

## Mandatory

Competency name	Competency definitions and behavioural indicators	Level 1 G2, G3, G4	Level 2 G5, P1, P2, NOA, NOB	Level 3 G6, G7, P3, P4, NOB, NOC, NOD	Level 4 P5 and above
		Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/vision
Technical expertise	Applies specialist and detailed technical expertise; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different clusters and functional areas.	Demonstrates the required skills in relevant/required work area and ability to carry out work independently.	Demonstrates good skills and relevant knowledge of needs and priorities in own area (e.g., possesses sound knowledge at country level).	Demonstrates technical knowledge and expertise; can provide solutions and answer technical queries from others.	Demonstrates detailed and comprehensive expertise in own area and is recognized as a reference expert across the Organization; maintains a comprehensive wealth of knowledge of related external issues.
		Seeks to acquire new skills in area of work.	Demonstrates engagement and ensures own skills and knowledge are continuously updated.	Develops own technical skills and knowledge by proactively seeking new opportunities to engage in continual professional and technical development.	Engages in management and technical symposiums and events, seeking to advance own and the Organization's current and future vision. Is engaged in cutting-edge research and development activities.
		Demonstrates a good understanding of the different functional areas of the Organization and provides assistance to achieve deliverables linked to its specialized technical work .	Transfers skills and knowledge to others and ensures objectives are met; mentors colleagues to achieve results.	Transfers knowledge and expertise openly and freely, providing guidance, coaching and advice on technical areas.	Demonstrates expertise in establishing best practices and strategies in technical work in order to position the Organization.
Overall attitude at work	Self-awareness and self-management; ethics, integrity.	Maintains integrity and takes a clear ethical approach and stance; demonstrates commitment to the Organization's mandate and promotes the values of the Organization in daily work and behaviour; is accountable for work carried out in line with own role and responsibilities; is respectful towards, and trusted by, colleagues and counterparts.			

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			Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/vision
Teamwork	Develops and promotes effective relationships with colleagues and team members. Deals constructively with conflicts.	Collaborate and cooperate with others.	Demonstrates team spirit and actively participates in the work of the team; is supportive towards colleagues.	Works collaboratively with team members and counterparts to achieve results; encourages cooperation and builds a rapport; helps others when asked; accepts joint responsibility for the teams' successes and shortcomings.	Creates team spirit; promotes collaboration and open communication in the team; proactively supports others; welcomes team responsibilities and drives team results; promotes knowledge sharing in the team.	Advocates for collaboration across the Organization. Creates and encourages a climate of team-working and collaboration across the Organization; sees cooperation as a key Organizational priority and creates collaborative systems and processes to achieve Organizational goals.
		Deal effectively with conflict.	Does not generate or initiate conflict; shows a willingness to settle conflicts and undertake actions to address misunderstandings in a professional and productive way.	Identifies conflicts in a timely manner and addresses them as necessary; understands issues from the perspective of others; does not interpret/attribute conflicts to cultural, geographical or gender issues.	Proactively identifies conflicts and facilitates their resolution in a respectful manner; tactfully resolves conflicts between or with others and takes action to reduce any possible tension; effectively builds a rapport with individuals and teams, establishing good personal and professional relationships, as well as minimizing risk of potential conflict.	Actively identifies and tackles disagreements between internal and external counterparts that compromise the Organization's goals and mandate; diplomatically facilitates the resolution of conflicts between others and ensures strategic partnerships with a range of key stakeholders; maintains and extends an effective collaborative network of individuals inside and outside the Organization.
Respecting and promoting individual and cultural differences	Demonstrates ability to work constructively with people with different backgrounds and orientations. Respects differences and ensures that all can contribute.	Relate well to diversity in others and capitalize on such diversity	Treats all people with dignity and respect. Relates well to people with different cultures, gender, orientations, backgrounds and/or positions; examines own behaviour to avoid stereotypical responses; considers issues from the perspective of others and values their diversity.			

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			Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/vision
Communication	Expresses oneself clearly in conversation and interaction with others; actively listens. Produces effective written communications. Ensures that information is shared.	Express oneself clearly when speaking.	Clarifies quality and quantity needed in achieving set objectives with supervisor and immediate colleagues.	Quality and quantity of communication targeted at audience.	Foresees communication needs of audience and targets message accordingly.	Articulates the Organization's strategic objectives when formulating and delivering information and presentations, and adapts presentation methodology to address the needs of different audiences.
		Listen.	Listens attentively and does not interrupt other speakers.		Facilitates open communication; encourages others to share their views openly and takes time to understand and consider their views.	Establishes a safe environment for others to express their views and takes those views into consideration in decision making as needed. Is aware of cultural differences and uses culturally appropriate non-verbal communication.
		Write effectively.	Produces simple and clear written messages with few, if any, grammatical and spelling errors (e.g., e-mails, memos, letters, correspondence).	Adapts communication style and written content to ensure they are appropriately and accurately understood by the audience (e.g., power-point presentations, communication strategies, implementation plans).	Writes down ideas in a clear, structured, logical and credible way; drafts and supports the development of guidelines, policies and procedures.	Supervises (or oversees) and coordinates the development of guidelines, policies and strategies; ensures the Organization's strategic objectives are well reflected through written communication and provides quality control for written documents.
		Share knowledge.	Keeps others informed of key and relevant issues; requests and supplies appropriate information as necessary.	Shares information openly with colleagues and transfers knowledge, as needed.	Shares relevant information openly and ensures that the shared information is understood; considers knowledge sharing as a constructive working method and demonstrates awareness of the Organization.	Shares decisions and directives of senior management and communicates them in a manner that ensures both understanding and acceptance; shares knowledge and best practice at the three Organizational levels (country, regional and global), as necessary.

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			Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/vision
Creating an empowering and motivating environment*  *Only for Supervisors	Guides and motivates staff towards meeting challenges and achieving objectives. Promotes ownership and responsibility for desired outcomes at all levels.	Provide direction.	N/A	Manages individual and team's projects and ensures that roles, responsibilities and reporting lines are clearly defined, understood and accepted.	Manages individual and group projects and ensures that roles, responsibilities and reporting lines are clearly defined, understood and accepted; delegates work appropriately to achieve best results.	Oversees and provides teams and departments with clear managerial directions which are translated from Organizational strategy.
		Support, motivate and empower others.		Focuses on carrying out own managerial responsibilities, applying situational management style appropriate to the circumstances; provides staff with regular feedback, recognizes good performance and addresses performance issues.	Encourages others to take responsibility for their performance; promotes ownership, responsibility and accountability for desired results at all levels.	Builds a performance culture in the Organization; contributes to setting Organizational performance goals and standards; monitors Organizational performance against milestones and strategic goals; identifies and nurtures talent as appropriate.
				Encourages and motivates colleagues/staff to achieve individual and team's objectives; shows confidence in staff where necessary and encourages initiative.	Acknowledges own performance in achieving objectives, and motivates staff to continuously develop their potential in order to achieve set goals and objectives.	Promotes autonomy and empowerment throughout the Organization; inspires enthusiasm and a positive attitude in people towards their work and contribution to the Organization's success.

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## Core Competencies

Competency name	Competency definitions and behavioural indicators		Level 1 G2, G3, G4	Level 2 G5, P1, P2, NOA, NOB	Level 3 G6, G7, P3, P4, NOB, NOC, NOD	Level 4 P5 and above
			Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/ vision
Knowing and Managing Yourself	Manages ambiguity and pressure in a self-reflective and constructive way. Uses criticism as a developmental opportunity. Seeks opportunities for continuous learning and professional growth.	Remain productive.	Stays productive when given new directions and remains focused despite competing demands.	Remains productive even in an environment where information or direction is not available, and when facing challenges; recovers quickly from setbacks, where necessary.	Remains objective and focused even in a “changing and moving” environment; continues to display positive behaviour when facing some constraints; keeps challenges in perspective.	Maintains exemplary levels of work even in crisis situations; maintains a high level of morale when facing challenges in achieving own and team’s work; demonstrates to others that constraints and challenges can be overcome.
		Manages stress.	Manages stress positively; remains positive and productive, even under pressure and/or in challenging circumstances.	Manages stress positively; remains positive and productive even under pressure; does not transfer stress to others.	Effectively controls own emotions, avoiding displaying them inappropriately; continues to show positive attitude when producing individual results, as well as supporting team’s work; continues to be collaborative with others, even in stressful and challenging circumstances.	Channels emotions in a positive and helpful manner, even in highly challenging settings; maintains exemplary levels of work even under intense pressure; continues to provide guidance and direction to own team, including in stressful and challenging circumstances.
		Invite feedback.	Seeks clarification as necessary and is open to constructive feedback.	Seeks feedback to improve knowledge and performance; shows self-awareness when seeking and receiving feedback; uses feedback to improve own performance.	Sees feedback as a key element in personal and professional development; displays a high level of self-awareness in response to positive and negative feedback; accepts negative feedback positively, moving forward quickly and constructively.	Welcomes feedback as an opportunity for personal and Organizational development; uses criticism to increase self-awareness and improve self-image; accepts negative feedback as an opportunity to build capacity in successfully achieving own and team’s goals.
		Continuously learn.	Identifies areas for acquiring new knowledge and learns new tasks relevant to job.	Seeks informal and/or formal learning opportunities for personal and professional development; systematically learns new competencies and skills useful for job; takes advantage of learning opportunities to fill competencies and skill gaps.	Seeks all relevant information for decision making from a wide range of sources; quickly learns new competencies and skills that expand role capability; shows rapid understanding of new and/or complex information relevant to job.	Manages sustained in-depth investigations and research, obtaining obscure information in order to advance own and team’s work; effectively and rapidly optimizes use of new information and expert techniques that significantly extend role capability; rapidly acquires new and/or highly complex information which is strategic to job and Organization.

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			Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/ vision
Producing Results	Produces and delivers quality results. Is action oriented and committed to achieving outcomes.	Work efficiently and independently.	Prioritizes work and makes planning/Organizational adjustments as necessary; seeks clarification from supervisor on timelines, as needed.	Prioritizes work, monitors own progress against objectives and adapts plans as required; communicates adjustments as necessary.	Monitors own and others' work in a systematic and effective way, ensuring required resources and outputs.	Benchmarks Organizational standards and best practices against internal/ external key performance indicators to ensure quality and productivity.
			Uses feedback and inputs from supervisor to achieve results.	Acts proactively and stimulates action as needed; handles problems effectively and constructively.	Aligns projects with Organization's mission and objectives. Consistently solves own and team's problems effectively as needed.	Manages and effectively oversees team's and/or department's projects to ensure best practice and impact at the Organizational level.
	Deliver quality results.	Produce quality results and has frequent discussions with supervisor to achieve results.	Produces quality results and has frequent discussions with supervisor to achieve results.	Produces high-quality results and workable solutions that meet clients' needs.	Challenges self and team to deliver high quality results, in line with Organizational goals.	Tailors Organizational targets to meet changing demands in the global health environment.
			Is action-oriented and sees tasks through to completion.	Works independently to produce new results and sets own time lines effectively and efficiently.	Welcomes challenges to produce new results.	Positions self and team to meet new challenges and demanding goals, in line with Organizational strategies and Programme of Work.
			Shows understanding of own role and responsibilities in relation to expected results.	Shows awareness of own role and clarifies roles of team members in relation to project's expected results.		Acts as a role model for team and identifies potential when assigning roles to team members in order to successfully achieve expected results.
	Take responsibility.	Solicits and accepts direction and guidance from supervisor and team members and takes responsibility for own work and actions, as appropriate.	Solicits and accepts direction and guidance from supervisor and team members and takes responsibility for own work and actions, as appropriate.	Makes proposals for improving processes as required and takes responsibility for own work and/or actions, as necessary.	Consults counterparts as required and takes responsibility for work of own team. Demonstrates a good understanding of the impact of team's and own work on external and internal counterparts.	Engages stakeholders as necessary and takes responsibility for work of own department/cluster.
			Shows commitment and engagement when completing tasks.	Demonstrates positive attitude in working on new projects and initiatives.	Proactively engages in projects and initiatives, accepting demanding goals, in line with Organizational Strategies and Programme of Work.	Constantly seeks developmental opportunities, inspiring others to achieve and exceed goals and expectations.
			Takes responsibility for errors and learns from experience, as appropriate.	Demonstrates accountability for own success, as well as for errors; learns from experience.	Demonstrates accountability for work of team and sets an example, while explicitly articulating lessons learnt for own and team's benefit.	Demonstrates accountability for work of department/cluster and promotes best practice, while learning from experience; articulates lessons learnt for the benefit of the Organization.

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			Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/ vision
Moving forward in a changing environment	Is open to, and proposes, new approaches and ideas. Adapts and responds positively to change.	Propose change.	Seeks new ways of working to meet challenges posed by changing environment and offers them for consideration by the team and supervisor.	Suggests and articulates effective and efficient proposals for change as needed when new circumstances arise.	Actively supports Organizational change initiatives and demonstrates personal commitment to them, including when faced with new demands; proposes workable solutions to challenging situations.	Designs and oversees change management initiatives to ensure Organizational innovation as needed and responds to resource needs.
		Adapt to change.	Is positive and open to new effective and efficient ways of working.	Quickly and effectively adapts own work approach in response to new demands and changing priorities.	Engages in positive responses to a changing environment and promotes workable solutions to achieve own and team's results.	Takes a leadership role in Organizational change management initiatives; facilitates Organizational responses to them.
			Demonstrates necessary flexibility and provides inputs to improve own ways of working, as needed.	Is open to new ideas, approaches and working methods; adjusts own approach to embrace change initiatives.	Welcomes, and actively seeks to apply, new ideas, approaches and working methods and technologies in order to improve own and/or team's work processes and results; demonstrates commitment to Organizational change initiatives.	Introduces new ideas and strategic directions to improve Organizational results; considers change initiatives as opportunities for improvement, as appropriate.
Setting an example	Acts within THE ORGANIZATION's professional, ethical and legal boundaries and encourages others to adhere to them. Behaves consistently in accordance with clear personal ethical standards and values.	Act professionally and ethically.	Works ethically to achieve individual work objectives under WHO Regulations and Rules and the Standards of Conduct for the International Civil Service.			
			Maintains confidentiality and treats sensitive information with discretion; ensures that policies and procedures are followed in accordance with THE ORGANIZATION's professional, ethical and legal standards.			
			When others behave in an unprofessional or unethical way, promotes appropriate standards and provides feedback in order to remedy the situation; escalates as necessary. Stands by own decisions and actions and accepts responsibility for them.			
		Be trustworthy	Acts in an open and transparent manner when dealing with others; stands by own and/ team's decisions or actions and accepts responsibility for them. Acts to promote the Organization's success.			

## Management

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			Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/vision
Ensuring effective use of resources	Identifies priorities in accordance with THE ORGANIZATION's strategic directions. Develops and implements action plans, organizes the necessary resources and monitors outcomes.	Strategize and set clear objectives.	Sets specific, measurable, attainable, realistic and timely objectives in line with those set by the supervisor; commits to producing results and acts efficiently to set priorities.	Sets specific, measurable, attainable, realistic and timely objectives in line with those set by the supervisor and follows up to achieve them; takes into account impact on own work; shows awareness of how own work contributes to the WHO Programme of Work.	Sets specific, measurable, attainable, realistic and timely objectives for self and own team; anticipates priorities and ensures necessary actions to implement them; effectively manages the use of financial and human resources to achieve own and team's work.	Sets specific, measurable, attainable, realistic and timely objectives for own team and/or the Organization; systematically analyses and anticipates priority projects for own team and allocates necessary resources to achieve them; identifies the cross-Organizational resources needed for large- scale projects in line with key Organizational objectives.
		Monitor progress and use resources well.	Monitors own progress and seeks advice from supervisor to ensure that actions are implemented.	Resets priorities in response to unexpected circumstances; applies measures to monitor resources and progress as planned; looks for cost-effective solutions; identifies resources financial, human and technological needed to achieve own workplan.	Anticipates and addresses potential difficulties for team or department; uses existing timelines to monitor own and team's progress against deadlines and milestones; proposes cost-effective solutions for own work and the work of the team.	Anticipates foreseeable changes and adapts own and team's projects in the face of unforeseen circumstances and/or challenges; creates measures and criteria to monitor progress of overall projects against key Organizational objectives; creates cost-effective solutions for the Organization.
Building and promoting partnerships across the Organization and beyond	Develops and strengthens internal and external partnerships that can provide information, assistance and support to THE ORGANIZATION. Identifies and uses synergies across the Organization and with external partners.	Develop networks and partnerships and encourage collaboration.	Assists colleagues in working together to deliver; creates and maintains good working relationships with colleagues inside and outside the Organization to facilitate own and team's work.		Effectively and easily networks to enhance own team's and/or department's results and fosters mutually beneficial working relationships to create synergies across the Organization and with external stakeholders.	Builds and negotiates strategic partnerships and alliances with a wide range of key stakeholders to ensure Organizational results and success.
			Works to improve own work by setting appropriate performance standards.	Seeks to understand internal synergies between own and others' work within the Organization.	Promotes synergies between the work of the Organization and that of external partners in order to improve outcomes.	Creates innovative opportunities for promoting synergies inside and outside the Organization to improve Organizational success.



## Leadership

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			Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/vision
Driving THE ORGANIZATION to a successful future	Demonstrates a broad understanding of the growing complexities of health issues and activities. Creates a compelling vision of shared goals, and develops a road map for successfully achieving real progress in improving people's health.	Constructive leadership style.	N/A	Uses all relevant processes to achieve results that benefit the Organization; takes an active role through exemplary behaviour, thus strengthening the Organization's identity.	Develops plans that support the Organization's mission, vision and priorities; uses a collaborative managerial style to strengthen the Organization's image.	Leads and develops a road map for successfully achieving real progress in the Organization's mandate, including consultation with key stakeholders; demonstrates respectful, trustworthy, transparent and accountable behaviour in order to develop a reliable and coherent identity for the Organization.
		Manage complexity and think systemically.		Keeps up-to-date on structural changes within the Organization and the UN Common System; demonstrates a good understanding of the key factors driving Organizational success.	Anticipates new trends and uses the information to benefit the Organization; proposes solutions for advancing the Organization's work planning.	Identifies opportunities to promote the Organization's long-term goals; creates Organizational initiatives for advancing the Organization's mission, building on existing opportunities presented by new local and global developments.
		Set the vision and build commitment.		Demonstrates ability to generate new ideas; maintains awareness of developments in the Organizational structure.	Is able to explain the vision to others and secure their support for the Organization's mandate.	Creates a coherent Organizational vision of shared and successful goals; fosters a culture of vision and long-term goals, recognizing and rewarding efforts to maximize the Organization's value.

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			Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/vision
Promoting innovation and Organizational learning	In vigorates the Organization by building a culture which encourages learning and development. Sponsors innovative approaches and solutions.	Encourage learning.	Participates in informal and formal learning activities for personal and professional development. Takes constructive feedback in a professional manner and acts upon it to further improve own performance.	Undertakes informal and formal learning activities and encourages others to do the same with a view to staying relevant in current job and for future job aspirations.	Creates opportunities for learning and development in own team and synergies with other Organizational units, recognizing that learning is a key motivator in sustaining performance; encourages own team members to learn from each other, enhancing team building and effectiveness.	Ensures that knowledge and learning are shared across the Organization, transmitting a sense of responsibility and empowerment down the Organization; builds a culture that encourages learning and development by coaching and mentoring others.
		Sponsor innovation.	Demonstrates openness in learning about new methods and tools in order to facilitate work .	Sponsors innovative approaches and solutions; shows openness to new perspectives in own work area.	Encourages and supports others to be innovative; actively generates new perspectives on own and team's work.	Drives and advocates for change as needed, continually promoting new ways to position the Organization for success; is recognized as a key resource within the Organization for generation of alternative perspectives on the Organization's mission and work.

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			Task oriented	Process-operations oriented	Policy/implementation-oriented	Strategic orientation/vision
Promoting THE ORGANIZATION's position in health leadership	Positions THE ORGANIZATION as a leader in health. Gains support for THE ORGANIZATION's mission. Coordinates, plans and communicates in a way that attracts support from intended audiences.	Understand and promote the mission.	N/A	Demonstrates credibility in dealing with individuals inside the Organization.	Demonstrates credibility and authority in dealing with individuals inside and outside the Organization	Creates strong relationships and partnerships by providing an immediate credible impression with, among others, international and national counterparts, technical departments and donor and development partners.
				Persuades others effectively, gaining their commitment while recognizing the need to support exchanges and trade-offs.	Guides conversations to desired end points; negotiates effectively by exploring a range of possibilities.	Negotiates effectively with people inside and outside the Organization, by adopting a wide range of approaches, and maintaining relationships with all parties at all times.
				Prepares and delivers internal presentations and messages, using a wide range of appropriate techniques.	Plans, develops and communicates organizational strategies in a way that attracts support from intended audiences.	Represents the Organization internally and externally with authority and credibility, preparing and delivering high-level messages, using a wide range of appropriate techniques.
				Works to link own work area to other parts of the Organization.	Takes account of a wide range of issues across, and related to, the Organization as a whole.	Gains agreement from others for a desired course of action that has a positive impact on the Organization.
				Respects and supports the the Organization's "brand"; successfully promotes the Organization's mission and programmes.	Gains support for the Organization's mission and agreement from others on a desired course of action.	Positions the Organization as a leader in health through successful promotion of the Organization's mission and programmes.