



**REPUBLIC OF KENYA**

**EXECUTIVE OFFICE OF THE PRESIDENT**

# **THE ROLE OF BOARDS IN ORGANIZATIONAL COMPETENCY DEVELOPMENT**

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**THE STATE CORPORATIONS ADVISORY COMMITTEE**



# Presentation Outline

Role of Public Service Commission

Management Responsibilities in management of Competencies in the Organization

Role of Board in Organization Competency Development

- Ensuring Legality and Professionalism
- Identification of Competency Gaps
- Allocation of Resources
- Creation of Infrastructure for future competencies
- Aligning Competencies with desired Culture

Conclusion

# Role of PSC



**Responsibility of Public Service Commission, among other functions:**

‘Establish and abolish offices in the Public service (Article 234(2)(a))

- ✓ Align mandate with organization design
- ✓ Systematic procedures of establishing offices
- ✓ Ensuring abolition of offices with redundant / duplicated functions

# Role of PSC



**Responsibility of Public Service Commission**, among other functions:

‘ensure that the public service is efficient and effective’ (Article 234(2)(e))

- ✓ perform to deliver services
- ✓ utilize resources for intended purpose
- ✓ manage assets *well*
- ✓ Carry out research and innovate



# Role of PSC

‘develop human resources in the public service’ (Article 234(2)(f))

- ✓ Individual
- ✓ Team
- ✓ Organization



# Role of PSC

‘review and make recommendations in respect of conditions of service, code of conduct and qualifications of officers...’ (Art. 234(2)(g))

- ✓ develop and review career progression guidelines
- ✓ Ensure implementation of Competency Framework;
- ✓ verify and authenticate testimonials



# SOME DEFINITIONS

**Competence** is the ability of an individual to do a job properly.

A **competency** is the capability to **apply** or use a set of related knowledge, skills, and behaviours required to successfully perform "critical work functions" or tasks in a defined work setting.

**Organizational competencies** as the combination of required skills, necessary information, appropriate performance measures and the right corporate culture that the company requires to achieve its mission..

A '**competency framework**' is a structure that sets out and defines each individual **competency** required by individuals working in an organisation or part of an organisation.



# Differentiating Roles in Competency Management

## Management Role

### Competency Framework

The aim of CF is to describe the **applied competency** requirements at the various levels across the various career ladders.

The intent is to **integrate** the **knowledge** required to understand what we are doing and why we are doing it and demonstrate ability (**skill**) to perform the tasks

Explain the correct **behaviours** to support the achievement of the output.

## Role of Board

### Organizational Competency

Organizational-level Based on your value system

The intent is to have a sustainable organizational performance supported by a defined system

Envision the desired organization culture and continuously strive its achievement





# Management Focus – Competency Framework

**Core Competencies:** These are the behavioural attributes that are mandatory for all public servants regardless of their job grades or functions

**Leadership competencies:** These are skills and behaviors that lead to strategic visioning and superior performance in the public service

**Managerial competencies:** These are competencies associated with planning, coordinating, organizing and motivating employees in a work environment

**Technical Competencies:** These are specific Knowledge, skills and attitudes that are required for effective and efficient performance. They are acquired through professional skill based training and must be demonstrated in a work environment.

**Values and principles:** there are the guiding values and principles that are mandatory for all public officers in the execution of their duties



# Overview of the competencies

Broad occupational clusters based on ISCO

Crafts & related trade, technicians & technologist; professionals and specialised services managers

## TECHNICAL COMPETENCIES

Strategic visioning	Strategic thinking	Change Leadership	Policy formulation	Interpersonal skills	Communication	Managing managers	Protocol & diplomacy
Negotiations	Collaboration & Partnership	Political Savvy	Mentoring	Resilience	Flexibility	Decision making	

## LEADERSHIP COMPETENCIES

Risk Management	Finance Management & Budgeting	Empowering Others	Communication with impact	Resources management	Building Trust	Coaching
Governance	Policy Development	Knowledge management	Managing projects	Managing performance	Analytical, problem solving & Decision making	

## MANAGEMENT COMPETENCIES

Planning & organising	Communication	Team Player	Respect & concern for others	Customer/citizen focus	Continuous learning	Time management	Creativity & innovation	Technology Awareness
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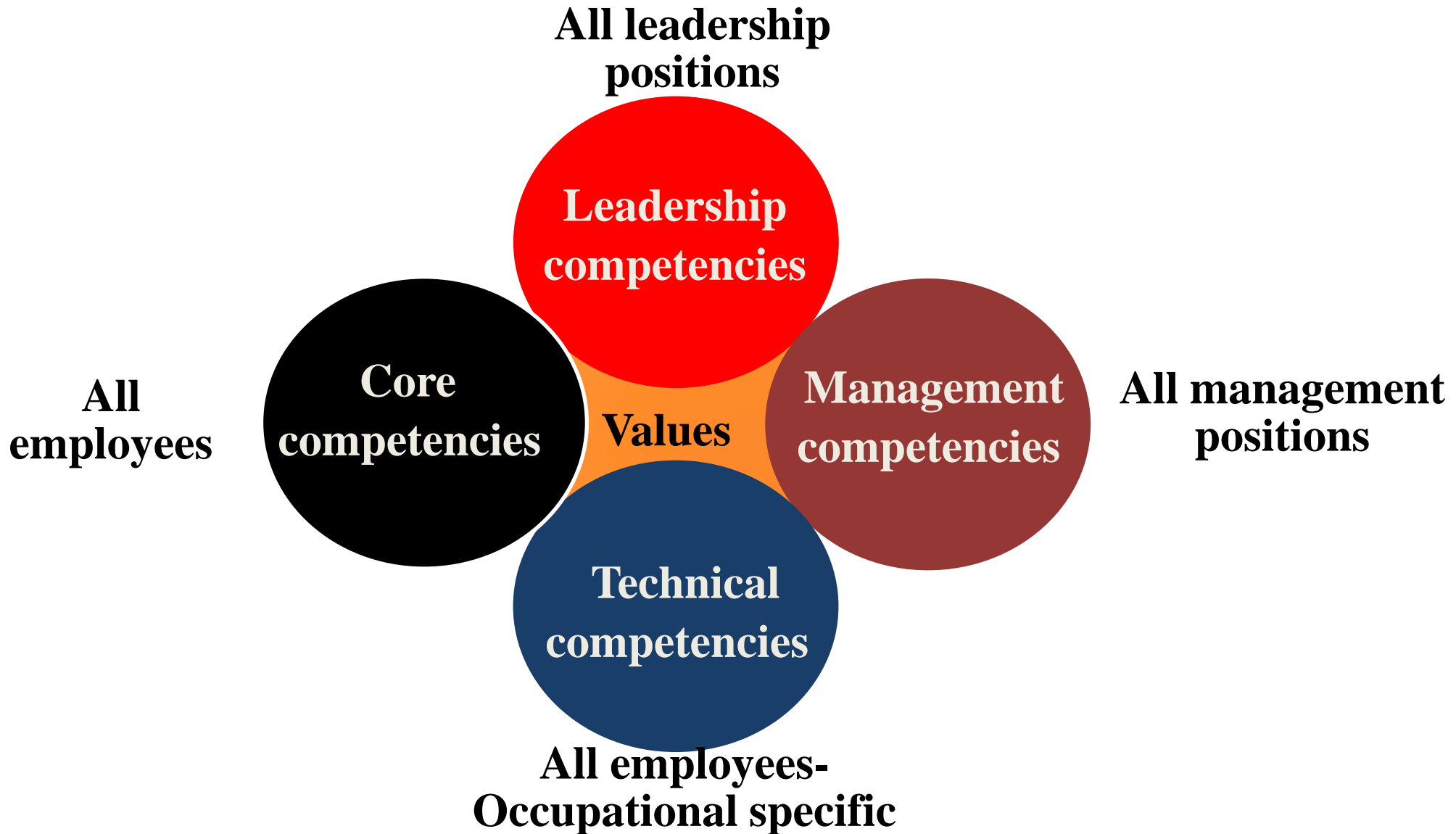
## CORE COMPETENCIES

Professionalism	Integrity	Transparency	Accountability	Respect for Diversity	Impartiality	Service delivery
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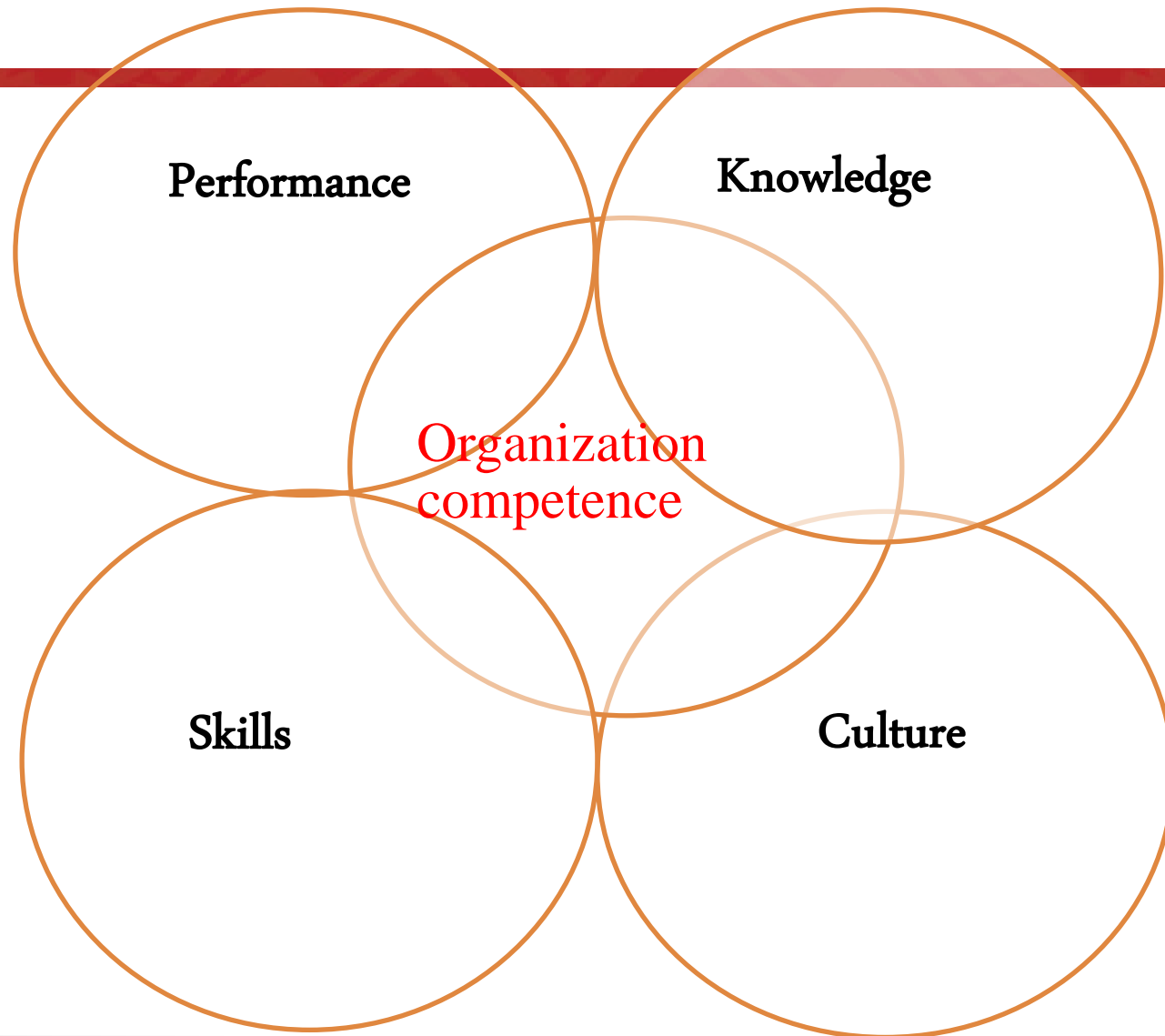
## VALUES



# Management Focus



# Board Focus



# Example – Board’s Focus on Competencies



The values and principles of public service as per Article 232 of the constitution are:

## COMPETENCY NAME

## COMPETENCY DEFINITION

### **Professionalism**

- Shows pride in work and achievements.
- Demonstrates professional competence and mastery of subject matter.
- Is conscientious and efficient in meeting commitments, observing deadlines and achieving results.
- Is motivated by professional rather than personal concerns.
- Upholds professional ethics
- Shows persistence when faced with difficult problems or challenges.
- Remains calm in stressful situations.

# Example – Board’s Focus on Competencies...cont



The values and principles of public service as per Article 232 of the constitution are:

## COMPETENCY NAME

## COMPETENCY DEFINITION

- Upholds and demonstrates the values and principles of the Public Service, including impartiality, fairness, honesty and truthfulness, in daily activities and behaviours.
- Acts without consideration of personal gain.
- Declares any conflict of interest in the course of duty
- Resists undue political pressure in decision-making.
- Does not abuse power or authority.
- Stands by decisions that are in the Organization’s interest even if they are unpopular.
- Takes prompt action in cases of unprofessional or unethical behaviours.

## Integrity

# Example – Board’s Focus on Competencies



## COMPETENCY NAME

## COMPETENCY DEFINITION

### **Transparency**

- Upholds openness in the discharge of duty
- Willingly shares knowledge and information
- Provides accurate information

# Example – Board’s Focus on Competencies...cont



## COMPETENCY NAME

## COMPETENCY DEFINITION

### Accountability

- Takes ownership for all responsibilities and honors commitments.
- Delivers outputs for which one has responsibility within prescribed time, cost and quality standards.
- Operates in compliance with organizational regulations and rules.
- Supports subordinates, provides oversight and takes responsibility for delegated assignments.
- Takes personal responsibility for his/her own shortcomings and those of the work unit, where applicable.



# Example – Board’s Focus on Competencies



## COMPETENCY NAME

## COMPETENCY DEFINITION

### Respect for Diversity

- Works effectively with people from all backgrounds.
- Treats all people equitably with dignity and respect
- Treats men and women equally.
- Shows respect for, and understanding of, diverse points of view and demonstrates this understanding in daily work and decision-making.
- Examines own biases and behaviours to avoid stereotypical responses.
- Does not discriminate against any individual, religion, ethnicity or group.
- Recognizes the strengths in national diversity and takes measures to harness them
- Appreciates cross cultural uniqueness and recognizes differences in socio-economic status



## COMPETENCY NAME

## COMPETENCY DEFINITION

### **Impartiality**

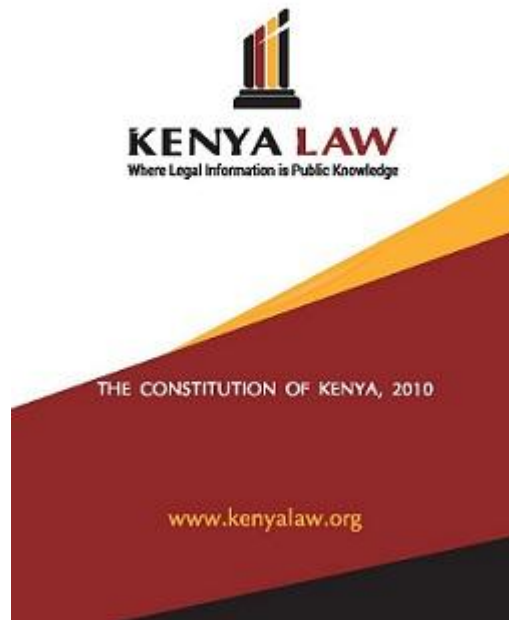
- Upholds fairness in discharge of duty
- Observes objectivity
- Treating all equally, reasonably and consistently
- Provides equal opportunity for all
- Effectively works with people from diverse backgrounds by treating them with dignity and respect
- Demonstrate an open minded approach to understanding people regardless of gender, ethnicity, religion, age, race and disability.



Content

# ROLE OF THE BOARD

# 1.Ensuring Legality and Professionalism





## 2. Identification of Competency Gap

- dissect competencies to determine what combination of employees, skills, processes, systems, facilities, partnerships that are necessary to maintain organizational effectiveness.

# Competency Gap Identification



**Conceptual**



**Human**



**Technical**



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# Competency Application



**Conceptual**



**Human**



**Technical**



<b>Individual Producers</b>	
<b>Supervisors</b>	

**This regards relative emphasis, not knowledge level**

# Competency Application



Conceptual



Human



Technical



<b>Individual Producers</b>	
<b>Supervisors</b>	
<b>Middle Managers</b>	

**This regards relative emphasis, not knowledge level**



# Competency Application



**Conceptual**



**Human**



**Technical**



<b>Individual Level</b>	
<b>Supervisory level</b>	
<b>Management Level</b>	
<b>Executive level</b>	

**This regards relative emphasis, not knowledge level**



### 3. Allocation of resources to prioritize competency requirements

- Ensure the systematic allocation of resources to address the competency gaps identified with the aim of to maintain organizational effectiveness.





## 4. Identifying future competency gaps

- Predicting future generations desire and the kind of competencies required to manage them
- Visioning the future needs and modelling Institutional competency pipeline

## 5. Maintain the alignment of Competencies with the desired Culture



# Conclusion



The Board should:

- Underscore the organizational Competency requirements
- Ensure adequate resource prioritization to meet the competency gaps
- Ensure that the organization has the following
  - ✓ Competency Framework
  - ✓ Competency based Job Descriptions
  - ✓ Qualified Competency based recruitment system
  - ✓ Defined Culture
  - ✓ Institutional Strengthening Agenda

# Board Discussions





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