

SHAPE Project

(Strengthening Change Management Process of Executives)

Competency Framework and Toolkit for Implementation

Expert Group on Public Administration & Governance

Caserta, Italy

27 June 2023





Design of the Competency Framework

The Process

The OECD, together with a working group from the MEF, developed a new competency framework for managers in the Ministry. This was a collaborative effort involving contextual discussion to build the framework around the needs of the MEF, and was further informed by the project's earlier competency assessment.

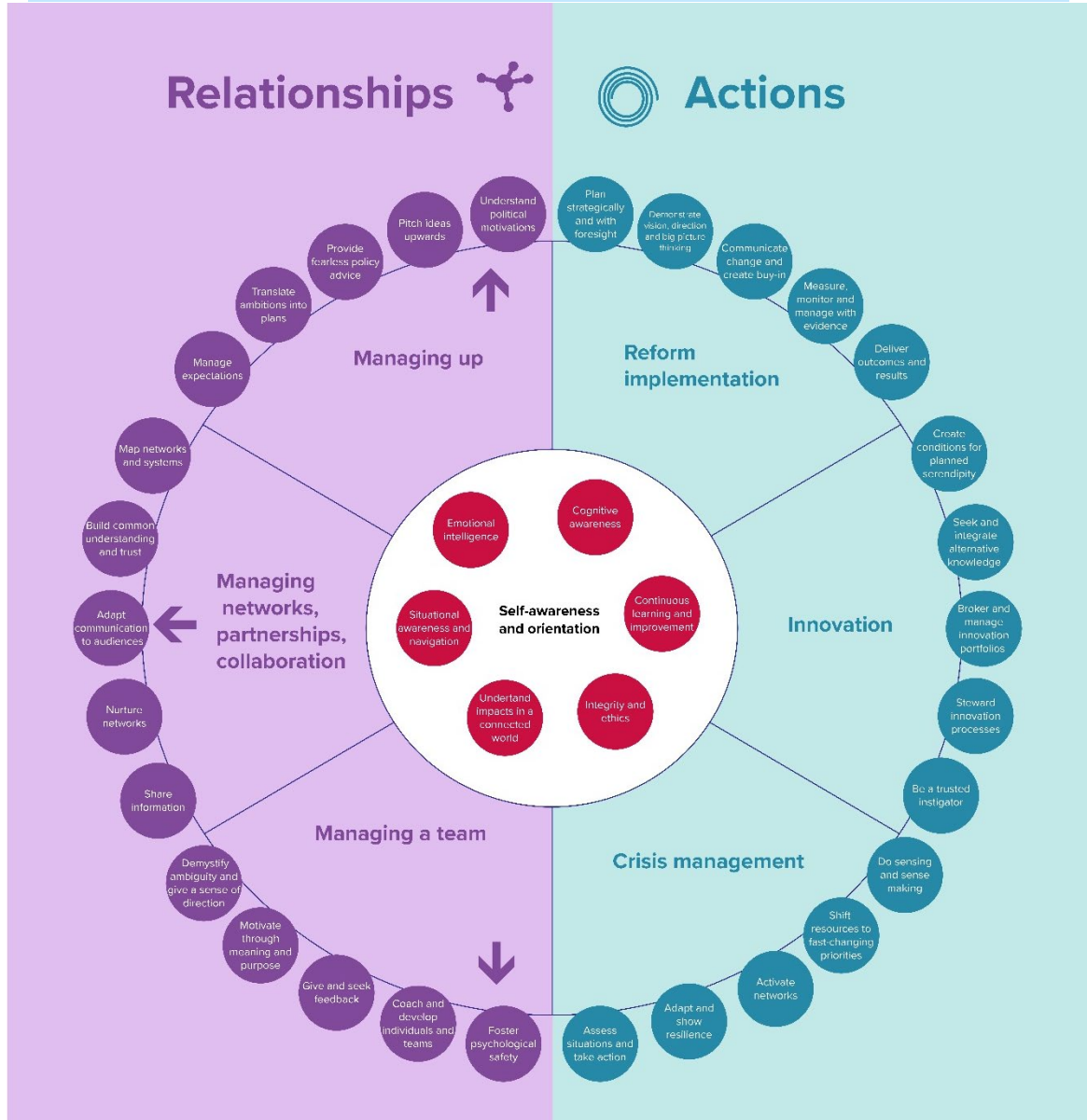
The final competency framework has three main elements: competencies to do with **relationships**, competencies to do with **actions**, and competencies to do with **self-awareness and orientation**.

This competency framework is a main project component, and can be used by the MEF going forward, and adapted for use more broadly in the Italian administration. It can be incorporated into HR processes and policies having to do with management, such as recruitment, performance evaluation, and learning systems.

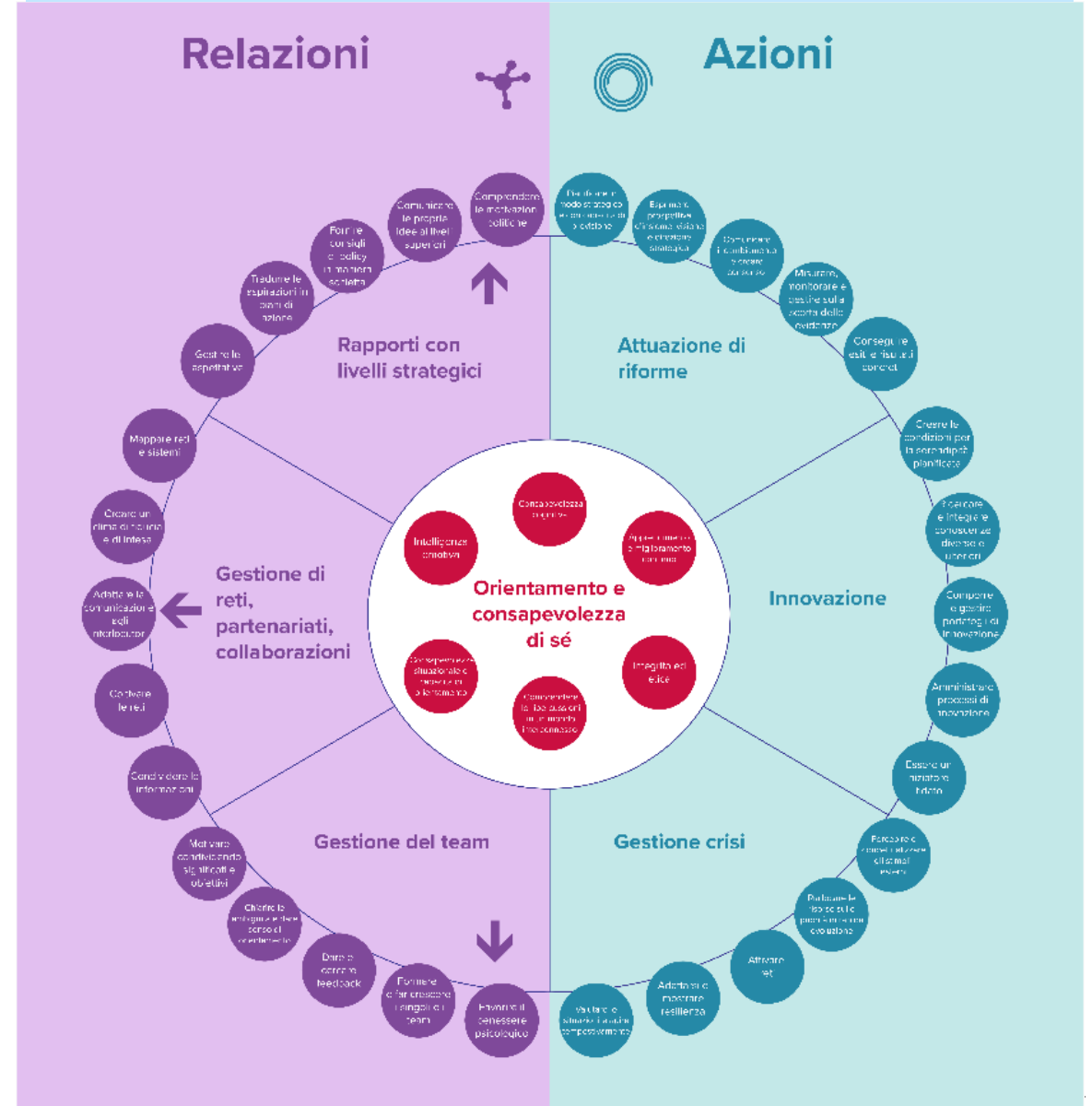


Final SHAPE Managerial Competency Framework

English



Italian





SHAPE Managerial Competency Framework components: Relationships



Managing up

Understand political motivation

Pitch ideas upwards

Provide fearless policy advice

Translate ambitions into plans

Manage expectation



Managing networks, partnerships, collaboration

Map networks and systems

Build common understanding and trust

Adapt communication to audiences

Nurture networks

Share information



Managing Teams

Demystify ambiguity and give a sense of direction

Motivate through meaning and purpose

Give and seek feedback

Coach and develop individuals and teams

Forster psychological safety



SHAPE Managerial Competency Framework components: Actions

Reform Implementation

Plan strategically and with foresight

Demonstrate vision, direction and big-picture thinking

Communicate change and create buy-in

Measure, monitor and manage with evidence

Deliver outcomes and results

Innovation

Create conditions for planned serendipity

Seek and integrate alternative knowledge

Broker and manage innovation portfolios

Steward innovation processes

Be a trusted instigator

Crisis Management

Assess situations and take action

Adapt and show resilience

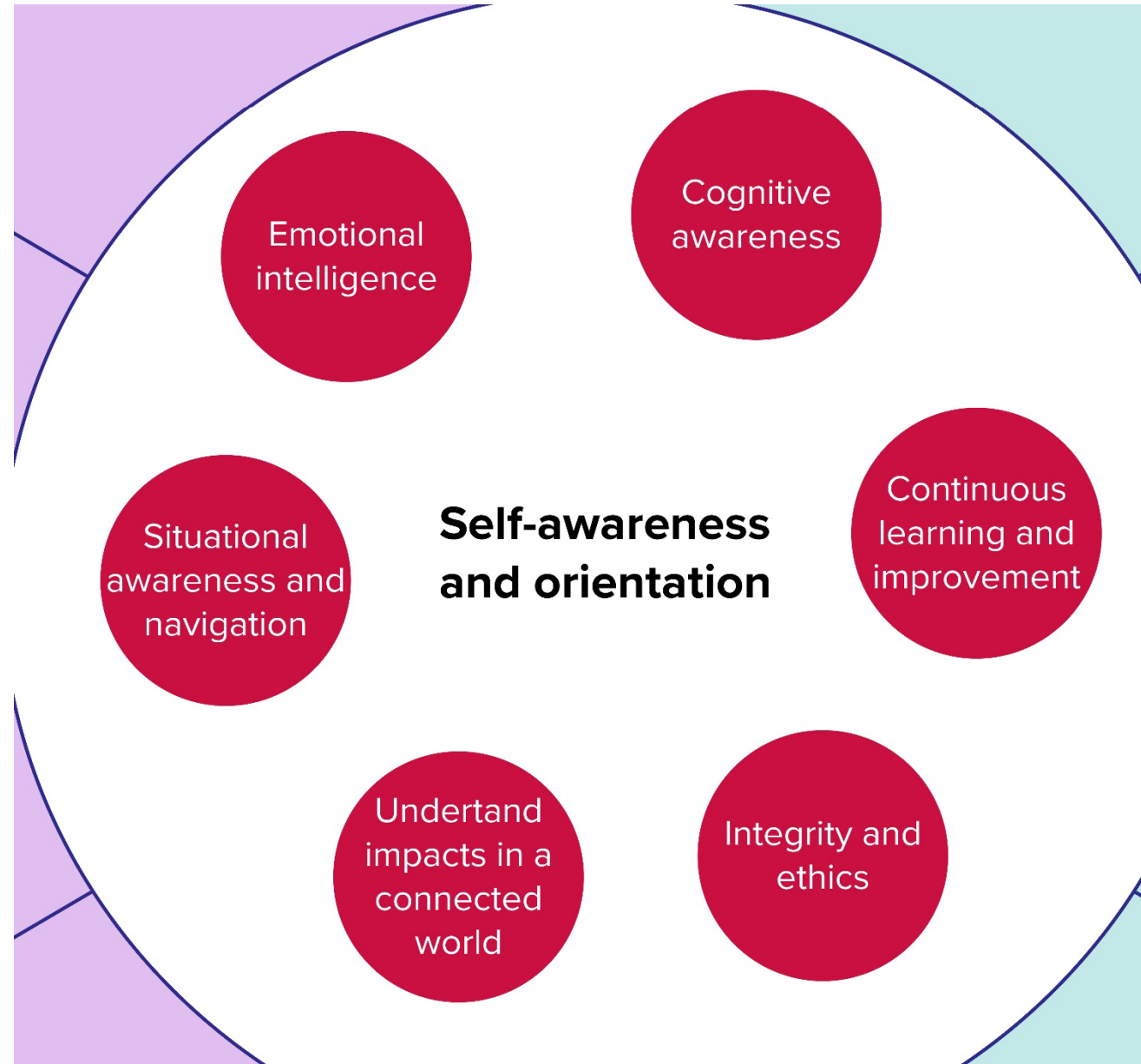
Activate networks

Shift resources to fast-changing priorities

Do sensing and sense making



SHAPE Managerial Competency Framework components: Self Awareness and Orientation





Stage 2

Implementation of the Competency Framework



Toolkit to implement the competency framework

To ensure that the competency framework can be used to the greatest and more useful extent in the future, a toolkit was developed for its **implementation.**

The toolkit incorporates **international best practices** and provides a roadmap for incorporating the competency framework into **processes and policies.**

It will help the ministry to use the framework in meaningful ways, applying it to HR processes such as **learning and development, performance assessment, and recruitment, and provides insights on organisational factors** that can help to promote the development and deployment of the competencies outlined in the framework.





Toolkit to implement the competency framework

Learning and Development	Recruitment	Performance Management	Organisational Factors
<ul style="list-style-type: none">•Competency-based training for new managers•Continuous learning for existing managers•Informal learning•Using data and analysis to measure effectiveness and outcomes.	<ul style="list-style-type: none">•Consideration of competencies in recruitment decisions and processes•Evaluation of competencies in recruitment	<ul style="list-style-type: none">•Formal performance evaluation•Informal feedback cycles•Growth and promotion decisions	<ul style="list-style-type: none">•Communications across levels and the hierarchy•Prioritisation by leadership•Prioritisation within the organizational culture•Networks and communities for sharing knowledge and learning•Innovation•Modern and digital tools•Rewards and incentives



All aspects work together – cohesion and consistency in the framework's implementation and use is key for success





Examples from the Toolkit

The Toolkit provides recommendations across a wide range of processes. Some examples from the document are below.

	SUB-TOPIC AREA	ACTION	GUIDANCE
Learning and Development	Continuous learning for existing managers	Create expectations around the development and use of competencies for all managers	<ul style="list-style-type: none"> • Incorporate the development and use of competencies into feedback and reviews • Create and adhere to learning plans based on the individual, their performance assessment, the role and the learning opportunities undertaken • Consider compulsory training as a pre-condition for career growth
Recruitment	Evaluation of competencies in recruitment	Consider the weighting of competencies versus other skills for managerial positions	<ul style="list-style-type: none"> • The importance of the competencies held by candidates should be considered against the other needed skills and knowledge for the job • In managerial positions, competencies are often more important than certain technical skills that may currently be prioritize so it is important to substantively assess the importance of all factors and address current mindsets around the subject
Performance Management	Formal performance evaluation	Ensure substantive outcomes	<ul style="list-style-type: none"> • Create an evaluation system that rewards the development and effective use of competencies by providing access to career development opportunities • Ensure that performance evaluation is not a "box-ticking" exercise; it should reflect the actual performance of the employee • Performance management platforms can be digitised and streamlined to foster clarity and ensure consistency

Thank you