The Competency Framework

A guide for IAEA managers and staff

IAEA
International Atomic Energy Agency

CONTENT

INTRODUCTION

What is a competency framework?

A competency framework is a model that broadly describes performance excellence within an organization. Such a framework usually includes a number of competencies that are applied to multiple occupational roles within the organization. Each competency defines, in generic terms, excellence in working behaviour; this definition then establishes the benchmark against which staff are assessed. A competency framework is a means by which organizations communicate which behaviours are required, valued, recognized and rewarded with respect to specific occupational roles. It ensures that staff, in general, have a common understanding of the organization's values and expected excellent performance behaviours.

Competency frameworks are used throughout the United Nations system, as well as in many government and private sector organizations.

What are the components of the framework?

The Agency's competency framework includes core values, and core and functional competencies. The definitions of these components are as follows:

Core values are principles that influence people's actions and the choices they make. They are ethical standards that are based on the standards of conduct for the international civil service and are to be upheld by all staff.

Core competencies provide the foundation of the framework, describing *behaviours to be displayed by all staff members*. They are defined by occupational roles for a given job.

Functional competencies are defined by duties and responsibilities assumed by staff members for a given job. Based on the job complexity and level of responsibility, and the seniority of the occupational role, an average of three to five functional competencies are assigned to a given job.

Given the varied nature of its work, the Agency could adopt numerous core and functional competencies; however, following a thorough analysis of all scientific and administrative fields of work, it was decided to restrict the

number to four core competencies and eleven functional competencies. The results of this analysis revealed that many competencies are shared across many positions and that a more standardized approach would ensure more effective and efficient human resources management.

The competency framework consists of three occupational roles for the core competencies and four occupational roles for the functional competencies. These roles refer to the primary purpose of and the relationship between jobs. For the core competencies, the occupational roles are broadly defined as follows:

- **The Individual Contributor** — a staff member, normally *without supervisory responsibility*, who is accountable for his/her individual performance and contribution to the outputs of the team.

- **The Manager** — a staff member at the middle or senior professional level (at the P4 or P5 level) with managerial responsibility for human and/or financial resources who oversees the delivery of programmatic results. These functions normally include Section Head, Unit Head and Team Leader.

- **The Senior Manager** — a staff member at the Director or DDG, level who is responsible for creating an enabling environment and takes decisions impacting the entire programme/functional area.

For the functional competencies, the occupational roles are broadly defined as follows:

- **Individual Contributor** — staff members, normally *without supervisory responsibility*, who are accountable for their individual performance and contribution to the outputs of their team.

  ‣ **Associate** — a junior or mid-level General Service (GS) staff member (at the G1 to G5 level) or junior professional (at the P1 or P2 level), who provides support to colleagues and works under the technical guidance of the supervisor.

  ‣ **Specialist** — a senior General Service (GS) staff member (at the G6 or G7 level) or middle or senior level professional specialist (at the P3 to P5 level) who has expert knowledge in his/her field of specialization and works independently. A Specialist does not normally have direct supervisory responsibility for staff members; however, he/she may assume project management responsibilities, including the coordination of human and/or financial resources.

- **Manager** — a staff member at the Middle or Senior Professional level (at the P4 or P5 level) *with managerial responsibility* for human and financial resources who oversees the delivery of programmatic results. These functions normally include: Section Head, Unit Head, Team Leader and Technical Lead.

- **Senior Manager** — a staff member at the Director or DDG level who is responsible for creating an enabling environment and takes decisions impacting the entire programme / functional area.

What are competencies?

A competency is generally defined as a combination of skills, knowledge, attributes and behaviours that enables an individual to perform a task or an activity successfully within a given job. Competencies are observable behaviours that can be measured and evaluated, and thus are essential in terms of defining job requirements and recruiting, retaining and developing staff.

Why use competencies?

Competencies enable the staff of an organization to have a clear understanding of the behaviours to be exhibited and the levels of performance expected in order to achieve organizational results. They provide the individual with an indication of the behaviours and actions that will be valued, recognized and rewarded.

Using a competency framework enables an organization to successfully align its staff's skills, capabilities and knowledge with organizational priorities, resulting in business improvement and efficiencies.

Therefore, a well structured and well defined competency framework plays a key role in accomplishing an organization's goals in line with its mission and mandate.
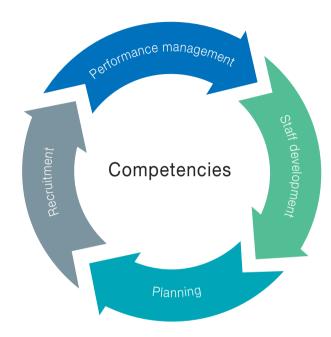
More specifically, competencies ensure that:

- Clear expectations are set and staff members are guided as to how they can assume and reinforce behaviours in line with the organization's mission, culture and goals.

- A shared language is created to describe what is needed and expected in the work environment, thereby providing for reliable and high quality performance delivery.

- The various facets of human resources management can be integrated, enhancing consistency in human resources planning, recruitment, learning and development, and performance management, and thereby contributing to the streamlining of human resources operations and ultimately to efficiency gains.

- Skills gaps are addressed, strengths are further developed and requirements for career progression are clarified.

- Staff mobility, organizational change and shaping of the organizational culture are fostered.

How are the competencies being used and supported?

Competencies are widely used across the Agency and are embedded in all human resources management functions, such as planning, recruitment, performance management and staff development. They are determined by the occupational roles and responsibilities, and the complexity of duties outlined in job descriptions.

- **For planning**, competencies are applied in job design, which involves the determination of the job content, the requirements to carry out the job and the relationships between the job holder and other staff. In this context, competencies ensure that the attributes, skills and behaviours necessary to achieve the highest performance standards for a given job are specified.

- **For recruitment**, competencies form an integral part of the selection process, facilitating the assessment of candidates to determine their suitability for a given job.

- **For performance management and staff development**, competencies facilitate the establishment of performance standards against which staff will be assessed, and the identification of individual and Agency-wide staff development priorities.

How was the Agency's competency framework developed?

The Agency's core competencies (see page 10) were established through a participatory approach involving staff members from all Departments; the functional competencies (see page 15) were established by using techniques such as text mining of relevant job descriptions, benchmarking against the practices of other organizations in the United Nations system and consultations with stakeholders. The outcome was enhanced by internal and external specialists.

What is the way forward?

The Agency will support discussion, review and modification of the competencies to ensure that they meet the needs of the organization and to reflect new advances. The functional competencies will evolve over time, depending on specialized know-how and skills requirements. The Division of Human Resources (MTHR) will conduct periodic reviews, as needed, to ensure continued relevance.

1. CORE VALUES

Core values are principles that influence people's actions and the choices they make. They are ethical standards that are based on the organizational code of conduct and are to be upheld by all staff. They underlie work ethics, actions and interactions. In an ever changing environment, core values remain constant.

The core values of the Agency are integrity, professionalism and respect for diversity. The table below provides the definitions of the core values, setting out the Agency's expectations, and the respective behavioural indicators, outlining specific traits that every staff member is expected to demonstrate during her/his employment with the Agency, which includes compliance with the Agency's regulations and rules and applicable policies.

	INTEGRITY	PROFESSIONALISM	RESPECT FOR DIVERSITY
DEFINITION	Integrity is an uncompromising commitment to ethical and moral principles that is displayed in all areas of a staff member's professional and personal behaviour. Integrity is demonstrated by the highest standards of conduct of an international civil servant and includes, but is not limited to, impartiality, fairness, honesty, truthfulness and respect for the Agency's regulations, rules and policies and fulfil the obligations placed on them as private citizens arising from local laws These qualities provide the basis for ethical decision making, particularly in situations where a conflict arises between professional and private interests.	Professionalism is a demonstrated competence in and mastery of subject matter. Professionalism calls for commitment, motivation and dedication in reaching the highest standard of performance and achieving results in support of the Agency's mandate. Professionalism requires that decisions be made in consultation with the appropriate managerial level and in full compliance with the Agency's regulations, rules and policies.	Diversity is a set of principles, behaviours, attitudes and practices that enables individuals to work effectively, respectfully and inclusively with people from different backgrounds and with different perspectives, consistent with the standards of conduct of an international civil servant, and the regulations, rules and policies of the Agency. Respect for diversity contributes to creating a harmonious environment where all staff can work together and are treated with respect, dignity and tolerance. Conduct including discrimination, harassment or bullying in any form is incompatible with respect for diversity and the standards of conduct of an international civil servant, as well as the regulations, rules and policies of the Agency.
INDICATORS	• Demonstrates and abides by the core values of the Agency in activities and behaviour; • Resists all undue pressures in decision making and in the performance of duties; • Takes prompt and effective action to deal with unprofessional or unethical behaviour; • Makes decisions in the best interest of the Agency and without any consideration of personal gain; • Is accountable for actions taken and ensures that they are in full compliance with the Agency's regulations and rules.	• Is committed to and inspired by the Agency's mandate; • Meets commitments effectively and efficiently and delivers results on time; • Displays competence and mastery in a field of specialization and is motivated to achieve results; • Displays ability and determination in overcoming problematic issues and challenges.	• Treats all people fairly and equally, and does not discriminate against any individual or group. • Treats colleagues, partners, stakeholders, clients and counterparts with dignity and respect, and works without bias; • Works constructively with people from diverse backgrounds; • Demonstrates respect for and understanding of different points of view; • Questions own assumptions and avoids stereotypes.

2. CORE COMPETENCIES

Core competencies apply to all Agency staff members, irrespective of their grade and function, and include communication, teamwork, planning and organizing and achieving results. Their definitions, setting out the Agency's expectations, and the respective behavioural indicators, outlining specific traits that every staff member is expected to demonstrate during her/his employment with the Agency, are given in the table below.

The expected competency level is linked to a given occupational role and is based on the area of expertise and the seniority of the role. Every core competency requires compliance with the regulations, rules and policies of the Agency**.**

COMMUNICATION

	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER
DEFINITION	Communicates orally and in writing in a clear, concise and impartial manner. Takes time to listen to and understand the perspectives of others and proposes solutions.	Encourages open communication and builds consensus. Uses tact and discretion in dealing with sensitive information, and keeps staff informed of decisions and directives as appropriate.	Promotes an environment of open communication within and outside of the Agency, ensuring that sensitive information is protected. Inspires staff at all levels through his/her communication.
INDICATORS	• Speaks and writes clearly and concisely by effectively identifying key points relevant to the subject matter; • Actively listens, shares information, and proposes suggestions and solutions; • Consults with supervisor/manager to gather his/her views in support of the message to be communicated; • Expresses his/her views and concerns in an impartial and constructive manner with the intent to resolve issues; • Seeks guidance from supervisors if they are unclear on whether information can be disclosed, consistent with their obligations with respect to Agency information, as set out in the Agency's applicable regulations, rules and policies.	• In consultation with the supervisor, keeps staff informed of decisions, presenting them in a manner that generates understanding and acceptance; • Actively shares information and ideas, and encourages others to share their views and concerns; • Uses tact and discretion in dealing with sensitive information or resolving delicate issues, paying attention to non-verbal cues; • Uses professional judgement consistent with the Agency's applicable regulations, rules and policies on confidentiality requirements to determine information to be disclosed on activities to be implemented; • Provides constructive and positive feedback to the team; • Identifies and presents conflicting points of view to others in a fair and constructive manner and works toward achieving consensus.	• Has presence and bearing as an effective advocate of the mission and strategic direction of the programme; • Creates an environment that fosters open communication within and across organizational boundaries and converts controversial or sensitive situations into opportunities; • Makes himself/herself visible to staff by listening to them and by communicating at all levels within the Agency and with external counterparts; • Convinces and engages others by using compelling arguments; • Applies the utmost discretion and judgement in dealing with highly sensitive issues, taking into consideration the potential risks resulting from the improper use of information, and in compliance with the Agency's applicable regulations, rules and policies.

TEAMWORK

	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER
DEFINITION	Actively contributes to achieving team results. Supports team decisions.	Encourages teamwork, builds effective teams and resolves problems by creating a supportive and collaborative team spirit, remaining mindful of the need to collaborate with people outside the immediate area of responsibility.	Motivates and empowers staff, and fosters a collaborative approach across the Department/Division and the Agency as a whole. Acts as a role model when handling disagreements.
INDICATORS	• Works collaboratively with team members to create team spirit; • Supports a climate and working environment sensitive to the needs of all team members; • Proposes changes to work approaches and processes within the applicable regulations, rules and policies of the Agency to contribute effectively to the team's work; • Understands and supports the decision of the team or the supervisor even when it is not his/her preferred solution.	• Ensures that his/her team complies with the applicable regulations, rules and policies of the Agency; • Builds effective teams, bringing together individuals with diverse backgrounds, skills and expertise; • In consultation with the supervisor, recognizes and seizes opportunities to create a collaborative team in support of achieving Agency objectives; • Takes action to resolve tensions and problems by identifying suitable solutions that are in compliance with the applicable Agency's regulations and rules, and by providing guidance and support to team members; • Takes a proactive approach in identifying team needs and provides appropriate support; • Promotes the one-house approach by identifying possible synergies and opportunities for collaboration with teams beyond his/her immediate area of responsibility.	• Ensures that his/her team complies with the applicable regulations, rules and policies of the Agency; • In consultation with the top management, builds an effective management team; • Fosters team spirit and contributes to a collaborative approach across the Department/Division; • Acts as a role model by inspiring, enabling and empowering staff; • Consistently applies the Agency's regulations, rules and policies when managing teams and resolving disagreements; • Creates an enabling environment both within the Department/Division and with other areas within the Agency.

PLANNING AND ORGANIZING

	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER
DEFINITION	Plans and organizes his/her own work in support of achieving the team or Section's priorities. Takes into account potential changes and proposes contingency plans.	Sets clearly defined objectives for himself/herself and the team or Section. Identifies and organizes deployment of resources based on assessed needs, taking into account possible changing circumstances. Monitors team's performance in meeting the assigned deadlines and milestones.	Sets clearly defined objectives for the Department/Division in line with the priorities of the Agency. Works toward Agency-wide efficiencies with a view to strengthening and harmonizing planning systems and capacities at the Departmental/Divisional level.
INDICATORS	• Plans and organizes his/her own work by establishing clear tasks and priorities; • Develops or uses tools to plan and organize his/own time effectively; • Monitors the progress of tasks and activities, and keeps supervisor/manager informed of progress; • Takes into account potential changes and proposes mitigation and contingency plans; • Is aware of the applicable Agency regulations, rules and policies, and of the resources required to accomplish his/her own tasks; • Proactively seeks opportunities to identify and introduce efficiencies in his/her own planning and organizing, within the scope of assigned tasks and applicable regulations, rules and policies.	• Sets clearly defined work and development objectives and target dates for self and team or Section; • Coordinates and manages the deployment of human and financial resources within his/her team or Section; • Identifies and introduces effective and efficient ways of organizing and managing programmes and operations within his/her team or Section; • Displays awareness of — and ensures compliance with — the regulations, rules and policies of the Agency, and consistent with this, recommend best practices; • Stays informed about team's work and progress against target dates and milestones; • Remains aware of issues supporting or hindering progress and anticipates potential challenges; • Ensures that contingency plans are in place to respond to the changing environment.	• Produces strategic Departmental/Divisional plans that are in line with the mandate, priorities and established frameworks as well as the regulations, rules and policies of the Agency; • Encourages innovative ways of thinking in identifying efficiencies in organizing and managing programmes and operations; • Identifies cross-Departmental/Divisional resources and makes them available to meet Agency priorities as part of the one-house approach; • Develops Departmental/Divisional plans and priorities with realistic timescales while being aware of and monitoring other competing priorities; • Keeps abreast of global developments and their potential impact; establishes planning mechanisms that can respond to any unforeseen or disruptive events.

ACHIEVING RESULTS

	INDIVIDUAL CONTRIBUTOR	MANAGER	SENIOR MANAGER
DEFINITION	Takes initiative in defining realistic outputs and clarifying roles, responsibilities and expected results in the context of the Department/Division's programme. Evaluates his/her results realistically, drawing conclusions from lessons learned.	Sets realistic targets for himself/herself and for the team; ensures availability of resources and supports staff members in achieving results. Monitors progress and performance; evaluates achievements and integrates lessons learned.	Sets the overall direction for the Departmental/Divisional goals, and promotes a results based management culture that focuses on the achievement of programme results in an effective and efficient manner.
INDICATORS	- Focuses on results to be achieved in the context of the Department/Division's programme; - Seeks guidance and feedback on his/her performance; responds appropriately and takes action to improve the results achieved; - Evaluates his/her results objectively, reviewing targets and applies the lessons learned; - Follows instructions received with respect to official duties and complies with the Agency's regulations, rules and policies.	- Monitors and measures progress in attaining results within established objectives and target dates, and provides regular and effective feedback to staff; - Holds self and others accountable for measurable, high quality, timely and cost effective results in compliance with the Agency's regulations, rules and policies; - Sets realistic targets for the team in line with the overall strategy; ensures the availability of resources and support needed by staff members to achieve results; - Identifies lessons learned and shares those beyond immediate team or Section. In consultation with the supervisor, integrates the lessons learned into strategies and implementation plans.	- Sets the overall direction for Departmental/Divisional goals in line with the Agency's mandate and priorities; - Creates and promotes a results based management culture in the Department/Division that is focused on the achievement of programme outputs in compliance with the Agency's regulations, rules and policies; - Works toward identifying Agency-wide efficiencies and best practices in support of strengthening the Agency's capacity to achieve results; - Establishes systems and processes to monitor and evaluate progress and ensures that the required resources are made available; - Shows a high level of self-reflection in recognizing and evaluating the achievement of results at the programme and individual levels.

3. FUNCTIONAL COMPETENCIES

Functional competencies are often referred to as **'job specific competencies'**; they outline the areas of competence within specific job functions. On average, three to five functional competencies apply to any given job. All of the functional competencies require compliance with the regulations, rules and policies of the Agency.

The functional competencies are:

- Leading and supervising;

- Analytical thinking;

- Knowledge sharing and learning;

- Judgement/decision making;

- Technical/scientific credibility;

- Change management;

- Commitment to continuous process improvement;

- Partnership building;

- Client orientation;

- Persuasion and influencing;

- Resilience.

LEADING AND SUPERVISING

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Demonstrates initiative and role model behaviour. Is proactive and works toward supporting an achievement oriented culture and performance excellence.		Serves as a role model when leading and supervising others. Provides his/her team with clear direction, promotes a dynamic working climate and empowers others. Is open to new ideas and demonstrates creativity in search of excellence.	Serves as a role model to managers as well as to staff members in general. Demonstrates leadership, inspires others and provides clear direction to achieve the Agency's mandate and priorities. Motivates and empowers staff, and recognizes individual and team contributions to the Agency's success.
INDICATORS	• Displays appropriate behaviour and contributes to creating a positive team spirit.		• Develops strategies and plans that have a positive impact and add value for all partners and stakeholders; • Provides direction, guidance and clarity on roles and responsibilities; • Promotes a culture of learning and development, with a focus on continuous improvement; • Empowers the team to generate creative ideas and solutions; • Manages the performance of the team and ensures compliance with the Agency's regulations, rules and policies; • Ensures that power and authority are not abused.	• Acts as a role model and motivates others to achieve the highest standards of quality and efficiency; • Ensures that power and authority are not abused and demonstrates leadership and credibility in interactions with all partners and stakeholders; • Provides clear direction and creates an enabling environment for others to reach their full potential; • Promotes resilience and responsiveness to emerging strategic issues and opportunities for the Department/Division; • Draws on insights from scientific or social trends and forecasts to better manage programmes and increase efficiency; • Sees ambiguity or uncertainty as an opportunity to improve programmes and services; • Ensures consistent application of the Agency's regulations and rules, and fosters the one-house approach and cross-functional cooperation.
	• Invests time and effort in managing staff members under his/her supervision (if applicable); • Ensures that staff members under his/her supervision are clear on their role and responsibility (if applicable); • Contributes to and supports the overall performance of the team or Section.	• Takes initiative in supervising staff members under his/her responsibility (if applicable); • Ensures that roles and responsibilities within the team are clear, plans and reviews work, and assesses others' performance (if applicable); • Remains alert to emerging issues and global trends that might benefit or otherwise impact individual and team's work; • Creates regular opportunities for peers, colleagues, partners and stakeholders to contribute toward enhancing service quality.		

ANALYTICAL THINKING

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Gathers and analyses information, identifying critical relationships and patterns among data and proposes workable solutions.	Analyses information to identify cause and effect relationships and correlations. Identifies critical elements and assesses consequences of different courses of action and proposes solutions.	Applies business analytics to establish programme priorities. Makes rational judgements from the available information and analysis.	Takes an analytical approach to building strategies across the Department/Division and translates them into strategic programmatic plans.
INDICATORS	• Identifies synergies or inconsistencies between various sources and data in reaching conclusions; • Analyses data and related trends, patterns and gaps; • Distils critical elements and identifies relevant links by using appropriate analytical methods; • In consultation with the supervisor, determines priorities for action, focusing on activities with a direct and/or long term impact.	• Demonstrates knowledge of the scientific principles, methods and processes used to conduct a systematic and objective inquiry, including study design, collection, analysis and interpretation of data and the reporting of results; • Evaluates potential consequences of different courses of action, anticipating future developments and impact; • Presents findings and recommends evidence based solutions; • Analyses project requirements, assigns resources effectively, monitors implementation and delivers results in line with project goals.	• Takes multiple perspectives into account and evaluates their feasibility, effectiveness and risks; • Conducts analysis and identifies key issues, opportunities, risks and challenges; • Uses findings to decide on a strategy to leverage Agency resources effectively; • Identifies patterns, trends and root causes to anticipate potential challenges, and develops solutions and mitigation plans.	• Translates analytical vision into programmatic strategic plans by positioning the Department/Division to respond to emerging trends and meet strategic goals; • Builds a shared vision and identifies strategic directions based on the Agency's mandate and priorities, taking into account the Agency's regulations, rules and policies, using the one-house approach and taking stakeholders' needs into account; • Provides the analytical means and resources to achieve strategic goals; • Reviews and analyses the Department/Division's direction according to emerging trends and feedback from partners and stakeholders.

KNOWLEDGE SHARING AND LEARNING

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Actively seeks opportunities to learn by formal and informal means; learns from others, adopting and sharing best practice.	Actively seeks learning opportunities and actively shares knowledge and information with others; shares specialized knowledge, skills and learning from experience across different situations and contexts effectively.	Identifies and establishes systems and mechanisms to facilitate development of best practice and knowledge management. Encourages staff members to learn continuously and to share knowledge through mentoring, networking and development, and training opportunities.	Is a role model for continuous learning and promotes the sharing and preservation of knowledge across the Department/Division.
INDICATORS	• Takes responsibility for his/her learning and development; • Identifies development priorities and seeks ways to address them; • Welcomes learning and skills development opportunities; • Readily identifies opportunities to exchange knowledge and information with peers and colleagues; • Takes due care of confidentiality obligations, in compliance with the Agency's regulations, rules and policies, when sharing useful knowledge and information.	• Adopts a learning approach in his/her own work and participates in knowledge preservation activities; • Acknowledges others' skill sets and expertise, encourages and contributes to the sharing of knowledge, and creates learning opportunities for others; • Ensures that the team keeps abreast of scientific and technological developments; • Within the framework of the Agency regulations, rules and policies, fosters continuous exchange of information, knowledge and experience; • Is aware of what information can be shared, and with whom, in compliance with the Agency's regulations, rules and policies.	• Identifies critical areas and develops methods to manage, share and preserve knowledge in accordance with the Agency's knowledge management guidelines; • Encourages staff members to participate in coaching, cross-training and knowledge sharing activities, and dedicates the required resources; • Pursues relevant learning opportunities for the team; • Identifies, develops and nurtures learning networks and communities; • Identifies the team's learning needs and creates development opportunities; • Ensures that team members are knowledgeable about confidentiality requirements under the Agency's regulations, rules and policies related to sharing information.	• Leads knowledge management by sharing information across the Department/Division in accordance with the Agency's knowledge management guidelines and best practice; • Institutionalizes coaching and mentoring as part of Departmental practice; • Creates an enabling environment and opportunities for staff development and growth; • Ensures effective learning and training opportunities for his/her Department/Division, uses feedback and integrates lessons learned to increase Department/Division's effectiveness; • Promotes knowledge and information sharing, taking due care that confidential information is shared in compliance with the Agency's regulations, rules and policies.

JUDGEMENT/DECISION MAKING

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Consults with supervisor/manager and makes decisions in full compliance with the Agency's regulations and rules.	Consults with supervisor/manager and takes decisions in full compliance with the Agency's regulations and rules. Makes decisions reflecting best practice and professional theories and standards.	Consults with and seeks advice at the appropriate managerial level when making complex decisions. Facilitates dialogue and development of best practice to support judgement/decision making, in full compliance with the Agency's regulations and rules.	Ensures that the judgements and decisions that are taken promote the Agency's strategic goals, the one-house approach, and are in full compliance with the Agency's regulations and rules.
INDICATORS	• Is aware of and takes responsibility for the impact of his/her decisions; • Considers the risks and consequences of actions and decisions; • Applies the Agency's applicable regulations, rules and policies, taking into account best practice and precedents; • Consults and seeks guidance from his/her supervisor/manager during the decision making process; • Understands the importance of discretion and confidentiality and understands what information can be disclosed, consistent with the Agency's applicable regulations, rules and policies.	• Consults with supervisor/manager and seeks advice in examining unclear professional issues so as to evaluate options and take effective decisions; • Ensures discretion and confidentiality consistent with the Agency's applicable regulations, rules and policies and assesses implications when taking decisions; • Identifies, examines and validates assumptions underlying decisions to ensure consistency with Agency values; • Remains focused and objective when taking decisions; • When managing projects, weighs advantages of choices and takes decisions by prioritizing the activities to be implemented, evaluating the use of resources and assessing risks; • Takes responsibility for the impact of his/her decisions (and the actions of the staff members supervised, if applicable) and shows willingness to reconsider decisions taken.	• Makes and commits to decisions with integrity and transparency, and in full compliance with the Agency's regulations, rules and policies; • Maintains a broad perspective, respects the competence and responsibilities of others, and delegates decision making and accountability appropriately; • Ensures that confidentiality is maintained during the decision making process and that team members comply with the Agency's applicable regulations, rules and policies; • Consults with supervisor prior to making difficult and sensitive decisions so that they are in the best interest of the Agency; • Takes into consideration various and complex matters, as well as alternative options and ways to address issues, before deciding on a course of action; • Takes full responsibility for his/her decisions and the actions of the staff members supervised, and remains open to revisiting a decision to address changing circumstances.	• Champions collaborative and sound decision making throughout the Department/Division; • Encourages consideration of new approaches based on evidence and best practice; • Facilitates constructive dissent and creates an environment for dialogue; • Makes or supports difficult or unpopular decisions when they are in the best interest of the Agency; • Ensures consistency and brings inconsistencies to the attention of the appropriate supervisor; • Ensures confidentiality in the decision making processes and that team members comply with the Agency's applicable regulations, rules and policies; • Takes full responsibility for his/her decisions and the actions of staff members in the Department/Division, and remains open to revisiting a decision to address changing circumstances.

TECHNICAL /SCIENTIFIC CREDIBILITY

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Acquires and applies new skills to remain up to date in his/her area of expertise. Reliably applies knowledge of basic technical/scientific methods and concepts.	Ensures that work is in compliance with internationally accepted professional standards and scientific methods. Provides scientifically/technically accepted information that is credible and reliable.	Provides guidance and advice in his/her area of expertise on the application of scientific/professional methods, procedures and approaches.	Demonstrates vision, expertise and resourcefulness in developing strategies, seizing good opportunities, mastering challenges and risks, and addressing issues relevant to the programme goals.
INDICATORS	• Applies knowledge of basic technical/scientific methods and tools; • Provides reliable technical/scientific information and data; • Stays informed about current knowledge developments in his/her area of expertise and acquires new skills to keep up to date; • Proposes new procedures and techniques in response to changing needs in his/her area of work.	• Provides authoritative technical/scientific advice in his/her area of expertise; • Is recognized in the academic and international communities in his/her area of expertise; • Carries out or leads technical/scientific endeavours adopting the latest trends and practices; • Carries out peer reviews of work performed by colleagues; • Ensures that work adheres to accepted technical standards and scientific methods, and to the applicable Agency's regulations, rules and policies; • Produces work that is accepted and recognized for its credibility and trustworthiness based on best practice, professional theories and standards.	• Keeps abreast of the latest developments in the field of his/her expertise; • Provides authoritative advice to senior management in his/her area of expertise; • Guides operational practices and advises senior management on the validity of technical and scientific methods and procedures in the achievement of programmatic outputs; • Acts as a technical/scientific resource and supports the development of new skills by colleagues; • Encourages team members to publish articles in peer-reviewed publications and to make presentations at scientific/technical meetings, in compliance with the Agency's regulations, rules and policies.	• Is recognized in the academic and/or international communities for his/her expertise; • Demonstrates vision and identifies emerging issues relevant to the Agency's mandate by providing strategic advice to the Director General on scientific/technical programmes; • Identifies trends and opportunities and defines risk mitigation strategies in line with Department/Division's programmatic needs and priorities in compliance with the Agency's regulations, rules and policies.

CHANGE MANAGEMENT

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Demonstrates openness to new situations. Contributes with ideas and innovative approaches to enhance work processes and procedures.	Adapts to changing circumstances, including emergencies and other unexpected situations.	Anticipates the need for change, dedicates the required resources, and fosters innovation and creativity. Facilitates and leads change management initiatives and monitors their implementation.	Creates an open climate fostering creativity, innovation and acceptance. Sets the agenda for change and foresees the impact of change on his/her Department/ Division.
INDICATORS	• Takes an interest in new ideas and new ways of doing things, and makes suggestions for change and/or proposals to modify methods and procedures, and ensures that this is done consistently with the Agency's regulations, rules and policies; • Adjusts approaches and responses to reflect the urgency of situations and changing circumstances; • Makes an effort to understand reasons for changes and their impact on operations; • Embraces changes when presented with them.	• Contributes creative ideas and proposes changes to processes and methods, to overcome identified bottlenecks, challenges and issues, consistent with the Agency's regulations and rules; • Readily accepts conditions of uncertainty or unpredictability, and remains productive in difficult situations; • As project manager, understands the principles of change management and develops approaches that suit the business situation and consistent with the Agency's regulations, rules and policies; • Uses change as an opportunity to further business objectives and rewards change efforts.	• Anticipates the need for change and dedicates the required resources; • Promotes and fosters acceptance of changes and addresses the concerns of staff members; • Makes change happen by setting a direction and a course of action in accordance with the Agency's priorities, consistent with the Agency's regulations, rules and policies; • Monitors the implementation of change activities; • Adjusts his/her and/or the team's approach to embrace changing circumstances; • Fosters the one-house approach in identifying efficiencies and best practice that can be introduced across the organization; • Demonstrates an understanding of impact of change and manages risks accordingly.	• Personally leads change initiatives; • Remains abreast of technological, scientific and social developments that have an impact on management; • Sets the agenda for change in his/her Department/Division, in line with the Agency's strategic priorities, and ensures steady progress toward achievement of goals; • Embraces innovation and consistently strives for efficiency and business improvements that support and foster the one-house approach; • Ensures that change initiatives are consistent with the Agency's regulations, rules and policies.

COMMITMENT TO CONTINUOUS PROCESS IMPROVEMENT

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Identifies opportunities for process, system and structural improvement as well as improving current practices, increasing effectiveness and achieving efficiency gains. Actively supports the application of sound quality management standards and process improvement.	Plans and executes activities in the context of quality and risk management and identifies opportunities for process, system and structural improvement, as well as improving current practices. Analyses processes and procedures, and proposes improvements.	Assesses the effectiveness of functions and systems as well as current practices; streamlines standards and processes and develops innovative approaches to programme development and implementation.	Leads and oversees continuous quality improvement efforts across the Department/Division through the promotion of advanced tools, resources and training.
INDICATORS	• Is knowledgeable of the Agency's quality assurance programmes, standards, activities and procedures related to his/her area of work; • Recognizes problem areas and recommends solutions; • Efficiently and effectively administers resources allocated within his/her area of competence, and proposes enhancements to processes and procedures to increase efficiency and effectiveness, consistent with the Agency's regulations and rules; • Collects, consolidates and organizes data and information to support the evaluation of quality management and identifies issues relating to consistency, clarity and logic.	• Anticipates trends and evolving needs, developing continuous improvements and opportunities for innovation; • Identifies potential quality management problems and suggests sound solutions, consistent with the Agency's regulations and rules; • Consistently applies quality management standards in programme development and implementation; • Develops process improvement strategies and mechanisms to evaluate projects for their effectiveness and integrates lessons learned.	• Ensures understanding and consistent application of quality management standards by staff members and stakeholders; • Develops and applies effective approaches to programme development and implementation; • Regularly reviews procedures and/or systems with teams to identify required improvements and apply them to processes; • Evaluates results and assesses the effectiveness of processes and systems with a view to identifying lessons learned; • Develops and monitors the implementation of new standards and processes; • Identifies ways to improve systems and structures to deliver services with streamlined resources; • Takes appropriate steps based on the above consistent with the Agency's regulations, rules and policies of the Agency.	• Actively supports efficiency initiatives in alignment with Member State requirements; • Ensures consistent application of quality management standards, as well as the Agency's regulations, rules and policies, in programme development and implementation; • Creates an environment conducive to quality and efficiency; • Assesses the impact of quality management and process improvement on strategic plans and assesses their feasibility and credibility; • Leads continuous quality improvement efforts through advocacy and dissemination of advanced quality tools, techniques, technology, practices, policy, procedures and training.

PARTNERSHIP BUILDING

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Develops and maintains partnerships needed for his/her work. Establishes and nurtures positive relations with partners and stakeholders.	Identifies and builds partnerships. Develops and maintains long lasting partnerships to strengthen relationships. Delivers programmatic outputs and acquires resources in support of Agency goals.	Identifies interests and goals common to the Agency's partners and its stakeholders to foster partnership building. Promotes collaboration with partners, colleagues across teams and stakeholders.	Develops strategic partnerships and alliances. Leverages combined network resources to support the Agency's programmes and priorities in achieving Agency-wide results.
INDICATORS	• Maintains an established network of contacts for general information sharing and to keep abreast of issues; • Proactively liaises and collaborates with immediate team and beyond in order to help achieve results; • Contributes to the establishment of a cooperative work environment by fostering positive relationships with peers, partners, stakeholders and counterparts; • Treats confidential information with due care, in compliance with the Agency's regulations, rules and policies, when dealing with partners and stakeholders.	• Develops and maintains professional partnerships to support delivery of programmatic outputs; • Identifies common interests and goals and carries out joint initiatives with a range of partners and stakeholders; • Actively builds and maintains internal and external partnerships to achieve progress on objectives and shared interests; • Actively involves partners and stakeholders to deliver programmatic outputs through collaboration; • Builds and/or maintains partnerships through sharing of knowledge and best practice, treating confidential information with due care, in compliance with the Agency's regulations, rules and policies.	• Advises senior management on strategic, financial and technical partnerships and alliances with relevant institutions, international, regional, governmental and non-governmental organizations as well as the private sector; • Promotes cross-functional partnerships for knowledge and resource sharing; • Encourages staff to engage and work together with partners and stakeholders; • Ensures that the information exchange in the promotion of partnerships is in compliance with the Agency's regulations, rules and policies.	• Builds high level networks and partnerships with a wide range of partners, leveraging their resources in support of the Department/Division's programmes and priorities; • Creates a supportive environment to enhance partnerships and alliances, to promote effective use of resources and comparative advantages of the Agency; • Builds the reputation of the Agency as a viable and desirable partner to external partners and stakeholders; • Safeguards the interest and the credibility of partnerships by ensuring that all information is treated in compliance with the Agency's regulations, rules and policies.

CLIENT ORIENTATION

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Establishes effective relationships with clients to understand and meet or exceed their needs. Finds ways to ensure client satisfaction.	Helps clients to analyse their needs. Seeks to understand service needs from the client's perspective and ensure that the client's standards are met.	Examines client plans and develops services and options to support ongoing relationships. Develops solutions that add value to the Agency's programmes and operations.	Promotes an attitude of valuing clients. Advocates for the inclusion of client interests and needs in programme planning and decision making.
INDICATORS	• Provides potential solutions in response to client needs in his/her area of work and reports back in a timely and efficient manner; • Organizes and prioritizes work schedule to meet client needs and deadlines; • Establishes, builds and sustains effective relationships within the team and Section, and with clients; • Actively supports the interests of clients by making choices and setting priorities to meet their requests in compliance with the Agency's regulations, rules and policies; • Seeks feedback on client satisfaction with the service provided.	• Builds and sustains effective relationships with clients. • Anticipates client needs and recommends potential solutions in compliance with the Agency's regulations, rules and policies; • Demonstrates openness to the client's perspective; helps clients to define their needs and provides advice and assistance. • Seeks feedback on client satisfaction and takes remedial action, as required; • Develops strategic relationships in support of project development/implementation; identifies areas where he/she can extend partnerships with clients beyond the scope of the project.	• Proactively identifies solutions for clients and advocates actions to address those needs; • Advises senior management in identifying long term and mutually beneficial solutions for clients and the Agency; • Develops the capacity and attitude of staff members, ensuring that client needs are met; • Develops, with clients, strategic and operational solutions that add value; • Anticipates constraints in the delivery of services and identifies solutions or alternatives in compliance with the Agency's regulations, rules and policies.	• Ensures that all solutions/services provided by the team are in compliance with the Agency's regulations, rules and policies; • Demonstrates commitment to quality services and assesses their effectiveness; • Remains abreast of client needs to ensure that they are integrated into the organizational priorities; • Leverages a network of senior level contacts and decision makers to pursue and implement innovative approaches, while at the same time taking into account client needs and interests and the Agency's strategic needs and priorities.

PERSUASION AND INFLUENCING

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Expresses ideas and suggestions in a clear manner and demonstrates the ability to successfully persuade and influence others.	Persuades and influences effectively by building support for ideas and initiatives through the effective presentation of facts and evidence. Identifies and anticipates partner and stakeholder needs to gain their commitment.	Develops consensus on ideas and recommendations affecting own teams or Sections and other teams. Facilitates discussions and gives consideration to a range of interests, options and possibilities.	Builds internal and external support for programme strategies and initiatives by promoting ideas and initiatives. Successfully persuades and influences partners and other stakeholders to gain commitment to decisions and direction in the best interest of the Agency.
INDICATORS	• Keeps abreast of developments in his/her area of expertise and uses this knowledge to support his/her arguments; • Demonstrates knowledge of the Agency's regulations, rules and policies in support of his/her ideas and suggestions; • Uses arguments constructively and presents evidence in a transparent manner to gain support for his/her ideas.	• Gains the trust of others by providing information and advice in a professional and credible manner; • Ensures transparent implementation of programmes, policies and procedures consistent with the Agency's regulations, rules and policies; • Uses knowledge of relationships between different functions to develop and implement solutions; • Persuades and influences partners and stakeholders, and gains their commitment to deliver effective results.	• Creates a broad consensus around strategies and plans by adopting a collaborative approach; • Ensures compliance with the Agency's regulations, rules and policies ; • Persuades and engages others to serve as effective advocates in accomplishing Agency's programmatic goals; • Motivates and builds commitment of peers, supervisors and supervised staff members to participating in and contributing to activities and projects; • Uses understanding of the organizational culture to persuade partners and stakeholders, and to gain their support; • Constructively addresses differences of opinions, resolving conflicting situation by being cognizant of different perspectives and ways of working.	• Generates commitment to and support for the role of the Department/Division in the Agency's strategic priorities; • Ensures compliance with the Agency's regulations, rules and policies; • Ensures that a broad number of perspectives are taken into account in strategic issues and during decision making; • Gains commitment and buy-in for strategies and programmes by demonstrating their impact on organizational results; • Obtains the cooperation of partners and stakeholders through an understanding of the organizational culture; • Negotiates agreements to promote the Agency's strategic priorities and its programmatic objectives.

RESILIENCE

	INDIVIDUAL CONTRIBUTOR		MANAGER	SENIOR MANAGER
	Associate	Specialist		
DEFINITION	Able to remain calm in emotionally charged situations. Accepts constructive feedback in a positive manner and is able to cope with setbacks.	Maintains a high level of performance when facing pressure and uncertainty. Able to remain calm and self-controlled, and to respond logically and decisively in difficult situations.	Shows resilience and composure, even in difficult or adverse circumstances. Is prepared and able to make difficult decisions in the best interest of the Agency and remains committed to seeing them through.	Takes the necessary action to ensure that the work of the Department/Division is realized and that its staff members are able to overcome the challenges that are presented to them.
INDICATORS	• Maintains composure and remains calm under pressure by keeping a sense of perspective when faced with difficult situations; • Remains constructive in dealing with setbacks; • Adapts positively to changing circumstances or other constraints and is determined to complete tasks under the existing conditions; • Acknowledges his/her emotional and professional limits and seeks help when necessary; • Complies with the Agency's regulations, rules and policies of the Agency.	• Remains calm, composed and focused during a crisis or challenging period. • Monitors his/her emotional reactions and is able to always act in a controlled manner; • Withstands criticism from stakeholders and remains composed under pressure; • Complies with the Agency's regulations, rules and policies; • Recovers rapidly from setbacks and persists in realizing work objectives, even in difficult or adverse circumstances; • Is not discouraged by challenges and uncertainty; • Identifies ways to overcome stressful situations jeopardizing the achievement of project goals.	• Makes and carries through unpopular or difficult decisions that are in the best interest of the Agency; • Is able to resist the pressure to make quick decisions where due consideration is required; • Stands firmly by a position protecting the best interest of the Agency and the need to comply with the Agency's regulations, rules and policies, in spite of the resistance and pressures faced; • Responds to challenges with logic and reason, avoiding emotional reactions; • Manages conflicting pressures and tensions.	• Provides leadership and guidance in difficult or crisis situations by demonstrating composure and calmness; • Recognizes the strategic pressures on Department/Division staff members and, accordingly, works toward the development of their resilience; • Creates an enabling environment to support the enhancement of skills to overcome challenges faced by staff members in their daily work; • Strives for a culture of integrity that does not compromise the Agency's mandate, priorities, regulations, rules and policies, notwithstanding the pressure and challenging circumstances.

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The Competency Framework

A guide for IAEA managers and staff