Competency Based HRM For the Civil Services

WHAT ARE COMPETENCIES

Where it all began – a measure of performance

In 1973, Dr. David McClelland, Professor of Psychology at Harvard University and founder of Hay / McBer, wrote a seminal paper "Testing for Competence rather than for Intelligence", which created a stir in the field of industrial psychology…
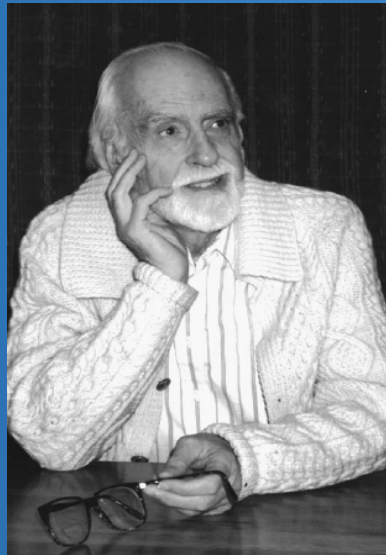
- Traditional academic aptitude and knowledge tests:
  - were often biased against minorities, women, and persons from lower socio economic strata
  - did not predict job performance or success in life
- McClelland's research focused on those characteristics which did predict high performance!
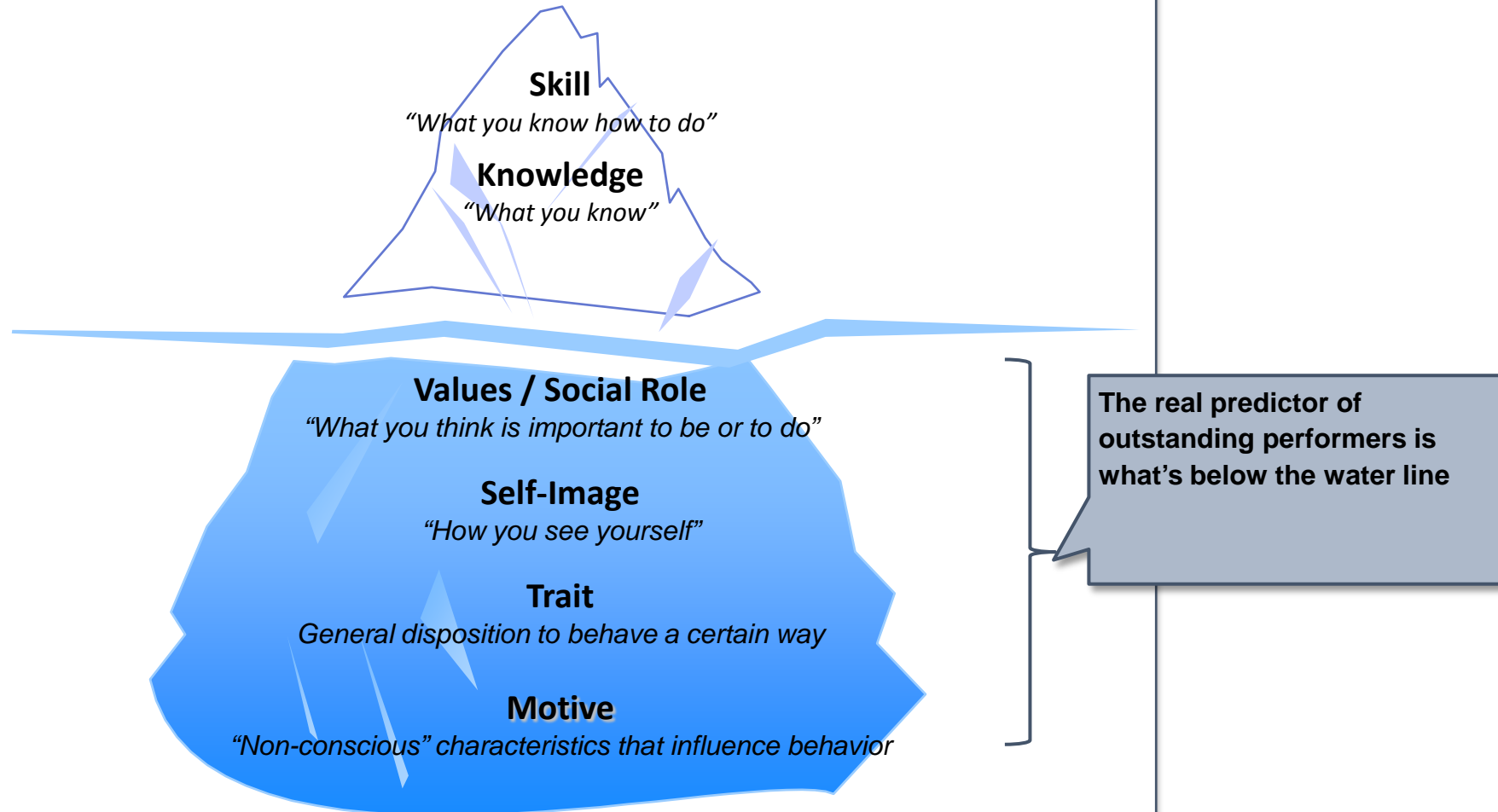
Source: McClelland, D. "Testing for Competence rather than for 'Intelligence'". American Psychologist 28, 1973, 1-14.

NTP 2012 recommends a Competency Based Approach to HRM

- Need to move from a rule based personnel administration to competency based system of Strategic Human Resource Management

- For moving to a competency based approach, it would be necessary to classify the distinct types of posts and to indicate the competencies needed for the current of future jobs

- Career progression and placement need to be based on matching the individual's competencies to those required for a post

- The training plan of each Ministry/Department/Organisation needs to address the gap between the existing and required competencies and provide opportunities to the employees to develop their competencies

Elements of a competency

Components of Competencies (An Iceberg Model)

Skill
"What you know how to do"

Knowledge
"What you know"

Values / Social Role
"What you think is important to be or to do"

Self-Image
"How you see yourself"

Trait
General disposition to behave a certain way

Motive
"Non-conscious" characteristics that influence behavior

The real predictor of outstanding performers is what's below the water line

4

- Competencies differentiate performance

- Competencies extend below the waterline

- Competencies drive organisation impact

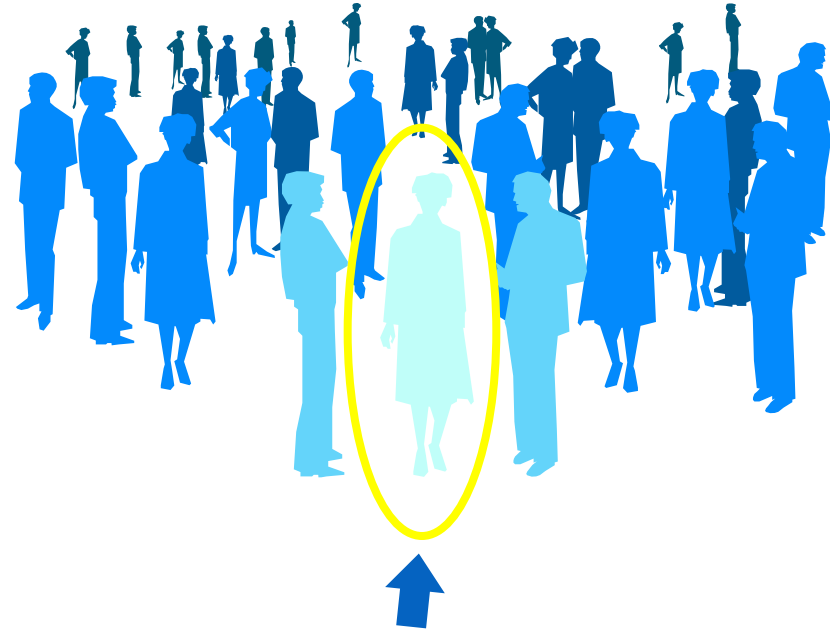- Competencies can be developed

Characteristics that enable top performers to demonstrate critical behaviours

- More Often

- In More Situations

- With Better Results

Personal characteristic of an individual that differentiate levels of performance in a given job, role, organisation, or culture

Skills are the things a person knows how to do well, e.g. reading, a profit-and-loss statement.

Social Role is the image a person projects to others. It reflects a person's values - what one believes is important to do - such as developing others or providing a sense of mission & direction

Traits are relatively enduring and stable characteristics of a person's behavior, e.g., being able to recognize patterns across seemingly unrelated elements

Skill

Knowledge

Social Role

Self Image

Traits
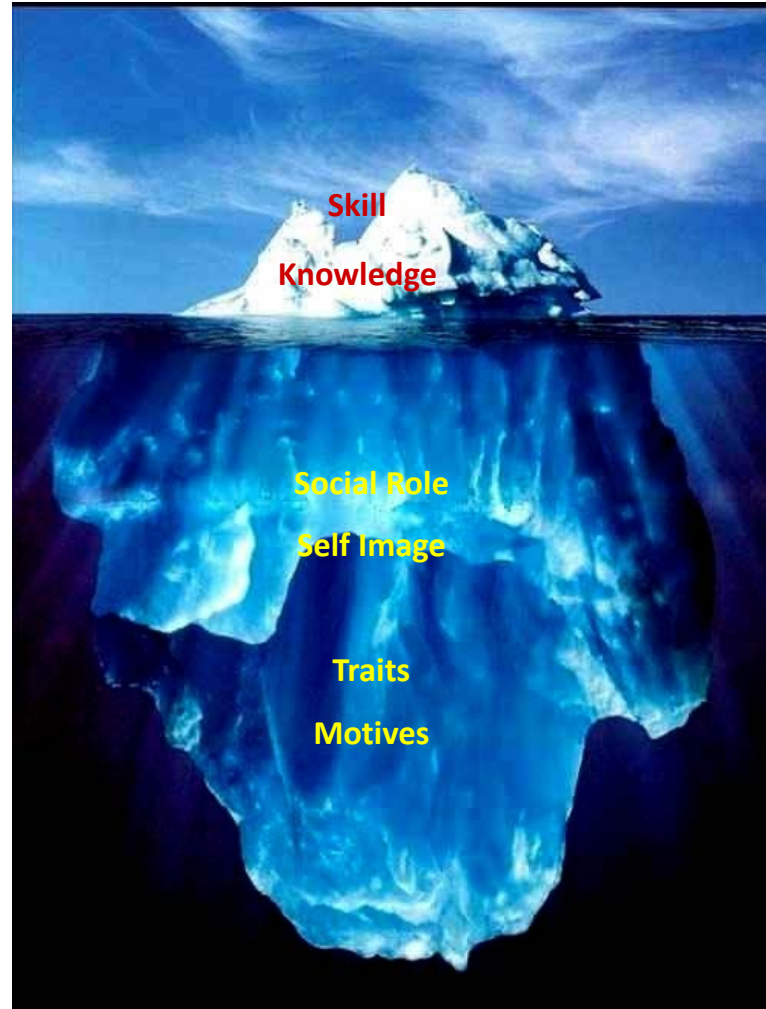
Motives

Knowledge is what a person knows about a particular substantive area, e.g. basic accounting principles.
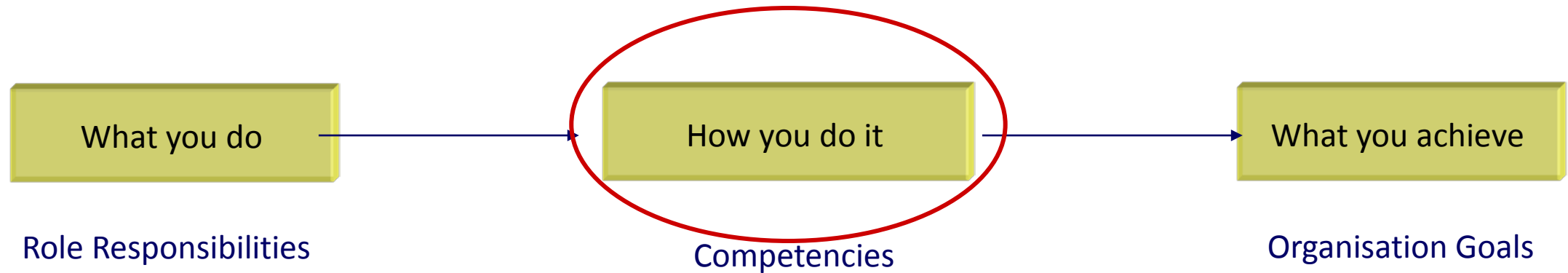
Self Image is the way a person sees him/herself - the internal concept of identity, e.g., seeing oneself as a teacher or leader

Motives are natural and constant thoughts and preferences in a particular area that drive, direct, and select a person's outward behavior.

7

Competencies drive organization impact

Competencies are a critical part of the overall performance picture

| What you do | → | How you do it | → | What you achieve |

Role Responsibilities   **Competencies**   **Organisation Goals**

Three Dimensions of the Performance Picture

Competencies describe what behavior enables the achievement of individual and orgnisational goals

- There must be a strong personal reason to change

- True behavioural change only happens when the change helps people achieve personal goals

- There must be an opportunity for self assessment

- There must be a plan in place

- Behavioural change takes time and practise

- Ongoing support is vital in achieving true change

Competency Acquisition Process

Recognition

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Understanding

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Assessment

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Experimentation

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Practise

↓

Application

Feedback
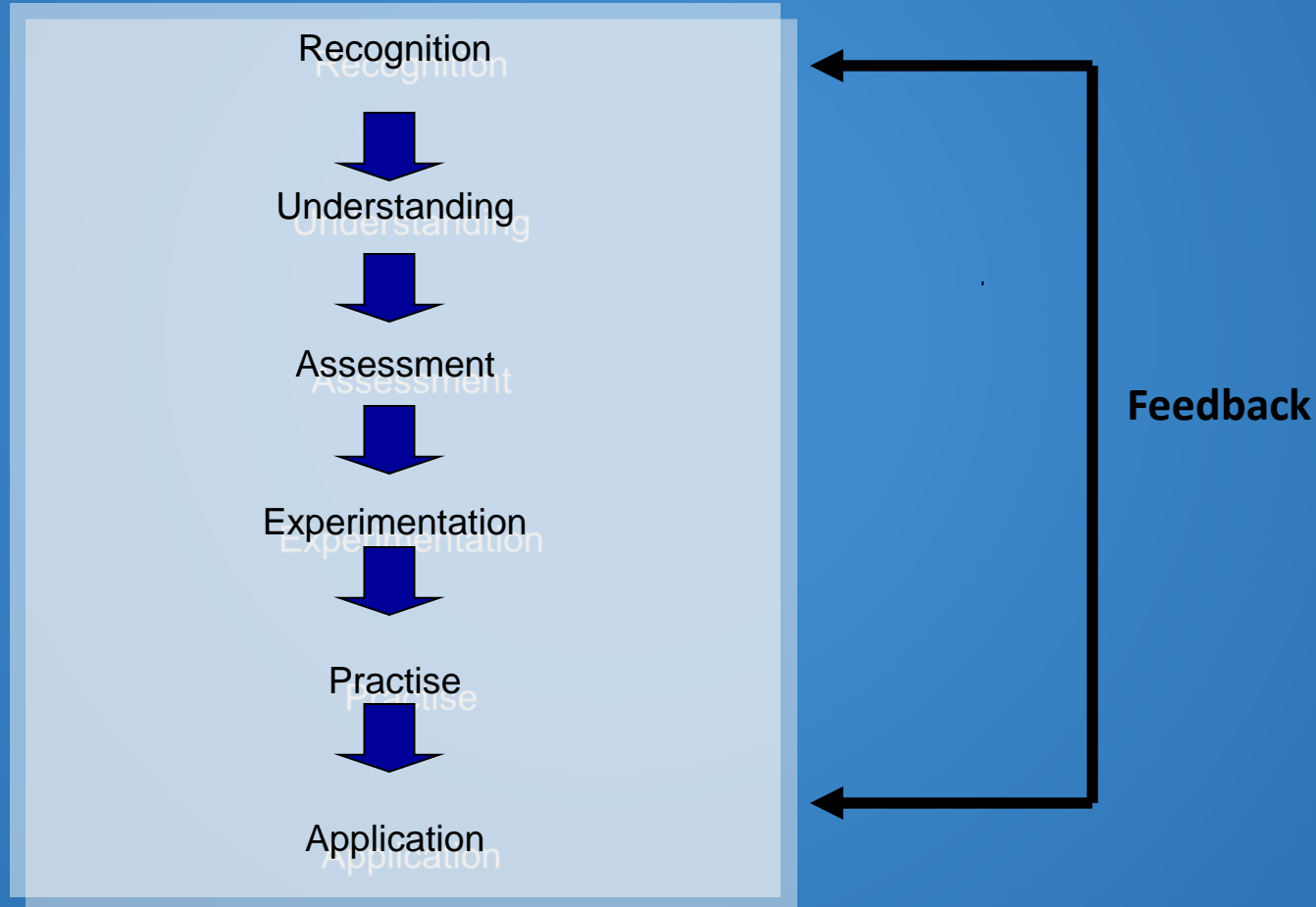
Overall journey of Implementing Competencies

Review Mechanism to monitor effectiveness

Application to other HR Processes

Application to Training

Assessment

Develop Competency Profiles

Develop Competency Framework

Typical International Timeframe: **6 to 8 years**
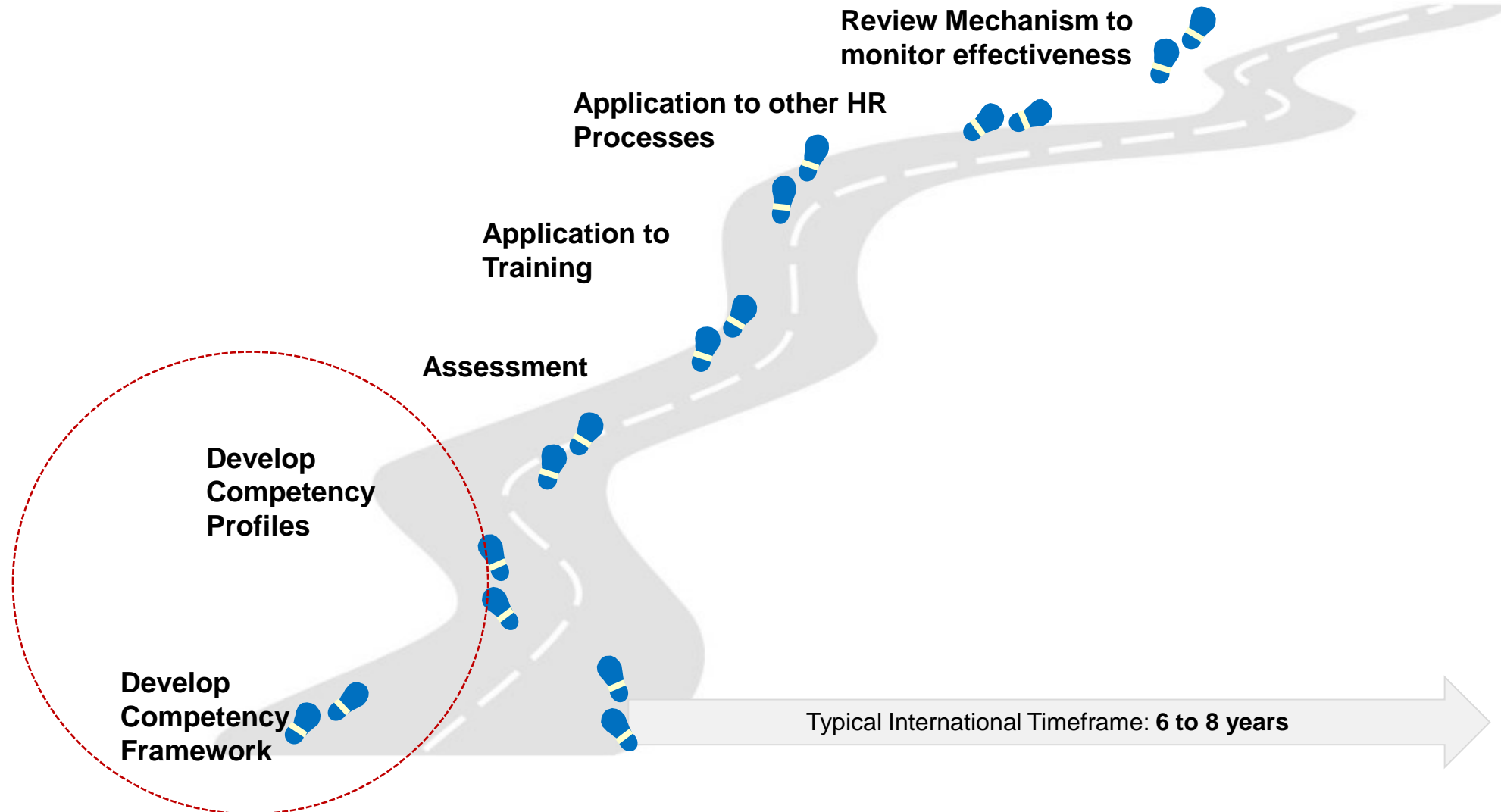
4 Pillars of Good Governance and Citizen Centric Administration were Identified..

Ethos
Citizen centric and inclusive, promotes public good and long-term interests of the Nation

Ethics
Demonstrates integrity, transparency, openness and fairness

Equity
Treating all citizens alike, ensuring justice to all, with empathy for the weaker section

Efficiency
Promoting operational excellence and value for money, managing human capital and nurturing capability

...and 25 Competencies that Enable the Objectives of Good Governance were Developed

Competency Framework for the Indian Civil Service

Ethos

- People First
- Strategic Thinking
- Organisational Awareness
- Commitment to the Organization
- Leading Others

Ethics

- Integrity
- Self- Confidence
- Attention to Detail
- Taking Accountability

Equity

- Consultation and Consensus Building
- Decision Making
- Empathy
- Delegation

Efficiency

- Results Orientation
- Conceptual Thinking
- Initiative and Drive
- Seeking Information
- Planning and Coordinating
- Desire for Knowledge
- Innovative Thinking
- Problem Solving
- Developing Others
- Self- awareness and Self-Control
- Communication Skills
- Team-working

Characteristics of Good Governance

Accountability, Transparency, Equity and Inclusiveness, Participatory, Consensus Orientation, Following Rule of Law, Effectiveness and Efficiency

Illustration of a Competency: People First

People First	
Has a passion for serving people, with special care for the marginalised and disadvantaged. Is approachable, welcoming, and caring; and rises above all bias while interacting with people. Understands the needs of the people and constantly strives to improve the services.	
Level 1: **Responds sensitively to the needs of the Citizens**	■ Understands the needs of the marginalised and disadvantaged, along with the needs of the wider public ■ Strives to respond quickly to meet their needs in a respectful, helpful, and responsive manner ■ Reports issues that affect service delivery, where necessary ■ Addresses all issues of the citizens in an unbiased manner ■ Ensures that levels of service are maintained – highlights risks or concerns in order to meet community requirements ■ Understands the value of affirmative action towards the marginalised and disadvantaged
Level 2: **Anticipates the needs of the Citizens**	■ Actively seeks information from all sections of community to understand their needs and expectations ■ Is accessible to all citizens and seeks their feedback to develop a clear understanding of their needs and outcomes ■ Establishes mechanisms to seek out and respond to feedback from community about service provided ■ Develops proposals with involvement from a diverse range of staff, stakeholders or delivery partners that provides clarity on the benefits to the disadvantaged and to improve the quality of service provided to the all the citizens ■ Understands issues from the other's perspective particularly the disadvantaged ■ Keeps others up-to-date with information and decisions that might affect one's area of work
Level 3: **Promotes the service to the Citizens**	■ Exemplifies positive community service behaviours and promotes a culture focused on ensuring needs of the citizens are met ■ Thoroughly explores all the sections of the community needs, including those of the marginalised and the disadvantaged and a broad range of available methods to meet this, including new technology where relevant ■ Tracks trends and developments that will affect own Department's ability to meet current and future community needs and continuously strives to provide effective services to the public ■ Promotes a culture of serving citizens and puts the most excluded sections of society at the centre of decision making, designing of programs and planning and monitoring the execution of initiatives
Level 4: **Actively Improves the service to the Citizens**	■ Uses multiple mechanisms to obtain community insight to determine and drive outcomes and quality throughout own area ■ Maintains and improves service by managing risks to ensure own area and partners delivery as per defined outcomes ■ Works collaboratively with staff, stakeholders, community or service delivery partners to manage, monitor and deliver against service level agreements
Level 5: **Drives a culture of serving the Citizens**	■ Ensures an in-depth and evolving understanding of the broad range of community requirements is embedded in the Department ■ Determines and drives community service outcomes at a broad strategic level and work across Government to deliver best quality service with a strong focus on the marginalised and disadvantaged ■ Creates a culture of working with and through delivery partners to achieve outcomes, establish and negotiate service levels and deliverables ■ Incorporates elements of affirmative actions into planning and strategy formulation

Competencies developed for the Indian Civil Service: Ethos

Competency	Definition
People First	Passion for serving people with special care for the marginalised and disadvantaged. Being approachable, welcoming, caring and rising above all bias while interacting with people. Understands the needs of the people and constantly strives to improve the services.
Strategic Thinking	Ability to understand dynamic internal and external environment, its impact. Responds to the opportunities and challenges for the betterment of the society.
Organisational Awareness	Understanding of the organisation's mandate, structure, policies, processes, norms and its interface with other organisations. It also includes an understanding of the organisation's informal structures, power dynamics, and constraints.
Commitment to the Organisation	Aligns behaviors and interests with the needs and goals of the organisation.
Leading Others	Ability to engage, energise, and enable the team to excel.

Competencies developed for the Indian Civil Service: Ethics

Competency	Definition
Integrity	Consistently behaves in an open, fair, and transparent manner; honours one's commitments; and works to uphold the Public Service Values.
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.
Attention to Detail	Having an underlying drive to being thorough and meticulous complying with procedures, rules, guidelines, and standards. Digs deeper and strives to reduce uncertainties and errors.
Taking Accountability	Takes ownership for outcomes (successes of failures) while addressing issues fairly and promptly

Competencies developed for the Indian Civil Service: Equity

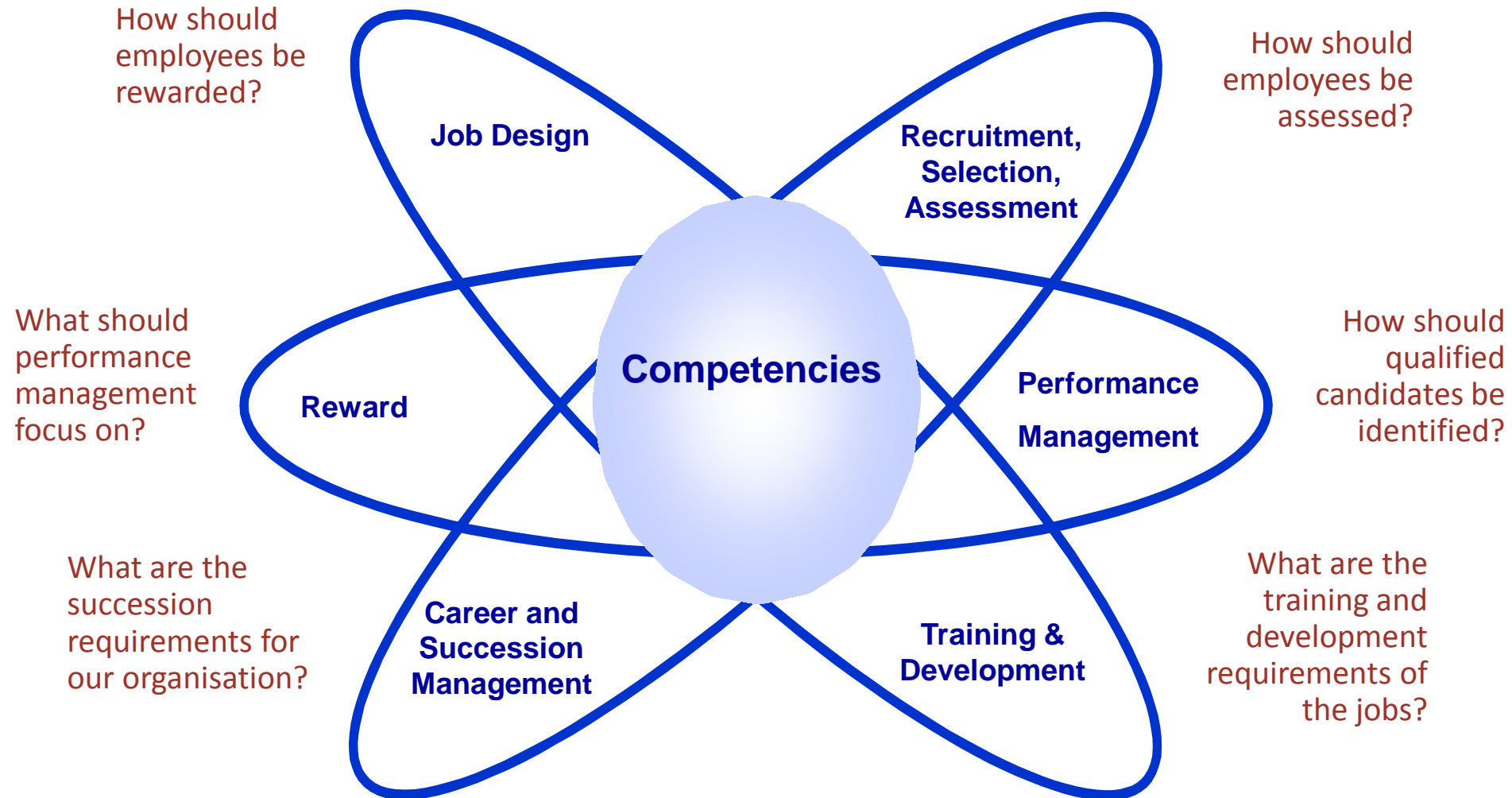| Competency	Definition
Consultation and Consensus Building	Ability to identify the stakeholders and influencers, seek their views and concerns through formal and informal channels. Build consensus through dialogue, persuasion, reconciliation of diverse views/ interests and trusting relationships.
Decision Making	Makes timely decisions that take into account relevant facts, tasks, goals, constraints, risks and conflicting points of view.
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.
Delegation	Delegates responsibility with the appropriate level of autonomy so that others are free to innovate and take the lead.

Competencies developed for the Indian Civil Service: Efficiency

Competency	Definition
Results Orientation	High drive for achieving targets and competing against a standard of excellence
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
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.
Seeking Information	An underlying curiosity to know more about things, people, or issues. This includes "digging" for exact information and keeping up-to-date with relevant knowledge.
Planning and Coordination	Ability to plan, organise, and monitor work while effectively utilising resources such as time, money, and people.
Desire for Knowledge	Keeps up-to-date with relevant knowledge and technology, shares latest developments with others, and advocates the application of acquired knowledge.
Innovative Thinking	Open to change, approaches issues differently, offers alternate/out of the box solutions and strives for efficiency improvement by working smartly.
Problem Solving	Understanding a situation by breaking it into smaller parts, organising information systematically, and setting priorities

Competencies developed for the Indian Civil Service: Efficiency

Competency	Definition
Developing Others	Genuinely believes in others' capabilities to develop and takes personal responsibility for their development. Creates a positive environment for learning and provides developmental opportunities for individuals and teams.
Self- awareness and Self- control	Identifies one's own emotional triggers and controls one's emotional responses. Maintains a sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress. It includes resilience and stamina despite prolonged adversities.
Communication Skills	Articulate 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.
Team-working	Working together as a unit for the common goal. Building teams through mutual trust, respect and cooperation.

How should employees be rewarded?

How should employees be assessed?

What should performance management focus on?

How should qualified candidates be identified?

What are the succession requirements for our organisation?

What are the training and development requirements of the jobs?

Job Design

Recruitment, Selection, Assessment

Competencies

Reward

Performance Management

Career and Succession Management

Training & Development

THANK YOU