

Competency Based Framework for Mines Inspectors



Department of Geology & Mines
Ministry of Economic Affairs

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Competency Based-Framework for Mines Inspectors

I. Background and Rationale:

The Royal Civil Service Commission launched the Competency Based Framework for Civil Service in collaboration with Singapore Polytechnic International, with funding support from Temasek Foundation International, Singapore. The programme is aimed at strengthening the capacity and capabilities of the civil servants based on their role specific competency to enhance professionalism, growth and development to contribute optimally to nation building.

The RCSC started the programme by identifying seven positions to develop and implement the competency framework. Further, RCSC identified another seven Major Occupational Groups (MOG), in which Mines Inspectors was also one of it. The Competency Based Framework of the Mines Inspectors has been developed to enhance the capacity and competencies of the Mines Inspectors to improve the working efficiency and service delivery, in line with the Department's vision and mission of; "To contribute to sustainable socio-economic development through geo-scientific studies and scientific management of mineral resources in the kingdom; and to enable optimal development of mineral resource in a scientific manner compatible with the social and economic policy of the Royal Government and within the framework of sustainable development, protection of environment, mineral conservation and preservation of country's precious religious and cultural heritage. Competency based framework of Mines Inspectors includes 3 role profiles, 8 competency areas, 20 competencies and 49 behavior indicators (attached as Annex. I).

II. Output and Process Undertaken:

Through a rigorous consultative and inclusive process, the role profiles, competency areas, competencies, behavioral indicators and proficiency levels were developed.

Output 1.

3 Role Profiles, 8 Competency areas, 20 Competencies and 49 Behavior Indicators were developed across 3 proficiency levels. This was arrived through;

a. Training to developers by Master Trainers,

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- b. Literature Reviews,
- c. Identifying key competencies and developing behavior indicators, and
- d. Consultation with relevant officials (Mining Engineers, DGM) and presentation to the Department.
- e. Presentation and approval of the Ministry during 387th MHRC meeting on 3rd March 2021.

Output 2.

A training needs analysis was carried out through presentations to Mines Inspectors of two Regional Offices (out of seven) and remaining through questionnaires for different proficiency level via online survey. Based upon their feedbacks, followings were determined:

- a. Identify the competency/performance gap at different proficiency level; and
- b. Identify the methods of intervention to address it.

Output 3. Based on the findings of the training need analysis, several workshops/seminars were identified. Further, few of them were prioritized, which needs to be carried at the earliest.

III. Evaluation of Current Situation

The team noted that as of now there were no specific role profiles developed for Mines Inspectors and they were carrying out day-to-day tasks based upon Job Descriptions, in which all the proficiency levels are carrying out same tasks. Further, Mines Inspectors were not given refresher courses and training opportunities. Thus, the tasked force members developed this framework to ensure efficient service delivery and equal training opportunity based upon proficiency levels.

IV. Key Recommendations

The following are the key/important recommendations based on the exercise carried out:

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1. Finalize and disseminate the competency-based framework for Mines Inspectors at the earliest;
2. Training to be focused on building competencies to improve service delivery; and
3. Further, training opportunities to be provided based upon proficiency levels.
4. Pilot mentoring programs to enhance efficiency and effectiveness of officials.

V. Conclusion

This framework is developed to guides and assists all the Mines Inspectors to exercise their tasks in day-to-day life and also to plan their career in the future. Further, it is important for each individual to be aware of the observable competencies expected of them and develop themselves through stages of expertise from foundation level to expert level. It also inculcates integrity and responsibility as a civil servant, and builds a positive attitude in the discharge of service.

The Department to prioritize and implement methods of interventions to address the competency gap in Mines Inspectors group so that they gain competencies to discharge their functions more effectively. Further, the department to prioritize appropriate training and workshops based upon their proficiency levels. The Department may also pilot mentoring programs to enhance efficiency and effectiveness of assessing officials.

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Overview of the Department

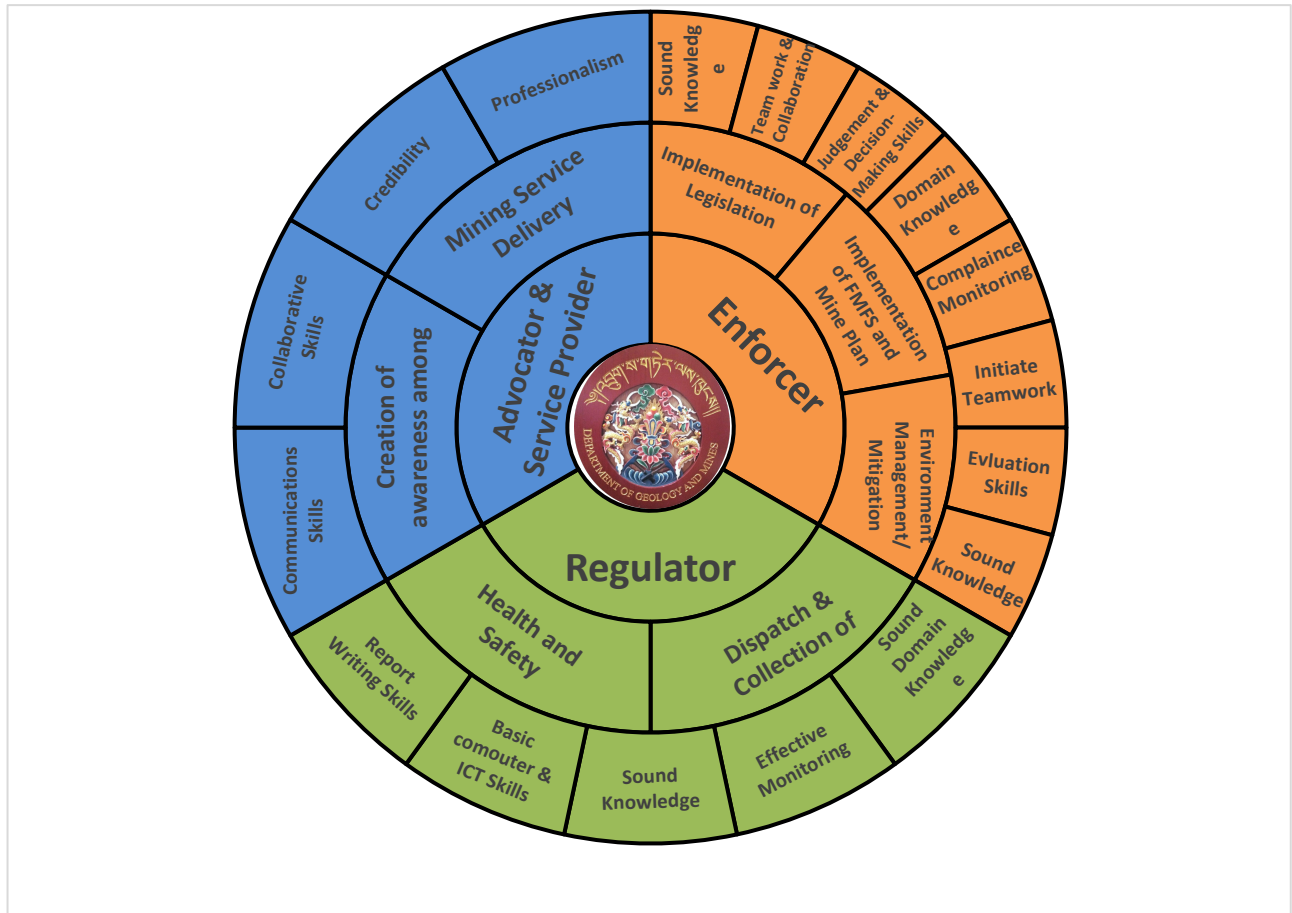
Vision: To contribute to sustainable socio-economic development through geo-scientific studies and scientific management of mineral resources in the kingdom.

Mission: To enable optimal development of mineral resource in a scientific manner compatible with the social and economic policy of the Royal Government and within the framework of sustainable development, protection of environment, mineral conservation and preservation of country's precious religious and cultural heritage;
To provide input for national development and social welfare to the citizens of Bhutan by opening up venue of investment and employment;

To apply geo-scientific expertise in prevention and mitigation of natural disasters resulting from geological hazards, thus contribute to the welfare of all Bhutanese citizens leading to Gross National Happiness.

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Annexure I: Overview of Competency-Based Framework for Mines Inspectors



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Annexure II

1. Overview:

Number of Key Roles Identified	3
Number of Competency Area Identified	7
Number of Key Competencies Identified	17
Behavior Indicators	45
Proficiency Levels	3

2. Key Roles, Competency Area, Key Competencies and Behavior Indicators (BIs)

Key Role-1: Enforcer		
Competency Area	Key Competencies	Behavior Indicators (BIs)
Implementation of Legislation	Sound Domain Knowledge	1. Exhibits clear understanding of Mining laws, rules, regulations and guidelines
		2. Identifies and implements correct provisions of mining laws, regulations and guidelines
		3. Keeps oneself updated on the changes or amendments in the existing laws and policies
		4. Keeps up to date on Mining Lease Agreement and permits

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	Team Work and Collaboration	1. Builds and maintains close network and relationship with fellow inspectors and miners
		2. Seeks necessary clarifications from co-workers whenever necessary
		3. Understands the assignment of individual roles and responsibilities in the team
	Judgment and Decision-Making Skills	1. Carefully analyzes the situation or problem to come up with the most reasonable resolution
		2. Seeks support from supervisors
		3. Validates information accuracy before taking any action
Implementation of Feasibility Study Report and Mine Plans	Domain Knowledge	1. Exhibits basic mining engineering principles
		2. Understands clearly mine design parameters and map reading
		3. Exhibits basic knowledge on geology and minerals
		4. Understands basic knowledge on drilling, blasting and explosives
	Compliance Monitoring Skills	1. Ensures operation of mines as per the approved plans
		2. Conducts periodic inspections
	Teamwork	1. Readily contributes towards the common goal
		2. Proactively assist fellow inspectors and customers in service delivery

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Environment Management/Mitigation	Evaluation Skills	1. Carries out necessary tests to check pollution level
		2. Identify additional impact due to mining operations
		3. Maintains proper record for future analysis and assessment
	Basic Knowledge on Environmental Management	1. Analyzes the probability of occurrence of risks and its resulting impact
		2. Plans remedial measures in advance in case of adverse environment impacts
		3. Facilitates to ensure the environmental restoration activities are carried out properly
		4. Understands the Environmental standards
Key Role-2: Regulator		
Health and Safety Management	Knowledge on Occupational Health Safety	1. Demonstrates knowledge and skills on proper usage of PPE and other safety equipment
		1. Makes sure that the mining operations are carried out as per Health and Safety standards
	Effective Monitoring Skills	2. Reports concerned authorities on accidents in the mines
		3. Conducts inspection to ensure safe working environment

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Dispatch and Collection of Mineral levies	Subject Knowledge	1. Understands units, measurements and conversions
		2. Knows type and products of minerals
		3. Exhibit awareness on Royalty rates, MFPs, LCs, and Invoices
	Basic Computer and ICT Skills	1. Demonstrates clear understanding of basic computer knowledge
		2. Compiles information or data on time
		3. Understands basic knowledge on online collaboration
	Report Writing Skills	1. Exhibits clear understanding on tour/inspection report writing
		2. Validates the reports submitted by the mining companies
	Key Role-3: Advocate and Service Provider	
Creation of Awareness among Mining Companies	Communication Skills	1. Demonstrates the ability to communicate precisely both verbally and in written
		2. Uses appropriate language/dialects to ensure messages are conveyed as intended
	Collaborative Skills	1. Creates strong relationship and positive network with the community, stakeholder and miners.
		2. Works cooperatively with multiple stakeholders.

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Efficient Mining Service Delivery	Credibility	1. Observes ethics and integrity to promote corruption free practices
		2. Ensures unbiased implementations of rules and regulations to all miners
	Professionalism	1. Demonstrates professionalism, maintain ethical conduct, integrity and confidentiality
		2. Applies specialized knowledge, skills and judgment to ensure efficient service delivery

2. Proficiency Level

Key Role-1: Enforcer			
Competency Area: Implementation of Legislation			
Key Competencies: Sound Domain Knowledge			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Exhibits understanding of Mining laws, rules, regulations, tools and guidelines	1. Exhibits basic understanding of Mining laws, rules, regulations, tools and guidelines	1. Exhibits clear understanding of Mining laws, rules, regulations, tools and guidelines. 2. Able to clearly explain the rationale behind policies and the Mining Legislation	1. Shows deep understanding of Mining laws, rules, regulations, tools and guidelines 2. Able to clearly explain the rationale behind all the provisions of policies and mining related laws and regulation.

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<p>2. Identifies and implements correct provisions of Mining Laws, regulations and guidelines</p>	<p>1. Identifies and implements correct provisions of Mining Laws, regulations and guidelines with the required guidance from supervisors</p>	<p>1. Identifies and implements correct provisions of relevant Laws, regulations and guidelines</p> <p>2. Also be able to guide juniors and co-workers</p>	<p>1. Identifies and implements correct provisions of Laws, regulations and guidelines</p> <p>2. Also be able to guide juniors and co-workers</p>
<p>3. Keeps oneself updated on the changes or amendments in the existing Mining laws, rules, regulations and guidelines</p>	<p>1. Demonstrates basic understanding of amendments in Mining laws, rules, regulations and guidelines</p>	<p>1. Demonstrates clear understanding of amendments in Mining laws, rules, regulations and guidelines</p> <p>2. Able to clearly explain the same to all the staff</p>	<p>1. Familiarizes and advocates amendments in Mining laws, rules, regulations and guidelines clearly to all the staff</p>
<p>4. Keeps up to date on Lease Agreement and permits</p>	<p>1. Able to understand the amendment of Mining Lease Agreement and permits</p>	<p>1. Able to understand the amendment of Mining Lease Agreement and permits and</p> <p>2. Able to clearly explain the same to all the staff</p>	<p>1. Familiarizes and advocates amendments in Mining Lease Agreement and permits</p>

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Key Competencies: Team Work and Collaboration			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Builds and maintains close network and relationship with fellow Inspectors and miners	1. Identifies the important stakeholders that are necessary for smooth and effective service delivery	1. Collaborates and builds partnership with relevant stakeholders	1. Emphasizes and leads in implementing plans to build partnership with relevant stakeholders 2. Undertakes networking and team building activity in the work place
2. Seeks necessary clarifications for issues or doubts from co-workers whenever necessary	1. Accepts one's mistakes and shows readiness to seek help and feedback from co-workers or supervisors	1. Accepts the mistakes of oneself as well as the team and seeks necessary clarifications from team mates.	1. Leads the team in getting the issues clarified or resolved 2. Also takes responsibility in clarifying the doubts of the juniors.
3. Understands the assignment of individual roles and responsibilities in the team	1. Identifies and understands one's responsibilities and roles as a team member	1. Guides the junior workers to understand their roles and responsibilities as a team member	1. Assists the supervisor in proper job delegation and role assignment in a team 2. Takes accountability and ownership of the assigned tasks

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Key Competencies: Judgement and Decision-Making Skills			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Carefully analyzes the situation or problem to come up with the most reasonable solution	1. Actively participates in understanding the situation or issue thoroughly and reports to the supervisors and seniors	1. Actively participates in understanding the situation or issue thoroughly and recommends how issues could be resolved	1. Exhibits strong judgment and provides reasonable solutions to solve an issue
2. Seeks support from supervisors	1. Actively seeks guidance or support from the superiors	1. Exhibits enthusiasm to learn and shows readiness in receiving support and feedback from superiors	1. Proactively seeks support from the superiors and acknowledges feedback positively
3. Validates information accuracy before taking any action	1. Diligently collects necessary information from the different sources	1. Validates information by asking co-workers, superiors and other related sources	1. Validates and examines information through ground confirmation with multiple relevant sources
Competency Area: Implementation of Feasibility Report and Mine Plans			
Key Competencies: Domain Knowledge			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Exhibits basic mining engineering principles	1. Exhibits basic mining engineering principles	1. Possess deeper knowledge on mining engineering principles and allied activities 2. Able to implement the knowledge and skills acquired in the field	1. Possess advanced level of the mining technologies and mineral processing 2. Able to implement the knowledge and skills acquired in the field and guide the juniors

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<p>2. Understands clearly Mine design parameters and map reading</p>	<p>1. Displays a basic understanding in technical drawings, mine plans and topographic maps</p>	<p>1. Promptly studies and interprets technical drawings, mine plans and topographic maps</p> <p>2. Also shows practical implementation of design parameters and map reading</p>	<p>1. Guides subordinates and co-workers in correct understanding and interpretation of technical drawings, maps and mine plans</p> <p>2. Able to provide feedbacks and comments for rectification if any.</p>
<p>3. Exhibits basic knowledge on geology and minerals</p>	<p>1. Able to understand basic knowledge on geology and minerals</p>	<p>1. Understands the geological occurrence of minerals, values and its end use.</p>	<p>1. Understands the geological occurrence of minerals, values and its end use.</p> <p>2. Mentors the sub-ordinates in acquiring knowledge on geology and minerals</p>
<p>4. Understands basic knowledge on drilling, blasting and explosives</p>	<p>1. Able to understand basic knowledge on drilling, blasting and explosives</p>	<p>1. Deeply understands the knowledge on drilling, blasting and explosives</p>	<p>1. Deeply understands the knowledge on drilling, blasting and explosives</p> <p>3. Mentors the sub-ordinates in acquiring knowledge on drilling, blasting and explosives</p>

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Key Competencies: Compliance Monitoring Skills			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Ensures operation of mines as per the approved Mine Plan	1. Demonstrate clear understanding of the Mine Plan reading	1. Demonstrate clear understanding on approved Mine Plan and implement accordingly	1. Provide technical guidance to subordinate on implementation of the approved Mine Plan
2. Conduct periodic inspection	1. Conduct regular inspection and should possess basic knowledge on policies and practices	1. Conduct inspection and apply knowledge to solve the range of problems	1. Possess comprehensive knowledge and skills to address the findings
Key Competencies: Teamwork			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Readily contributes towards the common goal	1. Cooperates and consistently work with other team member to accomplish common goal	1. Frequently takes opportunity to work as a team to impart knowledge and experiences to help other succeed	1. Facilitate team spirit among staff to achieve the common goal
2. Proactively assists fellow Inspectors and Customers in service delivery	1. Develop relationship with fellow Inspectors and customers 2. Willing to work with them to ensure effective service delivery	1. Maintain positive and long-term relationship to ensure efficient service delivery	1. Promote service oriented and dynamic working relationship culture to enhance efficient service delivery

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Competency Area: Environmental Management/Mitigation			
Key Competencies: Evaluation Skills			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Carries out necessary tests to check pollution level	1. Possess basic knowledge to determine pollution level and use proper corrective measures	1. Possess knowledge to monitor pollution' level and use corrective measures	1. Possess advance knowledge to monitor pollution level 2. Assess the result of findings by comparing to applicable standards and provide recommendations
2. Identify additional impact due to mining operations	1. Should be able to identify mining impacts using available information.	1. Should be able to identify pertinent issues and accordingly analyses their causes and effects.	1. Exhibit advance knowledge to determine the causes and effects of the issues 2. Applies appropriate remedial measures
3. Maintains proper record for future analysis and assessment	1. Always maintain up to date of all records pertaining to compliance monitoring	1. Always maintain up to date of all records pertaining to compliance monitoring	1. Always ensures all records pertaining to compliance monitoring are maintained safely for the future reference

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Key Competencies: Basic Knowledge on Environmental Management			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Analyzes the probability of occurrence of risks and its resulting impact	1. Understands the basic concept of risk factors involved while carrying out mining activities	1. Identifies all the risk factors and plans necessary mitigation measures accordingly	1. Identifies the risk factors and engages in conducting of programs for better preparedness
2. Plans remedial measures in advance in case of adverse environmental impacts	1. Demonstrates basic understanding on the adverse environmental impacts	1. Demonstrate advance technical knowledge on the adverse environmental impacts and take an appropriate mitigation measure	1. Demonstrate advance technical knowledge on the adverse impacts 2. Evaluate potential future impact and take an appropriate mitigation measure on extremely complex problems
3. Facilitates to ensure the environmental restoration activities are carried out properly	1. Contributes towards proper implementation of mine restoration plans	1. Provides guidance and work effectively and cooperatively to ensure all the restoration activities are executed as per the approved plans	1. Provides directive to ensure all the restoration activities are executed as planned 2. Recommend the new approaches and method related to environmental restoration

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4. Understands the Environmental Standards	1. Demonstrates basic understanding of environmental standards	1. Demonstrate clear understanding of environmental standards.	1. Demonstrate clear understanding of environmental standards. 2. Able to guide subordinates on acquiring basic knowledge on environmental standards
Key Role-2: Regulator			
Competency Area: Health and Safety Management			
Key Competencies: Knowledge on Occupational Health Safety			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Demonstrates knowledge and skills on proper usage of safety equipment	1. Ensure that health and safety risks are properly managed at mines and that persons and property are protected	1. Conducts routine and ad-hoc inspections in mines to and identify the immediate health and safety hazards	1. Identify immediate health and safety hazards and provide instructions to mine operators, follow up and verify timely implementation of effective corrective measures

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Key Competencies: Effective Monitoring Skills			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Makes sure that the mining operations are carried out as per Health and Safety standards	1. Identifies the health and safety standards and make sure it is implemented	1. Identifies the health and safety standards and make sure it is implemented	1. Exhibit knowledge of mining operations as per the health and safety of employees and ensure compliance with existing Laws and Regulations. 2. Conduct awareness to the promoters and workers on safety standards
2. Conducts inspection to ensure safe working environment	1. Engages oneself in frequent inspections guided by the superiors	1. Develop inspection plans and frequencies to ensure worker safety 2. Also guides the juniors in carrying out inspections	1. Develop inspection plans and frequencies to ensure worker safety and prepares and issues reports for necessary rectifications
3. Informs concerned authorities on accidents in the mines	1. Identifies the cause of accidents and collect necessary evidences and submit report to supervisor	1. Identifies the cause of accidents and collect necessary evidences and should be able to prepare reports and adopt corrective measures	1. Review reports submitted by sub-ordinates 2. Make recommendations to the operators for solutions and improvement

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Competency Area: Dispatch and Collection of Mineral Levies			
Key Competencies: Sound Knowledge			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Understands units, measurements and conversions	1. Exhibits basic knowledge on units, measurements and conversion	1. Demonstrate deeply understand on units, measurements and conversion	1. Mentors sub-ordinates on learning basic knowledge on units, measurements and conversion
2. Knows type and products of minerals	1. Understands the different type of minerals and its products	1. Able to clearly differentiate the various type of minerals and its products	1. Able to help sub-ordinates in differentiating the various types of minerals and its products
3. Exhibts awareness on Royalty rates, MFPS, LCs, and Invoices	1. Clearly understands the Royalty rates and Minimum Floor Price (MFPS) for different minerals, LCs and Invoices	1. Clearly understands the Royalty rates and Minimum Floor Price (MFPS) for different minerals, LCs and Invoices	1. Clearly understands the Royalty rates and Minimum Floor Price (MFPS) for different minerals, LCs and Invoices 2. Able to explain the same to sub-ordinates.

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Key Competencies: Basic Computer and ICT Skills			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Demonstrates clear understanding of basic computer knowledge	1. Understand basic ICT knowledge and skills	1. Explain comprehensive understanding of ICT knowledge and skills	1. Exhibit deep understanding of ICT knowledge and skill 2. Able to teach subordinates on basic computer knowledge
2. Compiles information or data on time	1. Collects data on time with proper guidance from immediate supervisor	1. Complies data on time and checks its reliability	1. Verify and validate the information compiled by subordinates
3. Understands basic knowledge on online collaboration	1. Exhibits basic knowledge on online collaboration	1. Exhibits comprehensive knowledge on online collaboration	1. Able to exhibits comprehensive knowledge on online collaboration
Key Competencies: Reporting Skills			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Exhibits clear understanding on tour /inspection report writing	1. Exhibit basic understanding on tour/inspection report writing to convey information correctly	1. Exhibit expert knowledge on technical terms and tour/inspection report writing to communicate ideas clearly and effectively	1. Exhibit advanced knowledge in tour/inspection report writing by including visual elements such as graphs, charts, tables, photographs, diagrams, and maps for more clarity
2. Validates the reports submitted by Mining companies	1. Able to validates the reports with guidance from supervisor	1. Able to validates the reports with minimal guidance from supervisor	1. Able to help subordinates in validating the reports

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Key Role-3: Advocate and Service Provider			
Competency Area: Creation of awareness among mining Companies			
Key Competencies: Communication Skills			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Demonstrates the ability to communicate precisely both verbally and in written	1. Convey message clearly, concisely and accurately 2. Able to draft report and prepare correspondence	1. Demonstrate advanced communication skills to communicate others	1. Able to express clearly both orally and in writing 2. Able to communicate effectively with a wide range of individuals
2. Uses appropriate language/dialects to ensure messages are conveyed as intended	1. Convey message clearly and concisely to reduces the chance of misunderstandings	1. Display good communication skills better understanding	1. Establish alternative communication methods to convey message clearly and concisely
Key Competencies: Collaborative Skills			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Creates strong relationship and positive network with the community	1. Display willingness to work co-operatively with the community, 2. Assist and support community whenever necessary	1. Willingness to work collaboratively with the community to meet a defined objective 2. Actively encourage community to participate in the decision-making processes	1. Create inclusive and participatory systems and processes that bring everyone in the community together to work on a common problem or towards common goals

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2. Works cooperatively with multiple stakeholders, demonstrating willingness to consider alternative approaches or ideas.	1. Able to work cooperatively with others to build consensus and solve problems and reach to common agreement	1. Shows enthusiasm to works cooperatively with others to build consensus and solve problems and reach to common agreement	1. Shows enthusiasm to works cooperatively with others to build consensus and solve problems and reach to common agreement
Competency Area: Mining Service Delivery			
Key Competencies: Credibility			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Observes ethics and integrity to promote corruption free practices	1. Applies specialized knowledge and skills to accomplish desired results and provide efficient service delivery with guidance from supervisor.	1. Applies specialized knowledge and skills to accomplish desired results and provide efficient service delivery with minimal guidance from supervisor	1. Applies specialized knowledge and skills to accomplish desired results and provide efficient service delivery and able to assist sub-ordinates for efficient service delivery.
2. Ensure unbiased implementation of rules and regulations to all users	1. Identify and implement correct provisions of rules and regulations	1. Critically analyses the conflicting clauses /provisions in rules and regulations	1. Critically analyses the conflicting clauses /provisions in rules and regulations and recommends changes to ensure effective implementation

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Key Competencies: Professionalism			
Behavior Indicators	Entry (S5-S3)	Experienced (S2-S1)	Advanced (SS4-SS1)
1. Demonstrate professionalism, maintain ethical conduct, integrity and confidentiality	1. Shows high professional ethics during implementation of the daily activities	1. Shows and maintains high professional ethics during implementation of the daily activities	1. Shows and maintains high professional ethics during implementation of the daily activities
2. Applies specialized knowledge, skills and judgement to ensure efficient service delivery	1. Engage the community in meeting and decision-making processes to enhance cooperation	1. Engage community members in all activities for identifying the relevant issues and making decisions about how to address them, 2. Evaluating and sharing the results with the community	1. Demonstrate the knowledge to examine the extent to which a community plays a role in the decision-making process and address the changes/problems

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Annexure III: Training Need Analysis

Training Need Analysis for Entry Level (S5-S3)						
Key Role-1: Enforcer						
Competency Area	Key Competencies	Behavior Indicators	Current Performance (Competent/ Not competent)	Likely reasons for performance gap	Method of intervention	Learning objectives
Implementation of Legislation	Sound Domain Knowledge	1.Exhibits clear understanding of Mining laws, rules, regulations and guidelines	Not competent	1. Lack of refresher courses	1. In house seminar	1. Able to clearly understands the Mining Laws, regulations, rules and guidelines
		2. Identifies and implements correct provisions of mining laws, regulations and guidelines	Not competent	1. Lack of refresher courses	1. In house seminar	1. Able to implement correct provisions of Mining Laws, regulations and guidelines

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		3. Keeps oneself updated on the changes or amendments in the existing laws and policies	Competent	NA	NA	NA
		4. Keeps up to date on Mining Lease Agreement	Competent	NA	NA	NA
	Teamwork and Collaboration	1. Builds and maintains close network and relationship with fellow inspectors and miners	Not competent	1. Lack of counselling	1. In house counselling program	1. Able to maintain close relationship and understand the importance of working together
		2. Seeks necessary clarifications from co-workers whenever necessary	Competent	NA	NA	NA

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		3. Understands the assignment of individual roles and responsibilities in the team	Competent	NA	NA	NA
	Judgment and Decision-Making Skills	1. Carefully analyzes the situation or problem to come up with the most reasonable resolution	Competent	NA	NA	NA
		2. Seeks support from supervisors	Competent	NA	NA	NA
		3. Validates information accuracy before taking any action	Competent	NA	NA	NA
Implementation of Feasibility Study Report and Mine Plans	Domain Knowledge	1. Exhibits basic mining engineering principles	Not competent	1. Lack of refresher courses or training	1. In house seminar	1. Able to clearly understands the basic mining engineering principles

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		2. Understands clearly mine design parameters and map reading	Not competent	1. Lack of refresher courses or training	1. In house seminar for theoretical knowledge 2. Site visit/study tour for practical knowledge	1. Able to read and interpret the given mine plans
		3. Exhibits basic knowledge on geology and minerals	Not competent	1. Lack of refresher courses or training	1. In house seminar for theoretical knowledge 2. Site visit/study tour for practical knowledge	1. Able to differentiate the rock types
		4. Understands basic knowledge on drilling, blasting and explosives	Not competent	1. Lack of refresher courses or training	1. In house seminar for theoretical knowledge 2. Site visit/study tour for practical knowledge	1. Able to understand basic knowledge on drilling, blasting and explosives that are used for mining

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	Compliance Monitoring Skills	1. Ensures operation of mines as per the approved plans	Competent	NA	NA	NA
		2. Conducts periodic inspections	Competent	NA	NA	NA
	Teamwork	1. Readily contributes towards the common goal	Competent	NA	NA	NA
		2. Proactively assist fellow inspectors and customers in service delivery	Competent	NA	NA	NA
Environmental Management/ Mitigation	Evaluation Skills	1. Carries out necessary tests to check pollution level	Not competent	1. Lack of knowledge	1. Workshop	1. Able to handle the instrument properly
		2. Identity additional impact due to mining operations	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		3. Maintains proper record for future analysis and assessment	Competent	NA	NA	NA
	Basic knowledge on Environment	1. Analyzes the probability of occurrence of risks and its resulting impact	Competent	NA	NA	NA
		2. Plans remedial measures in advance in case of adverse environment impacts	Not competent	1. Lack of knowledge	1. Workshop	1. Able to learn the adverse environmental impacts due to mining and advice miners on remedial plans
					2. Site visit/study tour	
		3. Facilitates to ensure the environmental restoration activities are carried out properly	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		4. Understands the Environmental Standards	Not competent	1. Lack of awareness programme	1. In-house seminar	1. Able to understand the basic Environmental standards that are relevant to Mining
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Key Role-2: Regulator

Health and Safety Management	Knowledge on Occupational Health Safety	3. Demonstrates knowledge and skills to miners on proper usage of safety equipment	Not competent	1. No training conducted on usage of Personal Protective Equipment (PPE)	1. Workshop	1. Able to use and train miners on how to use PPE
	Effective Monitoring Skills	1. Makes sure that the mining operations are carried out as per Health and Safety standards	Competent	NA	NA	NA
		2. Conducts inspection to ensure safe working environment	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		3. Informs concerned authorities on accidents in the mines	Competent	NA	NA	NA
Dispatch and Collection of Mineral Levies	Sound Knowledge	1. Understands units, measurements and conversions	Competent	NA	NA	NA
		2. Knows types and products of minerals	Not competent	1. Lack of adequate training	1. Training on types of minerals and its products 2. Study tour	1. To be able to learn different types of minerals and its products
		1. Exhibits awareness on Royalty rates, MFPs, LCs and Invoices	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

	Basic Computer and ICT Skills	1. Demonstrates clear understanding of basic computer knowledge	Not competent	1. No training provided on Microsoft words, excel and PowerPoints	1. Workshop	1. Able to learn basics of computer (Microsoft word, excel, power point, etc.)
		2. Compiles information or data on time	Competent	NA	NA	NA
		3. Understands basic knowledge on online collaboration	Competent	NA	NA	NA
	Report Writing Skills	1. Exhibits clear understanding on tour /inspection report writing	Not competent	1. No proper training on tour/ inspection report writing	1. Training on basic tour/ inspection report writing	1. To be able to learn and know basic inspection report writing
		2. Validates the reports submitted by Mining companies	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

Key Role-3: Advocate and Service Provider						
Creation of Awareness among Mining Companies	Communication Skills	1. Demonstrates the ability to communicate precisely both verbally and in written	Competent	NA	NA	NA
		2. Uses appropriate language/dialects to ensure messages are conveyed as intended	Competent	NA	NA	NA
	Collaborative Skills	1. Creates strong relationship and positive network with the community	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		2. Works cooperatively with multiple stakeholders, demonstrating willingness to consider alternative approaches or ideas	Competent	NA	NA	NA
Efficient Mining Service Delivery	Credibility	1. Observes ethics and integrity to promote corruption free practices	Competent	NA	NA	NA
		2. Ensure unbiased implementation of rules and regulations to all users	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

	Professionalism	1. Demonstrates professionalism, maintain ethical conduct, integrity and confidentiality	Competent	NA	NA	NA
		2. Applies specialized knowledge, skills and judgement to ensure efficient service delivery	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

Training Need Analysis for Experienced Level (S2-S1)						
Key Role-1: Enforcer						
Competency Area	Key Competencies	Behavior Indicators	Current Performance (Competent/ Not competent)	Likely reasons for performance gap	Method of intervention	Learning objectives
Implementation of Legislation	Sound Domain Knowledge	1.Exhibits clear understanding of Mining laws, rules, regulations and guidelines	Not competent	1. Lack of refresher courses	1. In house seminar	1. Able to clearly understands the Mining Laws, regulations, rules and guidelines
		2. Identifies and implements correct provisions of mining laws, regulations and guidelines	Not competent	1. Lack of refresher courses	1. In house seminar	1. Able to implement correct provisions of Mining Laws, regulations and guidelines

Competency Based-Framework for Mines Inspectors

		3. Keeps oneself updated on the changes or amendments in the existing laws and policies	Competent	NA	NA	NA
		4. Keeps up to date on Mining Lease Agreement	Competent	NA	NA	NA
	Teamwork and Collaboration	1. Builds and maintains close network and relationship with fellow inspectors and miners	Not competent	1. Lack of counselling	1. In house counselling program	1. Able to maintain close relationship and understand the importance of working together
		2. Seeks necessary clarifications from co-workers whenever necessary	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		3. Understands the assignment of individual roles and responsibilities in the team	Competent	NA	NA	NA
	Judgment and Decision-Making Skills	1. Carefully analyzes the situation or problem to come up with the most reasonable resolution	Competent	NA	NA	NA
		2. Seeks support from supervisors	Competent	NA	NA	NA
		3. Validates information accuracy before taking any action	Competent	NA	NA	NA
Implementation of Feasibility Study Report and Mine Plans	Domain Knowledge	1. Exhibits basic mining engineering principles	Not competent	1. Lack of refresher courses or training	1. In house seminar	1. Able to clearly understand the basic mining engineering principles

Competency Based-Framework for Mines Inspectors

		2. Understands clearly mine design parameters and map reading	Not competent	1. Lack of refresher courses or training	1. In house seminar for theoretical knowledge 2. Site visit/study tour for practical knowledge	1. Able to read and interpret the given mine plans
		3. Exhibits basic knowledge on geology and minerals	Not competent	1. Lack of refresher courses or training	1. In house seminar for theoretical knowledge 2. Site visit/study tour for practical knowledge	1. Able to differentiate the rock types
		4. Understands basic knowledge on drilling, blasting and explosives	Not competent	1. Lack of refresher courses or training	1. In house seminar for theoretical knowledge 2. Site visit/study tour for practical knowledge	1. Able to understand basic knowledge on drilling, blasting and explosives that are used for mining

Competency Based-Framework for Mines Inspectors

	Compliance Monitoring Skills	1. Ensures operation of mines as per the approved plans	Competent	NA	NA	NA
		2. Conducts periodic inspections	Competent	NA	NA	NA
	Teamwork	1. Readily contributes towards the common goal	Competent	NA	NA	NA
		2. Proactively assist fellow inspectors and customers in service delivery	Competent	NA	NA	NA
Environmental Management/ Mitigation	Evaluation Skills	1. Carries out necessary tests to check pollution level	Not competent	1. Lack of knowledge	1. Workshop	1. Able to handle the instrument properly
		2. Identity additional impact due to mining operations	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		3. Maintains proper record for future analysis and assessment	Competent	NA	NA	NA
	Basic knowledge on Environment	1. Analyzes the probability of occurrence of risks and its resulting impact	Competent	NA	NA	NA
		2. Plans remedial measures in advance in case of adverse environment impacts	Not competent	1. Lack of knowledge	1. Workshop	1. Able to learn the adverse environmental impacts due to mining and advice miners on remedial plans
					2. Site visit/study tour	
		3. Facilitates to ensure the environmental restoration activities are carried out properly	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		4. Understands the Environmental Standards	Not competent	1. Lack of awareness programme	1. In-house seminar	1. Able to understand the basic Environmental standards that are relevant to Mining
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Key Role-2: Regulator

Health and Safety Management	Knowledge on Occupational Health Safety	3. Demonstrates knowledge and skills to miners on proper usage of safety equipment	Not competent	1. No training conducted on usage of Personal Protective Equipment (PPE)	1. Workshop	1. Able to use and train miners on how to use PPE
	Effective Monitoring Skills	1. Makes sure that the mining operations are carried out as per Health and Safety standards	Competent	NA	NA	NA
		2. Conducts inspection to ensure safe working environment	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		3. Informs concerned authorities on accidents in the mines	Competent	NA	NA	NA
Dispatch and Collection of Mineral Levies	Sound Knowledge	1. Understands units, measurements and conversions	Competent	NA	NA	NA
		2. Knows types and products of minerals	Not competent	1. Lack of adequate training	1. Training on types of minerals and its products 2. Study tour	1. To be able to learn different types of minerals and its products
		1. Exhibits awareness on Royalty rates, MFPs, LCs and Invoices	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

	Basic Computer and ICT Skills	1. Demonstrates clear understanding of basic computer knowledge	Not competent	1. No training provided on Microsoft words, excel and PowerPoints	1. Workshop	1. Able to learn basics of computer (Microsoft word, excel, power point, etc.)
		2. Compiles information or data on time	Competent	NA	NA	NA
		3. Understands basic knowledge on online collaboration	Competent	NA	NA	NA
	Report Writing Skills	1. Exhibits clear understanding on tour /inspection report writing	Not competent	1. No proper training on tour/ inspection report writing	1. Training on basic tour/ inspection report writing	1. To be able to learn and know basic inspection report writing
		2. Validates the reports submitted by Mining companies	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

Key Role-3: Advocate and Service Provider						
Creation of Awareness among Mining Companies	Communication Skills	1. Demonstrates the ability to communicate precisely both verbally and in written	Competent	NA	NA	NA
		2. Uses appropriate language/dialects to ensure messages are conveyed as intended	Competent	NA	NA	NA
	Collaborative Skills	1. Creates strong relationship and positive network with the community	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		2. Works cooperatively with multiple stakeholders, demonstrating willingness to consider alternative approaches or ideas	Competent	NA	NA	NA
Efficient Mining Service Delivery	Credibility	1. Observes ethics and integrity to promote corruption free practices	Competent	NA	NA	NA
		2. Ensure unbiased implementation of rules and regulations to all users	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

	Professionalism	1. Demonstrates professionalism, maintain ethical conduct, integrity and confidentiality	Competent	NA	NA	NA
		2. Applies specialized knowledge, skills and judgement to ensure efficient service delivery	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

Training Need Analysis for Advanced Level (SS4-SS1)						
Key Role-1: Enforcer						
Competency Area	Key Competencies	Behavior Indicators	Current Performance (Competent/ Not competent)	Likely reasons for performance gap	Method of intervention	Learning objectives
Implementation of Legislation	Sound Domain Knowledge	1.Exhibits clear understanding of Mining laws, rules, regulations and guidelines	Not competent	1. Lack of refresher courses	1. In house seminar	1. Able to clearly understands the Mining Laws, regulations, rules and guidelines
		2. Identifies and implements correct provisions of mining laws, regulations and guidelines	Not competent	1. Lack of refresher courses	1. In house seminar	1. Able to implement correct provisions of Mining Laws, regulations and guidelines

Competency Based-Framework for Mines Inspectors

		3. Keeps oneself updated on the changes or amendments in the existing laws and policies	Competent	NA	NA	NA
		4. Keeps up to date on Mining Lease Agreement	Competent	NA	NA	NA
	Teamwork and Collaboration	1. Builds and maintains close network and relationship with fellow inspectors and miners	Not competent	1. Lack of counselling	1. In house counselling program	1. Able to maintain close relationship and understand the importance of working together
		2. Seeks necessary clarifications from co-workers whenever necessary	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		3. Understands the assignment of individual roles and responsibilities in the team	Competent	NA	NA	NA
	Judgment and Decision-Making Skills	1. Carefully analyzes the situation or problem to come up with the most reasonable resolution	Competent	NA	NA	NA
		2. Seeks support from supervisors	Competent	NA	NA	NA
		3. Validates information accuracy before taking any action	Competent	NA	NA	NA
Implementation of Feasibility Study Report and Mine Plans	Domain Knowledge	1. Exhibits basic mining engineering principles	Not competent	1. Lack of refresher courses or training	1. In house seminar	1. Able to clearly understands the basic mining engineering principles

Competency Based-Framework for Mines Inspectors

		2. Understands clearly mine design parameters and map reading	Not competent	1. Lack of refresher courses or training	1. In house seminar for theoretical knowledge 2. Site visit/study tour for practical knowledge	1. Able to read and interpret the given mine plans
		3. Exhibits basic knowledge on geology and minerals	Not competent	1. Lack of refresher courses or training	1. In house seminar for theoretical knowledge 2. Site visit/study tour for practical knowledge	1. Able to differentiate the rock types
		4. Understands basic knowledge on drilling, blasting and explosives	Not competent	1. Lack of refresher courses or training	1. In house seminar for theoretical knowledge 2. Site visit/study tour for practical knowledge	1. Able to understand basic knowledge on drilling, blasting and explosives that are used for mining

Competency Based-Framework for Mines Inspectors

	Compliance Monitoring Skills	1. Ensures operation of mines as per the approved plans	Competent	NA	NA	NA
		2. Conducts periodic inspections	Competent	NA	NA	NA
	Teamwork	1. Readily contributes towards the common goal	Competent	NA	NA	NA
		2. Proactively assist fellow inspectors and customers in service delivery	Competent	NA	NA	NA
Environmental Management/ Mitigation	Evaluation Skills	1. Carries out necessary tests to check pollution level	Not competent	1. Lack of knowledge	1. Workshop	1. Able to handle the instrument properly
		2. Identity additional impact due to mining operations	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		3. Maintains proper record for future analysis and assessment	Competent	NA	NA	NA
	Basic knowledge on Environment	1. Analyzes the probability of occurrence of risks and its resulting impact	Competent	NA	NA	NA
		2. Plans remedial measures in advance in case of adverse environment impacts	Not competent	1. Lack of knowledge	1. Workshop	1. Able to learn the adverse environmental impacts due to mining and advice miners on remedial plans
					2. Site visit/study tour	
		3. Facilitates to ensure the environmental restoration activities are carried out properly	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		4. Understands the Environmental Standards	Not competent	1. Lack of awareness programme	1. In-house seminar	1. Able to understand the basic Environmental standards that are relevant to Mining
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Key Role-2: Regulator

Health and Safety Management	Knowledge on Occupational Health Safety	3. Demonstrates knowledge and skills to miners on proper usage of safety equipment	Not competent	1. No training conducted on usage of Personal Protective Equipment (PPE)	1. Workshop	1. Able to use and train miners on how to use PPE
	Effective Monitoring Skills	1. Makes sure that the mining operations are carried out as per Health and Safety standards	Competent	NA	NA	NA
		2. Conducts inspection to ensure safe working environment	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		3. Informs concerned authorities on accidents in the mines	Competent	NA	NA	NA
Dispatch and Collection of Mineral Levies	Sound Knowledge	1. Understands units, measurements and conversions	Competent	NA	NA	NA
		2. Knows types and products of minerals	Not competent	1. Lack of adequate training	1. Training on types of minerals and its products 2. Study tour	1. To be able to learn different types of minerals and its products
		1. Exhibits awareness on Royalty rates, MFPs, LCs and Invoices	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

	Basic Computer and ICT Skills	1. Demonstrates clear understanding of basic computer knowledge	Not competent	1. No training provided on Microsoft words, excel and PowerPoints	1. Workshop	1. Able to learn basics of computer (Microsoft word, excel, power point, etc.)
		2. Compiles information or data on time	Competent	NA	NA	NA
		3. Understands basic knowledge on online collaboration	Competent	NA	NA	NA
	Report Writing Skills	1. Exhibits clear understanding on tour /inspection report writing	Not competent	1. No proper training on tour/ inspection report writing	1. Training on basic tour/ inspection report writing	1. To be able to learn and know basic inspection report writing
		2. Validates the reports submitted by Mining companies	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

Key Role-3: Advocate and Service Provider						
Creation of Awareness among Mining Companies	Communication Skills	1. Demonstrates the ability to communicate precisely both verbally and in written	Competent	NA	NA	NA
		2. Uses appropriate language/dialects to ensure messages are conveyed as intended	Competent	NA	NA	NA
	Collaborative Skills	1. Creates strong relationship and positive network with the community	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

		2. Works cooperatively with multiple stakeholders, demonstrating willingness to consider alternative approaches or ideas	Competent	NA	NA	NA
Efficient Mining Service Delivery	Credibility	1. Observes ethics and integrity to promote corruption free practices	Competent	NA	NA	NA
		2. Ensure unbiased implementation of rules and regulations to all users	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

	Professionalism	1. Demonstrates professionalism, maintain ethical conduct, integrity and confidentiality	Competent	NA	NA	NA
		2. Applies specialized knowledge, skills and judgement to ensure efficient service delivery	Competent	NA	NA	NA

Competency Based-Framework for Mines Inspectors

Annexure IV: Mandatory Training for Mines Inspectors

Mandatory Training Plan			
Sl. No.	Training Title	Proficiency	Method of Interventions
1	Basic Mining Engineering (Mine design parameters, map reading, contour lines, drilling pattern, blasting, types of explosives, tour/inspection report writing)	Entry	1. In-house seminar/workshop 2. Site visit for practical lesson
		Experienced	
		Advanced	
2	Basic Geology and Minerals (Types of rocks, minerals, its products)	Entry	1. In-house seminar/workshop 2. Site visit for practical lesson
		Experienced	
		Advanced	
3	Environmental Management (Environmental Standards, Handling pollution test equipment, Adverse impact due to mining and it's remedial plan, PEE)	Entry	1. In-house seminar/workshop 2. Site/Industrial visit for practical lesson
		Experienced	
		Advanced	
4	Advocacy and Counselling (Acts, Policies, Rules and Regulations, career counselling)	Entry	1. In-house seminar
		Experienced	
		Advanced	
5	Basic Computer and ICT Course (Microsoft word, Excel)	Entry	1. In-house seminar/workshop
		Experienced	
		Advanced	