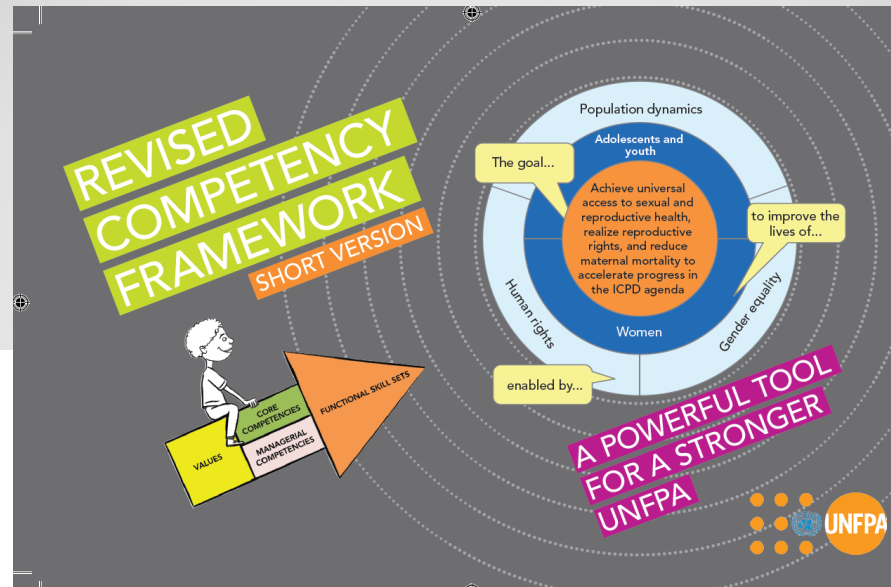


The UNFPA Revised Competency Framework



**Powerful tool for
Recruitment,
Performance management,
and Staff Development**

The UNFPA experience

- **No competency framework in UNFPA before 2003**
- **2003. First competency framework strongly focused on functional areas**
- **2011 our current Executive Director, Babatunde Osotimehin, joined UNFPA with clear ideas for new skillset definition in UNFPA**
- **2011-2014. ICPD review and new strategic plan in UNFPA calls for a re-definition of the competencies required for the staff**
- **2014. HR transformation and new Human Resources strategy defines a clear direction for the UNFPA revised competency framework.**

How did we go about it?

- **Strong senior leadership support**
- **Highly participatory**
- **Focus Groups. Including staff in all divisions, Regional & Country offices**
- **Final proposal prepared by the Talent Management team in consultations with HQ/RO/CO to ensure ownership**
- **Create many avenues of communication, tools, training etc**
- **Living process. Living document that evolves with evolving business of UNFPA. (New competencies get introduced...)**

Why do we need one?

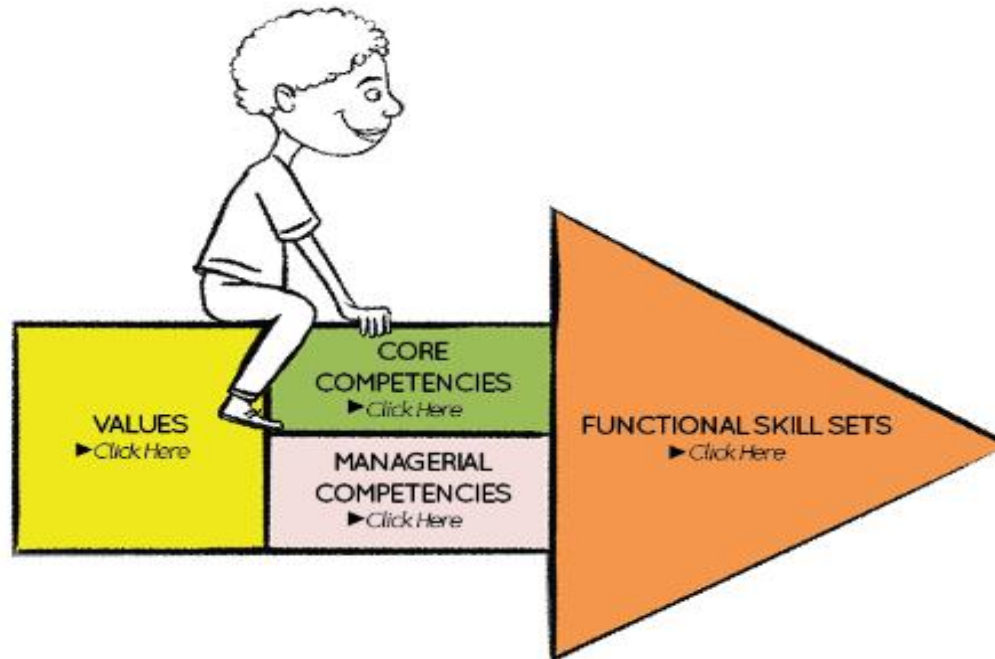
- **It aligns desired competencies to the new Strategic Plan, the diverse country contexts and modes of engagement throughout**
- **It identifies and clarifies key values, behaviors, and attitudes required for the delivery of our mandate**
- **It clearly identifies desired managerial competencies and required skill sets and sets the expectations to the existing leadership and for high potentials**
- **It provides guidance and flexibility for job descriptions, and breaks the silos and introduces the concept of transferable skills in recruitment**
- **It guides the recruitment process (testing, interviews, assessment)**
- **It guides the performance evaluation and the creation of learning plans**

What is this about?

<http://link.brightcove.com/services/player/bcpid594765008001?bckey=AO~~,AAAiia1-bk~,hJNzxxFDJ2WgFute0GkrUQErBN0SdxTF&bclid=0&bctid=3147018498001>

<http://youtu.be/CHXfEZ07ycA>

The Revised Competency Framework: Your new powerful tool to build a stronger UNFPA



Elements of the Framework

<https://portal.myunfpa.org/web/dhr/unfpa-competency-framework>

VALUES

APPLIES TO ALL STAFF

Value-based competencies provide the basis for a shared understanding and workplace demonstration of UNFPA's values. Most are also part of the Code of Conduct for international civil servants.



Exemplifying integrity
Demonstrating commitment to UNFPA
and the UN system
Embracing cultural diversity
Embracing change

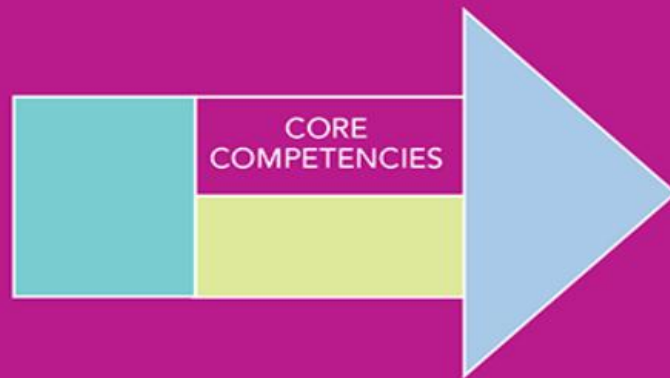
Elements of the Framework

<https://portal.myunfpa.org/web/dhr/unfpa-competency-framework>

CORE COMPETENCIES

APPLIES TO ALL STAFF

The professional competencies define HOW we conduct ourselves in the organization. These competencies are required of all staff regardless of their level of responsibility.



- Achieving results
- Being accountable
- Developing and applying professional expertise/business acumen
- Thinking analytically and strategically
- Working in teams/managing ourselves and our relationships
- Communicating for impact

Elements of the Framework

<https://portal.myunfpa.org/web/dhr/unfpa-competency-framework>

MANAGERIAL COMPETENCIES

APPLIES TO ONLY MANAGERS

The managerial competencies are a new addition to the competency framework. They are the competencies required of staff holding managerial positions.

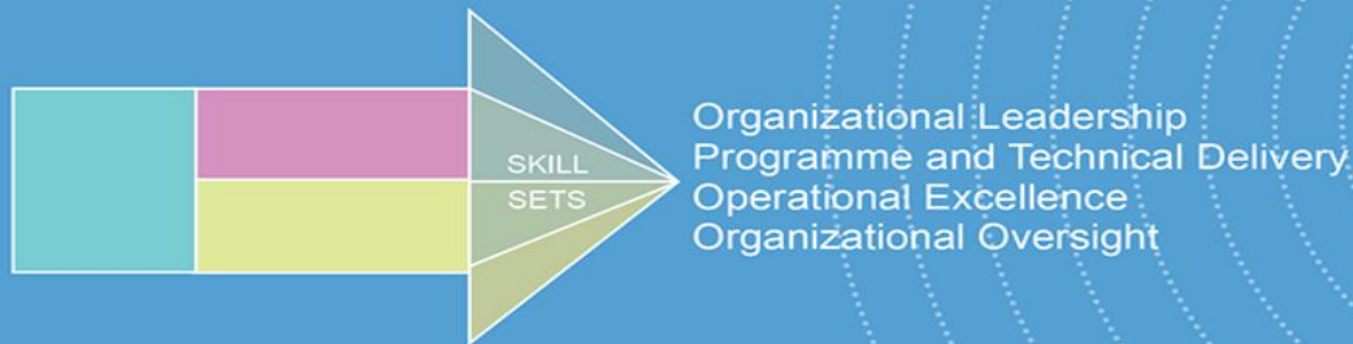


Providing strategic focus
Engaging internal/external partners and stakeholders
Leading, developing and empowering people/
creating a culture of performance
Making decisions and exercising judgment



Elements of the Framework

SKILL SET CLUSTERS “THE WHAT”



The competencies and skillsets are the “ingredients”; and the Job description is the “recipe”

Guides our recruitment

- **Preparing Job descriptions**
- **Highlighting values and core competencies (applies to all UNFPA positions)**
- **Highlighting managerial competencies**
- **Depending on the function, select the skill sets and indicators that apply to this specific position.**
- **Preparing questions and criteria for the tests, interviews, assessment centers etc.**

Guides the candidates for fit and expectations

- **Getting familiar with the Competency Framework**
- **Identifying indicators (positive and negative) to evaluate fit and focus**
- **Preparing for the tests, interviews etc.**

Resources available

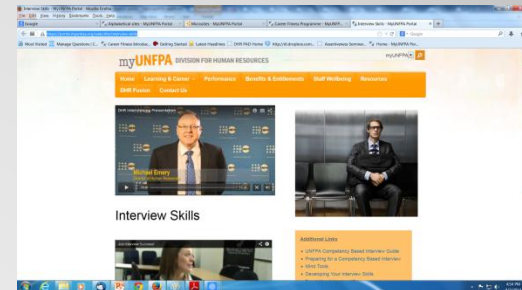
- **Video**



- <http://link.brightcove.com/services/player/bcpid594765008001?bckey=AQ~~,AAAiia1-bk~,hJNzxxFDJ2WgFute0GkrUQErBN0SdxTF&bclid=0&bctid=2490779896001>

- **Career fitness portal on interview skills**

- <https://portal.myunfpa.org/web/dhr/interview-skills>

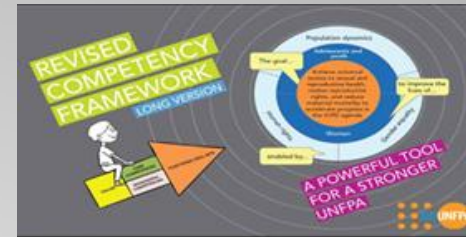


Guides the Staff in their individual development

- Identify ideal career “next step” - review the competencies that are required and identify learning resources available.**
- Get feedback from supervisor and colleagues and use resources available to strengthen areas of competencies.**
- Prepare your “game plan” and “prepare for it”**

Resources for Staff Development

- The Revised Competency Framework long guide



https://portal.myunfpa.org/documents/98530/233947/ComptencyGuide_Long_v4+Jan+6.pdf

- Career Fitness portal

<https://portal.myunfpa.org/web/dhr/career-fitness-programme>



- Mind Tools

<https://www.myunfpa.org/Apps2/Microsites/ManageMicrosites.unfpa?method=viewMicrosite&mid=1>



- Skill soft port



Guides the staff and supervisor in the Performance Eval Discussion

- **PAD system is based on the competency framework**
 - ✓ **Values : One rating**
 - ✓ **Core Competencies : 7 Ratings**
 - ✓ **Managerial Competencies : 1 Rating (for supervisors only)**
 - ✓ **Functional Skillsets : 1 Rating**
- **Online tool with indicators Positive and negative indicators. Help staff and supervisors to assess and discuss critical competencies and behaviors**
- **Tools that guides on improvement plans by competency**

Lessons learned

- **You cannot over-communicate ! Don't assume people know what it is !**
 - **Senior leadership support at town halls etc.**
 - **HR's engagement with staff in meetings, written communication etc**
 - **Training of HR BPs etc to share at management meetings etc**
 - **Visual tools to support awareness:**
 - **Movie (no conceptual, storytelling to reach wider audience)**
 - **Posters**
 - **Post-it pads**
 - **Short printed guide**
 - **Supporting documentation. Long online competency guide with learning tools**
 - **Keep it relevant – living framework that is open to new competencies etc**