Competencies based on a capability framework

WORKSHOP ON HUMAN RESOURCES MANAGEMENT AND TRAINING

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The challenge

• New mega-trends requires heavy investment in competence upgrade of existing staff in the years to come.
• Our staff is multi-disciplinary, multi-age, multi-education..
• Is there a common framework we can use?
Our approach: Capabilities

A capability consist of four elements and the culture where the capability resides. The value of the capability is larger than the sum of the elements.

An employee is a person with the formal knowledge, skills and attitudes needed to complete a specific task.
Capabilities

- A capability defines what an organisation will have to be able to accomplish in the future, instead of who is going to do the work and how.
Step 1: Identify strategic directions

These should be generic and recognized by all units and employees

- Professionalism
- Information security
- Strategic management
- Self-management
- Deployment
- Innovation
Step 2: Define capabilities for each strategic direction

- Establish operational information security
- Develop Strategies, policies and standards for security
- Establish communication, behaviour and training
Step 3: Identify roles per capability
Step 4: Define tasks and activities

• Which activities and tasks will have to take place in order to establish the capability?

• Who is responsible for the activity?

• When will they take place?
Step 5: Communicate the strategy

- One full day with the entire department
- Both external and internal speakers
Step 6: Implementation
Takk!

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