

IOM

Competency Framework

Values and competencies ————— February 2023



Table of contents

Introduction	4
Values and competencies	5
Job bands	6
IOM Competency Framework in a nutshell	7
Values	8
Inclusion and respect for diversity	9
Integrity and transparency	10
Professionalism	11
Courage	12
Empathy	13
Core competencies	14
Teamwork	15
Delivering results	16
Managing and sharing knowledge	17
Accountability	18
Communication	19
Managerial competencies	20
Leadership	21
Empowering others	22
Building trust	23
Strategic thinking and vision	24
Humility	25

Introduction

The **IOM Competency Framework** defines the **specific values, skills, attributes and behaviours that are relevant to all staff**, and represents the way we work or aspire to work at IOM. It is expressed in terms of values and competencies. Values are principles that influence people's actions and the choices they make. Competencies describe behaviours that are expected to be displayed by staff members based on job grade and type of role: staff member; supervisor; or manager.

The framework is embedded in the Performance Management and Learning and Development processes for the Organization. It is also the basis of the Recruitment and Selection process. Competency based interviews assess candidates against the values and behaviours that are important at IOM. This helps to ensure that selected candidates fit well with the IOM culture and the way that we work.



Values and competencies

The IOM Competency Framework consists of three main elements:



Values

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 everyone and should be upheld by all staff.

The IOM values are: **Inclusion and respect for diversity; Integrity and transparency; Professionalism; Courage; and Empathy.**

Core competencies

Core competencies are the skills, attributes and behaviours which are considered critical and define success for all staff members, regardless of their function or level. The core competencies are mandatory for everyone. Specific behaviours for each competency are defined under three job bands.



The IOM core competencies are: **Teamwork; Delivering results; Managing and sharing knowledge; Accountability; and Communication**



Managerial competencies

Managerial competencies are the skills, attributes, and behaviours tailored for staff members with managerial responsibilities. They are mandatory for all staff members who have direct reports. Specific behaviours for each competency are defined under two job bands.

The IOM managerial competencies are: **Leadership; Empowering others; Building trust; Strategic thinking and vision; and Humility**



Job bands

Job bands are levelled based on complexity and group several grades together under one band. Levelling core and managerial competencies according to job bands enables greater consistency and accuracy in the assessment of staff performance. Levelled competencies have indicators specific to each job band, whilst indicators for values are the same for everyone.

All staff members are expected to demonstrate the indicators applicable to their band, as well as those for the band below. High performers are staff members who also demonstrate the defined indicators for the band above. The competencies and the corresponding indicators are as follows:

	Band 1	Band 2	Band 3
	G1-G5 - -	G6-G7 NOA-NOC PI-P3	- NOD P4 and above
Values	Non-levelled		
Core competencies	Level 1	Level 2	Level 3
Managerial competencies	Level 2*	Level 2*	Level 3

** Only applicable to staff members who have direct reports*

IOM Competency Framework in a nutshell

VALUES

Inclusion and respect for diversity

Respects and promotes individual and cultural differences. Encourages diversity and inclusion.

Integrity and transparency

Maintains high ethical standards and acts in a manner consistent with organizational principles/rules and standards of conduct.

Professionalism

Demonstrates ability to work in a composed, competent and committed manner and exercises careful judgment in meeting day-to-day challenges.

Courage

Demonstrates willingness to take a stand on issues of importance.

Empathy

Shows compassion for others, makes people feel safe, respected and fairly treated.

CORE COMPETENCIES

Teamwork

Develops and promotes effective collaboration within and across units to achieve shared goals and optimize results.

Delivering results

Produces and delivers quality results in a service-oriented and timely manner. Is action oriented and committed to achieving agreed outcomes.

Managing and sharing knowledge

Continuously seeks to learn, share knowledge and innovate.

Accountability

Takes ownership for achieving the Organization's priorities and assumes responsibility for own actions and delegated work.

Communication

Encourages and contributes to clear and open communication. Explains complex matters in an informative, inspiring and motivational way.

MANAGERIAL COMPETENCIES

Leadership

Provides a clear sense of direction, leads by example and demonstrates the ability to carry out the Organization's vision. Assists others to realize and develop their leadership and professional potential.

Empowering others

Creates an enabling environment where staff can contribute their best and develop their potential.

Building trust

Promotes shared values and creates an atmosphere of trust and honesty.

Strategic thinking and vision

Works strategically to realize the Organization's goals and communicates a clear strategic direction.

Humility

Leads with humility and shows openness to acknowledging own shortcomings.

Values

- Inclusion and respect for diversity
- Integrity and transparency
- Professionalism
- Courage
- Empathy





Values

Inclusion and respect for diversity

Respects and promotes individual and cultural differences. Encourages diversity and inclusion.

- Celebrates diversity in all its forms.
- Shows respect and sensitivity towards gender, culture, race and 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 from different backgrounds and orientations.
- Promotes the benefits of diversity; values diverse points of view and demonstrates this in daily work and decision making.
- Proactively addresses any prejudice, biases and intolerance in the workplace.
- Actively contributes to creating and maintaining a safe, harmonious, and respectful working environment free from all forms of discrimination, harassment, (including sexual harassment) and abuse of authority.

Values

Integrity and transparency

Maintains high ethical standards and acts in a manner consistent with organizational principles/rules and standards of conduct.

- Upholds and promotes the United Nations Charter, IOM's Standards of Conduct and Unified Staff Regulations and Rules.
- Delivers on commitments; manages the Organization's resources honestly, 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.
- Respects the principle of independence and neither seeks, nor accepts, instructions from Member States.





Values

Professionalism

Demonstrates ability to work in a composed, competent and committed manner and exercises careful judgment in meeting day-to-day challenges.

- Demonstrates professional competence, mastery of subject matter and a willingness to improve knowledge and skills.
- Seeks to raise professional standards in oneself and others through daily work and activities.
- Is cognisant that taking certain courses of action may threaten the reputation of the Organization.
- Shows self-control and persistence when faced with difficult problems; remains calm in stressful situations.
- Is conscientious and efficient in meeting commitments, observing deadlines and achieving results.
- Has a commitment to professional development.

Values

Courage

Demonstrates willingness to take a stand on issues of importance.

- Does the right thing, even in particularly challenging and difficult situations.
- Shows resilience and respect in the face of adversity.
- Is decisive and versatile when faced with uncertainty and adapts quickly to change.
- Is prepared to take calculated risks to achieve the objectives of the Organization.
- Willing to speak up to protect others when misconduct or wrongdoing occurs.
- Is able to provide honest and constructive feedback to peers, direct reports or a supervisor.





Values

Empathy

Shows compassion for others, makes people feel safe, respected and fairly treated.

- Is able to stand in another person's shoes and consider a situation from another perspective, even if one doesn't agree with it.
- Supports and relates to others; actively seeks to emotionally understand what other people may be feeling.
- Is fully present when working with others, actively listening and engaging.
- Encourages collaboration through a willingness to consider multiple perspectives and opinions.

Core competencies

- Teamwork
- Delivering results
- Managing and sharing knowledge
- Accountability
- Communication



Core competencies

Teamwork

Develops and promotes effective collaboration within and across units to achieve shared goals and optimize results.

LEVEL 1

- Establishes strong relationships with colleagues and partners; relates well to people at all levels.
- Is fully aware of the team purpose, respects and understands individual and collective responsibilities.
- Willingly puts in extra effort without being asked and adopts a hands-on approach whenever necessary to achieve team objectives.
- Coordinates own work with that of the team to meet agreed priorities and deadlines.

LEVEL 2

- Fosters a sense of team spirit by developing a shared understanding, accountability and enthusiasm for the team's work.
- Displays a high level of cultural awareness, sensitivity to different ways of working and leverages individual strengths in order to build a better team.
- Shares credit for team accomplishments and ensures that the contribution of others is recognized.
- Helps create a positive team spirit, putting aside personal considerations to help the team achieve its goals.

LEVEL 3

- Advocates for collaboration across the Organization and creates collaborative systems and integrated processes to achieve organizational goals.
- Builds consensus for task purpose and direction with colleagues at all levels.
- Monitors and evaluates the effectiveness of partnerships and takes action to enhance their effectiveness.
- Identifies and breaks down barriers to cooperation within teams, and between teams, units, sections, divisions, and organizations.
- Creates a culture of recognition in their teams.

Core competencies

Delivering results

Produces and delivers quality results in a service-oriented and timely manner. Is action oriented and committed to achieving agreed outcomes.

LEVEL 1

- Produces quality results and provides quality services to Member States, donors, beneficiaries, and counterparts (clients).
- Meets goals and timelines for delivery of products or services.
- Manages time and resources efficiently, monitoring progress and making adjustments as necessary.
- Shows understanding of own role and responsibilities in relation to expected results.

LEVEL 2

- Produces high-quality results and workable solutions that meet clients' needs.
- Anticipates constraints, identifies solutions and takes responsibility for addressing critical situations.
- Monitors own and others' work in a systematic and effective way, ensuring required resources and outputs.
- Aligns projects with the Organization's mission and objectives and demonstrates a good understanding of the impact of team's and own work on external and internal counterparts.

LEVEL 3

- Challenges self and supports the team delivering high quality results, in line with organizational goals.
- Leads and facilitates work planning, alerting those involved of potential obstacles and helping to identify suitable alternative options as needed.
- Persuades management to undertake new projects and services that benefit internal and external clients; uses performance standards to monitor projects.
- Tailors organizational targets to meet changing demands in the external environment.
- Leverages innovation to improve organizational results.
- Looks to collaborate with other UN entities to foster greater efficiencies.

Core competencies

Managing and sharing knowledge

Continuously seeks to learn, share knowledge and innovate.

LEVEL 1

- 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.

LEVEL 2

- 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.

LEVEL 3

- 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.
- Values and promotes building and sharing knowledge at the inter-agency level.

Core competencies

Accountability

Takes ownership for achieving the Organization's priorities and assumes responsibility for own actions and delegated work.

LEVEL 1

- 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 applies lessons learned for improvement.

LEVEL 2

- 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.

LEVEL 3

- 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 accountability 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.

Core competencies

Communication

Encourages and contributes to clear and open communication. Explains complex matters in an informative, inspiring and motivational way.

LEVEL 1

- Presents information using language and a 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.

LEVEL 2

- 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.
- Tailors communication style to suit audience.

LEVEL 3

- Clearly and simply communicates the IOM mandate; 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.
- Takes every opportunity to positively brand IOM to internal and external stakeholders.

Managerial competencies

- Leadership
- Empowering others
- Building trust
- Strategic thinking and vision
- Humility



Managerial competencies

Leadership

Provides a clear sense of direction, leads by example and demonstrates the ability to carry out the Organization's vision. Assists others to realize and develop their leadership and professional potential.

LEVEL 2

- Assigns responsibilities fairly; 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.

LEVEL 3

- 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.
- Models the behaviours and values articulated by the Organization.

Managerial competencies

Empowering others

Creates an enabling environment where staff can contribute their best and develop their potential.

LEVEL 2

- 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.
- Gives proper credit to others, shows appreciation and rewards achievement and effort.

LEVEL 3

- Encourages individuals to take initiative 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.

Managerial competencies

Building trust

Promotes shared values and creates an atmosphere of trust and honesty.

LEVEL 2

- Creates an atmosphere of trust and confidence in which others can talk and act without fear of repercussion.
- Ensures fair and equitable access to flexible working opportunities.
- Remains authentic and approachable in difficult situations.

LEVEL 3

- Seeks to actively create safe spaces for staff to **speak up** without fear of repercussion.
- Promotes an organizational culture of effective flexible work.
- Creates a culture of recognition in their teams.
- Builds trust with inter-agency partners, beneficiaries and other stakeholders.
- Closely cooperates with democratically elected staff representatives.

Managerial competencies

Strategic thinking and vision

Works strategically to realize the Organization's goals and communicates a clear strategic direction.

LEVEL 2

- 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.

LEVEL 3

- 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.
- Creates a transformative culture that adapts to changing business and political environments.

Managerial competencies

Humility

Leads with humility and shows openness to acknowledging own shortcomings.

LEVEL 2

- Shows a high level of self-awareness, admitting own weaknesses and shortcomings.
- Demonstrates openness to constructive feedback and receives it without retaliating or becoming defensive.
- Leads with compassion.

LEVEL 3

- Promotes a culture of self-reflection at all levels of the Organization.
- Leads by example in conduct, ensures others understand their role in creating a safe, harmonious, and respectful working environment, encourages those with issues to speak up, and responds quickly and effectively to inappropriate or abusive conduct.
- Acts as a role model in demonstrating and advocating for ethical behaviours and conduct.
- Demonstrates an understanding of cultural and personality traits and an awareness of how this has an impact on others in their team.

