



ISO and Competency Based Human Resources Integration

REVIEW PROCESS: As part of the assignment, documents and reports from ISO were reviewed prior to the on-site portion of the assignment. The final report was reviewed, but unfortunately the Annexes were not available in English. The Quality Manual was also unavailable in English. Analysis and recommendations are based only on available documented information and discussions.

Conversations with Mr. Altanzukh, Head of Administration and Management with the Dornod Governor's Office, indicate that Dornod Aimag places a high value on ISO Certification, and demonstrates a willingness to work hard towards achieving that end. The purpose of this assignment was to gain a better understanding of the links between ISO and the Competency Based Management Framework, and to determine if MERIT can be of further assistance in helping Dornod Governor's Office achieve their certification under ISO.

One of the key concepts of ISO involves senior management promoting the use of the process approach and risk-based thinking. Risk Based Planning is currently a key focus, and an area where DPGO is looking for assistance. Questionnaires have been developed, revised and expanded to allow for a more complete picture of the true risks in different areas, such as political and social risks. There are people in each department who have received training in evaluating levels of risk who will be able to assist in completing the questionnaires. The departments need some assistance in identifying what the risks actually are in order to provide some depth to the planning process and would appreciate a TA with facilitation skills and knowledge of the specific area, such as environment.

As part of the implementation process, the ISO Working Group determined the process inputs, outputs, resource needs, criteria for assessment, methods, documentation and performance indicators which would enable them to make sure their processes were effective. As part of their analysis, using what ISO terms a 'Turtle Diagram', they looked at where functions actually belong, roles and responsibilities, and duplication of efforts. This process will result in a clear understanding of the key roles and functions of departments and individuals, and one of the outputs will be revised position descriptions for all staff, which will include Competencies. This process is being led by Altanzukh.

Recruitment and Selection is handled by the Public Service Council. All positions have a Position Description including requirements, and this forms part of the recruitment request. In future, the Position Descriptions will include the Competency requirements as well.



Nandin Erdene, HR Manager indicated that there was very little initial direction provided by ISO in regards to Competencies; what they were or how to define them. The Merit project on Core Competencies occurred at an opportune time. There is interest in expanding this to the Technical Competencies, but timing will depend upon ISO requirements for anything beyond Core Competencies. Core Competencies are being introduced to the Soum governments in the near future, and this will be managed by the Core Competency Working Group. Nanda is also developing an Orientation Manual which will introduce Core Competencies to new staff, and lead them through a self-assessment.

The Performance (Results) Evaluation Process was reviewed as part of this assignment, and the DPGO has a very robust evaluation process in place. Evaluation is done on a bi-annual basis, using pre-established Goals & Objectives, documenting results and applying a rating which is discussed and agreed upon by the employee and the supervisor. This process will change somewhat in the future to include a review of the Competency Behaviours, but it is expected that there will be little substantive change.

Job Analysis has largely been replaced by the Process Review, which determines the appropriate place for functions, defines roles and responsibilities at the department and the individual level, determines requirements and eliminates duplication of effort. The Job Analysis step in the HR Competency Framework helps evaluate whether job requirement actually reflect the work being done. This would appear to also be covered in the Process Review.

Developing Core and Technical Competencies is still a required piece. While ISO requires 'Competence', the implementation process does not define competencies or levels.

In Dornod, revised job descriptions are an output from the Process Review as mentioned above. The Process Review may result in some significant changes to Roles and Responsibilities and It would be difficult for someone from outside of the process to become involved. Establishing SMART Goals and KPIs is an area where further training could perhaps be beneficial, although I believe all managers participated in Brenda's initial training, which covered SMART goals.

Altanzukh indicated that the Quality Manual is being worked on but has currently been placed on hold due to lack of time to focus on it.

Altanzukh also had a number of requests which were completed as part of the assignment.

1. A Facilitation Guideline for the Working Group to use in working with the Soum Governments to develop competencies. This included both the steps in the process and a Facilitators' Guide to the PowerPoint introduction to Competencies. This was reviewed with the Working Group to



ensure that they were comfortable with the process and to answer any questions they might have.

2. A process was developed for conducting a Gap Analysis of individuals in Dornod Governor's Office in regard to Competencies in conjunction with the Working Group and the HR Manager. The initial Competency Gap Analysis was based on individual assessments and led by the Working Group Members in their respective areas. Gathering of in the initial Baseline Competency Gap Data has been completed, but the data still needs to be entered into a spreadsheet. Analysing the data needs to be completed. A sample draft of an Individual Development Plan was provided. However, developing an Organizational Development Plan is more complex. Nanda has requested some assistance with this piece.
3. A simple process was developed to include Competencies on the Position Descriptions for the Dornod Governor's Office. The Competency Level of each position was determined based on the Competency Position Profile. The competency level will then be noted within the Position Description once the ISO Working Group led by Altanzukh completes their Process Review.
4. Work with one of the Departments to facilitate the completion of the Risk Analysis Survey was not considered within the scope of this assignment. The format has already been designed and there are trained staff in the Department who are familiar with evaluating risks. A request was made to MERIT Office to see if one of the current TAs could handle this assignment as part of their other assignment.
5. The final three competencies which were requested, Self Development, Communication and Innovation were completed with the Core Competency Working Group.

RECOMMENDATIONS:

ISO Certification has a high value for the Aimags, requiring a massive commitment by the organization to achieve. Any support in helping an Aimag to become certified will be welcomed. Because ISO Certification places such a high demand on resources, it will be difficult for any Aimag to support any initiative that is not in direct support of achieving certification within the short term. As such, I am making the following recommendations:

1. **Job Analysis:** This informs the Core and Technical Competency piece. However, it is possible to use the Strategic Plan, Values and Principles, existing job descriptions, input from Senior Management and staff, members of the Working Group and work done in other Aimags to develop an initial list of Competencies. The value added for the Aimag, which is identifying duplication of effort, validating job requirements against responsibilities, and clarifying roles has been replaced by the Process Analysis. Therefore, as useful as I personally found this piece, I would recommend we consider not going forward with this step in the remaining three Aimags.



2. **Core and Technical Competencies:** Competence plays a large role in ISO, and as such I would recommend that this step continue. I would further recommend that this step be completed prior to Implementing ISO, as the Competencies inform many of the processes going forward. As a further note, it may be helpful to refer to these as Core and Technical Competencies, rather than HR Competencies. By naming them as HR Competencies, the ownership resides with HR rather than the organization as a whole.
3. **Revising Job Descriptions, SMART Goals and KPIs:** The end product of the Process Review is revised roles and responsibilities at the organizational and the individual level. One of the end results of this process is revised job descriptions. If the Core and Technical Competencies are already developed, they will form part of the Job Descriptions, rather than have to revise them again once the Competencies are developed. Training on SMART Goals and KPIs may be required to reflect the addition of Competencies.
4. **Competency Based Recruitment and Selection:** Recruitment is handled by the Civil Service Council, and as such, is not a requirement at the Aimag level. However, Competencies will form part of the job description requirements, and the Civil Service Council should reflect that in their recruitment processes.
5. **Skills Gap Analysis and Training and Development Plans / Talent Management:** This is a requirement of ISO and is not an area where many are familiar in Mongolia. The initial Competency Gap Analysis in Dornod was based on a simple self-assessment, verified by the supervisory level. However, this is an area where MERIT can definitely assist. The ISO requirement is initially at the individual level, but with the introduction of Competencies and ISO, a Training and Development Plan at the organizational level is important. Talent Management is a difficult concept in Dornod. Because recruitment is handled by the Public Service Council, it adds a layer of complexity. This may be an area we want to address at the end of the ISO process, as some people will have their roles changed as a result of the process review.
6. **Performance Evaluation:** This is an Aimag specific step. Dornod has a performance (results) evaluation process that is very well developed. Both goals & objectives and evaluation ratings involve reaching agreement with both supervisor and employee. Final evaluations are reviewed by the next level. Other Aimag may require assistance with this piece. Most will require assistance in including and evaluating Competencies. It was difficult to judge how the evaluation interview process went, but including a piece on how to conduct an evaluation interview and giving constructive feedback could be helpful.

Developed by

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