



RESULTS AND COMPETENCY ASSESSMENT (RCA) GUIDELINES – 2006 BUSINESS PROCESS SERIES

1: THE NEW RCA GUIDELINES ROLL OUT PLAN AND THE RCA SITES

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Document Properties	
Title	RCA Guidelines Business Process Series #1: The New RCA Guidelines Rollout Plan and the RCA sites
Document Language	English
Responsible Unit	OHR/BOM
Creator (individual)	S. Erdal Esin, Manager, ODBU, OHR/BOM
Contributor	OHR
Subject (Taxonomy)	RCA, Workforce Management, Performance Management
Date approved	TBD
Audience	UNDP staff
Applicability	This document has been produced to capture and record the basic information needed to correctly implement the RCA system.
Replaces	N/A
Conforms to	
Related documents	
Document Type	

Revision History			
Ver.	Date	Author	Summary of Changes
V1.0			FIRST ISSUE

Purpose

The Results and Competency Assessment (RCA) Guidelines Business Process series are prepared by the Office of Human Resources (OHR) to inform UNDP staff members on implementing [the new RCA Guidelines](#) launched on 31 May 2006. The Business Process Series will cover some of the critical aspects of the RCA process. It is hoped that the Business Process Series will eventually constitute the "knowledge base" of the RCA system as a whole.

1: The NEW RCA GUIDELINES ROLL OUT PLAN AND THE RCA SITES

RCA Guidelines Roll out Plan

Roll out Stage	Estimated Date	Actual Status	Remarks
Launch of the new RCA Guidelines	May 2006	Launched on 31 May 2006	http://content.undp.org/go/userguide/HR/workforcemnqt/performancemnqt/rca.en
Temporary closure of the old RCA site	June 2006	Temporarily closed between 16-23 June 2006	Results scorecards which may have been completed using the old RCA site will be migrated to the new RCA site. THIS PERIOD SHOULD NOT BE CONSIDERED AS THE DEADLINE FOR THE COMPLETION OF THE RESULTS SCORECARDS AND THE LEARNING PLANS. After 23 June 2006, the old RCA site can ONLY BE USED TO COMPLETE THE 2005 RCAs.
Permanent closure of the old RCA site	End-June 2006	Will be permanently closed on 31 August 2006	The old RCA site will remain open until 31 August 2006, FOR THE COMPLETION of THE 2005 CRGs ONLY.
Launch of the new RCA site (PHASE I & II)	End-June 2006	Will be launched on 23 June 2006.	For 2006 RCAs please use this new site. You will also be able to view your old RCAs from this site. The following sections will be available on 23 June 2006: PHASE I: <ol style="list-style-type: none"> 1. <i>RCA information</i> – Name of staff member, RCA dates, category of staff member (staff or manager) 2. <i>Personal information</i> – Name, index no., grade level, Job title, business unit information, information on the supervisors 3. <i>Results Scorecard</i> 4. <i>Learning Compact</i> – learning plans fully formulated and approved by the supervisors in LMS will be uploaded in this section automatically. PHASE II: <ol style="list-style-type: none"> 5. <i>Mid-term Review</i> – Section on mid-term review. Note that the deadline indicated in the RCA Guidelines, i.e. no later than 31 July, will be "indicative" for 2006. From 2007 onwards, the mid-term review will be mandatory (to be completed by 31 July of each year.

Launch of OnDemand tool for the RCA	End-June 2006	Launched on 16 June 2006	
Development of reporting tools for PHASE I & II	Mid-September 2006		Work in progress.
Launch of the new RCA site (PHASE III)	End - November 2006		Work in progress. The following sections will be available by end-November 2006: <u>PHASE III:</u> 6. Competency Assessment 7. Self Assessment 8. Supervisor's Assessment 9. Overall Rating 10. Initial RCA sign-off 11. Career Review Group 12. Final sign-off
Launch of RCA Guidelines Business Processes Series	June – December 2006		

RCA Sites

New RCA Tool:

NEW RCA GUIDELINES:

<http://content.undp.org/go/userguide/HR/workforcemngt/performance/undp/rca.en>

OnDemand Training Site for the RCA: <http://ondemandweb.undp.org/hr.htm>

Old RCA Tool: <http://rca.undp.org/>

Messages from Brian Gleeson, Director, OHR/BOM on the new RCA Guidelines:

--Launch of the new RCA Guidelines:

http://bulletin.undp.org/articles/en/20060531_updates_new_rca_guidelines.shtml

ATTACHMENT: TYPE OF INFORMATION THAT WILL BE AVAILABLE IN RCA PHASE III

(NOT THE SAME FORMAT)

E. COMPETENCY ASSESSMENT FOR STAFF (TO BE COMPLETED BY 15 FEBRUARY)

	Domains/Behavioural Indicators	Not successful	Partially successful	Successful	Exceeded expectation	Outstanding
1.	DEVELOPMENT AND OPERATIONAL EFFECTIVENESS					
1.1	Task Management					
1.1.1	Creative solutions: Works toward creative solutions by analyzing problems carefully and logically.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.2	Priority setting: Sets priorities, produces quality outputs, meets deadlines and manages time efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.3	Achieving results: Focuses on achieving results for external and internal clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	KNOWLEDGE AND ADVISORY SERVICES					
2.1	Building and Sharing Knowledge					
2.1.1	Knowledge sharing: Willingly provides support to others in UNDP who request advice or help.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.2	Contribution to practices: Makes valuable contributions (e.g. documented knowledge, community building) to UNDP practice areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.3	Technical knowledge: Demonstrates sufficient technical knowledge to perform effectively in own specialty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	Learning					
2.2.1	Coaching: Regularly helps to develop the competencies of others by coaching and providing constructive feedback.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.2	Self-learning: Actively works towards continuing personal learning and development, and applies newly acquired skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	TEAM AND PARTNERSHIP BUILDING					
3.1	Teamwork					
3.1.1	Active cooperation: Displays open, co-operative behavior with other team members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.2	Constructive contribution: Contributes to building team morale and consensus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.3	Team player: Supports team decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2	Relationship Building					
3.2.1	Client relations: Maintains strong relationships with partners and clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2.2	Client needs: Anticipates evolving client needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2.3	Conflict resolution: When team members are in conflict, helps identify areas of agreement and resolve differences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3	Communications					
3.3.1	Writing skills: Writes clearly and convincingly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.2	Oral skills: Speaks clearly and convincingly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.3	Active listening: Practices attentive and active listening.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.4	Dialogue: Acknowledges and responds constructively to the points of view of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	CORE VALUES AND CORPORATE COMMITMENT					
4.1	Cultural & gender sensitivity: Communicates effectively and respectfully with individuals of a different culture, races, gender, religion, nationality and age.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.2	Mission awareness: Continuously clarifies, refers to, and supports UNDP's mission, values and guiding principles in his/her work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	SELF MANAGEMENT					
5.1	Work under pressure: Remains calm and in control, and good humored even under pressure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	Respect for people: Demonstrates respect and a clear interest in people by what he/she says and does.					
5.3	Receiving feedback: Responds positively to critical feedback and differing points of view.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4	Responsiveness to feedback: Makes and sustains needed changes in the way he/she behaves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5	Seeking feedback: Solicits feedback from staff about the impact of his/her own behavior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6	Balancing work-life: Demonstrates leadership, commitment and role modeling in managing home and work responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.7	Health Management: Maintains program to ensure regular health checks and manages stress levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. COMPETENCY ASSESSMENT FOR MANAGERS (TO BE COMPLETED BY 15 FEBRUARY)						
	Domains/Behavioural Indicators	Not successful	Partially successful	Successful	Exceeded expectation	Outstanding
1.	DEVELOPMENT AND OPERATIONAL EFFECTIVENESS					
1.1	Managing Complexity -- Leads development of clear office strategy, manages projects effectively, and develops innovative solutions.					
1.1.1	Quality of work: Consistently ensures timeliness and quality of project work carried out by the office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.2	Priority setting for results: Prioritizes use of resources to achieve strategic results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.3	Change management: Helps people to cope positively with periods of uncertainty and change (e.g., equipping people with the skills needed to make and cope with changes).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.4	Creative solutions: Contributes creative solutions to address challenging situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.5	Encouraging creativity: Encourages others to contribute creative solutions to address challenging situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	Leadership - Focuses on impact and results for the client, takes initiative and calculated risks, leads teams effectively, displays a positive attitude and enthusiasm, and takes decisions.					
1.2.1	Strategic planning: Formulates clear strategic plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.2	Results orientation: Focuses on achieving results for external and internal customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.3	Encouraging risk taking: Encourages risk-taking in the pursuit of creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.4	Task formulation: Ensures that staff have clearly defined responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.5	Holding people accountable: Implements sanctions for performance that ensures achievement of results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.6	Decision making: Makes timely and informed decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.7	Approach to work: Consistently approaches the work of the office with energy and a constructive attitude.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	KNOWLEDGE AND ADVISORY SERVICES					

2.1	Building And Sharing Knowledge - Actively builds deep knowledge in one or more areas, makes valuable practice contributions, applies existing knowledge to work, and provides advice and support to others in UNDP.					
2.1.1	Knowledge sharing: Willingly shares knowledge and experience and makes contributions to UNDP practice areas (e.g., documented knowledge, community of practice building initiatives).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.2	Contribution to practices: Encourages office staff contributions to UNDP practice areas (e.g., documented knowledge, community of practice building initiatives).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.3	Promotes knowledge sharing: Actively encourages office staff to share personal knowledge with others in UNDP.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.4	T-shaped learning: Actively develops deep understanding and experience in one or more knowledge areas, including process and/or substantive knowledge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	Learning And People Development – Provides constructive coaching and feedback, acts as long-term mentor for others in the organization, promotes a learning environment in the office and acts on own learning plan.					
2.2.1	Providing feedback: Enthusiastically provides timely and specific feedback to clearly identify learning and development opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.2	Coaching: Demonstrates strong coaching skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.3	Mentoring: Builds people’s self confidence by demonstrating belief in their abilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.4	Empowerment: Empowers staff to address their own development needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	TEAM AND PARTNERSHIP BUILDING					
3.1	Managing Relationships -- Builds strong relationships with clients and external actors, communicates clearly and convincingly, and manages conflict effectively.					
3.1.1	Client orientation: Establishes lasting relationships and substantive dialogue with clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.2	Networking: Cultivates productive relationships with other important institutions and individuals (i.e., donors, partners).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.3	Oral skills: Demonstrates strong oral communication skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.4	Writing skills: Demonstrates strong written communication skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.5	Team management: Motivates and manages teams well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.6	Resource mobilization: Mobilizes additional resources to achieve strategic results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.7	Conflict resolution: When team members are in conflict, helps identify areas of agreement and resolve differences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	SELF MANAGEMENT Able to reflect on one’s own behavior and assess its impact on self and others. Being committed to personal and professional development in the service of improving UNDP’s performance and effectiveness. Being transparent about his/her own personal development goals. Sensitive and adaptive to the demands of working in a cross-cultural environment. When situations arise requiring self-control, there is the ability to take appropriate and effective action despite strong emotions.					
4.1.1	Work under pressure: Remains calm, in control and good humored even under pressure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.2	Adapting behavior: Makes and sustains desirable changes in the way he/she behaves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.1.3	Responsiveness to feedback: Responds positively to critical feedback and differing points of view.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.4	Receiving feedback: Solicits feedback from staff about the impact of his/her own behavior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.5	Self-development: Addresses own personal development needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.6	Health management: Adopts planning to under take regular health checks and preventative action.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	CORE VALUES AND CORPORATE COMMITMENT :Demonstrates integrity and fairness, displays cultural sensitivity and adaptability, and shows strong corporate commitment.					
5.1	Cultural and gender sensitivity: Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	Ethical standards: Demonstrates integrity by modeling ethical standards and UNDP's values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3	Corporate contributions: Makes significant contributions to corporate priorities or initiatives led by other UNDP offices and bureaus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4	Open-mindedness: Demonstrates an ability to see issues from other perspectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5	Mission awareness: Brings UNDP's mission, values, and guiding principles alive by continuously clarifying, referring to, and supporting them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6	Fair treatment: Treats all people fairly without favoritism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. STAFF MEMBER'S SELF-ASSESSMENT OF PERFORMANCE AND PREFERENCE FOR NEXT ASSIGNMENT (TO BE COMPLETED BY 1 FEBRUARY)						

G. SUPERVISOR'S ASSESSMENT (TO BE COMPLETED BY 15 FEBRUARY)	
Name:	
Title:	
Comments:	
H. OTHER SUPERVISOR'S ASSESSMENT (TO BE COMPLETED BY 15 FEBRUARY)	
Name:	
Title:	
Comments:	
I. SUPERVISOR'S OVERALL RATING (TO BE COMPLETED BY 1 MARCH)	
<input type="checkbox"/>	Outstanding performance
<input type="checkbox"/>	Exceeded expectations
<input type="checkbox"/>	Fully met expectations
<input type="checkbox"/>	Partially met expectations
<input type="checkbox"/>	Unsatisfactory performance
J. SIGNATURES (TO BE COMPLETED BY 1 MARCH)	
I have read and discussed the RCA with my direct supervisor and I:	
<input type="checkbox"/>	Agree with the evaluation
<input type="checkbox"/>	Disagree with the evaluation for the following reasons:
Staff Member's Signature:	
Name and Title:	Date:
Supervisor's Signature	

Name and Title:		Date:
K. CAREER REVIEW GROUP (CRG) PERFORMANCE AND OVERSIGHT DELIBERATIONS (TO BE COMPLETED BY 15 MARCH)		
<input type="checkbox"/>	CRG endorses Supervisor's comments and recommended rating	
<input type="checkbox"/>	CRG does not endorse the Supervisor's comments and recommended rating	
CRG's Final Rating:		
Comment (Optional):		
Chairperson's Signature:		
Name and Title:		Date:
L. CAREER REVIEW GROUP REVIEW (in case of disagreement by staff to be indicated in Section J) (TO BE COMPLETED BY 1 APRIL)		
The CRG has reviewed the RCA and makes the following recommendation:		
Chairperson's Signature:		
Name and Title:		Date:
M. STAFF MEMBER SIGNATURE (TO BE COMPLETED BY 15 APRIL)		
I have see the CRG comments and recommendation and	<input type="checkbox"/>	I accept them
I have see the CRG comments and recommendation and	<input type="checkbox"/>	I do not accept them and will file a rebuttal
Staff Member's Signature:		Date: