




# Designing a Competency Model for Administrative Managers in the Education Department of East Azerbaijan Province

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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The introduction discusses healthcare systems (“Today, healthcare systems worldwide...”) at length, which deviates from the education sector focus. Consider removing or reframing this paragraph to maintain alignment with the research context.

The manuscript mentions “three Delphi rounds” but lacks detail on the thresholds used for consensus. Please specify the criteria (e.g., percentage agreement, stability index, or coefficient W) applied in each round to validate consensus.

While the fit indices are reported (e.g., GFI = 0.91), their interpretation lacks citation or contextual support. It would enhance rigor to reference Hu & Bentler (1999) or Hair et al. (2019) for fit index thresholds.

The unique value of the “three-level managerial model” (senior, mid, junior) is a notable contribution. However, this section should elaborate how this structure improves decision-making in recruitment, training, or succession planning.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

The sentence “Thus, selecting and appointing administrative managers necessitates a cohesive competency model...” would benefit from clarifying how the proposed model specifically addresses these gaps. Consider briefly previewing the four-domain model (operational, social, cognitive, meta-competencies) here.

“Competency encompasses a set of behaviors, skills, knowledge...” — This is a definition-heavy section. The authors should contrast at least two competing competency frameworks (e.g., Boyatzis, Spencer & Spencer) to enrich theoretical grounding.

“An examination of existing resources in the Ministry of Education...” is descriptive. Add analytical depth by referencing recent literature on Iranian public sector competency frameworks, if available.

The sentence “...developing managerial capabilities... is one of the most critical objectives for organizations” would benefit from support by international best practices (e.g., OECD, World Bank HR competency models).

The sentence “A comparative analysis shows that the findings of this study align with previous research...” is promising but overly broad. It would be more impactful to contrast the proposed model with 1–2 key studies in terms of structure, content, or application.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.