

ABSTRACT

Civil servants belonging to Indian P&T Accounts & Finance Service (IP&TAFS) serve in the Communication sector, which is undergoing a very dynamic change process and stakeholders have very high expectations for superior performance. Competency Frameworks set out what is required and also act as a template to check and improve performance. In developed countries, Competency Frameworks have been successfully used by Governments in the past two decades. The Government of India has also launched a pilot project for introduction of competency framework. In due course, IP&TAFS may have to move towards a Competency based Human Resource Management. The dissertation aims to analyse the concept and experiences of competency frameworks in other countries as also the competencies as perceived by the IP&TAFS officers in order to suggest a road map for the future.

Since there is enthusiasm in officers of this new service for adopting a competency framework, it may be the right time to make a beginning. In addition to the challenges, the research brought out a list of desired competencies which may be useful in designing an appropriate competency framework for IP&TAFS. The research also shows that the behavioral competencies envisaged by IP&TAFS officers and their elite group are almost similar to the competencies proposed in the competency framework for the DoPT Pilot project.