



3



UNDERSTANDING JOB COMPETENCIES



CORE COMPETENCIES

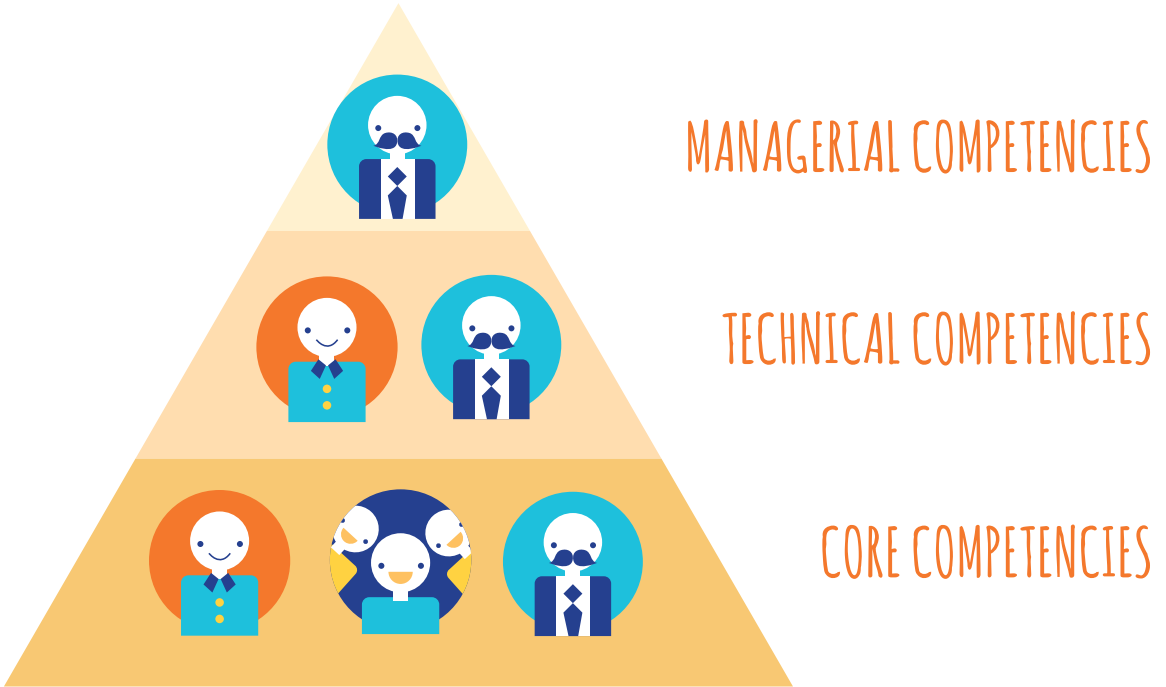
3.1

FUNCTIONAL/TECHNICAL COMPETENCIES

3.2

LEADERSHIP/MANAGERIAL COMPETENCIES

3.3



*There are various ways to cluster or categorize job competencies. A popular is to classify competencies **as either core, technical or managerial.***





3.1

CORE COMPETENCIES

These are characteristics that collectively lead to desired outcomes in the organisation. Sometimes referred to as foundational competencies, these consist of behaviours that **everyone** in the organisation must possess regardless of function because they drive overall desired results. These competencies directly support, and are aligned with, the organisation's strategic goals. Core competencies are founded on the organisation's mission, vision, and values including culture (the way things are done in an organisation). They are unique to an organisation, and considered non-transferable.

DSWD CORE COMPETENCIES

- Collaborating and networking
- Commitment to social development and protection
- Communicating effectively
- Delivering excellent results
- Personal effectiveness
- Problem solving and decision making
- Stewardship of resources





CSC

CORE COMPETENCIES

- Exemplifying integrity
- Delivering service excellence
- Solving problems and Making Decisions

Core competencies should not be confused with core competence, a term which was popularised by C.K. Prahalad and Gary Hamel in their 1990 Harvard Business review essay, “Core Competence of the Corporation.” Core competence captures the unique factors that give organisations a distinct competitive advantage. For instance, 3M is known for its substrates, coatings and adhesive; Black and Decker is popular for its small electric motors; Cannon for its laser printer subsystems and Honda for its gasoline powered engines.





CSC

ORGANISATIONAL COMPETENCIES

- Demonstrating personal effectiveness.
- Managing information
- Championing and applying innovation
- Writing effectively
- Speaking effectively
- Planning and delivering



Core competence is a characteristic ascribed to organisations while core competencies are characteristics of individuals who work within it. Moreover, core competence is more than the totality of all the individual competencies of the organisation's employees because it includes the organisation's systems, technologies, routines, mechanisms and processes.

Aside from core competencies, the Civil Service Commission identified a set of organisational competencies. These are competencies required to perform similar functions within CSC; and are expected of majority of positions in the organisation. These competencies cannot be considered as core competencies though because not everyone is required to possess them.





3.2

FUNCTIONAL/TECHNICAL COMPETENCIES

These are behaviours or abilities that pertain to a specific body of knowledge and skills required to perform a function or job. It includes abilities to use procedures, techniques and knowledge of a specialised field. Functional competencies are linked to job roles and the way in which they interact with other roles. These competencies may be transferable if a person accepts a similar job in another organisation.

Each position has a unique set of functional and technical competencies. A job family (a group of jobs in a common field, with the same or relatively similar work performed) can have similar functional competencies. However, the required proficiency level becomes more complex as the position rises in the hierarchy. (An example of an organisation's functional and technical competencies is in Annex 2. DSWD Functional/Technical Competencies).





3.3

MANAGERIAL/ LEADERSHIP COMPETENCIES

These are knowledge, skills and behaviours needed to perform management/ leadership functions and processes. These are expected of individuals who supervise staff, or who work through others or a team to get the job done.



KNOWLEDGE

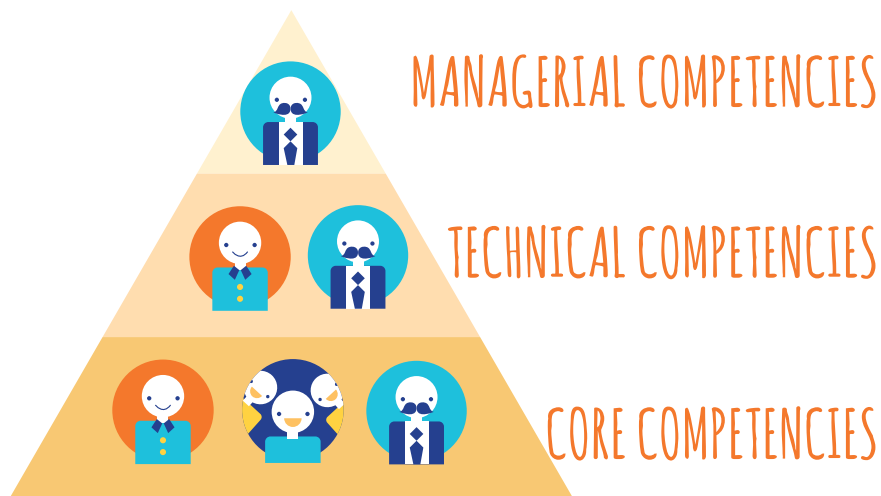


SKILLS



BEHAVIOR





These three clusters of **core, functional/technical, managerial/leadership** competencies usually make up the competency model of an organisation





A different school of thought in competency modelling simply clusters competencies into two: **technical and behavioural**. Technical competencies, a.k.a. hard competencies, pertain to those that are specific to the job. All other competencies not related to this specific field of practice are considered behavioural competencies, a.k.a., soft competencies. The choice of how to cluster competencies will depend on the organisation and the users of the model. This is another fundamental decision point in competency modelling—how competencies are to be categorised.

CSC

LEADERSHIP COMPETENCIES

- Building commitment
- Developing people
- Partnering and networking
- Managing performance
- Thinking strategically
- Leading change
- Coaching for results

DSWD

MANAGERIAL AND

LEADERSHIP COMPETENCIES

- Leading change
- Leading people
- Leading for results
- Building collaborative partnerships

