

ANNEX I, APPENDIX 3
TO REQUEST FOR PROPOSALS (RFP) N° PTD/09/080

WIPO's COMPETENCY FRAMEWORK

In the coming month, WIPO would like to develop a competency framework in line with the new strategic direction of the Organization. This framework is intended to be incorporated into several HR-related activities (e.g. PMSDS, training and job design) and, in this first phase, emphasis will be given to core and managerial competencies. During the pilot project for PMSDS (2006-2009), WIPO has made already some experience with the application of a tool (see below) and the experience made will be used to develop an organization-wide competency framework.

1 CORE COMPETENCIES

Core competencies are expected from, and rated for, all WIPO employees. The effectiveness of a competency is measured through behavior as described below.

1.1 Communicating Effectively

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> • Speaks and writes clearly, in a structured, logical and credible way 	<ul style="list-style-type: none"> • Lacks coherence in structure and overlooks key points; uses unsuitable terminology
<ul style="list-style-type: none"> • Encourages others to share their views; takes time to understand and consider these views 	<ul style="list-style-type: none"> • Interrupts and confronts others rather than trying to understand their views; does not listen actively
<ul style="list-style-type: none"> • Ensures that the messages have been heard and understood; chooses appropriate communication channels 	<ul style="list-style-type: none"> • Does not validate if the message was understood by the recipient; uses inappropriate communication channels
<ul style="list-style-type: none"> • Keeps others informed of key and relevant issues 	<ul style="list-style-type: none"> • Does not share useful information with others

1.2 Interacting with Others

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> • Understands and respects cultural and other human behavioral differences, applying these to daily work 	<ul style="list-style-type: none"> • Does not make sufficient effort to relate to the cultural and human diversity within the workplace
<ul style="list-style-type: none"> • Works well with people of different cultures, gender or backgrounds 	<ul style="list-style-type: none"> • Makes judgements based on perceived stereotypes and finds it difficult to work with people of other culture, gender or background
<ul style="list-style-type: none"> • Considers issues from the perspective of others 	<ul style="list-style-type: none"> • Is unwilling to view issues from the perspective of others
<ul style="list-style-type: none"> • Identifies conflicts early and facilitates their resolution 	<ul style="list-style-type: none"> • Avoids dealing with conflict in which one is involved

1.3 Showing Team Spirit

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> Collaborates with colleagues to achieve results 	<ul style="list-style-type: none"> Seems more focused on achieving personal goals, without considering or contributing to the team objectives
<ul style="list-style-type: none"> Supports and acts in accordance with team decisions 	<ul style="list-style-type: none"> Does not accept team decisions and keeps on doing things differently
<ul style="list-style-type: none"> Willing to contribute to the team's development and success, and to accept joint responsibility for the team's short comings 	<ul style="list-style-type: none"> Does not display solidarity with the team and is not prepared to accept responsibility for shared objectives
<ul style="list-style-type: none"> Shares knowledge, information and expertise with the team 	<ul style="list-style-type: none"> Holds back on sharing knowledge, information or experience with other team members

1.4 Managing Yourself

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> Makes constant effort to improve skills and performance 	<ul style="list-style-type: none"> Does not use opportunities to enhance skills or improve performance
<ul style="list-style-type: none"> Shows willingness to learn from previous experience and mistakes, and applies lessons to improve performance 	<ul style="list-style-type: none"> Repeats mistakes and demonstrates same behavior despite being encouraged and provided with opportunities to improve performance
<ul style="list-style-type: none"> Uses constructive criticism to improve performance 	<ul style="list-style-type: none"> Reacts in an overly defensive way to criticism
<ul style="list-style-type: none"> Remains productive even in stressful and difficult situations 	<ul style="list-style-type: none"> Demonstrates a lack of emotional control during difficult situations; transfers own stress to others and compromises productivity

1.5 Producing Results

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> Produces high-quality results in time that meet the client needs 	<ul style="list-style-type: none"> Delivers incomplete, incorrect or inaccurate work; fails to respect deadlines or is very often late in the daily work
<ul style="list-style-type: none"> Demonstrates initiative and makes things happen 	<ul style="list-style-type: none"> Acts only on demand; lacks initiative
<ul style="list-style-type: none"> Has a systematic, effective and efficient approach to work 	<ul style="list-style-type: none"> Loses focus and acts inefficiently or ineffectively
<ul style="list-style-type: none"> Takes responsibility for own decisions or actions 	<ul style="list-style-type: none"> Fails to take responsibility for own decisions and actions; tries to pass the responsibility on to others

1.6 Embracing Change

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> Is receptive to new ideas and working methods 	<ul style="list-style-type: none"> Shows little flexibility in attitude when faced with new ideas
<ul style="list-style-type: none"> Actively supports change initiative and provides related feedback 	<ul style="list-style-type: none"> Is reluctant to change when faced with new demands or challenges
<ul style="list-style-type: none"> Recognizes opportunities for improvement and proposes workable solutions 	<ul style="list-style-type: none"> Does not display creativity; does not propose improvements
<ul style="list-style-type: none"> Maintains a positive attitude even in difficult times of change 	<ul style="list-style-type: none"> Becomes negative in attitude when faced with change

1.7 Respecting Ethics and Values

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> Understands and behaves in accordance with WIPO's professional, ethical and legal framework 	<ul style="list-style-type: none"> Compromises ethical standards or legal framework; unprofessional approach to work
<ul style="list-style-type: none"> Demonstrates consistency between one's expressed principles and behavior 	<ul style="list-style-type: none"> Does not act according to one's expressed principles
<ul style="list-style-type: none"> Does not overlook when others behave in an unprofessional or unethical manner 	<ul style="list-style-type: none"> Is not willing to defend colleagues or the Organization if and when necessary
<ul style="list-style-type: none"> Maintains confidentiality and treats sensitive information with discretion 	<ul style="list-style-type: none"> Breaches confidentiality and treats sensitive information without the necessary care or discretion

2 MANAGERIAL COMPETENCIES

Managerial competencies are expected from WIPO staff with supervisory functions. These will be rated keeping in view the seniority level of the manager concerned. The effectiveness of competencies is measured through relevant behaviors as described below.

2.1 Creating a Stimulating Work Environment (all managers)

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> Provides clear directions; ensures that roles, responsibilities and reporting lines are clearly defined and understood 	<ul style="list-style-type: none"> Focuses only on own work and gives no, unclear or partial instructions; avoids managerial responsibilities
<ul style="list-style-type: none"> Delegates work appropriately, shows confidence in staff and encourages initiatives 	<ul style="list-style-type: none"> Shows little trust in others and does not delegate work
<ul style="list-style-type: none"> Provides staff with guidance, support and regular feedback, recognizes good performance and addresses performance issues 	<ul style="list-style-type: none"> Fails to recognize or acknowledge the contributions of others and does not take corrective actions when required
<ul style="list-style-type: none"> Identifies discord and conflict at an early stage and reacts appropriately to resolve it 	<ul style="list-style-type: none"> Ignores disagreement or conflict and avoids discussing problems openly

2.2 Planning and Managing Resources (all managers)

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> Develops plans, identifies priorities and defines realistic objectives and timelines 	<ul style="list-style-type: none"> Fails to define clear and practical objectives and/or implementation plans; does not set priorities
<ul style="list-style-type: none"> Identifies and effectively manages the resources needed to achieve the planned results in a timely manner 	<ul style="list-style-type: none"> Does not deliver expected results due to incorrect estimates of time, resources, complexity of tasks or due to mismanagement of otherwise adequate resources
<ul style="list-style-type: none"> Quickly re-allocates resources and resets priorities in response to unexpected events 	<ul style="list-style-type: none"> Continues with the planned implementation although unexpected events require reallocation of resources or changes in priorities
<ul style="list-style-type: none"> Periodically monitors the use of resources and the progress of activities during implementation to achieve results in an efficient and effective manner 	<ul style="list-style-type: none"> Does not undertake any systematic review of the use of resources or of the progress of activities and consequently misses objectives

2.3 Promoting Innovation and Learning (all managers)

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> Promotes change and innovation for continuous improvement 	<ul style="list-style-type: none"> Is strongly resistant to change and prefers to maintain the status quo
<ul style="list-style-type: none"> Encourages others to be innovative, proactive and to express constructive criticism 	<ul style="list-style-type: none"> Ignores innovative or creative input from others; does not listen to feedback or criticism
<ul style="list-style-type: none"> Creates opportunities for learning and professional development. 	<ul style="list-style-type: none"> Does little to promote continuous learning and professional growth
<ul style="list-style-type: none"> Encourages a sense of responsibility and seeks to empower subordinates 	<ul style="list-style-type: none"> Maintains a culture of bureaucracy and hierarchical power within the Organization

2.4 Promoting and Building Partnerships(starting at the level of Division Heads)

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> Builds and maintains mutually beneficial work relationships and cross-departmental alliances 	<ul style="list-style-type: none"> Works in isolation and sees departments as separate entities with little impact on each other
<ul style="list-style-type: none"> Puts interests of the Organization as a whole above sectoral or personal interests 	<ul style="list-style-type: none"> Is overprotective of own area of work
<ul style="list-style-type: none"> Encourages and assists others in building networks to achieve better results 	<ul style="list-style-type: none"> Establishes networks for personal gain rather than for the benefit of the Organization
<ul style="list-style-type: none"> Creates opportunities and promotes synergies between WIPO and external partners for the benefit of both 	<ul style="list-style-type: none"> Discourages or shows little interest in collaborating with or reaching out to external stakeholders

2.5 Leading WIPO to the Future (reporting directly to the DG)

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> • Demonstrates a good understanding of the complex interrelationships or factors that influence the IP World 	<ul style="list-style-type: none"> • Is not familiar with the broader context of the international IP System; remains narrowly focused on own technical field
<ul style="list-style-type: none"> • Anticipates new trends and identifies opportunities for the Organization 	<ul style="list-style-type: none"> • Misses developments and fails to identify possibilities for change
<ul style="list-style-type: none"> • Develops strategic plans in line with WIPO's mission, sets priorities and develops plans to successfully implement them. 	<ul style="list-style-type: none"> • Adopts an overly narrow perspective when developing strategies and plans; sets no or conflicting priorities

2.6 Promoting WIPO's Position in IP Leadership (reporting directly to the DG)

Very Effective Behavior	Ineffective Behavior
<ul style="list-style-type: none"> • Promotes WIPO's mission and programs successfully and builds commitment for it within and beyond the boundaries of the Organization 	<ul style="list-style-type: none"> • Fails to defend key objectives and strategies of the Organization
<ul style="list-style-type: none"> • Facilitates mutually beneficial and sustainable relationships with key stakeholders 	<ul style="list-style-type: none"> • Makes little or no effort to reach consensus or to communicate effectively with key stakeholders
<ul style="list-style-type: none"> • Takes an active role in developing and articulating a clear and coherent identity for WIPO 	<ul style="list-style-type: none"> • Sends conflicting messages about mission and conduct of the Organization