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Mongolia:
Enhancing Resource
Management through
Institutional Transformation

BUILDING A LEARNING ORGANIZATION: CONDUCTING A COMPETENCY GAP ANALYSIS TO IMPROVE ORGANIZATIONAL CAPACITY

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June 18 & 21, 2019

МЕРИТ хөтөлбөр

"МОНГОЛ УЛС: ИНСТИТУЦИЙН ӨӨРЧЛӨЛТ ХИЙХ ЗАМААР ЭРДЭС БАЯЛГИЙН МЕНЕЖМЕНТИЙГ САЙЖРУУЛАХ НЬ" (MERIT)

Канад Улсын Гадаад хэргийн яамнаас санхүүжүүлж буй MERIT төслийн зорилго нь төрийн байгууллагуудын менежментийг сайжруулах замаар олборлох салбарын нийгэм, эдийн засгийн тогтвортой хөгжилд оруулж буй хувь нэмрийг нэмэгдүүлэх явдал юм.

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Introduction

- [What are doing to prepare your future leaders?](#)

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Introduction

General Motors vs. Toyota, Which company do you want to emulate?

Introduction

- Why did Toyota win the race, in fact becoming the largest car company in the world and GM went bankrupt in 2009, having to be bailed out by the US and Canadian governments?

Introduction

- **Toyota practices** Kaizen, commonly referred to as 6 Sigma (black belt), which is the Japanese word for "improvement" for:

- Continuously improve processes

- It has been applied in **government,** healthcare, psychotherapy, life-coaching and banking.

Investing in employees

- **FAIL TO INVEST IN YOUR HUMAN CAPITAL AND BECOME A LEARNING ORGANIZATION, THEN PLAN TO FAIL.**

- A competency gap analysis is performed on **two levels:**
- **Organization Wide**
- **Individual**

Planning

- Now: Present condition
- Next: Desired state
- New: How to reach that state

Planning

Four main steps:

- Identifying individual competency gaps;

- Identifying organizational competency gaps;

- Collecting the data, analysing or interpreting the data; and

- Finally implementing bridging plans based on the results

Planning

INDIVIDUAL LEVEL			
POSSIBLE REASONS FOR COMPETENCY GAP	**INDIVIDUALS**	**MANAGEMENT**	**POTENTIAL SOLUTIONS**
• Changes in employee`s duties • Poor performance review • Need for new skills for a promotion or new project	• Employee Example: Teamwork and Collaboration	• Employee and Supervisor accountable	• Training • Succession planning • Mentoring initiatives at an individual employee level • Employment rotational opportunity
ORGANIZATIONAL LEVEL			
• Problems meeting organizational goals • Strategies shifts which require new skills or enhancing old ones • Using new technologies	• Human Resources/working group Example: Teamwork and Collaboration	• Supervisor, Head of Department • Human Resources • External consultants	• Hiring people with these new skills • Training programs to develop or enhance the needed skills • Mentoring initiatives at an organization level • Employment rotational

Identifying organizational goals

Information	Yes	No	Not sure
Demand for competency/skills			
1. What are the key goals of Aimag Administration?			
2. Can you identify the current demand for skills in your office and list the top three?			
3. Do you know why these skills are important? Please explain and discuss in your group:			
4. Can you identify the expected future (3 - 5 years) demand for skills in your Aimag and list the top three competencies?			
5. Will the skills you have identified in the previous questions help you to meet the Aimag Administration goals identified in question 1? Please explain the reasons:			

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Analysis of current processes and procedures

Information	Yes	No	Not sure
Current Processes and Procedures			
1. Do you have the following selection and recruitment processes: Job description regularly reviewed Job specification regularly reviewed Formal process for identifying suitable candidates with skills that match description/specification Formal interview process to confirm they have skills			
2. Do you have the following training and development procedures: Performance appraisals Training needs analysis Compulsory training Aimag policy to enable employees to request training Individual training plans for staff Feedback after training – who gives the feedback and to whom			
3. Do you have the following exit interview processes? Opportunities for advancement in what? Training available related to job description and development Line manager interest in supporting career development Primary reason for leaving			

Analysis of job roles

Information	Yes	No	Not sure
Determine Job Roles to Target/ to be done only by HR professionals			
1. Largest job classification in Aimag Administration: Governor/Deputy Governor, Chief of Staff, Head of Department, Division, Section and Units, Specialist, Administrators, Support Staff			
2. What job roles have the greatest impact on citizens and public and private organizations?			
3. What job roles have the largest gap between employees' performance and organisation expectations?			
4. What job roles experience the highest staff turnover?			
5. What job roles are expecting the greatest proportion of staff retirement in the next five years?			
6. Are these job roles in critical areas to successfully serving citizens and delivering public administrative duties?			
7. Are you having difficulty in recruitment for any positions? (list below)			
8. Will any job roles experience significant changes in service delivery or performance expectations during the next 12 months? (list below			

General competencies

Appendix 1, Resolution 2 of Civil Service Council, 2019
Management & Organizational Skills
Analytical Skills
Problem Solving skills
Leadership skills
Communication Skills
Teamwork
Other

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Identifying individual core competencies

Core Competencies	No evidence of Competence	Some evidence of Competence, needs more training	Quite Competent, but needs more experience	Very Competent, needs more exposure to use skills	Evidence of Complete Competence
	0	1	2	3	4
Planning, Organizing and Time Management					
Teamwork and Collaboration					
Accountability					
Citizen Service					
Value & Ethics					
Leadership					
Decision Making/Problem Solving					
Coaching and Mentoring					
Self-development					
Communication					
Initiative					

Identifying individual technical competencies

Technical Competencies	No evidence of Competence	Some evidence of Competence, needs more training	Quite Competent, but needs more experience	Very Competent, needs more exposure to use skills	Evidence of Complete Competence
	0	1	2	3	4
Legal knowledge					
Data collection and analysis					
Policy development and document preparation					
Information Management					
Monitoring and Evaluation					
Budget planning					
Represent the Governor's office					
Active contribution to internal affairs of the office					

Identifying hidden skills

Skill	Example	Yes	No	Not Sure
Multi-tasking skills	Holding down a job in a fast paced environment, running a home, having children, all adds to your multi-tasking capabilities.			
Resource Management	Getting done what you need to get done with the resources at hand.			
Social skills	General interactions will have given you the confidence to persuade and lead people,			
System skills	Seeing how things, people or information relates to each other. If you are proficient in this area you are likely to be able to handle complex situations easier.			
Technical skills	Having a foundation in using IT equipment will mean that employers can train you in this area without starting at the very beginning.			
Foreign Language skills	Speaking a foreign language says a lot about a person, it shows you are willing to work hard and have a good memory.			
Conflict Management ability	Able to keep their head under pressure, defuse difficult situations and turn conflict into co-operation without giving way on essential points. Brings humour and creativity to conflict situations.			
Negotiation skills	Able to successfully negotiate everything from a price to a due date while making sure it is fair to all concerned and meets the needs of the organization and individuals			
Presentation skills	Clear communicator, can present sometimes complex ideas in a straight forward, easy to understand manner			
Building Trust	Seen as someone who can be relied upon to keep their word/deliver on time and budget			

Flip Chart Discussion

- ЭРХЭМ ЗОРИЛГО

1. Аймгийн тогтвортой хөгжлийг хангах, төрийн бодлого шийдвэр, үйл ажиллагааны хөтөлбөрийг хэрэгжүүлэхэд Засаг даргад бүх талын дэмжлэг үзүүлэх, гаргасан шийдвэрийн биелэлтийг хангуулах.

2. Нутгийн захиргааны байгууллагын манлайллыг дээшлүүлж ажилтнуудыг Төрийн захиргааны удирдлагаар мэргэшүүлэх замаар иргэдэд төрийн чанартай үйлчилгээг хүргэх.

3. Гүйцэтгэл үр дүнд чиглэсэн удирдлагын тогтолцоо бүхий тасралтгүй суралцагч цомхон чадварлаг алба байхад оршино.

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Competencies	No evidence of Competence	Some evidence of Competence, needs more training	Quite Competent, but needs more experience	Very Competent, needs more exposure to use skills	Evidence of Complete Competence
	0	1	2	3	4
Planning, Organizing and Time Management					
Teamwork and Collaboration					
Accountability					
Citizen Service					
Value & Ethics					
Leadership					
Decision Making/Problem Solving					
Coaching and Mentoring					
Self-development					
Communication					
Initiative					
Legal knowledge					
Data collection and analysis					
Policy development and document preparation					
Information Management					
Monitoring and Evaluation					

Group participation

- Breaking into 6 groups of 6

- Discuss the challenges of identifying organizational competencies

- 1 group representative to present the challenges (3-5 mins each)

Strategies for bridging gaps

- Coaching/mentoring
- Training
- Hiring
- Employee rotations
- International knowledge sharing

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Strategies for bridging gaps

- **Supervisory and Organizational Coaching** to fill competency gaps individually and organizationally

- **Train for skill gaps**

  More than 50% organizations train and develop their staff to fill open or upcoming positions.
  - Online raining programs and educational material online;
  - Voluntary employee mentorship programs;
  - Paid opportunities to attend educational events and conferences;
  - Opportunities to obtain needed certifications; and
  - Train supervisors to become coaches not just supervisors – **Imperial Oil in Canada**

- **Hire for skill gaps**

  "Wal Mart IT recruitment"

Strategies for bridging gaps

- **Employee rotations**

- Develop required skills or get specialized knowledge and skills required from other division, department or agencies for process improvement or a specific project

- **International knowledge sharing**

- To learn international best practices through study visit or experience sharing opportunities for get required skills for streamlining operations or delivering a specific project

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THANK YOU
FOR YOUR ATTENTION