



Mongolia:  
Enhancing Resource  
Management through  
Institutional Transformation

Human Resources Competency Framework  
Job Analysis Project  
June 2017  
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# Agenda

1. Introductions
2. HR Competency Framework
3. Job Analysis project
4. Timelines
5. Training – Accountability tool



# HR Competency Framework - Purpose

- Improve the effectiveness and efficiency of the workforce
- Build and improve staff knowledge and skills
- Enhance professional development of staff

# Strategic Plan



Recruitment & Selection

Performance Evaluation

Competency  
Based HR

Training & Leadership  
Development

Succession Planning

Employee Engagement

# What is a competency framework

- Defines the knowledge, skills, attributes and behaviors required for employees to be successful within an organization, and for the organization to achieve its objectives
- Each individual position will have its own set of skills & competencies needed to perform the job effectively
- Provides a systematic approach to training & developing staff
- All HR processes are aligned to the development of these skills & competencies within the organization
- Each stage represents Best Practices in Human Resources
- Organization results are about the “WHAT” your job is, competencies also consider “HOW” you do your job



# Sample competency – Canadian government

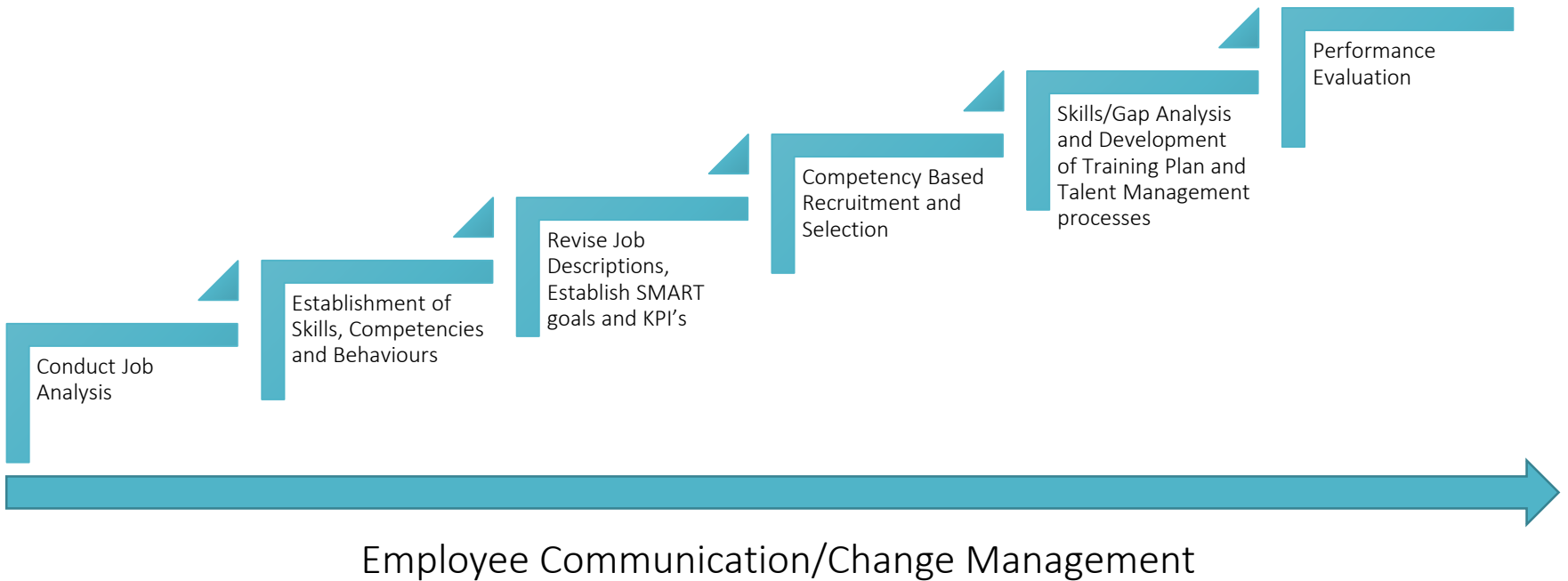
[Sample Competency Teamwork.docx](#)



# Benefits

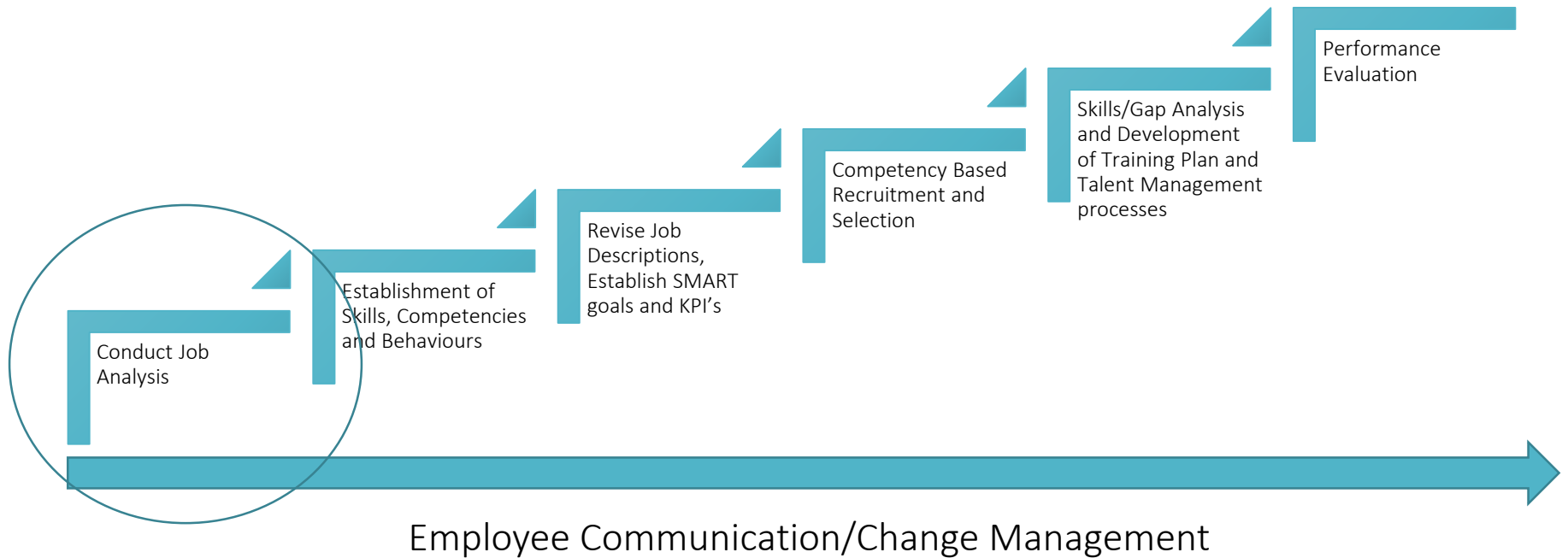
- Clarifies standards of performance for easier communication of expectations to employees
- Helps to identify skill and competency gaps
- Ensures that training and professional development activities are aligned to the needs of the organization
- Outlines employee development plans and promotional paths within the organization
- Provides accurate job specifications for more effective recruitment and selection of new employees

# Steps in Implementing Competency Based HR





# Steps in Implementing Competency Based HR



# Job Analysis

- Job analysis is a systematic process for obtaining important and relevant information about each distinct position held by one or more employees.
- The objective is to accurately reflect how work is being performed and what skills are required.
- Job analysis is focused on the JOB and the work being performed, not the individual person holding the job



# Why do job analysis

Ensure all roles and responsibilities are clearly understood and documented

Forms the basis of other HR programs

- Job descriptions
- Recruitment - selecting the right person for the job
- Building training and professional development programs
- Building career paths

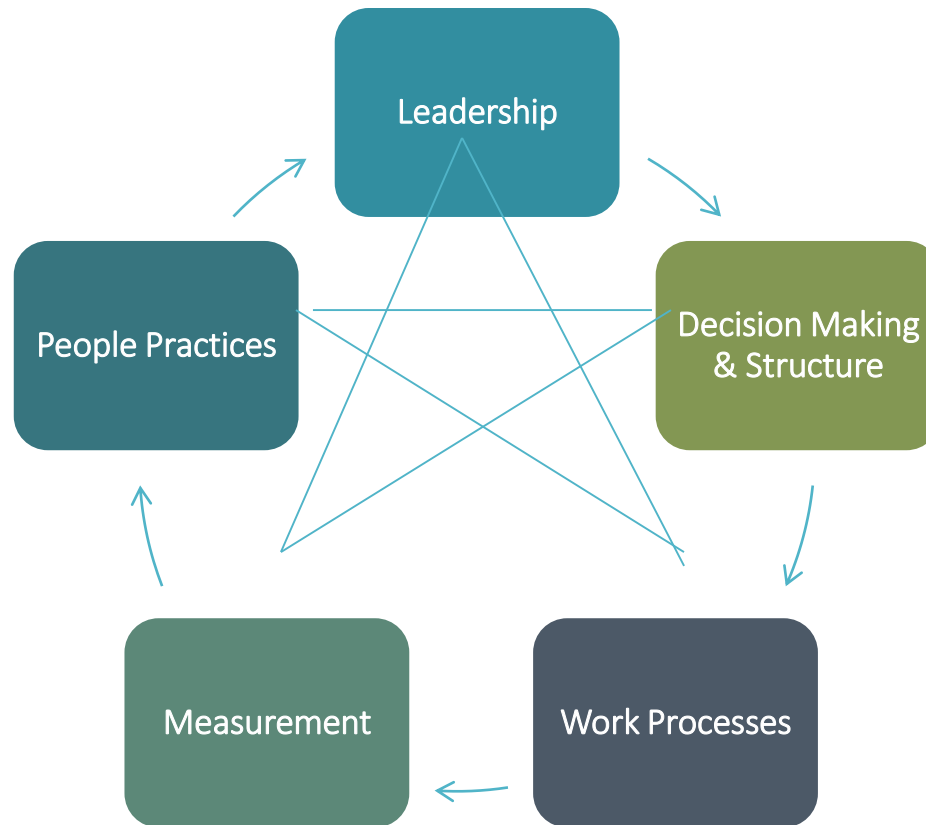
Ensure the success of the organizational plan

# Why do job analysis

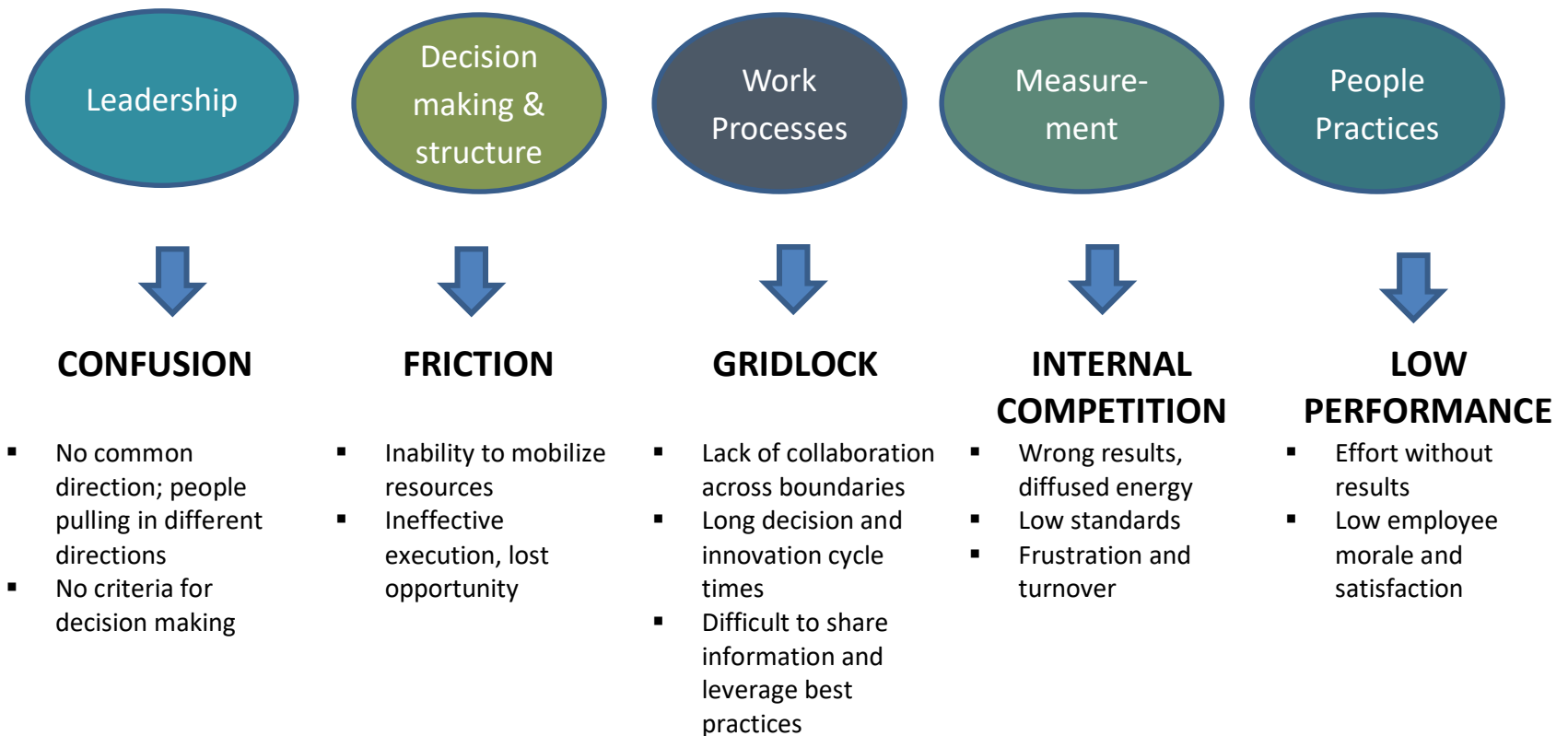
- Forms the basis for management to look at current work and determine if changes are required to meet strategic goals
  - are roles and accountabilities clearly understood
  - are decisions being made at the right level
  - no duplication of effort
  - is the reporting structure effective
  - does the work flow smoothly between positions and between divisions
- Opportunity to identify coming organizational changes and determining if changes to work required to meet new demands
- Opportunity for managers and staff to collaborate



# What we are working towards - an Aligned Organization



# When an organization is not aligned:



# Job Analysis Steps – Pilot

1. Pilot Manager meeting (all managers together)
  - *Presentation on project*
  - *Training on process and tools*
    - division profile
    - Accountability tool
    - Individual job questionnaires
2. Employee workshop - Pilot Manager meets with staff to complete division profile (each Manager)
  - *TA and HR rep to assist with facilitating meeting, use Accountability tool*
3. Staff complete individual job questionnaires
4. Questionnaires given to Manager (for review/input) and HR Rep (for translation)
5. Manager provides input to HR Rep
6. Pilot Manager training (all managers together) on job analysis
7. TA & HR Rep meet with Pilot Manager to do job analysis (each Manager)
8. TA meets with MRPAM HR Implementation Team to debrief

# Divisional Profile Data

Completed in advance of employee workshop by Manager	Completed in employee workshop
<ul style="list-style-type: none"><li>• Division structure</li><li>• Division purpose, goals/outcomes</li><li>• Resources</li><li>• Division feedback processes</li></ul>	<ul style="list-style-type: none"><li>• Key services and customers</li><li>• Regular meetings/committees</li><li>• Key division strengths/challenges</li><li>• Future focus</li></ul>



# Position specific data

Completed by employee for each position:

- Purpose of position
- Main objectives
- Key working relationships
- Decision making / authority
- Tools and technology
- Position qualifications, knowledge, skills and abilities

*If more than one employee in a position, employees collaborate to complete*

Additional individual employee input:

- Individual training priorities
- Workload
- Challenges in position



# Job Analysis – post project

- HR Rep to repeat Pilot process with additional MRPAM divisions
- A schedule will be made to determine timeline by division
- Technical Advisor is available remotely as resource

# Job Analysis – high level timelines

Steps	Resource	Timeframe
Pilot manager meetings, employee workshop and manager job analysis training	Lorri, MRPAM HR Rep, Translator	June onsite
Meet with MRPAM Implementation team Pilot findings & recommendations	Lorri, MRPAM HR Rep	Late June onsite
Adapt process from pilot learnings	Lorri, MRPAM HR Rep	Late June onsite
Non-pilot MRPAM division meetings	MRPAM HR Rep, All employees	July - September
Analysis – each division	MRPAM HR Rep	July - September
Final analysis	to be confirmed	October