Competencies for state administrative services

Abstract

Present study assessed the roles and competencies of the state administrative services, distinguished the competencies of superior performing state administrative officers from the competencies of the average performing state administrative officers and compared the roles and competencies of the state administrative services with the roles and competencies of the corporate services (identified by Khandwalla, 2004). A study sample of 150 was selected using purposive sampling technique. The primary data of the study was collected by BEI with TAT probes, rating scale methods and through thorough discussions with the panel of experts. CAVE technique was used to qualitatively analyze the Behavior Event Interviews (BEIs). While statistical tools like chi-squares, arithmetic averages, standard deviations, ranking and percentages assisted in analyzing the data quantitatively. The secondary data was taken from Khandwalla’s study (2004) on senior managers. The findings of the study yielded 17 roles and 28 competencies for the state administrative services which were further categorized into 3 broad categories of roles (strategic roles, operations-related roles and leadership/people-oriented roles) and 6 meta-competencies (contextual sensitivity competencies (A), initiative-related competencies (B), innovations-related competencies (C), resilient problem-solving competencies (D), task execution competencies (E), interpersonal and leadership-related competencies (F)). A significant difference was observed between competencies of the star performers and average performers. Leadership roles were required more than strategic and operations-related roles for state administrative services. ‘Core’, ‘role-set specific’ and ‘versatile’ competencies for state administrative services were also identified by the present study. The results of the present study were compared with those of Khandwala’s (2004) study on competencies for senior managers and analyze the differences between both, the state administrative services and the corporate services.