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Role of Competence-Based Approach in an Increase of Efficiency of Public Administration

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Abstract

Rapid pace of modernization of Russia, implementation of "breakthrough" projects, acceleration and expansion of scale of introduction of high technologies actualize the actions aimed at personnel provision of processes of innovative development of the country. Taking into account the scale and complexity of the objectives facing executives in the sphere of public civil service, work on development of professional and administrative potential demands the use of a complex approach and adaptation of the best world practices in the field of human resource management to requirements of public civil service of the Russian Federation. Authors focus on the use of the complex competence-based analysis – an innovative high technology, which promotes an improvement of the level of human potential of organizations. A positive example of conducting the complex competence-based analysis in public service of the Russian Federation is the Republic of Tatarstan. The Practical experience of implementation of the project, special features of technology and results of realization are generalized in the article. The major result of the project implementation in the Republic of Tatarstan was creation of a software product, containing a comprehensive information on the personnel potential of civil servants: integrated reports (on all participants, on concrete authorities and structural divisions), individual reports and dynamics of execution of personal development plans, rating data, including data on each estimated competency separately.

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Keywords: efficiency of public service, competence-based approach, model of competences, professionalism of public civil servants.

1. Introduction

Among a set of problems of increasing the efficiency of public civil service of the Russian Federation, in our opinion, it is necessary to underline the following: replenishment of administrative staff with highly professional and

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competent experts and an increase of a professional level of the public civil servants in the process of performance of their functional duties.

Taking into account the scale and complexity of the objectives facing executives in the sphere of public civil service, work on development of professional and administrative potential demands the use of a complex approach and adaptation of the best world practices in the field of human resource management to requirements of public civil service of the Russian Federation. Methods and technologies providing an objectivity of estimates, accuracy of forecasts of potential efficiency of executives on a workplace, minimization of risks when assigning to a position are necessary. The record of features of social, economic and political development of industry and regional objectives which were incorporated into a configuration of the project on carrying out the complex competence-based analysis of public civil servants of the Republic of Tatarstan is important. (Belaya, 2013)

2. Scientific and methodological basis of the project

The complex competence-based analysis (Abada) the innovative high technology accumulating the best domestic and world experience (Dolgikh, & Kornilova2011) integrating interdisciplinary approaches of organizational-activity game technologies of the Assessment-center, (Terekhova & Mikhailova, 2011) simulation modeling, (Grelva, 2013) which contributes to the improvement of level of personnel potential of organization. Evaluation activities were formed by strategic modeling of situations with structured problems which have a multiplicity of solutions in a format of organizational-activity game.

Simultaneous use of various tools of an assessment, distinction of forms of manifestation of competences, division of processes of supervision and assessment in time, cross assessment are aimed to provide a high validity of the whole procedure, creating thus an opportunity to estimate the potential of management teams and to predict their behavior at the solution of real strategic and current working tasks.

3. Technology description

Conducting the complex competence-based analysis assumed a development of multilevel model of administrative competences and professionally significant skills for various groups of senior positions. Development procedure was in a format of conducting individual interview and focus groups with executives of higher positions. Finally the multilevel model of competences for the executives, including a detailed description of indicators of competences and considering performance specifics of target audience was created. The example of multilevel model of competences is given in table 1.

Table 1. Complex model of administrative competences of executives in the sphere of public civil service.

| Integral competence | Senior executives | Mid-level executives | Lower-level executives |
|------------------------------|-------------------------|---------------------------|------------------------|
| Communicative effectiveness | | | |
| Communication | Effective communication | | Building Relationships |
| Teamwork | Influence | Team spirit | |
| Process management | | | |
| Solution of managerial tasks | Strategic vision | Systematic vision | |
| Efficiency management | Integral coordination | Efficiency management | Performance management |
| Managerial motivation | | | |
| Responsibility | Focus on results | Managerial responsibility | |
| Social responsibility | | Social responsibility | |
| Adaptiveness | | | |
| Innovativeness | Openness to new | Implementation of changes | Managing changes |
| Development | Improvement | | Systematic development |

Full-time procedure of the complex competence-based analysis represented a complete evaluative action in the form of imitating-activity game during which participants were offered to solve various modeled situations related with an acceptance and implementation of administrative decisions and a need of manifestation of professionally significant skills. Procedure also included a profound interview on competences and a process of integration of estimates of experts on each specific participant.

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