WORLD METEOROLOGICAL ORGANIZATION

Competency Framework

2025



Foreword

An organization's greatest asset is its people. WMO is no different. Delivering on our mandate as the United Nations' specialized agency and the global authority on weather, climate, and water is greatly dependent on our consistent display of the highest levels of scientific and technical excellence.

But our success is equally contingent on the quality of how we work. The way we treat one another, the standards we uphold, and the behaviours we bring to our everyday work, are all building blocks for the organization we aspire for.

This is why I am proud to introduce WMO's first Competency Framework. It sets out clear expectations for everyone across the organization, regardless of function, level, or location, from individual contributors to people managers. Built around our already existing three core values and seven newly introduced core competencies, it establishes common behavioural standards to guide the way we work.

This Framework will inform all aspects of our people management and human resources strategy and practices, underpinning recruitment, career growth, performance management, learning programs and internal talent mobility.

We are launching this Competency Framework at a time of transformation. As we navigate financial constraints and organizational change, we need to focus on building a strong, values-based culture that can carry us into the future.

As Secretary-General, I am committed to modelling these competencies in my own work and interactions, and I invite each of you to do the same. I am certain that this Framework will support us in shaping a culture that truly reflects our values and strengthens our delivery.



(Prof. Celeste Saulo)
Secretary-General

Introduction

The Secretary General and the International Civil Service Commission advocate for a competency based approach across the UN common system. Many UN organizations have already adopted or are in the process of implementing competencies as a foundation for managing human resources.

Aligned with these initiatives, WMO considers the competency framework a key element of its people management and HR strategy. It serves as a unifying structure for all people practices, forming the foundation for recruitment, reassignment, career development, performance management and workforce planning.

This framework consists of **three core values** and **seven core competencies**, applicable to all staff across the organization, regardless of function, level, or location, both individual contributors and managers.

Individual contributors = staff without people management responsibilities, who are accountable for their own individual performance and contribution to the team.

Managers = staff who have operational and functional responsibility for a team

Purpose

By defining competencies, this framework fosters a consistent, transparent and effective approach to workforce management, ensuring individuals and teams are well-equipped to meet organizational objectives. This competency framework serves as a structured guide to support:

Recruitment and selection

The framework will define core competencies required for different roles, ensuring a competency-based approach to hiring and selection.

Performance management

Employee evaluations will be aligned with competency expectations, enabling a more structured and objective assessment process.

Learning and development

Training programs will be designed to enhance specific competencies, addressing skill gaps and supporting career growth.

Career progression and succession planning

The framework will guide career pathways,
helping employees understand required skills for advancement and leadership roles.

Workforce planning and mobility

HR will use competency mapping to identify talent pools and facilitate internal mobility, so the right skills are in place for evolving organizational needs.

Organizational culture and leadership development

The framework will reinforce desired behaviors and leadership qualities, embedding them into the organization's culture and managerial practices.

WMO Core Values

WMO recognizes, above all, in fulfilling its mandate, the principles of striving to ensure that “no Member State or Territory should be left behind”, and to sustain the public trust and confidence in the science underpinnings and the authoritative voice of the Organization and its Members. As WMO works to translate its vision into results, the Organization will be guided by a set of values, which is also to guide the behaviour of its staff:



01 Collaboration & Partnership



02 Accountability for Results & Transparency



03 Inclusiveness & Diversity

Competencies

Competencies are the combination of knowledge, abilities and behaviors that enable individuals to perform effectively in their roles. They provide a clear understanding of the expectations for success in a given position and help organizations align workforce capabilities with strategic goals.

01 Communication & Influence

02 Collaboration & Team Dynamics

03 Inclusive Mindset & Cultural Awareness

04 Decision-making & Problem-solving

05 Integrity & Accountability

06 Innovation & Digital Agility

07 Stakeholder Understanding & Engagement

Communication & Influence

DEFINITION: the ability to effectively convey information, the value of what WMO does, ideas, and directives in a clear and persuasive manner, tailored to the audience. It involves both verbal and written communication skills, active listening, and the ability to shape perceptions and drive decisions through effective dialogue including:

- Advocating for ideas or positions.
- Issuing instructions or conducting briefings
- Preparing written communications such as reports and emails
- Active listening to ensure understanding and minimise miscommunications
- Delivering presentations, and engaging in negotiations, debates, or discussions

Individual contributor

- Clearly conveys information and ideas, adapting communication style to the audience.
- Participates in team discussions and debates.
- Actively listens and fosters open dialogue.
- Provides clear technical advice and/or support.
- Demonstrates strong writing, speaking, and presentation skills.
- Promotes ideas, presents convincing cases with the aim of influencing others.

Manager

- Establishes credibility through honesty and reliability.
- Leads team discussions and debates.
- Communicates vision and strategy effectively to teams and stakeholders.
- Advocates and influences others internally and externally.
- Actively listens to team members, stakeholders and member states by giving full attention and asking clarifying questions to ensure understanding before responding.
- Delivers high level presentations and negotiations both internally and externally.
- Encourages an environment where open communication is valued and practiced.

Collaboration & Team dynamics

DEFINITION: the ability to work effectively within teams, contributing to shared goals and fostering a culture of trust and cooperation. It involves supporting colleagues, encouraging diverse input, and sharing responsibility for decision-making and outcomes. This competency includes:

- Forming new teams
- Working across and within departments
- Working with cultural sensitivity and adaptability
- Helping to establish team culture and behavioral standards that promote efficiency and inclusivity

Individual contributor

- Works effectively within established teams to achieve common goals.
- Supports colleagues by actively sharing knowledge and resources.
- Participates in shared decision-making and contributes to collective outcomes.
- Encourages and values diverse input and perspectives within the team.
- Collaborates across departments and work units to enhance team performance.
- Adapts quickly to new team environments and integrates new members seamlessly.
- Demonstrates openness to different cultural perspectives by actively learning about and respecting diverse value and communication styles in daily interactions.

Manager

- Sets clear team objectives and defines roles to ensure success.
- Fosters an inclusive, supportive, and collaborative team culture.
- Mentors and empowers team members to contribute effectively.
- Facilitates cross-department collaboration and participation.
- Establishes and upholds team standards and behavioral expectations.
- Promotes shared responsibility and accountability in decision-making.
- Fosters an inclusive work environment by recognizing and adapting to cultural differences, ensuring diverse perspectives are valued in team dynamics.

Inclusive mindset & Cultural awareness

DEFINITION: the ability to recognize, respect, and value diverse perspectives, cultures and identities. It involves fostering an inclusive environment, demonstrating understanding, and adapting to different cultural and social contexts. This competency includes:

- Recognising and valuing diverse cultural backgrounds, perspectives and identities
- Promoting diversity and inclusion in terms of gender, cultural backgrounds, age, perspectives and identities
- Adapting communication and behavior to be inclusive and culturally sensitive
- Challenging biases and promoting fairness and equity in interactions and decision making
- Encouraging open dialogue and active listening to understand differing viewpoints
- Creating an environment where everyone feels respected, included and empowered to contribute

Individual contributor

- Respects and acknowledges different cultural norms, perspectives and lived experiences in interactions.
- Adjusts communication to be inclusive and considerate of diverse audiences.
- Identifies and addresses personal and organizational biases that may affect decision-making or interactions.
- Listens with an open mind, seeking to understand different perspectives without judgement.
- Encourages equitable participation and ensures diverse voices are heard in discussions and collaborations.
- Actively seeks opportunities to expand knowledge from different perspectives.

Manager

- Fosters a work environment where all team members feel valued, respected and empowered to contribute.
- Models culturally aware behaviors, demonstrating respect and sensitivity in all interactions
- Advocates for fair treatment, representation, and professional development for all employees.
- Encourages open discussions, addressing challenges constructively
- Tailors leadership style to accommodate different cultural and individual needs.
- Identifies and mitigates unconscious bias in decision making policies and team dynamics.

Decision-making & Problem-solving

DEFINITION: the ability to analyze complex situations, determine effective solutions, and take decisive action while fully owning the outcomes. This competency involves evaluating alternatives, making timely decisions, and taking responsibility for the results. It includes:

- Assessing situations and risks accurately
- Generating and evaluating multiple solutions
- Taking decisive action and owning the outcomes
- Learning from both successes and mistakes
- Communicating decisions transparently
- Collaborating with relevant stakeholders when necessary

Individual contributor

- Recognizes and analyses problems early, gathering relevant data to explore root causes and viable solutions.
- Evaluates multiple options, considering risks, impacts, and resource constraints.
- Takes ownership of decisions, implementing solutions with a focus on effectiveness.
- Clearly communicates rationale to colleagues and stakeholders, ensuring alignment and understanding.
- Seeks feedback to learn from outcomes and continuously improve.

Manager

- Leads the decision-making process by setting clear criteria and frameworks.
- Takes decisive actions and models ownership of outcomes for the team.
- Empowers team members to make decisions while providing support and guidance.
- Balances risks and rewards to ensure decisions align with strategic objectives.
- Monitors outcomes closely and adjusts strategies based on feedback and results.
- Fosters a culture of accountability where lessons learned drive future improvements.

Integrity & Accountability

DEFINITION: the ability to own one's actions and decisions while consistently adhering to ethical standards and maintaining transparency. It involves taking responsibility for outcomes, being reliable in fulfilling commitments, and ensuring that personal and team actions align with organizational values. This competency includes:

- Owning responsibilities and delivering consistent results
- Upholding ethical behavior and transparency in all actions
- Accepting feedback and taking corrective measures when needed
- Balancing personal accountability with the broader interests of the organization

Individual contributor

- Takes responsibility for individual tasks and outcomes.
- Consistently adheres to ethical standards and organizational policies.
- Maintains transparency in daily actions and decision-making.
- Seeks and acts upon constructive feedback to improve performance.
- Delivers on commitments reliably and meets established deadlines.
- Contributes to a culture of accountability through self-assessment and improvement.

Manager

- Sets a strong example of ethical behavior and accountability for the team.
- Clearly defines roles, responsibilities, and performance expectations.
- Promotes transparency in team processes and decision-making.
- Provides regular, constructive feedback and encourages corrective actions.
- Monitors team performance to ensure commitments are met consistently.
- Fosters a culture of integrity that balances individual responsibility with organizational values.

Innovation & Digital agility

DEFINITION: the ability to generate creative solutions, embrace change, and leverage technology to enhance processes, projects, and services. It involves exploring new approaches, adapting to evolving challenges, and integrating digital advancements to drive efficiency and collaboration. This competency includes:

- Generating innovative ideas and solutions
- Adapting quickly to change and emerging trends
- Leveraging digital tools to improve work processes and outcomes
- Encouraging a culture of continuous improvement and creativity
- Experimenting with new approaches to overcome challenges
- Enhancing communication and collaboration through technology
- Integrating lessons learned and technological advancements into future strategies

Individual contributor

- Proactively suggests and experiments with new ideas to improve processes, projects and/or services.
- Quickly adjusts to new challenges, technologies, and ways of working, demonstrating a willingness to learn.
- Uses technology effectively to enhance efficiency, collaboration and problem-solving.
- Stays informed about emerging trends and digital advancements, applying relevant innovations to work.
- Tests new approaches, learns from successes and failures, and refines solutions accordingly.
- Shares insights and best practices to encourage innovation and digital agility among colleagues.

Manager

- Encourages creative thinking, experimenting and the development of new solutions within the team.
- Champions the adoption of digital tools and processes to improve efficiency and collaboration.
- Supports ongoing learning by providing opportunities for staff to develop innovation and digital skills.
- Helps the team adapt to evolving technologies, industry trends and organizational shifts.
- Establishes a culture where adaptability, continuous improvement, and technological advancement are valued.
- Encourages reflection on successes and failures to refine future strategies and innovations.

Stakeholder understanding & Engagement

DEFINITION: the ability to identify, manage, and effectively engage with both members and internal/external stakeholders to ensure their needs and expectations are met. It involves building strong, trust-based relationships, facilitating open communication, and integrating stakeholder insights into decision-making processes. This competency includes:

- Identifying key stakeholders and understanding their expectations
- Establishing and maintaining trust-based relationships
- Proactively communicating with stakeholders and facilitating feedback
- Incorporating stakeholder input into planning and decision-making
- Building partnerships
- Representing organizational interests in external engagements

Individual contributor

- Identifies and understands the needs and expectations of relevant stakeholders.
- Communicates clearly and effectively to keep stakeholders informed.
- Responds promptly to stakeholder inquiries and concerns.
- Shares timely updates to ensure transparency and trust.
- Seeks feedback and incorporates stakeholder insights into daily work.
- Supports efforts to build and maintain positive stakeholder relationships.

Manager

- Develops and implements comprehensive stakeholder engagement strategies.
- Cultivates strong, trust-based relationships with key internal and external stakeholders.
- Establishes channels for regular and proactive communication and feedback.
- Integrates stakeholder input into strategic planning and decision-making.
- Manages conflicts effectively while building consensus among diverse groups.
- Represents the organization confidently in negotiations and external engagements.