

Competency Model of the Swiss Federal Administration



Management competencies

Leadership

Competency Model

Leadership refers to the ability and readiness of individuals to motivate others to achieve goals. The prerequisites for leaders are that they set a high standard for themselves, are aware both of their own influence as role models and of their own limitations, and that they are able to inspire trust and appreciate the contributions others make to success.

- ➔ *Dimensions: Vision, credibility, ability to inspire trust, appreciation of others, ...*

Competency Card

Sets high standards for own performance and lives up to it on a daily basis. Is aware of own influence as a role model and of own capacities and limitations. Approaches others with an attitude of trust and appreciation, winning support for own ideas.

- ➔ Instils own vision in others.
- ➔ Reasons and acts in a credible manner.
- ➔ Creates and builds trust.
- ➔ Takes an interest in concerns of team members.
- ➔ Expresses appreciation for achievements and conduct of team members.

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People management

Competency Model

People management refers to the ability and readiness of individuals to recruit people with the right skills, to assign them to the right jobs, and to encourage and support their professional development, in order to build productive teams and to constantly strengthen them through the exchange of knowledge and experience.

- ➔ *Dimensions: Management approach, recruiting and assigning the right people to the right job, encouragement of team members, knowledge management, ...*

Competency Card

Recruits people with the right skills, assigns them to the right jobs, encourages and supports their professional development and creates with them productive teams.

- ➔ Adapts management style to the culture, people and situations at hand.
- ➔ Recruits the right people and assigns them to the right jobs in keeping with operational demands.
- ➔ Builds teams so that members' skills complement each other in an effective manner.
- ➔ Supports team members with measures adapted to the individual and encourages result-oriented performance.
- ➔ Stimulates the exchange of knowledge and experience – within the team and beyond.

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Effective action in the political context

Competency Model

Effective action in the political context refers to the ability of individuals to analyse the political context in its full complexity, to recognize opportunities for taking action, and to consider and take advantage of the dynamics of political processes to achieve the goals that lie within the scope of their own responsibility.

- ➔ *Dimensions: Political sense, ability to act in the political process, ability to forge consensus and compromise, focus on stakeholders, public appearance skills, ...*

Competency Card

Analyses the political context and takes advantage of opportunities to act. Considers political processes in order to achieve objectives within scope of own responsibility.

- ➔ Keeps up with political developments and deepens own understanding of events.
- ➔ Takes the political process into account in the performance of own tasks.
- ➔ Puts forward own suggestions to help reach a consensus or compromise.
- ➔ Knows the needs and expectations of political stakeholders, networks effectively with the political environment.
- ➔ Represents own administrative division plausibly in wider political and media circles.

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Strategic thinking and action

Competency Model

Strategic thinking and action refers to the ability and readiness of individuals to identify long-term priorities based on the task assigned, broader strategies, and an understanding of prevailing circumstances, and to properly communicate those priorities, translate them into intelligible objectives, and to develop an appropriate management structure and culture.

- ➔ *Dimensions: Impact analysis, strategy development, strategy implementation, strategic controlling, ...*

Competency Card

Identifies long-term priorities based on assigned tasks, broader strategies, and prevailing circumstances, communicates those priorities clearly, and translates them into intelligible objectives. Advances the organisation and influences its culture.

- ➔ Develops strategic direction derived from vision, mission, and prevailing circumstances.
- ➔ Defines impact objectives and orients the organisation towards meeting them.
- ➔ Makes the strategy known within own area of responsibility and defines goals, priorities, and milestones.
- ➔ Creates structures suited to the purpose and contributes to the further development of the organisational culture.
- ➔ Regularly reviews the validity of the strategy and develops it further.

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Change management

Competency Model

Change management refers to the ability and readiness of individuals to initiate change within their own areas of responsibility, to guide the transition process, and achieve firm and sustainable results.

- ➔ *Dimensions: Rationale for change, change concept, consistency and flexibility of action, communication with stakeholders, ...*

Competency Card

Initiates necessary changes, guides the transition process, and achieves sustainable results.

- ➔ Explains the need for change to those affected and motivates them to participate.
- ➔ Plans and guides the transition process, defining goals, roles, and stages.
- ➔ Makes flexible adjustments along the way without losing sight of the change objectives.
- ➔ Communicates transparently with stakeholders as needed, and deals constructively with opposition.

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Entrepreneurial thinking and action

Competency Model

Entrepreneurial thinking and action refers to the ability and readiness of individuals to identify room for manoeuvre, to show entrepreneurial initiative in keeping with broad strategies, to direct the use of resources, and to optimise processes to ensure the efficiency, effectiveness, and long term positioning of the organisation.

- ➔ *Dimensions: Defining of objectives, direction of resources, workflow and process optimisation, cost benefit analysis, ...*

Competency Card

Seizes opportunities for entrepreneurial initiative in keeping with broad strategies. Makes targeted use of resources and optimises processes for efficiency and effectiveness in order to successfully position the organisation in the long term.

- ➔ Defines objectives in keeping with entrepreneurial principles.
- ➔ Allocates human and financial resources effectively, monitors the use of resources, and makes adjustments as needed.
- ➔ Rethinks operational processes and assures their constant development.
- ➔ Makes decisions that maintain a proper equilibrium between costs and benefits.

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Personal competencies

Personal responsibility

Competency Model

Personal responsibility is the ability and readiness of individuals to form their own judgements, independently of other persons or circumstances, to act accordingly, and to take full responsibility for the consequences of their acts.

- ➔ *Dimensions: Self-confidence, composure, initiative, independence, ...*

Competency Card

Decides and acts based on own judgement and takes responsibility for the consequences.

- ➔ Works independently and assumes responsibility for own decisions.
- ➔ Assesses situations and proceeds with conscious deliberation.
- ➔ Takes the initiative without prompting.
- ➔ Takes a personal stand and argues it convincingly.

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Loyalty

Competency Model

Loyalty refers to the ability and readiness of individuals to orient their own professional activities, reliably and consistently, on the values and principles that are articulated in the Constitution and laws of the country, or that form a part of the common consensus.

- ➔ *Dimensions: Loyalty to the values and principles of the Federal Administration, acceptance of rules and regulations, consistency of values and behaviour, reliability, ...*

Competency Card

Adheres strictly in professional conduct to values and principles that are articulated in the Constitution and laws or belong to the common consensus.

- ➔ Acts in conformity with the values and principles of the Federal Administration.
- ➔ Accepts rules and carries out decisions even when differing from own views
- ➔ Can be counted on to act so that deeds match words.
- ➔ Is reliable in keeping promises and agreements.
- ➔ Shows responsibility in handling of confidential information.

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Focus on objectives and results

Competency Model

Focus on objectives and results refers to the ability and readiness of individuals to set objectives and orient their own actions towards achieving them, to make the requisite decisions in their own areas of responsibility with prudence and foresight, and to systematically plan and monitor implementation while assuring a proper equilibrium between costs and benefits.

- ➔ *Dimensions: Setting of objectives, decision-making, planning, implementation efficiency, ...*

Competency Card

Orients actions towards objectives, makes decisions with prudence and foresight, plans and monitors decision implementation systematically, assures proper equilibrium between costs and benefits.

- ➔ Sets clear objectives and acts accordingly, pursuing them even when difficulties arise.
- ➔ Takes prevailing circumstances and possible future developments into account when making decisions.
- ➔ Plans own actions, monitors own progress, and makes adjustments as needed.
- ➔ Takes a solution-oriented approach.
- ➔ Makes proper use of own resources and shows consideration when calling on the resources of others.

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Ability to cope with stress

Competency Model

Ability to cope with stress refers to the ability and readiness of individuals to continue working and achieving even in periods of high physical, social, or mental strain, and to develop coping strategies for using their own resources to avoid lasting psychological and/or physical impairment.

- ➔ *Dimensions: Dealing with temporary high workloads, dealing with time pressure, emotional stability, coping strategies, ...*

Competency Card

Able to continue working and achieving under physical, social, or mental stress; avoids psychological and/or physical impairment through conscious managing of own resources.

- ➔ Remains focused and motivated despite short-term workload intensification.
- ➔ Produces high-quality work also under time pressure.
- ➔ Able to cope with emotional tension in relations with other people and to remain objective, fair, and consistent.
- ➔ Capable of dealing with periods of increased strain.
- ➔ Takes active concern for own resources.

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Self-reflection

Competency Model

Self-reflection refers to the ability and willingness of individuals to recognise the roles they play, to achieve awareness of their own strengths and weaknesses, to consider outside perspectives, and to reflect upon their own role behaviour.

- ➔ *Dimensions: Awareness of own role and personality, differentiated self-image, seeking out and exploring outside perspectives, ...*

Competency Card

Reflects upon own role and its effect on others. Is aware of own strengths and weaknesses. Takes outside perspectives into consideration and reflects upon own behaviour.

- ➔ Differentiates between own person and role played in respective contexts.
- ➔ Makes perception of own role transparent.
- ➔ Acts in keeping with own abilities and limits.
- ➔ Seeks the opinion of others as to own person and own role behaviour.
- ➔ Utilises feedback from others to adapt own behaviour.

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Capacity for learning and changing

Competency Model

Capacity for learning and changing is the ability and readiness of individuals to demonstrate flexibility in their thinking and to meet changing demands by expanding their own qualifications or seeking innovative solutions.

- ➔ *Dimensions: Attitude towards change, overcoming fixed ways of thinking, creativity and innovativeness, sharing and exchanging knowledge, ...*

Competency Card

Thinks flexibly, expands own qualifications to meet changing demands, and seeks innovative solutions.

- ➔ Demonstrates a positive attitude towards learning and change.
- ➔ Overcomes existing ways of thinking and broadens own horizon.
- ➔ Strikes new paths to solve problems.
- ➔ Learns from mistakes and passes on own experience to others.
- ➔ Engages in knowledge exchange with others.

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Analytical and conceptual thinking

Competency Model

Analytical thinking refers to the ability of individuals to comprehend complex interrelationships, to identify the individual components involved and the interplay between them, and to break them down into workable individual issues. Conceptual thinking refers to the ability of individuals to put their own independent understanding of abstract interrelationships into a structure comprehensible to others.

- ➔ *Dimensions: Complexity reduction, conceptual independence, structural logic, argument construction, ...*

Competency Card

Comprehends complex interrelationships, identifies individual components and the interplay between them, and breaks them down into workable individual issues. Develops independent conceptual approaches that are logically consistent.

- ➔ Identifies the fundamental components of a problem.
- ➔ Distinguishes between the essential and the non-essential.
- ➔ Formulates comprehensive solutions for problems, also incorporating own ideas.
- ➔ Develops ideas in a manner comprehensible to others and adequate to both the initial circumstances and the objectives.
- ➔ Presents arguments that are logically consistent and comprehensible to others.

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Networked thinking

Competency Model

Networked thinking is the ability of individuals to recognise the full complexity and interconnectedness of circumstances and facts, to unravel the interrelationships and dependencies, and to derive from that insight a comprehensive understanding of the situation.

- ➔ *Dimensions: Systems thinking, scenario thinking, change of perspective, interdisciplinarity, ...*

Competency Card

Recognises complexity of circumstances and facts, unravels interrelationships and dependencies, and develops on that basis a comprehensive understanding of situations.

- ➔ Understands processes and reciprocal influences in networked systems.
- ➔ Develops alternative scenarios for solving problems.
- ➔ Considers the facts from different perspectives.
- ➔ Takes an interdisciplinary approach and builds bridges to different domains.

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Social competencies

Ability to communicate

Competency Model

Ability to communicate refers to the ability and readiness of individuals to establish oral or written contact with one or more other people, to maintain a dialogue, and to communicate their own standpoints and information clearly, credibly, and effectively in such a way that both their mode of expression and their verbal and non-verbal behaviour are adequate to the situation, the context, and the people involved.

- ➔ *Dimensions: Directness/openness, levels of communication, comprehensibility, active listening, ...*

Competency Card

Establishes contact with other people, maintains dialogue, and communicates own viewpoints and information clearly, credibly, and effectively. Adapts verbal and non-verbal modes of expression to suit the situation and the people involved.

- ➔ Addresses other people with respect and with the proper degree of openness and directness.
- ➔ Distinguishes clearly between the factual and the interpersonal levels in communication.
- ➔ Has a clear and comprehensible mode of expression both in speaking and in writing.
- ➔ Listens actively to others and asks questions when things are not clear.

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Ability to deal with criticism and conflict

Competency Model

Ability to deal with criticism and conflict refers to the ability and readiness of individuals to respond flexibly to situations where there are conflicting views and interests, deploying different strategies and diverse behaviour and reasoning patterns, expressing and accepting criticism in a respectful manner, and applying the appropriate techniques for achieving sustainable conflict resolution.

- ➔ *Dimensions: Manner of handling criticism and conflict, fairness, reaction to opposition, skill in argumentation, ...*

Competency Card

Deploys diverse behaviour and reasoning patterns where there are conflicting views and interests. Shows respect when expressing criticism, is able to accept criticism, and applies appropriate techniques for resolving conflicts.

- ➔ Faces criticism and is willing to question own performance.
- ➔ Actively addresses conflicts and seeks their resolution.
- ➔ Remains impartial when tensions arise and deals fairly with all parties involved.
- ➔ Responds constructively to opposition.
- ➔ Takes diverse standpoints into consideration in order to find a solution; remains respectful and argues rationally even where there is conflict.

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Ability to work in a team

Competency Model

Ability to work in a team refers to the ability and readiness of individuals to integrate into groups that work together to perform tasks or solve problems, to deal appropriately with needs and emotions, and contribute constructively to the collaborative achievement of objectives.

- ➔ *Dimensions: Team contribution, teamwork approach, integration skills, role flexibility, ...*

Competency Card

Integrates into groups that work together to perform tasks, deals appropriately with needs and emotions, and contributes to collaborative achievement of objectives.

- ➔ Works actively towards a common result and for a good team climate.
- ➔ Encourages a common teamwork approach.
- ➔ Integrates into teams and contributes to the integration of new team members.
- ➔ Takes on different roles within the team in keeping with the needs and tasks to be performed.

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Service orientation

Competency Model

Service orientation refers to the ability and readiness of individuals to empathise with different stakeholders, to identify their needs and expectations, and to provide the best possible service by making use of the available room for manoeuvre in keeping with the legal prescriptions.

- ➔ *Dimensions: Sensitivity to client needs, service orientation, client-oriented innovation, client care, ...*

Competency Card

Empathises with different stakeholders, comprehends their needs and expectations, and provides the best possible service by making use of the available room for manoeuvre in keeping with the legal prescriptions.

- ➔ Understands the perspectives of different stakeholders and takes client needs seriously.
- ➔ Chooses the solution with the greatest added value both for the clients and for the organisation.
- ➔ Develops client-oriented products and services.
- ➔ Maintains a good relationship with clients.

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Diversity management

Competency Model

Diversity management refers to the ability and readiness of individuals to properly identify the needs and interests of the most diverse groups of people, take them into consideration in their own behaviour, and actively intervene where unfair or discriminatory practices limit group members' opportunities for success.

- ➔ *Dimensions: Equal opportunity for women and men, language and cultural diversity, integration of persons with disabilities, intercultural sensitivity, ...*

Competency Card

Identifies the needs and interests of the most diverse groups of people and takes them into consideration in one's own behaviour. Actively intervenes where unfair or discriminatory practices limit equal opportunities.

- ➔ Respects the principle of equal opportunity for women and men, and acts accordingly.
- ➔ Respects and encourages diversity (in particular, with regard to language, culture, and age).
- ➔ Takes advantage of diversity to seek better solutions.
- ➔ Contributes to the integration of persons with disabilities.
- ➔ Develops awareness for cultural differences and takes them into account at work and in own behaviour.

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