Competency Framework

Integrity

Transparency

Tenacity

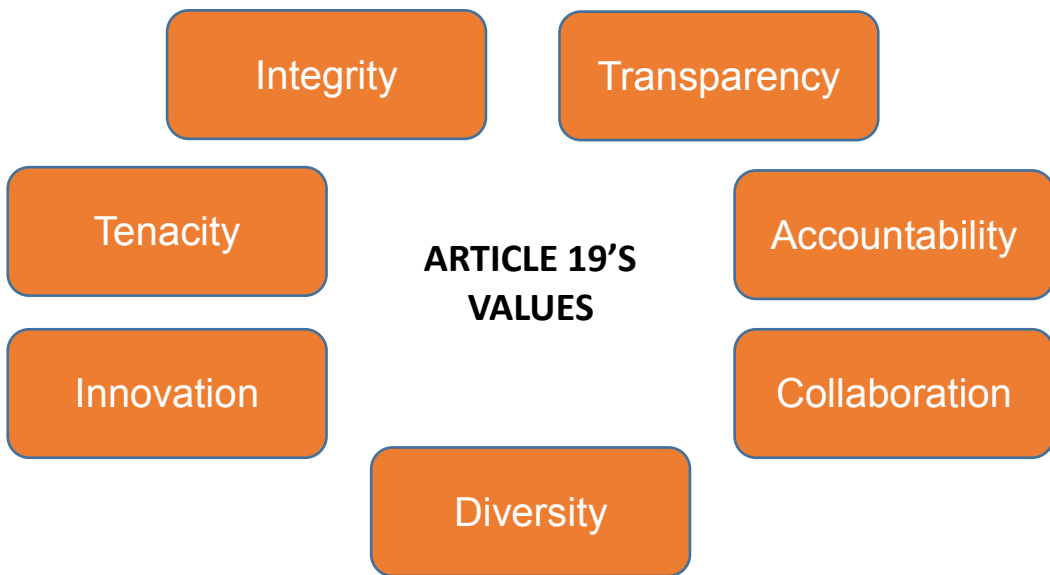**ARTICLE 19'S VALUES**

Accountability

Innovation

Collaboration

Diversity

About this framework

A 'competency framework' is a structure setting out individual competencies required by individuals working at ARTICLE 19. The competencies are derived from our values. The framework provides the individual staff member with an indication of the behaviours and actions that will be valued, recognized and rewarded. It is also a signal from ARTICLE 19 to the individual of the expected areas and levels of performance.

ARTICLE 19 believes defining "How" we do our job is particularly important in establishing common ground around work practices. It provides a clear behavioural link to our Strategic Plan i.e. clarifying how we are expected to behave in delivering the priorities.

A Common Language and Benchmark – Behavioural competencies have been developed for the whole organisation and therefore become a common language and benchmark that we can use across the organisation when we talk about people's behavioural performance.

Clarity – Behavioural competencies clearly set out for staff the behaviours that are required for ARTICLE 19 to deliver on its promises. This helps people understand what is expected of them and gives them greater clarity about their team, and individual roles within it. Understanding the behaviours that other areas of the organisation see as essential to effective performance also helps us to improve how we work together.

Focus - As competencies emphasise the behaviours that are crucial for the organisation, they provide us with a clear focus for development. Not only do they help staff and their line managers have a more focused development discussion, they also help us to take charge of our own development. Our development actions will become more focused and we work more effectively with people across the organisation.

The competency framework applies to and enhances the variety of people management processes such as **Recruitment and Selection** and **Performance Evaluation.**

Values

ARTICLE 19's Competency Framework are derived from its seven Values:

- Integrity
- Transparency
- Accountability
- Collaboration
- Diversity
- Innovation and
- Tenacity

Building upon each value, as shown below in appendix 1, each competency has the following components:

- **Value statement**
- **Competency Definition** – Why is this value important.

- **Indicators of effective performance** - are examples that indicate how an individual could demonstrate that value.

How the competencies are applied?

1. **Competencies and job role-profiling**

The competency framework provides a selection of behavioural competencies that are important for performance across the organisation. All roles within ARTICLE 19 should have these competencies identified as essential for effective performance in the job. This is aimed to ensure a consistent and transparent standard across the organisation.

2. **Competency-based Recruitment**

Using behavioural competencies for recruitment ensures that any selection process is focused on the behaviours that are important for ARTICLE 19. Behavioural competencies form the basis of several selection tools, for example, competency-based interviews.

Basing our selection tools on our competency framework enables us to engage in objective and standardised selection across the organisation.

3. **Competency-based Interviews**

A competency based interview is a type of interview used to evaluate a candidate's behavioural competence to do a particular role. Each question is targeted at obtaining behavioural evidence for a specific competency. The candidate is asked to provide concrete examples, from their previous experience, of when they demonstrated the behaviour in question (See Competency Based Interview Guidelines).

4. **Competency-based Performance Management**

Using behavioural competencies for performance management helps us to improve performance by clearly outlining <u>what</u> is expected of us in terms of <u>how</u> we do our job. Job performance can be split into:

- WHAT specific targets or objectives an individual achieves and
- HOW an individual works (behavioural performance).

5. **Competency-based Learning and Development**

The competency framework provides a set of behaviours that can be used by staff and managers to lead and take responsibility for their own learning and development. For the organisation, the behavioural competencies can be incorporated into our training and development activities so that we are actively developing the behaviours that we know to be essential to ARTICLE19's long term health.

6. **Career Development**

We need to take responsibility for our own career progression. Independently, or with a manager, staff can use the competency framework to formulate a personal development plan for the behaviours they wish to develop to become more effective within current role and/or preparing for the next role.

We act with integrity

We hold ourselves to the high standards we set others. We are coherent on matters of law and policy wherever we work in the world. We value visibility, objectivity, and the accuracy of our work.

Indicators of effective performance

- Makes decisions based on merit, and a robust command of facts
- Acts ethically and without uncompromising the core principles of the organization
- Exercises honesty and appropriate behaviour in business, professional and related non-personal activities
- Addresses inappropriate, abusive or dishonest behaviour in others
- Respects confidentiality
- Openly acknowledges mistake and promptly implement remedial changes.

We are transparent

We know good information can enable powerful action. We are clear, open and honest in our dealings with each other and the outside world.

Indicators of effective performance

- Is transparent in decision-making
- Communicates with openness, clarity and honesty
- Is open and honest about areas for development and strives to improve
- Is consistent and truthful in communications
- Builds trust and strengthens participation through regular verbal interactions with colleagues
- Supports a collaborative working culture to encourages transparency, dialogue and open communication
- Balances transparency with the need for discretion and confidentiality as appropriate
- Is willingly answerable to, and open to challenge from, those with an interest in decisions made
- Uses active listening to demonstrate openness and to build understanding of different perspectives

We are accountable

We say what we mean and we do what we say, speaking with one voice wherever possible. We work hard to make sure our learning and reporting is the best it can be.

Indicators of effective performance

- Is truthful, fair and honest in dealings with others
- Ensures both broad stakeholder engagement and robust critique in outputs
- Resists bias and efforts to encourage bias
- Takes responsibility for own performance and development
- Admits mistakes and takes prompt and appropriate action to correct them
- Shows initiative, seizes opportunities
- Makes decisions without unnecessarily referring to others

We love to work collaboratively

Collaboration is the lifeblood of our organization. We seek to build productive and inspiring relationships based on the trust of our colleagues, partners, supporters and donors place in us.

Indicators of effective performance

- Understands the value of collective knowledge, values all team contributions and freely shares own expertize
- Promotes high standards and seeks to build capacity for strong partnerships
- Seeks and provides serious, and open consideration of a wide range of views and opinions, actively listening and open to ideas.
- Deals with partners fairly, and seeks efficient, prompt, sensitive and effective relationships
- Actively challenges and addresses 'silo attitudes'
- Seeks to understand the needs of others, and the constraints they face.
- Enables colleagues to contribute through respectful, positive and engaged attitude to their work
- Proactively manages professional relationships, preventing or resolving conflict.

We celebrate and defend diversity

We respect each other and we listen to each other. We actively defend those whose voices are marginalized.

Indicators of effective performance

- Upholds equal opportunities, and takes responsibility for creating a working environment that encourages equality, diversity and inclusion
- Does not discriminate on the basis of gender, race, ethnicity, national origin, and any other grounds
- Respects others views but challenges prejudice, biases and intolerance in the workplace
- Values and respects talent, by seeking to improve understanding, knowledge and performance through individual effort
- Recruits expertize and new staff based solely on merit
- Contributes to a culture that actively values the diversity of people, views and ideas within Article 19.

We constantly seek to innovate and to learn

We are proud of our expertise and are always ready to share what we know. We seek to explore the boundaries of our field for benefits of the freedoms we protect.

Indicators of effective performance

- Supports creativity, innovation and learning with colleagues by championing initiatives that foster a culture of learning and creativity across the organisation.
- Encourages effective learning and demonstrates an adaptive style in sharing ideas and learning with others.
- Seeks out opportunities for innovation, and the courage to take risks
- Develops new ideas, approaches, or solutions to problems that may challenge traditional assumptions;

We never give up

We are tenacious and will find every possible avenue to seek changes in law and practice to secure the freedoms associated with our mission.

Indicators of effective performance
• Is tenacious and seeks to overcome challenges and difficulties when they present themselves • Understands the importance of follow-through on the objectives that have been set • Does not give up on anyone • Finds ways to improve own performance to work towards achieving the mission of ARTICLE 19..