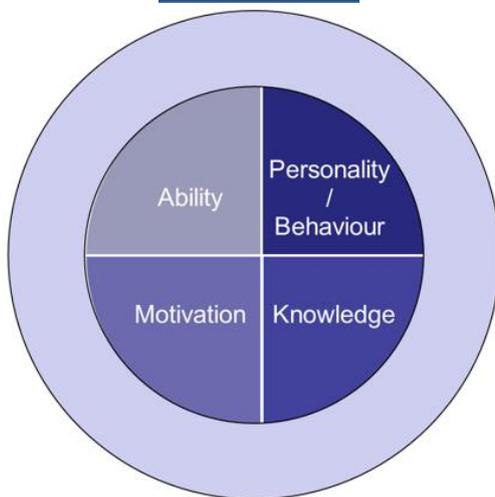


Career Tips Thursdays

How to prepare for competency-based interviews
(Session 5 – 30.09.2021)

Performance



CompetenCE vs. CompetenCY

CompetenCE	CompetenCY
Technical skills	Combination of skills, attributes and behaviours – directly related to the successful performance on the job
What?	How?

Principle of the CBI model

Past Performance is the **BEST indicator** of **Future** Performance

If you have done it before,
chances are you will do it again

Effective answers for CBI questions

Ineffective answers	Effective answers
<ul style="list-style-type: none"> • Present tense • Past tense in general • Conditional tense • Telling 'what' you did without the 'how' 	<ul style="list-style-type: none"> • Past examples • Concrete • Explaining 'how' you did something (behaviours)
What?	How?

Exercise: PLANNING & ORGANIZING

- Develops clear **goals** 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

Behavioural question:

Tell us about a time when you were under a lot of pressure because of numerous and conflicting requests, you didn't have the necessary resources (human or time) and you had to meet an important deadline.

Probing questions

- **What was your goal? How did you go about ensuring that the goal was aligned to the overall decision?**
(Indicator: How did s/he develop clear goals consistent with agreed strategies?)
- **How did you identify the priorities?**
(Indicator: How did s/he identify priority activities and assignments?)
(Indicator: How did s/he adjust priorities?)
- **How did you identify the key risks?**
(Indicator: How did s/he foresee risks?)
(Indicator: How did s/he allow for any contingencies when planning?)
- **How did you allocate appropriate resources and amount of time?**
(Indicator: How did s/he allocate the appropriate amount of time and resources in order to complete the work?)
- **How did you adjust your plans when you had an unforeseen event?**
(Indicator: How did s/he monitor/adjust their plans when facing unforeseen circumstances?)
- **How did you know that you were using time efficiently?**
(Indicator: What did s/he do that demonstrate that they used time efficiently?)
- **What did you learn from the situation and what have you done differently since then?**

- Context (3 important elements needed to understand your example – be brief)
- Actions (example including the answers to the probing questions above)
- Result
- Learning (if needed)

Annex: UN Competencies

UN CORE COMPETENCIES

PROFESSIONALISM (listed in all Job Openings)

- 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

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

PLANNING AND ORGANIZING

- Develops clear goals 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

TEAMWORK

- Works collaboratively with colleagues to achieve organizational goals
- 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

ACCOUNTABILITY

- Takes ownership of all responsibilities and honors commitments
- Delivers outputs for which one has responsibility within prescribed time, cost and quality standards
- Operates in compliance with organizational 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

UN MANAGERIAL COMPETENCIES

VISION

- Identifies strategic issues, opportunities and risks.
- Clearly communicates links between the Organization’s strategy and the work unit’s goals.
- Generates and communicates broad and compelling organizational direction, inspiring others to pursue that same direction
- Conveys enthusiasm about future possibilities

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

EMPOWERING OTHERS

- Delegates responsibility, clarifies expectations, and gives staff autonomy in important areas of their work
- Encourages others to set challenging goals
- 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

MANAGING PERFORMANCE (listed in all managerial positions)

- **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**

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

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 Organization
- 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

NOTES