

**A Draft Template of a Suggested Competency Framework for the Lebanese Civil Service**

*Ref: The OMSAR’s HR Project funded by the EU and executed by PLANET*

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| Competency | Below expectations | | Development needed | | Successfully meets expectations | Exceeds expectations | Outstanding |
| 1. **Organize, Manage and Develop People**   (Engage and motivate staff and develop capabilities and potentials of others) | He/She finds it difficult to:   * Clarify work required, expected behaviors and outputs * Contribute to developing team capabilities and recognize potentials in people * Give support and regular constructive feedback that is linked to development needs * Identify appropriate learning opportunities for team members * Recognize performance issues that need to be addressed and seek appropriate advice | | | He/She:   * Ensures that roles and responsibilities are clearly communicated. * Collaborates on the establishment of clear performance standards and deadlines in line with established performance development frameworks * Develops team capabilities, recognizes and develops potentials in people * Is constructive and builds on strengths when giving feedback * Identifies and acts on opportunities to provide coaching and mentoring * Recognizes performance issues that need to be addressed and works towards resolution of issues * Acknowledges results that were achieved by effective collaboration | He/She effectively:   * Defines and clearly communicates roles and responsibilities to achieve sections or/and department outcomes * Negotiates clear performance standards and monitors progress * Develops sections or/and departments plans that take into account the team’s capabilities, strengths and opportunities for development * Provides regular constructive feedback to build on strengths and achieve results * Addresses & resolves sections’ or/and departments’ as well as individual performance issues, including non- satisfactory performance in a timely and effective way * Monitors and reports on performance of the team in line with established performance development frameworks | He/She effectively:   * Refines roles and responsibilities over time to achieve better business outcomes * Recognizes talent, develop individual and team capability and undertakes succession planning * Coaches and mentor staff and encourages professional development and continuous learning * Provides timely, constructive and objective feedback to his supervisor * Addresses and resolves team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way * Implements performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives * Recognizes outcomes which resulted from effective collaboration between teams | He/She effectively:   * Ensures performance development frameworks are in place to manage staff performance, drives development of organizational capability and undertakes succession planning * Drives executive capability development and ensures effective succession management practices * Implements effective approaches to identify and develop talents across the organization * Models and encourages a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences * Instills a sense of urgency around addressing and resolving team and individuals performance issues and ensures that this is cascaded throughout the organization * Seeks out and facilitates opportunities to engage and collaborate with stakeholders to develop organizational, whole-of-government and cross-jurisdictional solutions |
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| 1. **Coordinate, Plan and Prioritize**   Plan to achieve priority outcomes and respond flexibly to changing circumstances | | He/She finds it difficult to:   * Plan and coordinate allocated activities * Re-prioritise own work activities on a regular basis to achieve set goals * Contribute to the development of team work plans and goal setting * Understand team objectives and how one’s own work relates to achieving them | | He/She:   * Understands the section and departments objectives and align operational activities accordingly * Initiates, and develops team goals and plans and use feedback to inform future planning * Responds proactively to changing circumstances and adjusts plans and schedules when necessary * Considers the implications of immediate and longer term organizational issues and how these might impact on the achievement of sections & departments goals * Accommodates and responds with initiative to changing priorities and operating environments | He/She effectively:   * Takes into account future aims and goals of the section & department when prioritising one’s own and others’ work * Initiates, prioritises, and develops the sections or/and departments goals, strategies and plans * Anticipates and assesses the impact of changes, on the section or/and department objectives and initiates appropriate responses * Ensures that current work plans and activities support and are consistent with organizational change initiatives * Evaluates one’s own and the teams achievements and adjusts future plans accordingly | He/She effectively:   * Understands the links between the section or/and department and the organization (or whole-of-government) agenda * Ensures sections or/and department goals are clear and appropriate including contingency provisions * Monitors progress of initiatives and makes necessary adjustments * Anticipates and assesses the impact of changes on sections or/and department plans and initiatives, and responds appropriately * Considers the implications of a wide range of complex issues and shifts sections or/and department priorities when necessary | He/She effectively:   * Establishes broad organizational objectives, ensures that these are the focus for all planning activities and communicates them to staff or colleagues * Understands the organization’s current and potential future role within government and the community, and plans appropriately * Ensures effective governance frameworks and guidance * Enables high quality strategic, corporate, business and operational planning * Considers emerging trends, identifies long-term opportunities and aligns organisational requirements with desired outcomes * Drives initiatives in an environment of ongoing, widespread change, including whole of government policy directions |
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| **3. Accountability and adequate knowledge of the regulatory framework.**  (Be responsible for one’s own actions, adhere to legislation and policy and be proactive to address risks) | | He/She finds it difficult to:   * Take responsibility for one’s own actions * Be aware of prerogatives and act within authority levels * Be aware of section or/and department goals and their impact on work tasks * Follow safe work practices and take reasonable care of one’s own and others health and safety | | He/She:   * Takes responsibility and is held accountable for one’s own actions * Understands prerogatives and acts within authority levels * Identifies and follows safe work practices, & is vigilant about their application by self and others * Is alert to risks that might impact the completion of an activity and escalates these when identified * Uses financial and other resources responsibly | He/She effectively:   * Assesses work outcomes, identifies and share lessons to inform future actions * Ensures that actions are focused on achieving organisational outcomes * Exercises prerogatives responsibly * Identifies and implements safe work practices, taking a systematic risk management approach to ensure health and safety of self and others * Conducts and reports on quality control audits * Identifies risks to successful achievement of goals, and takes appropriate steps to mitigate those risks * Encourages a culture of recognizing the value of collaboration | He/She effectively:   * Supports or designs and develops systems to establish and measure accountabilities * Ensures accountabilities are exercised in line with the organizations’ goals * Exercises due diligence to ensure work health and safety risks are addressed * Oversees quality assurance practices * Models the highest standards of financial probity, demonstrating respect for public monies and other resources * Monitors and maintains sections or/and department organizational memory and ensures compliance with legislative and regulatory frameworks * Incorporates sound risk management principles and strategies into business planning * Builds a culture of respect and understanding across the organisation | He/She effectively:   * Supports or guides the development of effective systems for the establishment and measurement of accountabilities, and evaluates ongoing effectiveness * Promotes a culture of accountability with clear line of sight to government goals * Sets standards and exercise due diligence to ensure work health and safety risks are addressed * Inspires a culture which respects the obligation to manage public monies and other resources responsibly and with probity * Ensures that legislative and regulatory frameworks are applied consistently and effectively across the organization * Directs the development of short and long term risk management frameworks to ensure the achievement of government aims and objectives * Establishes a culture and supporting systems that facilitate information sharing, communication and learning |
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| **4. Relationship with administrative environment and commitment to serving citizens**  (Provide citizens centric services in line with public service and organisational objectives) | | He/She finds it difficult to:   * Understand the importance of serving citizens * Help citizens understand the services that are available * Take responsibility for delivering services which meet citizens requirements * Keep citizens informed of progress and seek feedback to ensure their needs are met * Show respect, courtesy and fairness when interacting with citizens | | He/She:   * Supports a culture of a citizens oriented service in the organisation * Demonstrates a good knowledge of the services provided and relay to citizens * Identifies and responds to citizens needs * Considers citizens service requirements and develops solutions to meet needs * Tries to resolve complex citizens issues and needs * Co-operates across work areas to improve outcomes for citizens | He/She effectively:   * Takes responsibility for delivering high quality citizen oriented services * Understands citizens perspectives and ensures responsiveness to their needs * Identifies citizens service needs and implements solutions * Finds opportunities to co-operate with internal and external parties to improve outcomes for citizens * Connects and collaborates with relevant stakeholders within the community | He/She effectively:   * Promotes a culture of quality citizens service in the organisation * Ensures that the organisation’s systems, processes, policies and programs respond to citizens needs Promotes and manages alliances within the organisation and across the public, private and community sectors * Liaise with senior stakeholders on key issues and provides expert and influential advice * Initiates and develops partnerships with citizens to define and evaluate service performance outcomes * Identifies and incorporates the interests and needs of citizens in process design | He/She effectively:   * Creates a culture which embraces high quality citizen service across the organisation, ensuring that management systems and processes drive service delivery outcomes * Engages and negotiates with stakeholders on strategic issues related to policy and standards of citizen service and accessibility, and provide influential advice * Making clear to colleagues or subordinates that responsiveness to citizen’s needs is central to the organisation’s strategic planning processes * Participates in setting overall performance standards for service delivery across the organisation and monitor compliance |
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| 1. **Effective communication skills and problem solving** | | He/She finds it difficult to:   * Communicate clearly, actively listen to others and respond with respect * Find and check information needed to complete one’s own work tasks * Acknowledge and be responsive to diverse experiences, perspectives, values and beliefs * Be open to the inputs of others work to understand the perspectives of others * Identify and inform supervisors of issues that may impact on completion of tasks * Escalate more complex issues and problems when these are identified * Share ideas about ways to improve work tasks and solve problems * Suggest improvements to work tasks for the team | | He/She:   * Allows others enough time to express themselves * Displays active listening * Explains things clearly * Is aware of one’s own body language and facial expressions * Researches and analyses information and makes recommendations based on relevant evidence * Seeks input from others who may have different perspectives and needs * Adapt well in diverse environments * Identifies issues that may hinder completion of tasks and finds appropriate solutions * Is willing to seek out input from others and to share one’s own ideas to achieve best outcomes * Identifies ways to improve systems or processes which are used by the section/department | He/She effectively:   * Clearly explains and presents ideas and arguments * Listens to others when they are speaking and asks appropriate, respectful questions * Prepares written material that is well structured and easy to follow * Researches and analyzes information, identifies interrelationships and makes recommendations based on relevant evidence * Seeks to promote the value of diversity for the organization * Recognises and adapts to individual differences and working styles * Anticipates, identifies and addresses issues and potential problems and selects the most effective solutions from a range of options * Participates in and contributes to team/unit initiatives to resolve common issues or barriers to effectiveness | He/She effectively:   * Tailors communication to the audience * Clearly explains complex concepts and arguments to individuals and groups * Writes fluently in a range of styles and formats * Undertakes objective, critical analysis to draw accurate conclusions that recognize and manages contextual issues * Leverage diverse views and perspectives to develop new approaches to delivery of outcomes * Builds and monitors a workplace culture that values fair and inclusive practices and diversity principles * Works through issues, weigh up alternatives and identify the most effective solutions * Takes account of the wider business context when considering options to resolve issues * Explores a range of possibilities and creative alternatives to contribute to systems, process and business improvements | He/She effectively:   * Presents with credibility, engages varied audiences and tests levels of understanding * Translates technical and complex information concisely * Writes fluently and persuasively in a range of styles and formats * Establishes and promotes a culture which encourages initiative and emphasizes the value of continuous improvement * Creates and drives a culture where all staff value diversity of people, experiences and backgrounds * Ensures workplace systems, policies and practices allow individuals to participate to their fullest ability * Engages in high-level critical analysis of a wide range of complex information and formulates effective responses to critical policy issues * Identifies and evaluates organization wide implications when considering proposed solutions to issues |
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| 1. **Commitment to job ethics and morals** | | He/She finds it difficult to:   * Behave in an honest, ethical   and professional way   * Take opportunities to clarify understanding of ethical behaviour requirements * Identify and follow legislation, rules, policies, guidelines and codes of conduct that apply to one’s role * Speak out against misconduct, illegal and inappropriate behavior * Report apparent conflicts of interest | | He/She:   * Represents the organization in an honest, ethical and professional way * Supports a culture of integrity and professionalism * Understands and follows legislation, rules, policies, guidelines and codes of conduct * Helps others to understand their obligations to comply with legislation, rules, policies, guidelines and codes of conduct * Recognizes and reports misconduct, illegal or inappropriate behavior * Reports and manages apparent conflicts of interest | He/She effectively:   * Represents the organization in an honest, ethical and professional way and encourages others to do so * Demonstrates professionalism to support a culture of integrity within the section or/and department * Sets an example for others to follow and identifies and explains ethical issues * Ensures that others understand the legislation and policy framework within which they operate * Acts to prevent and report misconduct, illegal and inappropriate behaviour | He/She effectively:   * Models the highest standards of ethical behavior * Represents the organisation in an honest, ethical and professional way and sets an example for others to follow * Ensures that others have an understanding of the legislation and policy framework within which they operate * Promotes a culture of integrity and professionalism within the organization and in dealings with parties external to government * Monitors ethical practices, standards and systems and reinforces their use * Act on reported breaches of rules, policies and guidelines | He/She effectively:   * Champions and acts as an advocate for the highest standards of ethical and professional behaviour * Drives a culture of integrity and professionalism across the organization, and in dealings cross-government, cross-jurisdiction and outside of government * Defines, communicates and evaluates ethical practices, standards and systems and reinforces their use * Creates and promotes a climate in which colleagues or subordinates feel able to report apparent breaches of rules, policies and guidelines and act promptly and visibly in response to such reports |
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| **7. Self-management**  (Show personal drive motivation, and commitment to learning) | | He/She finds it difficult to:   * Take initiative to develop and apply new skills * Show commitment to completing work activities effectively * Look for opportunities to learn from the feedback of others | | He/She:   * Adapts existing skills to new situations * Shows commitment to achieving work goals * Shows awareness of one’s own strengths and areas for growth and identifies the required new skills * Seeks feedback from colleagues and stakeholders * Maintains one’s own motivation when tasks become difficult | He/She effectively:   * Looks for and benefits from opportunities to learn new skills and develop strengths * Shows commitment to achieving challenging goals * Examines and reflects on one’s own performance * Seeks and responds positively to constructive feedback and guidance * Demonstrates a high level of personal motivation | He/She effectively:   * Acts as a professional role model for colleagues, sets high personal goals (SMART) and takes pride in their achievement * Actively seeks, reflects and acts on feedback on one’s own performance * Translates negative feedback into an opportunity to improve * Maintains a high level of personal motivation * Takes the initiative and acts in a decisive way | He/She effectively:   * Promotes and models the value of self-improvement and be proactive in seeking opportunities for growth * Seeks, reflects and integrates feedback to enhance one’s own performance, showing a strong capacity and willingness to modify one’s own behaviours * Manages challenging, ambiguous and complex issues calmly and logically * Models initiative and decisiveness |
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| **8. Inspire Direction and Purpose & Manage change** | | He/She finds it difficult to:   * Support change initiatives and assist colleagues to understand their purpose and impact * Share information with team members to assist them to understand and manage uncertainty and change * Assist his colleagues to understand organizational direction * Ensure colleagues understand how their activities align to business objectives and affect overall performance | | He/She:   * Supports change processes and communicates change initiatives across the section * Supports others in managing uncertainty and change * Promotes a sense of purpose within the section/department and enables others to understand the strategic direction of the organization * Translates broad goals into operational needs * Recognizes and acknowledges high individual/team performance | He/She effectively:   * Promotes change processes and participates in the communication of change initiatives across the organization * Provides guidance, coaching and direction to others managing uncertainty and change * Promotes a sense of purpose within the team and enables others to understand the strategic direction * Engages staff in change processes and provides clear guidance, coaching and support * Identifies cultural barriers to change and implements strategies to address them * Translates broad goals into operational needs and links team performance goals to sections/department goals to ensure implementation of policies. * Recognizes & acknowledges high individual or/and team performance | He/She effectively:   * Clarifies purpose and benefits of continuous improvement for staff and provides coaching and leadership in times of uncertainty * Assists others to address emerging challenges and risks and generate support for change initiatives * Translates change initiatives into practical strategies and explains them to staff and their role in implementing them * Implements structured change management processes to identify and develop responses to cultural barriers * Promotes a sense of purpose within the team and enables others to understand the strategic direction * Works to remove barriers to the achievement of goals * Builds a shared sense of direction, clarifies priorities and goals and inspires others to achieve them * Creates opportunities for recognizing and celebrating high performance at the individual and section or/and department level | He/She effectively:   * Drives a continuous improvement agenda, defines high level objectives and translates them into practical implementation strategies * Builds staff support and commitment to announced change, and plan and prepare for long-term organizational change * Creates an organizational culture that actively seeks opportunities to improve * Anticipates, plans for and addresses cultural barriers to change at the organizational level * Champions the organizational vision and strategy, & communicates them properly * Creates a culture of confidence and trust in future direction * Celebrates organizational success and high performance and engages in activities to maintain morale. |
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| **9. Deliver Results**  (Achieve results through efficient use of resources and a commitment to quality outcomes) | | He/She finds it difficult to:   * Complete one’s own work tasks under guidance, within set restrictions, timeframes and standards * Take the initiative to progress one’s own work * Identify resources needed to complete allocated work tasks * Seek clarification when unsure of work tasks | | He/She:   * Completes work tasks to agreed restrictions, timeframes and standards * Takes the initiative to progress and deliver one’s own and section/department work * Contributes to allocation of responsibilities and resources to ensure achievement of section/department goals * Seeks and applies specialist advice when required | He/She effectively:   * Takes responsibility for delivering on intended outcomes * Makes sure section or department staff understand expected goals and acknowledges success * Identifies resource needs and ensures goals are achieved within given restrictions and deadlines * Identifies changed priorities and ensures allocation of resources meets new organizations needs * Uses own expertise and seeks others’ expertise to achieve work outcomes | He/She effectively:   * Fosters a culture of achievement and acknowledges the input of other employees * Investigates and creates opportunities to enhance the achievement of organizational objectives * Makes sure others understand that on-time and on-budget results are required and how overall success is defined * Controls output of organizations’ (Ministry’s) unit to ensure government outcomes are achieved within budget * Promotes organizational priorities and ensures effective acquisition and use of resources | He/She effectively:   * Creates a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation * Identifies, recognizes and celebrates success * Establishes systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes * Identifies and removes potential barriers or hurdles to ongoing and long term achievement of outcomes * Initiates and communicates high level priorities for the organization to achieve government outcomes * Uses one’s own professional knowledge and expertise of others to drive organizational and government objectives forward |
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| **10. Good use of equipment and facilities**  (Understand and use available technologies to maximise efficiencies and effectiveness) | | He/She finds it difficult to:   * Display familiarity and confidence in the use of core office software applications or other technology used * Understand the use of computers, tele-communications, audio-visual equipment or other necessary tools for their performance * Comply with requirements, document tracking and management policies/systems, and security protocols * Comply with policies on acceptable use of technology | | Applies:   * computer applications that enable performance of more complex tasks * practical skills in the use of relevant technology * effective use of records, information and data collected   He/She:   * Understands and complies with information and communications security and acceptable use policies * Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies | He/She effectively:   * Demonstrates a sound understanding of technology relevant to the work of respective section/department, * identifies and select the most appropriate technology for assigned tasks * Identifies opportunities to use a broad range of communication technologies to deliver effective messages * Understands, acts on and monitors compliance with information and communications security and use policies * Identifies ways to leverage the value of technology to achieve section or department outputs, using the existing resources | He/She effectively:   * Shows commitment to the use of existing and deployment of appropriate new technologies * Implements appropriate controls to ensure compliance with information and communications security and use policies * Is informed and updated regarding emerging technologies and how they might be applied to support organizations’ (Ministry’s’) outcomes * Seeks advice from appropriate technical experts to support achievement of organizations’ (Ministry’s’) outcomes | He/She effectively:   * Encourages research and expert advice on the application of emerging technologies to achieve organizational outcomes * Ensures that effective frameworks are in place to enable efficient and effective application of ICT use * Supports the establishment of effective mechanisms to ensure organizational compliance with information and communication security and use policies * Critically assesses business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organization |