Competencies for Civil Service Officials

Concept Note

JUNE 2023

Introduction

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.

The aim of Mission Karmayogi is to modernize the thinking, approach and improve the skill set of all civil servants and to give them an opportunity to become a true 'Karmayogi'. The use of the term "Karmayogi" refers to civil servants is based on the idea that civil servants have a responsibility to serve the public and work for the betterment of society, rather than simply working for their own benefit. The term is meant to convey a sense of respect and honor for those who choose to dedicate their careers to public service. A "Karmayogi" is an efficient and accountable civil service, with a greater focus on serving the needs of the public. A true Karmayogi demonstrates relentless and selfless efforts to serve citizenry. Hence, the mapping of roles to competencies was devised deriving inspiration from Hon'ble PM's Pranch praan to achieve vision of AtmaNirbhar and Viksit Bharat.

Overview of panel discussion

The panel discussion on Competency models is a key session at the National Training Conclave. This document outlines the topics of discussions, aiming to shed light on the significance of competency models and its components.

The panel discussion will serve as a platform to
- Discuss the existing models of competencies for civil servants
- Deliberate on the best possible

interventions and key takeaways for each institute.

The knowledge outcomes of the panel will contribute to the ongoing efforts of the Capacity Building Commission towards enhancing the capacities of Training institutes. The participants of the panel include representative from CSTIs, Academia, Private institutes and Civil services.

Purpose of Defining Competencies for a Karmayogi

This Karmayogi approach puts the Civil Service values of service, honesty, integrity, equality and objectivity at the heart of public service. Civil servants work in a variety of roles across the country and overseas but one thing they have in common is shaping the country's policies and ensuring seamless and practical implementation of programs and projects in line with policies.

A competency-based approach towards capacity building has several advantages:

- **Clear Performance Expectations:** Competency based model will set clear performance expectations for employees, enabling them to make better decisions and work more effectively. It will also provide clear direction for learning new and the right job skills.
- **Targeted Training and Development:** Identifying the competencies needs will enable targeted development and roll out of capacity building interventions. It will help prioritize and design capacity-building initiatives that are need of the hour and future looking, thereby ensuring that capacity building efforts are aligned with government's objectives and the vision of the country.
- **Recruitment and Selection:** Competency based model will serve as a valuable tool in determining unit of recruitment and selection process. The process starts by defining the desired competencies for different roles, allowing the identification and assessment of candidates who possess the required skills and attributes. This ensures that civil service officers are selected based on merit and competence, enhancing the quality of the workforce. Thereby ensuring right person for the right role and right time.
- **Performance Management:** Competency based model will provide a basis for driving performance management process and development conversations. It will enable the establishment of clear performance criteria, conduct objective performance assessments, and set up feedback mechanisms. Through this, civil service officers can now understand the clear performance criteria, how their performance is evaluated against specific competencies, and can identify areas for improvement and gain targeted support.
- **Career Development:** Competency based model will facilitate career development by outlining the competencies needed at different career stages. Civil service officers can align their career aspirations with the competencies required for advancement and plan their professional growth accordingly. It will enable them to take ownership of their career by providing visibility into the needs of the future roles.
- **Consistency and Standardization:** Competency based model will promote consistency and standardization across different departments and levels of the civil service. It will provide a common language and framework for assessing performance, determining training needs, and evaluating potential. This consistency enhances the efficiency and effectiveness of capacity-building efforts, leading to improved overall performance.
- **Adaptation to Changing Needs:** Finally, Competency based model will allow periodical review and update to reflect changing needs of the nation - the national priorities and vision and the evolving nature of civil services. It will allow the Government to stay responsive to emerging challenges and incorporate new competencies required in areas such as digital literacy, data analysis, and stakeholder engagement as India continues to grow towards its vision of becoming Aatmanirbhar.

Types of Competencies

Competencies are divided into three types: Behavioural, Functional & Domain Competencies. Given below is a brief description of these three types of competencies:

- **Behavioural Competencies:** These are key behavioural and attitudinal traits that should be displayed by every Ministry/ Department/ Organization/ Official to perform effectively in a range of jobs. These competencies are applicable differently across the hierarchy with a few Leadership competencies being applicable only at certain levels. An example of a Behavioural Competency is "Empathy".

- **Functional Competencies:** These are defined to articulate the application of knowledge or skills required to perform effectively in a specific role or group of jobs which are common across most MDOs in the government of India. Example: 'Project Management' and 'Noting & drafting'. These competencies are of extreme importance in the Indian Government ecosystem as a significant extent of the roles & activities being performed by an MDO are functional in nature and require competencies that are very specific to the Indian government's way of working. These are applicable to all Civil service positions across different MDOs in the country irrespective of the sector/domain.

- **Domain Competencies:** These competencies are shared by a family of related jobs that have common functions and are completely technical or sector specific in nature. They are specific to a ministry, department, or organization within the Government of India. Example: 'Application development' and 'Public Private Partnership'

Every competency should include a Competency Label, Sub-Themes, Competency Definition, Sub-Theme Definitions and Proficiency Levels.

Topics of discussion

- **What are the benefits of having a competency framework developed and in place for the civil servants?**
  - o What should be the components for an ideal competency framework for civil servants?
  - o What are some of the existing frameworks that we could leverage?

- **How can training institutes be established as a focal point for supply of competency gap?**
  - o How can training institutes be involved in capacity needs analysis at Ministries and Departments?
  - o How can the Annual Capacity Building Plan for each Ministry and Department support this activity?

- **What are some of the incentive-based structures and policy-based changes that need to be made to ensure competency-based placements and promotions?**
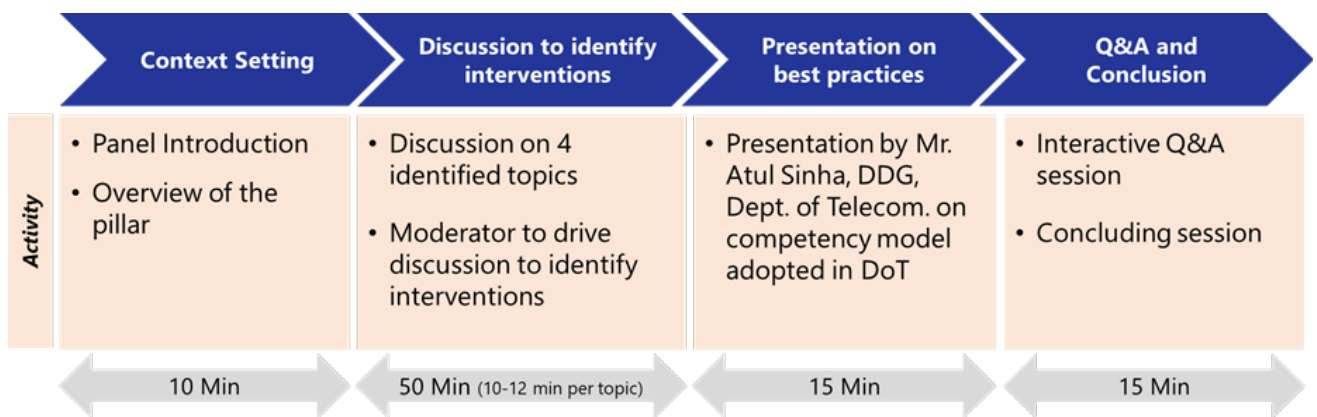 - o How should the new training policy be framed basis this framework?

• **How does one identify the relevant futuristic competencies and what are some of the important futuristic competencies?**

o What are the institutional mechanisms that can be set up to identify futuristic competencies?

Presentation on Best practices:

Best practices presentation by 'Atul Sinha' Deputy Director General at Department of Telecom (DoT) on competency model adopted in DoT.

Format and duration of panel discussion

Context Setting	Discussion to identify interventions	Presentation on best practices	Q&A and Conclusion
• Panel Introduction • Overview of the pillar	• Discussion on 4 identified topics • Moderator to drive discussion to identify interventions	• Presentation by Mr. Atul Sinha, DDG, Dept. of Telecom. on competency model adopted in DoT	• Interactive Q&A session • Concluding session
10 Min	50 Min (10-12 min per topic)	15 Min	15 Min

(Activity)

CAPACITY
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