FRAC
Introduction Pack

DRAFT

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Snapshot of the (Draft) Introduction Pack

This is an Introduction Pack for FRAC.

It is intended to introduce the project and definition of FRAC, share the proposed definition of the Competency Framework associated with FRAC, provide the roadmap for conducting FRAC and share key points of support needed from you!

It has three distinct sections...

Introduce FRAC as an institutional initiative

- Key components of Mission Karmayogi
- Understanding the need of FRAC
- How is FRAC conceptualized and what is the impact?
- How are the strategic benefits of FRAC?

Scope and definition of FRAC

- What the are project objectives and milestones in the next 12 months?
- What does FRAC mean?
- What is the overall competency framework envisaged for FRACing?
- Definition of Competency types

Overall roadmap and inputs required

- What is the approach for identifying competencies?
- How will the FRACing exercise be conducted?
- What is the nature of support required for identifying competencies?

Please read on to know more about FRAC...

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Introduction to FRAC

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# National Programme for Civil Services Capacity Building in a nutshell

FRAC is one of the several key reforms envisaged and highlighted as part of Mission Karmayogi

Strategic HR Management through future integration with e-HRMS.

Enabling policies to upgrade & harmonize capacity building

Continuous performance analysis, data driven goal-setting and real time monitoring - clear line of sight between goal setting, planning and achievements
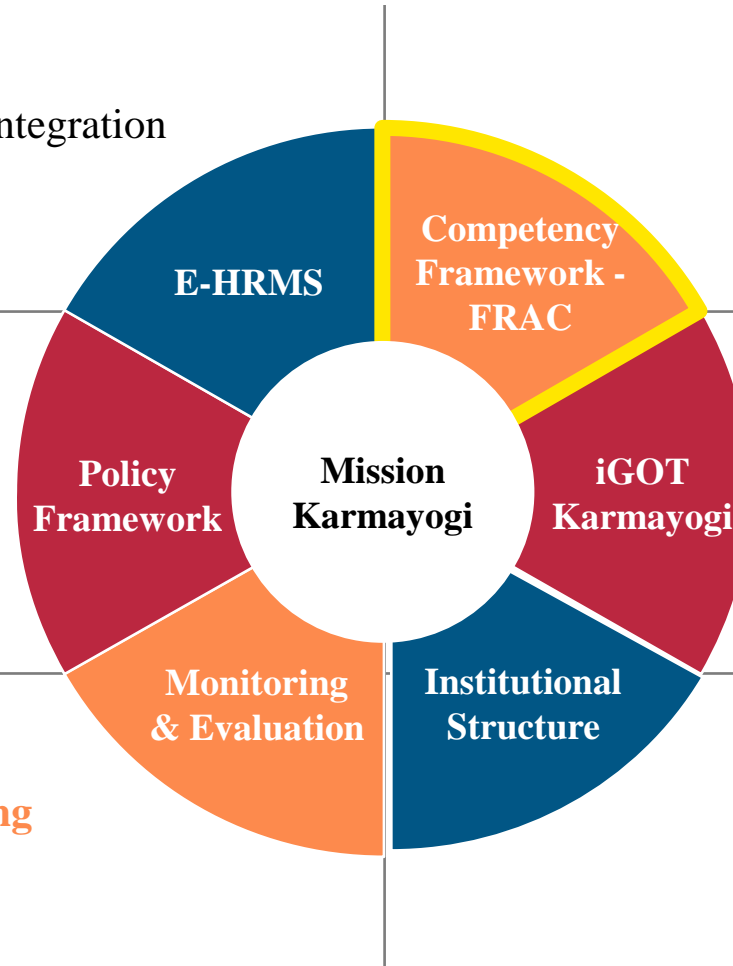
Shift from Rule to Role with the **indigenous competency framework – FRAC**, linked to personnel processes

Large scale comprehensive learning platform, underpinning the Mission and enabling online, offline and blended learning
Indian Platform built using Indian Technology

Credible and Autonomous Institutional Framework to create shared understanding – two functional structures and two Institutions

Wheel segments:
- E-HRMS
- Competency Framework - FRAC
- Policy Framework
- Mission Karmayogi (center)
- iGOT Karmayogi
- Monitoring & Evaluation
- Institutional Structure

What is FRAC?

FRAC is a framework for articulating a competency framework for Ministries, Departments and Organizations based on the roles fulfilled and the activities undertaken by public service officials in their respective positions.

Key components of FRAC are:

Position	Roles	Activities	Competencies

Several factors are shaping the expectations from civil servants in India which fuel the need for comprehensive and evolutionary framework which includes defining their roles, activities and associated competencies

We need professional & digital governance

Awareness of rights
Rising expectation & Demands

Young

Tech-Savvy

Exposure to advanced nations

Citizens

Mission Karmayogi

Civil Servant

Efficient and Effective policies and services

What is a Position? — A position is the Designation and Location of an individual who is responsible for a particular sub-division / sub-function of an MDO.

What is a Role? — A position is expected to fulfil one or more roles. A role holder is expected to carry out a set of sequential activities to complete a defined objective or outcome.

What is an Activity? — An activity is a particular action taken to contribute towards successful completion of objective / outcome.

What is a Competency? — Executing specific activities requires a degree of proficiency in certain Knowledge areas, Skills and Attributes for successful performance. The set of knowledge, skills and attributes are collectively called competencies

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Strategic benefits of FRAC

FRACing lays a strong foundation for achieving several outcomes in the medium - long run

Move from Rule-based to Role based approach	**Build Future Ready Civil Servants**	**Build data orientation & digital mindset**
Enable Continuous & Agile learning & development	**Build future leaders in Civil Services**	**Create a stable, sustainable, agile & scalable competency dev process**

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Objectives and proposed definition of FRAC

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Overarching project objectives

There are four broad pillars of FRACing

Developing Competency Framework	Operationalizing FRAC	Capacity Building of stakeholders in FRAC ecosystem	Technological integration

Developing Competency Framework

- Articulation of Standard Definition of "FRAC"
- Understanding the key roles and activities undertaken by the position holders in MDOs
- Creating a registry of positions, roles and activities
- Creating a competency framework for MDOs including the overall competency dictionaries

Operationalizing FRAC

- Defining operating and governance model for FRACing Centre of Excellence
- Identifying key structural aspects of operationalizing FRAC
- Developing structure of the Centre of Excellence for managing FRACing in MDOs
- Identifying mechanisms for aligning the Centre of Excellence with Capacity Building Units in MDOs

Capacity Building of stakeholders in FRAC ecosystem

- Preparation of Knowledge Management Framework for ensuring adequate transfer of knowledge in the Centre of Excellence and CBUs
- Identifying training requirements for CBUs in MDOs for ensuring adoption of FRACing exercise
- Conducting workshops for ensuring adoption and sustenance of FRACing

Technological integration

- Identification of technological aspects of implementing FRACing and embedding it on iGOT platform
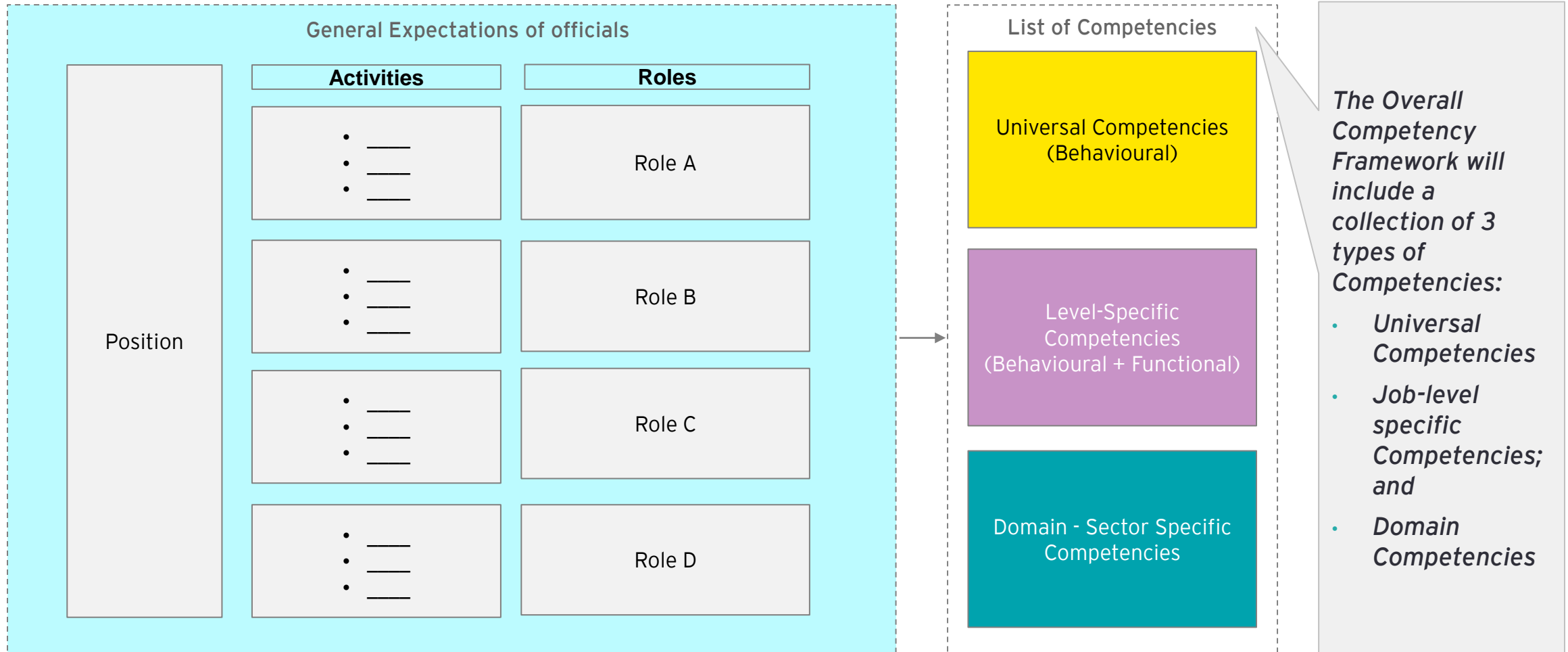- Preparation of Functional Requirements for FRACing

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Our proposed definition of FRAC

FRACing in departments will involve mapping each position to associated roles and activities. Activities performed by position holders will indicate the Competencies (set of Knowledge Areas, Skills and Attributes) associated with the Roles

General Expectations of officials

Position	Activities	Roles
Position	• ___ • ___ • ___	Role A
	• ___ • ___ • ___	Role B
	• ___ • ___ • ___	Role C
	• ___ • ___ • ___	Role D

List of Competencies

Universal Competencies (Behavioural)

Level-Specific Competencies (Behavioural + Functional)

Domain - Sector Specific Competencies

The Overall Competency Framework will include a collection of 3 types of Competencies:

- *Universal Competencies*
- *Job-level specific Competencies; and*
- *Domain Competencies*

Our proposed framework for Competencies

Level-specific Competencies

These competencies will be uniform across MDOs but specific to a particular level (e.g. Competencies which Joint Secretary should have but not an ASO) across all MDOs.

e.g. Strategic Orientation

Behavioural

Functional

Domain - Sector-specific Competencies

Set of skills and knowledge required to accomplish a task through adequate, tools, technologies and methodologies specific to a role or domain area. This will be specific and unique for a particular MDO.

e.g. Forest Conservation Act (Domain Competency for Forest & Wildlife)

Domain

Universal Competencies

Behavioural

These are baseline competencies that are **integral for all employees** to be successful in any Ministry, Department or Organization. They are graded across Proficiency Levels and are required for effective delivery of civil services

e.g.

- Effective Communication (Behavioural Competency)

Inherent Values

Fundamental set of beliefs and values (without any proficiency levels) which should be expected to be identified across all officials

(e.g. Integrity, Honesty, Respect etc.)

Universal for all officials across Departments and positions	Specific to level, common across all MDOs	Specific to a sector / domain area (unique for each MDO)

Definition of Competencies (1/2)

Behavioral Competencies

Describe key values and strengths that help a department/ organization/ official perform effectively in a range of jobs

For Example: *Communication, Public Accountability, Strategic Thinking, Driving Change etc.*

Functional Competencies

Describe the application of knowledge or skills required to perform effectively in a specific role or group of jobs

For Example: *Policymaking, Financial analysis, Noting and Drafting, Project Management etc.*

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Definition of Competencies (2/2)

Domain/ Technical Competencies

Defined for a specific department or business unit, may also be defined for jobs across departments that share common tasks and functions. Domain competencies will be segmented across 4 areas:

For Example: *Direct Taxes, Specific Acts/ Laws, Macro-economic Trends, Inflation etc*

1 Acts & Regulations — Government policies and acts relevant to carry the role in the specific MDO. These are aligned to role and can be beyond the ministry's purview. E.g. Forest Conservation Act

2 Dept. Specific SOPs — These are Ministry/ department specific SOPs which support in day to day operations of the role. E.g. Macro-economic Statement Framework preparation

3 Domain Knowledge — Knowledge areas over and above the base requirements of knowledge required to carry out operations in the MDO. E.g. Macro-economic policy, Wildlife conservation.

4 Industry Trends — Differentiators that showcase expertise of an individual in a specific MDO's operations. E.g. Inflation trends, International climate change policies.

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Overall approach

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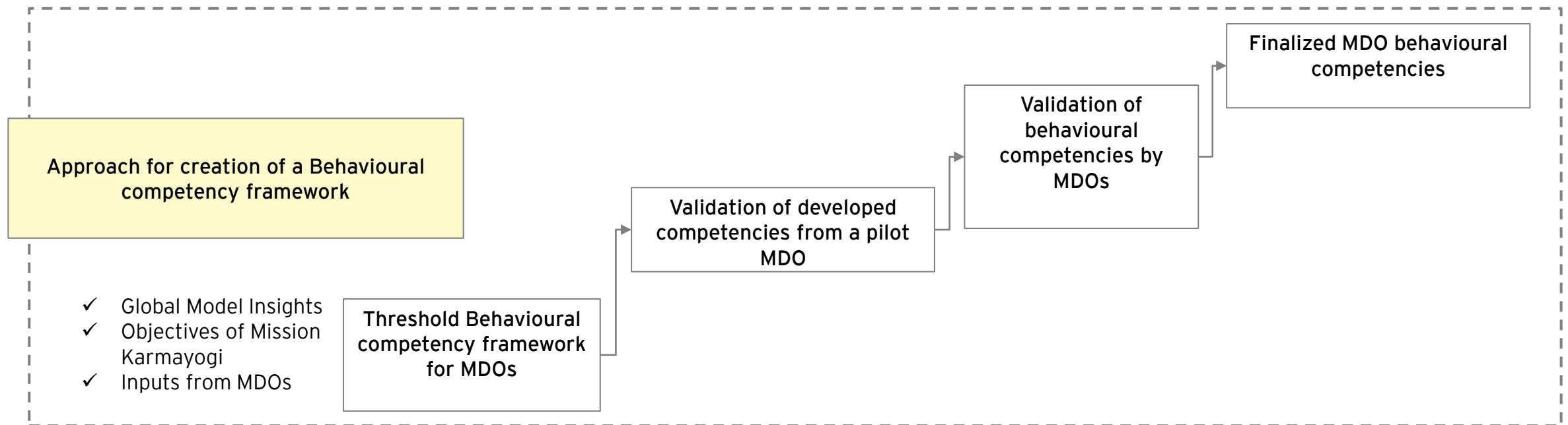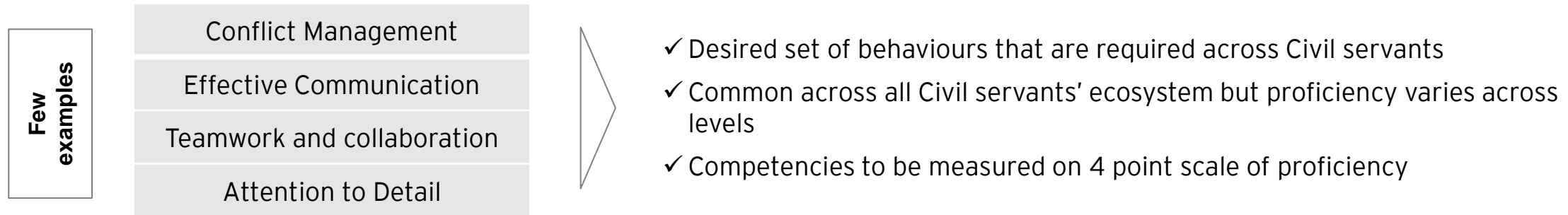# Approach for identifying threshold behavioural competencies

Threshold competencies are behavioural competencies which are required across the Civil Services' ecosystem. These competencies describe key behavioural traits/ attributes that help a Ministry/ Department/ Organization/ Official perform effectively in a range of jobs.
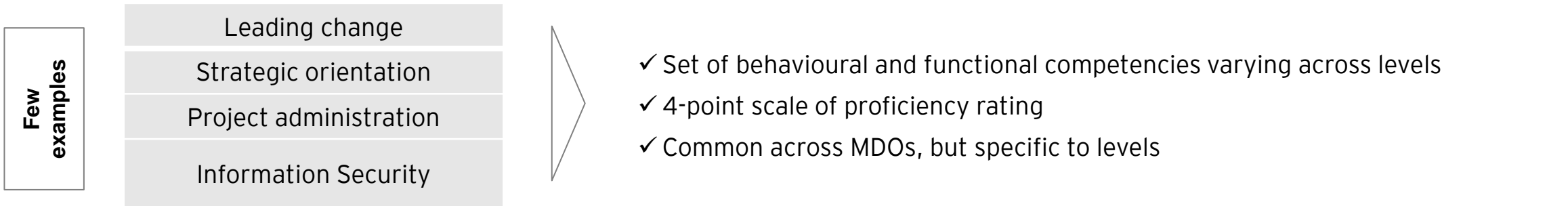
Few examples

- Conflict Management
- Effective Communication
- Teamwork and collaboration
- Attention to Detail

✓ Desired set of behaviours that are required across Civil servants

✓ Common across all Civil servants' ecosystem but proficiency varies across levels

✓ Competencies to be measured on 4 point scale of proficiency

Approach for creation of a Behavioural competency framework

- ✓ Global Model Insights
- ✓ Objectives of Mission Karmayogi
- ✓ Inputs from MDOs

Threshold Behavioural competency framework for MDOs

Validation of developed competencies from a pilot MDO

Validation of behavioural competencies by MDOs

Finalized MDO behavioural competencies

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Approach for identifying level specific competencies
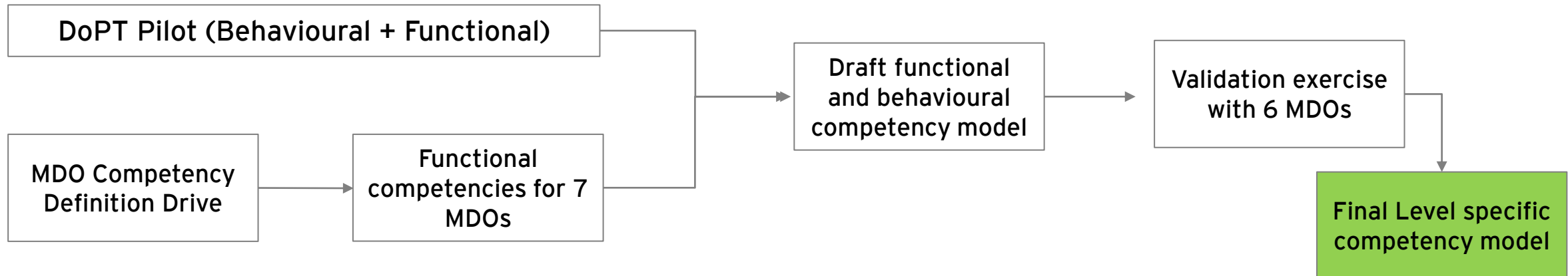
These are level specific competencies and a combination of Behavioural and functional competencies. Functional competencies describe the administrative and housekeeping competencies which translate to application of knowledge or skills required to perform effectively in a specific role or group of jobs.

Few examples

| Leading change |
| Strategic orientation |
| Project administration |
| Information Security |

✓ Set of behavioural and functional competencies varying across levels

✓ 4-point scale of proficiency rating

✓ Common across MDOs, but specific to levels

Approach for creation of a level specific competency framework

DoPT Pilot (Behavioural + Functional)

MDO Competency Definition Drive → Functional competencies for 7 MDOs

→ Draft functional and behavioural competency model → Validation exercise with 6 MDOs

→ **Final Level specific competency model**

Approach for identifying domain competencies

Domain Competencies are competencies which are:
► Shared by a family of related jobs that have common functions and form a logical career path.
► Defined for a specific department or business unit, may also define jobs across departments that share common tasks and functions

Few examples

| Environmental Audit |
| Health Financing |
| Infrastructure Project Management |

✓ Each competency is a combination of following knowledge areas – Policies and acts/circulars, departmental SOPs and frameworks, Core domain knowledge

✓ Measured on a 4-point rating scale progressing as Awareness, Application, Leveraging Knowledge and taking decisions and Subject Matter Expert

Approach for creation of a Domain competency framework

| DoPT Pilot | → | **Final Domain competency model- DoPT** |

| MDO Competency knowledge areas identification drive | → | Domain areas identification for MDOs | → | Draft domain competency model for DEA | → | Validation exercise with DEA | → | **Final Domain competency model- DEA** |

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Diverse stakeholders associated with FRAC

There are several stakeholders who will play critical roles in the overall FRACing exercise

Ministries, Departments and Organizations	Centre of Excellence of FRACing	CBUs in MDOs	Specialists and Experts

Ministries, Departments and Organizations

- Have end-to-end knowledge about the respective MDO
- Can share the experience of the ways of working, distinct set of positions, roles and associated activities
- MDOs can contribute to enhancing the overall coverage, relevance and accuracy of the Competency Framework in FRACing

Centre of Excellence of FRACing

- Custodian of the overall FRACing implementation across MDOs
- Centralized body to monitor the FRACing exercise and handhold departments to conduct FRACing
- Establish strategic tie ups with specialists and experts in the future for executing activities associated with FRAC

CBUs in MDOs

- Owner of FRACing exercise within a particular Department
- Will conduct FRACing in close coordination with the Centre of Excellence for FRACing
- Highlights key competency based training requirements for officials in the respective Departments
- Supports in preparation of Capacity Building Plans for the Departments

Specialists and Experts

- Competency Experts who support in development and evolution of Competency Framework
- Technological specialists for integrating FRAC with a digital platform
- Additional Government process and subject matter experts for enhancing the Competency Framework of FRAC

Therefore, the role of each MDO is extremely critical to the success of FRACing exercise. Support from the MDOs will be essential in ensuring that the Competency Framework is robust, meaningful and useful specifically the Department as well as for the Indian Public service.

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Approach for FRACing in MDOs

FRACing will involve discussions with multiple stakeholders in the ecosystem:

1 One on One Visioning Discussions

2 Behavioural Discussions with Directors / Deputy Secretaries

3 Group Discussions with Deputy and Under Secretaries

4 Understanding tasks of SOs and ASOs

5 Validation Discussions

Publishing FRAC Practical Guidebook

1 Visioning Discussions

Behavioural Discussions and Interviews **2**

4 Validation Discussion

Roundtables with Deputy Secretaries and Under Secretaries **3**

Final Presentation to the MDO Leadership

Thank You