

APPENDIX II

Competence portfolios in European public administrations

An example of a European competence framework I: The Dutch civil service

Cluster	Competencies
A. Coherent governance	A.1 Vision on the future A.2 Target orientation A.3 Network skills A.4 Binding leadership
B. Problem solving	B.1 Information analysis B.2 Judgement B.3 Conceptual flexibility B.4 Resoluteness
C. Interpersonal behaviour	C.1 Listening C.2 Interpersonal sensitivity C.3 Flexible behaviour C.4 Development of collaborators
D. Operational effectiveness	D.1 Initiative D.2 Control D.3 Delegation D.4 Fast interplay
E. Impact	E.1 Oral presentation E.2 Self confidence E.3 Convincing power E.4 Tenacity
F. Resilience	F.1 Energy F.2 Stress resistance F.3 Performance motivation F.4 Learning capacity
G. Governance sensitivity	G.1 Environmental awareness G.2 Governance affinity G.3 Integrity G.4 Dedication

Source: Hondeghem and Vandermeulen (2000)

An example of a European competence framework II: The British senior civil service (core criteria)

<i>Direction</i>		
Leadership	Strategic thinking and planning	Delivery of results
<p>Creates and secures commitment to a clear vision</p> <p>Initiates and manages change in pursuit of strategic objectives</p> <p>Is visible, approachable and earns respect</p> <p>Inspires and shows loyalty</p> <p>Builds and supports a high performing team</p> <p>Acts decisively having assessed the risks</p> <p>Accepts responsibility for the actions of the team</p> <p>Demonstrates the high standards of integrity, honesty and fairness expected in public service</p>	<p>Develops and influences strategic aims, anticipating future demands, opportunities and constraints</p> <p>Demonstrates sensitivity to Ministers' needs and to wider political and departmental issues</p> <p>Contributes effectively to strategic thinking of senior management team</p> <p>Sees relationships between complex inter-dependent factors</p> <p>Reconciles day to day demands with long-term objectives</p> <p>Translates strategic aims into practical and achievable plans</p> <p>Takes decisions on time, even in uncertain circumstances</p>	<p>Defines results taking account of customer or other stakeholder's needs</p> <p>Manages relationships with customers/other stakeholders effectively</p> <p>Organises work processes to deliver on time, on budget and to agreed quality standards</p> <p>Strives for continuous performance improvement and encourages others to do so</p> <p>Demonstrates high level project management skills</p> <p>Assesses and manages risk</p> <p>Monitors performance and incorporates feedback in future plans</p>
<i>Management and communication</i>		
Management of people	Communication	Management of financial and other resources
<p>Develops staff to meet changing organisational needs</p> <p>Establishes and communicates clear standards and expectations</p> <p>Delegates effectively, knowing when to step in and when not to</p> <p>Makes best use of skills and resources within the team</p> <p>Gives regular face-to-face feedback and recognition</p> <p>Addresses poor performance</p> <p>Builds trust, good morale and teamwork</p> <p>Responds to feedback from staff</p> <p>Secures commitment to change through appropriate involvement of staff</p>	<p>Negotiates effectively and can handle hostility</p> <p>Is concise and persuasive orally and in writing</p> <p>Listens to what is said and is sensitive to others' reactions</p> <p>Demonstrates presentational and media skills</p> <p>Chooses the methods of communication most likely to secure effective results</p> <p>Is comfortable and effective in a representational role</p> <p>Builds, maintains and uses an effective network of contacts</p> <p>Develops appropriate language skills</p>	<p>Secures value for taxpayers' money</p> <p>Challenges existing practices and leads initiatives for new and more efficient use of resources</p> <p>Negotiates for the resources to do the job, in the light of wider priorities</p> <p>Commits and realigns resources to meet key priorities</p> <p>Uses management information to monitor/control resources</p> <p>Manages contracts and relationships with suppliers effectively</p> <p>Demonstrates commitment to using IT as a resource</p>
<i>(continued)</i>		

	<i>Personal contribution</i>	
Personal effectiveness	Intellect, creativity and judgement	Expertise and professional competence
Adapts quickly and flexibly to new demands and change	Homes in on key issues and principles	Earns credibility and influence through depth and breadth of expertise
Manages own time well to meet competing priorities	Demonstrates a creative and constructive approach to problem solving	Ensures that decisions are informed by relevant technical/specialist expertise
Shows resilience, stamina and reliability under heavy pressure	Offers insights and generates original ideas with practical application	Understands and operates effectively within the political and government framework
Takes a firm stance when circumstances warrant it	Analyses ambiguous data and concepts rigorously	Accepts personal responsibility for quality of professional work
Is aware of personal strengths and weaknesses and impact on others	Displays confidence in own judgement but responds constructively to alternative ideas	Gives professional direction to others
Shows commitment to own personal and professional development	Encourages ideas, initiative and innovation in others	Seeks and applies best practice from other organisations
Offers objective advice without fear or favour		
Pursues adopted strategies with energy and commitment		

Source: Horton (2000)

A proposed model for competence areas of public managers

Criterion of competence	Contingencies of public service	Competence area	
		Value competence	Instrumental competence
<i>Task competence</i> Performance	Given goals and means Use of instruments	<i>Motivation</i>	<i>Abilities</i>
<i>Professional competence</i> <i>In subject area</i>	Known selection of means, implicit goals	<i>Control of the policy object</i>	<i>Know-how of the policy object</i>
Development of the policy object	Formation of instruments out of resources		
<i>In administration</i>	Specification of the policy goal	<i>Control of the policy programme</i>	<i>Know-how of co-operation</i>
Development of policy execution	Allocation of the resources		
<i>Political competence</i>	Creation and authorisation of the goal	<i>Ideology, interests</i>	<i>Possession of power</i>
Legitimacy	Creation and detachment of resources for the goal		
<i>Ethical competence</i>	Acceptability of the goal	<i>Morality</i>	<i>Argumentation</i>
Justification	Acceptability of the resources and their instrumentalisation		

Source: Virtanen (2000)