



Kosovo Senior Appointments

Competency Descriptions

v1.0

1. Strategic Thinking

Able to understand and relate things to a broader context as well as articulate the long-term vision of the organization, and prepare plans for the realization of that vision.

- Establishes and clearly explains the organisation's long-term vision and direction
- Offers advice to ministers on the future strategy of the organisation
- Develops and promotes clear strategic plans for the organisation
- Anticipates and plans for future changes in client and stakeholder requirements
- Aligns the organisation's plans to fit within the broader strategy of ministers, government and civil service
- Develops and maintains an in-depth understanding of clients' sector and communities served by the organisation
- Understands the political, economic, strategic, technological, environmental and legal factors that may influence the organisation
- Uses client and public feedback to set organisation's strategic direction

2. Creative Thinking

Always in search of new ways to achieve the desired results, regularly questioning the traditional ways of working, and assesses and develops new ideas.

- Implements new and innovative strategies to modernise and improve organisational procedures and practices
- Challenges existing organisational working approaches and assumptions
- Encourages and implements proposals from staff for alternative working practices
- Ensures the organisation keeps pace with relevant technological advances
- Identifies ways in which organisational and civil service-wide structures can be streamlined
- Maintains an openness and commitment to new ideas and thinking
- Prepared to make radical changes when required

3. Problem Solving

The ability to analyze the information, and demonstrate flexibility in thinking.

- Consults with relevant stakeholders, experts and staff when evaluating alternative approaches and solutions
- Identifies relevant patterns, inter-relationships and trends when reviewing complex strategic information
- Asks searching questions in order to establish the key facts
- Ensures that organisational problems are addressed in a timely and efficient manner
- Makes quick strategic decisions when required, often with incomplete information
- Exercises independent and impartial judgement, taking into account all relevant evidence and ethical considerations
- Considers the wider impact of different alternatives for clients and the organisation

4. Results Orientated

Is client oriented and understands the needs and aspirations of the end user, is consistently result oriented, and is capable of defining objectives and measurement of their achievement.

- Builds a culture that emphasises value for money and efficiency for the taxpayer and clients
- Ensures clients' requirements are delivered on time and to budget
- Understands and articulates the need for consistently high levels of customer service
- Actively seeks to use the most efficient practices
- Acts as a role model for delivering results through energy and enthusiasm
- Ensures performance and delivery across the organisation are consistently monitored and reviewed
- Demonstrates commercial awareness and encourages this in others
- Ensures that the staff remain focussed on core objectives during times of uncertainty

5. Leadership

Determines the organization's direction, and capable of inspiring others, building effective teams, and using different leadership approaches when needed.

- Provides visible leadership to support and deliver long-term organisational strategies
- Clearly articulates personal values, and demonstrates how these align with those of the organisation
- Actively builds and maintains the credibility of the organisation with the public
- Empowers others to take initiative and accountability for delivery
- Creates a sense of pride and motivation in working for the organisation and in public service
- Adapts leadership style effectively to suit the requirements of the situation
- Rewards and highlights successful performance within the organisation

6. Management

Understands systems for resource and finance management, is capable at planning and organization, and ready to delegate responsibilities.

- Promotes and uses appropriate techniques for planning and monitoring projects and programmes
- Ensures effective systems are in place for identifying, monitoring and addressing organisational risks
- Acts quickly to manage poor performance
- Ensures the organisation is achieving best value from contractual supplier and delivery relationships
- Ensures that spending is controlled by means of clearly evaluated and justified business cases
- Assigns and monitors accountability for transparent and disciplined budgetary planning and decision making
- Ensures all aspects of the organisation's operations are compliant with relevant legislation and regulations
- Manages the organisation's structure and allocate resources appropriately.

7. Communication

Is good in verbal and written communication, with both internal and external audiences, and uses different methods for different audiences.

- Uses a range of communication channels to provide timely and relevant information to the organisation, clients and stakeholders
- Effectively influences board level management and key stakeholders
- Adapts communication style to effectively engage with a range of audiences
- Openly shares relevant information with staff and wider stakeholders
- Gives staff an honest and candid perspective on the opportunities and challenges facing the organisation
- Develops clear and persuasive written documents
- Clearly describes how individuals' roles contribute to the wider remit of the organisation
- Presents a clear and credible message to the public about the benefits the organisation can offer

8. Networking (and Teamworking)

The ability to cooperate with a range of people, and to maintain effective relationships with all stakeholders.

- Builds and utilises strategic relationships across civil service, private sector and government
- Identifies and prioritises relationships that are key to achieving organisational objectives
- Uses professional network to promote the work and credibility of the organisation
- Negotiates effectively with senior external partners and clients
- Promotes collaboration and shared working between departments and ministries, challenging silo working
- Seeks out and consults relevant experts to inform decisions and strategy
- Actively engages with client and user groups, building confidence and trust
- Understands and anticipates the underlying motivation and political drivers of key stakeholders

9. Adaptability

The ability to deal with conflicts and stress, remains determined but not aggressive, and is self-motivated.

- Responds quickly and positively to unexpected changes in the organisation's environment
- Adapts organisational priorities and strategic focus when required
- Reacts positively to setbacks and challenges, providing calm and clear direction
- Promotes and encourages appropriate risk-taking amongst staff
- Demonstrates optimism and resilience during periods of intense pressure
- Willing to compromise when it is in the wider interests of the organisation
- Encourages the flexible use of staff and resources across the organisation to respond to changing demands
- Challenges those who resist changes in organisational direction, practices and behaviour

10. Developing Self and Others

Understands personal strengths and weaknesses and how to deal with them, always ready to learn from experiences and from others, builds capacities, and develops talent.

- Uses a structured approach to planning personal development
- Encourages others to take responsibility for their own professional and career development
- Coaches and professionally develops team members, and encourages others to do the same
- Gives honest and timely feedback
- Is consistently open to receiving feedback, and routinely seeks advice from others
- Ensures staff are provided with personal development opportunities to maximise their own potential
- Recognises personal limitations, openly acknowledging and accounting for these
- Takes an active role in leading the professionalisation of the Kosovo Civil Service and public sector

11. Integrity

Acts based on clear values, serves as example of honesty, integrity and humbleness to others. Politically neutral.

- Defines and consistently demonstrates ethical standards of behaviour
- Promotes adherence to the organisation's ethical code
- Willing to take unpopular decisions when necessary for the wider benefit of the service and public
- Challenges any attempts to influence the political impartiality of the civil service / organisation
- Actively promotes fairness, diversity and non-discrimination in the workplace
- Challenges and addresses organisational policies, practices and behaviour that risk abuse or corruption
- Maintains an organisational culture in which bullying and harassment are unacceptable
- Ensures that the selection, appointment and promotion of staff is conducted through transparent, merit-based processes