Managerial Competency Approach in Management Development

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ABSTRACT

One of the framework which could be utilized in management development is management competencies. This approach have focused the attention of researchers in recognition to key competencies for managers which have believed that the deep study of managerial competencies opens the road for development & enrichment of organization' management. From mid-1980, the managerial competency development caught the interest of organization, the reason for such desire was the belief that managerial competency development have many benefits for organizations and this belief still stands (*Ghaffarian*, 2000:71). Pedagogy & selection of mangers and leaders is the most problematic issue for cotemporary progressive organizations. What kind of qualifications must a manager have(*Abraham&Karness, 2001:843*(for successful performance of his duties and achieving organizational' goals(even beyond that)? A definition of qualification is as such: "Qualifications are managerial features which lead to appearance of skills & capabilities that would cause effective performance in any occupational domain; Also, incarnates the capacity for transfer of skills & capabilities from one domain to another". In this definition, the superior performance means that the individual with specific qualifications is in upper level(*Chen, 2004: 105*). Competency has various meanings and still has remained as one of the most important term in organizational literature(*Robatam , 1999*). Based of definition of *Boyatzis (1982:23)*, competency is a constituent in which emphasizes on personal attributes of individuals for achieving his effective job performance. Therefore managerial competencies consist qualities and capabilities of managers which leads to effectiveness of managers in work environment(*Voudal 1998:4*).

Introduction

Organizations perform their work when the individuals perform their tasks as usefully and effective. For assessing whether personnel could correctly perform their task, we must use special approaches for assessing their performance.

Assessing competency approach increases capabilities of organizations in terms of work role for actual performance assessment and as the results provides a proof of their capabilities. Competency approach designed for the first time by *Makber Co*. in America so that the personal features to be identified which cause effective or superior performance in a profession. Interference of American Management Organization in development & expansion of an qualification program for pedagogy of managers was for being more effective in relation to this approach (*Draganidis, Mentzas, 2006: 52*). On the other side of Atlantic, in 1988 the company MCI for the purpose of performance advancement of English organizations emerged via quality enhancement of its managers through extensive research with employers and managers of small & large companies in sections of industry, public and private, The company identified employers' expected performance criterions from competent managers in various occupational stages; Senior, Medium, First class & supervisor. These criterions which are known as "National Vocational Qualification (NVQ)" . The first national acceptable manifesto was exchanged; what is effective managerial performance and what are the level of performance

that employers expect? These NVQ have potential application in many fields:

- Identification of competencies which a manager have achieved.
- Identification of instructional and developmental' needs.
- Designing learning approaches.
- Capability measurement against national criterions.
- Re-selection & re-employment of managers.
- Performance assessment of manager**s.**
- Decision making and selection of promotional needs.
(*Draganidis, Mentzas, 2006: 53*)

What MCI obtained were not restricted to development of a series of managerial criterions for various level of managers between years of 1990 an 1992. MCI have played an important role in giving validity in past learning. Again, the national criterions of management competency which expanded by MCI, employed by APL to encourage managers to use that learning and performance advancement. It is clearly obvious, what MCI believes is that the features of manager must be intellectual. Despite the desired & undesired exploitations in regard to goals & and activities of MCI existed, the main success of this organization is that organizational benefits set under the direct impression of individual managerial performance. As a result, development of a measurement approach for a organizational performance is necessary (*Draganidis, Mentzas, 2006: 54*).

Globalization which surrounds growth in international trade, inter-boundary movement of budget, transfer of talents and human technology have caused the organizational growth that have commercial interests in more than one country. This organizations need managers who not only completely aware of congestive commercial environment but also work with competent individuals in various cultures.

With presentation of this which more than 90% literatures & contexts related to organizational behavior indicating from theory and research of America, and also a tendency for extracting these research findings and their global application exist, so to what extend required managerial competencies in a cultural environment could be used in another environment? (*Boyatzis, 2008:8*).

Although the competency approach in management development have existed in America and England since 1970, gradually have become common managerial concept in 1980. But nothing compiled in regard to applicability up to time that a series of articles published in the magazine of management personnel from July to October of 1989. These articles emphasized on reconstructed experiences reports for English companies. In the year 1990, three private companies; the banking company of *Shanghi & Hong Kong, Hong Kong Jukyclove and Jardin Pacific* outstripped in adopting this approach for their better managerial performance. Again, their experiences were useful in particular to this approach for better improving managerial benefits. For example; the banking company of Shang hi & Hong Kong paid special attention to identified competencies for place of manager in its entire branch so that to improve ways to employee future new manager. Similarly Hong Kong, *Hong Kong Jukiclove and Jardin Pacific*, they invested on concept of competency to show their mangers' competencies and then designed instructional and developmental programs for these individuals. Another important application is the competency concept in internal management development performed via public instructional institution namely Hong Kong Management Development Center. This center started through use of competency approach in development of internal managers by asking from senior managers of general industry, public & private sections for list assessment from 30 competencies which this center collected. This primary effort cause a categories of competency to be defined which the center performed for other opinion poll approximately2000 medium Management job. The results of managerial competencies for each category were finalized and manifestoes for description of each category approved (*Dainty et. al 2005:3*).

The Competency Categories are:
1-*Leadership:* on others, effects for the purpose of adhering, even for a time that they are after more than adequate effects which are outside natural norm.
2-*Establishing Contacts* : Share his opinion & believes with other and as soon as identification achieves the performed worked.
3-*Team formation*: Allows others to interfere and make teams in which others feel values and teams which have goals.
4-*Team membership:* it works well in a team, divides work and is after others' opinion.
5-*To Bias the results:* self-coordinating continually and coordinates those who work with him, sets goal for better performance and reaching affair of the performed work and express concern.

6-*Personal move:* tries to advance himself and goes actively to new competitions.
7-*Planning*: Adjust priorities and schedules his works as well as others.
8-*Efficiency:* Always after faster ways of conducting work with less resources.
9-*Commercial concern*: would be after profitable opportunities for organization and seeks for improving organization' financial situations.
10-*Decision making*: Based on level of his responsibility makes decision and will not refer these decision making in inappropriate times.
11-*Customer concern*: Identifies customer's concern and assures that customers receive required services (*Dainty et. al:2005:4*).

The organizational management in current technological environment requires accurate awareness from external changes along with capability to facilitate internal change. The planners and decision makers can not assume the environment in which they work will remain constant but they must predict the innovations and show reaction to it and expand the internal processes for the purpose of implementing appropriate new technology.

As it were discussed in new contexts in regard to organizational management, integrating commercial methods & planning with human resources is necessary to maintain profitability. The technology change have sever dependency to few non-technology factors. As it have shown by social & technical systems model of organization, the structural design and human constituents of an organization must be considered before introduction of any change. Research in the case of organizational interference introduces the employee' resistance as an obstacle for successful change.

Reconfiguration of organization, acquisition and insertion of companies, deliverable work and other important changes in organizations in past decade have created lack of assurance & confidence which develops real concerns about major job change for employees in all level(*Davis et. al.2004:29*). While many approaches exist for campaigning with problems which could be developed from such lack of confidence, managers often emphasizes on relation of change for organization as a whole. Seldom non-governmental employee interfere in regard to technological innovations.

Contrary to this common situation researches shows that the interference of employee to change process reduces resistance and increase the probable successful implementation. While the old approaches have emphasize control of management focused on processes and procedures approaches, the newer viewpoints is to the benefits of more employees' contribution. Contribution of employee in decisions change increases information exchange between manager and other level which this will reduces lack of confidence in regard to nature of interference and its potential results. Beside that, although employees' interference in development and introduction of new technology increase the planning time but their specified interest and commitment would improve the quality of resulting decision and its implementation.

The introduction of new advanced technologies requires effective management in lack of confidence. awareness of the pressure which might develops and confronting with resistance that employees observed in case of lack of interference,. The experience in lack of confidence from personnel side to large extent is disorganized not only in their performance & health but also seen in entire organization' benefits. Useful contribution

toward reducing various effects in lack of confidence acts in works environment and could develop a type of confidence which by itself would increase the employees' commitment for new technology*(Davis et. al.2004:30)*.

An absolute technical approach in change conforms with viewpoint of social-technical systems. This viewpoint emphasizes that selection & use of new technology be relate to: Processes for selection & training of individuals, developing useful workgroups and increase achievement to organization' goals. As the new articles have specified close relation between commercial methods and human resources, management of technological innovations in future organizations will require more attention to needs and values of organization' members and social environment which the new technology enters to that*(Fleury & Fleury, 2005:1647)*.

It is obvious that the technological innovations effect on entire members of organization, but it might have special relation with managerial personnel who have special responsibility for introducing and implementing developments of new technology. Technical expertise by itself is not enough for management of speedy change and increase of dependency between technology and other aspects of organization' performance. But managers must make use of each guidance which ultimately has relation with manager-subordinate and effects on processes. Instead of direct control actions on work processes and outcomes, managers act as facilitators who take a coordinated and integrated role in the organization.

Necessarily managerial responsibilities will be focused on developing & preserving a culture and atmosphere which via achieving personal & organizational goal reach to sublime values. With respect to these issues, the following cases have stated as primary guidance which the managerial role will be changed in them:
• Creation of a atmosphere which gives to other personnel the possibility of decision making and taking responsibility of those decisions.
• Determination of goals and contribution to other employees for achieving sublime standards.
• More integration of personal expectation and organizational goal.
• Creation and spreading of an identifiable culture in organization(*Gangani & et. al 2006:131*).

Advancing the cultural values will be main focus of attention for future human resources. The successful organizations are those that develop & foster the best combination of values and could transform those values to performance. Depends on the environmental conditions in which they act, some organizations need managerial skills which improves consistency and stability while others would need managers who could show reaction to external change and compromise with lack of confidence.

In a new study in managerial approaches, *Foksal & Pine* found that: many organizations or perhaps most of them are dependent to new innovative inputs which occasionally need comparison and with the comparative help for safeguarding current system will be sustainable*(Han et. al. 2006:396)*.

Their findings specifies the importance of the balancing tension which exist between sustainability and innovation. In addition to that, as pointed out in the magazine by *Wiston* , new technologies need human resources for assurance from integrated functional system. A concept for managers, is need to open and reveal the creative potential of employee and facilitating participation to change. The analytical skills of managers not only will be expanded to technical and economic analysis but also will be expanded for recognition of social & political movement in organizational change. Attention to needs and interests of employees, prediction of social & political outcomes of new technology enforcement and capability of holding effective relation with entire individuals who might be effected, will have significant skills for innovation management*(Han et. al. 2006:405)*.

From viewpoint of the above considered issues which concerns with relation between technological change, managerial roles and competencies, examination of mechanisms which managers could expand their skill is important.

Training is not proper measure for identification of competencies, but this factor plays an important role in development of quantities of these competencies.

In fact, the objective of training is reduction or elimination current insufficiencies in knowledge, skills, outlook for improving current job performance and development of new competencies which innovation is content of work would increase occupation capability and professional development. therefore the expectation is; As the needs of competency in one field increases, the managers will need more training on that field.

Beside that, as industry confronting with changes of technology, social, economic and organization, we expect managers to make more request in training activities for adjustment and conformity to meets their future needs relative to eliminating current needs(*Hafsted & Moncold: 2005: 80)*.

With existence of added awareness in regard to importance of managerial learning, a main focus for formal education have existed. Many research for assessment of three-fold sustainability training, internal formal programs and management development workshop have performed outside the site. Less attention has given to other approach for skills acquisition. Particularly those category of approaches which follows empirical, informal or future learning progress. As a first step for creating approach with more spread for managerial learning, interview with 96 manager in both private and public sector were conducted in New Zealand so their understandings in method of developing managerial skills to be revealed. One basic hypothesis of this study was that the learning process holds numerous types of event related to work and outside work. Events that manager are confronting and this subject for range recognition from these experiences are important. Using typology the built managerial activities by *Lotanz et. al* was asked by managers to explain the important events that they believed were involved in their managerial responsibilities' performance. They also showed that the percentage of learning which they felt occurred via the following cases:
1- Formal Education
2- Work Experience
3- Experiences outside their profession (*Alavi & Lidner 2001:110*)

These questions for preparation of an index of conceptualized role in any aspect in the their managerial development were analyzed. Almost all managers (95%) have had formal management training and more than half them (59%) had participation in third part institution. But main part of learning attributed to experience related to work. Such as trail & error test, the observation of role & learning via work. It is observed that the formal education only hold 17% managerial

skill development and the experience outside work is almost explains the same rate. The emerging depiction from these answers is that the most responders learned their managerial skills via events and progressing experiences which confronting them while performing duties. This paradigm was obvious particularly in development of management skills of individuals while it observed that formal training is involved in obtaining technical specialty.

The informal learning experiences often have linked with managers understanding of their performance in regard to human resources management activities. Most responders showed the need to develop information exchange, make relation and other skills to give them capability to meets the concerns of human resources management. A message from information was that while technical skills could not be corrected via formal training, skills of human relation often being attracted only at work and are not integrated in management training programs . Although research particularly was not designed for emphasis on technological change. But the findings have some concepts for managerial roles & skills in adoption & development of new technologies in organization. In this sample which included many managers faced with considerable change, the most common issue arising was that lack of confidence which employees were experiencing on these changes and its results. As expected, managers recognized this lack of confidence and the its reducers had not received any formal training for these type of problems. The specialty to compromise with employees' lack of confidence, protests and related issues have been obtained often via warning and often unplanned experiences related to managerial performance. Many responders explained the benefits which will be obtained from a more systematic approach in development of these skills(*Alavi & Lidner 2001:111*)

A subject that appears in the research is that the management development programs must not perform any additional work for compiling learning experience in progress which managers are facing with while conducting their duties. Effective learning often takes over time which individuals think about their experiences and based on these thoughts change their behaviors.

Organizations could facilitate this process by seeking developments that foster the use of important daily experiences.

The past research have shown that the supportive actions from management side in ais an organizational means in presence of a atmosphere for learning. Innovation, compromise and acceptance to advance an organizational culture helps to increase credibility and risk. In many organizations the balance between bureaucracy and innovation severely going toward bureaucracy. *Carnoval* has observed that learning and development acts upon managers same as other personnel. The ability to learn from experience and use of these learning in constructive ways is a responsibility which is undertaken by both individual and organization.

Many skills and competencies which managers needs to perform their duties in a technology changing environment, currently are not fitted in formal training programs. The findings from other research indicates that specialty development is related to human resources. A main challenge for future organizations is to create constructive learning environment and to eliminate obstacle for learning an effective performance. Ultimately the research results prepare two work agendas which points to future managers (*Alavi & Lidner 2001:132*)

First the three times institutions which shows that management training for human relations skills is necessary effective management.

In the discussion of concepts related to technological trend in the society *Nicebit* Has explained that human aspects are becomes important. The responders in current study showed that formal training have not prepared them sufficiently for human resources management, Secondly, the training institutions must include experimental learning in their program so that student expand the method of learning. More awareness and recognition in range of experiences that advance development and learning will increase the formal management training and this training gives the possible more effective use from experiences which they face to in their work environment so to consider them as learning opportunity (*Alavi & Lidner 2001:133*).

A required staring point in this effort is the recognition of managerial roles and mechanisms which through them managers learn needed skills for their duties. The managerial interview have specified the skills of human resources management as important fields for development and need of making integration of formal and informal learning experiences. Special responsibility remain on the shoulder of organization to arrange positive atmosphere that will increase the learning opportunities and not to neglect or prevent them. The findings of the study contains important concepts for management of technological change. When the speed of change increases and new technologies become more complex many organizations will find themselves in a fast changing environment which need a capability for innovation and adaptation. Managers in this companies will take primary responsibility for assurance for sustainability and organization competitions and this is done via creating cultural values which gives the organization the opportunity to achieve its goals. Through coordination of employees' activities, they will negotiate about progress. But for recognition of these goals the organization must pay more attention to potential development of their managers. While the emphasis is set on technical skills, less attention goes toward skills of team development and interpersonal which for performance comparison of group & individual with organization' goal is necessary. Often these are referred or transferred to personnel or human resources of organization. In summary, viewpoint of systems in previously considered organizations shows that technology is integrated inseparable part of organizational performance which must be considered with other key components. Considering every aspect separately and lack of attention to internal relation between them basically have led to failure.

The management of technology change not only need the technological knowledge and capability but also need the recognition from technology dependency, individuals and organizational structures (*Alavi & Lidner 2001:135*).

Robert Katz (1974) categorizes the required skills for managers into three groups: Technical skills, Human skills, perceptual skills. Then after *Katz* other researcher have studied over this presented model such as *Kontez* who added the fourth skill, meaning the problem resolution skill or design. Then *Griffen* addressed two more skills; distinction and analysis and *Donly* added the sixth skill; computer skills. The required scope of each of these skills in the mangers of various level is different. *Katz* in his model sets forth three level of managers(Top, middle of coordination, operational or supervisory) and states that the top manage must have more conceptual skills and

lesser of technical skills. This model states the scope of skills in operational manager as more technical skills and lesser of conceptual skills. The scope of required human skills is considered equal in all level (*Autio & Laamanen 1995:653*).

Except the mentioned skills, what other features managers should have to perform their duties & roles? In terms of behavioral point of view and group of characteristics in managers highly effect in type of management and conduct of his duties. Personality of manger, the available values in environment he grew up, his understanding of organization and work, attitude of manager, skills and motivation methods are determinant of leadership style of manager in organization and his attitude to individuals. On the other hand the skills of manager which are resulting from education (knowledge) , work experience, mental ability, physical ability, gender, age effect on his performance method.

In general the aforesaid introduction could be categorized in three general groups as required features for managers:

A) Skills (Technical, Human, perceptual, Distinction &Analytical , Design & Problem Resolution, Computer)

B) Behavioral (Values, Personality, Apprehension, Attitude Manner Encouragement)

C) Abilities (Education, Experience, Mental Ability, Physical Ability, Gender, Age) *(Asemipour, 1990)*.

The famous psychologist, head of *Levinson* institution and professor at Harvard Medical University described the main dimensions in selection of managers/leaders as follows:

A) Power of Thinking

1- Capacity and extraction ability, Conceptualization, Organizing , To graft various data to a solid frame of source

2- Patience at the time of ambiguity; in confusing situation could be able to preserve situations until return of normal conditions.

3- Intelligence; points to this contents which not only to have the extraction ability , but also to ability to make them practical.

4- Judgment; in respect to conditions must be to able to make decision that when to act.

B) Reciprocal Feeling & Communications

5- Having authority; to feel that he plays the role of boss (Feel of chairmanship)

6- Activity; to have re-approach ability against issues & needs of organization

7- Success; to take side toward grace of organization not personal selfishness.

8- Sensitiveness; Ability to have apprehension of others' delicate feelings.

9- Participation & involvement; to consider all individuals as participants in the organization

10- Maturity; have a good connection with sign of authority (to present a clear symbol of authority in the organization)

11- Internal dependency; To accept self an others' dependency needs

12- Clear language; could be able to make an impression.

13- Strong Health; have an strong physical health in addition to having   high mental ability

14- Adaptability; could be able to administer tension in the organization

15- Sense of Humor; Does not show himself as very tough and serious

C) External behavioral features

16- Have a clear view of life and occupation and reaching organizational goal

17- Perseverance ; Strength to perform a specific task without attention to existing problems

18- Personal Organizing; have a complete sense relative to organization

19- Solidarity; To have a good system value which previously measured

20- Social Responsibility; acceptance of leadership of organization with respect to social responsibility against people and society Of course no one could have the entire qualities and features of an ideal leader. Meaning, can't find anyone to have the following traits at one time; farsightedness, sensitivity, analyzer, energetic, speaker, active, intelligent and engaged. Some aspects of behavior for performing special tasks are more important. Sometimes these behavioral aspects for a cluster. An aggressive personality and highly self-controlled who is well appropriate for an organization might not have much efficiency in another organization. Therefore look at these dimensions not merely for single or group measures but also cloud be useful as figurative pattern. The important question is; what group and pattern from dimensions will considered the best symmetry with required behavioral pattern for job position description *(Levinson*, *1980:17*).

Havz Hilt et. al state the seven factors as required abilities which should be considered for selection of managers in the organizations an they are as follows:

1- Organizing at the time of conflict appearance conditions : this factor emphasizes in a conditions which some conflict or opposition exist.

2- Experience: Knowledge based on experience is most likely resulting from years of personal work experience.

3- Decision making: this factor is related to ability of judgment, thought and decision making of individuals.

4- Constructive creativity: The factor includes creativity, generation of idea and manager ability in implementation of ideas.

5- Organizing with coordination: Planning & organizing ability along power to make other involve in a positive approach via learning, develop sensitivity and tendency to team work.

6- Collaborator' leadership: The factor is for motivation ability of people and developing sense of cooperation and strong communications in them.

7- Integrated thought: analyzer thought ability and attention to others' ideas (*Hasilt, 2000:25*).

With management development and mobilizing managers with sublime competencies, could achieve desired staff either in respect of common managerial ability criterions or progressive & special criterions. Of course by assessment of staff the developmental programs corrected and in ration to employing managers must be reconsidered for managerial competency dimensions. In the management development model of *Schrouder* five characteristic have stated as managers' competency factors; knowledge, abilities, motive, values and style (approach) of management (*Voudal*: *1998:75*).

Diagram No. 1- The Management Development Model of *Schrouder* (Source *Voudal 1998:80*)

Ghaffaria*n* (2000) also in the general model of executive manager development recommended the four domain of ; theoretical knowledge, professional skills, personal& attitude features(Total: 122 constituents) as personal dimensions and two domain of common and professional credibility (total:15 constituents) with namely social dimension of managerial competencies.
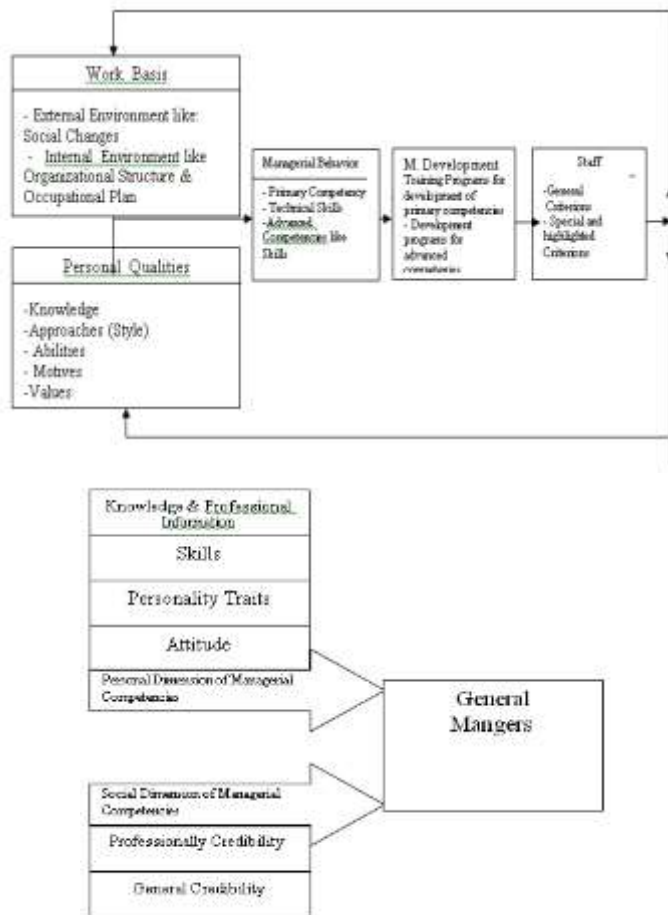
Diagram No. 2. General Model of Enforcement Managers Development (Competency Model: *Ghaffarian :2000*).

In the presented models it makes it clear that each model based on its viewpoint has introduced dimensions and constituents for managers competencies. These models typically have differences with each other but; in this study the above model has been considered as conceptual design.

A) Knowledge

In this paper Knowledge has implication on general theoretical information of managers, knowledge to manage and management science. Knowledge and general information is considered as the most experienced managerial competency dimension and strengthening point of any organization and manager. Knowledge is considered as substructure of other competency dimensions and one of principle ways of guiding effort of managers; thus having specialize knowledge (meaning special knowledge about specific profession) and general information (general familiarity with affairs that has no special relation with organizational duties and is requirements part of social & organizational life of managers.

Nowadays, no longer could be accepted that successful management would be possible only with inherent and non-acquired features of manager but; realization of this requires awareness and recognition of management, because it has proven today that having knowledge, awareness and general professional information leads to occupation success. Knowledge is the same element that causes the decision making quality, mental flexibility and base maker to employing other potential talents of individuals (*Espero, 1998:20*)

On other hand, in case of closing the shutter of knowledge & professional information penetration into the organization, their growth will decline, for the reason that with increasing the

speed of change in environment if the required knowledge is not accessed to managers the lack of confidence rate would increase. Thus, for reaction to environmental change and organizational protection & progress, continued learning and promoting the level of managers' knowledge seems to be necessary (*Rahmanpour & Tiro , 2000:16*).

Conclusion

The organizational growth & development which is required for nation to achieve multilateral social & economic development, itself requires the existence of well-developed individuals in the organizations and current organizations consider their human capitals with respect to their knowledge, competence and capabilities specially in managerial class as competitive advantage.

Management is considered the heart and center of an organization, weakness in management operation in the organization despite of technological & human resource ' strength…will lead to miss-performance and failure of that organization toward achieving its goals. Instead, in many organization entrance of a manager with excellent performance have caused to compensate the deficiencies of the organization. Pedagogy and selection of managers and leader is the most important issues in contemporary progressive organizations. What qualities managers should have for successful achievement of their duties and organization' goal (even beyond)? (*Abraham & Karns, 2001:843*).

For a quite some times the concept of qualification with British management as a constructive approach had been expressed for describing a series of abilities and behaviors. We will leave to others the accurate discussion in regard to differences of qualification theories. It is sufficient to note that in a simple level there are two groups: a group who try to define managerial benefits in terms of observable behavioral results and those who argue that skills are the important bricks but there no column of bricks not being built; in other words, the generalities and whole subject is more than its aggregate sections. Definitions are unlimited and there is no random theory exist for accurate nature of qualification. A definition of qualification is as such: Qualification are Managerial qualities which lead to appearance of skills & capabilities that are causing an effective performance in an occupational domain. Qualification also embodies capacity for transfer of skills & capabilities from one domain to another.

This definition emphasizes that qualification is something which facilitates and covers appearance of appropriate and skillful behaviors. This definition is like other definitions in the viewpoint that qualification is seen as a conductor toward effective performance. Some definitions of qualification are asuumed that qualification lead to superior performance means the individual having special qualifications is at upper level(*Abut & Gray,2002:34*).

Many important companies have their special qualification framework and assessment approaches for measurement and numerous type have expanded use of qualification review lists for their organization. British Telecom is one such company. This company have identified special qualification lists for various managerial levels. Such research continually updated and qualifications for showing organizational values difference, structures and viewpoints are being changed (*Harris & Harris; 1989:27*).

On other hand, based on definition, to be competent means; To have capability, to be able, having skills & special knowledge for performing expected work. By setting the concept of competency in work & personal situation; in comes to mind that it has basic specialty which causes to function in a profession. Based on *England Charter Management* (1999), the capability competency of an individual for performing a job at workplace is measured relative to required criterions in occupation. Also, this belief exist that a person can only be competence in one work domain provided that he/she has a dimension which covers that qualification performance. To show that difference, consider that in order an employee to have good planning skills, on one side this person must have efficiency and on another side to be successful. In spite of the fact that there are numerous definitions of competency, all have similar viewpoint, and the competency of a person determines his occupational performance benefits means that managers are required to know the concept of qualification and competency(*Chen: 2004:105*).

Resource & Reference

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