

## CORE VALUES AND COMPETENCIES

Terms	Description
Core values	Enduring convictions that influence our actions and the choices we tend to make. Represent the collective sense of what is good for the organization.
Core competencies	Skills, attributes, attitudes and behaviors which are essential for managing oneself and relationships (self-awareness, self-regulation, empathy, social skills). They are important for all staff, irrespective of the function or grade as they help clarify expectations, define future development needs, and provide a basis for objective performance standards.
Managerial competencies	Skills, attributes and behaviors which are essential for staff with managerial and/or supervisory responsibilities.

Core values	Description
<i>Integrity</i>	Acts impartially, fairly and honestly. Demonstrates credibility and role-models the values of the Centre in daily activities and behaviors, including acting in accordance with KAICIID Model of Dialogue and actively demonstrating willingness to engage in dialogue in interactions with stakeholders and colleagues. Acts without consideration of personal gain. Resists undue political pressure. Does not abuse power or authority. Commitment to highest ethical standards and human rights. Takes prompt action in cases of unprofessional or unethical behavior. Stands by decisions that are in the Centre's interest, even if they are unpopular.
<i>Professionalism and accountability</i>	Strives for results and impact that make a positive difference in the field of inter-religious dialogue. Takes ownership of all responsibilities and honors commitments. Demonstrates discipline and willingness to produce outputs within prescribed time, cost and quality standards. Operates in compliance with the Centre's regulations, rules, policies and procedures. Respects and adheres to organizational structure and reporting lines. Takes personal responsibility for his/her own shortcomings. Maintains professional presence and poise, even under pressure. Displays willingness to learn.
<i>Respect for diversity</i>	Works effectively with people from all backgrounds. Treats people with dignity and respect. Treats men and women equally. Shows respect for and understanding of diverse points of view and demonstrates this understanding in daily work. Examines own biases and behaviors to avoid stereotyping. Does not discriminate against any individual or group. Uses insight into other cultures to make appropriate decisions tailored to the circumstances.

<b>Core competencies</b>	<b>Description</b>
<i>Communication</i>	Speaks and writes clearly and effectively. Listens to others, takes responsibility for his/her interpretation, asks questions to clarify and demonstrates skills in dialogue. Tailors language, tone, style and format to match the audience. Committed to sharing information and keeping colleagues informed.
<i>Creativity</i>	Actively seeks to improve programmes or services. Offers new and different options to solve problems or meet requirements. 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.
<i>Teamwork</i>	Works collaboratively with colleagues, informally and formally. Actively contributes to task teams and other organization-wide initiatives. Solicits input, genuinely valuing others' ideas and expertise; is willing to learn from others. 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. Places team agenda before personal agenda.
<i>Planning and organizing</i>	Manages one's time and treats the time of others with respect. Handles more than one demand at a time and manages competing deadlines. Sets priorities or asks for advice on priorities and then concentrates on these priorities. Adapts to changing priorities. Estimates time frames and monitors own progress. Uses technology to be more efficient. Gets things done, can orchestrate multiple activities. Maintains high standards despite pressing deadlines.
<i>Problem solving</i>	Anticipates problems; sees how a problem and its solution will affect others; works to eliminate all processes which do not add value; is willing to take action, even under pressure, criticism or tight deadlines; analyzes current procedures for possible improvements; notifies supervisor of problems in a timely manner. Demonstrates appropriate innovation and initiative in solving problems at his/her level. Uses sound judgment.
<i>Ability to deliver results</i>	Develops clear goals and plans 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.
<i>Commitment to continuous learning</i>	Keeps abreast of new developments, actively seeks to develop oneself professionally and personally. Contributes to the learning of colleagues and shows willingness to learn from others. Seeks feedback to learn and improve. Takes responsibility for learning and upgrading the technical competencies required to successfully perform duties and responsibilities of the job to which he/she is assigned.

To complement the core competencies, individual Departments may choose to define within individual job profiles functional competencies required for a specific job.

Managerial competencies	Description
<i>Leadership</i>	Acts as a role model by demonstrating sound emotional competence. Creates an environment where staff feel engaged and committed to the Centre. Raises issues at the senior leadership team as appropriate. Demonstrates and encourages initiative and continuous improvement. Anticipates and resolves conflicts by pursuing mutually agreeable solutions. Monitors progress against milestones and deadlines. Regularly discusses performance and provides feedback and coaching to staff.
<i>Empowering others</i>	Delegates responsibility, clarifies expectations, provides information, reviews work and provides feedback. 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. Shows appreciation for effort and achievement. Holds others accountable for achieving results. Gives staff autonomy in important areas of their work and involves them when making decisions that affect them.
<i>Building trust</i>	Provides an environment in which others can talk and act without fear of repercussion. Manages in a deliberate and predictable way. Appraises performance fairly. Places confidence in colleagues. Encourages risk-taking.
<i>Judgment/Decision making</i>	Identifies the key issues in complex situations, and comes to the heart of the problem quickly. Gathers relevant information before making a decision, checks assumptions against facts. Considers positive and negative impact on others and on the Centre. Proposes a course of action or makes a recommendation based on all available information. Makes tough decisions when necessary.
<i>Influencing</i>	Ability to persuade or convince others to support an idea, agenda or direction. Establishes and maintains productive relationships by gaining trust and respect.