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ITU Competency Framework

ITU has identified *thirteen* (13) competencies and three (3) main categories – ***Core, Functional and Technical.***

Core competencies apply to all staff of ITU, regardless of staff category, grade or job function.

Functional competencies vary depending on the job type and level.

Technical competencies describe the specific knowledge and skills that are technical in nature and are specific to a job and level. These are still to be defined to complete the ITU Competency Framework.

Each competency has a **general definition** followed by a list of **five (5) to six (6) effective behaviors**. The effective behaviors represent indicators of how a competency may be demonstrated. The effective behavioral indicators are not exhaustive and some may be more important than others depending on the staff member's role in the Organization as well as the position he/she occupies. They are not listed in an order of importance, but sometimes sequentially.

CORE COMPETENCIES

1. ORGANIZATIONAL COMMITMENT

This competency is about being familiar with, and committed to, the mandate, vision, strategic direction, principles and activities of ITU. It involves being positive about the organization and colleagues, as well as promoting the mandate of ITU outside the organization and defending it against detractors.

EFFECTIVE BEHAVIORS

- Understands the mandate and work of ITU. Shows enthusiasm for contributing to ITU's success. Is politically and organizationally aware and applies this awareness for the organization's good.
- Demonstrates loyalty and commitment to the aims, principles and purposes of the United Nations and to ITU's mandate and vision. Is familiar with, and adheres to, the ITU Code of Ethics and Gender Equality policy.
- Familiarizes him/herself with ITU priorities and understands his/her own role in achieving them.
- Effectively defends ITU's mandate in a variety of settings regardless of obstacles and challenges encountered. Strives to gain commitment from others.
- Builds knowledge and expertise which would add value to the outcome of ITU's objectives.

2. RESULTS-FOCUSED

This competency is about demonstrating a commitment to both personal and organizational excellence, with an emphasis on results rather than activities. It is the results against which staff should be measured. All staff effort should lead to an incremental and measurable benefit to ITU, using the minimum time and resources required to achieve each result.

EFFECTIVE BEHAVIORS

- Uses initiative and imagination to set challenging objectives with a clear understanding and articulation of the outcomes and results expected. Ensures personal objectives contribute to team and organizational objectives.
- Has the confidence to take on challenging tasks, initiate action and focus attention on key responsibilities.
- Takes responsibility for achieving agreed results within set deadlines and persists until successful outputs are achieved.
- Uses time and resources effectively to achieve value for money.
- Establishes work practices and processes to improve productivity. Learns from successes and failures and applies lessons to improve performance.

3. APPLYING EXPERTISE

This competency is about effectively applying the knowledge, skills and experience that a staff member brings to ITU to his/her specialist and technical role. It encompasses the highest level of professionalism. It includes upgrading knowledge and skills and adding value to the excellence of ITU in delivering its mandate.

EFFECTIVE BEHAVIORS

- Demonstrates thorough specialist and technical knowledge and expertise in his/her area of work. Is familiar with, and appreciates, the linkages between his/her work and the technical aspects of other colleagues and work units.
- Is trusted to provide colleagues, clients and partners a high quality service and sound advice in his/her area of specialization.
- Continuously updates technical knowledge and skills so as to retain a level equal to best practice, applies such best practice and encourages the application of best practice in ITU.
- Exhibits technological awareness, and a disposition to apply technical expertise, commensurate with the needs of the position and its likely evolution.
- Progressively works independently with minimal supervision in his/her area of expertise.

4. EFFECTIVE COMMUNICATION

This competency is about communicating with colleagues as well as those outside ITU. It covers all different forms of communication including verbal, written and electronic communications. It encompasses a range of skills: listening, understanding, presenting, negotiating, persuading, and ensuring others understand. It includes both formal and informal communications.

EFFECTIVE BEHAVIORS

- Speaks and writes clearly, adapting communication style and content so that they are appropriate to the needs of the intended audience. Adapts communication style to take account of diversity, including language ability, culture and the gender of the listeners.
- Listens attentively and seeks to understand the views of others. Contributes to an environment where all can express views freely.
- Actively participates in meetings and discussions without unduly dominating the discussion or forcing his/her views upon others. Convinces others through sound reasoning.
- Shares information to keep others informed of key and relevant issues.
- Explains complex matters in an informative, clear, inspiring, motivational manner. ➤ Practices tact and diplomacy.

5. TEAMWORK AND COLLABORATION

This competency is about staff working in ways that allow the achievement of shared objectives. It implies contributing to both the task of the team and its climate. It recognizes that staff must work constructively within a team and across teams.

EFFECTIVE BEHAVIORS

- Collaborates, rather than competes, with others in order to achieve collective results. Acknowledges contribution of others and shares information readily.
- Has a high degree of self-awareness, understanding his/her strengths and shortcomings and builds positive and collegial relations with others. Seeks, and is open to, advice from others on how to contribute to team relations and processes.
- Accepts his/her team role and the role of others. Uses his/her strengths to constructively contribute to team success. Takes initiative. Is ready to help others as needed to contribute to team outcomes. Demonstrates flexibility, both intellectually and behaviorally, to work effectively in a variety of situations. Accepts ideas of others.
- Ensures an inclusive environment that respects diversity, gender equality and cultural sensitivity and fosters openness to diverse perspectives. Is positive and constructive in putting forward ideas, and contributes to a climate in which all team members are treated with respect. Avoids gossip and respects confidences.
- Supports the decisions of the team, even when it is not his/her preferred solution. Willing to accept shared responsibility for both team success and shortcomings.
- Contributes to team spirit. Is energetic and enthusiastic yet remains calm, composed and patient even in situations of stress and interpersonal conflict. Contributes to resolving conflict.

6. LEARNING AND KNOWLEDGE SHARING

This competency is about continuously learning and developing knowledge and professional skills and mastering new tools and processes. Staff are expected to share the knowledge in an open and timely manner.

EFFECTIVE BEHAVIORS

- Actively participates in learning activities whether formal or informal, making the most out of every learning experience.
- Continuously gains and applies new knowledge and skills. Furthers learning through practical experience.
- Understands the limits of his/her own capabilities and the importance of seeking advice and feedback from others in order to learn and improve. Admits errors and is ready to learn from own mistakes. Is sympathetic to the shortcomings of others.
- Encourages and provides opportunities for others to learn.
- Willingly and spontaneously shares knowledge and skills with others both face to face and through communication and information technology systems.

FUNCTIONAL COMPETENCIES

7. PLANNING AND ORGANIZING

This competency is about identifying objectives and outcomes, to plan in advance and to prioritize multiple tasks using time management and organizational skills. Able to identify the resources, whether financial or people, to accomplish an objective efficiently and in a timely manner.

EFFECTIVE BEHAVIORS

- Is realistic in setting objectives, establishing measurable milestones and identifying achievable and relevant outcomes from the outset.
- Implements tasks efficiently, without wasting his/her time and the time of others. Able to make decisions as required and consult others when required. Seeks out and uses available resources efficiently.
- Foresees risks and allows for contingencies when planning. Demonstrates flexibility.
- Understands his/her responsibilities and authority. Accepts accountability for his/her actions.
- Monitors performance against milestones and adapts to changing needs.
- Contributes to setting objectives and assists in the planning of others.

8. ANALYSIS, JUDGEMENT AND DECISION-MAKING

This competency is about analyzing problems systematically, organizing information, identifying key factors and underlying concerns and generating effective solutions. This involves the ability to draw on one's experience and knowledge to effectively solve problems and make a decisions based on an analysis of all the available information.

EFFECTIVE BEHAVIORS

- Distinguishes the important from the unimportant aspects of an issue or a problem, making it possible to come to new decisions more quickly and decisively.
- Breaks an issue or problem into smaller parts, identifies interrelationships with other activities, identifies potential risks and decides on a course of action, aware of the implications and impact.
- Takes account of synergies, consults and includes the views and advice of others who might contribute to a better solution. Seeks additional information to fully assess alternatives prior to taking decisions or recommending action.
- Has well developed analytical and research skills, taking the time to seek out all aspects of an issue, synthesizing essential elements and applying information to the context and to the desired results.
- Makes decisions which promote the mandate and expectations of ITU and are consistent with ethical values, and promoting gender equality and respect for diversity.
- Clearly presents, explains and defends his/her opinions and decisions. Ensures decisions are implemented.

9. CLIENT AND SERVICE ORIENTATION

This competency is about anticipating, understanding, meeting and often exceeding client expectations. Clients may be internal or external to ITU

EFFECTIVE BEHAVIORS

- Able to identify his/her clients, ensuring that none are marginalized or ignored, maintaining close and regular contact. Considers all those to whom services are rendered as "clients".
- Empathizes with these clients, identifying their unique needs and what is important to them. Able to gain and maintain client's trust and respect.
- Communicates effectively with clients, demonstrating service orientation, negotiating or discussing matters in a collaborative spirit. Demonstrates highly developed interpersonal relations including tact and diplomacy.
- Understands the context in which the client works and the ongoing relationship in order to anticipate problems. Keeps clients informed of progress.
- Meets the deadlines for the delivery of clients' needs or communicates potential delays proactively.

10. INNOVATION AND FACILITATING CHANGE

This competency is about thinking about new ideas and proposing changes that will improve organizational and staff performance.

EFFECTIVE BEHAVIORS

- Explores beyond current practice and is not bound by current thinking. Is innovative and creative. Is able to convince others of better ways to do things.
- Keeps abreast of issues in the team and ITU. Is responsive to the evolving needs of ITU, and internal and external stakeholders and clients.
- Can drive and manage a change initiative by breaking down major challenges into manageable tasks, scheduling the change in such a way that it is well paced and sequenced and able to gain buy-in and acceptance from those affected by change.
- Recognizes that others have different attitudes and approaches. Displays cultural awareness. Is flexible and adaptable.
- Is able to handle ambiguity and uncertainty. Is not fixed in his/her ways and remains positive, constructive and effective in facilitating change, and is realistic about the amount of change that can be achieved.

11. NETWORKING AND BUILDING PARTNERSHIPS

This competency is about achieving results through developing networks and forging partnerships with other persons and teams within ITU and externally.

EFFECTIVE BEHAVIORS

- Understands the roles of partners and is able to distinguish persons who are essential to his/her objectives. Recognizes the importance of networks as an effective means for achieving his/her objectives and that of ITU.
- Builds wide effective networks, personally and virtually, formally and informally. Utilizes these networks for the greater good of the team and ITU. Uses networks to effectively achieve agreed outcomes.
- Invests in long-term relationships where this has potential dividends for the work of ITU.
- Nurtures partnerships through establishing good interpersonal relations with others. Relates well to people at all levels.
- Works collaboratively with colleagues and partners to achieve shared goals. Accepts and facilitates consensus views.

12. SUCCESSFUL MANAGEMENT

This competency is about getting things done, primarily through effective collaboration with others. It involves identifying and managing material, financial and human resources effectively and efficiently. It requires a high degree of self-awareness and the ability to develop constructive inter-personal relationships with others.

EFFECTIVE BEHAVIORS

- Manages his/herself effectively, demonstrating a high level of self-awareness and self-management. Handles own emotions well and has empathy for others. Relates well to others in a collaborative, positive and non-threatening manner.
- As required, is able to transition from a technical to a managerial role, demonstrating the competencies of successful management.
- Is forward thinking, setting clearly defined and realistic objectives and articulates expectations in collaboration with team members. Establishes a shared understanding of expected results.
- Assigns responsibility to those whom he/she supervises. Empowers and motivates others, delegates effectively, coaches and assists as required and evaluates performance fairly and constructively. Promptly identifies and addresses performance issues. Creates a climate of collaboration, trust; and one which is stimulating and brings the best out of others. Manages and resolves conflicts.
- Is accountable for own actions and holds others accountable within the limits of the assigned authority.
- Identifies and assigns resources to achieve required results. Administers resources in the interests of ITU. Manages activities and projects efficiently.

13. LEADERSHIP

This competency is about the qualities of shared leadership and may apply to staff at all levels. It is about establishing a vision, providing direction, proposing change and encouraging others to embrace the vision and strategy. Leaders set an example and inspire others to action while being approachable and respectful of others.

EFFECTIVE BEHAVIORS

- Not shy to take the lead when required. In all attitudes and behaviors, serves as a role model that others would like to emulate. Accepts accountability for actions. Is dependable and inclusive.
- Promotes the vision of ITU and, within one's sphere of influence, visualizes the future and establishes a vision or ideas for how results may be enhanced. Exemplifies and promotes enthusiasm for the vision with others and wins over the support of others.
- Adopts a strategic multi-dimensional perspective and clearly articulates strategic goals and direction.
- Incorporates gender in all strategic planning and reporting; mainstreaming gender in programme development endorsement and implementation. Actively creates an organizational culture that promotes gender equality and equal representation of women and men.
- As required is able to make decisions without access to the information required or in situations of ambiguity. Uses experienced based astuteness and intuition effectively.
- Builds trust, providing an environment in which others can express views and act without fear or repercussions.
- Inspires others to action, demonstrating courage while being humble, approachable and maintaining excellent human relations with all colleagues, partners and stakeholders.