checks assumptions, switches gears on a continuous basis and adapts his/her decision-making style to the circumstances.</p>
<p><i>Behavioural Indicators:</i></p> <ol style="list-style-type: none"> 1. Analyzes and synthesises complex and at times ambiguous information. 2. Identifies key issues and patterns as well as linkages in information prior to making decisions. 3. Assesses the credibility of diverse sources of information to arrive at accurate conclusions. 4. Identifies options for decisions and shows awareness of the potential opportunities, challenges and consequences/risks of alternative courses of action in the short- and long-term. 5. Balances the need for consensus with the need to make tough decisions that may be unpopular and/or met with resistance. 6. Makes considered and timely decisions on the basis of all available sources of information, including information that is continuously changing/shifting, incomplete or unreliable. 7. Appropriately modifies decisions/adapts approaches in response to new information/changing circumstances 8. Takes considered risks and identifies ways to mitigate them. 9. Factors the UN's norms, standards, and principles into decision making 	

MANAGING COMPLEXITY

Strategic & Political Thinking	<p><i>Summary:</i> The Resident Coordinator considers a broad range of issues, assesses the political environment both internally and externally and demonstrates awareness of the concerns and strategies of stakeholders at all levels. S(he) integrates information and draws connections between critical variables to develop a strategic perspective. S(he) prioritizes issues, makes concepts concrete and develops a vision for the way forward with an understanding of the changes required to accomplish objectives in the future.</p>
<p><i>Behavioural Indicators:</i></p> <ol style="list-style-type: none"> 1. Considers a broad range of issues, including (but not limited to) internal directives, policies, capabilities, and economic, social, political, developmental and humanitarian trends. 2. Assesses and navigates the political environment both internally and externally, demonstrating an understanding of the complex inter-relationships among political issues and actors without compromising UN principles. 3. Develops a vision and translates into a strategy for the work of the UN System at the Country level based on the broader organizational vision to enhance the impact and value-add of the organization. 4. Demonstrates an awareness of the concerns and strategies of stakeholders at all levels, governmental and non-governmental, in country, internationally, and in the UN System. 5. Integrates information and joins the dots to develop a strategic perspective. 6. Prioritizes the issues, identifying the most important and urgent strategic focus areas for the organization. 7. Demonstrates an understanding of the changes required to accomplish objectives in the future and acts accordingly. 	

DELIVERING RESULTS

Planning & Organizing	<p><i>Summary:</i> The Resident Coordinator sets clearly defined and challenging objectives. S(He) takes action steps and identifies and mobilizes the required resources to accomplish objectives. S(he) creates and manages timelines for activities, establishes indicators to measure/monitor progress, coordinates the efforts of others in planning and changes gears as required building in contingency plans in response to changing, ambiguous and chaotic circumstances.</p>
<p><i>Behavioural Indicators:</i></p> <ol style="list-style-type: none"> 1. Sets clearly defined and challenging collective objectives and action steps, aligned to strategic priorities. 2. Identifies and mobilizes the specific resources (financial, human, technical and logistical) required to achieve objectives. 3. Balances immediate and long-term perspectives when identifying and pursuing objectives. 4. Creates and manages timelines for activities, setting achievable and specific target dates for milestones and completion. 5. Establishes clear indicators to measure progress against established strategies and monitors progress systematically. 6. Coordinates the efforts of others in planning ensuring that responsibilities and expectations are clearly understood and minimizing redundancy of efforts. 7. Rapidly changes gears from long-term to short-term contingency planning in response to changing, ambiguous and chaotic circumstances. 	

DELIVERING RESULTS

Drive for Results & Accountability	<p><i>Summary:</i> The Resident Coordinator sets and maintains high standards for the work of self and others and drives an organizational culture focused on results. S(he) maintains energy and a sense of urgency over time taking responsibility for outcomes. S(he) recognises own limitations, possible implications on results/outcomes and takes necessary steps towards improvement to achieve results. S(he) challenges the status quo, measures results against established standards/benchmarks and is persistent in taking specific and sustained action to further change within the UN System and the country.</p>
<p><i>Behavioural Indicators:</i></p> <ol style="list-style-type: none"> 1. Proactively sets demanding goals and targets for self and others. 2. Maintains high standards for the work of self and others. 3. Drives an organizational culture that focuses on results by establishing systems and processes to measure results and inspiring others to achieve and exceed goals and expectations. 4. Maintains energy and sense of urgency over time, ensuring persistence and focus on objectives in self and others even in the face of changing, chaotic and difficult circumstances. 5. Creatively identifies non-traditional solutions, innovations and courses of action to achieve results. 6. Challenges the status quo and is persistent in taking specific and sustained action to further change inside and outside the organization. 7. Commits to a course of action and takes responsibility for outcomes. 8. Demonstrates self-awareness, identifying and acting upon areas for improvement in oneself and others in order to ensure measurable results are achieved. 	

LEADING AND ENGAGING

Leading & Managing People	<p><i>Summary:</i> The Resident Coordinator mobilizes others to respond to immediate and long term needs. S(he) develops shared purpose, provides clear direction, involves people in decisions that involve them, promotes ownership of shared goals and objectives, provides support to others and sponsors autonomy and empowerment. S(he) fosters commitment to teamwork, facilitates inclusive group processes, builds and nurtures group dynamics and motivates and inspires others to help them understand their contribution to shared objectives. Using flexible styles to lead and facilitate discussions, s(he) addresses conflict balancing collaborative approaches with assertion when necessary. Demonstrates empathy and self-awareness.</p>
<p><i>Behavioural Indicators:</i></p> <ol style="list-style-type: none"> 1. Works with others to develop a shared sense of purpose and provides clear direction 2. Promotes ownership and accountability of shared goals and objectives. 3. Motivates and inspires others by helping them to understand their contribution to shared goals and objectives. 4. Promotes autonomy and empowerment in others to achieve collective goals. 5. Provides guidance and support to others at all times including during times of stress and uncertainty. 6. Facilitates inclusive group processes for identifying issues and possible solutions, developing a vision and strategy for collective decision-making. 7. Proactively seeks to build and nurture group dynamics, demonstrates self-awareness, and creates space for and values individual contributions. 8. Identifies and manages conflict in a principled, tactful, sensitive and diplomatic manner balancing collaborative approaches with assertion when necessary. 	

LEADING AND ENGAGING

Engaging and Nurturing Partners/Stakeholders	<p><i>Summary:</i> The Resident Coordinator identifies key partners and stakeholders to engage to accomplish work. S(he) creates opportunities for partnership leveraging synergies to enhance cooperation and builds trust, rapport and understanding with partners and stakeholders. S(he) uses creative approaches to build and foster relationships with partners and stakeholders that are mutually beneficial, focused and long-term. S(he) understands the needs, interests and priorities of partners and stakeholders and responds to changes in their positions.</p>
<p><i>Behavioural Indicators:</i></p> <ol style="list-style-type: none"> 1. Identifies key partners and stakeholders to engage in order to achieve results and accomplish objectives. 2. Builds, fosters and nurtures commitment of partners/stakeholders to shared goals, values and teamwork 3. Identifies areas of common interest and synergies with partners and stakeholders to plan and carry out joint initiatives 4. Opens up opportunities to broaden partnerships and cooperation to achieve goals. 5. Uses creative approaches to build and foster relationships with partners and stakeholders that are mutually beneficial, focused and long-term. 6. Engages partners and stakeholders effectively maintaining their attention, listening and giving them space to express their views and responding to their reactions and concerns. 7. Builds trust, rapport and understanding with all partners and stakeholders. 8. Responds to changes in partners'/stakeholders' positions staying informed of their current priorities. 	