Detailed Competency Framework | Levels of Competency Proficiency
6 February 2017

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| **Level 1** | Takes responsibility for and ensures high quality of own work  
- Uses available resources, methods, partners, and information effectively | G1, G2, G3 |
| **Level 2** | Proactively identifies new opportunities and challenges  
- Recommends options for addressing work challenges  
- Assumes responsibility for decisions and outcome of one’s work  
- Engages with other to address job opportunities and challenges | G4, G5 |
| **Level 3** | Proactively seeks and recognizes contributions of others  
- Actively engages teams and encourages dialogue within and across teams  
- Determines appropriate resources, methods, partners, information and solutions | G6, G7 |
| **Level 4** | Generates commitment, excitement and excellence in others  
- Creates new opportunities for team, not just self to learn and take on new responsibilities  
- Actively shares knowledge | P1, NOA, P2, NOB |
| **Level 5** | Plans and acts transparently, actively works to removes barriers  
- Creates awareness of substantive opportunities and risks among others  
- Navigates complex circumstances thoughtfully and is solution-minded | P3, NOC, P4, NOE |
| **Level 6** | Ensures teams are resourced for success and empowered to deliver  
- Trusts others to perform, empowers the team; enables growth and responsibility among team members  
- Recognizes and rewards success  
- Conveys a vision that staff and clients can see and charts a clear course to achievement | P5, [NOE] |
| **Level 7** | Positions the organization as a center of expertise and influence Inspires others to reach new heights  
- Creates team leaders that inspire their own teams  
- Articulates strategic and tactical ideas that resonate with partners and colleagues  
- Manages organizational risks effectively | P6, D1 |
| **Level 8** | Typifies the values and integrity of UNDP  
- Proactively supports risk-informed business development and mitigates institutional risk  
- Role models the behaviors that UNDP sees as essential for a healthy organizational culture | P7, D2 |
### Core – Communication and Relationship Management

*Ability to listen, adapt, persuade and transform*

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<tr>
<th>Level</th>
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| **Level 1** | Reliably and consistently interprets information and instruction correctly  
- Responds to information and instruction with professionalism and accuracy  
- Speaks on behalf of self with professionalism and integrity consistent with UN values | G1  
G2  
G3 |
| **Level 2** | Understands, explains and shares information on assigned tasks with accuracy and clarity  
- Demonstrates regular and consistent communication frequency with supervisor and colleagues  
- Proactively shares information within and across teams | G4  
G5 |
| **Level 3** | Expresses information and views with adaptive reasoning and appreciation for complexity and variation  
- Proactively expresses insights and/or questions in order to contribute to clarity, accuracy, and focus in one’s work  
- Speaks on behalf of team with professionalism and integrity consistent with UN values | G6  
G7 |
| **Level 4** | Synthesizes information to communicate independent analysis  
- Communicates ideas and positions with command and confidence  
- Finds common ground to solve problems | P1  
NOA  
P2  
NOB |
| **Level 5** | Gains trust of peers, partners, clients by presenting complex concepts in practical terms to others  
- Persuades others to embrace new ideas, even when controversial  
- Empathizes with client perspectives and needs and communicates messages with the clients’ experiences in mind  
- Creates opportunities for developing new client relationships | P3  
NOC  
P4  
NOD |
| **Level 6** | Creates confidence among stakeholders by delivering authoritative positions, compelling analysis, and contextual acumen  
- Effectively represents division /team / programme / project in formal settings  
- Communicates new ideas and approaches for the division / team / programme / project in a convincing manner  
- Articulates a compelling summary of UNDP’s value added in dynamic operating contexts / partnership dialogues  
- Combines the capacity to identify opportunities, establish frameworks for interaction and maintain and grow relationships | P5  
[NOE] |
| **Level 7** | Reconciles contrasting positions and ambiguous circumstances by communicating a clear path for resolution and progress  
- Articulates what is possible for the programme/division/office and how it can be achieved  
- Communicates with political acumen  
- Influence critics to change strategic positions | P6  
D1 |
| **Level 8** | Articulates ideas for transformational change, which are actionable  
- Articulates what is possible for UNDP and its partners and how it can be achieved  
- Communicates in a manner, which positively influences the political economy in the particular working context | P7  
D2 |
## Core – Innovation

*Ability to make new and useful ideas work*

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<tr>
<td><strong>Level 1</strong></td>
<td><strong>Assesses work with critical eye</strong>&lt;br&gt;• Seeks feedback on work activities&lt;br&gt;• Demonstrates interest in learning about clients’ perspectives and needs</td>
<td>G1 G2 G3</td>
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<tr>
<td><strong>Level 2</strong></td>
<td><strong>Analyzes complex technical materials (including data) and makes concise, relevant recommendations</strong>&lt;br&gt;• Contributes reliable production of knowledge services and transactions&lt;br&gt;• Embraces new methods</td>
<td>G4 G5</td>
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<td><strong>Level 3</strong></td>
<td><strong>Adapts deliverables to meet client needs</strong>&lt;br&gt;• Interprets policies and guidance within context and applies with judgment&lt;br&gt;• Anticipates obstacles and applies practical solutions&lt;br&gt;• Continually seeks improvement and agility in service delivery&lt;br&gt;• Collaborates to improve methods and delivery</td>
<td>G6 G7</td>
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<td><strong>Level 4</strong></td>
<td><strong>Adept with complex concepts and challenges convention purposefully</strong>&lt;br&gt;• Critically assesses established methods&lt;br&gt;• Contributes to prototyping, piloting, and evaluating lessons / feedback</td>
<td>P1 NOA P2 NOB</td>
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<td><strong>Level 5</strong></td>
<td><strong>Creates new and relevant ideas and leads others to implement them</strong>&lt;br&gt;• Integrates diverse contributions to formulate coherent approaches&lt;br&gt;• Aligns innovation to service delivery components&lt;br&gt;• Manages prototype / pilot efforts and seeks feedback</td>
<td>P3 NOC P4 NOD</td>
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<td><strong>Level 6</strong></td>
<td><strong>Exercises stakeholder-centered design approaches for office / programme / division</strong>&lt;br&gt;• Scales up innovation for greater impact&lt;br&gt;• Expands understanding of subject by clients and inspires action&lt;br&gt;• Facilitates learning by failure and measured risk taking through pilot efforts</td>
<td>P5 [NOE]</td>
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<td><strong>Level 7</strong></td>
<td><strong>Promotes stakeholder-centered design and appropriate risk-taking approaches for office / programme / division</strong>&lt;br&gt;• Demonstrates comfort with appropriate risk taking and learning by prototyping&lt;br&gt;• Facilitates rewards and recognition for innovation achievements and efforts</td>
<td>P6 D1</td>
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<td><strong>Level 8</strong></td>
<td><strong>Champions organizational agility, stakeholder-focused service approaches, and organizational learning throughout UNDP’s institutional engagement</strong>&lt;br&gt;• Actively shapes UNDP’s culture to embrace and lead innovation and transformation in development work&lt;br&gt;• Sets organizational incentives that encourage innovation</td>
<td>P7 D2</td>
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| Level 1 | Understands personal and team roles, responsibilities and objectives  
- Proactively seeks clarification when needed  
- Proactively seeks instruction, feedback and coaching to improve performance | G1  
G2  
G3 |
| Level 2 | Takes ownership of responsibilities  
- 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 | G4  
G5 |
| Level 3 | Appropriately involves team in different stages of work and decision-making  
- Seeks and values other’s initiatives and expertise  
- Supervises teams with consistent direction and drives team engagement | G6  
G7 |
| Level 4 | Models independent thinking and action  
- Demonstrates behaviors of teamwork, collaboration, knowledge sharing, maintaining relationships | P1  
NOA  
P2  
NOB |
| Level 5 | Models high professional standards and motivates excellence in others  
- Coaches team members to appropriately share knowledge across teams  
- Addresses conflicts in a timely, sensitive manner; escalates to leadership when appropriate  
- Recognizes members of the team for their efforts and successes  
- Optimizes individual and team abilities | P3  
NOC  
P4  
NOD |
| Level 6 | Guides substantive specialists / teams and expands credibility and innovation capacity  
- Identifies and nurtures collaborations between diverse professions  
- Creates environment of excellence, collaboration and engagement  
- Takes appropriate and timely people management decisions  
- Resolves complex conflicts, makes difficult people management choices  
- Takes an active interest in coaching others | P5  
[NOE] |
| Level 7 | Empowers team managers to act independently and takes people management decisions  
- Holds units accountable for setting and achieving challenging goals  
- Sets high peer standards for measuring success and provides encouragement  
- Models best corporate practices and highest ethical standards | P6  
D1 |
| Level 8 | Creates atmosphere of trust to build acceptance and seek diverse views, cultures and individual needs across the organization  
- Actively mentors and develops leaders  
- Directly shapes the culture of UNDP | P7  
D2 |
Core – Delivery

*Ability to get things done while exercising good judgement*

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| Level 1 | Meets goals and timelines for team deliverables  
• Understands responsibilities and meets expectations  
• Delivers within time and resource requirements  
• Awareness of organizational values and code of conduct in delivering services | G1  
G2  
G3 |
| Level 2 | 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  
• Seeks to deepen awareness of organizational policies and procedures and how to interpret directives and requests, in consultation with supervisors and colleagues | G4  
G5 |
| Level 3 | Takes responsibility for addressing critical situations and delivering core value  
• Demonstrates commitment to clients and quality  
• Works to agreed goals dealing with challenges constructively  
• Responsible for project implementation and/or team deliverables  
• Ability to exercise sound judgement in delivering services and supervising teams | G6  
G7 |
| Level 4 | Meets goals and quality criteria for delivery of products or services  
• Embraces complex challenges and opportunities for getting work done  
• Ability to embrace challenges with minimal supervision  
• Works to develop organizational awareness of UNDP’s approach to client service delivery and integrity and accountability | P1  
NOA  
P2  
NOB |
| Level 5 | Critically assesses value and relevance of existing policy/practice and contributes to enhanced delivery of products, services, and innovative solutions  
• Anticipates constraints and identifies solutions  
• Expands capacity of team to deliver on time, on target, and within organizational standards  
• Ensures high quality of work in terms of both substantive depth and adaptive relevance to client needs  
• Accepts responsibility for implementation/team deliverables/client satisfaction consistent with organizational standards  
• Exhibits thorough organizational awareness of UNDP’s approach to client service delivery and integrity and accountability  
• Exhibits sound judgment and the ability to make reasonable decisions in complex situations | P3  
NOC  
P4  
NOD |
| Level 6 | Accepts accountability for the outcomes of programme delivery and facilitates improvement and innovation in the delivery of products and services  
• Creates new and better services  
• Creates an environment that fosters excitement for work  
• Uses substantive mastery to model excellence and motivate performance  
• Role models sound judgement and solution-orientation in delivering results in complex conditions  
• Responds to demands and pressure with a command of situational leadership and judgement | P5  
[NOE] |
## Technical Competency Aggregate

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| Level 1 | Replicate Reliably  
Carries out work, as directed, and demonstrates motivation to develop | G1  
G2  
G3 |
| Level 2 | Execute & Learn  
Performs defined tasks efficiently and deepens knowledge of area of work | G4  
G5 |
| Level 3 | Implement & Manage  
Exercises skills and knowledge independently, demonstrating ability to manage self and team responsibilities, in area of work | G6  
G7 |
| Level 4 | Apply & Adapt  
Contributes skills and knowledge with demonstrated ability to advance innovation and continuous improvement, in professional area of expertise | P1  
NOA  
P2  
NOB |
| Level 5 | Originate  
Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise | P3  
NOC  
P4  
NOD |
| Level 6 | Integrate & Empower  
Leads integral work of teams utilizing expertise, vision, problem-solving capability, and collaborative energy in professional area of expertise | P5  
[NOE] |
| Level 7 | **Navigate & Guide**  
Charts a course for a systems approach to continuous learning, adaptation, and excellence, creating institutional imperatives to realize progress within across the relevant profession | P6  
D1 |
| Level 8 | **Role Model & Resolve**  
Creates an environment to facilitate full institutional potential and governs UNDP’s strategic and political investments in line with organizational values and principles | P7  
D2 |