Developing Competency Framework for Civil Servants

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Background

- Administrative Reforms initiatives-unlocking Human Resource Capital for Good Governance
- Recommendations of the Second Administrative Reforms Commission-2008
- National Training Policy-2012
  - From Rule-based Personnel Administration to Competency Based HRM
  - Suggested approach
    - Clear Job Descriptions
    - Competencies for the role(s)
- DoPT & UNDP Association-2013-14 to develop a Competency Framework through the PIA Project

COMPETENCY vs. COMPETENCE

- **Competency**: A person-related concept that refers to the dimensions of behavior lying behind competent performer.

- **Competence**: A work-related concept that refers to areas of work at which the person is competent.

- **Competencies**: Often referred as the combination of the above two.
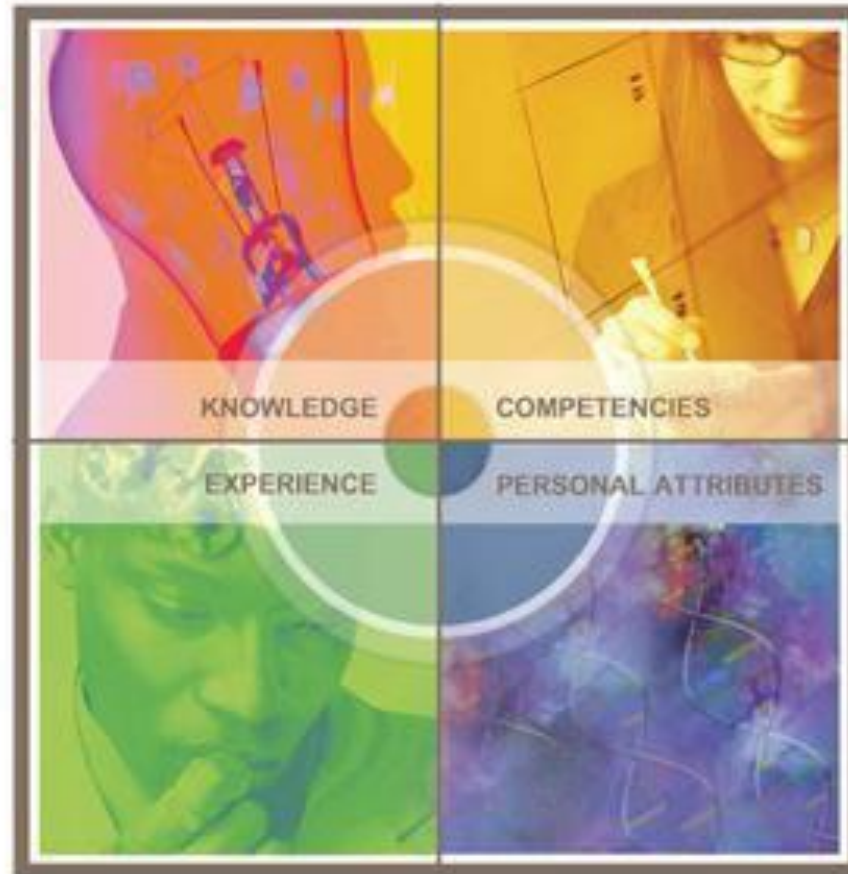
Definition of Competency

Skill
Job Attitude
Knowledge

Competency

Observable Behavior

Job Performance
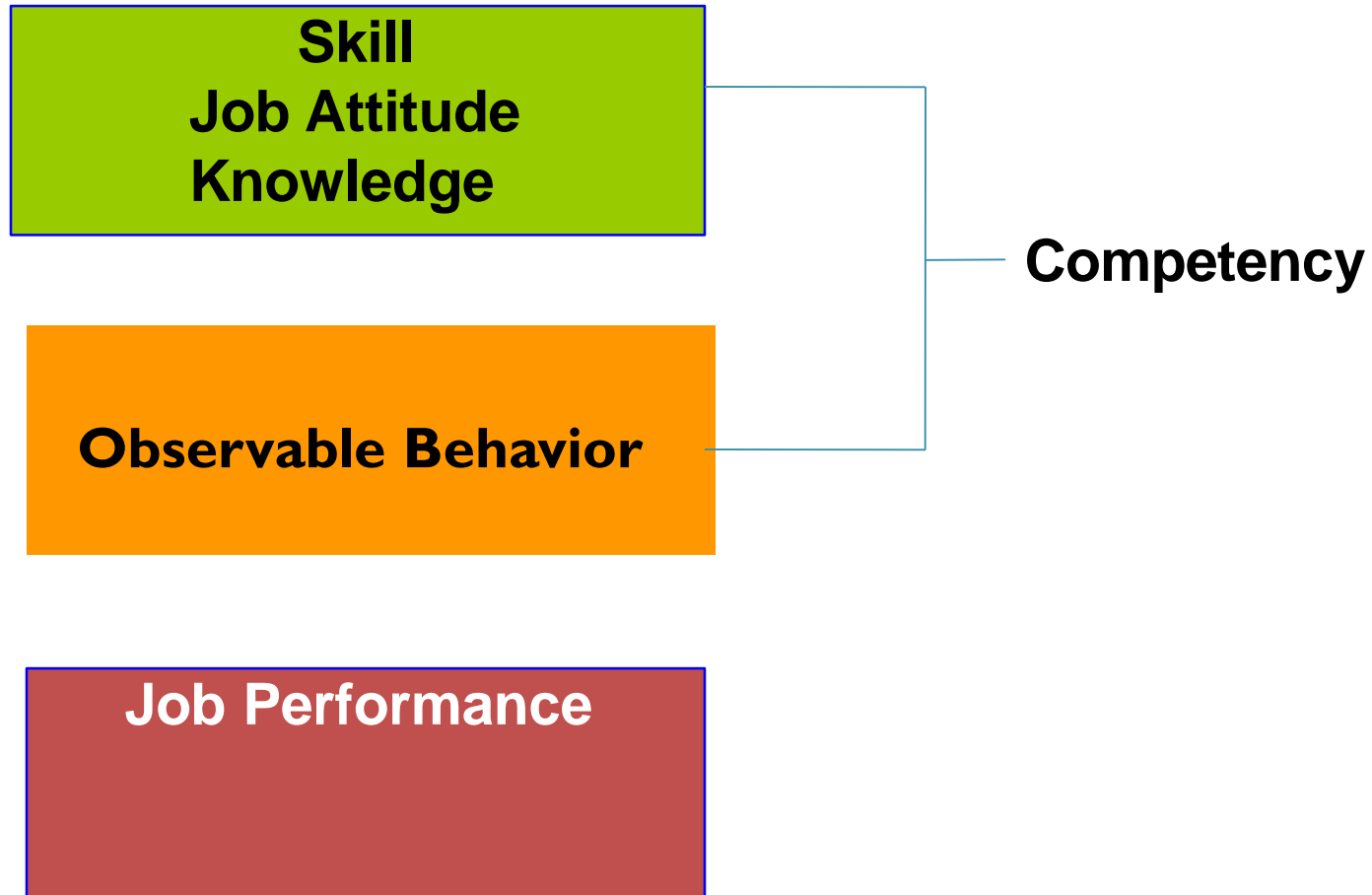
What People KNOW

Technical and/or professional information needed to successfully perform job activities

What People CAN DO

A cluster of behaviours performed on a job

What People HAVE DONE

Educational and work achievements needed to successfully perform job activities

Who People ARE

Personal dispositions and motivations that relate to job satisfaction, job success or failure

KNOWLEDGE

COMPETENCIES

EXPERIENCE

PERSONAL ATTRIBUTES

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Types of Competency

in Government

Overriding Objectives

- Service Orientation & Citizen Centricity

- Outcome based *rather* than output based

Choice of Departments/Categories/Cadres

- **Criteria-** High rate of citizen interaction

- **Departments chosen**
  - Police
  - Social Justice
  - Scheduled Tribes Development

Choice of Departments/Categories/Cadres

Police

CPO
- SCPO
- ASI
- SI
- Inspector of Police
- DySP

Social Justice

DSJO
- Accounts/
  Section Officer
- Program Officer
- CDPO
- ICDS Supervisor
- WIS
- Probation Officer
- WIS
- Child Welfare Inspector
- Care Taker
- RDPO
- DCPO

Scheduled Tribes Development

TDO
- ATDO
- TEO
- SS of MRS
- ST Promoter
- Hostel Warden

Methodology

A. Confidence Building/Initiation

1. Obtaining departmental concurrence/buy

2. Briefing senior level officers including Head of Departments on the Competency Framework and its benefits

3. Formulation of category wise Task Forces in the Departments

4. Task forces comprises of outstanding officers from

   a) Category

   b) Category supervising them

   c) Category supervised by them (in certain cases)

5. There were supplemented by Retired Officials/Subject Experts with credibility

B. Data Mining Workshops

1. Comprehensive data mining on assignment of duties and responsibilities
    1) Government Orders
    2) Circulars/Memos
    4) Directions of courts/commissions
    5) Standing instructions
    6) Internal orders
    7) Conventions/Standing practices
2. Review of these with
    a) Task Force members
    b) Retired Officials
    c) Senior Officers
    d) Stakeholders
3. Assessment of criticality/vitality of the services offered with respect to vision ,mission and objectives of the Department.

C. Competency Profiling and criticality assessment

1. Creating awareness on Competencies / Levels/ Framework

2. Profiling of relevant competencies through discussions, FGD, Key informant interviews, brain storming and review

   a) Task Force members

   b) Peers

   c) Supervisors

   d) Senior officers

   c) Experts/credible sources

3. Assessment of criticality of competencies

4. Validation of competencies with the reference group

E. Documentation /reporting

F. Dissemination and Acceptance

Approach

1. Choice of best resources
2. Incentivizing best workers / Task Force members
3. Recognition with certificates and mementoes for groups
4. Wide Dissemination
5. Lobbying with unions/ARC

Benefits of Using Competency Based System

Department:

- Competency-based H.R. system

- Can link organizational and personal objectives ensuring role clarity

- Ensures cost-effective, goal-oriented and productive capacity development

- Reduces cost overruns caused by poor performance or miscommunication of job expectations

- Improves communication between employee and the Department,

- Establishes a framework for constructive feedback during performance appraisal

- Outlines employee development and promotional paths within the organization

- Sets clear performance expectations for employees, enabling them make better decisions and work more effectively,

- Provides common, department-wide standards, for career levels that enable employees to move across department boundaries.

Competency for Change

"A squirrel survives the winter not because of it's severity but because of its preparation for the winter."