

**An Analysis on the Core Competence of International Offices
: Focused on the experience of SNU**

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ABSTRACT

Competence is an underlying characteristic of people, which indicates a way of behavior or thinking and that provides a generalized perspective across situations. Competency-based human resource management predicts superior job performance. Hence the competence approach provides a human resource method broadly applicable to recruitment, selection, appraisal, and development for the challenging years ahead. After years of participant observation, this study was conducted to find a clear answer to the question, "What are the core competences the international office need?" In order to answer the question, several staff members who have achieved superior performance since 2003 were selected as sample. This presentation concludes that each position needs it's own competence and recommends the competence-based HRD, which is applicable to strengthen management of the university international offices.

An Analysis on the Core Competence of International Offices

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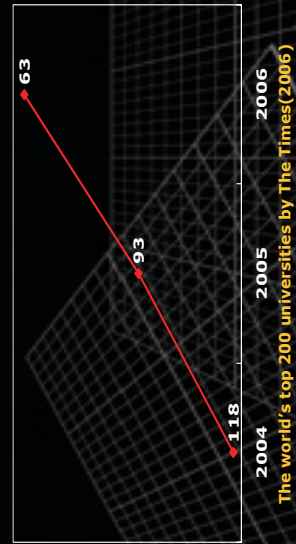
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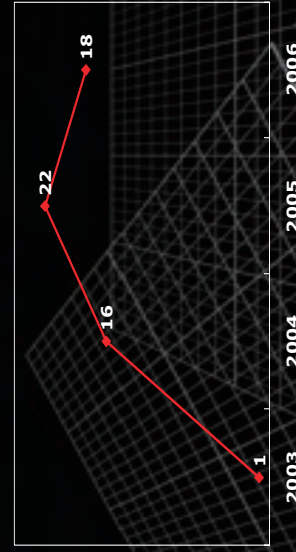
Current Changes at SNU

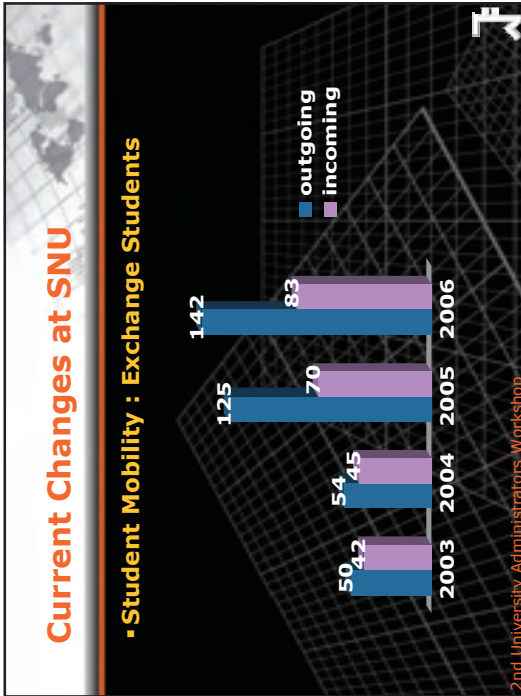
- University Ranking



Current Changes at SNU

- International Partnership : MOU





Research Questions & Methodology

- Questions**
 - What competence brought successful result?
 - What are the core competence International Offices need?
 - What are the effective ways to increase competences?
- Methodology**
 - Participant Observation : from 2003 ~ present
 - Ethnographic Interview : unstructured interview
- Informant : Staff Members**

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The Concept of Competence

- Definition**
Underlying characteristic of an individual that is causally related to criterion-referenced effective or superior performance (Spencer & Spencer, 1993)
- Underlying Characteristics**
 - Motive, Trait, Self-Concept : Hidden
 - Skill, Knowledge : Visible

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The Concept of Competence

- Casual Relationships**

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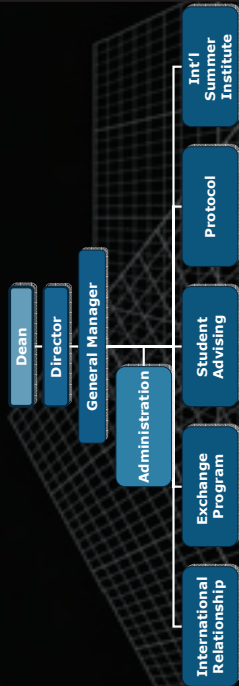
    graph LR
      A[Personal Characteristics] --> B[Action]
      B --> C[Behavior]
      C --> D[Outcomes: Job Performance]
  
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- Criterion Performance**
 - Superior Performance
 - Effective Performance

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The Core Competences of Int'l Office

- Organizational Chart



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The Core Competences of Int'l Office

Dean

Leadership, Vision, Managing Culture & Climate, Decisiveness

Director

Problem-Solving, Motivating Others, Empowerment, Resource Allocation, Tracking Process

General Manager

Supporting others, Flexibility, Coaching, Monitoring, Assuring Growth & Development

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The Core Competences of Int'l Office

International Relationship

Networking, Language Skill, Negotiation, Rapport

Exchange Program

Networking, Relationship Building, Insight, Proactive

Student Advising

Service Orientation, Awareness Feeling, Interpersonal Understanding

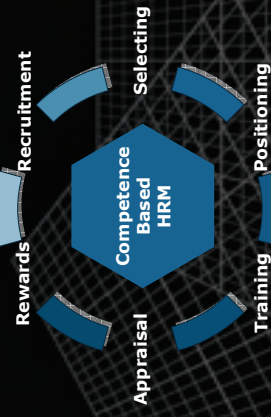
Protocol

Expertise, Language Skill, Networking, Experience

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Suggestions

- Competence-Based HRM



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Suggestions

- Core Competence Analysis
- Internship System
- Training / Education Program
- Staff Exchange With Partner Universities

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Innovating Universities Through Internationalization

Thank you