ORGANISATION FOR THE PROHIBITION OF CHEMICAL WEAPONS

19 October 2011

INFORMATION CIRCULAR

OPCW-S/IC/105

SUBJECT: GUIDE TO OPCW CORE VALUES AND COMPETENCIES

This guide should be read in conjunction with the Administrative Directive on Performance Management and Appraisal System (PMAS), (AD/PER/18/Rev.4) effective as of 01 January 2012, and any subsequent revisions.

Please use this guide to familiarise yourself with the organisational values and competencies. Use and observe the competencies in your daily work and in discussing performance management issues and staff development.

What are competencies?

The term "competency" refers to a combination of skills, attributes and behaviours that are directly related to successful performance on the job. Core competencies are the skills, attributes and behaviours which are considered important for all staff of the Organisation, regardless of their function or level. Managerial competencies are the skills, attributes and behaviours which are considered essential for staff with managerial or supervisory responsibilities.

Core and managerial competencies are not specific to any occupation. One could demonstrate the competency of "teamwork" or "client orientation", for example, in performing any job.

Specific technical competencies are not included in the model of OPCW competencies. To complement the core competencies, individual Divisions/Branches/Offices may choose to define functional *job related* competencies related to their respective areas of work.

Why are competencies important?

Defining competencies is important both for the Organisation and for staff. Competencies are forward-looking. They describe the skills and attributes staff and managers will need in order to build a new organisational culture and meet future challenges. They help organisations clarify expectations, define future development

needs, and do more focused recruitment and development planning. Competencies provide a sound basis for consistent and objective performance standards by creating shared language about what is needed and expected in an Organisation.

How do I acquire the competencies?

Competencies include a combination of skills, attributes and behaviours that need to be developed and strengthened throughout one's employment with the organisation. Acquiring a competency is not a one-time event, but rather an ongoing process. Formal training can help, but experience, coaching, feedback and individual learning activities are needed as well.

What are the OPCW core values and competencies?

Core Values
➢ Integrity
➢ Professionalism
➢ Respect for Diversity

Core Competencies
➢ Communication
➢ Teamwork
➢ Planning & Organizing
➢ Accountability
➢ Creativity
➢ Client Orientation
➢ Commitment to Continuous Learning
➢ Technological Awareness

Managerial Competencies
➢ Leadership
➢ Vision
➢ Empowering Others
➢ Building Trust
➢ Managing Performance
➢ Judgement/Decision-making

What do competencies look like in practice?

As competencies relate more to what a person does, than what a person knows, they are observable. For each competency it is possible to describe "behavioural indicators", actions or behaviours that exemplify the competency in practice. These may be helpful in promoting shared values and common standards of performance and behaviour throughout the Organisation.

The following pages set out the organisational **core values**, **core competencies** and **managerial competencies**, followed by "behavioural indicators". These indicators are indicative only. They are not intended to describe all the behaviours related to a competency.

Core Values: (Mandatory for All Staff members)

Integrity *(Mandatory for All Staff)*
➢ Demonstrates the values of the OPCW in daily activities and behaviours
➢ Acts without consideration of personal gain
➢ Resists undue political pressure in decision-making
➢ Does not abuse power or authority
➢ Stands by decisions that are in the Organisation's interest, even if they are unpopular
➢ Takes prompt action in cases of unprofessional or unethical behaviour

Professionalism *(Mandatory for All Staff)*
➢ Shows pride in work and in achievements
➢ Demonstrates professional competence and mastery of subject matter
➢ Is conscientious and efficient in meeting commitments, observing deadlines and achieving results
➢ Is motivated by professional rather than personal concerns
➢ Shows persistence when faced with difficult problems or challenges
➢ Remains calm in stressful situations

Respect for Diversity/Gender Equality *(Mandatory for All Staff)*
➢ Works effectively with people from all backgrounds
➢ Treats all people with dignity and respect
➢ Treats men and women equally
➢ Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work and decision-making
➢ Examines own biases and behaviours to avoid stereotypical responses
➢ Does not discriminate against any individual or group

Core Competencies:

In the discussion of the Work plan, the staff member and first appraising officer shall select the most relevant core competencies listed below related to the objectives/success criteria identified for the performance period and, where appropriate, managerial competencies. At least 1 core competency must be selected.

Communication
➢ Speaks and writes clearly and effectively
➢ Listens to others, correctly interprets messages from others and responds appropriately
➢ Asks questions to clarify, and exhibits interest in having two-way communication
➢ Tailors language, tone, style and format to match the audience
➢ Demonstrates openness in sharing information and keeping people informed

Teamwork
➢ Works collaboratively with colleagues to achieve organisational objectives
➢ Solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others
➢ Places team agenda before personal agenda
➢ Supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position

➢ Shares credit for team accomplishments and accepts joint responsibility for team shortcomings

Planning & Organising
➢ Develops clear objectives that are consistent with agreed strategies
➢ Identifies priority activities and assignments; adjusts priorities as required
➢ Allocates appropriate amount of time and resources for completing work
➢ Foresees risks and allows for contingencies when planning
➢ Monitors and adjusts plans and actions as necessary
➢ Uses time efficiently

Accountability
➢ Takes ownership of all responsibilities and honours commitments
➢ Delivers outputs for which one has responsibility within prescribed time, cost and quality standards
➢ Operates in compliance with organisational regulations and rules
➢ Supports subordinates, provides oversight and takes responsibility for delegated assignments
➢ Takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.

Client Orientation
➢ Considers all those to whom services are provided to be "clients " and seeks to see things from clients' point of view
➢ Establishes and maintains productive partnerships with clients by gaining their trust and respect
➢ Identifies clients' needs and matches them to appropriate solutions
➢ Monitors ongoing developments inside and outside the clients' environment to keep informed and anticipate problems
➢ Keeps clients informed of progress or setbacks in projects
➢ Meets timeline for delivery of products or services to client

Creativity
➢ Actively seeks to improve programmes or services
➢ Offers new and different options to solve problems or meet client needs
➢ Promotes and persuades others to consider new ideas
➢ Takes calculated risks on new and unusual ideas; thinks "outside the box"
➢ Takes an interest in new ideas and new ways of doing things
➢ Is not bound by current thinking or traditional approaches

Technological Awareness
➢ Keeps abreast of available technology
➢ Understands applicability and limitations of technology to the work of the office
➢ Actively seeks to apply technology to appropriate tasks
➢ Shows willingness to learn new technology

Commitment to Continuous Learning
➢ Keeps abreast of new developments in own occupation/profession
➢ Actively seeks to develop oneself professionally and personally

➢ Contributes to the learning of colleagues and subordinates
➢ Shows willingness to learn from others
➢ Seeks feedback to learn and improve

Managerial Competencies: -(*Staff Members with no managerial responsibility are not required to select any managerial competencies).*

Staff members with managerial or supervisory responsibilities must include **'managing performance'** among the selected competencies for the reporting period.

Leadership
➢ Serves as a role model that other people want to follow
➢ Empowers others to translate vision into results
➢ Is proactive in developing strategies to accomplish objectives
➢ Establishes and maintains relationships with a broad range of people to understand needs and gain support
➢ Anticipates and resolves conflicts by pursuing mutually agreeable solutions
➢ Drives for change and improvement; does not accept the status quo
➢ Shows the courage to take unpopular stands

Vision
➢ Identifies strategic issues, opportunities and risks.
➢ Clearly communicates links between the Organisation's strategy and the work unit's objectives.
➢ Generates and communicates broad and compelling organizational direction, inspiring others to pursue that same direction
➢ Conveys enthusiasm about future possibilities

Empowering Others
➢ Delegates responsibility, clarifies expectations, and gives staff autonomy in important areas of their work
➢ Encourages others to set challenging objectives
➢ Holds others accountable for achieving results related to their area of responsibility
➢ Genuinely values all staff members' input and expertise
➢ Shows appreciation and rewards achievement and effort
➢ Involves others when making decisions that affect them

Building Trust
➢ Provides an environment in which others can talk and act without fear of repercussion
➢ Manages in a deliberate and predictable way
➢ Operates with transparency; has no hidden agenda
➢ Places confidence in colleagues, staff members and clients
➢ Gives proper credit to others
➢ Follows through on agreed upon actions
➢ Treats sensitive or confidential information appropriately

Managing Performance -*(This specific competency is mandatory for staff who have managerial or supervisory responsibilities)*

- Timely implementation and compliance of the PMAS
- Delegates the appropriate responsibility, accountability and decision-making authority
- Makes sure that roles, responsibilities and reporting lines are clear to each staff member
- Accurately judges the amount of time and resources needed to accomplish a task and matches task to skills
- Monitors progress against milestones and deadlines
- Regularly discusses performance and provides feedback and coaching to staff
- Encourages risk-taking and supports creativity and initiative
- Actively supports the development and career aspirations of staff
- Appraises performance fairly

Judgement/Decision-making
- Identifies the key issues in a complex situation, and comes to the heart of the problem quickly
- Gathers relevant information before making a decision
- Considers positive and negative impacts of decisions prior to making them
- Takes decisions with an eye to the impact on others and on the Organisation
- Proposes a course of action or makes a recommendation based on all available information
- Checks assumptions against facts
- Determines that the actions proposed will satisfy the expressed and underlying needs for the decision
- Makes tough decisions when necessary

Job-Related Competencies: -*(Optional)*

These are determined in consultation with the First Appraising Officer. It is possible to enter up to four job related competencies.

(Signed)
Ahmet Üzümcü
Director-General

--o--