



Canada

National Geological Survey

A Practical Introduction to Competencies

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— Introductions

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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.

— Agenda

- **Introduction to Competencies:**

- a. Background
- b. Competency Framework
- c. Relevance of Competencies for National Geological Agency
- d. Questions

- **Competency Definitions:**

- a. Civil Service Council Resolution
- b. NGA Competency Definitions
- c. Questions
- d. Gap Analysis

- **Integration of Competencies into NGA**

- a. Job Descriptions
- b. Recruitment
 - i. Behavioral Interviewing (Role Play)*
- c. Performance Evaluation
 - i. Self Evaluation Exercise*
 - ii. Discussion*

- **Training and Development**

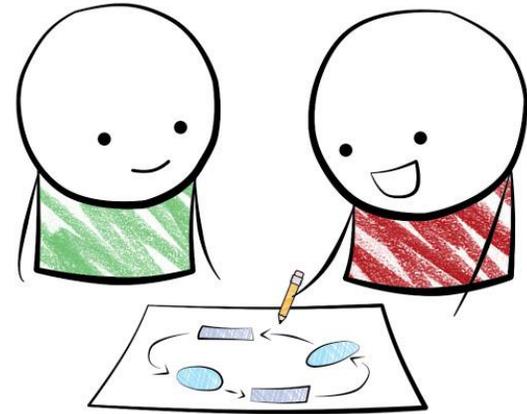
- a. Gap Analysis

— History

- Response to passing CSC Resolution 02 on January 11, 2019
- Senior Management at National Geological Agency requested MERIT assistance in the implementation of the Human Resource Competency-Based Framework ensuring alignment with the implementation of the new Civil Service Regulations.
- Step One of the implementation process was the analysis of jobs within the Agency, and the development of Job Descriptions. This was completed in January, 2021.

Why Competencies ?

- Competencies are the new 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.

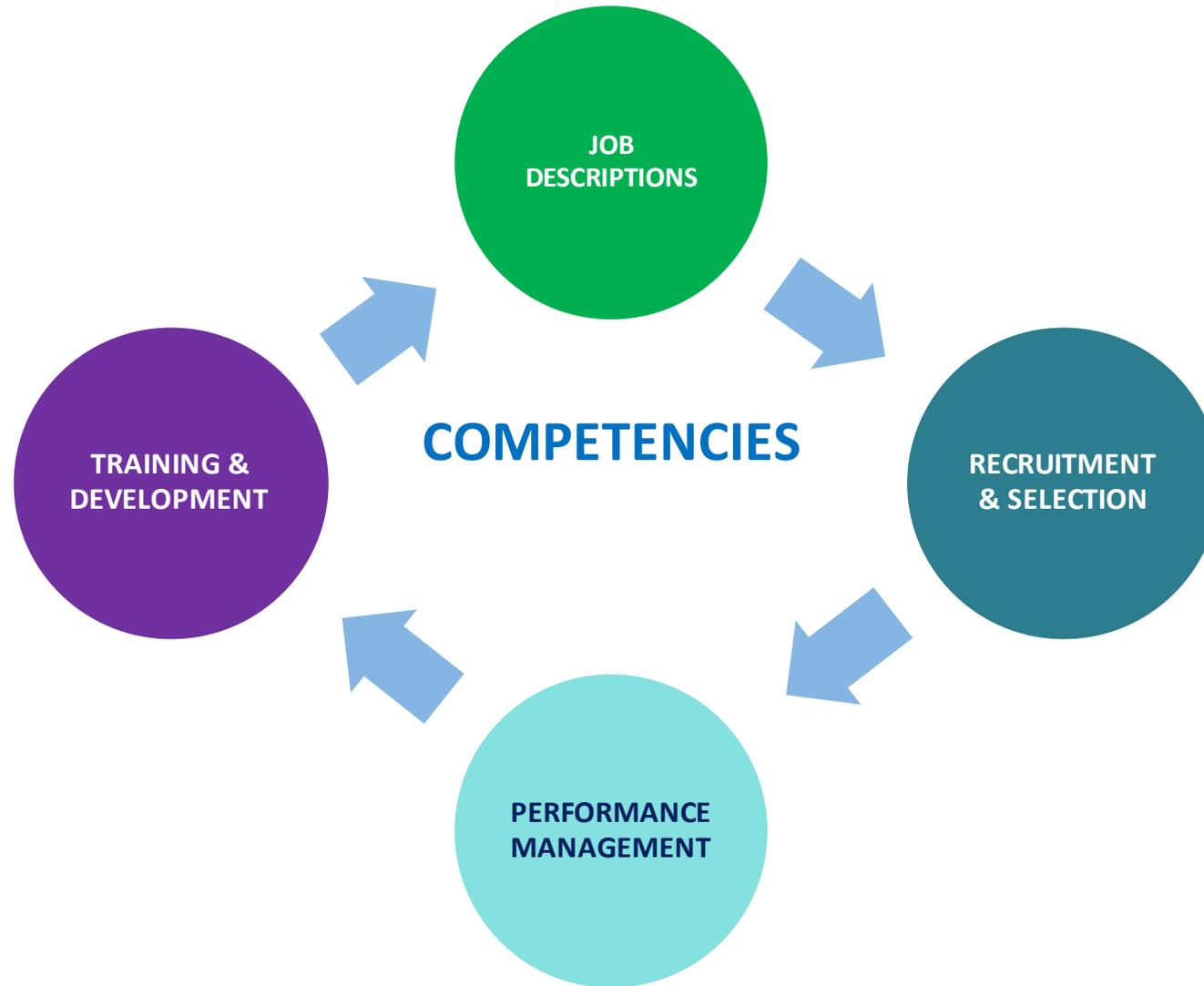


Competency-based Human Resources

- **Competencies** are observable abilities, skills, knowledge, motivations or traits *defined in terms of 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'.



Competency-based human resources



Steps in Implementing Competency-based HR



—— MERIT's process for establishing Core Competencies

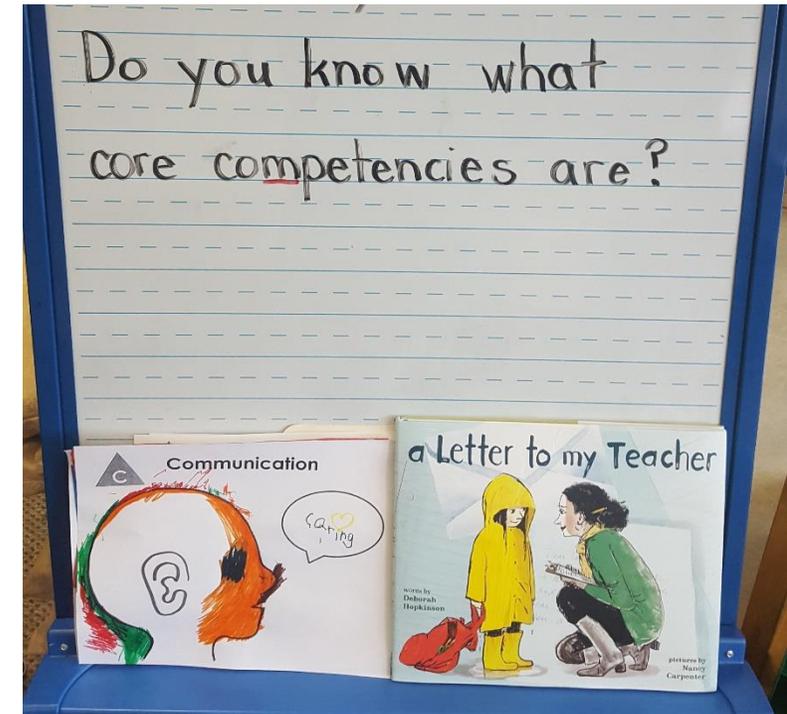
1. Discussions with key stakeholders, including senior leadership.
2. Review of key documents, including Strategic Plans, Job Analysis Surveys and Job Descriptions.
3. Draft of Competency Framework in collaboration with designated staff of Partner and MERIT.
4. Introduction of Competencies and communication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



Competency Framework

A Competency Framework begins with the **CORE COMPETENCIES** which reflect the values of the organization and the direction in which the organization needs to move in order to fulfill its mandate.

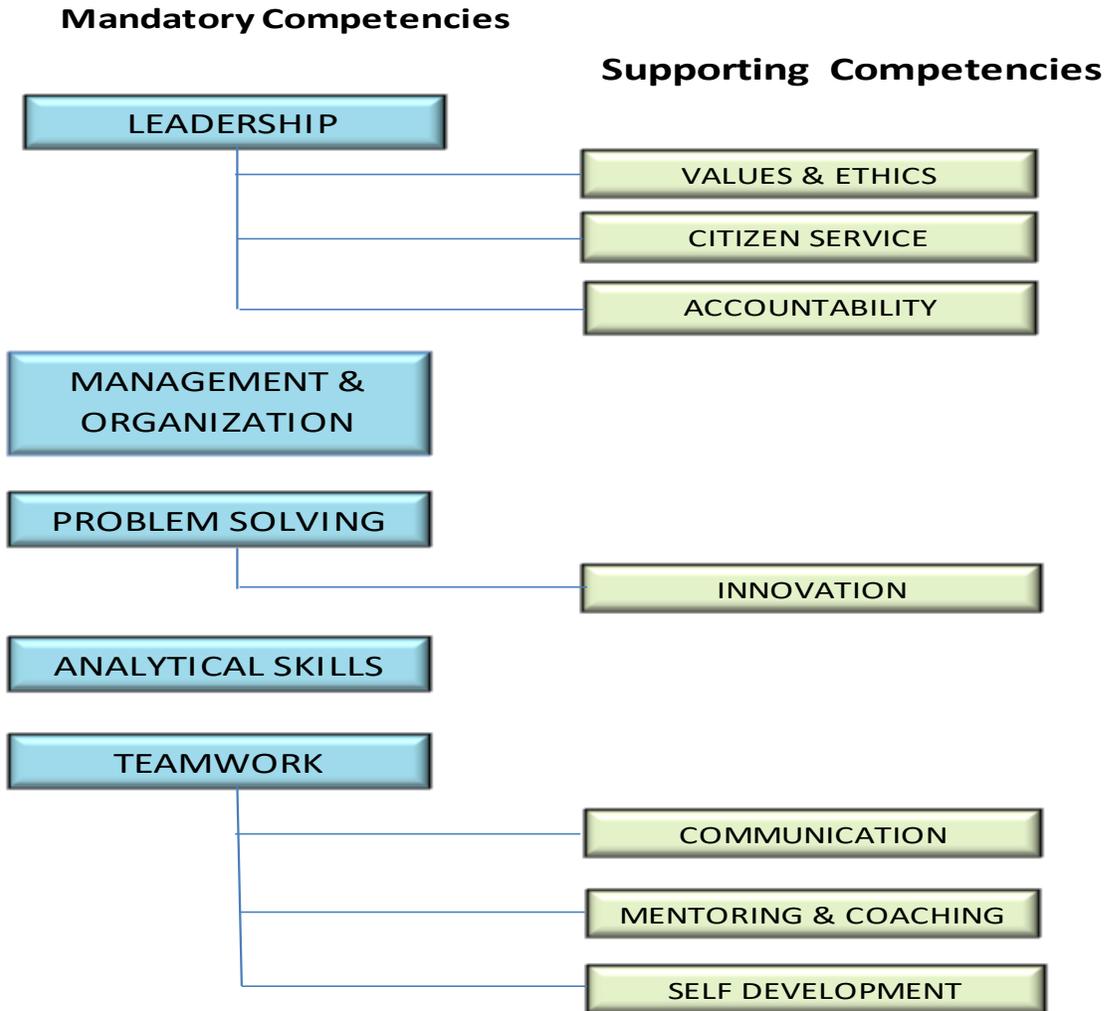
Core Competencies apply to **All** individuals within the organization at varying levels.



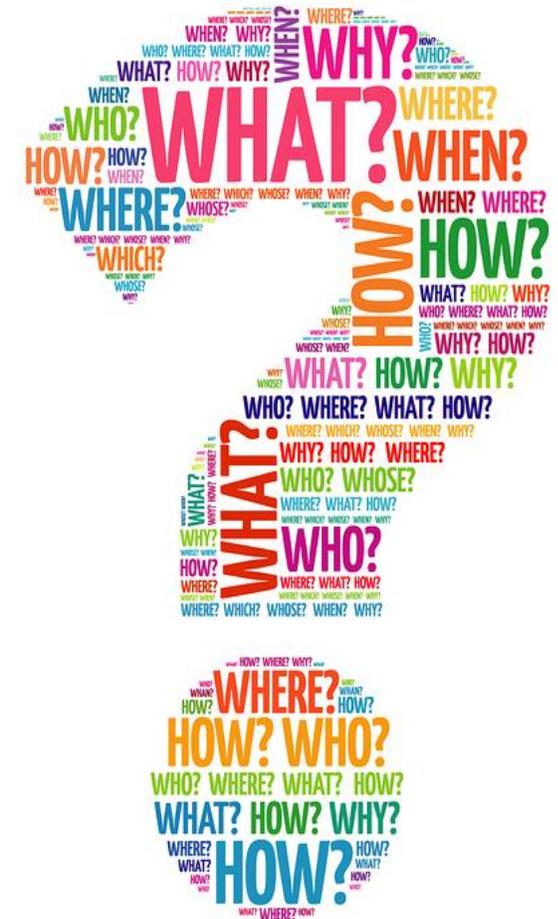
—— New legal requirements

- 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.
- MERIT, working closely with our partners, has developed 12 Competencies in total. 7 of these competencies support the Mandated Competencies from the Civil Service Council.

Mandatory & Supporting Competencies



SO WHAT DOES IT ALL MEAN TO YOU?



_____ Job descriptions

- CORE Competencies are included as part of all job descriptions, with the appropriate level of expected behaviors for the position.
- Job Analysis is used to determine what functional and technical competencies are required in addition to the Core Competencies.
- SMART Goals and Key Performance Indicators also form part of the Job Description.
- 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.
- Uses behavioral style of interviewing – ***The best predictor of future performance is past performance.***



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.
- Competency Assessment Tool



Training & 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



*Thank
you*





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