

WFD Competency and Skills Framework

What is the WFD Competency and Skills Framework?

The WFD competency and skills framework describes the ways in which we at WFD work. It outlines:

- The six core behavioural competencies that apply to all staff;
- The behaviours that indicate you have each competency at a level appropriate to the responsibilities of your role;
- The core skill sets and knowledge areas that underpin each competency.

At the heart of the framework are our core organisational values which we strive to demonstrate through all our work and in our relationships with others, and which will enable us to achieve our mission.

The Core Behavioural Competencies



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What do these terms mean?

Our **Mission** is a statement of what we are trying to achieve as an organisation. This is how we communicate to others what we do, what we hope to achieve and why we are doing it.

Values are ideas and principles that we consider to be important as an organisation. Our values inform our decisions, actions and behaviours. They are hard to measure but are essential for our work: they define who we are as an organisation and how we achieve our mission. These are described in our [Organisational Values](#) document.

Competencies describe the ways in which we work at WFD to achieve our mission in line with our values. They apply to all staff and describe how we should interact with each other and approach our work.

Behaviours are the observable actions that we undertake on a routine and on-going basis which indicate we are competent in that area. In the framework, behaviours are described at three levels which progress in responsibility. The levels are: support, management and strategic. Your role fits into one of these levels and the behaviours listed at your level describe the type of things you do. Each level builds on the previous one, so behaviours should be seen as cumulative.

Skill sets are the abilities you need in order to be competent: they are building blocks for the competency. In the framework, the core skill sets are listed for each competency at each level, although others may also be required. The specific applications and relative importance of each skill set will vary depending on your role.

Knowledge areas describe what you need to know in order to be competent. Like skills, they are also building blocks for each competency. In the framework, key knowledge areas are listed. Only the most important knowledge areas are included, and others will also apply depending on your role.

How is the framework used?

The framework describes and informs our work and can be used to guide recruitment, assess and manage performance and support learning and development.

It can **guide recruitment** for example by allowing us to clearly communicate the competencies and expected behaviours that are required in a role which we are recruiting for. When we select candidates, we can be objective and transparent by using the competencies as the basis for assessment.

It can be used to **assess and manage performance** formally during performance appraisals and on an on-going and informal basis. By providing transparent criteria against which we can assess performance, we can create personal development and career progression plans and identify and manage under-performance. Linking assessment to the competencies can enable transparent, productive and constructive conversations.

It can **support learning and development** by providing a basis for the assessment of staff competencies, skills and knowledge which can inform organisation-wide learning and development strategies and planning of learning opportunities that are linked to individual's personal development and career progression plans.

How do I know which level of behaviours apply to me?

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The behaviours are described at three levels: *support level*, *management level* and *strategic level*. It is reasonable to expect that in most roles there will be a requirement to stretch above that competency level or to work below it, either for short periods or for small parts of the job.

Support level

Behaviours at this level will be demonstrated by staff who are in roles that offer a support function to others. Job titles may include words such as Administrator, Assistant, Officer or Coordinator. At this level, you will be focused on the planning and implementation of activities. You will have the autonomy to manage your day-to-day work and will work within established guidelines.

Your focus will be on your immediate team although you are able to view your work in the context of a wider department or section. You are likely to have a short- to medium-term focus. The impact of your work is likely to be on improving efficiency and effectiveness, increasing output or improving standards of service.

Management level

Behaviours at this level will be demonstrated, in addition to those at the support level, by staff who are in roles that are responsible for managing a team or function. People in these posts may have a technical specialism or expertise. Job titles might include the word Manager, or you might be an overseas Representative in Country. At this level, you will be responsible for the delivery of the strategic plan in your department, section or function. You will work independently on a day-to-day basis and will have the autonomy to set work priorities and methods. You will have flexibility in your work within established plans and agreed objectives.

Your main focus is likely to be the setting and achievement of medium-term goals which will impact on the achievement of longer-term, organisational goals. Your work will involve considerable complexity.

Strategic level

Behaviours at this level will be demonstrated by staff who are in senior leadership positions. The behaviours at other levels will not be the main focus of your role, but they are fundamental to your work, and it is expected that you can and will demonstrate these when appropriate. People in these posts may have job titles that include words such as Director, Head, Adviser or you may be an overseas Representative leading a large, complex or regional programme. At this level, your main focus will be on organisation-wide issues and the broader context. Your work will have an impact on the achievement of organisational objectives.

You will be involved in setting, communicating and realising organisational strategy. You will be mostly focused on the longer-term aims of the organisation. You will have significant autonomy in your role and when setting aims and objectives in your work area. Your work will involve a significant amount of complexity.

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We respect and support colleagues

As part of an organisation that respects and supports colleagues and embraces diversity, I am respectful of my colleagues' opinions, needs and beliefs; I am supportive and constructive in my interactions with others, offering my time and expertise when appropriate. I collaborate, cooperate and communicate with my team and consider how to achieve my own objectives in relation to my team and the broader context. I am mindful of the organisations' values in my interactions with others.

| Support level behaviours | Additional management level behaviours | Additional strategic level behaviours |
|--|---|--|
| <p>I respect my colleagues and embrace diversity</p> <p>I work in ways that achieve my own and my team members' objectives</p> <p>I coordinate my work with team members</p> <p>I proactively share useful information with relevant colleagues in a way that is clear and concise</p> | <p>I support team members to respect diversity and challenge behaviours that are unhelpful or harmful</p> <p>I provide the guidance, support and resources that colleagues need to function effectively</p> <p>I adapt my management style to match the context</p> <p>I recognise, acknowledge and reward the efforts and achievements of my team and other colleagues</p> | <p>I create an organisational culture and define policies that create an inclusive workplace</p> <p>I tackle personal, systemic or organisational biases that do not actively promote inclusivity</p> <p>I promote a culture of collaborative working that values the contributions of individuals</p> <p>I ensure managers have the capacity and resources they need to support their team's performance and well-being</p> |

| Support level skills and knowledge | Additional management level skills and knowledge | Additional strategic level skills and knowledge |
|---|--|---|
| <p>I have knowledge of key diversity and inclusivity issues and concepts</p> <p>I am able to share factual information clearly and concisely being respectful of colleagues' time and needs</p> <p>I have knowledge of key WFD documents including code of conduct and equal opportunities policy</p> | <p>I have line management skills including managing performance, coaching and mentoring, team building and, in some cases, remote management</p> | <p>I have knowledge of applicable national and international legal frameworks</p> <p>I am able to identify own and others' unconscious bias</p> |

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We build partnerships and networks

As part of an organisation that works closely with a diverse range of partners and stakeholders, I contribute by building relationships with a wide network of people. I take a partnership approach and work with others towards achieving mutual goals.

| Support level behaviours | Additional management level behaviours | Additional strategic level behaviours |
|--|--|---|
| <p>I build respectful relationships and partnerships with a diverse range of stakeholders</p> <p>I build networks of contacts that can increase the reach, impact or effectiveness of our work</p> <p>I communicate with stakeholders in an appropriate style and provide the information that's needed in a clear and concise way</p> <p>I share ideas with stakeholder and find ways of working that are mutually beneficial</p> | <p>I establish and maintain positive relationships, and formal and informal partnerships, with a wide range of diverse stakeholders</p> <p>I incorporate analysis of stakeholders' needs and concerns into the design and planning of our work</p> <p>I ensure my team and I consistently implement the organisation's safeguarding procedures</p> <p>I work in partnerships to drive sustainable change and build stakeholder capacity</p> <p>I share lessons learned with stakeholders and other organisations to drive mutual improvement</p> | <p>I establish and maintain positive relationships with stakeholders who are of strategic importance to the organisation</p> <p>I ensure the organisation has effective safeguarding policies in place that are implemented consistently</p> <p>I forge collaborative and cooperative partnerships with other actors to increase our impact</p> <p>I negotiate with, influence and build consensus amongst diverse stakeholders to achieve shared goals</p> |

| Support level skills and knowledge | Additional management level skills and knowledge | Additional strategic level skills and knowledge |
|--|---|---|
| <p>I have stakeholder analysis and management skills</p> <p>I have written and oral communication skills including the ability to share factual information in a manner that is appropriate to my audience</p> <p>I have knowledge of WFD's core work and current activities</p> | <p>I have in-depth political, professional and sectoral knowledge relevant to the operational context</p> <p>I have analytical skills</p> <p>I am able to make powerful presentations and write clear briefing documents</p> <p>I understand principles of impactful learning and have capacity building skills relevant to my role</p> | <p>I have knowledge of key global actors and understand the complex inter-play of trends and pressures that are relevant to the strategic context of our work</p> <p>I am able to negotiate with and influence stakeholders on strategic issues</p> |

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We demonstrate leadership

Working in an organisation that leads and influences others, I act as an ambassador for the organisation's work and values. I positively influence the stakeholders and colleagues I work with and make contributions that shape our organisation. I demonstrate personal leadership by working independently and taking initiative. I reflect on and take responsibility for my work, for the impact of my actions on others and for my own learning and growth.

| Support level behaviours | Additional management level behaviours | Additional strategic level behaviours |
|--|--|---|
| <p>The quality of my work, my behaviour and personal integrity positively contribute to the organisation's reputation</p> <p>I share ideas with my team that positively impact those around me and our work</p> <p>I use initiative when making decisions about how to tackle problems and understand when I need to involve others</p> <p>I reflect on my capacities and the impact of my performance and behaviour on others around me and take steps to increase my effectiveness</p> <p>I set personal boundaries to maintain my well-being and ensure a healthy work-life balance</p> | <p>I influence others with rational arguments and by role-modelling positive behaviours</p> <p>I make positive contributions to organisational learning</p> <p>I relate plans and decisions back to the organisation's mission and values</p> <p>I actively support my team's or others' growth and development in formal and informal ways</p> <p>I take actions to support and build the well-being and resilience of my team members and other colleagues</p> | <p>I build our organisational reputation amongst relevant, high level stakeholders</p> <p>I contribute to the strategic direction of the organisation drawing on my specialist expertise and analysis of the broader context and future trends</p> <p>I ensure that the specialist area or section I am accountable for contributes to the organisation's strategy and mission</p> <p>I help colleagues to understand how our strategic framework, mission and values relate to their work</p> <p>I demonstrate my commitment to personal development, well-being and resilience by ensuring policies and resources are in place that benefit all staff</p> |

| Support level skills and knowledge | Additional management level skills and knowledge | Additional strategic level skills and knowledge |
|---|---|---|
| <p>I have written and oral communication skills including public speaking</p> <p>I have empathy, self-awareness and emotional intelligence</p> <p>I have knowledge of WFD's mission, strategic framework and annual plans</p> | <p>I have analytical skills</p> <p>I have line management skills including staff development and coaching and mentoring</p> <p>I am able to make persuasive presentations</p> | <p>I am able to negotiate with and influence others</p> <p>I have conflict management skills and am able to have challenging conversations in productive ways</p> |

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We deliver quality and impact

To ensure I contribute to delivering quality and impact, I design, plan and implement my work with the impact in mind. I think strategically and analytically about the situation and context and consider the likely outcomes and implications of a range of approaches and options before making a decision. I take professional pride in my own work and ensure that it links to the broader context of our mission, values and strategic framework.

| Support level behaviours | Additional management level behaviours | Additional strategic level behaviours |
|--|--|---|
| <p>I use my subject matter and contextual knowledge to plan how to maximise the impact of my work using the resources that I have access to</p> <p>I collect data, information and feedback about how my team and the organisation are performing</p> <p>I reflect on ways I can make improvements in my work</p> <p>I collect, store and use information accurately, sensitively and appropriately</p> <p>I consider relevant contextual information and identify the ways in which it applies to my work</p> | <p>I make realistic work plans that will deliver high impact results based on available resources, time and capacities</p> <p>I take responsibility for ensuring my work and that of my team is impactful, high quality, user-centred and informed by relevant, recent research</p> <p>I collect, assess and reflect on data, information and feedback to identify and implement improvements</p> <p>I gather, analyse and interpret relevant contextual information to improve my understanding of the context and the stakeholders I work with</p> <p>I make decisions taking into account the likely impact and the implications of various actions</p> | <p>I promote a culture of delivering high impact and quality</p> <p>I ensure teams have the resources, capacity and support they need to achieve high quality results</p> <p>I support and encourage teams to address problems even if they are likely to be challenging</p> <p>I analyse the impact of the organisation's work and identify cross-organisation initiatives that will improve quality and impact</p> <p>I analyse international and national contexts and identify trends, challenges and opportunities that will have a strategic impact on the organisation</p> |

| Support level skills and knowledge | Additional management level skills and knowledge | Additional strategic level skills and knowledge |
|---|---|---|
| <p>I have information management skills and follow applicable data protection guidelines</p> <p>I am able to organise and manage events effectively</p> <p>I am able to use internal systems effectively</p> <p>I have core contextual knowledge relevant to my job including knowledge of democratic assistance and institutions</p> | <p>I have project and programme management skills including user-centred design and WFD's programme management approach</p> <p>I have knowledge of safeguarding issues</p> <p>I have time management skills</p> <p>I have evaluation skills</p> | <p>I am able to apply strategic thinking in my work</p> <p>I have knowledge of relevant and current developments in my specialised field of expertise and in areas relevant to the organisation</p> |

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We embrace innovation and change

To contribute to continuous organisational development and improvement, I welcome, instigate and promote positive change and innovation based on evidence and research. I implement and manage change collaboratively, through consultation and consensus building. I use creativity and judgement to identify appropriate opportunities for improvement and innovations that will lead to tangible improvements.

| Support level behaviours | Additional management level behaviours | Additional strategic level behaviours |
|---|--|--|
| I take a positive approach to organisational change and innovation | I seek out innovations that will improve the impact, quality or scale of our work | I promote an organisational culture that rewards creativity, innovation and problem-solving |
| I embrace new systems and technologies that will increase efficiency and effectiveness in my role | I consider the opportunities new technologies can offer to increase the reach and impact of our work | I lead by example and share mistakes and unintended consequences openly and constructively to drive continuous improvement |
| I identify ways to continuously improve my work using problem-solving skills and creativity | I manage change processes collaboratively and supportively seeking input from a wide range of colleagues | I drive and actively manage strategic organisational change to increase our effectiveness in a way that is collaborative and supportive |
| I identify new opportunities to increase the reach and impact of the work of my team in ways that are in line with our objectives | I analyse the potential impact of change on my team members and take steps to minimise negative effects | I think creatively, identify and analyse new ideas, approaches and technologies that will increase our organisational effectiveness and impact |

| Support level skills and knowledge | Additional management level skills and knowledge | Additional strategic level skills and knowledge |
|---|--|---|
| I have problem solving skills | I have change management and consensus building skills | I have analytical skills including the ability to identify innovative solutions for complex, strategically important problems |
| I am able to provide constructive feedback | I have self-awareness, emotional intelligence and empathy | I have change management skills including the ability to drive organisational change |
| I am aware of organisational change processes | I am able to manage challenging conversations and share difficult information sensitively and supportively | |

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We demonstrate business awareness

We are a small, not-for-profit organisation that works for the benefit of society. In this context, demonstrating business awareness means I understand the costs of achieving high impact results and take an enterprising approach to covering these costs sustainably. I do this in ways that are in line with our core values and that are transparent and accountable to donors and beneficiaries. I inspire the trust and continued engagement of beneficiaries and those who provide us with funds.

| Support level behaviours | Additional management level behaviours | Additional strategic level behaviours |
|---|--|---|
| <p>I contribute to business development opportunities by providing information and ideas</p> <p>I use resources and funds carefully, efficiently and as intended</p> <p>I take steps to ensure our resources are secure</p> <p>I follow contracting and procurement procedures accurately and transparently</p> <p>I follow procedures to accurately track, record and report on the use of resources and expenditures</p> <p>I challenge colleagues and managers if I identify or am concerned about potential risks in our business plans</p> | <p>I identify opportunities for growth based on an understanding of the market and donor landscape</p> <p>I secure funding and/contacts by actively engaging stakeholders in positive conversations about our work</p> <p>I accurately identify the financial, human and physical resources we need to achieve our objectives effectively and sustainably</p> <p>I manage contracting and procurement transparently and in compliance with applicable regulations</p> <p>I monitor use of resources to ensure we deliver value for money and achieve our agreed objectives</p> <p>I report on our use of resources and funds in ways that are accessible to donors and beneficiaries</p> | <p>I create opportunities for growth that will benefit the whole organisation by negotiating with and influencing high-level and strategic stakeholders</p> <p>I plan budgets and secure and manage funds within my section or department which contribute to the overall sustainability and growth of the organisation</p> <p>I negotiate large scale contracts of strategic importance to the organisation</p> <p>I inspire trust and respect in our stakeholders by communicating about our achievements and use of resources transparently, openly and in ways that are appropriate to the audience</p> |

| Support level skills and knowledge | Additional management level skills and knowledge | Additional strategic level skills and knowledge |
|---|--|--|
| <p>I have knowledge of key market influences and pressures relevant to my work</p> <p>I share factual information clearly and concisely</p> <p>I am able to follow financial expenditure and controls procedures accurately</p> | <p>I have business development skills including proposal development, contracting, procurement, grant management, donor compliance, financial management and control</p> | <p>I understand the international donor landscape</p> <p>I am able to negotiate with and influence high level stakeholders</p> |

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