

# Developing Competency Framework for Functionaries of LSGIs (Elected and Permanent)

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# Background

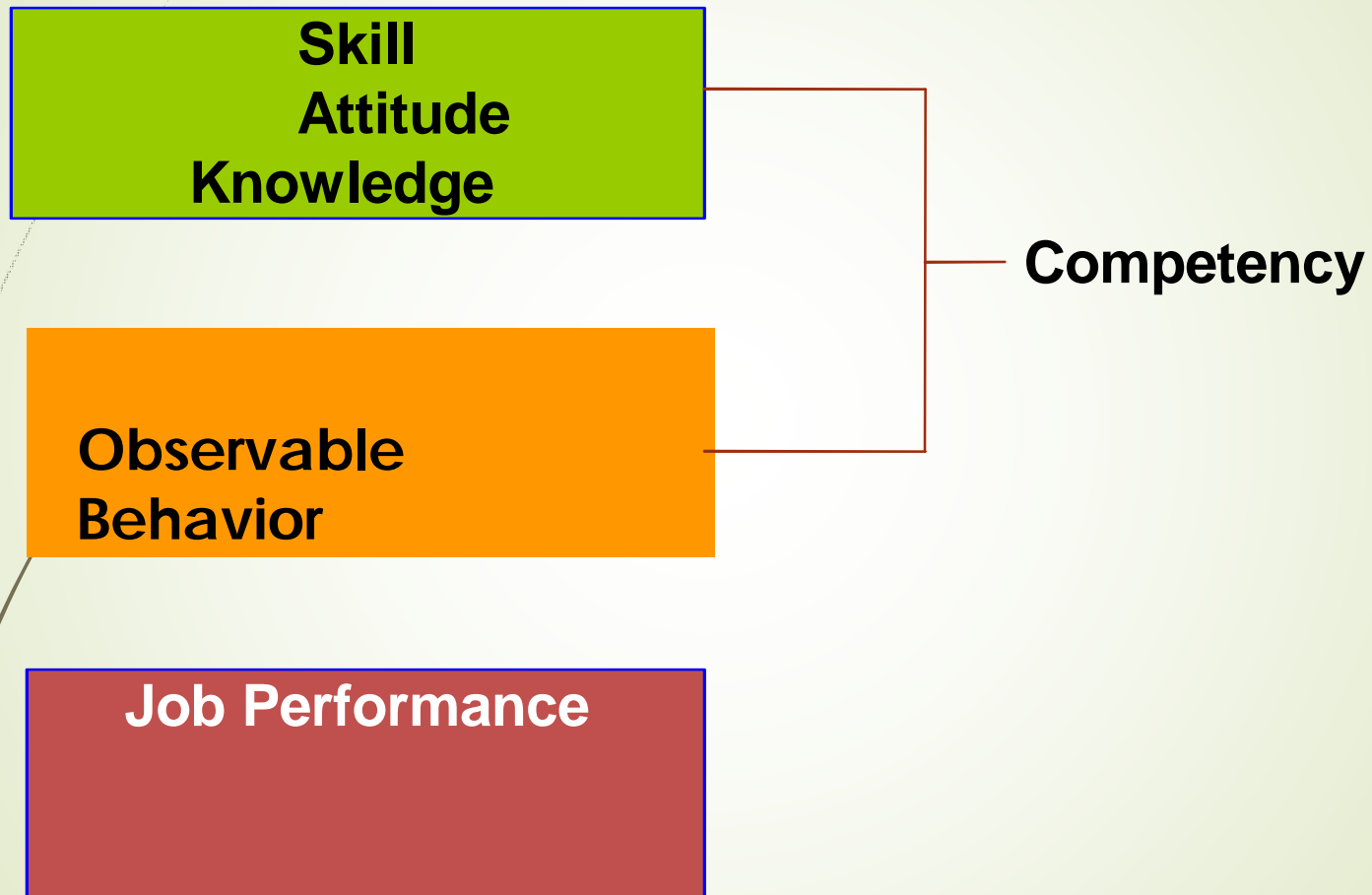
- Administrative Reforms initiatives-unlocking Human Resource Capital for Good Governance
- Recommendations of the Second Administrative Reforms Commission-2008
- National Training Policy-2012
  - From Rule-based Personnel Administration to Competency Based HRM
  - Suggested approach
    - Clear Job 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



**What People  
KNOW**

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

**What People  
HAVE DONE**

Educational and work achievements needed to successfully perform job activities



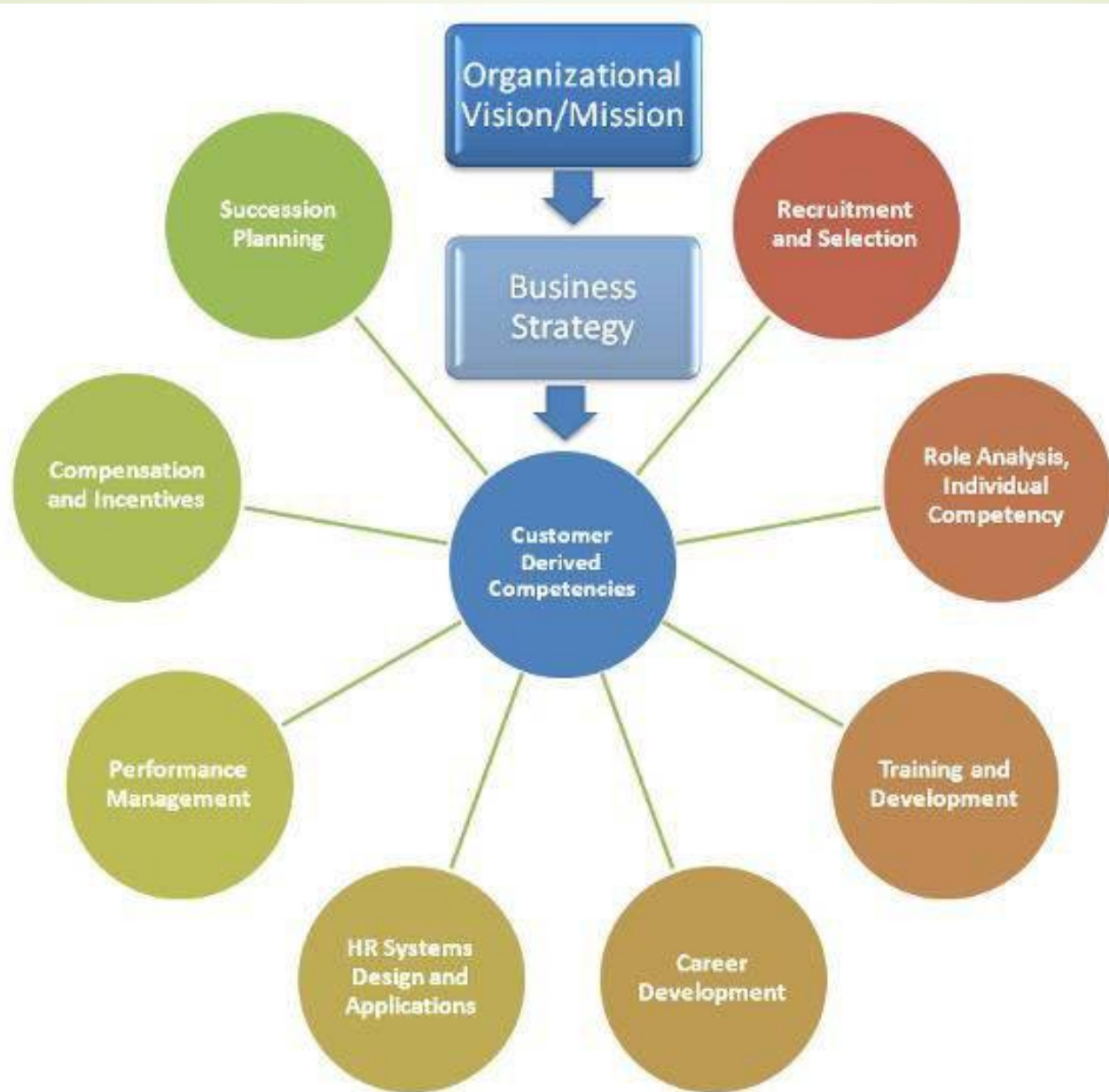
**What People  
CAN DO**

A cluster of behaviours performed on a job

**Who People  
ARE**

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

# Types of Competency





# 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 in Phase I**

➤ 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

# Choice of Departments/Categories/Cadres

- ▶ Department chosen in Phase II
  - ▶ Local Self Government Department

Category:

Elected and permanent functionaries

Reasons for choice

1. High citizen interaction
2. Key dispenser of services
3. Enhanced functions in the context of 73<sup>rd</sup> Constitutional Amendment
4. High citizen expectations

# Choice of Departments/Categories/Cadres

## Elected Representatives

- Grama Panchayat President
- Grama Panchayat Vice President
- Chairman-Finance Standing Committee
- Chairman-Development Standing Committee
- Chairman-Health & Education Standing Committee
- Chairman-Welfare Standing Committee
- Grama Panchayat Member

## Panchayat Directorate Functionaries

- Chief Registrar (Births & Deaths)
- Deputy Director of Panchayats
- Assistant Director of Panchayats
- Performance Audit Supervisor

## Grama Panchayat Functionaries

- Secretary
- Assistant Secretary
- Junior Superintendent/ Head Clerk
- Senior Clerk
- Clerk
- Office Attendant

# 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 the
  - a) Category
  - b) Category supervising them
  - c) Category supervised by them (in certain cases)
5. There were supplemented by Retired Officials/Subject Experts officers/Elected Officials with credibility

## B. Data Mining Workshops

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) Elected Representatives/Former Representatives
- d) Senior Officers
- e) Stakeholders

3. Assessment of criticality/vitality of the services offered with respect to vision, mission and objectives of the Department/Local Government.

## 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
  - e) Elected Representatives/Previous Functionaries
  - f) 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/LSGIs:

- ▶ 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 PA.
- ▶ Capacity development- Linkage with KILA
- ▶ Outlines employee development and promotional paths
- ▶ Sets clear performance expectations for employees/representatives, enabling them make better decisions and work more effectively,
- ▶ Provides common, department-/LSGI standards , els that enable employees and repretatives move across department boundaries.



## Competency for Change

***“A squirrel survives the winter not because of its severity but because of its preparation for the winter.”***

