



Mongolia:  
Enhancing Resource  
Management through  
Institutional Transformation

HR Competency Based Framework  
Implementation of Competencies  
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# Introductions

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Michelle Karlzen –Technical Advisor with MERIT  
Implementation Team

Exercise: Tell everyone in the group something that they do not know about you. If someone in the group does know it, you will have to tell them something else about you that no one in the group knows.

# History

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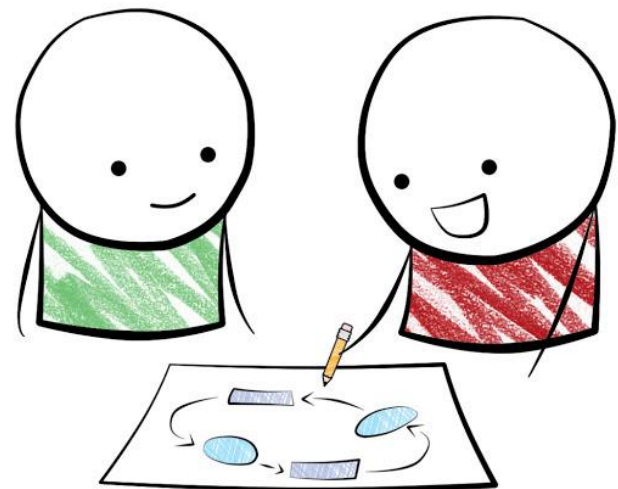
1. Improve efficiency and performance of current staff.
2. Balancing of employee workload
3. Leadership Development
4. Creation of SMART Objectives aligned to the Strategic Plan.
5. Improved **professional development** for staff

MERIT'S response to this request was to propose the development and implementation of an HR system based on Competencies.



# Why Competencies ?

- Competencies are a common standard in a changing world.
- Work environments are ever more demanding and complex. Competencies allow for greater flexibility.
- Provide a basis for making sound decisions when recruiting, developing and managing employees.
- Began with the study of outstanding performers in organizations, and what behaviors they demonstrated that made them successful.



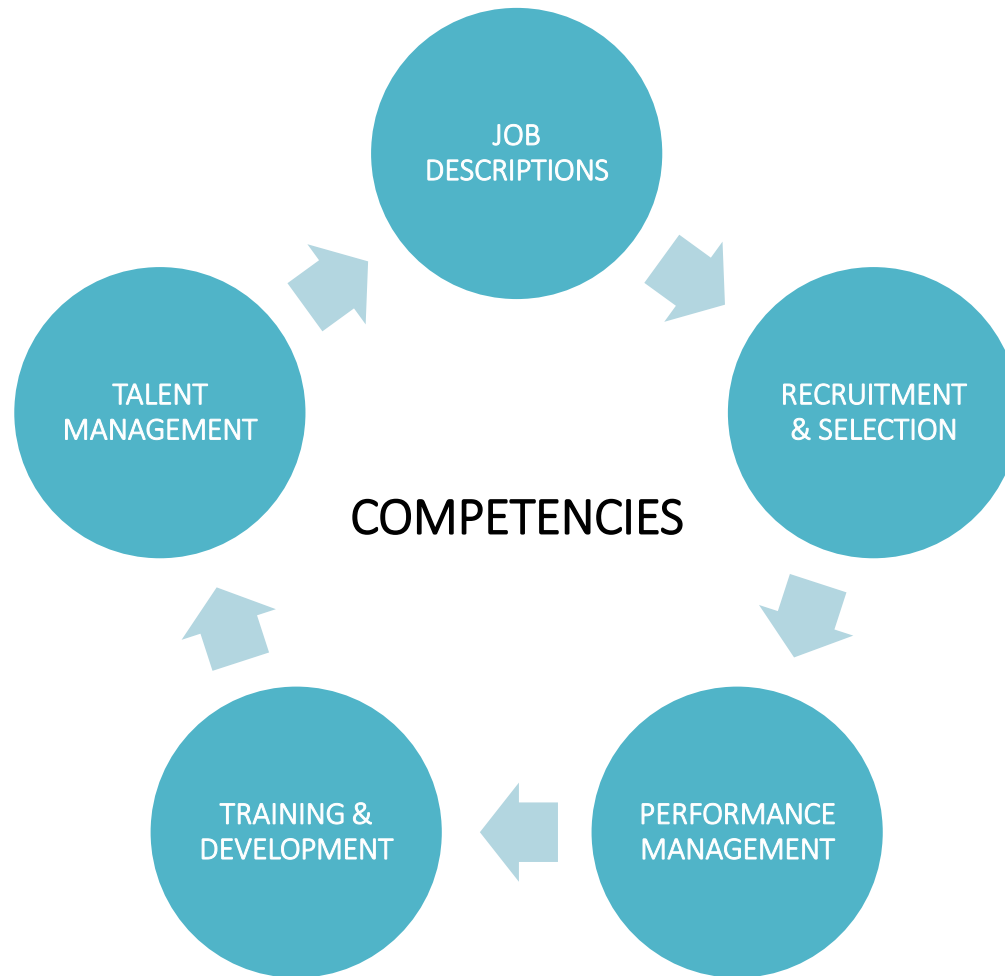


# Competency-Based Human Resources

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- **Competencies** are **observable** abilities, skills, knowledge, motivations or traits defined in terms of the behaviours needed for successful job performance. \*
- **Core Competencies** are defined as those competencies required for all employees to be successful within an organization, and for the organization to achieve its objectives.
- **Functional / Technical Competencies** are those competencies required for successful job performance in a specific role or position in addition to the core competencies. These are often grouped into job families, such as 'Management' or 'Supervisory'.







# Job descriptions

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CORE Competencies are included as part of all job descriptions, with the appropriate level of expected behaviors for the position.

Job Descriptions provide the basic information for Recruitment



# Recruitment & Selection

- Individual Qualifications will always play a part in Recruitment and Selection. However, Competencies defined in the Job Description identify the behaviors which describe successful performance within the organization.
- Recruiters understand the behaviors to select to based on the competencies required by the position.
- Even if we do not play a role as a recruiter, we may be a candidate for promotion, so understanding this kind of interviewing is useful.
- Uses behavioral style of interviewing – **The best predictor of future performance is past performance.**







# Performance Management

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- Managers and supervisors have clear, observable behaviors upon which to base evaluations, rather than a simple list of tasks.
- Employees have a detailed list of behaviors which they are expected to demonstrate during the performance of their duties, so expectations are clear.
- Competency Assessment Tool





# Training & Development

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Performance gaps identify the need for training and development. Analysis of gaps identified during performance appraisals guide the content of the next trainings.

Technical competencies are more easily addressed through on the job training, targeted skill training and/or coaching.

Leadership competencies are defined, so it is possible to train for those competencies which will be required in future leaders.

- developmental assignments
- mentoring, job shadowing
- workshops and training sessions





# Talent Management

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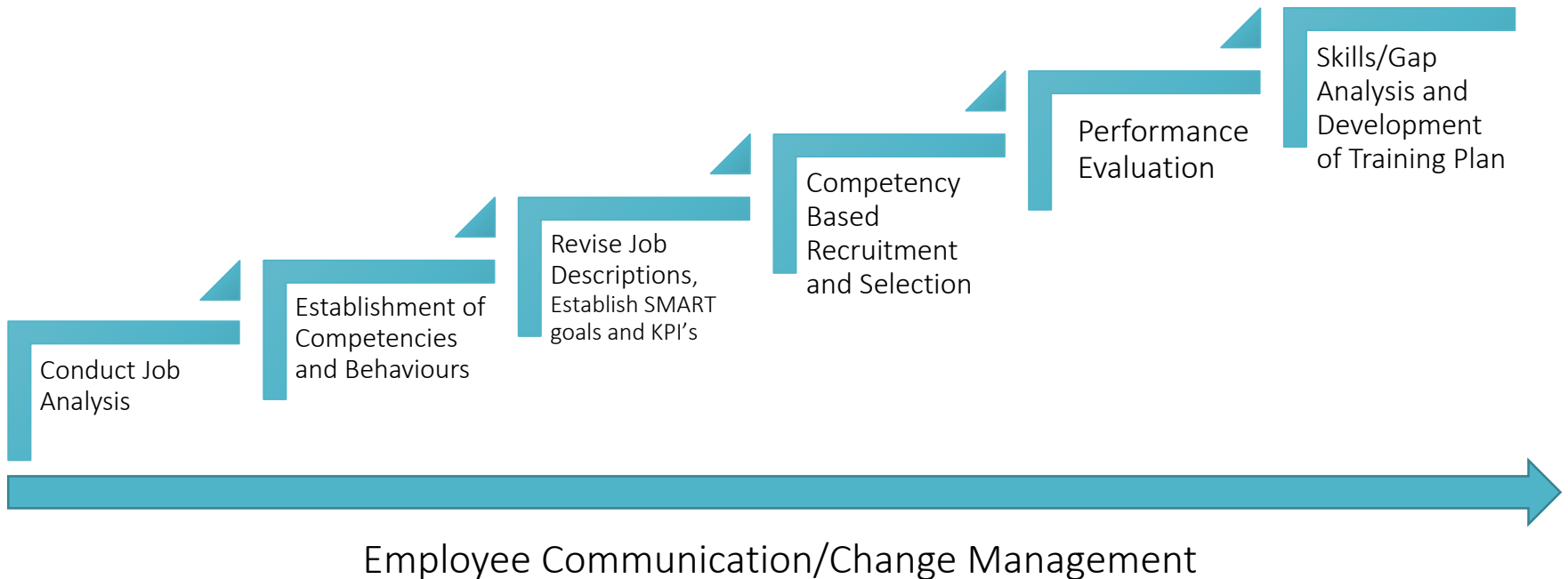
Employees can see the competencies they need to develop and demonstrate in order to be considered for promotion.

Management is able to identify and select employees demonstrating competencies at a higher level for consideration for further promotion,

Management is also able to identify areas requiring further training in order to meet the competency requirements for the next level.



# Steps in Implementing Competency Based HR



1. Discussions with key stakeholders, including senior leadership.
2. Review of key documents, including Strategic Plans, Job Analysis Surveys and Job Descriptions.
3. Draft of Competency Framework in collaboration with designated staff of Dornod and MERIT.
4. Introduction of Competencies and communication of Competency Framework to staff working groups for input and revision.
5. Finalization of Competency Framework, approval and implementation.





# Competency Framework

The Framework defines the competency and describes the behaviors expected at each level.

Levels are cumulative.

## GOVERNOR'S OFFICE

Level 1	Level 2	Level 3	Level 4
Specialist Secretary of Governor IT Staff Officer Other Staff	Head of Public Relations Head of Archive Section Aimag chief accountant Senior Specialist	Head of Military Department Director of Division	Governor Deputy Governor Chief of Staff

## AGENCIES AND SOUMS

Support	Executive	Managerial
Specialist of Soum Governor's Office	Specialist of Agencies	Soum Chief of Staff  Director of Agencies in Soum

Behaves in an ethical manner, demonstrating integrity and sincerity in open, fair and impartial treatment of all persons. Avoids unnecessary bureaucracy while accepting and following the rules and regulations. Acts in ways to avoid conflict of interest and is guided in all things by the values of the organization.

Level 1/Түвшин 1	Level 2/Түвшин 2	Level 3/Түвшин 3	Level 4/ Түвшин 4
Demonstrates ethical behaviors that are consistent with the-guiding principles of the Public Service.	Works with the team to ensure ethical behaviour and makes recommendations for decisions based on ethical values	Makes ethical decisions and directs others on appropriate actions. Manages the ethical behavior of the department	Is a role model who exemplifies the Public Service's ethics.
<p>Treats people with integrity, sincerity, equality, impartiality and fairness.</p> <p>Is accountable for their own work and for meeting deadlines.</p> <p>Accepts and follows the rules and regulations.</p> <p>Acts in ways to avoid conflicts of interest.</p> <p>Keeps confidential information secure.</p>	<p>Encourages others to follow Public Service ethics.</p> <p>Provides guidance to the team on how to deal with situations in an ethical manner.</p> <p>Considers ethical implications and competing values when making recommendations.</p> <p>-Provides honest and frank advice</p> <p>Works to develop systems and processes that reduce bureaucracy</p> <p>Speaks out when necessary</p>	<p>Ensures others follow public service values. Ensures others follow public service values.</p> <p>Makes decisions that take ethical implications into account</p> <p>Takes responsibility for own actions and holds others accountable for theirs</p> <p>Stands firm when dealing with unethical demands or requests</p> <p>Creates a culture that ensures people are encouraged to behave ethically</p>	<p>Acts as a role model for courageous leadership by taking a principled stance on critical issues.</p> <p>Protects the integrity of the organization by ensuring appropriate systems are in place for Financial Reporting and Information Security</p>



SURPRISE





## New LEGAL Requirements

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- In January 11, 2019 the Government of Mongolia has passed a resolution to regulate the recruitment and management of civil service employees based on Competencies.
- There are five Competencies detailed under Resolution #2 of the Civil Service Council.
- Employees in Dornod Governors Office developed 12 Competencies in total, which have been approved by the Governor. 7 of these competencies support the Mandated Competencies from the Civil Service Council.



# Mandatory & Supporting Competencies

## Mandatory Competencies

LEADERSHIP

MANAGEMENT &  
ORGANIZATION

PROBLEM SOLVING

ANALYTICAL SKILLS

TEAMWORK

## Supporting Competencies

VALUES & ETHICS

CITIZEN SERVICE

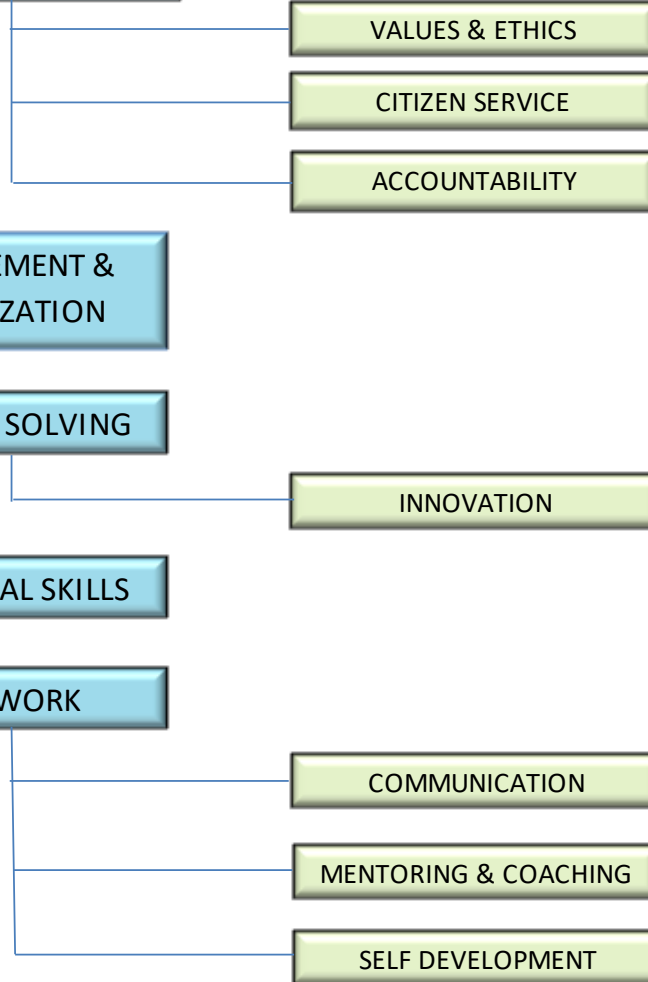
ACCOUNTABILITY

INNOVATION

COMMUNICATION

MENTORING & COACHING

SELF DEVELOPMENT



SO WHAT DOES IT ALL MEAN TO  
YOU?

EXERCISE:

# NEXT STEPS

How would you like to see this implemented

- in your Division
- overall?



# Thank you!

Q&A