IOM Competency Framework

IOM Competency Framework consists of three main elements:

<table>
<thead>
<tr>
<th>Values</th>
<th>Values are the shared principles and beliefs that underpin the work of the Organization and guide the actions and behaviours of staff members. They are mandatory for all staff members.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core competencies</td>
<td>Core Competencies are the skills, attributes and behaviours which are considered critical for all staff members, regardless of their function or level. All core competencies are mandatory.</td>
</tr>
<tr>
<td>Managerial competencies</td>
<td>Managerial Competencies are the skills, attributes, and behaviours tailored for staff members with managerial responsibilities, at certain grades.</td>
</tr>
</tbody>
</table>

Core and Managerial competencies are levelled, i.e. different levels of each competency will apply to different jobs/grades, whilst indicators for Values are not levelled. All staff members are expected to demonstrate the indicators applicable to their level, as well as those for the level below.
<table>
<thead>
<tr>
<th>Values</th>
<th>Non-levelled</th>
</tr>
</thead>
</table>
| Inclusion & respect for diversity | - Shows respect and sensitivity towards gender, culture, ethnicity, religion, sexual orientation, political conviction and other differences.  
- Encourages the inclusion of all team members and stakeholders while demonstrating the ability to work constructively with people with different backgrounds and orientations.  
- Promotes the benefits of diversity; values diverse points of view and demonstrate this in daily work and decision making.  
- Challenges prejudice, biases and intolerance in the workplace. |
| Integrity & transparency     | - Upholds and promotes the Standards of Conduct and Unified Staff Regulations and Rules.  
- Delivers on commitments; manages the organization’s resources reliably and sustainably.  
- Embraces and encourages transparency, balancing this with the need for discretion and confidentiality as appropriate.  
- Maintains impartiality and takes prompt action in cases of unprofessional or unethical behaviour.  
- Does not abuse one’s position and acts without consideration of personal gain. Is motivated by professional rather than personal concerns. |
| Professionalism              | - Demonstrates professional competence and mastery of subject matter and willingness to improve knowledge and skills.  
- Seeks to raise professional standards in self and others through daily work and activities.  
- Adapts quickly to change and is decisive and versatile in face of uncertainty.  
- Shows self-control and persistence when faced with difficult problems, and remains calm in stressful situations.  
- Is conscientious and efficient in meeting commitments, observing deadlines and achieving results. |
<table>
<thead>
<tr>
<th>Core competencies</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Teamwork</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develops and promotes effective collaboration within and across units to achieve shared goals and optimize results.</td>
<td>Establishes strong relationships with colleagues and partners; relates well to people at all levels.</td>
<td>Fosters a sense of team spirit by developing a shared understanding, accountability and enthusiasm for the team’s work.</td>
<td>Advocates for collaboration across the Organization and creates collaborative systems and integrated processes to achieve Organizational goals.</td>
</tr>
<tr>
<td></td>
<td>Is fully aware of the team purpose, respects and understands individual and collective responsibilities.</td>
<td>Displays a high level of cultural awareness, sensitivity to different ways of working and leverages individual strengths in order to build a better team.</td>
<td>Builds consensus for task purpose and direction with colleagues at all levels.</td>
</tr>
<tr>
<td></td>
<td>Willingly puts in extra effort without being asked and adopts a “hands-on” approach whenever necessary to achieve team objectives.</td>
<td>Shares credit for team accomplishments and ensures that the contribution of others is recognized.</td>
<td>Monitors and evaluates the effectiveness of partnerships and takes action to enhance their effectiveness.</td>
</tr>
<tr>
<td></td>
<td>Coordinates own work with that of the team to meet agreed priorities and deadlines.</td>
<td>Helps create a positive team spirit, putting aside personal considerations to help the team achieve its goals.</td>
<td>Identifies and breaks down barriers to cooperation within teams, and between teams, units, sections, divisions, and organizations.</td>
</tr>
<tr>
<td></td>
<td>Fosters a sense of team spirit by developing a shared understanding, accountability and enthusiasm for the team’s work.</td>
<td>Displays a high level of cultural awareness, sensitivity to different ways of working and leverages individual strengths in order to build a better team.</td>
<td>Advocates for collaboration across the Organization and creates collaborative systems and integrated processes to achieve Organizational goals.</td>
</tr>
<tr>
<td></td>
<td>Produces and delivers quality results in a service-oriented and timely manner. Is action oriented and committed to achieving agreed outcomes.</td>
<td>Produces high-quality results and workable solutions that meet clients’ needs.</td>
<td>Challenges self and team to deliver high quality results, in line with Organizational goals.</td>
</tr>
<tr>
<td></td>
<td>Produces quality results and provides quality services to clients.</td>
<td>Anticipates constraints, identifies solutions and takes responsibility for addressing critical situations.</td>
<td>Leads and facilitates work planning, alerting those involved of potential obstacles and helping to identify suitable alternative options as needed.</td>
</tr>
<tr>
<td></td>
<td>Meets goals and timelines for delivery of products or services.</td>
<td>Monitors own and others’ work in a systematic and effective way, ensuring required resources and outputs.</td>
<td>Persuades management to undertake new projects and services that benefit internal and external clients; uses performance standards to monitor projects.</td>
</tr>
<tr>
<td></td>
<td>Manages time and resources efficiently, monitoring progress and making adjustments as necessary.</td>
<td>Aligns projects with Organization’s mission and objectives and demonstrates a good understanding of the impact of team’s and own work on external and internal counterparts.</td>
<td>Tailors organizational targets to meet changing demands in the external environment.</td>
</tr>
<tr>
<td></td>
<td>Shows understanding of own role and responsibilities in relation to expected results.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core competencies</td>
<td>Level 1</td>
<td>Level 2</td>
<td>Level 3</td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Managing and sharing knowledge | Continuously seeks to learn, share knowledge and innovate. | • Keeps abreast of new developments in own field of competence and creates opportunities for knowledge management initiatives.  
• Shares knowledge and learning willingly, and proactively seeks to learn from the experiences of others.  
• Puts new learning into practice and draws on diverse sources of ideas and inspiration.  
• Contributes to the identification of improvements to work processes and assists in implementing them. | • Disseminates and shares knowledge openly and actively contributes to knowledge/network communities for topics relevant to area of expertise.  
• Encourages knowledge-sharing across units/departments and ensures that knowledge is captured, recorded and disseminated appropriately.  
• Builds networks for the effective communication and exchange of knowledge and ideas and puts others into contact with various sources of knowledge.  
• Contributes to an environment that is conducive to innovation and learning. | • Promotes the development and use of organization-wide knowledge sharing systems that capture all relevant information from sources inside and outside of the Organization.  
• Leads in defining and prioritizing the Organization’s knowledge needs.  
• Establishes and fosters a culture that encourages change, innovation and continuous learning.  
• Encourages and supports others to be innovative and actively generates new perspectives on own and team’s work. |
| Accountability         | Takes ownership for achieving the Organization’s priorities and assumes responsibility for own action and delegated work. | • Accepts personal responsibility for quality and timeliness of work.  
• Takes ownership of all responsibilities within own role and honours commitments to others and to the Organization.  
• Operates in compliance with organizational regulations and rules.  
• Accepts and gives constructive criticism; acknowledges and corrects mistakes and apply lessons learned for improvement. | • Proactively seeks responsibility in delivering towards the goals of the Organization.  
• Plans and organizes work with a clear and deliberate focus, ensuring commitments are easily identified and progress is widely communicated.  
• Stands by the actions of team or department, publicly accepting ownership.  
• Takes responsibility of own shortcomings and those of the work unit, where applicable. | • Demonstrates individual responsibility for defining and delivering on the Organization’s priorities.  
• Delegates authority to match responsibilities, and holds staff accountable for agreed-upon commitments.  
• Consistently assumes responsibility for Divisional or Departmental actions by explaining successes, failures, and proposing remedial actions.  
• Invests significant time in creating a culture of accountability and responsibility by using experience and advice to guide others. |
<table>
<thead>
<tr>
<th>Core competencies</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Encourages and contributes to clear and open communication. Explains complex matters in an informative, inspiring and motivational way. | • Presents information using language and sequence of ideas that is easy for recipients to understand.  
• Adapts communication to the recipient’s needs, asks questions to clarify, and exhibits interest in having two-way communication.  
• Encourages others to share their views, using active listening to demonstrate openness and to build understanding of different perspectives.  
• Listens carefully and genuinely to the views and positions of others; acts on received information. | • Speaks and writes clearly and effectively.  
• Seeks to share information with others, with due respect for diversity and the confidentiality of specific sensitive information.  
• Listens and seeks to understand without bias, and responds appropriately.  
• Shares information and keeps others up to date; actively seeks others’ views and ideas and respects their contribution. | • Clearly and simply communicates the IOM mandate and seeks opportunities to represent the organization externally to promote its mandate.  
• Communicates confidently, commands attention and respect when speaking, and projects credibility.  
• Influences others and negotiates effectively through a persuasive, flexible approach.  
• Keeps staff informed of decisions and directives of senior management and communicates them in a manner that ensures understanding and acceptance. |
<table>
<thead>
<tr>
<th>Managerial competencies</th>
<th>Level 2</th>
<th>Level 3</th>
</tr>
</thead>
</table>
| **Leadership**           | • Assigns responsibilities fairly and manages performance, taking account of individual strengths, workloads and interests.  
• Is inclusive in decision-making and actively seeks feedback from team members and colleagues in order to identify opportunities for improvement.  
• Takes sound and timely managerial decisions that are consistent with the Organization's vision and purpose.  
• Establishes and maintains relationships with a broad range of stakeholders to understand needs and gain support. | • Proactively develops strategies to accomplish objectives and empowers others to translate vision into results.  
• Provides clear vision, direction and purpose and charts a clear course to achievement.  
• Does not accept the status quo; drives for improvement and change, inspiring others to embrace it.  
• Builds positive influence across the wider organization and strategic relationships with external stakeholders. |
| **Empowering others & building trust** | • Delegates appropriately to make the most of others’ talents, clarifying expectations and allowing autonomy in important areas while providing necessary support.  
• Encourages others to take responsibility for their performance; promotes ownership, responsibility and accountability for desired results at all levels.  
• Creates an atmosphere of trust and confidence in which others can talk and act without fear of repercussion.  
• Gives proper credit to others, shows appreciation and rewards achievement and effort. | • Encourages individuals to take initiatives and responsibility for putting new ideas/activities into practice and making them work.  
• Supports teams to succeed, devoting dedicated time to empowering people through coaching and mentoring and sharing expertise/knowledge.  
• Inspires enthusiasm and a positive attitude in people towards their work and contribution to the Organization’s success.  
• Promotes autonomy and empowerment throughout the Organization. |
| **Strategic thinking & vision** | • Aligns own actions to the Organization’s vision, values and mandate.  
• Translates strategic direction into short and medium-term plans and objectives for own team; revises objectives to reflect changes in organizational goals.  
• Identifies key issues/priorities in complex situations and how they may be related to one another.  
• Clearly communicates links between the Organization’s strategy and the work unit's goals. | • Always works with an orientation to the future, encouraging others to consider the Organization’s medium and long-term strategy when setting departmental objectives.  
• Steps back from operational issues to focus on a long-term direction for the area of responsibility.  
• Identifies strategic issues and risks that may impede the delivery of the Organization’s strategic objectives and addresses concerns in a timely manner to gain buy-in from stakeholders.  
• Generates and communicates broad and compelling organizational direction inspiring others to pursue that same direction. |