

‘Officer Like Qualities’

By:

Sri P.K. Sharma, IFS (Rtd.)

What are OLQs?

- Qualities – “Distinctive attributes or characteristics possessed by someone”
- Extrinsic
 - Dress
 - Speech
 - Behaviour
 - Mannerism
- Something more?

THE FAUJI FIFTEEN

OFFICER LIKE QUALITIES

FACTOR 1 – MIND

Effective Intelligence
Reasoning Ability
Organizing Ability
Power of Expression

FACTOR II – HEART

Social Adaptability
Cooperation
Sense of Responsibility

FACTOR III – GUTS

Initiative
Self Confidence
Speed of Decision
Ability to Influence the Group
Liveliness

FACTOR IV- LIMBS

Determination
Courage
Stamina



Officer like Qualities

Factor I Planning & Organization	Factor II Social Adjustment	Factor III Social Effectiveness	Factor IV Dynamic
1. Effective Intelligence	5. Social Adaptability	8. Initiative	13. Determination
2. Reasoning Ability	6. Cooperation	9. Self Confidence	14. Courage
3. Organization Ability	7. Sense of Responsibility	10. Speed of Decision	15. Stamina
4. Power of Expression		11. Ability to Influence Group	
		12. Liveliness	

Are we missing out something “Vital”?

Qualities of a Good Officer

Competency: Definition

“Competencies are those underlying characteristics of an employee – motive, trait, skill, aspects of one’s social image, social role or a body of knowledge, which can result in effective and/or superior performance in a job or role.”

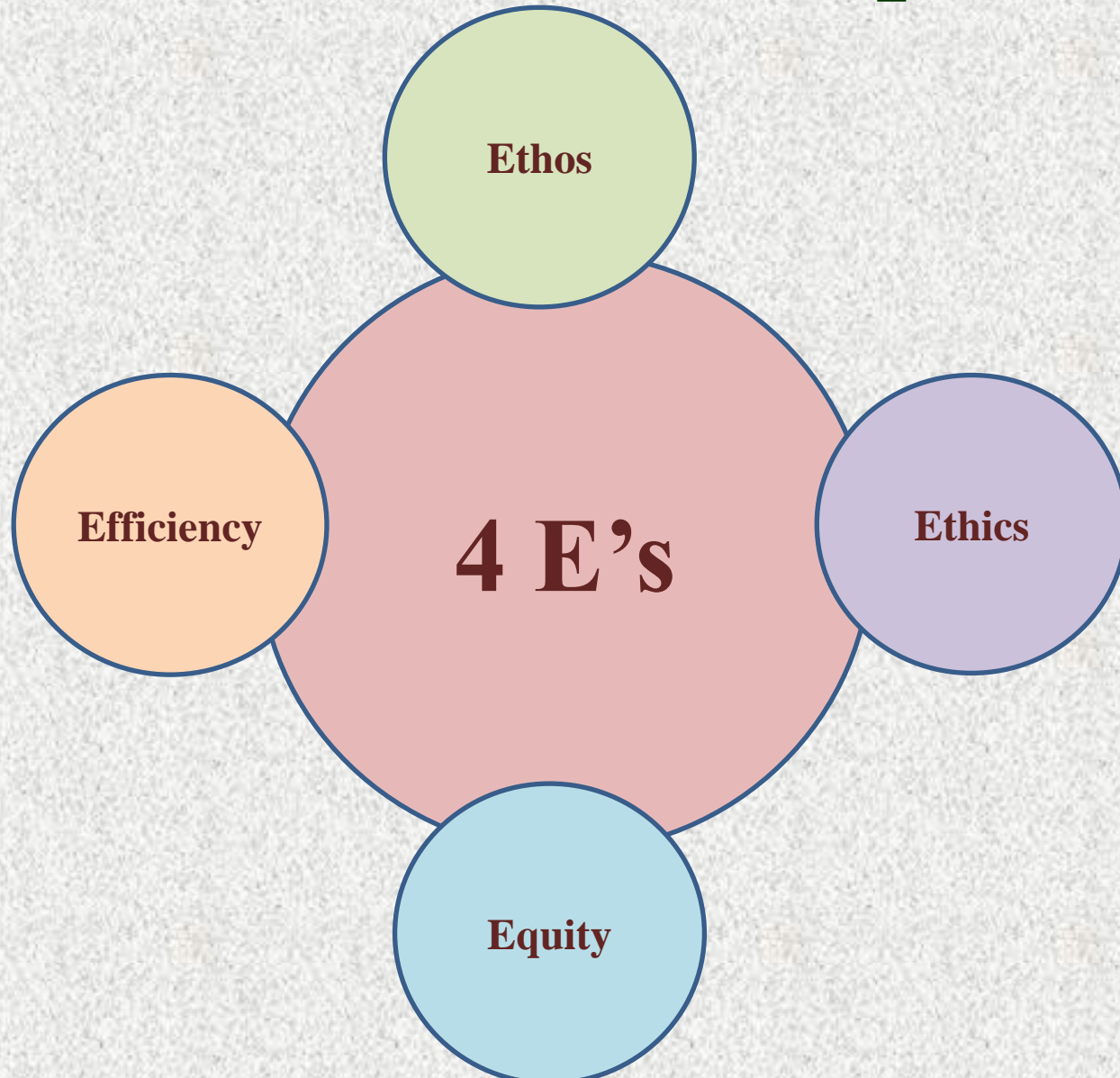
By: Richard E. Boyatzis

Distinguished University Professor and Professor in the Departments of Organizational Behavior, Psychology, and Cognitive Science at Case Western Reserve University, and HR Horvitz Professor of Family Business, as well as Adjunct Professor in People/Organizations at ESADE*.

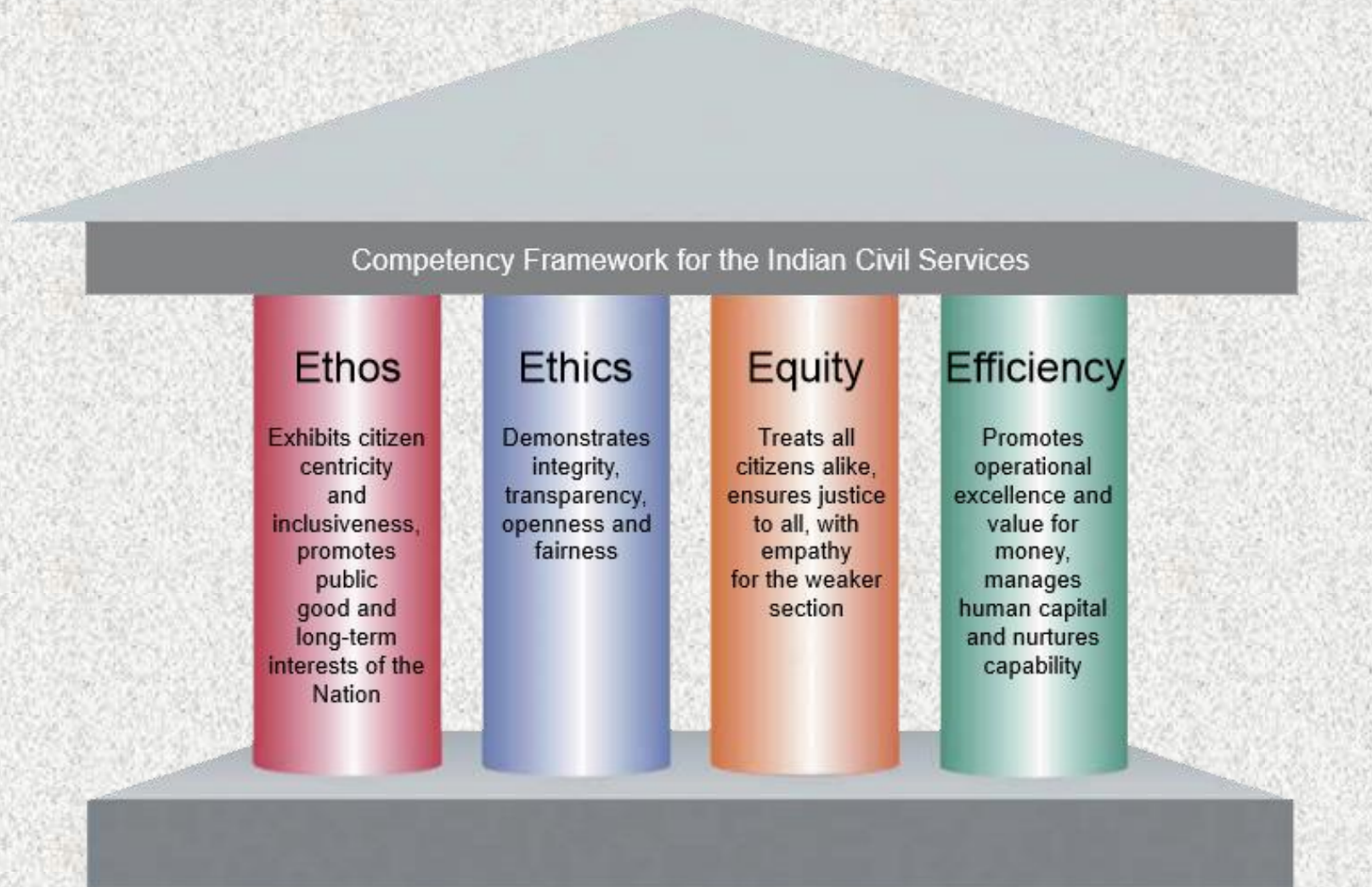
He was ranked #9 Most Influential International Thinker by HR Magazine in 2012 and 2014.

* ESADE (Escola Superior d'Administració i Direcció d'Empreses) is a private Jesuit educational institution within the Ramon Llull University, in Barcelona, Catalonia, Spain.

The GOI – UNDP Competencies



Basic Features of Civil Services



Competencies for Civil Services

1

Ethos

- 1.1 People First
- 1.2 Strategic Thinking
- 1.3 Organizational Awareness
- 1.4 Commitment to the Organization
- 1.5 Leading Others

2

Ethics

- 2.1 Integrity
- 2.2 Self Confidence
- 2.3 Attention to Detail
- 2.4 Taking Accountability

3

Equity

- 3.1 Consultation and Consensus Building
- 3.2 Decision Making
- 3.3 Empathy
- 3.4 Delegation

4

Efficiency

- 4.1 Results Orientation
- 4.2 Conceptual Thinking
- 4.3 Initiative and Drive
- 4.4 Seeking Information
- 4.5 Planning and Coordination
- 4.6 Desire for Knowledge
- 4.7 Innovative Thinking
- 4.8 Problem Solving
- 4.9 Developing Others
- 4.10 Self-Awareness and Self-Control
- 4.11 Communication Skills
- 4.12 Team-Working

1. Ethos

Competency	Definition
1.1) People First	Passion for serving people with special care for the marginalized and disadvantaged. Being approachable, welcoming, caring and rising above bias while interacting with people. Understands the needs of the people and constantly strives to improve the services.
1.2) Strategic Thinking	Ability to understand dynamic internal and external environment and its impact. Responds to the opportunities and challenges for the betterment of society.
1.3) Organizational Awareness	Understanding of the organization's mandate, structure, policies, processes, norms and its interface with other organizations. It also dynamics and constraints.
1.4) Commitment to the Organization	Aligns behaviours and interests with the needs and goals of the organizations.
1.5) Leading Others	Ability to engage, energize, and enable the team to excel.

2. Ethics

Competency	Definition
2.1) Integrity	Consistently behaves in an open, fair and transparent manner, honours one's commitments and works to uphold the Public service values.
2.2) Self-Confidence	Belief in own capability to accomplish a task and being able to express confidence in dealing with challenging circumstances without being arrogant or boastful.
2.3) Attention to Detail	Having an underlying drive to being thorough and meticulous and to comply with procedures, rules, guidelines, and standards. Digs deeper and strives to reduce uncertainties and errors.
2.4) Takes Accountability	Takes ownership for outcomes (success or failures) while addressing performance issues fairly and promptly.

3. Equity

Competency	Definition
3.1) Consultation and Consensus Building	Ability to identify the stakeholders and influences, seek their views and concerns through formal and informal channels. Build consensus through dialogue, persuasion, reconciliation of diverse views/interests and trusting relationships.
3.2) Decision Making	Makes timely decisions that takes into account relevant facts, tasks, goals, constraints, risk and conflicting points of view.
3.3) Empathy	Empathy is about being able to accurately hear out and understand the thoughts, feelings and concerns of others, even when these are not made explicit.
3.4) Delegation	Delegates responsibility with the appropriate level of autonomy so that others are free to innovate and take the lead.

4. Efficiency

Competency	Definition
4.1) Result Orientation	High drive for achieving targets and competing against a standard of excellence.
4.2) Conceptual Thinking	Understanding a situation or environment by putting the pieces together and identifying patterns that may not be obviously related. Connecting the dots while resisting stereotyping.
4.3) Initiative and Drive	Contributing more than what is expected in the job. Refusing to give up when faced with challenges and finding or creating new opportunities.
4.4) Seeking Information	An underlying curiosity to know more about things, people, or issue. This includes “digging” for exact information and keeping up-to-date with relevant knowledge.

Competency	Definition
4.5) Planning and Coordination	Ability to plan, organize and monitor work with effective utilization of resources such as time, money, and people.
4.6) Desire for Knowledge	Keeps up-to-date with relevant knowledge and technology, share latest developments with others, and advocates the application of acquired knowledge.
4.7) Innovative Thinking	Open to change, approaches issues differently, offers alternate/out of box solutions and strives for efficiency by working smartly.
4.8) Problem Solving	Understanding a situation by breaking it into small parts, organizing information systematically and setting priorities.

Competency	Definition
4.9) Developing Others	Genuinely believes in others' capabilities to develop and take personal responsibility for their development. Creates a positive environment for learning and provides developmental opportunities for individual and team.
4.10) Self-Awareness and Self-Control	Identifies one's own emotional triggers and controls one's emotional responses. Maintains sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress. It includes resilience and stamina despite prolonged adversities.
4.11) Communication Skills	Articulates information to others in language that is clear, concise, and easy to understand. It also includes the ability to listen and understand unspoken feelings and concerns of others.
4.12) Team-Working	Working together as a unit for common goal, building teams through mutual trust, respect and cooperation.

THANK YOU!

HOW TO BE A GOOD OFFICER

Know your Area of work,
nature of work,
people with whom you
work!

LEAVING NOTE

Last/Latest
“Office Inspection Report”
done by your immediate
Superior!

Last/Latest

“Office Inspection Report”
done by your predecessor
for Subordinate Offices!

*Prl. Accountant General's
Audit Inspection Report
Audit Paras &
Audit Objections*

“

FIELD INSPECTION NOTES” of
the Superior Officers as well as
your
predecessors!

“CIRCULARS FILE”

“INWARD & OUTWARD
REGISTERS”

“ATTENDANCE REGISTER”
/Biometric System

“DISCIPLINE!

Mr. Regular

“EFFICIENCY”

Mr. Efficient

of the month

“WRITING DIARIES”

&

“FIELD INSPECTION NOTES”

“FUNCTIONING OF LOWEST LEVEL OF FUNCTIONARY”

Initiation of Files

Writing of FIR/POR

**“FINANCIAL PLANNING &
BUDGET”**

POP

Annual Plan of Operations

“REVIEW MEETINGS”

Weekly

Monthly

Quarterly

Annual

Minutes of Meetings!

“ACTION REPORTS”

“DELEGATION OF POWERS”

Administrative,
Financial.

**“ELEMENT OF SURPRIZE IN
FIELD INSPECTIONS”**

**Specially for IPS & IFS
Officers**

**“CIRCUITOUS ROUTE”
IN NAXAL INFESTED AREA!**

“USE IT SPECIALLY RS, GIS
& MIS IN DAY TO DAY
WORKING”

**“SERVICE REGISTERS
UPDATE”**

**“REPLIES TO
LSQ/RSQ/LAQS”**

“COURT CASES”

**“ADVERSE PRESS
COVERAGE”**

**Press Notes,
Media briefing**

**“VIP VISITS &
SPECIAL EVENTS”**

“COORDINATION”

“CLOSURE OF FILES”

“THANKS !!”