OSCE
Organization for Security and
Co-operation in Europe

OUR
COMPETENCY
MODEL

HANDBOOK

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INTRODUCTION

I have the pleasure to introduce our Competency Model developed by the Department of Human Resources through an extensive consultative process across the Organization.

The Model outlines an inventory of expected skills and behaviours that lead to excellence on the job. From 2015, it will provide common strategic direction to our core HR processes and underpin our work in recruitment, performance management, and learning and development.

I believe that by setting these benchmarks for ourselves we will stand out as OSCE officials who are dedicated to meeting the objectives of the Organization while maintaining the highest standards of excellence in our various roles.

This Model should guide you in reaching a standard of excellence in your job. It should help you identify areas for development and encourage you to strive towards continuous improvement. It should promote a common understanding of what is expected from all OSCE officials, particularly by management.

Let us reflect on the values of the Organization not only in what we achieve, but in how we achieve it. I believe that the integration of this Model into our work will make us stronger, and I am fully committed to implementing it together with you.

Lamberto Zannier
OSCE Secretary General

OUR
COMPETENCY
MODEL

The OSCE Competency Model defines the behaviours that are essential to effective performance in a given job.

↳ It sets the **foundation** for core HR processes and helps to improve performance with a view to building a pool of talent that can more effectively meet the Organization's strategic goals

↳ By providing a **common language** for the daily work of the Organization, it promotes an **organizational culture** where there is a shared understanding of what effective performance means

↳ It provides a **transparent focus** for selection procedures, performance management processes, and in identifying and addressing learning and development opportunities

↳ It establishes the **clear and shared expectations** required for each value and competency

MANAGERIAL COMPETENCIES

LEADERSHIP
STRATEGIC THINKING
MANAGING PERFORMANCE

CORE COMPETENCIES

COMMUNICATION
COLLABORATION
ANALYSIS & DECISION-MAKING
PLANNING
INITIATIVE-TAKING
FLEXIBILITY

CORE VALUES

COMMITMENT
DIVERSITY
INTEGRITY
ACCOUNTABILITY

OUR COMPETENCY MODEL

The Model sets out the **core values** of the Organization, as well as the **core and managerial competencies** needed to perform on the job. Each value and competency is defined in general, and a set of 4-6 effective behaviours provided to demonstrate how it is indicated/measured.

The values and core competencies apply to all OSCE officials, regardless of function or title. Managers must, in addition to the values and core competencies, demonstrate a number of competencies that are deemed essential in a management role. This guide provides information for staff and managers on how the Model will be applied in the Organization, and can be used as a reference tool in any HR process to guide individual staff development.

HOW WAS THE MODEL DESIGNED?

The Model is the result of a rigorous consultative process led by the Department of Human Resources in the OSCE Secretariat.

An OSCE-wide survey was launched to gather information on perceived core values, core competencies and managerial competencies. Nearly 700 responses were received, which were consolidated to form the first layer of data. This information was then analyzed and themes identified in focus groups in the Secretariat and Institutions. Eighty-three OSCE officials took part in the focus groups, which also assessed the behaviours considered essential for successful performance in the OSCE. Interviews were held with OSCE officials at all levels in a number of field operations to validate the feedback from the survey and focus groups. The draft framework was shared with staff to ensure clarity of the Model, simplicity of the language used, and suitability of the effective behaviours.

HOW WILL THE MODEL BE APPLIED IN THE ORGANIZATION?

The Competency Model will provide consistency and a common strategic direction to HR management which is aligned with organizational values and objectives.

It will allow the Organization to clarify expectations and set standards for performance, while also serving as the basis for the following core HR processes:

↳   Job Design

↳   Recruitment

↳   Performance Management

↳   Learning & Development

Job Design

Recruitment

HOW WILL THE MODEL BE APPLIED IN THE ORGANIZATION?

The Model will provide a complete picture of job requirements for inclusion in vacancy notices. It will enable the creation of generic profiles for jobs that are similar across the Organization. These will include key results, functions, grade, technical experience and competencies required to ensure excellence on the job.

Vacancy notices that clearly spell out the values and competencies required for a position will ensure a systematic and focused selection and interview process. They will enable a more targeted recruitment and set out clear expectations for potential candidates. Interview boards will be able to better assess applicants' competencies – in addition to their technical knowledge and skills - and maximize the chance of finding suitably qualified candidates.

Performance Management

Learning & Development

HOW WILL THE MODEL BE APPLIED IN THE ORGANIZATION?

The link between job design and performance management will be strengthened. Job descriptions will reflect the skills, behaviour and knowledge expected against which the selected candidate's performance on the job will be measured. By providing a common language and framework for feedback and development, the performance appraisal process will become more objective. Skills gaps will be more readily identifiable, and better linked to the process of assessing learning and development needs. As part of on-going performance management, staff and managers will have the opportunity of taking stock of their current competencies and identifying any behaviours/competencies which they might wish to develop.

By defining required competencies, it will be become easier to identify competency gaps. This means that learning and development initiatives can be more responsive and training resources can be used more effectively. Staff and managers will have a clearer context by which to determine their development needs and can focus on those behaviours that have the greatest impact on their effectiveness on the job.

CORE
VALUES

↳ Commitment
↳ Diversity
↳ Integrity
↳ Accountability

Commitment

ACTIVELY CONTRIBUTES TO ACHIEVING ORGANIZATIONAL GOALS

Effective Commitment Behaviours:

↳ Strives to understand the Organization's overall goals and to incorporate them into everyday work

↳ Makes choices and sets priorities that meet the Organization's needs

↳ Takes pride in working for the OSCE

↳ Demonstrates commitment for own work and that of the team

↳ Seeks ways to improve his/her work

↳ Puts in extra effort when required to achieve a result

Diversity

RESPECTS OTHERS AND VALUES THEIR DIVERSE PERSPECTIVES AND CONTRIBUTIONS

Effective Diversity Behaviours:

↳   Upholds organizational policies that promote equality and non-discrimination

↳   Welcomes the opportunity to work with diverse individuals and groups, while demonstrating cultural and gender sensitivity

↳   Promotes inclusiveness and speaks out against discrimination of any type

↳   Questions assumptions and prejudices and works to overcome them

Integrity

**ACTS IN A MANNER CONSISTENT WITH
THE ORGANIZATION'S CORE VALUES AND
ORGANIZATIONAL PRINCIPLES**

Effective Integrity Behaviours:

↳   Demonstrates the core values of the Organization

↳   Acts in line with the Organization's Code of Conduct and Ethical Framework

↳   Does not abuse power or authority

↳   Takes prompt action against unprofessional or unethical behaviour

↳   Resists undue external pressure

Accountability

**TAKES RESPONSIBILITY FOR OWN ACTION
AND DELEGATED WORK**

Effective Accountability Behaviours:

↳   Respects and works within the regulatory framework of the Organization

↳   Delivers results in line with agreed strategy, time and budget

↳   Acknowledges and learns from mistakes in a constructive manner

↳   Takes into account own strengths and weaknesses and listens to feedback

↳   Recognizes the impact of own behaviour on others

↳   Maintains confidentiality of sensitive information

CORE COMPETENCIES

- ↳ Communication
- ↳ Collaboration
- ↳ Analysis & Decision-Making
- ↳ Planning
- ↳ Initiative-Taking
- ↳ Flexibility

Communication

ACTIVELY WORKS TO ACHIEVE CLEAR AND TRANSPARENT COMMUNICATION WITH COLLEAGUES AND WITH STAKEHOLDERS OF THE ORGANIZATION

Effective Communication Behaviours:

↳   Maintains open communication and freely shares information

↳   Seeks out and values the input of others

↳   Speaks and writes clearly, using language that others can readily understand

↳   Demonstrates an ability to discuss differing points of view

↳   Maintains composure and effective communications in challenging situations

Collaboration

WORKS EFFECTIVELY WITH OTHERS ON COMMON GOALS AND FOSTERS A POSITIVE, TRUST-BASED WORKING ENVIRONMENT

Effective Collaboration Behaviours:

↳   Builds positive working relationships across the Organization

↳   Places team agenda before personal agenda

↳   Proactively helps and supports others

↳   Acknowledges the contributions of others and expresses appreciation for them

↳   Manages team disagreements in a tactful and diplomatic manner

Analysis & Decision-Making

**ANALYSES AVAILABLE INFORMATION,
DRAWS WELL-FOUNDED CONCLUSIONS
AND TAKES APPROPRIATE DECISIONS**

Effective Analysis & Decision-Making Behaviours:

↳ Identifies and makes use of information needed to solve a problem or address a situation

↳ Draws accurate and appropriate conclusions on the basis of information reviewed

↳ Identifies options for activities or decisions and shows awareness of the possible consequences of alternative courses of action

↳ Proposes solutions when confronted with challenges

↳ Makes clear and timely decisions taking into consideration organizational priorities and available resources

Planning

WORKS TOWARDS THE ACHIEVEMENT OF GOALS IN A STRUCTURED AND MEASURED MANNER

Effective Planning Behaviours:

↳   Acts to achieve clearly defined objectives in line with organizational strategy and priorities

↳   Anticipates potential risks and prepares for these in advance

↳   Establishes time-frames and sets achievable targets

↳   Clarifies responsibilities and accountabilities before beginning task

↳   Co-ordinates activities with all parties

↳   Reviews, evaluates and communicates results achieved

Initiative-Taking

PROPOSES AND INITIATES NEW IDEAS, ACTIVITIES AND PROJECTS

Effective Initiative-Taking Behaviours:

↳   Anticipates emerging needs and proposes solutions to address them

↳   Proactively applies creative thinking to own work

↳   Conceptualizes new ideas that add value to the Organization

↳   Demonstrates commitment to achieving or surpassing results

Flexibility

RESPONDS POSITIVELY AND EFFECTIVELY
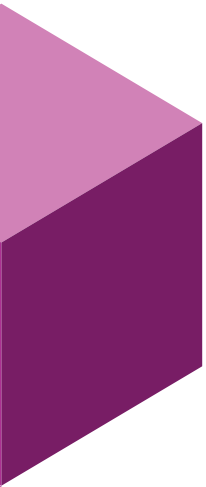TO CHANGING CIRCUMSTANCES

Effective Flexibility Behaviours:

↳ Adapts activities and approaches to suit changing work circumstances

↳ Can change ideas or perceptions based on new information or contrary evidence provided by others

↳ Identifies benefits for the Organization by questioning and improving routine activities

↳ Responds creatively to challenges, thinking on his/her feet in response to situations

↳ Reacts effectively and responsibly to difficult or challenging circumstances

↳ Embraces new work methods and processes

MANAGERIAL COMPETENCIES

↳ Leadership
↳ Strategic Thinking
↳ Managing Performance

Leadership

PROVIDES A CLEAR SENSE OF DIRECTION, BUILDS TRUST AND CREATES AN ENABLING ENVIRONMENT

MANAGERIAL COMPETENCIES

Effective Leadership Behaviours:

↳ Builds trust inside and outside the Organization by acting as a role model for OSCE values and competencies

↳ Conceptualizes, persuasively communicates and delivers a vision for the respective area of responsibility

↳ Employs diplomacy in developing strategic relationships within the Organization and with key external stakeholders

↳ Identifies coalitions of partners to advance mutually beneficial projects and activities

↳ Champions an effective Professional Working Environment where problems and conflicts are solved in a professional and tactful manner

Strategic Thinking

IDENTIFIES GOALS THAT ADVANCE THE ORGANIZATIONAL AGENDA AND DEVELOPS PLANS FOR ACHIEVING THEM

MANAGERIAL COMPETENCIES

Effective Strategic Thinking Behaviours:

↳   Identifies strategic issues, opportunities and risks

↳   Aligns short and medium-term activities and projects with OSCE mandates and strategic direction

↳   Ensures that sufficient resources are available to achieve goals

↳   Understands and integrates political sensitivities

↳   Actively seeks to understand the priorities and motivations of others

↳   Builds relationships that advance strategic priorities

Managing Performance

HELPS TO MAXIMIZE TEAM PERFORMANCE BY PROVIDING ACTIVE FEEDBACK AND SKILL DEVELOPMENT OPPORTUNITIES

Effective Managing Performance Behaviours:

↳ Motivates and inspires others by respecting them, listening to what they have to say, and appreciating their contribution

↳ Engages and leads staff in team and individual performance planning and decision-making

↳ Provides regular, timely and constructive feedback on staff performance

↳ Actively supports the ongoing learning and development of others by identifying and creating opportunities to grow and improve

INEFFECTIVE BEHAVIOURS

The Ineffective Behaviours listed in this section are examples of the types of behaviours which you should aim to avoid in your day to day activities at the OSCE.

Commitment

Diversity

Integrity

INEFFECTIVE BEHAVIOURS

↳ Focuses on one file or activity to the detriment of others
↳ Abdicates responsibility for guiding or contributing to the OSCE vision
↳ Talks poorly about the OSCE

↳ Shows little respect for diverse opinions or beliefs
↳ Demonstrates insensitivity to national and international context
↳ Tolerates abusive behaviour

↳ Abuses power
↳ Shows favouritism or bias
↳ Places personal or team goals ahead of OSCE objectives

Accountability

Communication

Collaboration

INEFFECTIVE BEHAVIOURS

↳ Attempts to cover up mistakes
↳ Avoids raising difficult issues with management
↳ Lays blame on others or on past practices
↳ Does not analyse own strengths and weaknesses or listen to feedback

↳ Fails to share appropriate information
↳ Communicates inconsistently to other levels
↳ Unnecessarily uses complex language

↳ Acts as sole decision-maker or stakeholder
↳ Fails to work constructively with key partners
↳ Alienates others through anger, aggression, over-confidence, or lack of self-awareness

Analysis & Decision-Making

Planning

Initiative-Taking

INEFFECTIVE BEHAVIOURS

↳ Relies on a narrow range of expertise and opinion
↳ Refuses to consider and incorporate the views of others
↳ Continues to invest resources in an unsuccessful course of action

↳ Fails to create an effective plan to achieve goals
↳ Designs a response to short-term pressure without consideration of long-term implications
↳ Builds insufficient workforce capacity

↳ Hesitates to make decisions or take required action
↳ Backs down in the face of obstacles or challenges
↳ Conducts superfluous consultation or analysis to avoid taking action or responsibility

Flexibility

Leadership

INEFFECTIVE BEHAVIOURS

- ↳ Ignores new information or changing circumstances
- ↳ Retains ineffective structures, systems, or programmes
- ↳ Ignores audit or evaluation results

- ↳ Provides a vision, strategy, or advice that is not in line with the mandate
- ↳ Undermines the health of the working environment through action or inaction
- ↳ Provides insufficient, abstract, or sporadic direction
- ↳ Micromanages

Strategic Thinking

Managing Performance

INEFFECTIVE BEHAVIOURS

↳   Designs long-term plans without consideration of short-term implications
↳   Ignores the impact of strategies on stakeholders
↳   Develops or promotes strategies or plans that are too detail-oriented
    or too abstract

↳   Fails to provide staff with the tools they need to work and/or develop
↳   Fails to acknowledge contributions and successes
↳   Avoids dealing with contentious issues and/or fails to deal with ineffective staff

*If you have any questions about the competency model
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