AU Talent Management:
Revatilising Competencies

Revitalizing AU Competencies

What is a competency?

A competency is a combination of ability, skill, attitude, attribute, trait or behaviour that is needed for the successful performance of a job. It is most often described as a behaviour, or 'how' the person does the job.

To perform at optimal level in a job, a staff member needs a number of competencies. Core competencies are needed for all types of jobs at AU. Other competencies are specific to certain types or complexity levels of jobs.
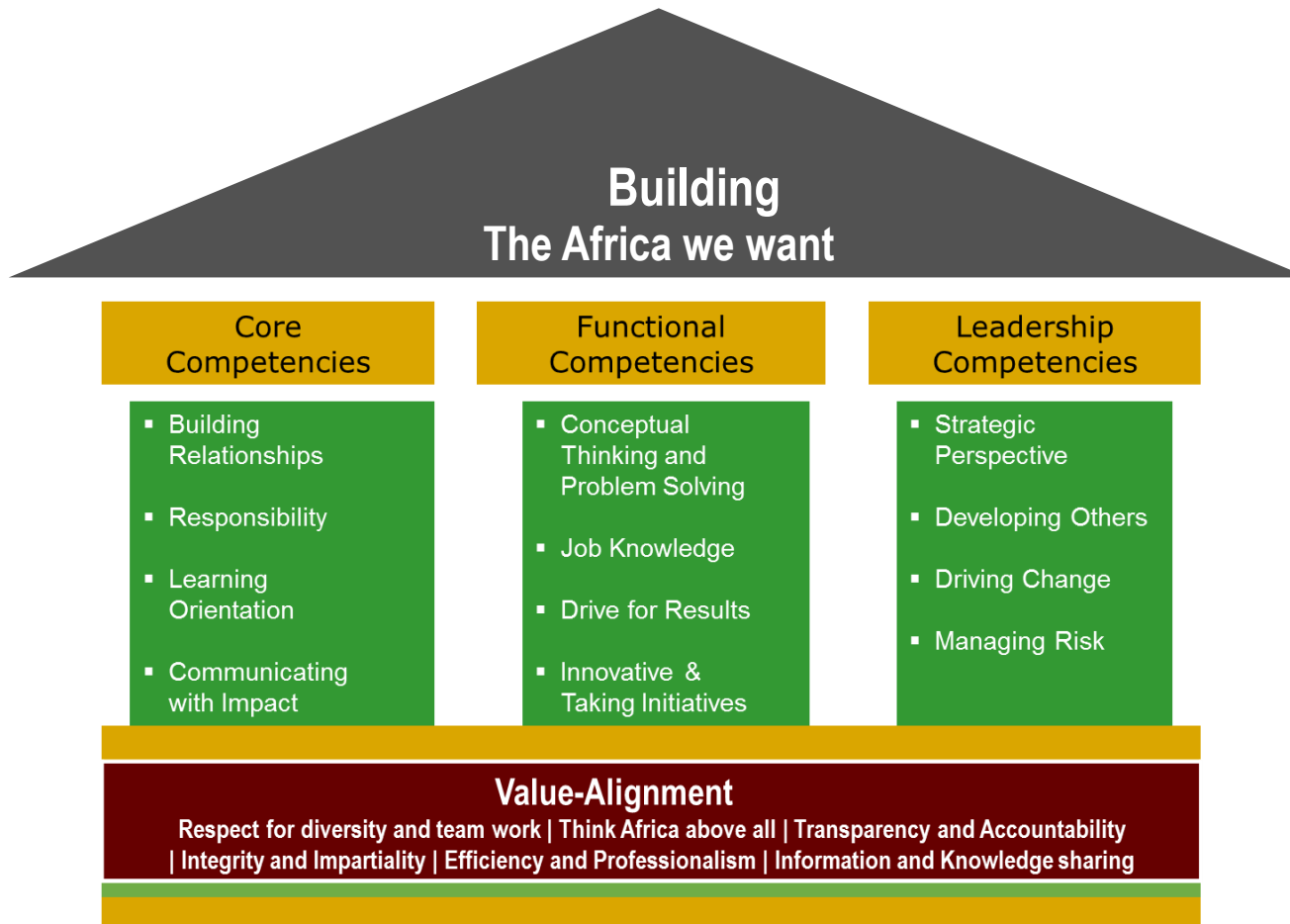
Competencies can be difficult to recognize, articulate, define and measure, and so it is useful to have a competency framework – which sets out the types of behaviours (behavioural indicators) one would expect to see in successful performance in different types and complexity levels of jobs. Such a framework provides a common language or understanding of the behaviours required.

The revitalized Competencies will be used at AU in the following functions:

• Design jobs and structure
• Write job descriptions/Profiles
• Manage performance of staff
• Recruit and select staff
• Train and develop staff
• Identify and plan career paths
• Plan for successors for key jobs
• Develop our organisational culture

The revised AU competency framework along with the mapping of these 12 competencies to the complexity of the job as well as the areas of application of competencies are outlined below.

AU COMPETENCY FRAMEWORK

**Building
The Africa we want**

Core Competencies	Functional Competencies	Leadership Competencies
▪ Building Relationships	▪ Conceptual Thinking and Problem Solving	▪ Strategic Perspective
▪ Responsibility	▪ Job Knowledge	▪ Developing Others
▪ Learning Orientation	▪ Drive for Results	▪ Driving Change
▪ Communicating with Impact	▪ Innovative & Taking Initiatives	▪ Managing Risk

Value-Alignment
Respect for diversity and team work | Think Africa above all | Transparency and Accountability | Integrity and Impartiality | Efficiency and Professionalism | Information and Knowledge sharing

**6 Values of AU underpin,
The 3 Competency Dimensions with
12 Competencies**

The 12 AU competencies defined

The AU competencies are grouped into categories or dimensions to make identification easier:

CORE COMPETENCIES: These Core competencies are usually required for all jobs at AU	
Competencies	**Description**
Building Relationships	Builds and maintains effective working relationships with others- both internal and outside the organization. Takes a positive and productive approach to resolving any conflicts which may arise. Exemplifies commitment to the AU values.
Responsibility	Sets high standards of performance for self and others. Assumes responsibility and accountability for successfully completing assignments or tasks; self-imposes standards of excellence rather than having standards imposed; demonstrates attention to producing a high quality service; constantly looks for opportunities to improve work processes and results; accomplishes tasks by considering all areas involved; consistently shows concern for all aspects of the job; accurately checks processes and tasks.
Learning Orientation	Values the importance of ongoing learning, and actively seeks out development opportunities and feedback to continually improve professionally and further improve job knowledge.
Communicating with impact	Able to express ideas in a clear, concise, and effective manner, whether speaking or in writing. Uses correct grammar and sentence structure in communications. Asks incisive questions and is a good listener, even when differing viewpoints are expressed. Openly shares information and keeps all relevant parties updated.

FUNCTIONAL COMPETENCIES: These competencies may be required for a variety of jobs at AU	
Competencies	**Description**
Conceptual Thinking and Problem Solving	Applies rigorous critical reasoning to key issues to make smart decisions reflecting good judgment.
Job Knowledge	Demonstrates the professional, administrative, supervisory, and/or technical knowledge required to perform the job successfully. Serves as a reliable resource for employees and other stakeholders regarding areas of expertise.
Drive for Results	Seeks to attain superior results, demonstrating a capacity for sustained effort and persistence in the face of difficulties. Assignments/projects are consistently completed in a timely manner with the desired level of quality and quantity. Follows up on the outcome of work efforts to ensure desired results.
Innovative and taking initiative	Encourages and models outside-the-box thinking and innovative problem solving. Identifies and drives continuous improvement initiatives that create value.

LEADERSHIP COMPETENCIES: These competencies are usually required for those jobs that manage or lead people and/or departments:	
Competencies	**Description**
Strategic Perspective	Develops a vision for the future of the organisation by taking a long term view, thinking on a broad canvas and anticipating macro trends. Articulates the end results needed and allows people to exercise initiative and discretion without micromanaging.
Developing Others	Supports the sustainability of the organisation by actively promoting the development of people as a key priority. Ability to work with an individual or group to set objectives and agenda, generate allegiance to those objectives, and guide and motivate their achievement. Works with employees to establish Personal Development Plans and provides accurate, timely feedback including during performance reviews periods. Enforces standards/rules fairly and consistently and leads with courage.
Driving Change	Champions and drives change initiatives. Consults relevant parties when necessary and identifies the key concerns and/or issues that need to be addressed in order to realize change readiness. Responds in a positive and flexible manner to change and uncertainty.
Managing Risk	Ensures sound corporate governance and effective risk management to protect the organisation and its brand and to encourage entrepreneurial practices within acceptable risk levels. Able to analyze situations fully and accurately and to reach productive decisions.

5 KEY NOTES ABOUT COMPETENCY AND JOB COMPLEXITY

Each job in an organisation has particular Level of Complexity

Each Level of job complexity demands a corresponding level of capability from the staff

Each person has a current and potential capability

People contribute most effectively when their current capability is matched to the complexity of their current role

Different competencies (behaviours) are required to deliver high performance at each Level of job complexity

THE 5 AU JOB LEVELS AT WHICH COMPETENCY SHOULD BE DEMONSTRATED

Competencies are linked to the level of job complexity. This section identifies the AU job complexity level at which a competency should be demonstrated.   These levels correspond with the AU Job Grades:

Level of job complexity	Level Descriptor	Definition	Grade
Level 1	Operational	Day to day, immediate, logistical implementation, control and oversight, relative to schedules, plans and specifications.	GS
Level 2	Lower Tactical	Short to medium term thinking, short to medium range planning, and the translation of strategy and tactical plans into operational plans to reach ultimate end result. Allocates AU resources. Plans and controls functions and units within functions or units.	P1 and P2
Level 3	Upper Tactical	Medium term thinking, medium range planning, and the translation of strategy into shorter term plans, goals and objectives to reach ultimate end result. Allocates and aligns AU resources. Plans and controls functions or units within AU.	P3 and P4
Level 4	Lower Strategic	Medium to long term thinking and planning towards an ultimate end result or objective for the Division as a whole. Provides overall direction to the Division, while achieving balance between the different functions, units and requirements. Commits Division's resources. Provision of a higher-level plan or objective to guide the action of the Heads of Units.	P5 and P6
Level 5	Upper Strategic	Long term thinking at the macro level. Long range planning towards an ultimate end result or objective for the Directorate/ Department as whole. Provides overall direction to Directorate/Department, while achieving balance between the different functions, units and requirements. Commits Directorate resources. Provision of a higher-level plan or objective to guide the Directorate/ Department Leader's actions.	D1 and D2

AU COMPETENCY MATRIX (BY DIMENSION, JOB GRADE AND LEVELS)

Competency	Levels of Work (LOW)						
	Level 5	Level 4	Level 3		Level 2		Level 1
			Manager	Specialist	Supervisor	Specialist	
Grading	D2&D1	P6&P5	P4&P3	P4&P3	P2&P1	P2 &P1	GS
CORE							
Building Relationships	Building Partnerships	Building Relationships	Building Relationships	Building Relationships	Teamwork and Collaboration	Teamwork and Collaboration	Teamwork and Collaboration
Responsibility	Drives Accountability Culture	Fosters Accountability Culture	Fosters Accountability Culture	Fosters Accountability Culture	Accountable and Complies with rules	Accountability awareness and Compliance	Accountability awareness and Compliance
Learning Orientation	Learning Orientation	Learning Orientation	Learning Orientation	Learning Orientation	Learning Orientation	Learning Orientation	Learning Orientation
Communicating with Impact	Communicating with Impact	Communicating with Impact	Communicating with Influence	Communicating with Influence	Communicating with Influence	Communicating with Influence	Communicating Clearly
FUNCTIONAL							
Conceptual Thinking and Problem Solving	Conceptual Thinking	Conceptual Thinking	Conceptual Thinking	Conceptual Thinking	Analytical Thinking & Problem Solving	Analytical Thinking & Problem Solving	Trouble Shooting
Job Knowledge	Job Knowledge and information sharing	Job Knowledge and information sharing	Job Knowledge and information sharing	Job Knowledge and information sharing	Job Knowledge and information sharing	Job Knowledge and information sharing	Job Knowledge and information sharing
Drive for Results	Drives for Results	Drives for Results	Drives for Results	Drives for Results	Drives for Results	Drives for Results	Task Focused
Innovative and taking initiative:	Fosters Innovation	Fosters Innovation	Continuous Improvement Orientation	Continuous Improvement Orientation	Continuous Improvement Focus	Continuous Improvement Focus	Continuous Improvement Awareness
LEADERSHIP							
Strategic Perspective	Strategic Focus	Strategic Perspective	Strategic Insight	Strategic Insight	Strategic Insight		
Developing Others	Developing Organisational Capability	Developing Others	Developing Others	Developing Other	Developing Others		
Driving Change	Change Leadership	Change Management	Change Management	Change Management	Change Management	Change Management	Flexibility
Managing Risk	Strategic Risk Management	Managing Risk	Managing Risk	Managing Risk	Managing Risk	Managing Risk	Risk Awareness and Compliance
AU VALUES							
Think Africa Above All	Think Africa Above All	Think Africa Above All	Think Africa Above All	Think Africa Above All	Think Africa Above All	Think Africa Above All	Think Africa Above All
Integrity	Integrity	Integrity	Integrity	Integrity	Integrity	Integrity	Integrity
Transparency and Accountability	Transparency and Accountability	Transparency and Accountability	Transparency and Accountability	Transparency and Accountability	Transparency and Accountability	Transparency and Accountability	Transparency and Accountability
Efficiency and Professionalism	Efficiency and Professionalism	Efficiency and Professionalism	Efficiency and Professionalism	Efficiency and Professionalism	Efficiency and Professionalism	Efficiency and Professionalism	Efficiency and Professionalism
Information and Knowledge sharing	Information and Knowledge sharing	Information and Knowledge sharing	Information and Knowledge sharing	Information and Knowledge sharing	Information and Knowledge sharing	Information and Knowledge sharing	Information and Knowledge sharing
Respect for Diversity and Teamwork	Respect for Diversity and Teamwork	Respect for Diversity and Teamwork	Respect for Diversity and Teamwork	Respect for Diversity and Teamwork	Respect for Diversity and Teamwork	Respect for Diversity and Teamwork	Respect for Diversity and Teamwork

MAIN BENEFITS OF AU COMPETENCIES

The benefits of AU competencies when applied in the following three main processes are:

Competency Based Recruiting and Selection

- Provides a clear picture of behaviours to be assessed while hiring;
- Ensures effective Job Family and Role Profiling
- Increases the likelihood of hiring the right individuals who would have the 'The Africa we want DNA'
- Helps to create a standard benchmark at AU for individuals to succeed in their roles

Competency Performance Management

- Provides clear guidelines on expected behaviours linked to KPA and organisational objectives
- Provides understanding of competencies to be measured & monitored to assess potential
- Makes the performance management system balanced by including behaviours in the performance discussion

Competency Based Learning and Development

- Provides a standardized platform for assessment and development of leaders
- Ensures alignment of learning & development to Organisational goals
- Provides on the job coaching and development opportunities based on the standard benchmark at AU