

CORE COMPETENCY FRAMEWORK

HUMAN RESOURCE
MANAGEMENT



Contents

Introduction	1
What Are Core Competencies?.....	1
The Core Competency Framework	2
Competency Mastery Levels	3
Level 1 – Performing.	3
Level 2 – Inspiring.	3
Level 3 – Leading.	3
Competency Definitions	4
Level 1 – Performing	5
Behavioural examples.	5
Examples of generic ineffective behaviours	6
Level 2 – Inspiring.....	7
Behavioural examples.	7
Examples of generic ineffective behaviours	8
Level 3 – Leading	9
Behavioural examples.	9
Examples of generic ineffective behaviours	10

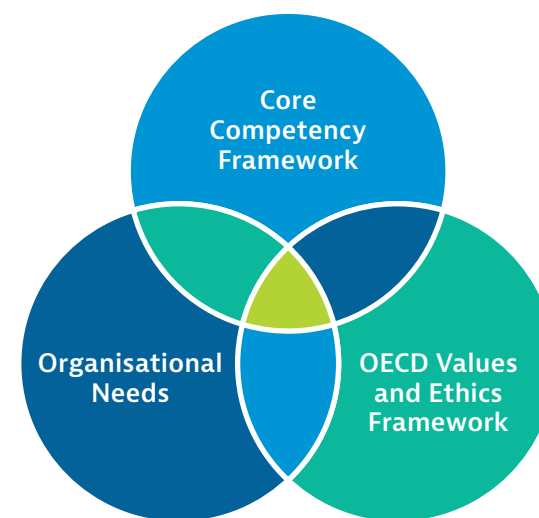
Introduction

The OECD Core Competency Framework is a model that describes **behavioural and leadership excellence** in the Organisation. Closely linked to our values of **Courtesy, Dignity, Respect and Non-Discrimination; Loyalty and Independence; Impartiality; Tact, Discretion and Confidentiality**; and **Integrity and Accountability**, it provides both structure and a common language that underpins all HR processes and supports our HR Strategy.

The Core Competency Framework forms one of three pillars of recruitment and assessment. Core competencies are assessed, in conjunction with other relevant factors, to determine the ability of

a candidate or staff member to perform in the function. These include **Organisational needs** such as technical skills and diversity as well as **OECD Values** and the **OECD Ethics Framework**.

OECD staff are expected to demonstrate the appropriate behaviours as well as technical skills, knowledge, experience and expertise to be successful. The Framework is designed to support understanding as well as **consistent, fair, objective and transparent decision making** across different HR processes. It is the cornerstone of recruitment processes, supports performance management and is integral when considering mobility and career progression.



What Are Core Competencies?

Core competencies are a combination of **behavioural characteristics, attitudes and attributes** that lead to **effective and successful performance** in the workplace. They are **observable behaviours** focused on doing, rather than knowing, and are often developed through experience. The six core competencies that build the OECD Core Competency Framework clearly **articulate expected behaviours and guide staff on areas they can develop to meet future challenges**.

Specifically, core competencies ensure that:

- Clear expectations are defined.
- Staff are aware of how to reinforce their behaviours in-line with our mission and culture.
- HR processes are grounded in clear criteria and applied consistently.
- Gaps in competencies can be addressed, strengths can be developed and areas of development and progression can be clarified.

The Core Competency Framework

The Framework has six core competencies and three mastery levels

Competency Mastery Levels

There are three levels of mastery to each competency. The levels are aligned to a job role and grade and are based on skill level and experience.



The Six Core Competencies

OECD staff are expected to demonstrate behaviours aligned to all six core competencies. Each is accompanied by a definition to facilitate understanding and examples of effective behaviours and generic examples of ineffective behaviours are provided for each.

Competency Mastery Levels

Level 1 – Performing

- Confidently and independently applies behaviours.
- Is accountable for individual performance and contribution to team.
- Delivers and contributes to business processes and projects.
- May require supervision for performing tasks they are unfamiliar with.

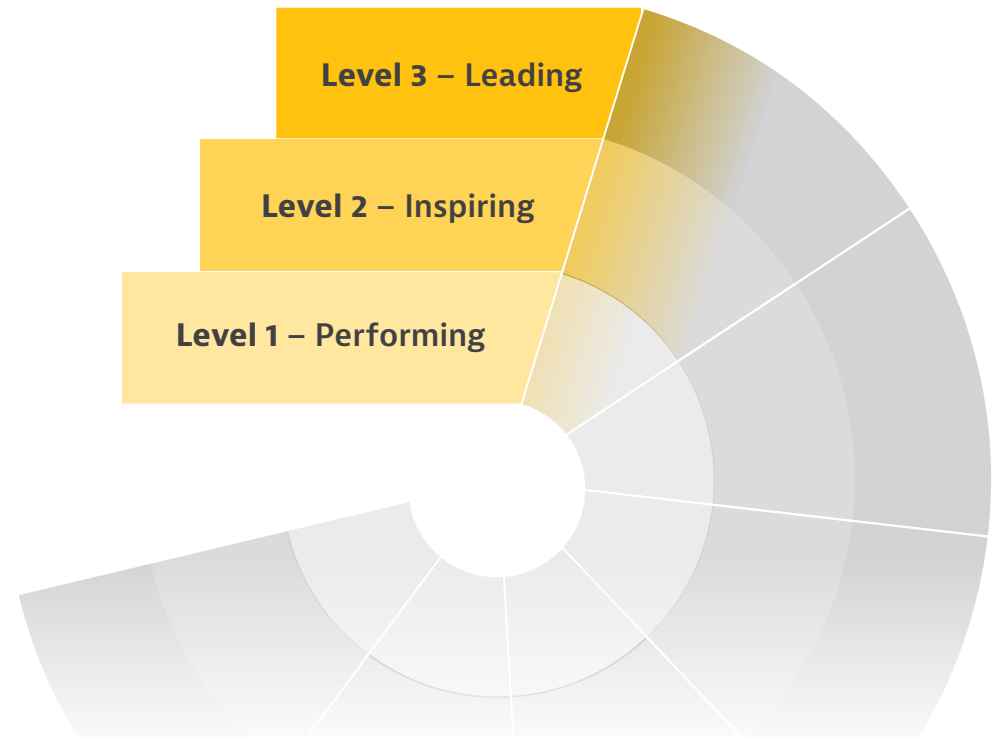
Level 2 – Inspiring

- Motivates, models and influences behaviours.
- Has a positive impact on and inspires others to perform.
- Delivers and runs business processes.
- Provides guidance and advice.

Level 3 – Leading

- Demonstrates excellence and champions and models behaviours.
- Enables behaviours to be displayed.
- Is accountable for decisions.
- Leads and innovates.
- Operates at a strategic level.
- Drives business opportunities.
- Builds partnerships.
- Thinks independently and works with minimal supervision.

There are three levels of mastery to each competency. The levels are aligned to a job role and grade and are based on expertise and experience.



Competency Definitions



1. Vision and Strategy is developing a broad, big-picture view of the Organisation, our place in the world and our mission as defined by our Members. It involves looking ahead and thinking about future possibilities while embracing trends, taking part in building a shared Organisational vision and making effective decisions that keep us at the forefront of our expertise.



2. To Enable People is to foster an environment that encourages growth by identifying the strengths of others, recognising areas for development, and proactively supporting and facilitating development. It involves building an open and energising environment where people from diverse backgrounds are motivated to give their best and where people can participate in creating an environment that supports and helps others to perform successfully.



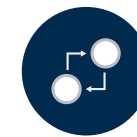
3. Ethics and Integrity is embracing and respecting the ethical framework outlined in the *Staff Regulations* and *Code of Conduct* while valuing and celebrating differences and contributing to a diverse and inclusive culture. It is fostering a respectful, trusting and honest working environment and encouraging the expression of diverse opinions and perspectives.



4. Collaboration and Horizontality is developing team spirit and recognising the value of building and operating within strategic networks when working across Organisational and institutional boundaries to accomplish shared goals. It is breaking down silos, sharing information and knowledge openly and proactively while communicating with tact, diplomacy, respect and cross-cultural sensitivity.

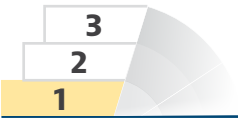


5. To Achieve Results is to take responsibility for delivering quality outputs, services and results at pace, accompanied by a duty of excellence. It involves managing all resources in line with the Organisation's vision, be it human, financial or other resources, efficiently and effectively with a solution-oriented mindset. Effectively managing expectations according to time and resources available as well as understanding the needs and concerns of Members and key internal and external stakeholders is critical.



6. Innovate and Embrace Change is demonstrating flexibility, creativity, imagination and inspiration in order to adapt to continuously evolving and shifting needs. It is driving innovation by encouraging new approaches and concepts for identifying better solutions to current and future problems while effectively adapting to a variety of situations, individuals or groups, and providing continuous improvements to existing methods.





Level 1 – Performing Behavioural examples



1. Vision and Strategy

- I understand team objectives and how they align with the OECD's mission. I consider the impact that my actions have on delivering work successfully.
- I recognise trends such as new technologies and new ways of working that have an impact and discuss them pro-actively.
- I use evidence and data when forming decisions and ask for advice in unfamiliar situations.



4. Collaboration and Horizontality

- I proactively build working relationships with colleagues from my own and other teams to enable progress.
- I enable co-operation across teams by removing and overcoming barriers, proactively sharing knowledge and ensuring an effective flow of information and expertise.
- I listen actively, consider the concerns of others, adjust my behaviour and respond openly and with tact.



2. Enable People

- I take opportunities to learn and improve my performance and support others in doing so.
- I embrace diverse and alternative perspectives and participate in creating an environment where everyone is treated fairly.
- I identify and communicate areas of improvement or barriers that prevent myself and colleagues from being efficient such as technology, communication or process improvement.



5. Achieve Results

- I am enthusiastic about delivering high quality work and achieving results.
- I take responsibility for meeting goals and expectations.
- I plan, co-ordinate and manage my work and resources to accomplish tasks within given deadlines.
- I respond to the needs of key stakeholders in a timely, professional, helpful and courteous manner.



3. Ethics and Integrity

- I understand the OECD's values and ethics framework and ensure that my behaviour is aligned with them.
- I challenge unethical and unprofessional behaviours while encouraging behaviours that are aligned with the OECD's values.
- I value the contributions of people with different backgrounds and cultures.
- I seek out the views of others and appreciate and respect diverse perspectives.
- I treat others fairly and with respect and do not use stereotypes.



6. Innovate and Embrace Change

- I am open to change and readily adopt new approaches such as new technologies or improved processes.
- I demonstrate curiosity and ask questions about current and new approaches or methods and suggest new ideas.
- I demonstrate a positive attitude and I consider alternative solutions to get results.

Examples of generic ineffective behaviours

- Struggles to engage respectfully; does not share the OECD's values; does not react to situations where unethical behaviours are observed in others.
- Withholds information; delays taking action; does not ask for support.
- Misses opportunities to develop; dismisses others; does not comply with established rules.
- Misses chances to learn from people with different backgrounds.
- Does not build productive relationships; focuses only on own successes; makes limited efforts to assist others; acts without thinking about consequences on others or on objectives.
- Gives limited effort to meet goals; focusses on problems rather than solutions; allows obstacles to persist without trying to resolve them.
- Relies only on conventional ideas; does not take initiative.



Level 1 – Performing

 **1. Vision and Strategy**

- I understand the importance of global strategy to the OECD and identify efforts and actions that have the greatest strategic impact.
- I identify and consider emerging opportunities, the requirements of different stakeholders, as well as risks and help others to understand them.
- I consider various contributions, data and strategy to determine the best course of action and hold people to account for decision making that complies with policies and standards.

 **4. Collaboration and Horizontality**

- I build and maintain strategic relationships and networks both internally and externally to the OECD.
- I create and develop opportunities to initiate connections between teams that facilitate achieving common goals.
- I tailor my communication style to my audience and identify and respond to underlying attitudes or behaviours such as cultural norms and personality differences.

 **2. Enable People**

- I take an active role and promote learning and development opportunities for myself and others.
- I give and accept constructive feedback regarding strengths and areas of development to help myself and others grow.
- I ensure different perspectives are considered, help others to see why their work matters and celebrate individual and team successes.
- I create conditions which enable myself and others to perform at their best at work and remove barriers that prevent them from doing so.

 **5. Achieve Results**

- I push myself and others to exceed results, helping others to thrive in the face of significant obstacles, providing help and encouragement.
- I effectively allocate and control resources and optimise workflows to improve quality and service.
- I look for ways to add value beyond immediate requests and encourage others to work towards meeting requirements and ensuring the satisfaction of stakeholders.

 **3. Ethics and Integrity**

- I respect and promote OECD's values and ethics framework and ensure staff and colleagues adhere to them.
- I adapt my approach to include and integrate colleagues of different cultures and encourage others to bring different perspectives.
- I challenge disrespectful or stereotyping comments and other forms of unethical behaviour and implement practices to advance a respectful and ethical Organisation free from harassment and discrimination.
- I create an environment that is protective of colleagues so that colleagues can speak up without fear.

 **6. Innovate and Embrace Change**

- I act as a role model by demonstrating a positive attitude towards change even in situations of personal insecurity.
- I see old problems in new ways to find creative and innovative solutions and I encourage others to question existing approaches.
- I see when change is needed and proactively encourage others to do the same by seeing things differently and seeking new solutions to problems.

Examples of generic ineffective behaviours

- Spends little time thinking strategically; is uncertain where to focus efforts to have the greatest strategic impact; does not pre-empt risks or challenges; finds it difficult to make informed decisions.
- Rarely celebrates successes of others; encourages an atmosphere where issues are not openly addressed; does not prioritise enablement.
- Does not understand the value of diversity; does not challenge offensive comments; discourages constructive criticism; does not support speak-up culture; behaviours misaligned with OECD values.
- Works mostly in isolation; quickly dismisses the views of others; struggles to handle objections tactfully; does not facilitate open communication.
- Does not prioritise continuous improvement; accepts poor outcomes or unproductive behaviours; allows others to give up easily.
- Shows limited adaptability; struggles to model flexible behaviours; misses opportunities to encourage others to challenge existing approaches and learn from mistakes; misses opportunities to push others to take actions and share ideas or initiatives.





1. Vision and Strategy

- I leverage global context and the position of the OECD to design and implement strategies, ensuring alignment of priorities and efforts.
- I have thorough knowledge of the requirements of stakeholders and anticipate trends that impact strategy to build a shared vision with others.
- I take challenging decisions and consider difficult trade-offs, balancing analysis with decisiveness. I am accountable for the decisions I take.



2. Enable People

- I champion the sharing of expertise and promote learning opportunities.
- I create and promote a learning culture and mentor and coach talent as well as identifying areas for my own improvement.
- I champion the inclusion of all, generate confidence, enthusiasm and commitment around a compelling vision.
- I openly recognise the strong performance of others and their contributions.
- I create a talent strategy to identify and address needs and develop approaches to make sure that everyone can perform at their best.



3. Ethics and Integrity

- I uphold and champion OECD values and ethics framework as a fundamental part of management and implementing strategy, ensuring staff are aligned with these values.
- I create and champion a culture of inclusion and ensure that everyone is treated equally and is valued regardless of differences.
- I am accountable for shaping a culture that openly embraces differences with respect, ethics and integrity, and which effectively and without delay addresses situations of unethical behaviour.



4. Collaboration and Horizontality

- I build coalitions and networks and exercise influence with stakeholders to create wide ranging opportunities inside and outside of my direct area of responsibility.
- I foster conditions for effective co-operation, promote and encourage the exchange of knowledge and expertise and act as a role model in difficult and charged situations.
- I understand my audience and make my case tactfully and with sensitivity. I explore creative solutions with others to foster common ground.



5. Achieve Results

- I create and nurture a culture of high performance and excellence and translate opportunities into concrete actions. I inspire and enable people to achieve results.
- I am responsible for the usage of my resources and I prioritise and reorganise them in the most efficient and effective way to increase capacity to respond to demand.
- I inspire and create an environment that systematically seeks to act in the best interest of stakeholders.
- I determine strategic direction and long-term opportunities to best meet the evolving needs of stakeholders.



6. Innovate and Embrace Change

- I lead changes that impact the OECD and inspire others to participate in the change journey.
- I foster a culture of innovation, enable a healthy risk tolerance and act as a sponsor to turn innovative ideas into actions.
- I am willing to take calculated risks to increase satisfaction for key stakeholders and to better the Organisation and I am accountable for the decisions I take in this regard.

Examples of generic ineffective behaviours

- Considers only own areas of work when setting priorities; does not take consideration of long-term opportunities; rarely revises strategy to capture emerging opportunities; fails to integrate the perspectives of others that can have an impact on strategy; does not assume responsibility and avoids taking tough decisions that support long-term strategy.
- Makes insufficient effort to foster a learning environment; does not seek feedback; does not create a sense of purpose or positive environment to stimulate collaboration; does not encourage others to proactively act to remove barriers.
- Does not value a diverse workforce or inclusive workplace and prevents an open corporate culture; fails to promote and value the highest ethical and professional standards; does not recognise the importance of the OECD's values or promote them when managing and engaging with team and others; prevaricates and is otherwise ineffective in addressing situations of inappropriate behaviour.
- Does not champion cross-team initiatives, promote networking or recognise the value of this; does not demonstrate value of collaboration or take actions aligned to a collaborative culture; fails to prioritise or develop effective communication skills and diplomatic sensitivity as a key behaviour.
- Places limited emphasis on achieving results; is too theoretical or fails to communicate expectations of own and organisational outcomes; seldom challenges others to identify inefficiencies and eliminate poor use of resources; provides limited or insufficient resources and support to meet current or evolving needs.
- Does not lead or help others stay composed in stressful situations; makes little effort to promote cross fertilisation of ideas; fails to address challenges and misses opportunities to encourage others to see positive outcomes of doing things differently; resists taking on challenges; makes little effort to encourage ideation, experimentation and avoids all forms of entrepreneurship and risk.



Level 3 – Leading