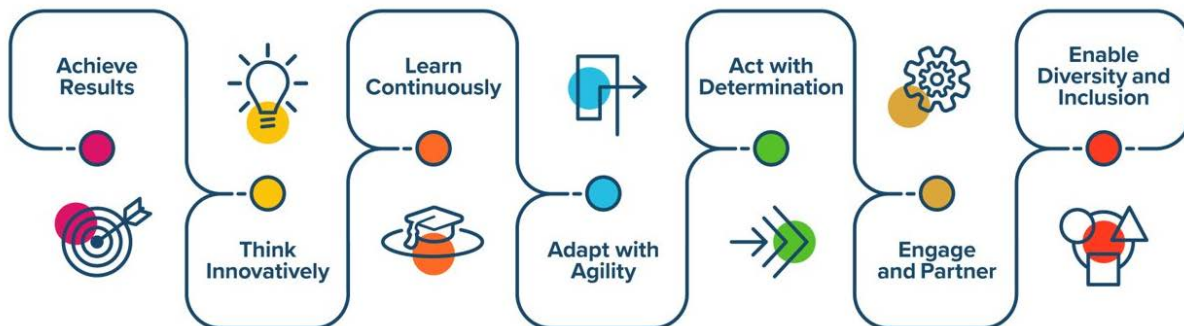




## CORE BEHAVIORAL COMPETENCIES

### Core Behavioural Competencies

The core competencies capture the attitudes and behaviours expected of every individual working in the organisation. They help answer the question about the kind of people UNDP wants and needs to have among its workforce to be able to fulfil its mission. There are seven competencies that are relevant to everyone at UNDP, though the expectations vary for each level. The framework contains generic competencies which span all teams and roles; role-specific, technical abilities are captured in job descriptions. The relative importance of certain competencies will vary by role and some will become more important, at times, than others.



Behind each competency, there is a generic definition, independent of your job or your accountabilities to ensure we all share the same understanding. In other words, the baseline is the same but you will see differences by job level. The table below outlines the seven core competencies and their definitions.

	Competency	Definition
1	<b>Achieve Results</b>	<ul style="list-style-type: none"> <li>• Demonstrate focus on achieving quality results and impact</li> <li>• Consistently strive to meet or exceed excellence standards</li> <li>• Hold self and others accountable for results</li> <li>• Efficiently establish appropriate plans and resources for self and others to accomplish goals</li> </ul>
2	<b>Think Innovatively</b>	<ul style="list-style-type: none"> <li>• Look beyond conventional approaches and established methods</li> <li>• Propose new ideas, approaches and solutions to problems</li> <li>• Seek patterns and clarity outside boxes and categories while resisting false certainty and simplistic binary choice</li> </ul>
3	<b>Learn Continuously</b>	<ul style="list-style-type: none"> <li>• Actively pursue opportunities for learning and self-development professionally and personally</li> <li>• Keep abreast of new developments in one's professional area</li> <li>• Proactively seek feedback, demonstrates a desire to learn from others as well as from experiences, both positive and negative</li> <li>• Contribute to the learning of others</li> </ul>
4	<b>Adapt with Agility</b>	<ul style="list-style-type: none"> <li>• Be flexible in handling change, and adopt new ideas, approaches and ways of working</li> <li>• Seamlessly adapt to working within new situations or contexts, with new people, and in different ways</li> <li>• Participate in, support, contribute to or drive meaningful change in UNDP</li> </ul>



		<ul style="list-style-type: none"> <li>•Be comfortable with ambiguity and effectively managing multiple demands</li> </ul>
5	<b>Act with Determination</b>	<ul style="list-style-type: none"> <li>•Pursue everything with motivation and drive</li> <li>•Not give up in the face of adversity and setbacks; demonstrate resilience and composure</li> <li>•Demonstrate courage, self-motivation and initiative to act on opportunities without being prompted by others</li> <li>•Be authentic and modest, get things done without unnecessary noise</li> </ul>
6	<b>Engage and Partner</b>	<ul style="list-style-type: none"> <li>•Act in a way that demonstrates empathy and emotional intelligence, showing consideration for the needs and feelings of others</li> <li>•Demonstrate and encourage teamwork and co-creation internally and externally to achieve joint objectives and results</li> <li>•Establish and develop networks that deliver powerful collaborations</li> <li>•Encourage and respect the views of others; accept views and ideas other than one's own</li> </ul>
7	<b>Enable Diversity and Inclusion</b>	<ul style="list-style-type: none"> <li>•Treat all individuals with respect, consider ethical implications and respond sensitively to all differences among people</li> <li>•Fully accept and value all people, creating an inclusive environment</li> <li>•Understand that inclusion is multi-faceted (e.g. race, gender, age, disability, culture, etc.)</li> <li>•Understand and appreciate issues from the perspective of others</li> <li>•Treat everyone fairly and equally</li> <li>•Demonstrate honesty and transparency</li> </ul>

### Core Competencies Proficiency

Each core competency has 4 levels which describe what it takes to deliver great performance in UNDP job roles of different complexity/seniority:

Level 1: Individual Contributor

e.g. Admin Assistant, Programme Analyst

Level 2: Supervisor / Associate / Analyst

e.g. Programme Associate or Analyst with supervisory responsibility

Level 3: Manager / Specialist / Expert

e.g. Programme Specialist, HR Advisor, Chief of Unit, Operations Manager

Level 4: Leader / Expert

e.g. Resident Representatives, Head of Office, Director of OHR

