

FRAC

Learnings for leading Global Competency Frameworks

DRAFT

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This document is a product of Centre Of Excellence for Civil Service Competencies, Institute of Secretariat Training and Management. Any suggestions for improvement can be emailed at istm@nic.in.

Agenda



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Coverage of Secondary Research

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Global Research Focus Areas & Observations

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Way Forward

Global Coverage of Competency Frameworks

 <p>UK Civil Service Competency Framework 2012-17</p>	 <p>Canada Key Leadership Competencies 2016</p>	 <p>Singapore Public Service Core Competency Framework 2021</p>
 <p>South Korea SCS Competency Model 2010</p>	 <p>US Executive Core Qualifications 2014</p>	 <p>Australia Capability Development Framework 2020</p>
 <p>UNDP Competency Dictionary for Civil Services 2015</p>		 <p>OECD Skills for a High Performing Civil Service 2017</p>

Additional Competency Frameworks



UK
Technical Competency
Framework for Health
Cadre

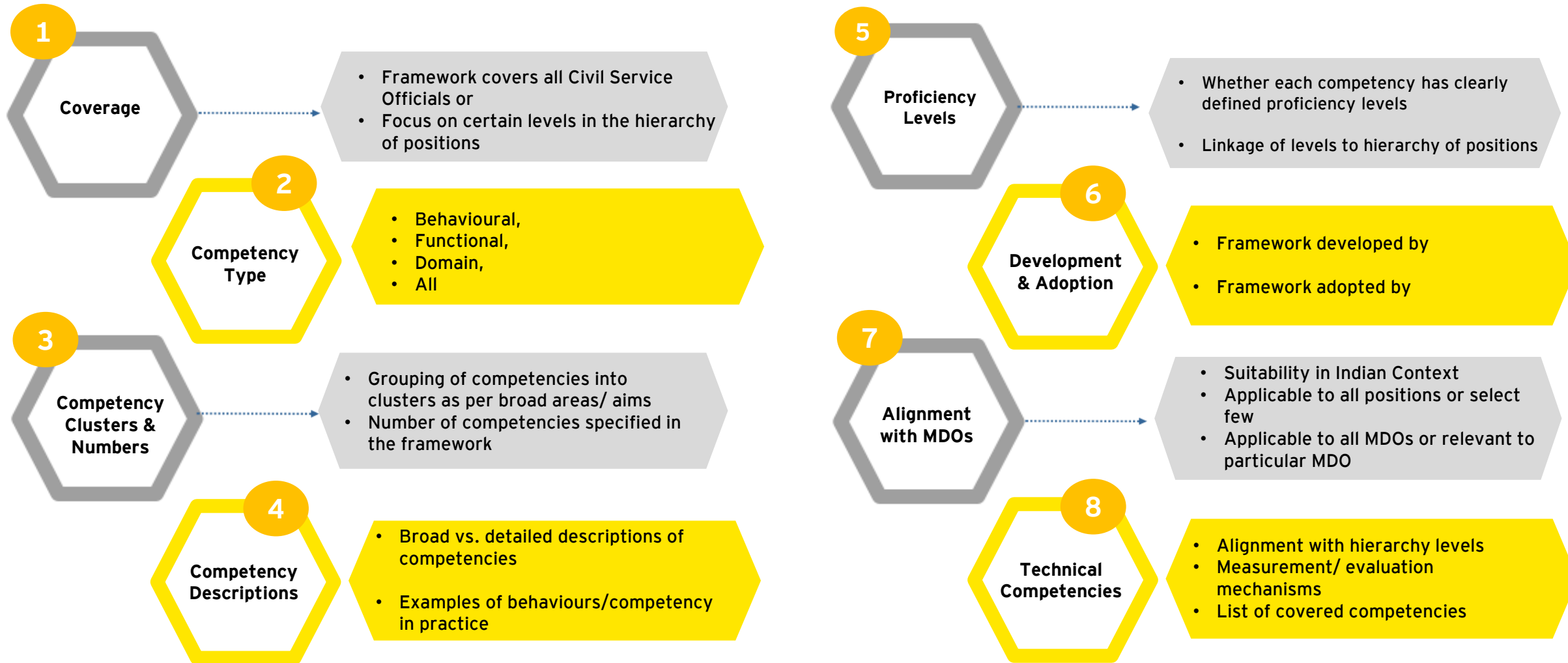


US
Competencies for
Cybersecurity



UK
Technical Competency
Framework for
Environment Cadre

Key Focus Areas of Global Research



Summary of Framework Highlights

S.N.	Framework Name	Framework Coverage	Competency Type	Competency Clusters & Numbers	Proficiency Levels
1.	Civil Service Competency Framework (UK)	All civil service officers	Behavioural*	<ul style="list-style-type: none"> • 3 clusters • 10 competencies 	6 levels linked to hierarchy
2.	Climate & Environment Technical Competency Framework (UK)	Climate & Environment Cadre	Domain/ Technical	<ul style="list-style-type: none"> • No clusters • 6 competencies 	3 levels (Working, Practitioner, Expert)
3.	Technical Competency Framework Public Health (UK)	Public Health Cadre	Domain/ Technical	<ul style="list-style-type: none"> • 6 clusters • 27 competencies 	3 levels (Working, Practitioner, Expert)
4.	Key Leadership Competencies (Canada)	Leadership/ Supervisory Positions	Behavioural*	<ul style="list-style-type: none"> • No clusters • 6 competencies 	NA
5.	SCS Competency Model (South Korea)	All Senior Civil Services + Junior Managers	Behavioural*	<ul style="list-style-type: none"> • 3 clusters • 6 + 6 competencies 	NA
6.	Core Public Service Competency Framework (Singapore)	All civil service officers	Behavioural	<ul style="list-style-type: none"> • No clusters • 6 for all + 2 additional for supervisors 	NA
7.	Executive Core Qualifications (US)	Senior Executive Services	Behavioural + Functional	<ul style="list-style-type: none"> • 5 clusters • 22 competencies 	NA
8.	Competencies for Cybersecurity (US)	IT Officers	Domain/ Technical	<ul style="list-style-type: none"> • 25+ domain competencies 	NA
9.	Capability Development Framework (Australia)	All civil service officers	Behavioural	<ul style="list-style-type: none"> • No clusters • 6 competencies 	Varying proficiency levels for each competency linked with hierarchy (Range: 1-5)

* Elements of functional competencies present

Key Observations from Behavioural Competency Frameworks

- ▶ Each framework was analysed on the basis of three key themes: **Competency Clusters & Proficiency Levels, Framework Development Approach & Operationalization/Application of Framework**

S.N.	Framework Name	Key Features	Gaps in Framework
1.	Civil Service Competency Framework (United Kingdom)	<ul style="list-style-type: none"> ▶ Competency Clusters & Proficiency Levels <ul style="list-style-type: none"> • 10 competencies divided across 3 clusters • 6 proficiency levels for each competency linked to hierarchy levels • Clear descriptions of adopting competencies in practice ▶ Operationalization of Framework <ul style="list-style-type: none"> • Each officer to pick 6 competencies most relevant to him basis a discussion with direct supervisor 	<ul style="list-style-type: none"> • Lack of standardisation • No clear guidelines on linkage with HR practices
2.	Key Leadership Competencies (Canada)	<ul style="list-style-type: none"> ▶ Competency Clusters & Proficiency Levels <ul style="list-style-type: none"> • 6 competencies with clearly defined expectations given for each for 4 leadership positions • Position wise examples of effective behaviours • Generic ineffective behaviour examples called out ▶ Framework Development Approach <ul style="list-style-type: none"> • Clearly stated revamping of competencies needed regularly ▶ Operationalization of Framework <ul style="list-style-type: none"> • Recommends a discussion with supervisor on how the stated competencies can be developed 	<ul style="list-style-type: none"> • Lack of clustering • Clearly defined proficiency levels missing • No clear guidelines on linkage with HR practices

Key Observations from Behavioural Competency Frameworks

S.N.	Framework Name	Key Features	Gaps in Framework
3.	SCS Competency Model (South Korea)	<ul style="list-style-type: none"> ➤ Competency Clusters & Proficiency Levels <ul style="list-style-type: none"> • 6 common competencies for all senior civil servants • Additional competencies position wise • 3 clusters with two competencies each ➤ Framework Development Approach <ul style="list-style-type: none"> • Developed using methods of SME workshops & BEIs with senior executives 	<ul style="list-style-type: none"> • Extremely broad clusters not linked to aim/vision • Clearly defined proficiency levels missing • No clear guidelines on linkage with HR practices
4.	Public Service Core Competency Framework (Singapore)	<ul style="list-style-type: none"> ➤ Competency Clusters & Proficiency Levels <ul style="list-style-type: none"> • 6 common competencies + 2 additional competencies for supervisors ➤ Operationalization of Framework <ul style="list-style-type: none"> • Certain co-relating learning modules that officers need to complete • Recommends a discussion with supervisor on how an individual can develop these competencies 	<ul style="list-style-type: none"> • Lack of clustering • Clearly defined proficiency levels missing • No clear definitions of competencies • No clear guidelines on linkage with HR practices like recruitment • Values being depicted as competencies (E.g. Commitment)

Key Observations from Behavioural Competency Frameworks

S.N.	Framework Name	Key Features	Gaps in Framework
5.	Executive Core Qualifications (US)	<ul style="list-style-type: none"> ➤ Competency Clusters & Proficiency Levels <ul style="list-style-type: none"> • 5 clusters with 22 competencies for senior executive service • Derived from an exhaustive competency dictionary ➤ Framework Development Approach <ul style="list-style-type: none"> • Revamped/ updated competencies overtime to keep up with changing times ➤ Operationalization of Framework <ul style="list-style-type: none"> • Created templates for new recruits to show which competencies they possess 	<ul style="list-style-type: none"> • No clearly defined proficiency levels • Too many competencies being listed with no option to pick relevant ones
6.	Capability Development Framework (Australia)	<ul style="list-style-type: none"> ➤ Competency Clusters & Proficiency Levels <ul style="list-style-type: none"> • 6 competency clusters with 22 sub-competencies across all positions • Range of proficiency levels varies as per competency • Description of PLs/ requirements also varying across levels of the services for same competency 	<ul style="list-style-type: none"> • No mention of linkage with HR practise like performance review & training • Lack of standardisation of PLs

Recurring Behavioural Competencies across Frameworks

Recurring Competency Area	Country Wise Competency Name	Recurring Competency Area	Country Wise Competency Name
Vision/Strategy (5)	UK: Seeing Big Picture	Collaboration (6)	UK: Collaborating & Partnering
	Canada: Create vision & Strategy		Canada: Collaborate with Stakeholders
	South Korea: Strategic Thinking		South Korea: Coordination
	US: Strategic Thinking & Vision		Singapore: Working Effectively with Stakeholders
	Australia: Thinks Strategically		US: Team Building
Change/Innovation (5)	UK: Changing & Improving		Sound Judgement (3)
	Canada: Promote Innovation & Change	UK: Making Effective Decisions	
	South Korea: Change Management	Singapore: Thinking Clearly & Making Sound Judgements	
	Singapore: Improving & Innovating	US: Decisiveness	
	US: Creativity & Innovation	Australia: Shows Judgement, Intelligence & Common Sense	
	Australia: Responds positively to change	Problem Solving (2)	South Korea: Problem Understanding
UK: Achieving Commercial Outcomes	US: Problem Solving		
Result Orientation (4)	Canada: Achieve Results	Customer Service (2)	South Korea: Customer Satisfaction
	South Korea: Performance Orientation		US: Customer Service
	Australia: Takes Responsibility to Achieve Results		

Unique Behavioural Competencies across Frameworks

UK

- Delivering at Pace
- Delivering Value for Money
- Building Capacity for All
- Leading & Communication

Singapore

- Serving with Heart, Commitment & Passion
- Continuously Learning & Putting Skills into Action
- Working as One Service

Canada

- Uphold Integrity & Respect

US

- Flexibility
- Resilience
- External Awareness
- Conflict Management
- Leveraging Diversity
- Technology Management
- Team Building
- Political Savvy
- Financial Management
- Human Capital Management

Australia

- Harnesses Opportunities
- Uses Resources Wisely
- Understand the needs of others
- Demonstrates personal development
- Strives for service excellence
- Demonstrates specialist knowledge or expertise
- Adopts a balanced approach to work

Key Observations from Domain Competency Frameworks

S. N.	Framework Name	Key Highlights	Aligned to Hierarchy	Proficiency Levels	Measurement/ Evaluation Mechanism
1.	Climate & Environment Technical Competency Framework (UK)	<ul style="list-style-type: none"> ➤ Competency Clusters & Proficiency Levels <ul style="list-style-type: none"> • 6 competencies with clearly defined expectations for each • 1 additional/specialist competency • Pre-determined number of competencies to be displayed for a particular proficiency level ➤ Operationalization of Framework <ul style="list-style-type: none"> • Clear guideless for evaluation/ measurement of competencies 	NA	<ul style="list-style-type: none"> • Working, Practitioner, Expert 	<p>Each competency to be assessed through a mix of the below:</p> <ul style="list-style-type: none"> • Application • Oral Presentation • Interview • Written Test • Sample of Written Work • Evidence Presentation
2.	Technical Competency Framework Public Health (UK)	<ul style="list-style-type: none"> ➤ Competency Clusters & Proficiency Levels <ul style="list-style-type: none"> • 6 clusters with 19 competencies with clearly defined expectations for each • Pre-determined number of competencies to be displayed for a particular proficiency ➤ Operationalization of Framework <ul style="list-style-type: none"> • Clear guideless for evaluation/ measurement of competencies 	NA	<ul style="list-style-type: none"> • Working, Practitioner, Expert 	<p>Each competency to be assessed through a mix of the below:</p> <ul style="list-style-type: none"> • Application • Oral Presentation • Interview • Written Test • Sample of Written Work • Evidence Presentation

Key Observations from Domain Competency Frameworks

S. N.	Framework Name	Key Highlights	Aligned to Hierarchy	Proficiency Levels	Measurement/ Evaluation Mechanism
3.	Competencies for Cybersecurity (US)	<ul style="list-style-type: none"> ➤ Competency Clusters & Proficiency Levels <ul style="list-style-type: none"> • Different competencies for different occupations • 25+ domain competencies spread across 4 occupations and 7 grades • Detailed descriptions given for each competency ➤ Framework Development Approach <ul style="list-style-type: none"> • Inputs derived through a survey for capturing nature of work • Created through discussions with SMEs 	<p>Correlation with 4 occupation series across 7 grades:</p> <ul style="list-style-type: none"> • IT Management occupations (Grades 9-15) • Electronics Engineering occupations (Grades 12-15) • Computer Engineering occupations (Grades 12-15) • Telecommunications occupations (Grades, 9,11,12,13) 	<ul style="list-style-type: none"> • No clearly defined proficiency levels 	<p>No mechanism for evaluation or measurement</p>

List of Domain Competencies

Health

Competency 1: Public Health

- Epidemiology/ Public Health Intelligence
- Diseases
- Global Health Security

Competency 2: Health System Development

- Health System Strengthening
- Leadership & Governance
- Health Financing
- Health Information Systems
- Health Workforce
- Access to essential medicines

Competency 3: Health Architecture

- Global Health Architecture
- Overseas Development Aid

Competency 4: Health Improvement

- Wider determinants of Health
- Multi-sector
- Leaving no-one behind

Competency 5: Evidence, Innovation & Research

- Research & Evaluation
- Digital

Competency 6: Crises & Conflict

- Protracted Crises
- Nutrition
- Preparedness & Resilience

Climate

- **Competency 1:** Climate Change impacts, adaption & resilience
- **Competency 2:** Low carbon development & climate change mitigation
- **Competency 3:** Environmental Stewardship, Natural Resource Management, Resource Scarcity, Ecosystem Services & Pollution
- **Competency 4:** Climate & Environment Science
- **Competency 5:** Environmental Management Systems
- **Competency 6:** Climate & Environment Governance, nationally & internationally
- **Competency 7:** Climate & Environment Finance
- **Bonus:** Additional Technical Expertise

IT/ Cybersecurity

- Communications Security Management
- Compliance
- Computer Network Defence
- Configuration Management
- Data Management
- Information Assurance

- Enterprise Architecture
- Encryption
- Hardware
- Information Systems Security Certification
- Identity Management
- Operation Systems

- Incident & Identity Management
- Security
- Technology Awareness
- Web Technology
- Vulnerabilities Assessment
- Requirements Analysis

- Technical Documentation
- Computers & Electronics
- Engineering & Technology
- Project & Risk Management
- Software Development
- Software Engineering

- Systems Integration
- Software Evaluation & Testing
- Information Resources Planning & Strategy
- Network Management
- Telecommunications

Theme-Wise Analysis of Competency Frameworks

Theme 1: Competency Clusters & Proficiency Levels

S. N.	Feature	UK	Canada	Singapore	South Korea	US	Australia
1.	Clustering competencies as per broad areas/aims						
2.	Universal competencies for all levels in the hierarchy						
3.	Competencies only for senior/supervisory positions						
4.	Common + Specific Competencies for different levels						
5.	Detailed descriptors of competencies						
6.	Examples of ineffective/ effective behaviours						
7.	Clearly defined proficiency levels						
8.	Linkage of proficiency levels with hierarchy of positions						
9.	Number of competencies: Ten or less						

Key Takeaways:



Detailed descriptions of competencies along with clearly defined proficiency levels



Examples of effective behaviours/ adoption of competencies in practice



Simple threshold/ core competencies to be followed by all civil service officers (less in number)



Additional level-wise competencies

Theme-Wise Analysis of Competency Frameworks

Theme 2: Framework Developmental Approach

S. N.	Feature	UK	Canada	Singapore	South Korea	US	Australia
1.	Part of larger capacity building initiatives						
2.	Competencies derived through understanding of activities/roles performed						
3.	Developed through discussions with senior executives						
4.	Developed through interactions with Psychologists & HR Professionals						
5.	Periodic revamping of competencies						

Key Takeaways:

1 Competencies derived through activities & roles

2 Creation through discussions with senior officers, HR Professionals & Psychologists

3 Competency development undertaken as part of larger capacity building initiatives

4 Periodic revamping of competencies to keep up with changing expectations from the services

Theme-Wise Analysis of Competency Frameworks

Theme 3: Operationalization of Framework

S. N.	Feature	UK	Canada	Singapore	South Korea	US	Australia
1.	Mandatory competencies						
2.	Pick & choose relevant competencies						
3.	Recommended conversations with direct supervisors on how to develop the competencies						
4.	Clear guidelines for evaluation of competencies						
5.	Implementation toolkits						
6.	Linkage of certain training modules directly to competencies						
7.	Linked to performance management/ evaluation						
8.	Linkage with recruitment in the services						

Key Takeaways:

1

Development of toolkit for implementation of framework

2

Linkage of competencies with HR practices of recruitment, performance review and training

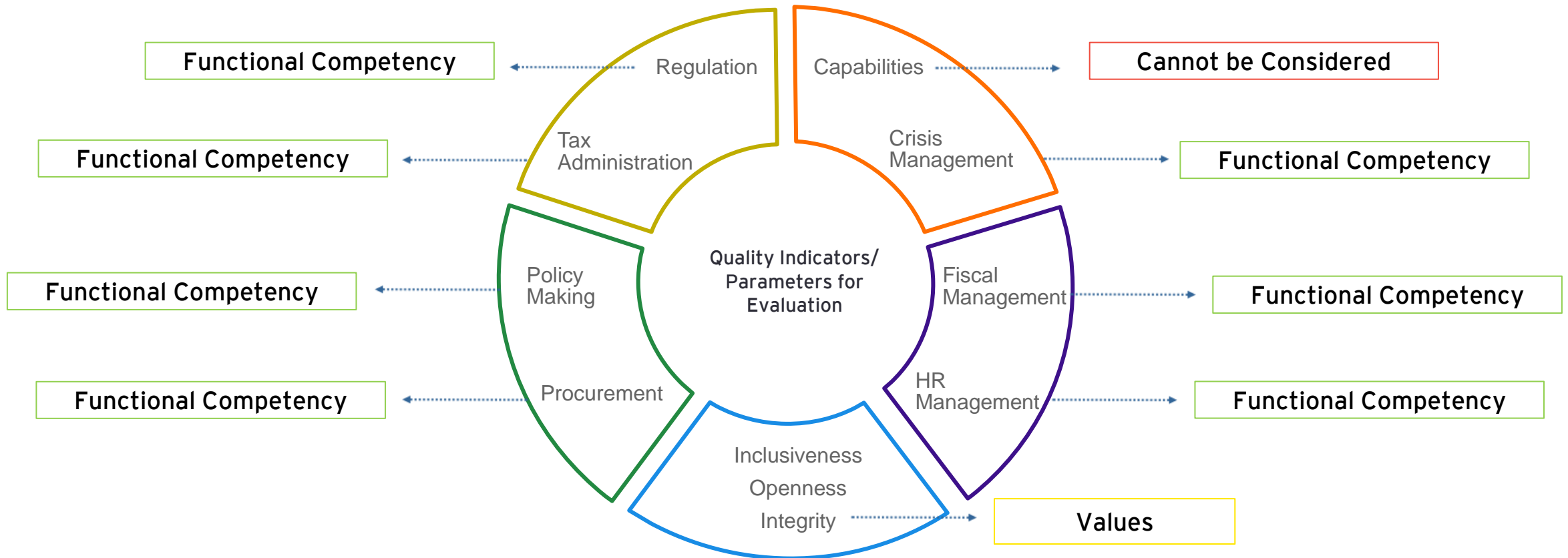
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Clear guidelines/ mechanism for evaluation of competencies

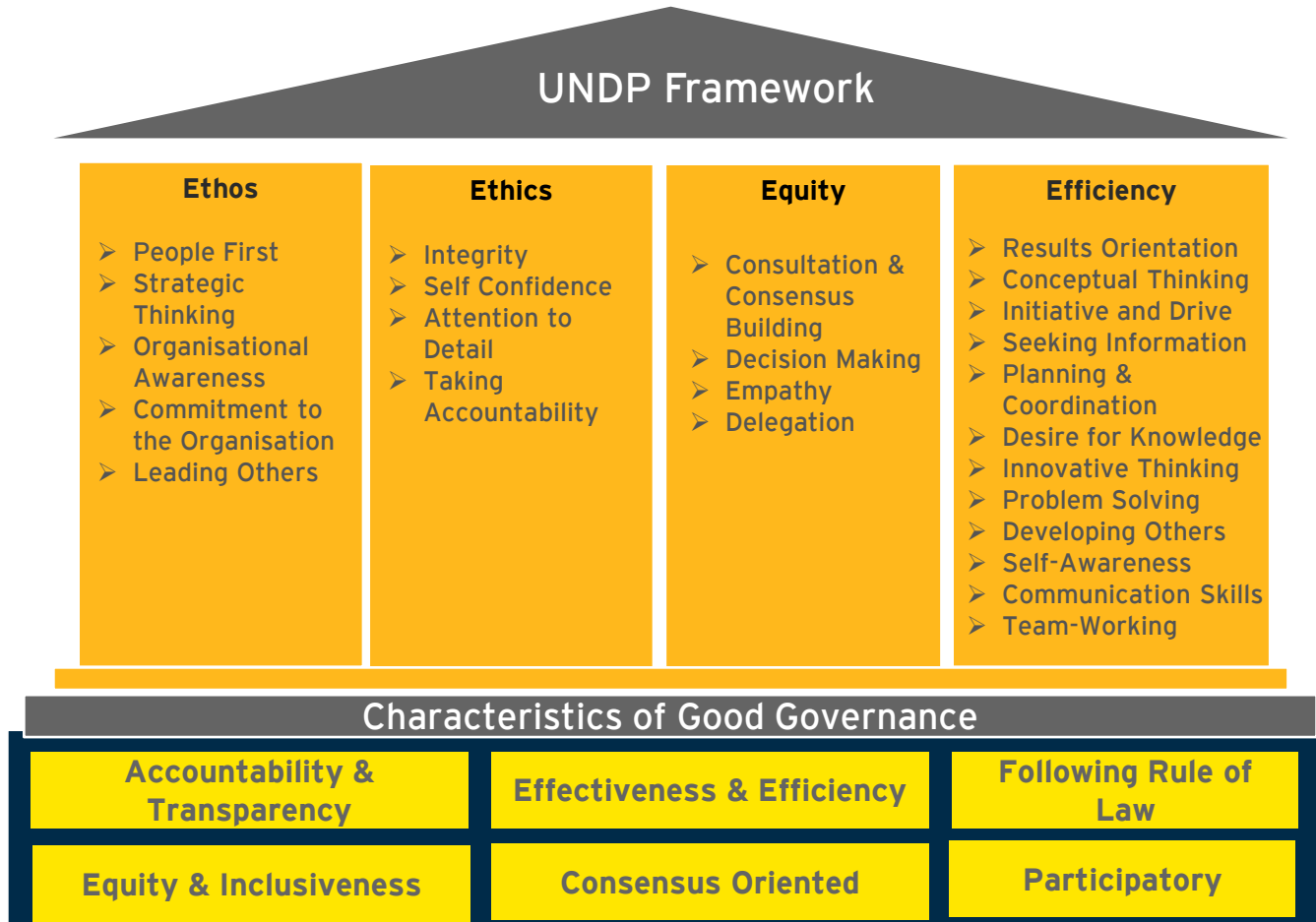
Deriving Functional Competencies through InCiSe Index

InCiSE Index 2019, a Civil Service Effectiveness index elaborated by the **Blavatnik School of Government at the University of Oxford** measures how well a country's Civil Service is performing based on certain parameters or quality indicators.

- ▶ These parameters or quality indicators are derived through discussions with officials from national governments, international organisations, civil society partners and academics.
- ▶ Since these are used as indicators for judging the performance of the civil services of a country or on the basis of which officers are evaluated, they can be used to derive functional areas for competencies



UNDP Framework



Each competency has 5 proficiency levels

Level 1: Understands Formal Structure	<ul style="list-style-type: none"> ➤ Understands the formal structures within the legal and political environment ➤ Understands chain of command, positional power, rules and regulations, policies and procedures etc
Level 2: Understands Informal Structure	<ul style="list-style-type: none"> ➤ Effectively uses both formal and informal networks within Civil Services for acquiring information ➤ Recognises customs, norms, specific language of the organisation ➤ Applies this knowledge when formal structure does not work
Level 3: Understands Different Perspectives	<ul style="list-style-type: none"> ➤ Able to visualise others' perspectives ➤ Able to articulate the agenda and concerns of stakeholders ➤ Able to interpret the dynamics of various stakeholders ➤ Keeps oneself abreast of internal dynamics and external environment
Level 4: Recognizes Implications	<ul style="list-style-type: none"> ➤ Able to identify different coalitions which are either hidden or less obvious ➤ Understands the objectives of the different coalitions and their impact on the organisation agenda
Level 5: Predicts Beginning of Coalitions	<ul style="list-style-type: none"> ➤ Demonstrates an in-depth understanding of the socio-political and economic context and its implications ➤ Anticipates trends in the political environment and their impact on the organisation

Proficiency levels of Organizational Awareness Competency

Areas of Improvement

Relevancy

- Dated model- changing expectations & demands require constant updation
- Certain values being depicted as competencies e.g. integrity, empathy
- No link of proficiency levels with hierarchy of the organization

Standardization & Measurement

- Lack of standardization of competencies across MDOs of Gol
- No indication of optimal number of competencies to be selected
- Certain competencies cannot be objectively measured e.g. commitment to organization, integrity, empathy

Coverage

- Some important competencies that are extremely relevant in today's context are missing
- For e.g. digital governance, change management, etc

Clustering

- Gaps in clustering of competencies e.g. 'attention to detail' under Ethics, more suited to Efficiency
- Interlinking or dependant competencies can be combined with elements of both e.g. conceptual & innovative thinking
- Pillars should be updated to reflect Gol's larger vision



Approach for addressing the gaps



Inherent values of good governance as a must have for all officers



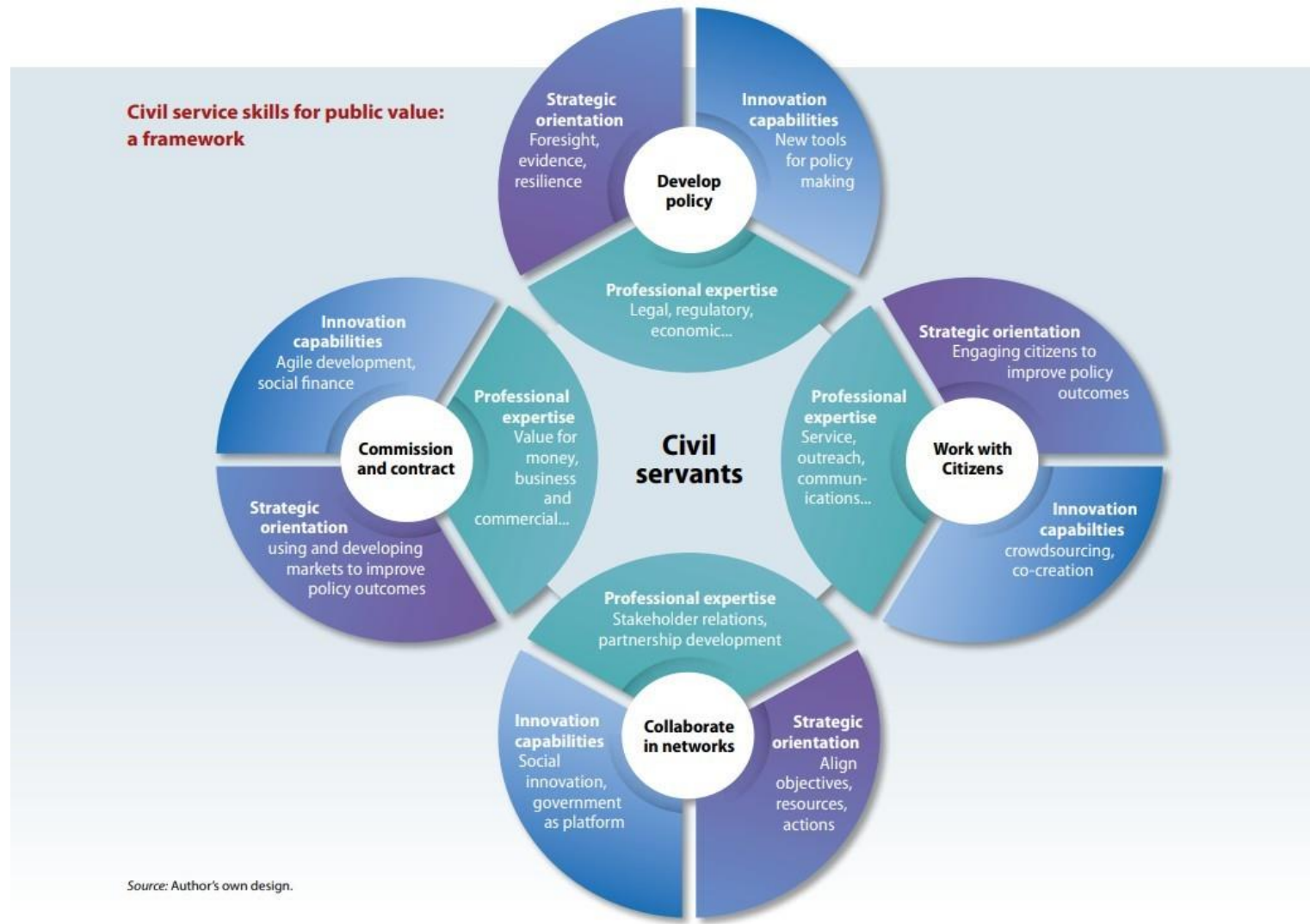
Measurable competencies with clearly defined proficiency levels



Threshold competencies standard for all as well as additional level-specific competencies



Combination of Secondary & Primary Research ensuring an exhaustive, relevant and up-to-date model



The framework evaluates the four skills areas mentioned above in light of these three qualities:

Professional Expertise: Civil servants in a professional civil service are qualified, impartial, values-driven and ethical.

Strategic Innovation: Acquisition of strategic skills, particularly at management levels, to encourage collaboration between areas of expertise. This includes skills related to risk management, foresight and resilience.

Innovation Capabilities: Civil servants need to be innovative to redesign the tools of governance and develop novel solutions to persistent and emergent policy challenges.

Areas of Improvement

Relevancy

- Applicability in Indian context
- Lack of clearly defined proficiency levels
- Generic framework that does not take into account country-specific requirements

Implementation

- No guidelines on how the framework should be implemented in practice
- No data on the adoption of the framework in any country

Coverage

- Some important competencies that are extremely relevant in today's context are missing
- For e.g. change management
- Low coverage of relevant stakeholder discussions while creation

Clustering

- Broad competencies with no clustering, lacking exhaustiveness
- Certain competencies only relevant for certain positions e.g. policy development comes under the purview of senior officers only

Approach for addressing the gaps



Comprehensive toolkit for implementation



Tailored to Indian MDOs & Gol's vision for civil services



Multiple interactions with stakeholders for inputs + validation at the end



Combination of Secondary & Primary Research ensuring a relevant and up-to-date model

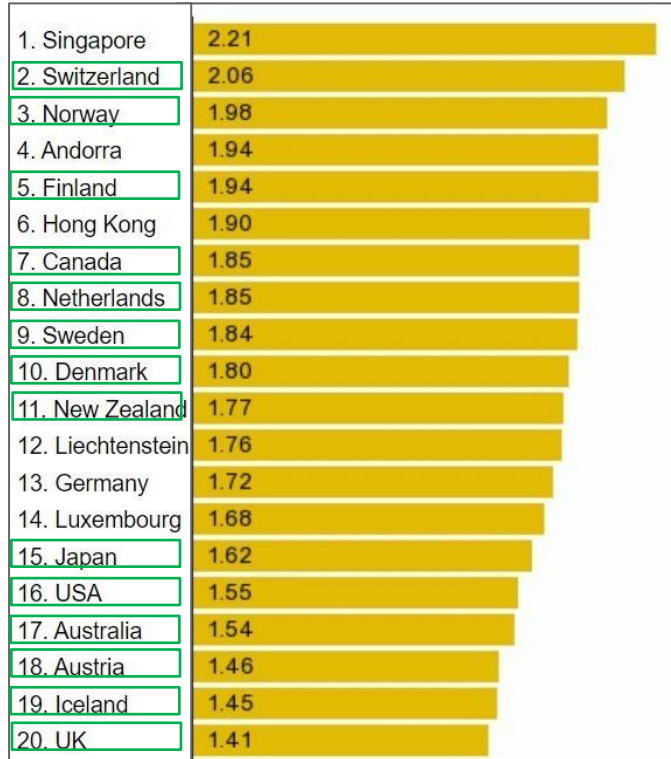


Annexures

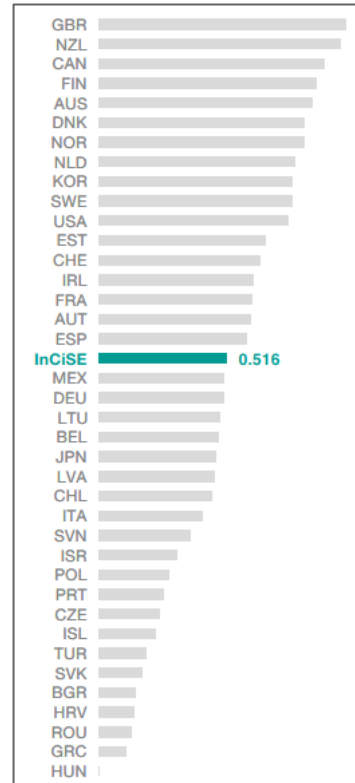
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Selection of Countries

We looked at **Top 20 countries** in the **GEI Index 2017 Ranking**. All these countries are Developed Countries (HDI>0.8)



We looked at **Top 12 countries** in the **inCiSE Index 2019 Ranking**



S.No.	Countries	inCiSE Ranking (1 To 38)	GEI Index (-2.5 to +2.5)	Other Factors
1	UK	1	1.41	As listed below
2	Canada	3	1.85	As listed below
3	Australia	5	1.54	As listed below
4	USA	10	1.55	As listed below
5	Singapore	Did not participate	2.21	As listed below
6	South Korea	9	1.9	As listed below

Government Effectiveness Index 2017, an index elaborated by the **World Bank Group** measures the **quality of public services, civil service, policy formulation, policy implementation**

inCiSE Index 2019, a Civil Service Effectiveness index elaborated by the **Blavatnik School of Government at the University of Oxford** measures how well a country's Civil Service is performing

Other Factors which were considered to arrive at the Final Shortlist:

- HDI Ranking
- Population (Size of Country/Civil Service)
- Fame/Popularity
- Data Availability in Public Domain

Participated in inCiSE Index 2019

Name: Civil Service Competency Framework 2012-17

Country: United Kingdom



Philosophy

Developed By

- Civil Service Human Resources function, UK

Adopted By

- Adopted for all civil services in the United Kingdom
- Adopted as part of Civil Service Reform Plan

Role Types

Wide coverage of public service officers across grades

- Director General & Director
- Deputy Director
- Grade 7 & 6 or equivalent
- HEO/SEO or equivalent
- EO
- AA & AO

Key Features

Coverage

- Developed for all positions up to Director General
- Difference expectations for different positions regarding same competency

Purpose

- To provide a clear and consistent sense of what is expected from individuals in the Civil Service
- Framework is used for recruitment, performance management and development discussions about an officers progression
- To set out clearly how an officer can achieve a given set of business objectives

Features

- 10 competencies, which are grouped into 3 clusters: Set Direction; Engage People and Deliver Results
- For each competency, there is a description of what it means in practice and some examples of effective and ineffective behaviours at all levels.
- The competencies are intended to be discrete and cumulative, with each level building on the levels below i.e.
- A person demonstrating a competency at level 3 should be demonstrating levels 1 and 2 as a matter of course



Clearly called out that the framework is not meant to be comprehensive but rather to provide a broad & clear sense of expectations from UK Civil Service officers

Name: Civil Service Competency Framework 2012-17

Country: United Kingdom



Competencies

Types of Competencies

- Framework focus is solely on Behavioural competencies
- Certain competencies have functional elements e.g. Managing a quality service

No. of Competencies

- 10 competencies divided into 3 clusters
 - Set direction: 3 competencies
 - Engage People: 3 competencies
 - Deliver Results: 4 competencies

Levels Covered

- 5 proficiency levels
- Proficiency Level basis is your positions/rank
- Higher ranks are expected to be at higher levels

Framework Structure



Description of Competencies

- **Setting Direction**
 - **Seeing big picture:** an in-depth understanding and knowledge of how your role fits with and supports organisational objectives
 - **Changing & Improving:** Take initiative, are innovative and seek out opportunities to create effective change
 - **Making effective decisions:** using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions
- **Engaging People**
 - **Leading & Communicating:** Communicating purpose and direction with integrity, and enthusiasm and supporting principles of fairness of opportunity for all
 - **Collaborating:** building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the Civil Service
 - **Building capability for all:** having a strong focus on continuous learning for oneself, others and the organisation
- **Delivering Results**
 - **Achieving commercial outcomes:** about maintaining an economic, long-term focus in all activities
 - **Delivering value for money:** involves the efficient, effective and economic use of taxpayers' money in the delivery of public services
 - **Managing a quality service:** Effectively plan, organise and manage their time and activities to deliver a high quality, secure, reliable and efficient service
 - **Delivering at pace:** focusing on delivering timely performance with energy and taking responsibility and accountability

Name: Civil Service Competency Framework 2012-17

Country: United Kingdom



Indian Context

Alignment with MDOs

- Since the competencies are behavioural (with some common functional elements) & covering all officers, can be applied to all positions in MDOs
- Proficiency levels are also position wise

Learnings

Key Takeaways

Clusters & Proficiency

- Clustering competencies as per broad areas/ aims
- Each proficiency level building on the one below
- Examples of effective as well as ineffective behaviours

Development Approach

- Created as part of a larger capacity building initiative (Civil Service Reform Plan)
- Clear descriptions of what each competency means in practice/ how it can be translated in practice
- Building on the larger values & key expectations from the Civil Services

Operationalization

- A pre-determined number of competencies to be focused on by individuals
- The advised number to obtain is six
- Each individual to decide on his six competencies basis a discussion with his supervisor, depending on which ones are most suitable for his job
- To be directly used for recruitment, performance management & review, L&D

Name: Key Leadership Competencies

Country: Canada



Philosophy

Developed By

- Government of Canada

Adopted By

- All federal public services of the country

Role Types

All central public service officers in leadership/supervisory positions

- Deputy Minister
- Assistant Deputy Minister
- Director General
- Director
- Additionally for Managers & Supervisors

Key Features

Coverage

- Developed for higher positions of public service officers

Purpose

- This competency profile serves as the basis for selection, learning and development, performance and talent management of executives and other senior leaders
- Aligned with Canada's vision for a public service that is collaborative, innovative, streamlined, high performing, adaptable and diverse
- Tool to identify learning and development needs for career planning

Features

- The profile is complemented by examples of effective behaviours for specific leadership roles Deputy Minister, Assistant Deputy Minister, Director General and Director,
- Generic ineffective behaviours for each competency for all roles.
- Examples of effective behaviours for the Manager and Supervisor roles are included however there is no policy requirement for supervisors and managers to be assessed on the demonstration of the KLCs



Clearly called out that individuals at manager level should not be assessed/ reviewed on the basis of the competencies stated

Name: Key Leadership Competencies

Country: Canada



Competencies

Types of Competencies

- Framework focus is solely on Behavioural competencies
- Certain competencies have functional elements e.g. Mobilize People

No. of Competencies

- 6 behavioural competencies with descriptions & examples of ineffective behaviours

Levels Covered

- Clearly defined proficiency levels lacking

Framework Structure



Description of Competencies

➤ Behavioural competencies

- **Create Vision & Strategy:** To chart a path forward. & be adept at understanding and communicating context, intellectually agile
- **Mobilize People:** Manage performance, provide constructive and respectful feedback to encourage and enable performance excellence
- **Uphold Integrity & Respect:** Exemplify ethical practices, professionalism and personal integrity, create respectful and trusting work environments, encourage the expression of diverse opinions and perspective
- **Collaborate with Partners & Stakeholders:** Deliberate and resourceful about seeking the widest possible spectrum of perspectives, demonstrate openness and flexibility to forge consensus and improve outcomes
- **Achieve Results:** Mobilize and manage resources to deliver on the priorities of the Government, anticipate, plan, monitor progress and adjust as needed. Leaders take personal responsibility for their actions and outcomes of their decisions
- **Promote Innovation & Guide Change:** Courage and resilience to challenge convention, create an environment that supports bold thinking, experimentation and intelligent risk taking

Name: Key Leadership Competencies

Country: Canada



Indian Context

Alignment with MDOs

- Since the competencies are behavioural (with certain common functional elements) & covering leadership levels, can be applied to leadership positions in MDOs

Learnings

Key Takeaways

Clustering

- Clearly defined expectations regarding each competency for every position
- Additional expectations mentioned for manager & supervisor levels but clearly called out not part of their assessment

Development Approach

- Revamping of model from time-to-time in order to keep up-to-date with changing times and increasing complexity & multi-faceted nature of civil service work
- Examples of generic ineffective behaviours common to all positions called out

Operationalization

- To be directly used for performance management
- Recommends a discussion with supervisor on how an individual can develop these competencies and use them in their responsibilities

Name: Public Service Core Competency Framework 2021

Country: Singapore



Philosophy

Developed By

- AUPE (Amalgamated Union of Public Employees)

Adopted By

- Adopted by mainly central government bodies

Role Types

- All central public service officers across departments

Key Features

Coverage

- Developed for all public service officers

Purpose

- To articulate new expectations and behaviours required for public service officers to deliver well today
- To build a Public Service ready for tomorrow
- To create a wider portfolio of core competencies required by all public service officers

Features

- Deals with general values that the civil service should possess
- Created to ensure alignment in performance expectations and development of roadmaps
- Apart from 6 core behavioural competencies, also has two additional ones for supervisors
- Underpins key HR processes
- Replacement of AIM model developed in 2017



Earlier model replaced with a more up-to-date, simplified one that is more relevant to the current times

Name: Public Service Core Competency Framework

Country: Singapore



Competencies

Types of Competencies

- Framework focus is solely on Behavioural competencies

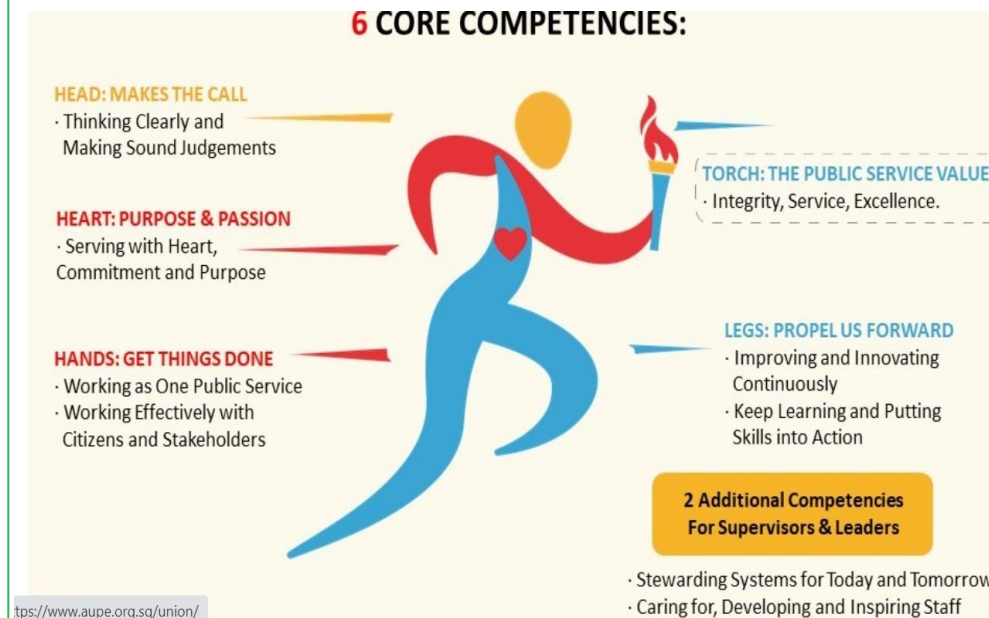
No. of Competencies

- 6 behavioural
- 2 additional competencies for supervisors

Levels Covered

- No mention of proficiency levels
- Additional competencies expected out of supervisors/ leaders

Framework Structure



Description of Competencies

➤ Behavioural competencies

- Thinking clearly & making sound judgments
- Serving with commitment & passion
- Working as one public service
- Working effectively with citizens & stakeholders
- Improvising & communicating
- Continuously learning and putting skills in to action

➤ 2 additional competence for supervisors

- Developing & inspiring staff
- Stewarding systems for the future

Name: Public Service Core Competency Framework

Country: Singapore



Indian Context

Alignment with MDOs

- Since the competencies are behavioural & covering all grades, can be applied to all positions in MDOs
- Special focus/ additional competencies for leadership

Learnings

Key Takeaways

Clustering

- Developed at an extremely high/broad level, with no clear definitions of competencies
- Generic clusters
- Additional focus on supervisory/ leadership roles

Development Approach

- Revamping of early model in order to keep up-to-date with changing times and increasing complexity & multi-faceted nature of civil service work
- No examples of effective/ineffective behaviours

Operationalization

- To be directly used for appraisals , recruitment, L&D
- Has certain co-relating learning modules that officers need to complete
- Recommends a discussion with supervisor on how an individual can develop these competencies and use them in their responsibilities

Name: The SCS Competency Model 2010

Country: South Korea



Philosophy

Developed By

- Ministry of Security & Public Administration (MOPAS)

Adopted By

- Adopted for all senior civil servants in central government bodies
- Slightly modified framework to be adopted by junior managers as well

Role Types

- Senior Civil Servants
- Junior Managers
- Being developed for division managers

Key Features

Coverage

- Developed for all senior civil servants
- Different models for different senior roles

Purpose

- Primary purposes are to bring more detailed definition to the competencies that are important for the government to achieve its strategic goals
- To create a common, objective language for talking about competencies
- To provide inputs in performance appraisal & career progression

Features

- Government Standard Competency Dictionary was made as a reference for developing the competencies of general civil servants as well as the senior official
- This competency dictionary has been used as a basic reference for developing competency models for different target groups
- Different competency models for different hierarchical ranks at the national government level
- Simplified in 2010 from nine to six competencies
- Common competencies across SCS included in model



It has been called out that many central ministries and agencies have their own competency models

Name: The SCS Competency Model 2010

Country: South Korea



Competencies

Types of Competencies

- Framework focus is solely on Behavioural competencies with some functional elements like Change Management
- Technical are left to ministries to develop

No. of Competencies

- 6 each for all SCS and specific 6 for junior managers
- Model being developed for division managers

Levels Covered

- No distinct proficiency levels
- Different competencies expected from different ranks

Framework Structure

Not Available in Public Domain

Description of Competencies

Thinking

- Problem Understanding: Recognizing problems timely through information analysis, and identifying the cores of problems
- Strategic Thinking: Creating long-term vision and goals, and making action plans to achieve vision

Working

- Performance Orientation: Considering various methods to maximize job performance, and pursuing effectiveness and efficiency
- Change Management: Understanding the trends and flow of environmental change, and taking measures for making an organization and individuals respond appropriately

Relating

- Customer Satisfaction: Recognizing work partners as customers & understanding customers' needs
- Coordination & Integration: Understanding the interests and conflicts among stakeholders, making decisions based on a balanced perspective

Competencies for junior managers: Teamwork orientation, Problem Solving, Policy Planning, Info. Management, Enthusiastic Performing, Collaboration

Name: The SCS Competency Model 2010

Country: South Korea



Indian Context

Alignment with MDOs

- Since the competencies are behavioural (with certain common functional elements) & covering senior grades, can be applied to all leadership/ supervisory positions in MDOs
- Different competencies for different grades

Learnings

Key Takeaways

Clusters & Proficiency

- Clusters as per broad areas
- Focus on supervisory/ leadership roles
- No proficiency levels, different models/competencies for different grades/positions

Development Approach

- Common beh. competencies for all senior civil servants
- Specific beh. competency models for junior & division managers
- Extremely specific or Technical competencies to be developed by respective ministries
- Built on the basis of the comprehensive competency dictionary for SCS
- Developed using methods of benchmarking, SME workshops & BEIs

Operationalization

- To be directly used for appraisals & recruitment
- Common competencies to be developed by all, additionally specific competencies for specific ranks

Name: Executive Core Qualifications

Country: United States of America



Philosophy

Developed By

- Office of Personnel Management, Govt. Of US

Adopted By

- Adopted for all officers for the Senior Executive Service, part of Civil Service Reform Act
- Special focus on adoption in recruitment

Role Types

Senior Civil Servants

- Members of Senior Executive Service (SES)

Key Features

Coverage

- Developed for all members of the Senior Executive Service

Purpose

- US Law requires qualifications of any new appointee in the SES to be reviewed thoroughly
- ECQ provides a basis for review
- To create a common, SES culture of excellence
- To provide inputs in performance appraisal & career progression

Features

- Broad executive skills needed to succeed in a variety of SES positions
- Required for entry to the Senior Executive Service and are used by many departments and agencies in selection
- Also used in performance management, and leadership development for management and executive positions
- Developed based on 28 executive competencies
- Any new recruit needs to show how they possess the competencies through a resume template developed by OPM or through detailing their accomplishments



It has been called out that technical job-specific qualifications are important but keystone of the SES is executive leadership

Name: Executive Core Qualifications

Country: United States of America



Competencies

Types of Competencies

- Framework focus is Behavioural + Functional competencies
- Functional competencies e.g. Financial, Human Capital & Technology Management

No. of Competencies

- 5 core competencies each for all SES
- 22 sub-competencies distributed across the 5 core ones

Levels Covered

- Focused only on Senior Executive Service members, no distinct proficiency levels

Framework Structure

Not Available in Public Domain

Description of Competencies

Leading Change: Ability to bring about strategic change, both within and outside the organization, to meet organizational goals

- Creativity & Innovation, Flexibility, Resilience, Strategic Thinking, Vision, External Awareness

Leading People: Ability to lead people toward meeting the organization's vision, mission, and goals

- Conflict Management, Leveraging Diversity, Developing Others, Team Building

Results Driven: Ability to meet organizational goals and customer expectations

- Accountability, Customer Service, Decisiveness, Problem Solving, Entrepreneurship, Technical Credibility

Business Acumen: Ability to manage human, financial, and information resources strategically

- Financial, Human Capital & Technology Management

Building Coalitions: Ability to build coalitions internally and externally to achieve goals

- Partnering, Political Savvy, Negotiating

Name: Executive Core Qualifications

Country: United States of America



Indian Context

Alignment with MDOs

- Since the competencies are behavioural + functional & covering senior grades, can be applied to all leadership/ supervisory positions in MDOs
- New recruits or promotions to the senior levels of Indian Civil Services can be asked to demonstrate how they possess the required competencies

Learnings

Key Takeaways

Clusters & Proficiency

- Clusters as per broad areas
- Focus on supervisory/ leadership roles
- Clear proficiency levels defined but not linked to positions

Development Approach

- Common beh. competencies for all senior civil servants
- Built on the basis of the comprehensive competencies (28) for senior executives
- Developed using methods of workshops with Psychologists & HR professionals & BEIs with both public & private senior executives
- Created templates for new recruits to input their information and show which competencies they possess
- Revamped/ updated competencies overtime to keep up with changing times

Operationalization

- To be directly used for appraisals & recruitment
- Common competencies to be developed by all, additionally specific competencies for specific ranks

Name: Capability Development Framework

Country: Australia



Philosophy

Developed By

- Department of Home Affairs, Govt. of Australia

Adopted By

- All federal public services of the country
- Special focus on adoption during recruitment & selection of officers

Role Types

All officers of Australian Public Service

- APS Level 1-6
- Executive Level 1-2

Key Features

Coverage

- Applicable to all officers of the Australian Public Service

Purpose

- Sets out the core capabilities for all staff and the skills and behaviours required at each classification level
- Specially applicable during the recruitment & selection process for the Australian Public Service
- Gives an idea to all to-be recruits of expectations of skills & behaviours

Features

- 6 competency clusters with 22 sub-competencies applicable to all positions from APS 1-6 & EL 1-2
- Each competency has different range of proficiency levels (Range 1:5)
- Proficiency levels varying for different levels in the hierarchy

Name: Capability Development Framework

Country: Australia



Competencies

Types of Competencies

- Framework focus is majorly on Behavioural competencies
- One competency talks about demonstrating technical capability

No. of Competencies

- 6 core competency clusters
- 22 sub-competencies with varying proficiency levels for each

Levels Covered

- Proficiency levels varying for each competency
- Not clearly defined & lack standardization

Framework Structure

Not Available in Public Domain

Description of Competencies

- **Contributes to Strategic Thinking**
 - Supports shared purpose & direction
 - Thinks strategically
 - Harnesses information & opportunities
 - Shows judgement, intelligence & common sense
- **Achieves Results**
 - Identifies & uses resources wisely
 - Applies & builds professional expertise
 - Responds positively to change
 - Takes responsibly to manage projects to achieve results
- **Supports Productive Working Relationships**
 - Nurtures internal & external relations
 - Listens to & understands the needs of others
 - Values diversity
 - Shares learning & supports others
 - Strives for service excellence
- **Displays Personal Drive & Integrity**
 - Demonstrates public service professionalism and probity
 - Engages with risk and shows personal courage
 - Commits to action
 - Promotes and adopts a positive and balanced approach to work
 - Demonstrates self-awareness and a commitment to personal development
- **Communicates with Influence**
 - Communicates clearly
 - Listens, understands and adapts to audience
 - Negotiates to reconcile diverse views
- **Demonstrates Personal or Technical Proficiency**
 - Demonstrates technical, professional or specialist knowledge and expertise

Name: Capability Development Framework

Country: Australia



Indian Context

Alignment with MDOs

- Since the competencies are majorly behavioural & covering all grades, can be applied to all positions in MDOs
- Proficiency levels are varying as per grade and as per specific competency

Learnings

Key Takeaways

Clusters & Proficiency

- Clusters as per broad areas
- Focus on all positions in the Australian public service
- Proficiency levels defined and linked to hierarchy in the service

Development Approach

- Common beh. competencies for all civil servants
- Revamped/ updated competencies overtime to keep up with changing times

Operationalization

- To be directly used for recruitment
- No mention of linkage with other HR processes such as training, performance management etc

1. United Kingdom

CS Values	Setting Direction	Delivering Results	Engaging People
Honesty	▶ Seeing Big Picture	▶ Achieving Commercial Outcomes	▶ Leading & Communicating
Integrity	▶ Changing & Improving	▶ Delivering Value for Money	▶ Collaborating & Partnering
Impartiality	▶ Making Effective Decisions	▶ Managing a Quality Service	▶ Building Capacity for All
Objectivity		▶ Delivering at Pace	

2. Canada

CS Values	No Clusters					
Excellence	▶ Create Vision & Strategy	▶ Mobilize People	▶ Uphold Integrity & respect	▶ Collaborate with Stakeholders	▶ Achieve Results	▶ Promote Innovation & Change
Efficiency						
Impartiality						
Objectivity						

3. South Korea

CS Values	Thinking	Working	Relating
NA	▶ Problem Understanding	▶ Performance Orientation	▶ Customer Satisfaction
	▶ Strategic Thinking	▶ Change Management	▶ Coordination & Integration

4. Singapore

CS Values	Head : Makes the Call	Heart: Purpose & Passion	Hands: Get Things Done	Legs: Propel Forward
Integrity	▶ Thinking Clearly & Making Sound Judgments	▶ Serving with Heart, Commitment & Purpose	▶ Working as One Service	▶ Improving & Innovating
Service			▶ Working Effectively with Citizens & Stakeholders	▶ Keep Learning & Putting Skills into Action
Excellence				

5. United States

CS Values	Leading Change	Leading People	Results Driven	Business Acumen	Building Coalition
NA	▶ Creativity & Innovation	▶ Conflict Management	▶ Accountability	▶ Financial Management	▶ Partnering
	▶ Flexibility	▶ Leveraging Diversity	▶ Customer Service	▶ Human Capital Management	▶ Political Savvy
	▶ Resilience	▶ Managing a Quality Service	▶ Decisiveness	▶ Technology Management	▶ Negotiating
	▶ Strategic Thinking	▶ Delivering Others	▶ Problem Solving		
	▶ Vision	▶ Team Building	▶ Entrepreneurship		
	▶ External Awareness		▶ Technical Credibility		

6. Australia

CS Values	Contributes to Strategic Thinking	Achieves Results	Supports Productive Working Relationships	Displays Personal Drive & Integrity	Communicates with Influence	Demonstrates Personal or Technical Proficiency
NA	▶ Supports shared purpose & direction	▶ Identifies & uses resources wisely	▶ Nurtures internal & external relations	▶ Demonstrates public service professionalism and probity	▶ Communicates clearly	▶ Demonstrates technical, professional or specialist knowledge and expertise
	▶ Thinks strategically	▶ Applies & builds professional expertise	▶ Listens to & understands the needs of others	▶ Engages with risk and shows personal courage	▶ Listens, understands and adapts to audience	
	▶ Harnesses information & opportunities	▶ Responds positively to change	▶ Values diversity	▶ Commits to action	▶ Negotiates to reconcile diverse views	
	▶ Shows judgement, intelligence & common sense	▶ Takes responsibly to manage projects to achieve results	▶ Shares learning & supports others	▶ Promotes and adopts a positive and balanced approach to work		
		▶ Strives for service excellence	▶ Demonstrates self-awareness and a commitment to personal development			



Thank You

This document is a product of Centre Of Excellence for Civil Service Competencies, Institute of Secretariat Training and Management. Any suggestions for improvement can be emailed at istm@nic.in.