A Harsh Bhargava Enterprise

Special Foundation Course 2015

Competency Mapping in Government

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Agenda

- Competence

- Competency Mapping

- Efforts by GOI

- Learning by doing

- Concluding thought

Competence

- The quality of being competent
- **Competent**
  - Having the necessary **skill** or **knowledge** to **do something successfully**
  - Satisfactory, though not outstanding *(she spoke quite competent French)*
- What does Competence give you, in Govt context?

Competence

Competence / Confidence / Yay!
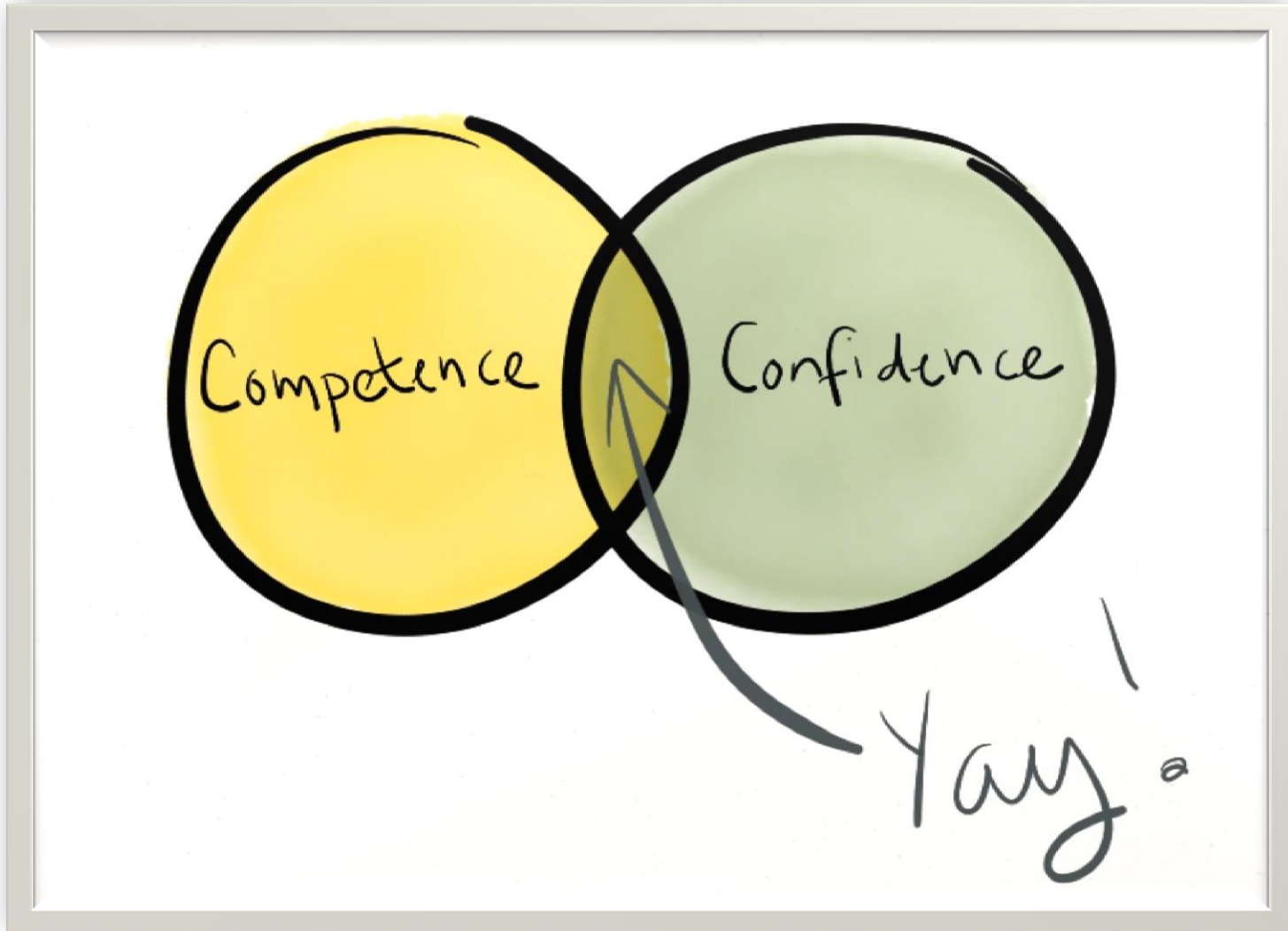
Competence

" Effectiveness = Confidence + Competence "

Professional Competence

- Knowledge

- Skills
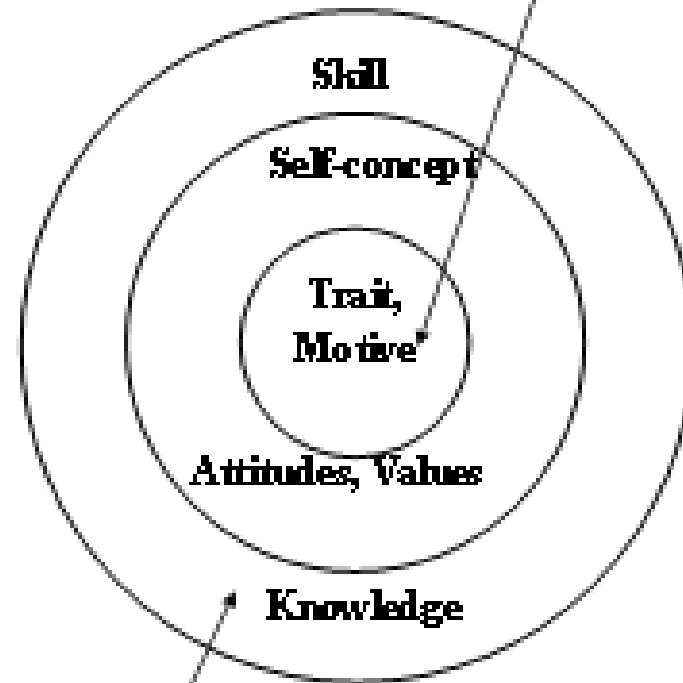
- Attitude

- Behaviour

- Values

Competency Ice-berg Model

"Intent"

Core Personality:
Most difficult to develop

Visible

Skill
Knowledge

Hidden

Attitudes, values
Self-concept
Trait
Motive

The Iceberg Model

Skill

Self-concept

Trait,
Motive

Attitudes, Values

Knowledge

Surface:
Most easily developed

Competency Mapping

Competency mapping involves the process by which we determine:
The nature and scope of a specific job role, the skills required, the level of knowledge required, and the behavioral capacities required to apply those skills and knowledge in that role.

Competency Framework

Framework for Indian Civil Service

| Ethos | Ethics | Equity | Efficiency |

Exhibits citizen centricity and inclusiveness, promotes public good and long-term interests of the Nation

Demonstrates integrity, transparency, openness and fairness

Treats all citizens alike, ensures justice to all, with empathy for the weaker section

Promotes operational excellence and value for money, manages human capital and nurtures capability

Competency Dictionary GOI

Ethos (Fundamental values of people)

- People First

- Strategic Thinking

- Organisational Awareness

- Commitment to the Organisation

- Leading Others

Competency Dictionary GOI

Ethics

- Integrity

- Self Confidence

- Attention to Detail

- Taking Accountability

THERE IS
NO RIGHT WAY
TO DO
A WRONG THING.

Competency Dictionary GOI

Equity

- Consultation and Consensus Building

- Decision Making

- Empathy

- Delegation

Competency Dictionary GOI

Efficiency

- Results Orientation

- Conceptual Thinking

- Initiative and Drive

- Seeking Information

- Planning and Coordination

- Desire for Knowledge

Competency Dictionary GOI

Efficiency (Continued)

- Innovative Thinking

- Problem Solving

- Developing Others

- Self-Awareness and Self-Control

- Communication Skills

- Team-Working

Source: DoPT Implementation
Tool Kit for Competency based
HRM in Indian Civil Services 2014

Team Workout

- **Using competencies to identify the training needs**

- GOI's **Competency Dictionary-** 25 competencies

- Assume your team to be a **single unit** for this exercise

- **Identify five competencies** from the Competency Dictionary that would make the maximum impact on the results your team could achieve

Team Workout (Contd)

- Out of 100, allocate most points to the one you consider **most important** and least points to the least important among the five chosen competencies

- **Target Roles**
  - SHO i/c of a Police Station in a city (IPS officer trainees)
  - Post Master of a Head PO (IPoS)
  - Asstt Conservator of Forests, National Park (IFoS)
  - Economic Advisor to Min of Rural Dev (IES)
  - Director (IIP) in CSO (ISS)

Role: _____

Competency Selected	Points (out of 100)	Remarks

Team Workout- Be Brief

Brevity is the sister of talent.

(Anton Chekhov)

izquotes.com

Competency Framework

How Evolved

- Extensive consultative process

- Secretaries to the GOI

- Cadre Controlling Authorities

- PM Award Winners

- Chief Secretaries of the States

Source: DoPT Implementation Tool Kit for Competency based HRM in Indian Civil Services 2014

Role: _____

Competency Selected	Points (out of 100)	Remarks

Closing thought…

If you think you can do it,
that's Confidence;
If you do it,
that's Competence.

MORRIS CODE

Thank you.
Build competencies.

Harsh Bhargava

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