



Mongolia:  
Enhancing Resource  
Management through  
Institutional Transformation

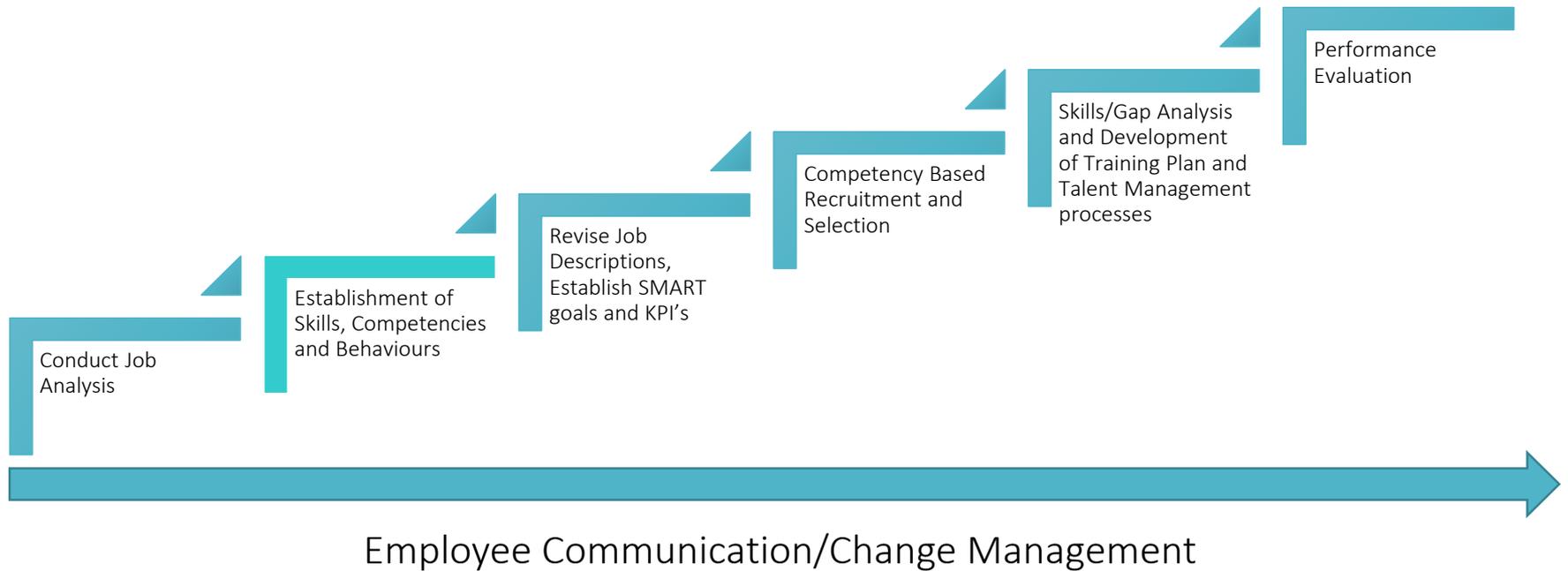
HR Competency Based Framework: Meeting with General Taxation Authority

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# Steps in Implementing Competency Based HR



# Why Competencies ?

Competencies are the new standard in a changing world.

Work environments are ever more demanding and complex.

Allows for greater flexibility.

Began with the study of outstanding performers in organizations, and what behaviors they demonstrated that made them successful.

Provide a basis for making sound decisions when recruiting, developing and managing employees.

# Competency-Based Human Resources

**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.

**Technical Competencies** are those competencies required for successful **job performance** in a specific role or position in addition to the core competencies.

# Competency Framework

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

Levels are cumulative.

Each individual position or groups of positions will also have their own set of functional or technical competencies needed to perform the job effectively.

# Competency Framework

Provides a systematic approach to training staff and developing leaders.

Provides staff with a clear road map for career progression.

All HR Processes are aligned to the development of these core competencies within the organization.

# Competency based HR Framework



# Recruitment & Selection

Outlines the behaviors which describe successful performance within the organization.

Uses behavioral style of interviewing – The best predictor of future performance is past performance.

Recruiters understand the behaviors to select to based on the competencies required by the position.

# Training & Leadership Development

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

# Performance Management

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.

# Succession Planning

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.

Upon selecting individuals to be included in the Succession Planning process, Management is also able to identify areas requiring further training in order to meet the competency requirements for the next level.

# Development and Implementation Plans

# MERIT Development Team

Resources	MERIT Advisors
<p>MERIT Technical Advisors:</p> <ol style="list-style-type: none"> <li>1. Job Analysis</li> <li>2. Development of Skills, Competencies and Behaviours               <ul style="list-style-type: none"> <li>• Core Competencies</li> <li>• Technical Competencies</li> </ul> </li> <li>3. Establish KPI's and Job Descriptions</li> <li>4. Competency-Based Recruitment &amp; Selection</li> <li>5. Skills/Gap Analysis and Development of Training Plans and Talent Management Process</li> <li>6. Performance Evaluation</li> </ol>	<p>Short-Term Technical Advisors are recruited for each assignment.</p>
Lead HR Advisor	Rebecca Chalmers
Long-Term HR Advisor (local) Long-Term Gender Advisor (local)	TBD
MERIT Resource (Mongolia) – Advisory	Amaraa Davasuuren
Translators	TBD

# Partner Implementation Team

## Project Sponsor:

Chairman/Director

## Project Owner:

Director

## Project Coordinator:

Human Resources Manager

## Facilitators:

MERIT Short-Term Technical  
Advisors

## Implementation Team: (8-10)

Long-Term MERIT HR Technical  
Advisor

Human Resources

Department Director

Senior Officer (s)

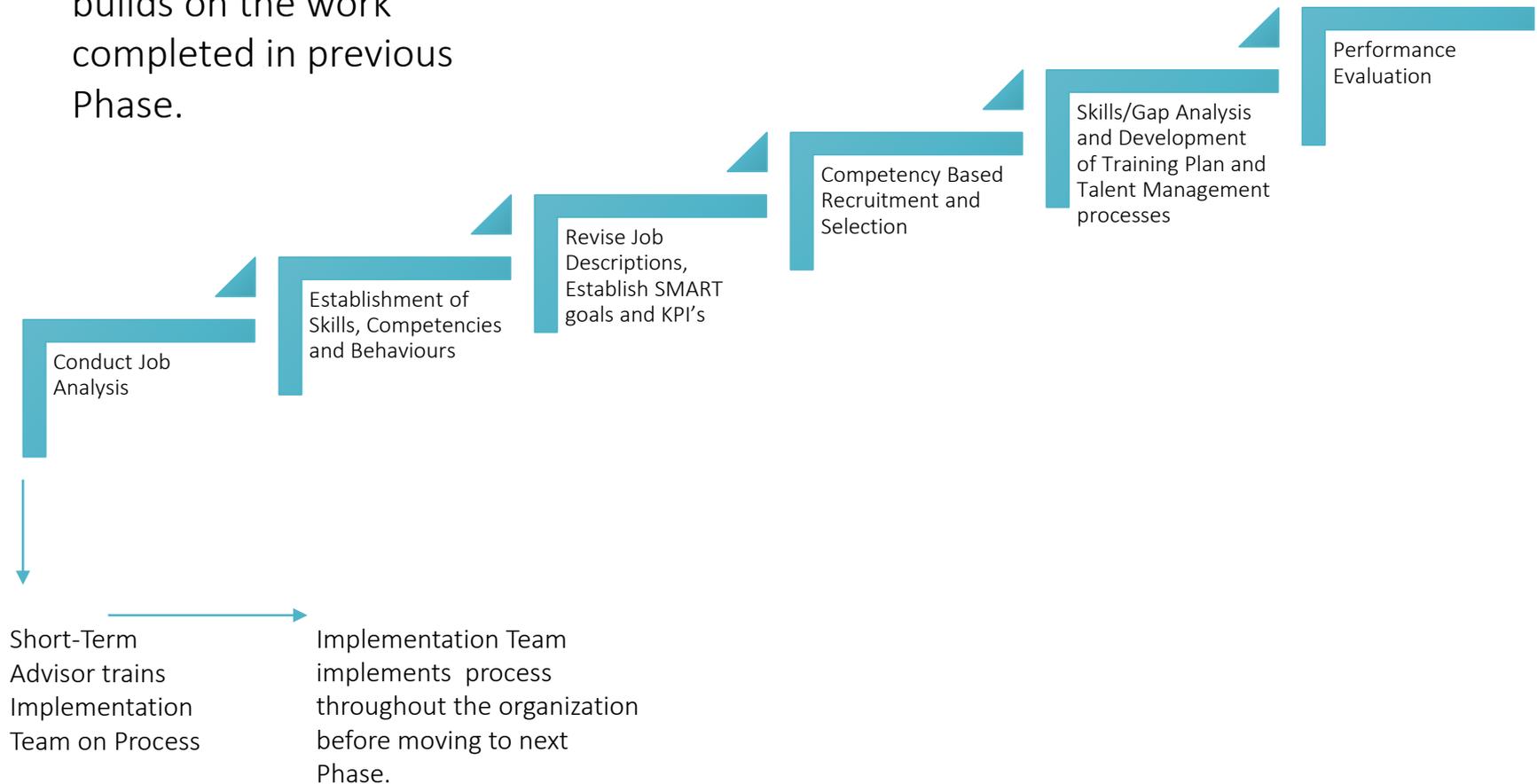
Public Officer (s)

Translator

Advisory: MERIT, Long-Term  
Gender TA, Long-Term  
Communications TA

# Steps in Implementing Competency Based HR

Each Phase of the Process builds on the work completed in previous Phase.



# Partner Commitment

- Establishment of Implementation Team that will be responsible for Implementation of the Framework.
- Leadership oversight for Project from Project Sponsor
- Meeting Room
- Translators (if possible)