

Competency Framework Model B: Specialized Career Stream A9–A14^{1/}

Key Competencies and Behaviors Critical for Promotion to the Grade

Although the content of jobs in different career streams may vary widely, this model is based on the premise that the competencies and behaviors needed to carry the duties at each grade level should be broadly comparable across career streams. These behaviors and competencies should also be understood as minimum expectations for entry into a grade. In addition to meeting these minimum expectations, promotion decisions will take into account a number of other factors, such as performance record, experience, job requirements (per job standards, where applicable), and budget availability.

Competency	A9	A10	A11	A12	A13	A14
Analytical Skills: <ul style="list-style-type: none"> Analyzes issues and problems in a thorough, systematic manner and focuses on critical details while keeping sight of the big pictures; makes well-reasoned, timely and sound decisions 	<ul style="list-style-type: none"> With guidance, creates work product or completes analytical tasks according to specifications Demonstrates ability to synthesize information into cohesive output 	<ul style="list-style-type: none"> Creates work product or completes analytical tasks with minimal guidance and understands which situations require escalation Begins to apply analytical skills beyond tasks to processes and procedures, offering suggestions for improvement 	<ul style="list-style-type: none"> Working independently, applies analytical skills to identify issues or problems Focuses on operational excellence by offering suggestions for improvement, potentially resulting in changes to procedures and policy Prepares final products within context of position 	<ul style="list-style-type: none"> Makes recommendations for policy changes and understands/provides analytical validation of the implications of certain policy changes Demonstrates ability to assess a situation and as a whole versus just “their part” 	<ul style="list-style-type: none"> Demonstrates ability to develop and execute an analytical approach, applying skills to build and implement a plan which addresses broader/more complex problems Understands implications of findings for Fund Establishes analytical standards for work area Recommends new policies/processes 	<ul style="list-style-type: none"> Demonstrates broad knowledge of the work of the division and its implications across areas and to the Fund Coordinates department work product (such as papers and strong first drafts) by utilizing strong analytical skills to make appropriate conclusions/ recommendations with the big picture in mind and with input from others as necessary
Specialty Knowledge: <ul style="list-style-type: none"> Possesses, applies and maintains a high degree of knowledge and expertise in area of specialty to deliver quality work 	<ul style="list-style-type: none"> Demonstrates basic knowledge/expertise in a particular program /area; able to interact with clients to understand requests Effectively contributes to one or more projects or more than one aspect of a large project 	<ul style="list-style-type: none"> Demonstrates broader and/or deeper knowledge/expertise in a particular program /area Provides functional expertise on a policy/process, provide interpretation, contributes to any change / advancement of the policy/process, etc. Contributions reflect a basic understanding of the departmental impact of decisions, output, etc. 	<ul style="list-style-type: none"> Displays in-depth specific technology, business process, or platform knowledge Demonstrates building of knowledge outside of division and a broadened perspective of department and Fund Understands new and more complex policies and applies and implements them 	<ul style="list-style-type: none"> Demonstrates mastery of processes Isolates key issues and analyzes trends, identifying and assessing circumstances that may be atypical or unusual in nature Displays “ownership” for a service, process, application, program 	<ul style="list-style-type: none"> Performs important tasks and/or high risk, high visibility projects Identifies issues (often complex in nature) for consideration (e.g., inconsistencies in articles, rules, etc.) and assists in resolution Represents the department (and its’ position) on more complex Fund-wide issues Serves as expert advisor 	<ul style="list-style-type: none"> Acts as the expert on a complex issue – is the go-to person for internal and external stakeholders Regularly represents the department within the Fund and externally on broader issues (of significant impact)
Versatility: <ul style="list-style-type: none"> Has the breadth of knowledge and expertise that facilitates undertaking a variety of assignments and supervising technical work across professional areas of expertise/ economic sectors 	<ul style="list-style-type: none"> Displays good judgment on operating within Fund cultural context 	<ul style="list-style-type: none"> Understands the impact of own actions or decisions within the work stream and starts to think proactively, following the work to completion 	<ul style="list-style-type: none"> Demonstrates ability to multi-task across multiple projects 	<ul style="list-style-type: none"> Demonstrates knowledge in multiple platforms/ technologies/ specializations (depth and breadth) Displays fungibility by being able to move from one work area to another as required Significant multi-tasking required 	<ul style="list-style-type: none"> Demonstrates more collaboration across divisions and departments Significant fungibility across departmental work 	<ul style="list-style-type: none"> Effectively integrates multiple processes Demonstrates ability to think more strategically, understand Fund interdependencies and connect issues

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Technological/Data Management Skills: <ul style="list-style-type: none"> Applies appropriate technology and/or computer software to perform work assignments, enhance productivity, and improve organization or presentation of work 	<ul style="list-style-type: none"> Understands and can apply core technology/data management needed to perform tasks/responsibilities 	<ul style="list-style-type: none"> Leverages technology/data management skills to facilitate the performance of assigned tasks and responsibilities 	<ul style="list-style-type: none"> Identifies opportunities to improve processes and data management by utilizing technology 	<ul style="list-style-type: none"> Identifies specific needs/requirements for relevant technology/data management 	<ul style="list-style-type: none"> Teaches and provides a role model for others on how to more effectively use technology and apply data management skills 	<ul style="list-style-type: none"> Sets strategic directions on the use of technology and data management standards
Innovativeness: <ul style="list-style-type: none"> Generates, explores and supports innovative approaches, ideas and solutions to policy, program/country and research work 	<ul style="list-style-type: none"> Recommends basic improvements related to own tasks and resolve less complex issues 	<ul style="list-style-type: none"> Starts to identify multiple options to addressing situations/challenges Recommends potential solutions in addition to identifying problems Assesses whether current processes are effective and efficient 	<ul style="list-style-type: none"> Selects and implements the best solution with minimal supervision Innovation is typically focused on specific area versus Fund-wide or across depts. 	<ul style="list-style-type: none"> Displays innovation for more complex situations/challenge and across multiple work areas Can “think on one’s feet” and successfully respond to queries or issues 	<ul style="list-style-type: none"> Demonstrates innovation and creativity on solving problems with Fund-wide impact 	<ul style="list-style-type: none"> Demonstrates how to drive innovation and influence staff, by creating an environment to encourage innovation Innovates ideas and improvements for system wide, policies, processes, etc
Knowledge of Fund Operations/Policies: <ul style="list-style-type: none"> Acquires and applies knowledge of relevant Fund operations, policies and procedures at work 	<ul style="list-style-type: none"> Focuses on operational tasks to support business 	<ul style="list-style-type: none"> Fully experienced with operational work Has a sound understanding of the Fund business and department roles 	<ul style="list-style-type: none"> Has a broader understanding of one’s own area and multiple departments 	<ul style="list-style-type: none"> Ability to connect what own department does with the overall business 	<ul style="list-style-type: none"> Understands the strategic outcomes/business impact of department’s work 	<ul style="list-style-type: none"> Deep understanding of the overall Fund organization, policies and operations
Communication <ul style="list-style-type: none"> Oral Presentation Skills: Speaks clearly and persuasively to command attention, establish credibility and gain influence Written Communication Skills: Communicates effectively in writing Open Communication Skills: Listens and promotes a free flow of information and communication inside and outside the Fund 	<ul style="list-style-type: none"> Focuses on learning how to communicate in writing and orally within the Fund Culture/Context Conducts limited oral presentations (e.g., brown bag presentations to peers; one-on-one presentations) Drafts useable responses to requests within a policy framework and provide potential solutions (which may need to be reviewed); drafts emails for division chief, but little external communication required 	<ul style="list-style-type: none"> Displays ability to articulate a problem via written/verbal communications Effectively delivers introductory or internal presentations Presents to a cross-division audience Communication involves larger, broader scale issues Writes internal memos, technical papers and/or communications with limited review, but little external communication required 	<ul style="list-style-type: none"> Effectively communicates to Division Chiefs and/or larger groups Audience elevated; might present to cross-department audiences Develops effective initial written drafts of longer and more complex documents Contributes to papers/reports; Communicates outside the Fund (e.g., with lenders) with little supervision 	<ul style="list-style-type: none"> Effectively influences decisions Handles more complex and challenging situations with tact and diplomacy Drafts papers that typically require more limited review, reviews drafts of others Makes more substantive contributions to papers and reports 	<ul style="list-style-type: none"> Assimilates information; drafts output from team/project Communicates effectively with division chief and demonstrates the ability to tailor communication to senior staff Responsible for drafts with few edits and revisions needed; independently drafts papers 	<ul style="list-style-type: none"> Effectively communicates in order to influence decision making and outcomes Capable of drafting and presenting complex issues to larger senior audiences

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Interpersonal Skills: <ul style="list-style-type: none"> • Building Relationships: Builds effective working relationships with colleagues at all levels of the institution and clients based on mutual respect and trust • Negotiating & Influencing: Gains support and commitment from others; resolves differences through discussing needs and proposing mutually beneficial solutions 	<ul style="list-style-type: none"> • Has contact with peers/ counterparts in other departments • Has good working relationships within the department 	<ul style="list-style-type: none"> • Effectively handles more interactions with higher level staff • Proactively establishes an internal and external network of contacts • Can handle and resolve basic conflicts 	<ul style="list-style-type: none"> • Represents division on less complex issues • Effectively builds relationships within and outside the department (or sometimes outside the Fund) • Effectively presents one's own "view" 	<ul style="list-style-type: none"> • Demonstrates ability to influence higher grades • Demonstrates an ability to represent the department in cross-department meetings, events and working groups • Negotiates and communicates with external audiences on more straight forward issues • Displays more confidence and judgment in handling issues • Very well networked and builds consensus at a higher level 	<ul style="list-style-type: none"> • Has an established network with senior staff • Has effective business relationships outside the Fund • Deals proficiently with executive/deputy directors and country officials • Displays strong negotiating and/or influencing skills 	<ul style="list-style-type: none"> • Effectively manages/ resolves challenging conflict situations • Demonstrates ability to lead change • Influences key stakeholders and others behaviors • Effectively communicates with senior staff and high level contacts outside of the organization; represents the Fund to external organizations • Assists in or leads negotiations
Work Management: <ul style="list-style-type: none"> • Planning & Organizing Skills: Plans, prioritizes and effectively manages own work to facilitate the timely delivery of results. • Drive for Results: Strives to achieve results in a timely manner; persists when faced with obstacles and challenges. • Adaptability: Demonstrates openness and flexibility when faced with change; copes effectively with pressure and adversity 	<ul style="list-style-type: none"> • Effectively completes well defined tasks given (little to no project management) • Operates with limited discretion to make decisions 	<ul style="list-style-type: none"> • Operates with more autonomy, independence in assigned roles or projects • Takes the lead on the development of a simple program, or maintains an existing program. • Develops project management skills (shadows a project manager) 	<ul style="list-style-type: none"> • Displays initiative in determining what needs to get done • Displays more complex planning and coordination responsibilities 	<ul style="list-style-type: none"> • Takes initiative for and runs a project • Effectively contributes to higher risk/impact projects (could have monetary impact) 	<ul style="list-style-type: none"> • Responsible for planning and organizing work of large or complex teams/projects 	<ul style="list-style-type: none"> • Responsible for overall success of complex and high profile projects • Effectively handles the most complex, riskiest, most visible assignments with multiple stakeholders
Supervisory (where applicable) <ul style="list-style-type: none"> • Motivating Performance: Motivates high individual and team performance by communicating a clear sense of purpose and direction, building consensus and delivering reinforcements • Delegating: Effectively matches people with tasks; assigns clear accountabilities and authority; adjusts direction and support to needs of situation • Fostering Teamwork: Promotes collaboration and teamwork within work unit and across departments and organization lines • Appraising & Developing Staff: Accurately appraises skills and expertise of staff members and recruits, guides, supports, and gives constructive feedback to enable staff to develop 	<ul style="list-style-type: none"> • Effectively participates in team by presenting ideas and alternative views • Delegates work to A1-A8 	<ul style="list-style-type: none"> • Begins coaching junior peers/ shares knowledge 	<ul style="list-style-type: none"> • Reviews, monitors, evaluates work of others/vendors • Mentors, coaches, and trains in area of expertise • Takes leadership role on projects either as project manager for smaller multiple projects or single larger project • Manages a small team/project 	<ul style="list-style-type: none"> • Facilitates change • Assumes more supervisory role with vendors & staff • Leads working groups; collaborates with other departments • Manages multiple projects or more complex teams, projects, or programs 	<ul style="list-style-type: none"> • Participates in hiring/staffing decisions • Develops staff • Manages relationships with vendors, consultants, working groups • Leads working groups, collaborates with outside departments • Leads projects spanning multiple divisions 	<ul style="list-style-type: none"> • Demonstrates strong decision making to manage resources, conflicts, scheduling • Manages teams (full supervision – includes personnel management); covers for Section Chief and/or Division Chief

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