



HR Competency-based Framework: An introduction

Chuck Conlon, Technical Advisor

November 6, 2019

Learning objectives

To provide staff insight regarding the role of competencies within Human Resource processes; especially, the Performance Appraisal process.

1. Establish a clear definition of Competencies.
2. Understand the reasons for Competencies.
3. Achieve clarity regarding the legal framework.
4. Create awareness of the use of Competencies.
5. Explore one competency – Teamwork & Collaboration

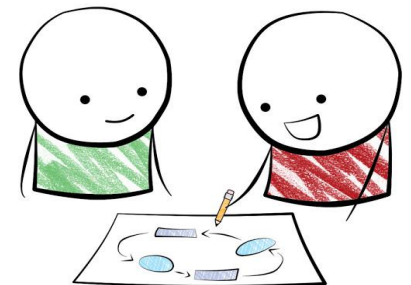
Competency-Based Human Resources

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



Why Competencies?

- Competencies are important for success:
 - Your knowledge and skills (Technical Competencies) form the foundation for your success.
 - Your behaviours (Behavioural competencies) determine the degree to which success is achieved.
 - For example: organization skills, problem solving skills and teamwork are critical behaviours for success.
- Competencies provide an objective and systematic basis for decision making within Human Resource processes:
 - Performance Appraisals.
 - Recruitment.
 - Employee Development.
- .Competencies ensure employees understand those behaviours that are critical for success and on which they will be evaluated.



Exercise

- Think about a colleague, who is very successful and describe the behaviours that made him/her successful.
- Share those behaviours with a partner.
- What behaviours have you think will improve your success?

Legal Requirements – Public Sector Example

- December 7, 2017 the Law of the Civil Service of Mongolia was revised to include testing for specified competencies.
- In January 11, 2019 the Government of Mongolia passed a resolution identifying the qualifications, experience and Competencies required of civil service employees.
- Resolution #2 of the Civil Service Council identifies five competencies:
 - *Management and organization skills.*
 - *Analytical skills.*
 - *Problem Solving skills.*
 - *Leadership skills*
 - *Teamwork.*

Competency based HR



Job descriptions

- Competencies are included as part of all job descriptions, with the appropriate level of expected behaviors for the position.
- Job Descriptions provide the basic information for Recruitment

Recruitment & Selection

- Individual Qualifications will always play a part in Recruitment and Selection. 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.
- Recruiters use behavioural based interviewing to test for competencies based on the following assumption.
- **The best predictor of future performance is past performance.**



Performance Management

- Employees have clear expectations based on competencies; behaviors which they are expected to demonstrate during the performance of their duties.
- Managers have clear, observable behaviors upon which to base evaluations, rather than a simple list of tasks.
- Performance Evaluation Forms will be modified to include competencies.



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.
- Competencies are defined, so it is possible to train for those competencies through:
 - Development on the job
 - Developmental assignments
 - Mentoring, job shadowing
 - Workshops and training sessions



Talent Management

- 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,
- Management is also able to identify areas requiring further training in order to meet the competency requirements for the next level.



Mandatory Competencies for Public Service Employees

- Management & Organization
- Problem Solving
- Analytical Skills
- Leadership
- Teamwork



Teamwork and collaboration

Works collaboratively and effectively with people in order to achieve a common objective. Builds strong teams through open communication, mutual trust, respect and cooperation

Level 1	Level 2	Level 3
<p>Builds trust in relationships by open, honest communication, sharing pertinent information and meeting commitments. Understands the need for collaboration</p>	<p>Brings people together to solve problems and generate solutions. Leads teams and working groups within own area. Fosters a collaborative environment.</p>	<p>Works with multiple teams and collaborates beyond one functional group. Forms cross-functional teams to work on complex issues. Removes obstacles to collaboration between functional groups and levels</p>
<p>Actively listens to understand others' point of view.</p> <p>Contributes opinions and information willingly. Respects opinions and contributions of others.</p> <p>Makes and keeps commitments. Does their share of the work.</p> <p>Displays willingness to learn from others.</p>	<p>Brings clarity to the team by clearly stating objectives and expectations.</p> <p>Works with peers and others to generate ideas and gather information.</p> <p>Willingly contributes ideas and experiences to help produce solutions.</p> <p>Acknowledges the contributions of others.</p>	<p>Creates a collaborative environment where people are recognized and rewarded for group contributions and solutions.</p> <p>Brings the appropriate people and expertise to the team.</p>

So what does it all mean to you?

Exercise

Tell us about a time you experienced great teamwork?

- How did it feel?
- What behaviours from Level 1: Teamwork and Collaboration were evident on your team?
- What were you able to accomplish?

Performance Assessment Tool

- Exercise: To develop a self-assessment for the Competency of Teamwork & Collaboration.
- Which behaviours do you currently demonstrate?
- What is the appropriate rating for each behaviour?
 - Open/Honest Communication; Sharing Information. Good Listening.
 - Respects the opinions of others.
 - Keeping commitments.
 - Does their share of work.
- What should you choose as your overall rating for Teamwork & Collaboration?
- Which behaviours will you need to develop further? (May Represent your lowest rating?)

Next Steps

- Management will decide the competencies that will be used at the Fresh Water Center.
- The new competencies will be communicated.
- The new Competencies will be integrated into the Human Resource processes including the Performance Assessment process.



Thank you!

Q&A

