



## What are competencies?

Competency is a set of demonstrable characteristics and skills that enable, and improve the efficiency of, performance of a job. (Lyle & Signe, 1993).

Typically competencies encompass behavioural and technical attributes, organisation mandated knowledge and domain expertise. (IAEA,2020). A person needs three things to work - right attitude, right skills and right knowledge; competencies are a combination of these three critical aspects that enable an individual to perform a job or task effectively.

## Leveraging competency for healthy civil services

### a. Competencies at the onset of one's career

Civil Service Officials play an instrumental role in helping the nation achieve its National Priorities. Thus, it becomes imperative for each official to possess certain competencies from the beginning of their careers. This indispensable set of competencies (mostly behavioural and functional, which cut across all spheres) should be universally identified and imparted during initial trainings. These are values which serve as a guiding light throughout their careers, assisting them in obtaining role-based domain competencies.

### b. Mapping of competencies to match expectations of roles

For every government position, there are specific roles, each role has activities associated with it and accomplishing each activity requires certain competencies. There is a need for a framework that would map the roles and activities corresponding to every government position with their desired competencies (across behavioural attributes, functional skills, and domain knowledge).

### c. Using competency for deputations and career progression

Each competency should have multiple levels of proficiency, organized in a stepwise manner depicting gradual progression from one level to the other. Thus, civil service officials would gain new competencies and evolve while simultaneously progressing in their careers.

Through the intended framework, civil service officials would gain clarity of the roles, activities and competencies which are essential to effectively deliver on the outcomes expected from them with respect to their current or future positions in government. The intended framework will enable establishment of testing arrangements to assess and identify competency gaps.





## Short term interventions

- Conducting periodic competency-based assessments for civil service officers to assess their existing skill sets and skill gaps.
- Mandating yearly/quarterly learning hours for civil service officers and ensuring a significant proportion of capacity building through digital learning (i.e, iGOT) to ensure continuous learning.
- Developing content aligned with the identified competencies.
- Mapping existing and future training courses in the ecosystem for the competencies identified.

## Long term interventions

- **Competency based Training and Development:** Embedding competencies in capacity building interventions for all civil service officers throughout their employment.
- **Career Development:** Identifying competency requirements at multiple stages of their career to enable career progression of civil service officials that is aligned with professional aspirations.
- **Recruitment and Selection:** Utilizing the standardized competencies for recruitment and selection of civil service officers across levels of bureaucracy.
- **Performance Management:** Integrating competencies with the templates (APAR), portals and platforms (SPARROW) to enable tracking and monitoring against an objective evaluation criterion.
- **Mobility and Employee Transfers:** Utilizing the competencies to create an expert pool with their fields of interest that will serve as a framework to guide employee mobility & transfers.
- **Incentives:** Implementing institutional incentives for individuals to undertake training.
- Establishing institutional **mechanisms for developing civil service officials as specialists and experts** in domain areas.