

# ADB Competency Framework for International Staff Levels 1 – 4

## Overview

1. Competencies define the critical skills and behaviors required to succeed within ADB. They also explain how behaviors are expected to develop as staff progress between job grades, as explained through indicators.
2. ADB's competency framework sits at the core of our staff management practices, such as recruitment, assignment, staff development, and performance management. Competencies describe the behaviors we expected of ADB staff now, and in the future. Cascaded from Strategy 2020 and ADB's Values, encouraging all staff to demonstrate the competencies will assist in achieving the long-term goals of ADB. The framework is composed of two groups of competencies:
  - a. *Core competencies*: comprised of six competencies expected to be demonstrated by all staff, regardless of their role or location.
  - b. *Managerial competencies*: comprised of four competencies expected to be demonstrated by all staff at Level 7<sup>1</sup> and above.

## ADB's Core and Managerial Competencies

### **Core Competencies**

1. Application of Technical Knowledge and Skills
2. Client Orientation
3. Achieving Results and Problem Solving
4. Working Together
5. Communication and Knowledge Sharing
6. Innovation and Change

### **Managerial Competencies**

1. Managing Staff
2. Leadership and Strategic Thinking
3. Accountability
4. Inspiring Trust and Integrity

<sup>1</sup> For Lead Professionals, all Managerial Competencies other than Managing Staff apply.

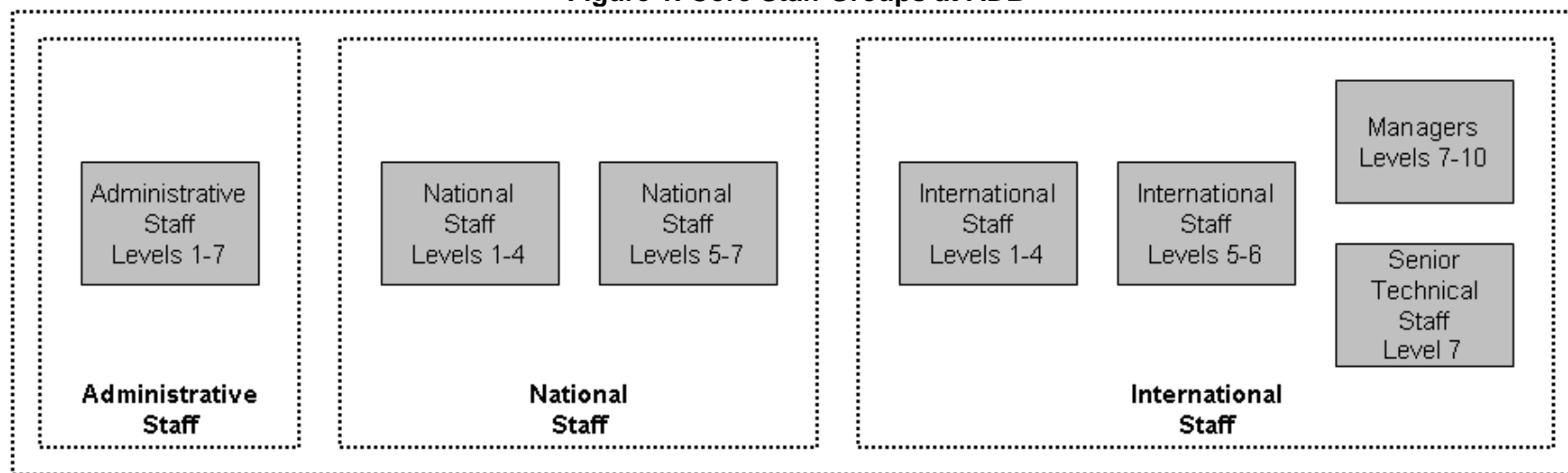
## How to read the competencies

Each competency<sup>2</sup> includes three components:

1. **Competency Description:** The description provided by the indicators includes a summary of the behavior expected at ADB and will differ depending on staff group and level.
2. **Staff groups:** ADB's core and managerial competencies are expected to be demonstrated by all applicable staff categories:
  - a. *International Staff:* internationally recruited professionals with technical knowledge and experience of international standards and ability to apply them to the context of any DMC.
  - b. *National Staff:* locally recruited professional and technical staff with knowledge and experience of local standard and ability to apply them in the local context.
  - c. *Administrative Staff:* locally-recruited technical support and administrative staff.

How some competencies are expected to be demonstrated will differ between our seven staff groups and the levels within each group. This is a reflection of the different experiences and corresponding behaviors that ADB requires our staff groups to apply and demonstrate on the job. The staff groups are presented in Figure 1.

**Figure 1. Core Staff Groups at ADB**



<sup>2</sup> With the exception of the Managerial Competency *Inspiring Trust and Integrity* which has one level of proficiency

3. **Levels of proficiency:** Three levels of proficiency have been provided to guide how the demonstration of the competencies may differ for staff within each staff group. The three levels are:

**Developing:** staff new to the role and/or learning to demonstrate the competency

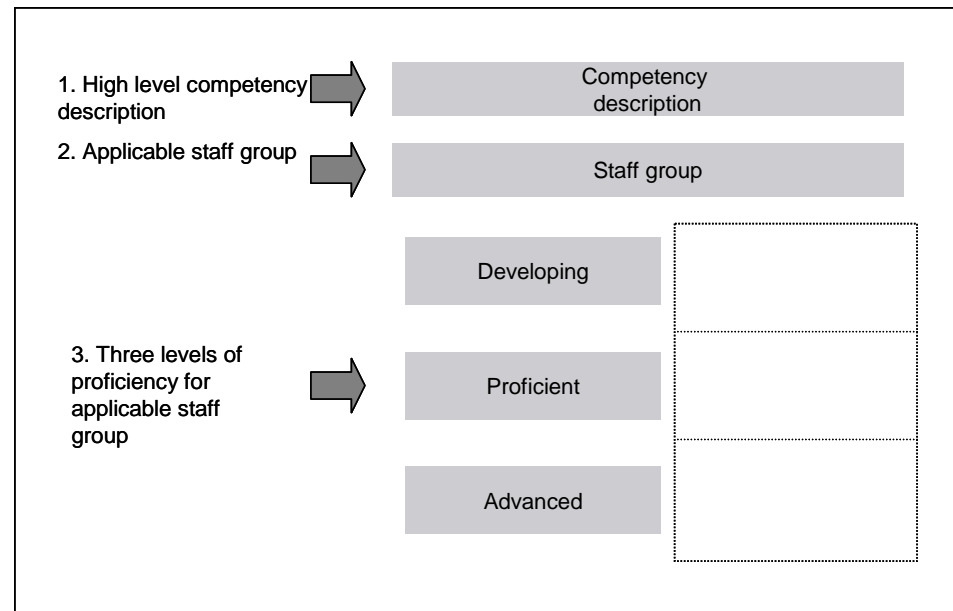
**Proficient:** expected demonstration of the competency

**Advanced:** outstanding demonstration of the competency

*Staff considered as "Advanced" should also be able to demonstrate the behaviors and skills described under the levels of "Developing" and "Proficient".*

The levels of proficiency build upon each other and explain the behaviors that staff are expected to develop as they gain experience and progress within their staff group. An example of how the competencies are presented is found below in Figure 2.

**Figure 2. Example of presentation of Levels of Proficiency for each Staff Group**



**Who to approach for more information**

For more information on the competencies, please contact Director, BPHR or the Client Services Group.

## ADB Competency Framework for International Staff Levels 1 – 4

### **1. Application of Technical Knowledge and Skills**

Demonstrates breadth, depth, and leadership in own area of technical expertise. Maintains up-to-date knowledge in concepts and practices related to an area of work. Produces useful analyses, methods, reports, and recommendations. When appropriate, develops other staff in ADB and client organizations.

<b><i>Applies knowledge of international best practices to defined subjects, projects, clients and environments</i></b>	
<b><i>Developing</i></b>	<ul style="list-style-type: none"> <li>▪ Maintains current knowledge of international best practice</li> <li>▪ Utilizes knowledge gained from experience in diverse locations and environments</li> <li>▪ Provides insights and options by explaining how proposed solutions have worked in similar situations</li> </ul>
<b><i>Proficient</i></b>	<ul style="list-style-type: none"> <li>▪ Regularly shares knowledge on new international best practice trends in comparator situations</li> <li>▪ Proactively applies relevant international best practices to own work</li> <li>▪ Convinces others to adopt international best practice by explaining the situational relevance and benefits</li> </ul>
<b><i>Advanced</i></b>	<ul style="list-style-type: none"> <li>▪ Explains and applies relevant international best practice techniques for other specialists to learn</li> <li>▪ Applies knowledge, international experience, and practical skills to independently perform many complex tasks</li> <li>▪ Contributes to ADB's knowledge capital and best practice in their job-specific body of knowledge</li> </ul>

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### **2. Client Orientation**

Listens to and adapts approach to understand and meet different needs and concerns. Delivers proactive services and effective, customized products to clients. Evaluates the degree to which client needs are met and, if required, adapts approach to better meet needs in the future. Treats all clients fairly, consistently, and with respect.

	<b><i>Shares experience and options with client to help deliver the best solution</i></b>
<b><i>Developing</i></b>	<ul style="list-style-type: none"> <li>▪ Works effectively with a diverse set of clients and country situations</li> <li>▪ Asks questions to better understand client situations and needs before proposing solutions</li> <li>▪ Seeks guidance from colleagues on the most appropriate interaction style with diverse clients</li> <li>▪ Helps clients achieve their development goals by sharing best practices from different countries and industries</li> </ul>
<b><i>Proficient</i></b>	<ul style="list-style-type: none"> <li>▪ Helps colleagues work effectively with clients in different contexts and from diverse backgrounds and country situations</li> <li>▪ Adapts own approach and style when interacting with clients, as opposed to requiring them to adapt</li> <li>▪ Draws upon international best practice in exploring solutions with clients</li> <li>▪ Confirms the clients' understanding and agreement before progressing</li> </ul>
<b><i>Advanced</i></b>	<ul style="list-style-type: none"> <li>▪ Assists other Divisions to deliver the various needs of clients and country situations</li> <li>▪ Assists clients in articulating their needs by asking probing questions and respectfully challenging precedent</li> <li>▪ Approaches clients with suggestions and recommendations appropriate for their situation</li> <li>▪ Seeks opportunities to surpass client expectations</li> </ul>

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### **3. Achieving Results and Problem Solving**

Conducts balanced analysis and uses good judgment to solve problems. Commits to, and follows through on concrete, timely and cost effective courses of action, even if obstacles are faced. Focuses on achieving quality results that balance the outcomes sought by all stakeholders. When appropriate, is prepared to take independent action. Takes appropriate risks required to meet results.

<b><i>Looks beyond the apparent issues in conducting analysis</i></b>	
<b><i>Developing</i></b>	<ul style="list-style-type: none"> <li>▪ Commits and follows through on timely and cost-effective courses of action in multiple projects or assignments</li> <li>▪ Draws on relevant multi-country expertise when conducting analyses</li> <li>▪ Confirms own understanding of issues with others prior to achieving the required outcomes</li> <li>▪ Highlights potential issues for projects based on relevant multi-country and/or multi-client experience</li> <li>▪ Seeks opportunities to contribute diverse knowledge and experience to help the Division achieve quality results</li> </ul>
<b><i>Proficient</i></b>	<ul style="list-style-type: none"> <li>▪ Draws on own and others' multi-country experience to identify viable courses of action when conducting analyses</li> <li>▪ Helps internal and external clients achieve quality results beyond presenting problems and precedent</li> <li>▪ Highlights possible solutions for project issues based on relevant multi-country and/or multi-client experience</li> <li>▪ Regularly contributes insights and experiences to colleagues in the Division to help them achieve quality results</li> <li>▪ Overcomes unexpected difficulties and challenges to produce desired outcomes</li> </ul>
<b><i>Advanced</i></b>	<ul style="list-style-type: none"> <li>▪ Analyzes the underlying causes of problems and develops appropriate solutions beyond presenting issues</li> <li>▪ Proactively plans contingencies to minimize the impact of implementation issues</li> <li>▪ Helps stakeholders understand and buy into how proposed actions will address their needs</li> <li>▪ Solves problems independently by using detailed knowledge and analysis from multi-country experience</li> </ul>

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### **4. Working Together**

Commits to workgroup goals and works effectively with individuals of different views, culture, nationality, gender, and age. Develops collaborative relationships both within and outside ADB. Adopts a collegial approach to tasks and manages conflict. Seeks or offers help when needed and acknowledges others' contributions. Promotes effective teamwork.

<b><i>Acts as a key member in diverse internal and external teams</i></b>	
<b><i>Developing</i></b>	<ul style="list-style-type: none"> <li>▪ Maintains collaborative relationships within the Division</li> <li>▪ Works effectively with diverse colleagues on a variety of projects or initiatives</li> <li>▪ Flexibly supports the group consensus, even if it conflicts with personal views</li> <li>▪ Seeks assistance or guidance from a team leader in conflict cases</li> </ul>
<b><i>Proficient</i></b>	<ul style="list-style-type: none"> <li>▪ Maintains collaborative relationships within the Department</li> <li>▪ Works effectively with diverse colleagues in own and other Divisions and Departments</li> <li>▪ Flexibly alters positions and adjusts previously stated points of view to support the group consensus</li> <li>▪ Follows through on team priorities in the absence of a team leader</li> </ul>
<b><i>Advanced</i></b>	<ul style="list-style-type: none"> <li>▪ Leads others in celebrating team successes and leveraging the learning from challenging or conflict situations</li> <li>▪ Assists members of different teams to overcome challenges and meet commitments</li> <li>▪ Develops and implements strategies for maintaining and strengthening internal and external client relationships in changing conditions</li> <li>▪ Manages conflict with skill and composure</li> </ul>



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### **5. Communication and Knowledge Sharing**

Communicates with awareness for the diversity of ADB's stakeholders. Demonstrates active listening. Builds networks with others for the effective communication and exchange of knowledge and ideas. Diligent in seeking and delivering feedback. Seeks to openly communicate to all relevant stakeholders.

<b><i>Communicates articulately; seeks and captures knowledge</i></b>	
<b><i>Developing</i></b>	<ul style="list-style-type: none"> <li>▪ Communicates openly and clearly</li> <li>▪ Requests feedback on own performance</li> <li>▪ Shares relevant knowledge and information from multiple countries and organizations within the Division</li> <li>▪ Amends and further clarifies messages and documents based on guidance</li> </ul>
<b><i>Proficient</i></b>	<ul style="list-style-type: none"> <li>▪ Checks the audience's level of understanding and awareness of required follow up actions</li> <li>▪ Consistently seeks and addresses feedback on own performance</li> <li>▪ Creates knowledge products endorsed for wider distribution based on lessons and multi-country experience</li> <li>▪ Independently amends and clarifies messages and documents</li> </ul>
<b><i>Advanced</i></b>	<ul style="list-style-type: none"> <li>▪ Caters to different levels of audience understanding</li> <li>▪ Contributes to the delivery of staff feedback</li> <li>▪ Consistently utilizes new information and knowledge from different countries, organizations and projects</li> <li>▪ Proactively approaches stakeholders to determine their preferred communication modes</li> </ul>

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### **6. Innovation and Change**

Initiates, sponsors, and supports change. Demonstrates support for changes required by ADB to achieve Strategy 2020. Responds to change with an open attitude and for opportunities to support the change to succeed. Adopts new policies, systems and processes in a constructive and timely manner. Seeks more efficient ways for work to be completed in order to better meet the needs of clients and colleagues.

<b><i>Implements more effective approaches to work</i></b>	
<b><i>Developing</i></b>	<ul style="list-style-type: none"> <li>▪ Follows relevant work improvement and/or organizational changes in own work</li> <li>▪ Adopts changes required in the Division</li> <li>▪ Considers clear client needs when proposing ideas</li> <li>▪ Vocalizes support for change</li> </ul>
<b><i>Proficient</i></b>	<ul style="list-style-type: none"> <li>▪ Actively supports work improvement and/or organizational change by work and deed</li> <li>▪ Develops and adopts change plans to support Division initiatives on which one works</li> <li>▪ Considers current and future client needs in proposing ideas</li> <li>▪ Vocalizes early support for change</li> <li>▪ Recommends inputs to new policies, systems and processes in immediate work area</li> </ul>
<b><i>Advanced</i></b>	<ul style="list-style-type: none"> <li>▪ Invests in communicating to different stakeholders and audiences to address individual change concerns</li> <li>▪ Recommends and gains support for new policies, systems and processes in immediate work area</li> <li>▪ Analyzes all current and future client needs in proposing new ideas and approaches</li> <li>▪ Provides support to individuals challenged in adapting to changes</li> </ul>