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COMPETENCY FRAMEWORK



Job families

Classifying jobs into families allows the Organisation to determine whether it has the capabilities necessary to achieve maximum impact and to locate where those capabilities are found. Job families can be used to set job requirements at the corporate level for similar jobs, to view potential matches and bridges for in-house mobility, to provide corporate learning opportunities, and to design structured career development programmes.

At the OECD, each job falls under one of the three **job families**: Executive Leadership, Policy Research, Analysis and Advice, and Corporate Management and Administration.

Executive Leadership

Jobs in this family involve designing, leading and steering the OECD and its staff members to achieve strategic objectives.

Typical jobs in this family include Director, Deputy Director, Head of Division and Counsellor.

Policy Research, Analysis, and Advice

Jobs in this family are directly involved in policy analysis which produces key outputs that support the OECD in achieving its strategic objectives.

Typical jobs in this family include Economists, Policy Analysts and Statisticians.

Corporate Management and Administration

Jobs in this family manage the OECD's corporate activities in support of the efficient and effective production and dissemination of its output. Jobs in this family are grouped together under the following categories:

- ✓ Communication (e.g. Communication Assistants, Marketing Managers)
- ✓ Finance (e.g. Finance Assistants, Finance Managers)
- ✓ General Management & Administration (e.g. Secretaries/Assistants, Resource Management Advisers)
- ✓ Human Resources (e.g. HR Officers, HR Advisers)
- ✓ Information Technology (e.g. IT Assistants, Application Analysts)
- ✓ Language Services (e.g. Translators and Interpreters)
- ✓ Legal Functions (e.g. Lawyers)
- ✓ Site Services and Operations (e.g. Logistics Officers, Documentalists and Security Managers)

Technical Competencies

Specific competencies are usually required to perform a given job within a job family. These are known as technical competencies.

Technical competencies cover the various fields of expertise relevant to the specific work carried out at the OECD. **Technical competencies** are at the heart of what we do.

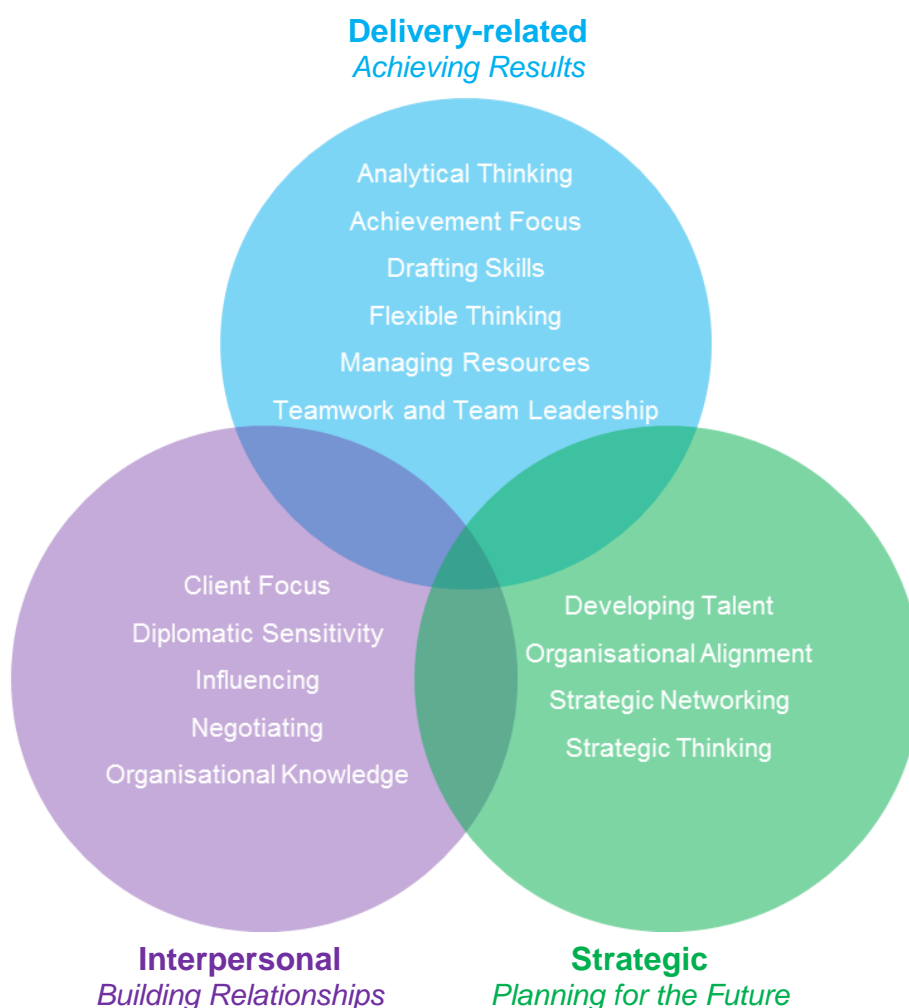
Technical competency requirements to successfully perform a given job are defined in job vacancy announcements.

Core Competencies

The Core Competencies summarise the capabilities that are important across all jobs and that we believe collectively contribute to the OECD's overall success. At the same time, the importance of Core Competencies may vary according to the specific job duties and requirements.

The OECD Competency Framework displays fifteen **Core Competencies** grouped into three clusters.

- The **blue cluster** groups the delivery-related competencies
- The **purple** groups interpersonal competencies
- The **green cluster** relates to strategic competencies



The following pages set out all fifteen of the competencies and the behaviours expected at different levels which reflect the variance in complexity, scope and responsibility across jobs.

Jobs typically associated will be indicated at each level.

Definitions

Delivery-related – Achieving Results

Analytical Thinking is the ability to identify patterns across situations that are not obviously related, and to identify key or underlying issues in complex situations.

Achievement Focus is generating results by assuming responsibility for one's performance and the correctness of one's interventions, and recognising opportunities and acting efficiently at the appropriate moment and within the given deadlines.

Drafting Skills are based on the ability to respectfully communicate ideas and information (often technical) in writing to ensure that information and messages are understood and have the desired impact.

Flexible Thinking involves the ability to effectively adapt to a variety of situations, individuals or groups. It is based on the ability to understand and appreciate different and opposing

perspectives on an issue, to adapt an approach as the requirements of a situation change, and to change or easily accept changes in one's own organisational or job requirements.

Managing Resources is about understanding human, financial, and operational resource issues to make decisions aimed at building and planning efficient project workflows, and at improving overall organisational performance.

Teamwork and Team Leadership implies working co-operatively with others, being a part of a team, and assuming the role of leader of a team. In the OECD, people work not only with their own teams but also with teams and groups across and outside the Organisation. Therefore they need to work together effectively with interdependent goals and common values and norms to foster a collaborative environment and drive teams in the same direction.

Definitions

Interpersonal – Building Relationships

Client Focus is based on the ability to understand internal/external clients' (e.g. Committees, working groups, country representatives, etc.,) needs and concerns in the short to long-term and to provide sound recommendations and/or solutions.

Diplomatic Sensitivity implies understanding other people. It includes the ability to hear accurately and understand unspoken, partly expressed thoughts, feelings and concerns of others. Included in this competency is an emphasis on cross-cultural sensitivity. Proficiency in Diplomatic Sensitivity requires the ability to keep one's emotions under control and restrain negative actions when faced with opposition or hostility from others or when working under stress.

Influencing implies an intention to convince others in an honest, respectful and sensitive manner in order to get them to go along with one's objectives. It can also be the desire to have a specific impact or effect on others.

Negotiating involves the ability to work towards win-win outcomes. At lower levels, this competency assumes an understanding of one's counterparts and how to respond to them during negotiations. At the higher levels, the competency reflects a focus to achieve value-added results.

Organisational Knowledge is the ability to understand the power relationships within the Organisation and with other organisations. It includes the ability to understand the formal rules and structures including the ability to identify who the real decision-makers are as well as the individuals who can influence them.

Strategic – Planning for the Future

Developing Talent means fostering an environment that will encourage professional and personal growth and the transfer of knowledge to future talent.

Organisational Alignment is the ability and willingness to align one's own behaviour with the needs, priorities, and goals of the Organisation, and to act in ways that promote the Organisation's goals or meet organisational needs. Organisational Alignment means focusing on the Organisation's mission before one's own preferences or professional priorities.

Strategic Networking involves working to build and maintain friendly, trustworthy and open internal and external relationships and networks with people who are, or might become, important actors in achieving strategic-related goals.

Strategic Thinking is the ability to develop a broad, big-picture view of the Organisation and its mission. Competitive advantage and threats, industry trends, emerging technology, market opportunities, stakeholder focus – Strategic Thinking is where these all come together. Strategic Thinking keeps individuals and groups focused and helps decide where to invest critical resources. It includes the ability to link long-range visions and concepts to daily work.

Key Indicators

Level 1

Each level of the Core Competencies has behavioural indicators that highlight how an individual can demonstrate that competency. Behavioural indicators are designed to show the requirements for successful performance.

Level 1 is typically associated with jobs such as Assistants, Secretaries and Operators.

Analytical Thinking

- ✓ Distinguishes between critical and irrelevant pieces of information.
- ✓ Gathers information from a variety of sources to reach a conclusion.

Achievement Focus

- ✓ Defines ambitious, but realistic, personal goals.
- ✓ Works while meeting quality and performance standards.
- ✓ Promptly and efficiently completes work assignments.

Drafting Skills

- ✓ Tailors communication (e.g. content, style and medium) to diverse audiences.
- ✓ Writes and presents factual material in a concise manner.

Flexible Thinking

- ✓ Proposes ways to do things differently.
- ✓ Understands and recognises the value of other points of view and ways of doing things.
- ✓ Displays a positive attitude in the face of ambiguity and change.

Managing Resources

- ✓ Organises the use of resources to meet expectations and identifies difficulties.
- ✓ Plans, coordinates and manages internal and external resources to accomplish assignments within the given deadlines.

Teamwork and Team Leadership

- ✓ Initiates collaboration with others and spontaneously assists others in the delivery of their work.
- ✓ Shares all relevant information with others and seeks others' input.
- ✓ Expresses own opinion while remaining factual and respectful.

Client Focus

- ✓ Responds to and anticipates client needs in a timely, professional, helpful and courteous manner, regardless of client attitude.
- ✓ Clearly shows clients that their perspectives are valued.
- ✓ Strives to consistently meet service standards.

Diplomatic Sensitivity

- ✓ Listens actively, considers people's concerns and adjusts own behaviour in a helpful manner.
- ✓ Understands the reason behind, or motivation for someone's actions.
- ✓ Is attentive when doing projects and assignments, or when interacting with people from different countries and backgrounds.
- ✓ Expresses negative feelings constructively.

Developing Talent

- ✓ Takes advantage of learning opportunities provided (e.g. courses, feedback from supervisor or peers) to meet requirements of current job.
- ✓ Sets clear self-development expectations.

Organisational Alignment

- ✓ Explains the role and goals of the Organisation and how they relate to own area of work.
- ✓ Is able to explain how own work relates to the work of the Organisation.

Influencing

- ✓ Checks own understanding of others' communication (e.g. paraphrases, asks questions).
- ✓ Maintains continuous, open and consistent communication with others.
- ✓ Builds on successful initiatives to gain support for ideas.
- ✓ Adapts arguments to others' needs/interests.

Negotiating

- ✓ Identifies main negotiating points of a given issue and engages in negotiation.
- ✓ Listens to differing points of view and promotes mutual understanding.

Organisational Knowledge

- ✓ Demonstrates understanding of the general environment in which the Organisation operates.
- ✓ Understands and uses the Organisation's structures, rules and networks.
- ✓ Knows and respects the Organisation's Code of Conduct and values.

Strategic Networking

- ✓ Actively nurtures both formal and informal contacts to facilitate the progress of work by proactively sharing information, best practices, respective interests and areas of expertise.
- ✓ Identifies current or past contacts that can provide work-related information or assistance.
- ✓ Fosters two-way trust in dealing with contacts (e.g. maintains confidentiality regarding sensitive information).

Strategic Thinking

- ✓ Identifies new information or data to key decision-makers or stakeholders to support their understanding and decisions.

Key Indicators

Level 2

Each level of the Core Competencies has behavioural indicators that highlight how an individual can demonstrate that competency. Behavioural indicators are designed to show the requirements for successful performance.

Level 2 is typically associated with jobs such as Statisticians, Corporate Management and Administration Assistants/Officers, Logistics Officers and Documentalists.

Analytical Thinking

- ✓ Identifies critical connections and patterns in information/data.
- ✓ Soundly analyses verbal and numerical data.
- ✓ Recognises causes and consequences of actions and events that are not readily apparent.
- ✓ Anticipates and thinks ahead about next steps.

Achievement Focus

- ✓ Demonstrates the ability to challenge existing practices in order to become more effective.
- ✓ Contributes to improve work methods, outcomes and team performance.
- ✓ Generates results by acting in a focused way and within the deadlines, and finds ways to go around obstacles with minimum guidance.
- ✓ Makes efforts to optimise process workflows efficiently using technology.

Drafting Skills

- ✓ Writes information coming from multiple sources in a logical and comprehensive, yet concise manner.
- ✓ Combines information from various sources in a concise and consistent manner.
- ✓ Makes sound use of graphics and tables to effectively present numerical data.

Flexible Thinking

- ✓ Anticipates having to adapt work methods to changing technology and environments.
- ✓ Considers problems from all new perspectives and can expand on the thinking or solutions proposed by others.
- ✓ Adapts to new ideas and initiatives relevant to own area of work.
- ✓ Understands and promotes the Organisation's business needs and policies for introducing change.

Managing Resources

- ✓ Manages the allocation of resources in relation to business needs.
- ✓ Manages the work plan, sets timelines and milestones, and involves stakeholders to deliver on time.
- ✓ Provides advice on procedures and the use of financial resources.

Teamwork and Team Leadership

- ✓ Supports others in taking independent action.
- ✓ Resolves issues that occur with minimal direction.
- ✓ Invites and builds upon the ideas of others.
- ✓ Assumes additional responsibilities to facilitate the achievement of team goals.

Client Focus

- ✓ Follows-up with clients during and after the delivery of services to ensure that their needs have been met.
- ✓ Keeps clients up-to-date on the progress of the service they are receiving and changes that affect them.
- ✓ Ensures service is provided to clients during critical periods.
- ✓ Prioritises clients' issues and address them accordingly.

Diplomatic Sensitivity

- ✓ Listens actively, considers people's concerns and adjusts own behaviour in a helpful manner.
- ✓ Understands the reason behind, or motivation for someone's actions.
- ✓ Is attentive when doing projects, assignments or interacting with people from different countries and backgrounds.
- ✓ Expresses negative feelings constructively.

Influencing

- ✓ Persuades by using concrete examples to make a point.
- ✓ Recalls others' main points and takes them into account in own communication.

- ✓ Reads cues from various listeners to assess when and how to change the planned communication approach to effectively deliver messages.

Negotiating

- ✓ Identifies main negotiating points of a given issue and engages in negotiation.
- ✓ Listens to differing points of view and promotes mutual understanding.

Organisational Knowledge

- ✓ Seeks to understand and raises awareness of the Organisation's decision making bodies and power relationships.
- ✓ Shares knowledge about and encourages others to keep up-to-date with the Organisation's rules, structures, networks, systems and environment.
- ✓ Recognises what is and is not acceptable/ possible at certain times given the Organisational rules, structures, decision-making bodies, power relationships, Code of Conduct, and values.
- ✓ Raises compliance, ethical or other issues to protect the Organisation's reputation and obligations.

Developing Talent

- ✓ Actively shares knowledge among peers or offers advice to less experienced colleagues.
- ✓ Self-assesses against standards for current position to identify learning needs.
- ✓ Effectively transfers acquired knowledge and expertise.
- ✓ Demonstrates initiative in professional self-development.

Organisational Alignment

- ✓ Is able to present the Organisation's priorities as they relate to own area of work.
- ✓ Explains and convinces others of the need for adaptation and change of policies, structures, and methods.

Strategic Networking

- ✓ Actively nurtures both formal and informal contacts to facilitate the progress of work by proactively sharing information, best practices and respective interests and areas of expertise.
- ✓ Identifies current or past contacts that can provide work-related information or assistance.
- ✓ Fosters two-way trust in dealing with contacts (e.g. maintains confidentiality regarding sensitive information).

Strategic Thinking

- ✓ Identifies new information or data to key decision-makers or stakeholders to support their understanding and decisions.

Key Indicators

Level 3

Each level of the Core Competencies has behavioural indicators that indicate how an individual can demonstrate that competency. Behavioural indicators are designed to show the requirements for successful performance.

Level 3 is typically associated with jobs such as Economists/Policy Analysts, IT Analysts and HR Advisers.

Analytical Thinking

- ✓ Independently engages in tasks requiring interpretation of complex and often vague sets of information.
- ✓ Identifies gaps in information and makes assumptions in order to continue analysis and/or take action.
- ✓ Seeks a wide range of sources of information.

Achievement Focus

- ✓ Identifies needed adjustments in own area of responsibility and sets priorities accordingly.
- ✓ Considers the implications of proposed courses of actions.
- ✓ Takes new initiatives aimed at improving team performance.

Drafting Skills

- ✓ Writes on complex and highly specialised issues.
- ✓ Conveys critical nuances and qualifiers to facilitate complete understanding of the material.

Flexible Thinking

- ✓ Seeks best practices inside and outside the Organisation to anticipate change.
- ✓ Stays open-minded and encourages others to bring new perspectives.

Managing Resources

- ✓ Allocates and controls resources within own area of responsibility/ scope of assignment.
- ✓ Identifies needs for resources to effectively support current initiatives, services and offerings.
- ✓ Manages assignments' delivery process and deadlines.

Teamwork and Team Leadership

- ✓ Assumes accountability for work delegated to others (peers, team members, experts, etc.).
- ✓ Seeks to work with teams with complementary skills/expertise.
- ✓ Encourages people with opposing viewpoints to express their concerns.
- ✓ Resolves conflict among team members sensitively and fairly.

Client Focus

- ✓ Brings together aspects of a trend or policy into a clear picture for others to understand.
- ✓ Looks for ways to add value beyond clients' immediate requests and acts on them.
- ✓ Anticipates clients' upcoming needs and concerns.
- ✓ Explores and addresses long-term client needs.

Diplomatic Sensitivity

- ✓ Maintains objectivity when one's own positions or opinions are challenged by peers or stakeholders.
- ✓ Encourages others to contribute by overcoming cultural barriers and background differences.
- ✓ Remains objective when facing criticism.

Developing Talent

- ✓ Helps others learn from experience and development initiatives. Recommends readings, trainings and other resources.
- ✓ Continually acquires and applies new knowledge and learning to improve job performance.
- ✓ Provides constructive feedback to others.

Organisational Alignment

- ✓ Stays aware of the organisational objectives and monitors current developments and trends that may affect implementation of organisational direction, programmes or plans.
- ✓ Helps others understand the strategic goals of the Organisation and how their work relates to these.

Influencing

- ✓ Uses compelling argumentation to convey conclusions and ideas.
- ✓ Understands others' complex or underlying needs, motivation, emotions or concerns and adjusts communication effectively.

Negotiating

- ✓ Identifies minimal or ideal conditions of others during negotiations.
- ✓ Negotiates based on first-hand observations and information collected from both sides avoiding using hearsay or personal opinions.

Organisational Knowledge

- ✓ Anticipates outcomes based on an understanding of organisational decision-making bodies and power relationships.
- ✓ Promotes and encourages others to keep up-to-date with the Organisation's rules, structures, decision-making bodies, networks, power relationships and environment.

Strategic Networking

- ✓ Evaluates current network for effectiveness and relevance to achieving strategic objectives within own area.
- ✓ Identifies and creates opportunities to initiate new connections that will facilitate the achievement of strategic goals within own area.

Strategic Thinking

- ✓ Demonstrates awareness of the impact of own work on aspects of organisational strategy, and the impact of organisational strategy on own work.
- ✓ Identifies implications of own analysis.

Key Indicators

Level 4

Each level of the Core Competencies has behavioural indicators that indicate highlights how an individual can demonstrate that competency. Behavioural indicators are designed to show the requirements for successful performance.

Level 4 is typically associated with jobs such as Senior Economists/Policy Analysts or Managers.

Analytical Thinking

- ✓ Develops conceptual frameworks that guide analysis.
- ✓ Draws sound conclusions based upon a mixture of analysis and experience.

Achievement Focus

- ✓ Sets challenging goals for his/her area of responsibility in relation to business opportunities.
- ✓ Measures the risks involved while taking a course of action.
- ✓ Engages in action at the right time and to achieve results.

Drafting Skills

- ✓ Transforms technical information to engage a non-specialist audience.
- ✓ Tailors communication to the reader and to the context to positively influence policies, reforms, and directions.
- ✓ Edits work delegated to others.

Flexible Thinking

- ✓ Contributes to shaping business practices and policies.
- ✓ Shares new ideas and perspectives to adjust business strategies.
- ✓ Encourages others to see the positive outcome of doing things differently.

Managing Resources

- ✓ Advises and/or develops practical solutions to address resource issues that impact the effectiveness of a team or project and the work to be delivered.
- ✓ Allocates and controls financial resources within own area consistent with goals, priorities and budget.
- ✓ Organises people and activities, separates and combines tasks into an efficient workflow to deliver project outputs according to a clear timeframe.

Teamwork and Team Leadership

- ✓ Provides clear directions and priorities to teams.
- ✓ Delegates responsibility to individuals to make them accountable for successful execution.
- ✓ Organises teamwork to encourage co-operation and bring together complementary skills/expertise.
- ✓ Credits individual contributions and acknowledges team accomplishments.
- ✓ Facilitates the discussion and resolution of conflicts or disagreement.
- ✓ Encourages and values teams' input.

Client Focus

- ✓ Acts as a seasoned adviser, providing independent opinions on complex client problems and novel initiatives, and assists with handling priority issues.
- ✓ Gives the client constructive feedback about issues/problems encountered.
- ✓ Advocates on behalf of clients to senior management, identifying approaches that meet the clients' needs as well as those of the Organisation.

Diplomatic Sensitivity

- ✓ Identifies and responds to underlying attitudes or behaviour patterns such as cultural norms and personality differences.
- ✓ Phrases ideas in a way that avoids negative reactions (internally as well as externally).
- ✓ Reacts purposefully to frustrations.

Influencing

- ✓ Communicates complex issues clearly and credibly with widely varied audiences.
- ✓ Scans the environment for key information and messages to form the development of communication strategies.
- ✓ Uses situations (e.g. the setting, people present, sequence of events) to create a

desired impact and to maximise the chances of a favourable outcome.

Negotiating

- ✓ Prepares and effectively runs negotiating meetings to achieve a specific objective.
- ✓ Negotiates in a constructive manner when tackling difficult issues.
- ✓ Makes realistic compromises during negotiations.
- ✓ Maintains an objective, non-emotional distance from interpersonal conflicts or arguments that arise during negotiations.
- ✓ Focuses on achieving value-added results during negotiations.

Organisational Knowledge

- ✓ Based on knowledge of the Organisation's governance, rules, structures and people, recognises the opportune time for action, having positioned all key elements to maximise the probability of success.
- ✓ Manages compliance, ethical and other issues to protect the Organisation's reputation and respect its obligations.

Developing Talent

- ✓ Assembles teams with complementary skills and promotes the expectation that they will learn from one another.
- ✓ Identifies and plans learning, targeted to specific developmental needs in current position.
- ✓ Encourages others to take on new responsibilities in order to support professional development.
- ✓ Gives feedback that is constructive and precise based on facts and behavioural patterns observed, and gives individualised suggestions for improvement.

Organisational Alignment

- ✓ Promotes a shared understanding of the Organisation's needs and strategic direction to rally teams.

- ✓ Develops and implements projects, programmes and processes aligned with the Organisation's strategic direction and needs.

Strategic Networking

- ✓ Actively and continuously expands own network to meet strategic goals.
- ✓ Identifies and creates opportunities to initiate new partnerships that will facilitate the achievement of strategic goals.

Strategic Thinking

- ✓ Identifies and considers emerging development opportunities and risks when articulating new options and recommendations.
- ✓ Maintains a broad, strategic perspective while identifying and focusing on crucial details.

Key Indicators

Level 5

Each level of the Core Competencies has behavioural indicators that indicate highlight how an individual can demonstrate that competency. Behavioural indicators are designed to show the requirements for successful performance.

Level 5 is typically associated with jobs such as Heads of Division, Counsellors, Deputy Directors and Directors.

Analytical Thinking

- ✓ Is sought out by others for advice and solutions on how to best interpret and use information.
- ✓ Discerns the level of pressure or influence to apply in each aspect of the analysis in relation to the broader context.

Achievement Focus

- ✓ Assesses group performance against goals and identifies areas for improvement.
- ✓ Translates business opportunities into concrete measures that are beneficial for the Organisation.
- ✓ Dares to take calculated risks in order to let the business develop positively.

Drafting Skills

- ✓ Handles creation of strategic written communication for the Organisation.
- ✓ Reviews complex and/or sensitive work carried out identifying the impact for the Organisation.

Flexible Thinking

- ✓ Is intellectually agile in response to challenges of internal and external environments.
- ✓ Solicits ideas and responds positively to those of staff, committees and the Secretary-General.

Managing Resources

- ✓ Sets and redefines priorities and reorganises staff to increase the group's response capacity to internal and external demands.
- ✓ Evaluates the financial impact of decisions and develops strategies to address financial resource issues.

Teamwork and Team Leadership

- ✓ Makes team assignments within and outside of the Division/Directorate to facilitate horizontal work.
- ✓ Delegates authority to match responsibility, and holds staff accountable for agreed upon commitments.
- ✓ Appropriately involves others in decisions and plans that affect them.
- ✓ Promotes group morale and productivity by being clear about output expectations.
- ✓ Sees arising conflict and takes action at Division/ Directorate/Organisation level.

Client Focus

- ✓ Builds client's confidence using own personal reputation in the international community and expertise.
- ✓ Knows when it is appropriate to push clients to consider difficult issues and acts accordingly.
- ✓ Determines strategic direction and long-term opportunities to best meet clients' evolving needs.
- ✓ Monitors, evaluates and, as needed, renews the client service model and service standards.

Diplomatic Sensitivity

- ✓ Makes one's case tactfully, especially when dealing with the highest level of government officials.
- ✓ Knows when to stand firm and when to accommodate.
- ✓ Accurately hears and understands the unspoken thoughts or feelings of others and acts purposefully.

Influencing

- ✓ Handles strategic communication issues for the Organisation in highly-exposed situations.
- ✓ Handles difficult on-the-spot questions (e.g. from senior executives, public officials, interest groups, or the media).
- ✓ Anticipates and builds on others' reactions to keep momentum and support for an approach.
- ✓ Uses experts or other third parties to influence (e.g. takes multiple actions to make staged

arguments, assembles political coalitions, builds "behind-the-scenes" support for ideas.

- ✓ Takes well thought-out impactful actions to win a point or reach an agreement.

Negotiating

- ✓ Constructively works towards a win-win solution during negotiations.
- ✓ Explores creative solutions with others to overcome antagonism and to develop partnerships.
- ✓ Successfully leads negotiations with strong impact on one's unit.
- ✓ Demonstrates more than one preferred negotiating style (e.g. competing, co-operative, avoiding, compromise, accommodating) and adapts depending on the counterpart and context.
- ✓ Demonstrates an ability to step back when necessary from the negotiation process while staying focused on the objective.

Organisational Knowledge

- ✓ Uses knowledge of corporate politics to handle complex situations effectively and with discretion.
- ✓ Understands the nature and limits of related organisations and government agencies, and uses that knowledge to influence and lead.
- ✓ Takes ownership of compliance, ethical and other issues in order to protect the Organisation's reputation and respect its obligations.

Developing Talent

- ✓ Delegates authority and responsibility with the capacity to do a task in one's own way and encourages others to take the lead and learn new skills.
- ✓ Promotes sharing of expertise and supports learning opportunities across the Division/Directorate/Organisation.
- ✓ Develops a common understanding and is transparent about staff potential to take over new responsibilities.
- ✓ Sets an example for staff development in the Division/Directorate/Organisation.
- ✓ Encourages others to develop their people through development dialogues and action plans.

Organisational Alignment

- ✓ Uses a variety of means to communicate the Organisation's needs and strategic directions.
- ✓ Develops a strategic direction for one's unit that connects the role of the team to the success of the Organisation.

- ✓ Ensures the initiatives and priorities in one's area are integrated with one another and aligned with the strategic priorities of the broader Organisation.
- ✓ Aligns people, processes and structures with strategic direction and Organisational needs.

Strategic Networking

- ✓ Manages relationships among key outside organisations and government entities to create long-range opportunities.
- ✓ Utilises established network of relationships to seek information of strategic importance and to seek a position of influence in key forums.

Strategic Thinking

- ✓ Understands the position of the OECD in the larger world context; conveys a thorough understanding of the Organisation's/ Directorate's/Division's strengths, weaknesses, opportunities and threats; identifies competitive differentiators.
- ✓ Considers the bigger picture while setting priorities and the way forward.

