

ADB Competency Framework for International Staff Level 5 – 6

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 7¹ 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

¹ For Lead Professionals, all Managerial Competencies other than Managing Staff apply.

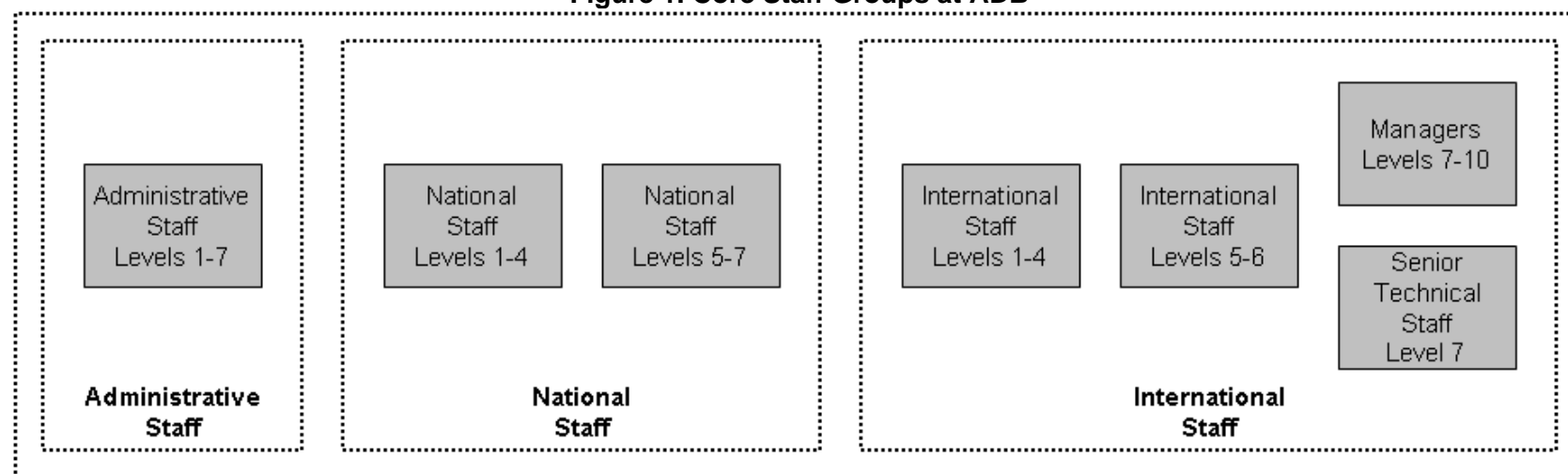
How to read the competencies

Each competency² 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



² 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

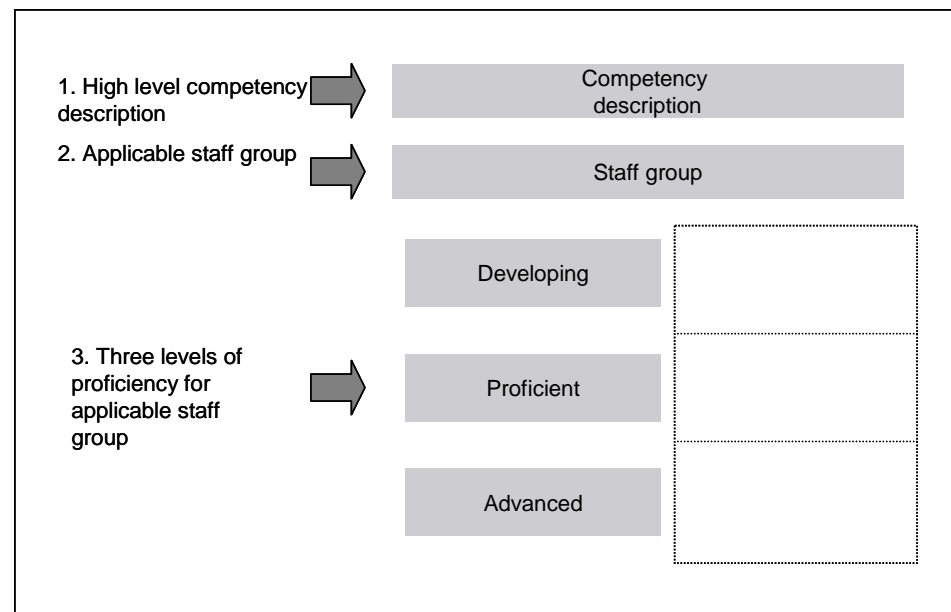
Proficient: expected demonstration of the competency

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.

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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.

| | <i>Applies international best practice across diverse subjects, projects, clients and environments</i> |
|--------------------------|---|
| <i>Developing</i> | <ul style="list-style-type: none"> ▪ Analyzes and make recommendations regarding complex technical problems by using knowledge of diverse situations ▪ Contributes their international experience to solving complex problems ▪ Contributes advanced knowledge and experience throughout the Division |
| <i>Proficient</i> | <ul style="list-style-type: none"> ▪ Provides supervision to others in completing their technical tasks ▪ Called upon for advice and guidance based on expertise gained by working in different countries and organizations ▪ Contributes advanced knowledge and expertise to different parts of the Department |
| <i>Advanced</i> | <ul style="list-style-type: none"> ▪ Produces leading research and analyses that contributes to critical reports and recommendations ▪ Demonstrates a wide range of advanced techniques and proposed solutions that provide specialist value to clients ▪ Contributes advanced knowledge and expertise to different areas of ADB |

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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.

| | <i>Tailors solutions to the current and emerging needs of all stakeholders</i> |
|--------------------------|---|
| <i>Developing</i> | <ul style="list-style-type: none"> ▪ Proposes and delivers services and solutions appropriate to the clients' particular situation ▪ Adapts to different cultural and business norms, even when under stress ▪ Manages diverse clients, competing demands and country situations ▪ Proactively addresses current or possible client issues |
| <i>Proficient</i> | <ul style="list-style-type: none"> ▪ Proposes effective services and solutions to staff beyond presenting issues and past challenges ▪ Assists colleagues adapt to the cultural and business norms of diverse clients and country situations ▪ Gains respect for the breadth and depth of expertise demonstrated in effectively managing diverse clients and country situations ▪ Called upon to resolve client situations that may impact their long-term ADB relationship |
| <i>Advanced</i> | <ul style="list-style-type: none"> ▪ Persuades clients why a new or different approach will better meet their needs ▪ Routinely handles the most important and/or challenging clients across different country contexts ▪ Anticipates client needs and concerns ▪ Quickly addresses client feedback and adjusts approach to meet client needs ▪ Regularly surpasses client expectations |

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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.

| | <i>Maintains relationships with key stakeholders whilst achieving the results required by Strategy 2020</i> |
|--------------------------|--|
| <i>Developing</i> | <ul style="list-style-type: none"> ▪ Commits and follows through on timely and cost-effective courses of action with diverse clients ▪ Conducts complex analyses and reviews for clients in different countries and contexts to achieve planned results ▪ Allows ADB and clients to benefit from own multi-country knowledge and experience when proposing Divisional solutions to initiatives ▪ Draws upon relationships with networks in different countries to formulate solutions |
| <i>Proficient</i> | <ul style="list-style-type: none"> ▪ Resolves situations where client needs are not being met ▪ Shares past experiences from different projects, organizations, and countries to help achieve quality results ▪ Ensures that thorough analysis includes current and relevant factors from different countries and contexts ▪ Sought out for guidance and experience in overcoming the most challenging situations ▪ Draws on long-term relationships with stakeholders to help plan for and achieve results |
| <i>Advanced</i> | <ul style="list-style-type: none"> ▪ Enables others to achieve quality results by providing strong leadership and practical solutions ▪ Perseveres to achieve important results despite significant and unexpected problems and challenges ▪ Applies influential negotiation to gain stakeholder support when making unpopular decisions ▪ Determines with confidence the appropriate level of risk for diverse countries and projects and prepares necessary contingencies ▪ Educates and gains support for the causal recommendations when results are not achieved |

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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.

| | <i>Supervises and effectively works in diverse, multi-sector teams</i> |
|--------------------------|--|
| <i>Developing</i> | <ul style="list-style-type: none"> ▪ Acknowledges and encourages others' contributions to group tasks ▪ Proactively offers help and assistance ▪ Builds sound collegial relationships ▪ Builds a collegial team culture and quickly addresses conflict |
| <i>Proficient</i> | <ul style="list-style-type: none"> ▪ Addresses team members not contributing to required standards ▪ Commits to delivering timely and high quality work to assist in the team's success ▪ Develops and maintains good internal and external peer and senior level relationships ▪ Helps teams understand common features to build rapport and overcome challenges |
| <i>Advanced</i> | <ul style="list-style-type: none"> ▪ Leads team members to engage, collaborate and benefit from diverse views and backgrounds ▪ Develops and transfers knowledge of team members across Divisions and Departments ▪ Develops, leverages and extends internal and external relationships at all organizational levels ▪ Serves as a team role model by managing conflict with skill and composure |

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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.

| | <i>Effectively communicates to divergent audiences and shares relevant knowledge</i> |
|--------------------------|--|
| <i>Developing</i> | <ul style="list-style-type: none"> ▪ Keeps stakeholders accurately informed and updated ▪ Provides feedback on observable performance and behaviors ▪ Discusses with clients and staff the importance of capturing and utilizing diverse knowledge sources ▪ Seeks opportunities to include knowledge solutions within projects and work practices based on multi-country experience |
| <i>Proficient</i> | <ul style="list-style-type: none"> ▪ Provides stakeholders with the level and quality of information required to achieve outcomes ▪ Encourages others to seek long-term solutions to address feedback opposed to focusing on immediate concerns or reactions ▪ Uses breadth of multi-country and multi-client knowledge to equip clients and staff for more effective outcomes ▪ Designs and implements project and program knowledge and services |
| <i>Advanced</i> | <ul style="list-style-type: none"> ▪ Communicates openly to all relevant stakeholders on all issues ▪ Delivers internal and external feedback with empathy and a deep understanding of country and cultural differences ▪ Acquires and shares new knowledge that can better meet the changing client needs ▪ Adopts knowledge capture and dissemination in all activities |

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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.

| | <i>Identifies and designs more effective ways for projects and services to be delivered</i> |
|--------------------------|--|
| <i>Developing</i> | <ul style="list-style-type: none"> ▪ Seeks improved Divisional service, product, and process delivery ▪ Consults past initiatives for developing improved service ideas ▪ Includes change plans in all initiatives ▪ Identifies decision makers to be influenced for the success of proposed changes |
| <i>Proficient</i> | <ul style="list-style-type: none"> ▪ Consistently seeks more effective and practical ways for the Departmental delivery of services, products, and processes ▪ Proposes new ways to improve the quality and relevance of products and services ▪ Includes the core benefits and reasons for change when developing comprehensive change roll out plans ▪ Influences and persuades decision makers by presenting business cases supporting the proposed changes |
| <i>Advanced</i> | <ul style="list-style-type: none"> ▪ Looks beyond precedent, best practice and comparator practices for more effective ways of delivering projects and services ▪ Balances the needs of diverse clients with Strategy 2020 when considering more effective ways to deliver projects and services ▪ Develops innovative ideas that set ADB apart from comparators ▪ Convinces resistant stakeholders of the need for change |