

**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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| Competency | Below expectations | Development needed | Successfully meets expectations | Exceeds expectations | Outstanding |
| 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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| Competency | Below expectations | Development needed | Successfully meets expectations |  Exceeds expectations | Outstanding |
| 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
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