



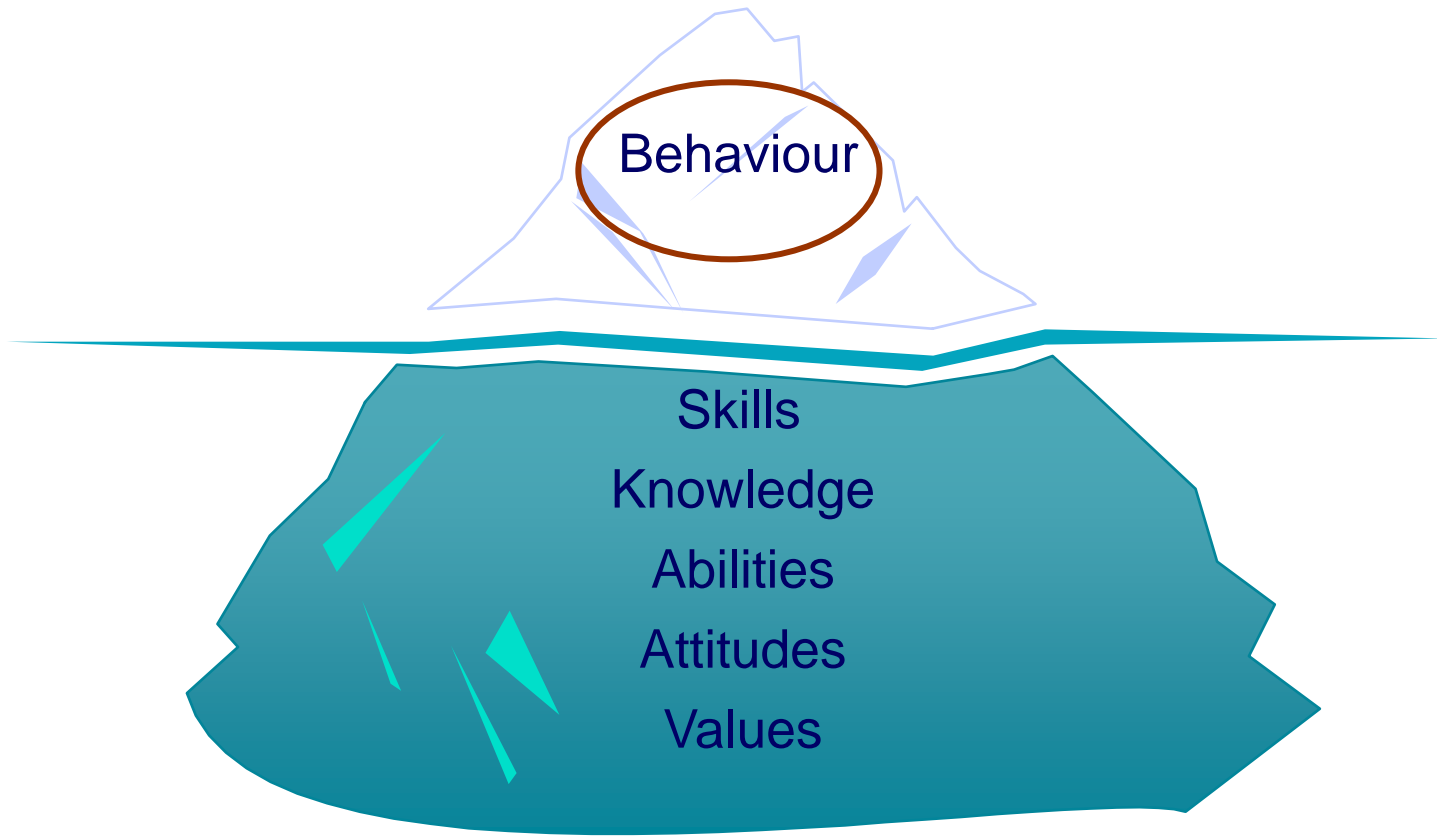
# COMPETENCY-BASED CIVIL SERVICE HUMAN RESOURCES MANAGEMENT. LITHUANIAN CASE

2015

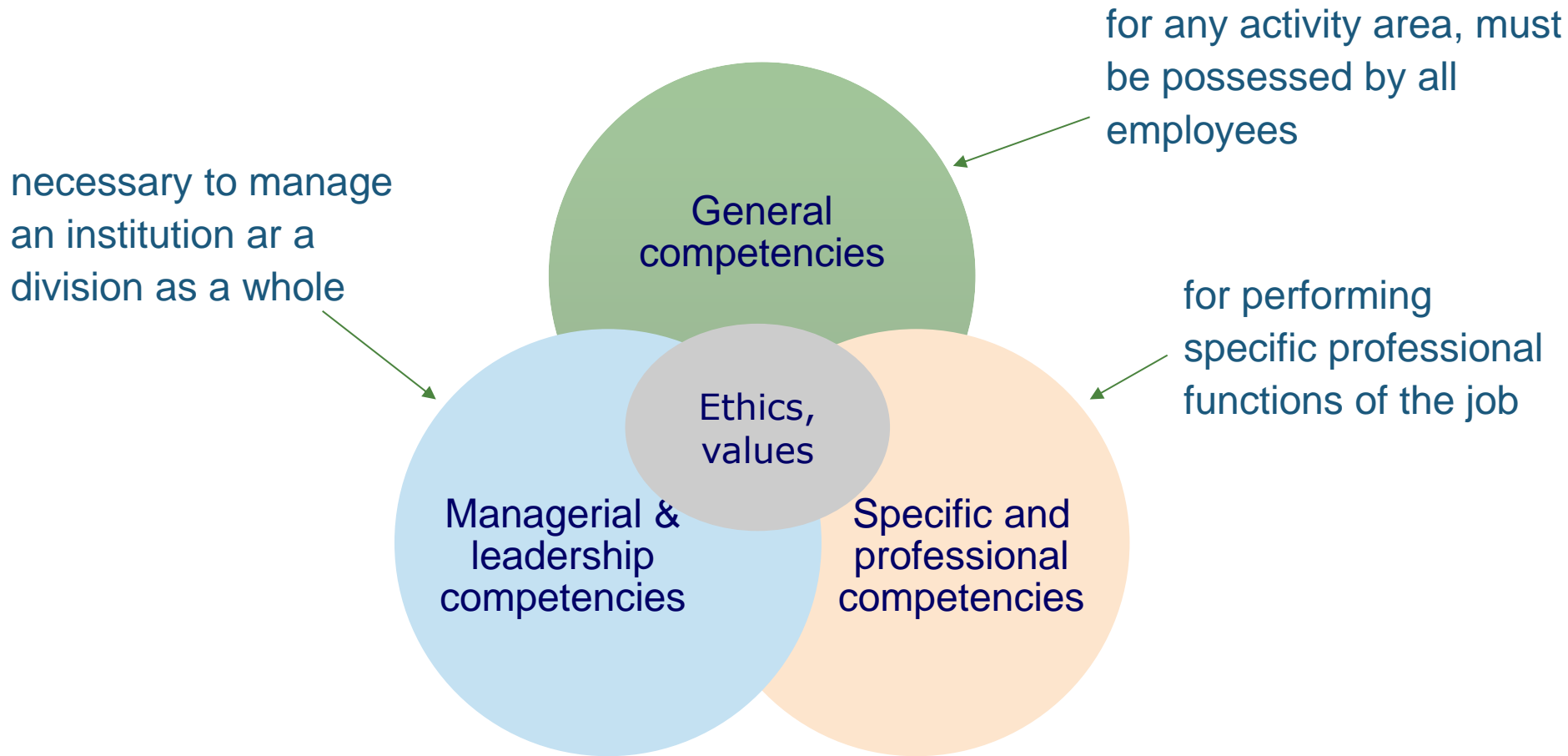
# COMPETENCY –

capacity necessary to perform certain functions based on the totality of knowledge, abilities, skills and attitudes acquired.

**Competency is displayed through person's apparent behaviour.**



# COMPETENCIES OF CIVIL SERVANTS



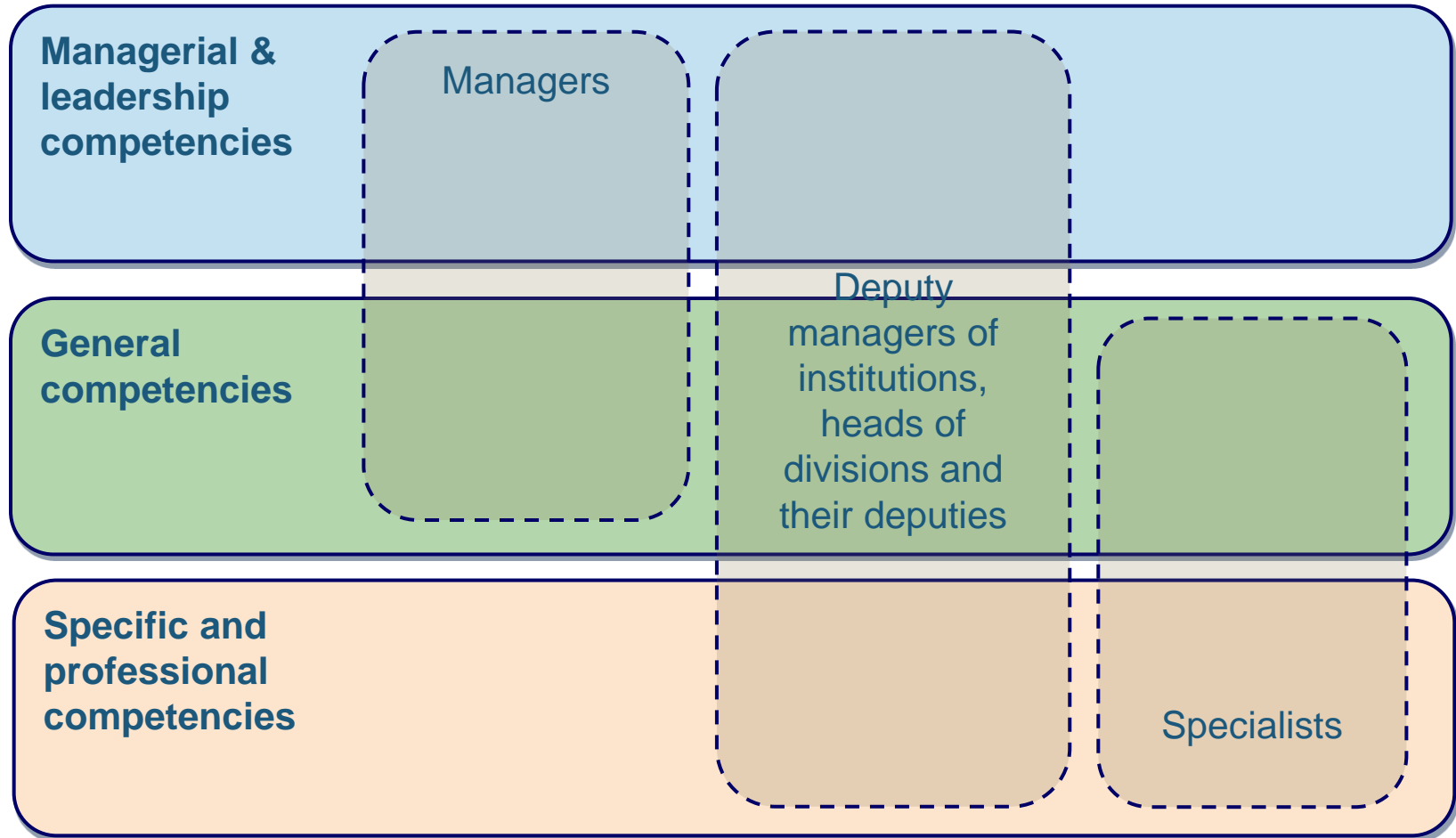
# GROUPS OF JOBS OF CIVIL SERVANTS

20
19
18
17
16
15
14
13
12
11
10
9
8
7
6
5
4
3
2
1



20	Manager of a state institution
19	Manager of an agency
18	
17	
16	Deputy manager of a state institution or agency
15	Director of a department
14	Deputy director of a department
13	Head of a division
12	Head of a sub-division
11	
10	
9	
8	Chief adviser
7	Senior adviser
6	Adviser
5	Chief specialist
4	Senior specialist
3	Specialist
2	
1	

# COMPETENCIES BY GROUPS OF JOBS



# COMPETENCIES OF CIVIL SERVANTS (I)

<b>I.</b>	<b>General competencies</b>
1.1.	Creation of value for society
1.2.	Being well organised
1.3.	Reliability and sense of duty
1.4.	Analysis and substantiation
1.5.	Communication

<b>II.</b>	<b>Managerial and leadership competencies</b>
2.1.	Strategic approach
2.2.	Performance management
2.3.	Leadership

# COMPETENCIES OF CIVIL SERVANTS (II)

	<b>Specific and professional competencies:</b>
	<b>Specific competencies</b>
3.1.	Political insight
3.2.	Information management
3.3.	Client-orientation
3.4.	Creation of a network of contacts
3.5.	Negotiations management
3.6.	Intercultural communication
3.7.	Conflict management
3.8.	Control and supervision process management
3.9.	Influence
	<b>Professional competencies</b>
	Described in particular agencies depending on their specific activities

# COMPETENCY DESCRIPTION (EXAMPLE)

<b>BEING WELL ORGANIZED</b>  <b>Plans his own activities and time frames, sets priorities, takes timely decisions, and acts promptly.</b>	Evaluation of indicators			
	0	1	2	3
<b>1. Able to use activity planning principles (breaks down objectives and tasks to smaller components, plans their duration, sequence, deadlines, etc.).</b>	<b>0 – does not comply with the set of requirements for a 1-point evaluation</b>	<b>1 – able to plan simple and / or small-scope tasks, following activity planning principles;</b>  with assistance – able to plan average-complexity and / or average-scope <b>tasks</b>	<b>2 – able to plan simple and average-complexity and / or small and average-scope tasks, following activity planning principles;</b>  with assistance – able to plan complex and / or large-scope <b>tasks</b>	<b>3 – able to plan complex and / or large-scale tasks, following activity planning principles</b>
<b>2.</b>				
<b>3.</b>				



# LEVELS OF COMPETENCIES

<b>Level of competency</b>	<b>Sum of evaluation of indicators in points, attesting to a certain level of competency</b>
Does not comply with level 1 competency	0-3
Level 1	4-6
Level 2	7-9
Level 3	10-12
Level 4	13-15
Level 5	16-18



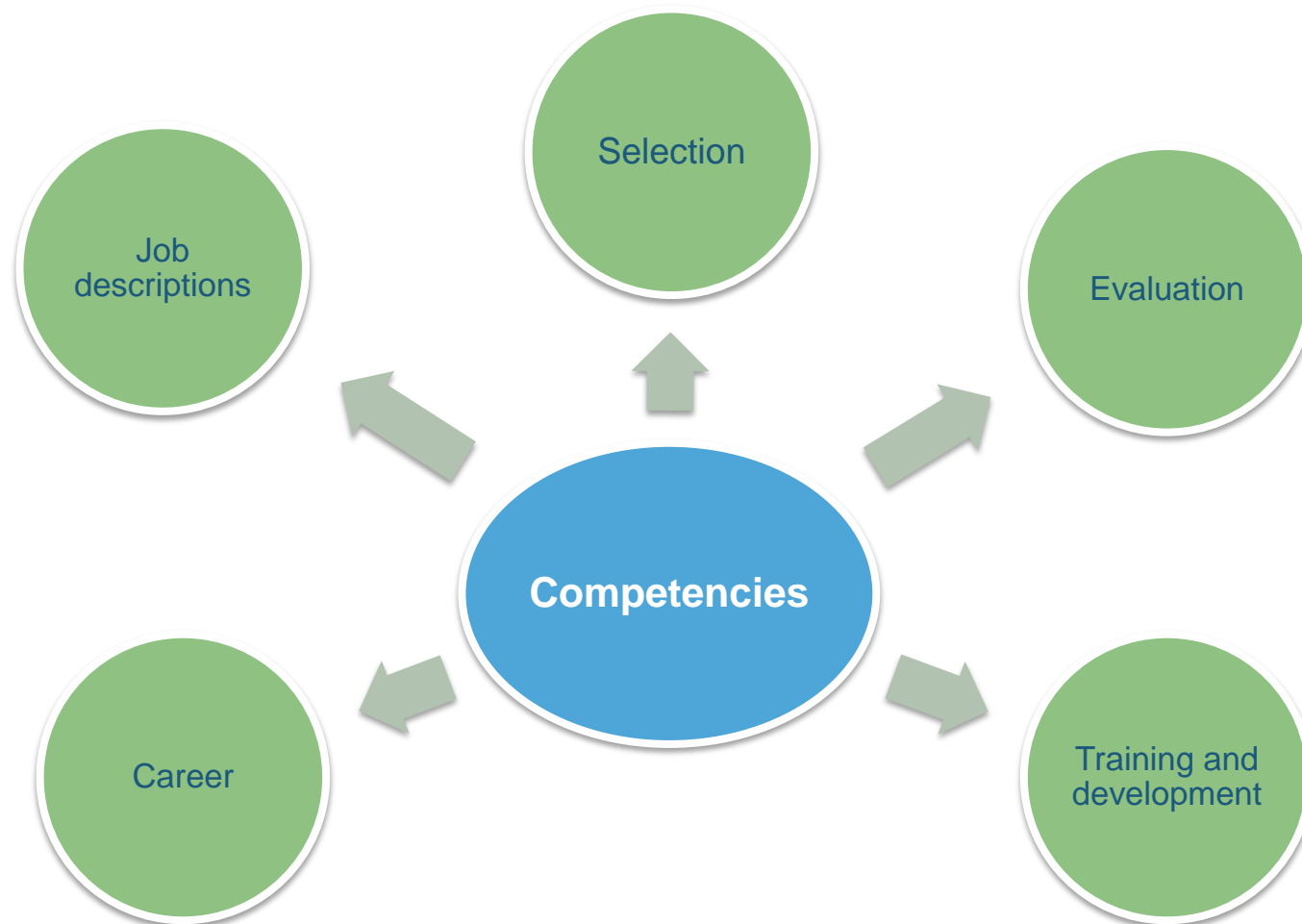
# PRINCIPLES FOR SETTING REQUIRED LEVELS OF COMPETENCIES

- For jobs higher on the hierarchy scale, higher levels of competencies are set
- For managers of institutions and agencies, no specific and professional competencies are set
- For jobs of the same hierarchy level even in different areas of activities, competency levels should be set the same
- Specific and professional competencies are determined by the activity area, specialization and functions specified in a particular job description and shall correspond to goals, tasks and functions of an agency or a division outlined in its statute

# TABLE OF SUFFICIENT LEVELS OF COMPETENCIES

Jobs		SUFFICIENT LEVELS OF COMPETENCIES, example									
		General					Managerial & leadership			Specific	Professional
		Creation of value for society	Being well organised	Reliability & sense of duty	Analysis & substantiation	Communication	Strategic approach	Performance management	Leadership	Specific competency (in total, 1-3 may be set)	Professional competency (in total, 1-3 may be set)
3	Director of a department	4	5	5	4/5	4/5	4	5	4	5	4
9	Chief adviser	5	5	5	4/5	4/5	n	n	n	5	5
10	Senior adviser	5	5	5	4/5	4/5	n	n	n	5	5
11	Adviser	4	4	4	4/5	4/5	n	n	n	4	5
12	Chief specialist	3	3	3	3/4	3/4	n	n	n	3	3
13	Senior specialist	2	2	2	2/3	2/3	n	n	n	2	2
14	Specialist	1	1	1	1	1	n	n	n	1	1

# USING COMPETENCIES IN HUMAN RESOURCES MANAGEMENT





# COMPETENCIES AND JOB DESCRIPTION

## **Competencies are an integral part of job profiles:**

- For all civil servants, general competencies and their levels are taken from the Table of Sufficient Levels
- For managers of institutions and agencies and their deputies, managerial and leadership competencies and their levels are taken from the Table of Sufficient Levels
- Specific and professional competencies are defined by the institution, but in total not more than 3 those competencies
- Specific competencies are picked by the institution from the approved list, their levels are taken from the Table of Sufficient Levels
- Professional competencies for general areas of activities are picked by the institution from the approved list, their levels are taken from the Table of Sufficient Levels
- Professional competencies for specific areas of activities are determined and described by the institution itself, their levels are taken from the Table of Sufficient Levels

# CATALOGUE OF JOB PROFILES. AREAS OF ACTIVITIES

The Catalogue specifies 17 areas of activities:

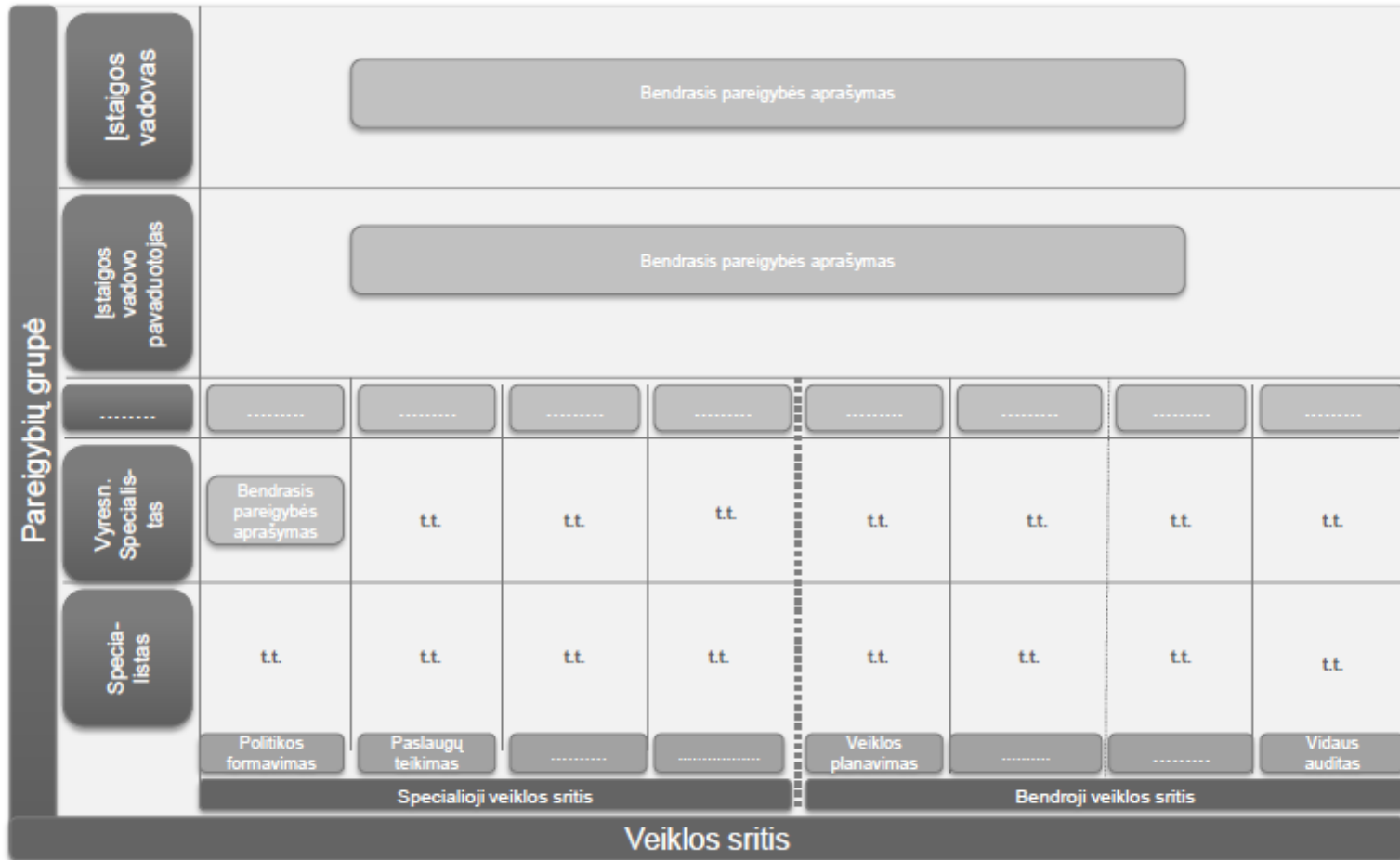
## **Specific areas of activities:**

- Policy formation
- Decision-making support
- Monitoring and analysis
- Services and support
- Supervision and control
- Other specific areas of activities

## **General areas of activities:**

- Operational planning
- Finance management and accounting
- Information technology management
- Personnel management
- Public procurement
- Law
- Document management and administration
- Property maintenance and management
- Public relations
- International relations
- Internal audit

# LOGICAL SCHEME OF GROUPING JOB PROFILES IN THE CATALOGUE



# GENERIC JOB PROFILE OF A MANAGER (EXAMPLE)

<b>Area of activities:</b> --	
<b>Group title:</b> Director of a department	
<b>General functions</b>	
<ol style="list-style-type: none"> <li>1. Takes decisions related to the activities of the structural unit</li> <li>2. Drafts and provides proposals related to the activities of the structural unit</li> <li>3. Controls human resources of the structural unit in the manner prescribed by the legal acts</li> <li>4. Manages processing of information relevant to the activities of the structural unit</li> <li>5. Manages performance of activities of the structural unit</li> <li>6. Manages preparation of documents related to the activities of the structural unit</li> <li>7. Manages preparation and provision of the information related to the activities of the structural unit</li> <li>8. Provides advice on issues related to the activities of the structural unit</li> <li>9. Upon instruction of the manager of the institution, represents the institution in its relationships with other institutions, organisations and private individuals</li> </ol>	
<b>Mandatory special requirements</b>	<b>Job-specific requirements</b>
Type of education	University higher education
Level of education	Master's Degree
Managerial work experience	At least 3 years
Professional work experience	At least 5 years
Foreign language	If required*
Foreign language proficiency level	--
<b>Competency</b>	<b>Sufficient competency level</b>
<b>General competencies</b>	
Creation of value for society	4
Being well organised	5
Reliability and sense of duty	5
Analysis and substantiation	4 / 5
Communication	4 / 5
<b>Managerial and leadership competencies</b>	
Strategic approach	4
Performance management	5
Leadership	4



# GENERIC JOB PROFILE OF A SPECIALIST (EXAMPLE)

**Area of activities:** Supervision and control  
**Group title:** Chief specialist

## General functions

1. Processes information related to supervision and control or, if required, coordinates processing of information related to supervision and control
2. Prepares draft legal acts and other documents related to supervision and control or, if required, coordinates the preparation of draft legal acts and other documents related to supervision and control
3. Prepares and provides information related to the complex issues of supervision and control or, if required, coordinates the preparation and provision of information related to the complex supervision and control issues
4. Examines complaints and other documents related to complex issues for the realisation of supervision and control activities or, if required, coordinates the examination of complaints and other documents related to complex issues for the realisation of supervision and control activities, prepares replies or, if required, coordinates the preparation of replies
5. Provides advice on issues of the assigned area
6. Drafts and provides proposals related to supervision and control issues
7. Performs inspections, audits and other supervision and control activities or, if required, coordinates the implementation of inspections, audits and other supervision and control activities
8. Plans inspections, audits and other supervision and control activities or, if required, coordinates the planning of inspections, audits and other supervision and control activities
9. Supervises implementation of decisions, recommendations and instructions related to supervision and control activities or, if required, coordinates supervision of that implementation

# GENERIC JOB PROFILE OF A SPECIALIST (EXAMPLE), continued

<b>Mandatory special requirements</b>	<b>Job-specific requirements</b>
Type of education	University higher education
Level of education	Bachelor's Degree
Managerial work experience	–
Professional work experience	–*
Foreign language	If required
Foreign language proficiency level	–
<b>Competencies</b>	<b>Sufficient competency level</b>
<b>General competencies</b>	
Creation of value for society	3
Being well organised	3
Reliability and sense of duty	3
Analysis and substantiation	4
Communication	3
<b>Specific competencies</b>	
<b>Professional competencies</b>	
*In agencies belonging to groups I and II, professional work experience of at least 1 year is required.	

# CIVIL SERVANT'S JOB PROFILE CREATION TOOL

## Bendrosios funkcijos

### Priežiūra ir kontrolė

- Apdoroja su priežiūra ir kontrole susijusią informaciją arba, esant poreikiui, koordinuoja su priežiūra ir kontrole susijusius klausimus
- Atlieka patikrinimus, auditus bei kitas priežiūros ir kontrolės veiklas arba, esant poreikiui, koordinuoja patikrinimus, auditus bei kitas priežiūros ir kontrolės veiklas
- Konsultuoja priskirtos srities klausimais
- Nagrinėja skundus ir kitus dokumentus sudėtingais klausimais dėl priežiūros ir kontrolės veiklų vykdymo ar rengia atsakymus
- Planuoja patikrinimus, auditus bei kitas priežiūros ir kontrolės veiklas arba, esant poreikiui, koordinuoja patikrinimus, auditus bei kitas priežiūros ir kontrolės veiklas
- Prižiūri su priežiūros ir kontrolės veiklomis susijusių sprendimų, rekomendacijų, nurodymų vykdymą arba, esant poreikiui, prižiūri su priežiūros ir kontrolės veiklomis susijusių sprendimų, rekomendacijų, nurodymų vykdymą
- Rengia ir teikia informaciją su priežiūra ir kontrole susijusiais sudėtingais klausimais arba, esant poreikiui, konsultuoja priskirtos srities klausimais
- Rengia ir teikia pasiūlymus su priežiūra ir kontrole susijusiais klausimais
- Rengia teisės aktų projektus ir kitus susijusius dokumentus dėl priežiūros ir kontrolės arba, esant poreikiui, konsultuoja priskirtos srities klausimais


## Papildomos funkcijos

### Veiklos planavimas


- Apdoroja su strateginiu ar veiklos planavimu susijusią informaciją arba, esant poreikiui, koordinuoja su strateginiu ar veiklos planavimu susijusius klausimus
- Atlieka veiklos planų ir kitų strateginių ar veiklos planavimo dokumentų įgyvendinimo stebėseną ir vertinimą
- Konsultuoja priskirtos srities klausimais
- Rengia ir teikia informaciją su veiklos planavimu ir veiklos planų bei kitų, strateginių ar veiklos planavimo, dokumentų įgyvendinimu susijusiais sudėtingais klausimais arba esant poreikiui konsultuoja priskirtos srities klausimais
- Rengia ir teikia pasiūlymus su strateginiu ir veiklos planavimu susijusiais klausimais
- Rengia teisės aktų projektus bei kitus dokumentus dėl veiklos planų ir kitų, strateginio ar veiklos planavimo, dokumentų įgyvendinimo ar stebėsenos arba esant poreikiui koordinuoja teisės aktų planų rengimą
- Rengia veiklos planus ir kitus strateginius ar veiklos planavimo dokumentus arba, esant poreikiui, koordinuoja veiklos planų ir kitų strateginių ar veiklos planavimo dokumentų rengimą

## Kompetencijos


### Bendrosios kompetencijos

VERTĖS VISUOMENEI KŪRIMAS	3 lygis	
ORGANIZUOTUMAS	3 lygis	
PATIKIMUMAS IR ATSAKINGUMAS	3 lygis	
ANALIZĖ IR PAGRINDIMAS	4 lygis	
KOMUNIKACIJA	4 lygis	

### Specifinės kompetencijos

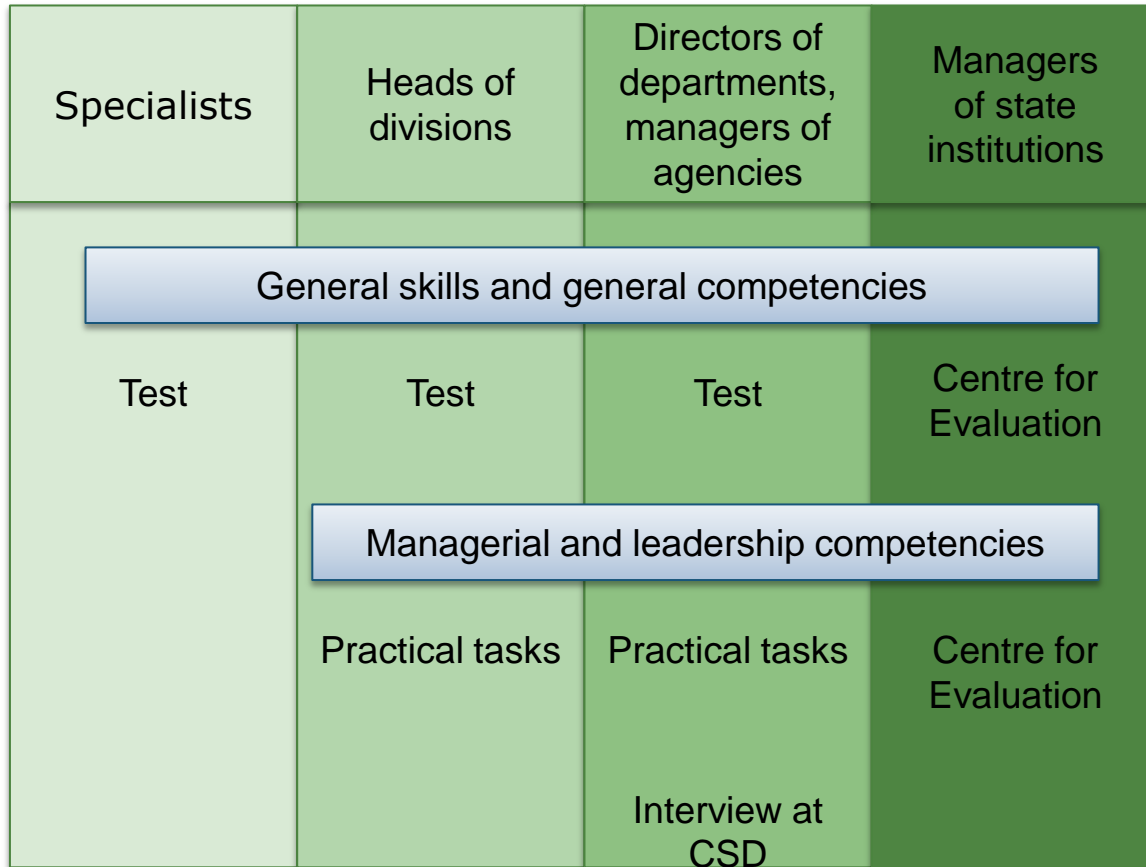
KONTROLĖS IR PRIEŽIŪROS PROCESO VERTINIMAS	3 lygis	
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### Profesinės kompetencijos

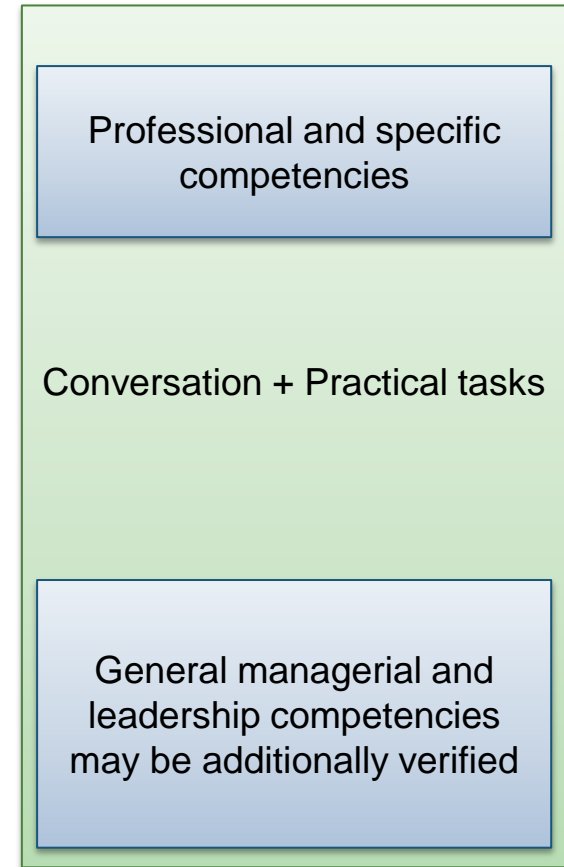
STRATEGINIS IR VEIKLOS PLANAVIMAS	3 lygis	
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# SELECTION OF A CIVIL SERVANT FOR A JOB

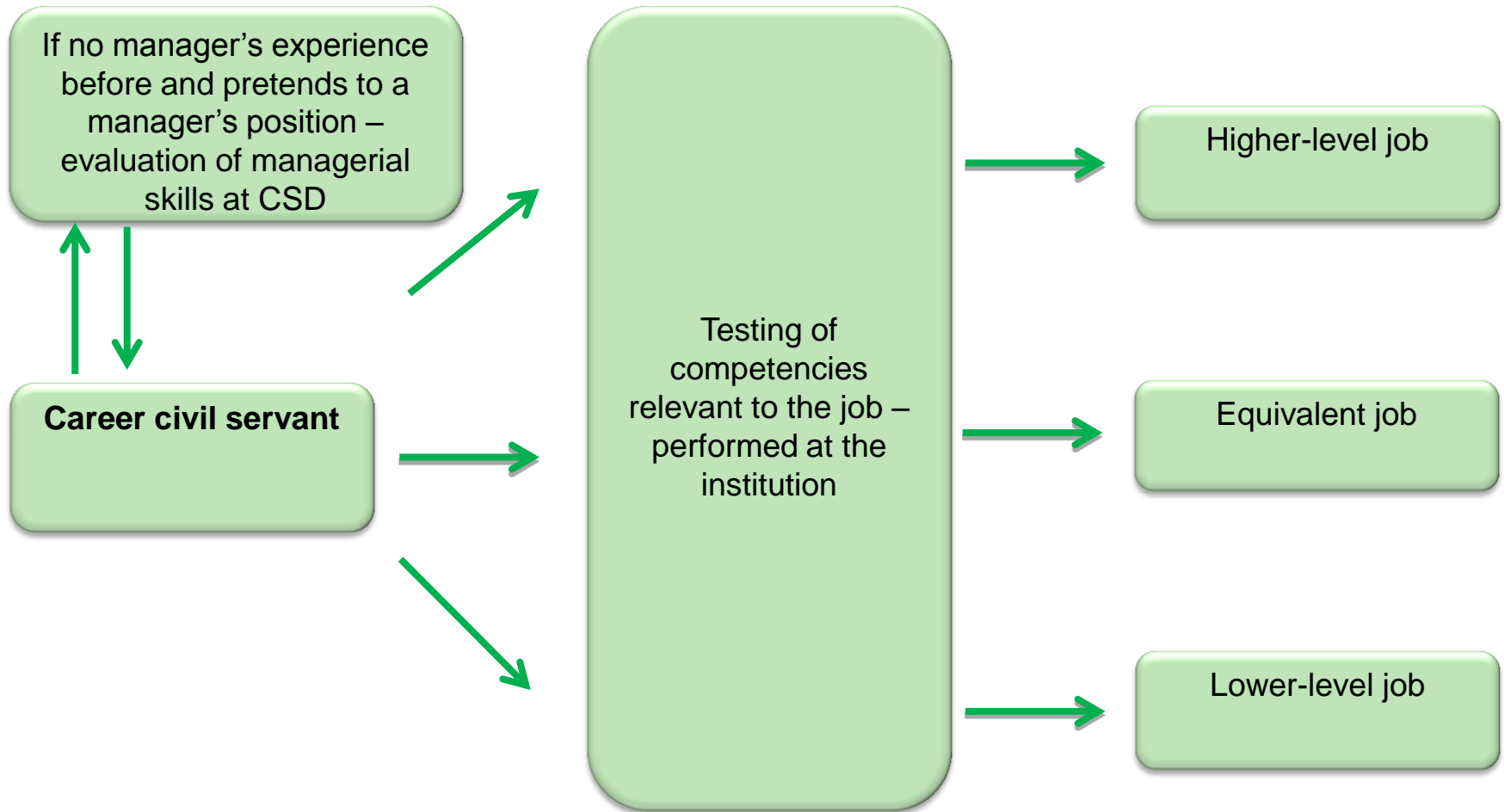
## Stage I – centralised, at CSD



## Stage II – at the institution



# CAREER OF CIVIL SERVANTS

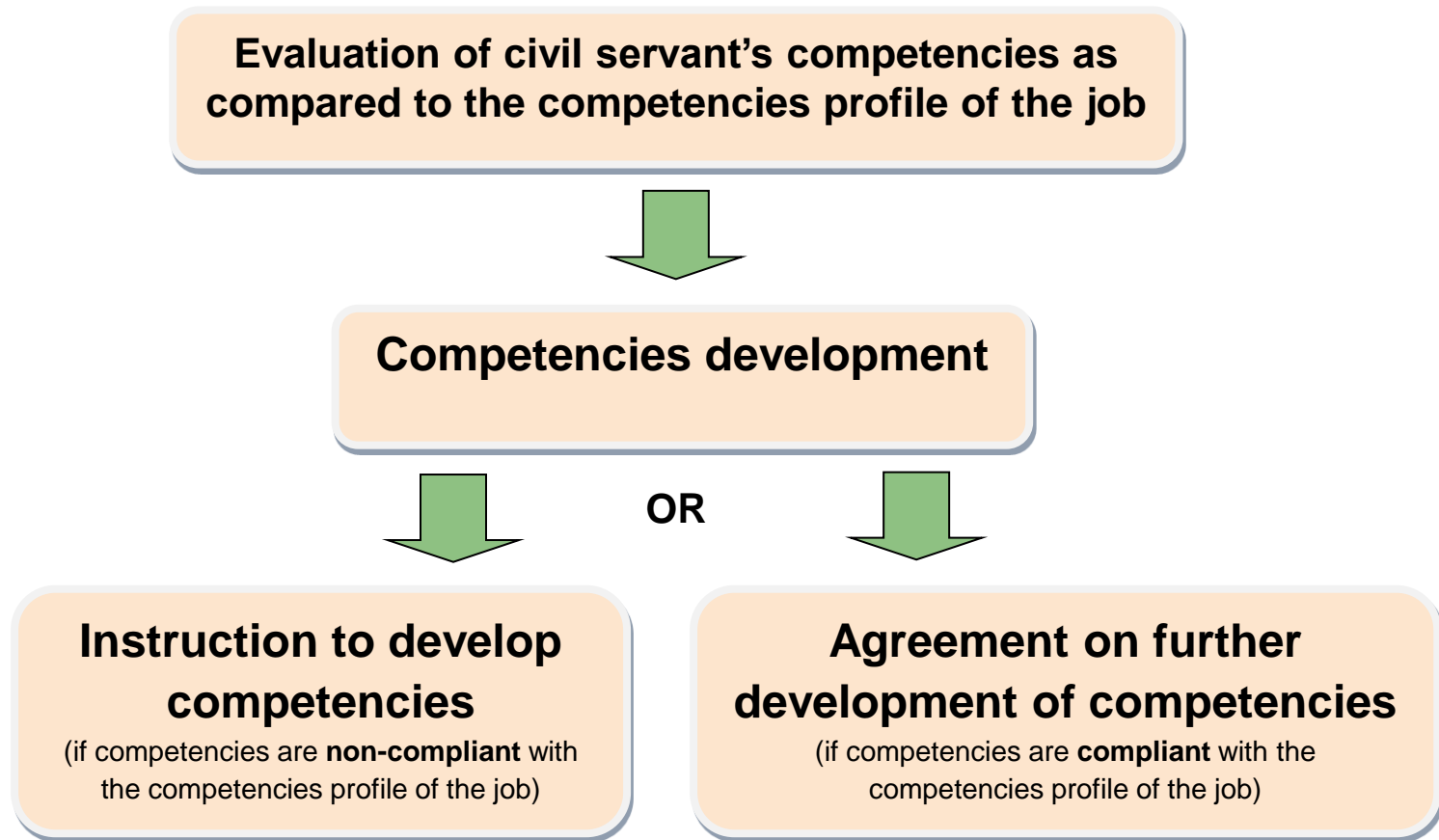


# PERFORMANCE EVALUATION (I)

What is evaluated?

- Competencies possessed by the civil servant against the competencies required by the job profile. Evaluation of competencies is connected to proposals of their development and training
- Performance results. Evaluation of the results is connected to financial incentives

# PERFORMANCE EVALUATION (II)





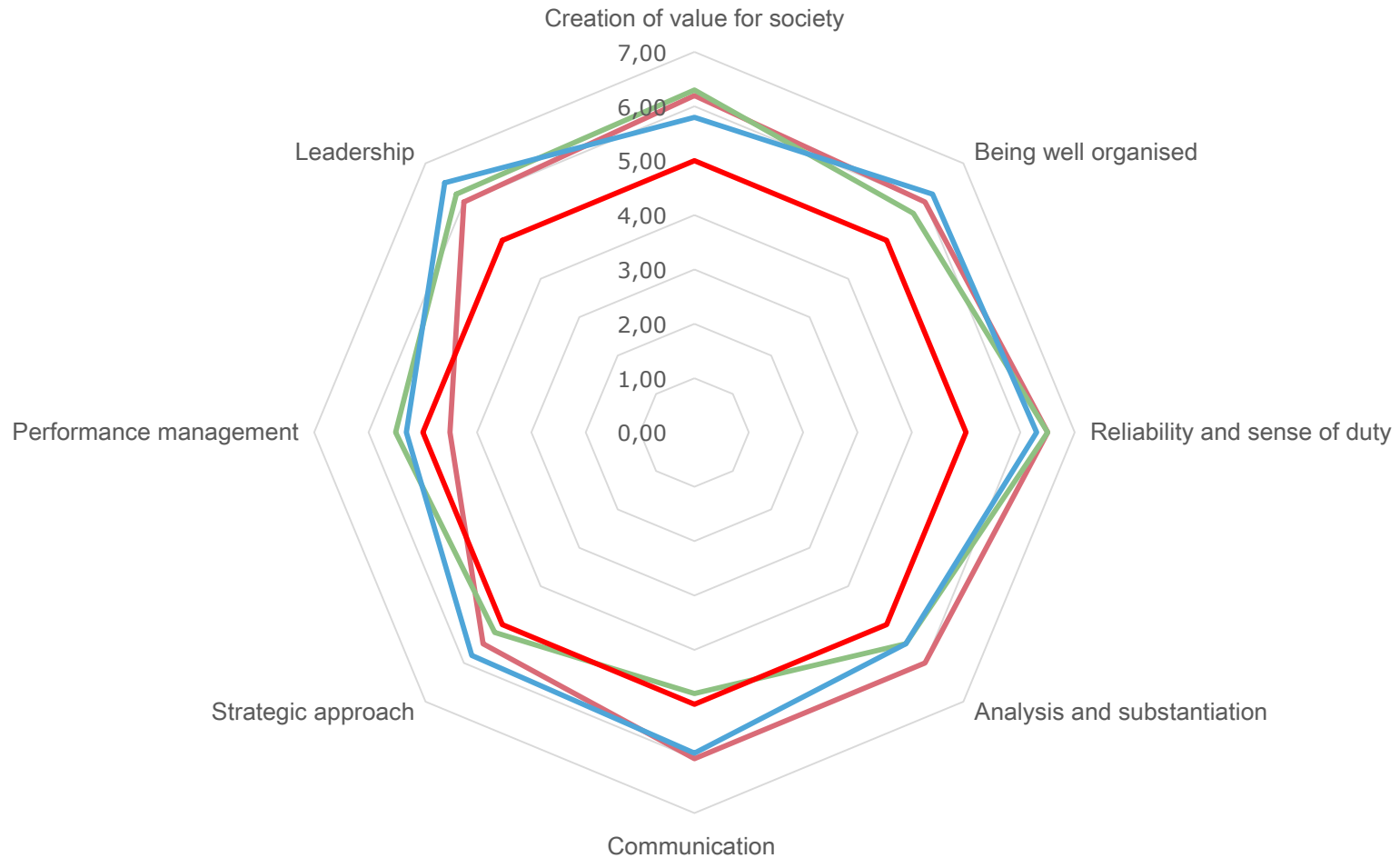
# 360 DEGREE EVALUATION OF COMPETENCIES OF MANAGERS OF STATE INSTITUTIONS

**Competencies of the manager of a state institution or agency are evaluated by:**

- the person under evaluation himself
- immediate superior (or appointing person)
- colleagues
- subordinates



# COMPETENCIES EVALUATION RESULTS OF A MANAGER (EXAMPLE)



# TRAINING OF CIVIL SERVANTS

## TRAINING SYSTEM AT PRESENT

Training of civil servants can be performed only by approved service providers from a special list



Civil servants are trained only by purchasing special training services



Special mandatory introductory courses for all newly hired civil servants



Mandatory training by special programmes for civil servants of highest categories (18-20)



## PROPOSED CHANGES OF TRAINING SYSTEM

Training services will be purchased from any participant in the training services market

More emphasis to on-the-job training, self-education, learning from others

Replace special introductory courses by adaptation schemes within the institutions

Centralised development of leadership and managerial competencies of managers of state institutions

Training of civil servants should be oriented towards development of their **competencies required** for their jobs. A **variety of ways and methods** will be used for this purpose.

# DEVELOPMENT OF COMPETENCIES

Development of competencies of civil servants – improvement of skills and knowledge required for performing civil servant’s functions – may be initiated by the civil servant himself or by the institution.

## DEVELOPMENT OF COMPETENCIES (possible methods)



**Self-  
education**

**Formal and  
non-formal  
training  
(learning)**

**Learning  
from others**

**On-the-job  
training**

THANK YOU



2015