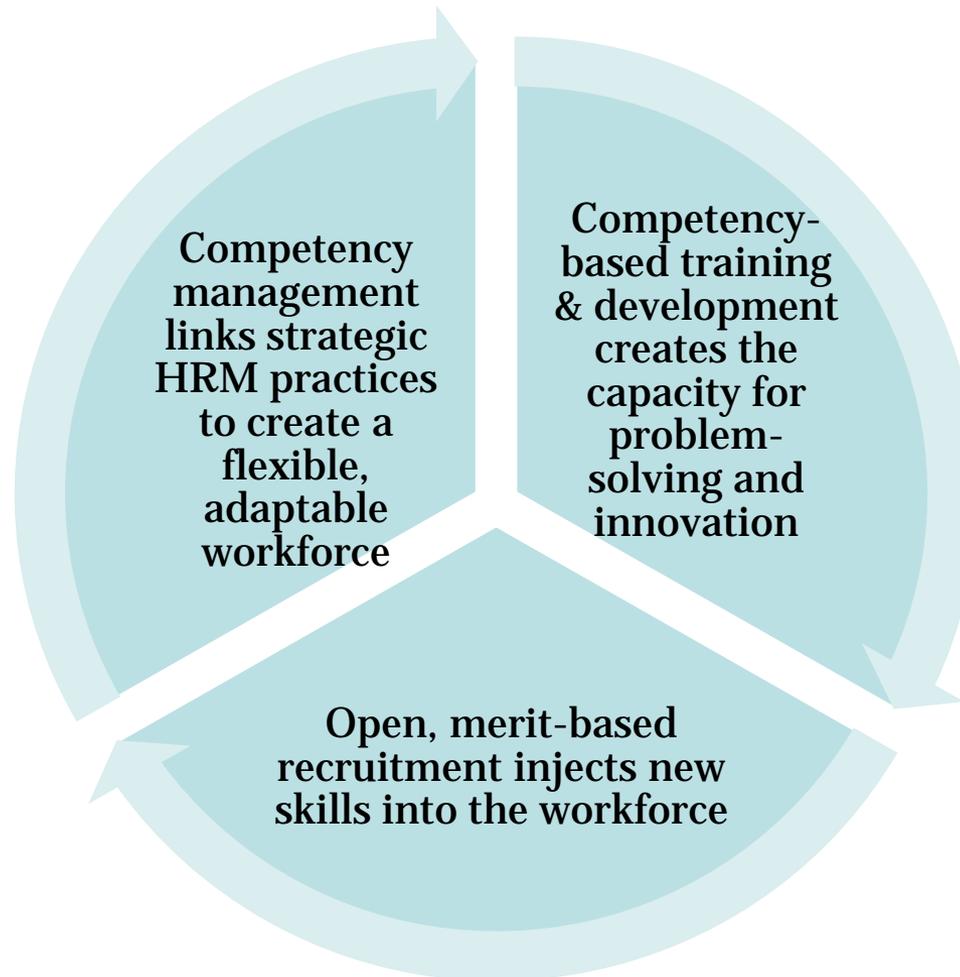


Investing in the future by acquiring, building and retaining talent

**Technical Workshop on Assessment and
Recommendations**

Santo Domingo, 24 April 2014

Assessment: Recruitment, competency management, training & development are key instruments for building strategic agility in the public service



Assessment: A merit-based career public service is a major achievement requiring continual reinforcement

- Steady consolidation and expansion to be commended
- Closing the gap remains a challenge
- Continued strong political support and vigilance needed
- Placing values at the forefront will strengthen implementation
- Consideration to an independent merit protection agency

Recommended additional measures to embed merit-based recruitment

Short-term (1-2 years)

- Accountability of ministers & senior managers
- Independent merit protection body
- Central recruitment agency
- More rapid & efficient recruitment process

Medium-term (3-5 years)

- Include in performance contracts
- Measures to increase diversity
- Expand career opportunities
- Merit-based recruitment of managers
- Standards for recruitment outside the career system
- Ongoing monitoring, evaluation & reporting

Assessment: Competency management is a key instrument of strategic HRM which can be further developed

- Strategic approach to competency management as a key lever of HRM already producing positive results
- MAP well placed to build on foundations that have been established
- Competencies can contribute to:
 - Strategic workforce planning
 - Well targeted training & development
 - Leadership & management capacity
 - Mobility
 - Performance management

Recommendations for further developing competency management

Short-term (1-2 years)

- [Standard competency framework](#)
- Link training to competencies
- Integrate core public service values
- Leadership competencies
- Competencies for the future

Medium-term (3-5 years)

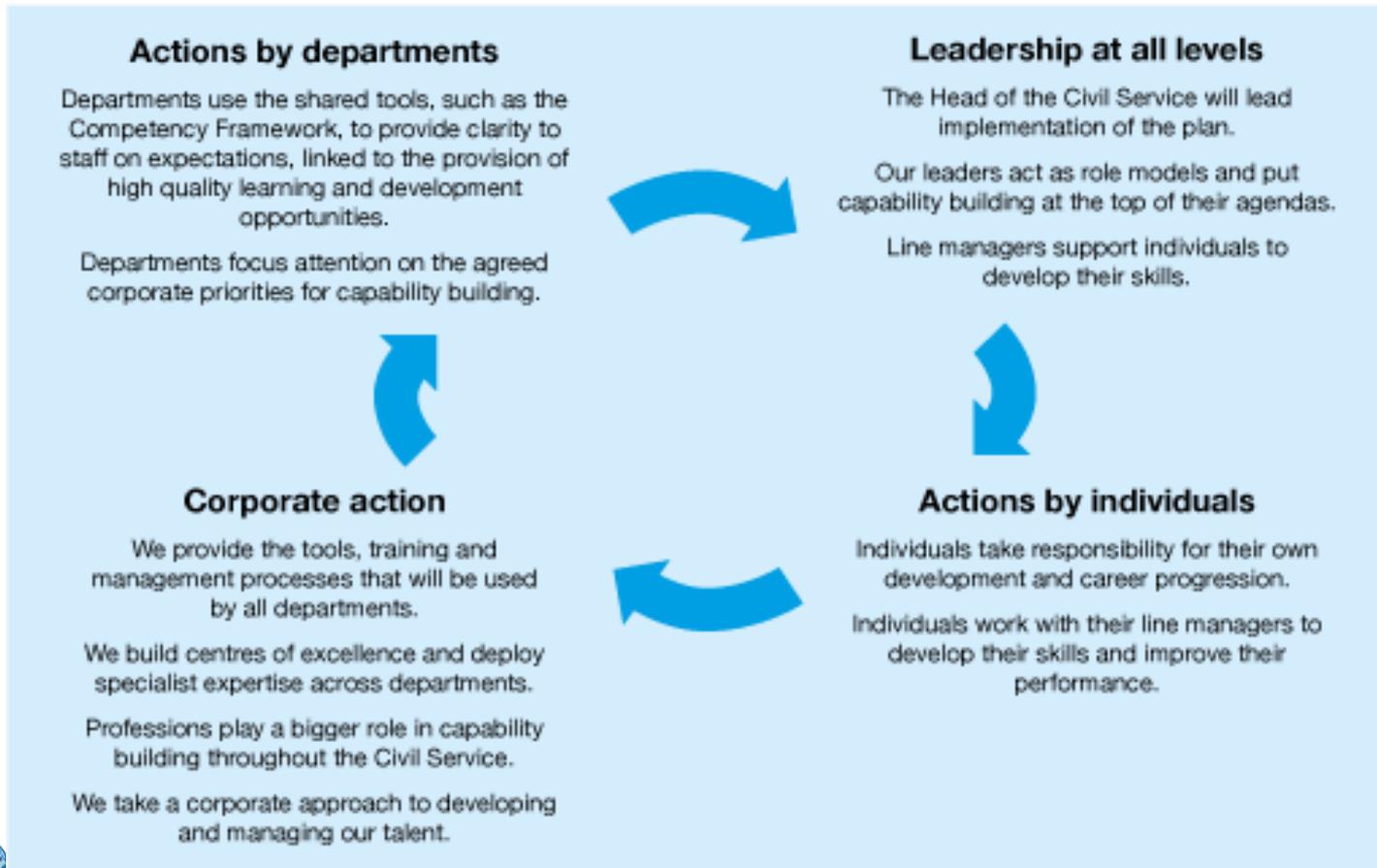
- Focus training & development on closing competency gaps
- Link to performance management & workforce planning
- Use for selection & development of managers
- Competency-based job profiling to increase workforce flexibility

Assessment: Up-skilling the workforce requires additional training & development effort

- Need for capacity building to support innovation and improvement in public services
- Development of leaders and managers critical for public service reforms
- Training in application of core values essential
- Use competencies to focus on critical skill gaps
- A more strategic focus for INAP will deliver better results
- Better co-ordination and use of e-learning can lead to more efficient and effective use of resources

Recommendation: Reorganise roles & responsibilities to enable INAP to focus on its strategic role

This example from the UK civil service illustrates such an approach



Recommendations: Prioritise a competency-based approach training and development

Short-term (1-2 years)

- National training & development framework
- Focus on high priority needs
- Core curriculum based on competencies
- Leadership & management development
- Best practice methods

Medium-term (3-5 years)

- Link performance assessment to training & development
- Use workforce planning to identify competency gaps
- Institutions conduct induction training
- Expand e-learning

Long-term (5 years +)

- Consideration to establishing a strategic centre for leadership learning & development – preferably by strengthening INAP's capacity
- Closely linked to culture of quality, innovation and results

Example of a standard competency framework: Belgium

Core public service values

+

5 clusters of generic competencies = behavioural competencies needed in all jobs

+

1 cluster of technical competencies = specific skills & knowledge needed for specific jobs

