

# **H. R Managers Course**

Competency

# Competency

- Competency frameworks are increasingly used in European Public Administration
- China has a competence framework with 9 competencies

# Competency

Can be described as “the ability to do or for a task”

When designing a competency framework we need to describe competence more clearly and to differentiate between the competence required from staff in different grades.

It is the characteristics that drive performance in a job or function – not only to do the job but do it effectively.

# Competency

**Together build up a competency  
framework**

# Competency

## **Knowledge**

- Learned by reading / listening
- Facts details
- Depth not easily assessed
- Can be forgotten

# Competency

## **Skills**

- Learned by doing / practice
- Imitation & repetition
- Can be assessed by others
- Not easily forgotten

# Competency

## **Knowledge & skills can be developed by:**

- Experience
- Training
- Reflection
- Using tools & techniques

## **Attitude is developed in different ways:**

- Own values
- Role models

# Competency

## Competencies fall into 2 categories

- **Generic** – common skills & behaviours in administration e.g. customer service
- **Functional** – skills specific to a job or professional group e.g. accountancy

# Competency

**Level of competence required depends on:**

- Nature of tasks
- Level of job / complexity
- Level of skill needed
- Contacts and networks
- Culture and values in the organisation

**Competence frameworks need descriptors to clearly explain the different levels of skills etc. required**

# Competency

## **Advantages of Competence Frameworks**

- Provides objective criteria
- Helps in selection
- Provides a way to measure performance
- Impacts on civil service training – better focus on skills