



## Competency-Based Framework for Environment Officer

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National Environment Commission

Royal Government of Bhutan

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## Table of Contents

<b>1.0 Background.....</b>	<b>6</b>
<b>1.1 The National Environment Commission .....</b>	<b>6</b>
<b>1.2 Vision.....</b>	<b>7</b>
<b>1.3 Mission .....</b>	<b>7</b>
<b>1.4 Core Values .....</b>	<b>7</b>
<b>1.5 Core Functions.....</b>	<b>7</b>
<b>2.0 Competency-Based Framework for Environment Officers .....</b>	<b>9</b>
<b>2.1 Introduction .....</b>	<b>9</b>
<b>2.2 Purpose .....</b>	<b>9</b>
<b>2.3 Aim .....</b>	<b>9</b>
<b>2.4 Objectives .....</b>	<b>10</b>
<b>2.5 Framework Development Processes.....</b>	<b>10</b>
<b>2.6 Structure .....</b>	<b>11</b>
<b>2.6.1 Identification of Key Role.....</b>	<b>12</b>
2.6.1.1 Description of Role Profile .....	12
2.6.1 Identification of Competency Areas.....	13
2.6.3 Identification of BIs.....	15
2.6.4 Classification of Proficiency Levels .....	23
<b>2.7 Training Needs Analysis .....</b>	<b>48</b>
2.7.1 Training Needs Assessment at Foundation Proficiency Level.....	48
2.7.2 Training Needs Assessment at Experienced Proficiency Level .....	57
2.7.3 Training Needs Assessment at Advanced Proficiency Level.....	66
2.7.4 Training Needs Assessment at Expert Level.....	70
2.7.5 Mandatory Long-Term Training (Specialization) .....	73
<b>2.8 Developing Learning Objectives .....</b>	<b>74</b>
<b>2.9 Implementation of Competency based Framework.....</b>	<b>84</b>
<b>2.10 Recommendations .....</b>	<b>85</b>
<b>2.11 Conclusion.....</b>	<b>86</b>

## List of Abbreviation

APN	Asia Pacific Network on Climate Change
BEAs	Bilateral Environmental Agreements
BI	Behavior Indicator
CA	Competent Authority
CBF	Competency-based Framework
EA	Environmental Assessment
EAA	Environmental Assessment Act
EC	Environment Clearance
GNH	Gross National Happiness
HR	Human Resources
KSAs	Knowledge, Skills and Abilities
MEAs	Multilateral Environmental Agreement
NCCC	National Climate Change Committee
NDC	Nationally Determined Contributions
NEC	National Environment Commission
NECS	National Environment Commission Secretariat
NEPA	National Environment Protection Act
NPF	National Focal Point
OJT	On Job Training
RCSC	Royal Civil Service Commission
RECOP	Regulation for the Environmental Clearance of Projects
RGOB	Royal Government of Bhutan
SACEP	South Asia Co-operative Environment Program
TNA	Training Needs Assessment
TWG	Technical Working Group
UNCBD	United Nations Convention on Biological Diversity
UNFCCC	United Nations Framework Convention on Climate Change

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## 1.0 Background

Bhutan's current status of environmental conservation is a result of the far-sighted vision and leadership of our Monarchs and our rich tradition of living in harmony with nature throughout the centuries. As a matter of fact, this has ensured the emergence of Bhutan in the 21<sup>st</sup> century with its environment largely intact in comparison to the global trends of unprecedented deterioration of environmental conditions.

Cognizant of the significant role of environment in sustainable development, the country is guided by the development philosophy of Gross National Happiness (GNH), promulgated by our Beloved Fourth King Jigme Singye Wangchuck. This guiding philosophy identifies environmental conservation as one of the four pillars of GNH and effectively ensures that development is never achieved at the cost of the environment.

Further, the Constitution of the Kingdom of Bhutan 2008 decrees that the country maintain a minimum of 60% of the total land under forest cover for all time. Article 5.1 of the Constitution states that "Every Bhutanese is a trustee of the Kingdoms' natural resources and environment for the benefit of the present and future generations and it is the fundamental duty of every citizen to contribute to the protection of the natural environment, conservation of the rich biodiversity of Bhutan and prevention of all forms of ecological degradation including noise, visual and physical pollution through the adoption and support of environment friendly practices and policies". The government is mandated to conserve and improve the environment and safeguard the country's biodiversity and to secure sustainable development while promoting economic and social development.

### 1.1 The National Environment Commission

A National Environment Committee was established under the then Planning Commission in October 1989. On 30 September 1992, the National Environment Committee was delinked from the then Planning Commission and upgraded to the National Environment Commission (NEC). First codification of the functions and powers of the NEC and the NECS are in the Environmental Assessment (EA) Act, 2000. The National Environment Protection Act (NEPA), 2007 has elaborate roles and functions of the NEC and the NECS. Further, mandates of the NEC and the NECS are also stipulated under the Waste Prevention and Management Act of Bhutan, 2009 and the Water Act of Bhutan 2011. The mandates of the NEC and the NECS conform with Article 5 of the Constitution of the Kingdom of Bhutan 2008: (a) Protect, conserve and improve the pristine environment and safeguard the biodiversity of the country; (b) Prevent pollution and ecological degradation; (c) Secure ecologically balanced sustainable development while promoting justifiable economic and social development; and (d) Ensure a safe and healthy environment.

The NEC is mandated to enforce the EA Act 2000; Regulation on Strategic Environmental Assessment 2002; Regulation for the Environmental Clearance of Projects (RECOP) 2016; NEPA, 2007; Waste Prevention and Management Act of Bhutan, 2009; Waste Prevention and Management Regulation, 2012 and Amendment, 2016; The Water Act of Bhutan 2011; the Water Regulation of Bhutan 2014; and, Regulation on Control of Ozone Depleting Substances 2008.

## 1.2 Vision

A Healthy and Sustainable Environment for Present and Future Generations in pursuit of GNH.

## 1.3 Mission

To conserve and safeguard the environment through enforcement and implementation of environmental policies and legislations.

## 1.4 Core Values

The NEC is an independent authority and the highest decision-making body on all matters relating to the environment and its management in the country. The following are some of the core values:

- a. Ensure a safe and healthy environment;
- b. Establish procedures for the assessment of potential effects of strategic plans, policies, programs and projects on the environment, and for the determination of policies and measures to reduce potential adverse effects and promote environmental benefits;
- c. Establish an effective system to conserve and protect environment through the NEC or its successors, designation of Competent Authorities (CAs) and constitution of other advisory committees, so as to independently regulate and promote sustainable development in an equitable manner without compromising the integrity of the overall environment;
- d. Ensure maintenance of a minimum of 60% of total land under forest cover for all times to come to conserve natural resources and prevent degradation of the ecosystem;
- e. Protect and sustain human health through protection of an environment by: reducing the generation of waste at source; promoting segregation, reuse and recycling of wastes; disposal of wastes in an environmentally sound manner; and effective functioning and coordination among implementing agencies;
- f. Ensure water resources are protected, conserved and/or managed in an economically efficient, socially equitable and environmentally sustainable manner;
- g. Recommend ratification of bilateral and Multilateral Environment Agreements (MEAs) and declaration of any species of plant and/or animal as endangered species including their habitat and any part of the country to be a national park, wildlife reserve, nature reserve, protected forest, biosphere reserve, critical watershed meriting protection to the Parliament;
- h. Ensure obligations under the MEAs are fulfilled; and
- i. Ensure a prosperous, resilient and carbon neutral Bhutan where the pursuit of GNH for the present and future generations is secure under a changing climate.

## 1.5 Core Functions

The NEC is an independent authority and the highest decision-making body on all matters relating to the environment and its management in the country. The functions of the NEC are to ensure that measures are taken to prevent environmental harm and protect environmental quality in the country.

It has the authority to designate any ministry, organization, agency or committee as the CA to assist carry out its functions. It enforces and implements policies, plans and programs for environmental protection. It adopts strategies, plans and action programs for achieving specific environmental protection objectives. It recommends ratification of bilateral and MEAs to the Parliament for enactment. It adopts regulations including standards for environmental quality, emission limits and products, in consultation with other relevant authorities. It issues directives to relevant agencies or bodies to: restore, correct or mitigate measures; environmental planning, protection and management within certain areas, zones, regions nationwide; promote environmental education or research studies; promote environmentally friendly and energy efficient technologies; mainstream environment into national policy, plan or programs. It has the function to comment on all draft legislation, policies, plans and programs including proposed activities prepared by other government agencies which are likely to have impact on the environment and the sustainable use of natural resources. It can recommend to the Parliament to declare any species of plant and/or animal as endangered species including their habitat and thus protected in consultation with relevant agencies and organizations. Further it can recommend any part of the country to be national park, wildlife reserve, nature reserve, protected forest, biosphere reserve, critical watershed and such other categories meriting protection. It can also shut down any activity without compensation when false or misleading information is provided based on which environmental clearance was issued.

In addition, the NEC is the National Focal Point (NFP) to four MEAs, including some Bilateral Environmental Agreements (BEAs) – United Nations Framework Convention on Climate Change (UNFCCC), Kyoto Protocol and Paris Agreement; United Nations Convention on Biological Diversity (UNCBD); Vienna Convention for the Protection of Ozone Layer and Montreal Protocol on Substances that Deplete the Ozone Layer; and, Basel Convention on Control of Trans-boundary Movement of Hazardous Waste and their Disposal. Others include, South Asia Co-operative Environment Program (SACEP); Male Declaration on Control and Prevention of Air Pollution and its likely Trans-boundary Effects for South Asia; and, Asia Pacific Network on Climate Change (APN).

Water is the most important strategic natural resource and a State Property that requires an effective/efficient management and coordination and improved public service delivery. Pressure on water resources is ever increasing due to rapid socio-economic development exacerbated by climate change.

The NEC is mandated by the EA Act 2000 and its RECOP 2016 to institutionalize the EA process. The EA process includes assessment of potential effects, strategic policies, plans, programs and projects on the environment and for the determination of measures to reduce potential adverse effects and to promote environmental benefits. It provides environment services to the public, monitors development activities, controls and enforces compliance with environmental terms.

The Climate Change Policy of the Kingdom of Bhutan, 2020, authorizes NEC to function as the high-level National Climate Change Committee (NCCC) and consider all policy and regulatory matters on climate change. The Royal Government of Bhutan (RGOB) committed to remain carbon neutral in 2009, which is reiterated under its Nationally Determined Contributions (NDC) to the Paris Agreement in 2015 as a contribution to keep the planet safe for the benefit of present and future generations.

Considering waste as an emerging issue and recognizing the importance of prevention and management, the Waste prevention and management Act 2009 was adopted. It aims at preventing and



reducing volumes of waste generation and at promoting the reuse, recycle and management of waste in an environmentally sound manner. Later a Waste Prevention and Management Regulation, 2012 (Amended in 2016) was adopted. It is mandated to achieve the Zero Waste Society by 2030.

Therefore, in order to safeguard the environment of the country, it has become imperative for NEC to continually strive towards effective enforcement of the environment related policies and legislations.

The NEC is supported by NECS. The NECS is responsible for implementing the policies, regulations and directives issued by the Commission, and for administering the provisions of the EA Act 2000, NEPA 2007, Waste Prevention and Management Act 2009 and the Water Act of Bhutan 2011 by the virtue of it being the custodian of common seal of the Commission responsible for carrying out day to day functions.

## 2.0 Competency-Based Framework for Environment Officers

### 2.1 Introduction

CBF is developed to guide the NECS in the recruitment and development of an employee in a consistent manner. It is intended to assist in continual development and professionalization of Environment Officers to deliver responsibilities effectively and enhance efficiency. It is intended to create an organizational culture that is reliable with high-quality performance. It should act as a basis to succession planning in the Human Resources (HR), talent management, and training needs in accordance with the organization's mandates. It provides a common understanding of the necessary behaviors needed to achieve vision, mission and goals of an organization. This makes it possible to translate an organization's vision and values into individual goals and competencies for every employee. It should foster staff mobility, organizational change, and shaping of the organization culture based on competency, thereby, ultimately improving on the public service delivery.

### 2.2 Purpose

The CBF highlights the Knowledge, Skills and Abilities (KSAs) required for an Environment Officer to achieve a high level of professional competence and deliver the highest standard services. The framework is developed with the following aim and objectives.

### 2.3 Aim

Build a fraternity of Environment Officers who are highly knowledgeable, skillful and competent in delivering efficient and effective services of the highest standard.

## 2.4 Objectives

The objectives are to:

- a. Facilitate and guide Competency-Based recruitment by considering the ability and skills of candidates and the training and experience required to perform effectively;
- b. Understand the current competency levels to ensure that an Environment Officer has the expertise needed to achieve its vision, mission and goals;
- c. Assess, maintain, and monitor the KSAs of Environment Officer;
- d. Enable effective integration of effective HR and capacity building;
- e. Ensure that Environment Officers have a common understanding of the values and expected performance behaviors;
- f. Guide the management and individual as well to understand the behaviors and skills expected of them and what they can do to strive for achievement;
- g. Ensure continuous process of learning and professional development;
- h. Enable identification of the critical skills needed in Environment Officers so that relevant interventions to address the competency gaps can be developed;
- i. Institute a system of rewards and recognition to compensate employees, maximize employee engagement, and encourage behaviors that lead to organizational success;
- j. Provide clear direction for employees to learn new job skills that enable career progression which increases the potential for job satisfaction;
- k. Identify and develop talent for leadership positions in the future; and
- l. Avoid duplication in roles and responsibilities and allow employees to take ownership of their development.

## 2.5 Framework Development Processes

The NEC being the parent agency for Environment Officers, issued an office order constituting a TWG vide letter no. NEC/HRS/CBF/2020-2021/1216 dated 15 September 2020 for the development of this CBF. The working group was led by an Environment Specialist assisted by the Human Resource Officer with members consisting of representatives from Water Resources Coordination Division, Climate Change Division, Environment Assessment and Compliance Division, Biodiversity and Land Use Division, Waste Management Division, Legal Services, and Policy and Program Services.

The TWG completed identification of Role Profiles, Competency Areas, Key Competencies through series of in-house and online meetings and write-shops, and accordingly convened the first validation workshop with the NECS including Environment Officers of Thimphu Dzongkhag and Thimphu Thromde.

The TWG continued with the development of CBF with incorporation of comments from the validation workshop followed by development of BIs and Proficiency Levels. Subsequently, the Training Needs Assessment (TNA) was carried out in a separate write-shop.

Prior to filling in the information in the report format, the second validation was carried out with the NECS staff. The comments were considered while writing the report. The third and final validation

was conducted with the NECS staff on the final draft report. Finally, after incorporation of comments the CBF report endorsed by the 187<sup>th</sup> HRC, NECS was submitted to the RCSC.

## 2.6 Structure



Figure 1. Graphic representation of CBF for Environment Officers

Figure 1 depicts three key roles:

1. Environmental Strategist;
2. Environmental Manager; and
3. Environmental Regulator.

This is followed by nine Competency Areas and 26 Key Competencies. Each Key Competency is further spread into a total of 79 Behavioral Indicators (BIs) across four proficiency levels for the Environment Officers.

### 2.6.1 Identification of Key Role

The key role is an organized set of behaviors that are crucial to achieve the current and future goals of the NEC. Following are the key roles expected to be performed by the Environment Officers:

- a. Environment Strategist;
- b. Environment Manager; and
- c. Environment Regulator.

#### 2.6.1.1 Description of Role Profile

The role profile is the description of roles that Environment Officers are expected to demonstrate in achieving the outcomes of the NEC. It defines outcomes and competencies for an individual role. It concentrates on outcomes rather than duties, which provides better guidance than a job description on expectations. It does not constrain Environment Officers to carry out a prescribed set of tasks.

#### Description of Role Profile of Environment Officers

SN	Key Role	Role Description
1	Environmental Strategist	<ol style="list-style-type: none"> <li>1. Foresee beyond the immediate and consider the long-term environmental impacts and consequences for relevant interventions;</li> <li>2. Anticipate internal and external factors to make organizational changes;</li> <li>3. Mainstream environment into developmental policies, plans and programs;</li> <li>4. Develop/review/recommend policies, strategies, legislations, standards to align with the environmental vision;</li> <li>5. Promote research and development on environmental matters; and</li> <li>6. Recommend, negotiate and implement environmental agreements/matters in the interest of the organization and nation.</li> </ol>
2	Environmental Manager	<ol style="list-style-type: none"> <li>1. Coordinate with stakeholders in implementation of policies, plans, programs and projects for holistic environmental management;</li> <li>2. Maintain and disseminate reliable data and information on the State of the Environment for appropriate policy and regulatory interventions;</li> <li>3. Provide advice on matters related to the environment to enable informed decision-making;</li> <li>4. Recommend, negotiate and implement environmental agreements/matters in the interest of the organization and the nation; and</li> <li>5. Promote environmental awareness of environmental policies, strategies, acts, rules, regulations, standards and others.</li> </ol>
3	Environmental Regulator	<ol style="list-style-type: none"> <li>1. Regulate development activities to ensure environment friendly and sustainable development;</li> <li>2. Conduct monitoring of the State of the Environment for appropriate intervention;</li> <li>3. Provide efficient public services; and</li> </ol>

		4. Recommend, negotiate and implement environmental agreements/matters in the interest of the organization and the nation.
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### 2.6.1 Identification of Competency Areas

The Competency Area is the clustering of Key Competencies by related behavior and functions of each role. It comprises a set of KSAs that result in essential behaviors expected from Environment Officers. The framework has identified nine Competency Areas as follows:

Role #	Key Role	Competency Area
1	Environmental Strategist	1.1 Leadership Competencies
		1.2 Domain/Functional Expertise
		1.3 Research and Planning
2	Environmental Manager	2.1 Leadership Competencies
		2.2 Domain/Functional Expertise
		2.3 Planning and Management
3	Environmental Regulator	3.1 Domain Expertise
		3.2 Compliance and Enforcement
		3.3 Leadership Competencies

### 2.6.2 Identification of Key Competencies

The Key Competency is an observable behavior that indicates the presence of the particular competency. The framework has identified 26 key competencies as presented below: -

SN	Key Role	Competency Area	Key Competencies
1	Environmental Strategist	1.1 Leadership Competencies	1.1.1 Strategic Thinking

			1.1.2 Decision-making
			1.1.3 Communication Skills
		1.2 Domain/Functional Expertise	1.2.1 Legal and Regulatory Knowledge
			1.2.2 Environmental Planning and Management
			1.2.3 Sustainable Development Concepts and Approaches
		1.3 Research and Planning	1.3.1 Future Orientation
			1.3.2 Analytics and Critical Thinking
			1.3.3 Innovation and Technology
2	Environmental Manager	2.1 Leadership Competencies	2.1.1 Communication Skills
			2.1.2 Service Orientation
			2.1.3 Interpersonal Relationship
		2.2 Domain/Functional Expertise	2.2.1 Sustainable Development Concepts and Approaches
			2.2.2 Project Management Skills
			2.2.3 Decision-making and Analytical Skills

		2.3 Planning and Management	2.3.1 Facilitation/Collaboration
			2.3.2 Transparency/Integrity
3	Environmental Regulator	3.1 Domain Expertise	3.1.1 Technical and Functional Expertise
			3.1.2 Legal and Regulatory Knowledge
			3.1.3 Technological knowledge
		3.2 Compliance and Enforcement	3.2.1 Regulatory and Enforcement Skills
			3.2.2 Integrity
			3.2.3 Commitment and Accountability
		3.3 Leadership Competencies	3.3.1 Communication Skills
			3.3.2 Decision-making Skills
			3.3.3 Problem Solving

### 2.6.3 Identification of BIs

The BIs is the description of competencies based on various proficiency levels. It outlines a collection of desired and observable motives, traits and behaviors when executing or carrying out the assigned task. It serves as a tool to guide evaluations of employee performance. The framework has identified 79 BIs.

Competency Area	Key Competency	BIs
<b>Key Role 1: Environmental Strategist</b>		
1.1 Leadership Competencies	1.1.1 Strategic Thinking	<ol style="list-style-type: none"> <li>1. Provides strategic directions to stakeholders and inputs to environmental related policies, strategies and legislations in the interest of the nation.</li> </ol>
		<ol style="list-style-type: none"> <li>2. Anticipates change and seeks best practices in addressing new and emerging Environmental challenges.</li> </ol>
		<ol style="list-style-type: none"> <li>3. Effectively aligns organizational plans and programs in line with national goals.</li> </ol>
	1.1.2 Decision-making	<ol style="list-style-type: none"> <li>1. Displays in-depth analysis of an organization's strengths, weaknesses, opportunities and threats for its continual improvements.</li> </ol>
		<ol style="list-style-type: none"> <li>2. Consults with stakeholders to expedite and make informed decisions.</li> </ol>
		<ol style="list-style-type: none"> <li>3. Delegates clear roles, responsibilities and authorities for effective day-to-day functions of the organization.</li> </ol>
		<ol style="list-style-type: none"> <li>4. Conducts adequate assessment of the situations for appropriate intervention.</li> </ol>
	1.1.3 Communication Skills	<ol style="list-style-type: none"> <li>1. Promotes flow of information for a conducive working environment.</li> </ol>
		<ol style="list-style-type: none"> <li>2. Demonstrates an ability to listen, process information and communicate effectively.</li> </ol>



		3. Represents and demonstrates an ability to negotiate in the interest of the organization and the nation effectively.
1.2 Domain / Functional Expertise	1.2.1 Legal and Regulatory Knowledge	1. Demonstrates comprehensive understanding of national and international environment related laws and instruments.
		2. Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.
		3. Appropriately applies legal and regulatory measures for effective implementation.
	1.2.2 Environmental Planning and Management	1. Demonstrates the understanding of the state of the environment for effective planning and management.
		2. Addresses new and emerging environmental challenges through innovative solutions.
		3. Promotes environmental assessment for identifying environmental risks and provides recommendations.
	1.2.4 Sustainable Development Concepts and Approaches	1. Proactively considers holistic and long-term perspective for effective environmental management.
		2. Proactively integrates environment concerns into national policies, plans and programs.
		3. Effectively promotes a circular economy.
1.3 Research and Planning	1.3.1 Future Orientation	1. Analyses the trends on current and emerging environmental issues and recommends appropriate research intervention.

		2. Exhibits knowledge on the developments at national and global levels for strategic environmental planning.
	1.3.2 Analytics and Critical Thinking	1. Exhibits in-depth understanding on the research.
		2. Critically analyses data related to the environment for evidence-based interventions.
		3. Demonstrates willingness to reconsider and revise views and opinions for decision-making.
	1.3.3 Innovation and Technology	1. Promotes creative approaches and innovative methods to address environmental issues and challenges.
		2. Champions new ideas on innovation and technology.
<b>Key Role 2: Environmental Manager</b>		
2.1 Leadership Competencies	2.1.1 Communication Skills	1. Promotes flow of information for a conducive working environment.
		2. Demonstrates an ability to listen, process information and communicate effectively.
		3. Represents and demonstrates an ability to negotiate in the interest of the organization and the nation effectively.
	2.1.2 Service Orientation	1. Strategically addresses stakeholders' immediate and long-term needs.

		2. Liaises with stakeholders to solve problems, encourages participation and acknowledges different views.
		3. Keeps stakeholders informed/up-to-date on inquiries, requests, complaints and/or any other in a timely and professional manner.
	2.1.3 Interpersonal Relationship	1. Actively seeks perspectives from others to ensure inclusiveness and understanding.
		2. Motivates and promotes team spirit amongst the staff and stakeholders to achieve desired outcomes.
		3. Collaborates and builds strong networks with stakeholders for coordinated approach for common solutions.
	2.2 Domain / Functional Expertise	2.2.1 Sustainable Development Concepts and Approaches
2. Proactively integrates environment concerns into national policies, plans and programs.		
3. Effectively promotes a circular economy.		
2.2.2 Project Management Skills		1. Proactively mobilizes/accesses and effectively manages resources needed for the project towards achieving desired results.
		2. Develops project proposals with clear goals, effective performance standards and ensures timely monitoring of work progress.
		3. Demonstrates creativity and innovation in the management of projects and in addressing unforeseen challenges.

	2.2.4 Decision-making and Analytical Skills	<p>Displays in-depth analysis of an organization's strengths, weaknesses, opportunities and threats for its continual improvements.</p> <ol style="list-style-type: none"> <li>1. Consults with stakeholders to expedite and make informed decisions.</li> <li>2. Delegates clear roles, responsibilities and authorities for effective day-to-day functions of the organization.</li> <li>3. Conducts adequate assessment of the situations for appropriate intervention.</li> </ol>	
2.3 Planning and Management	2.3.1 Facilitation/Collaboration	<ol style="list-style-type: none"> <li>1. Creates a work culture that promotes teamwork and cooperation for effective collaboration.</li> <li>2. Promotes initiatives aimed at improving current performance and productivity levels.</li> <li>3. Emphasizes amicable solutions to conflicting views and ideas.</li> </ol>	
		2.3.2 Transparency/Integrity	<ol style="list-style-type: none"> <li>1. Proactively promotes an open and transparent exchange of ideas and opinions.</li> <li>2. Demonstrates and promotes a culture of professionalism and ethics in performing duties.</li> <li>3. Displays equality and equity in service delivery.</li> </ol>
	<b>Key Role 3: Environmental Regulator</b>		
3.1 Domain Expertise	3.1.1 Technical and Functional Expertise	<ol style="list-style-type: none"> <li>1. Demonstrates in-depth knowledge in the field of Environmental Science and/or Engineering.</li> </ol>	

		2. Continuously pursues personal learning and development opportunities to enhance professional growth and development.	
		3. Anticipates, analyzes environmental risks and devises appropriate actions to mitigate impacts.	
	3.1.2	Legal and Regulatory Knowledge	1. Demonstrates comprehensive understanding of national and international environment related laws and instruments.
			2. Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.
			3. Appropriately applies legal and regulatory measures for effective implementation.
	3.1.3	Technological knowledge	1. Proactively keeps abreast with technological advancements in the environmental field.
		2. Demonstrates an ability to adapt to innovative technologies in the working system.	
		3. Promotes innovative technologies for effective environmental regulations and services.	
3.2 Compliance and Enforcement	3.2.1	Regulatory and Enforcement Skills	1. Demonstrates high-level of emotional resilience under pressure.
			2. Acts decisively to enhance compliance and enforcement.
			3. Conducts environmental monitoring and provides evidence-based recommendations.
	3.2.2	Integrity	1. Proactively promotes an open and transparent exchange of ideas and opinions.

		2. Demonstrates and promotes a culture of professionalism and ethics in performing duties.
		3. Displays equality and equity in service delivery.
		3.2.3 Commitment and Accountability
		1. Demonstrates commitment and dedication towards achieving expected results.
		2. Takes accountability for one's professional responsibilities/outcomes/decisions.
		3. Promptly responds to stakeholder needs.
3.3 Leadership Competencies	3.3.1 Communication Skills	1. Promotes flow of information for a conducive working environment.
		2. Demonstrates an ability to listen, process information and communicate effectively.
		3. Represents and demonstrates an ability to negotiate in the interest of the organization and the nation effectively.
	3.3.2 Decision-making Skills	1. Displays in-depth analysis of an organization's strengths, weaknesses, opportunities and threats for its continual improvements.
		2. Consults with stakeholders to expedite and make informed decisions.
		3. Delegates clear roles, responsibilities and authorities for effective day-to-day functions of the organization.
		4. Conducts adequate assessment of the situations for appropriate intervention.

	3.3.3 Problem Solving	1. Anticipates problems and utilizes a variety of methods to mitigate them.
		2. Proactively liaises with stakeholders to solve problems, encourages participation and acknowledges different views.
		3. Analyses and prioritizes critical problems accurately and takes appropriate actions.

#### 2.6.4 Classification of Proficiency Levels

The proficiency level is categorized based on the level of expertise. It describes the levels of a competency required to perform a specific job successfully. There is a progression of proficiencies at each level. The proficiency level of an Environment Officer is categorized into four levels as i) Foundation (P5 and P4), ii) Intermediate (P3) iii) Experienced (P2), and iv) Advanced (P1). The framework has identified 79 BIs across four levels of proficiency.

The proficiency will enable individual officials to distinguish the type of competencies expected in their career path, which will give them an opportunity to enhance competency in achieving current as well future career goals. As the officials in position levels of P5 and P4 play similar roles, their proficiency levels are merged together. Further, the proficiency level will set a benchmark for the recruitment and deployment. The proficiency levels of each Key Competency are detailed below:

<b>Key Role 1: Environmental Strategist.</b>			
<b>Competency Area: 1.1 Leadership Competencies.</b>			
<b>Key Competency: 1.1.1 Strategic Thinking.</b>			
<b>BIs: 1.1.1.1 Provides strategic directions to stakeholders and inputs to environmental related policies, legislations and strategies in the interest of the nation.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>

Demonstrates basic understanding of environment related policies, legislations and strategies and assists in providing inputs.	Actively participates and provides inputs to the environment related policies, legislations and strategies.	Coordinates and provides in-depth inputs to environment related policies, legislations and strategies.	Leads and facilitates provision of directions to stakeholders and inputs to environment related policies, legislations and strategies.
<b>BI: 1.1.1.2 Anticipates change and seeks best practices in addressing new and emerging environmental challenges.</b>			
Demonstrates ability to analyze current state, changes and acquires knowledge on best practices in addressing new and emerging environmental challenges.	Anticipates change and seeks best practices in addressing new and emerging environmental challenges.	Anticipates change and seeks best practices in addressing new and emerging environmental challenges.	Anticipates change and facilitates in providing best practices in addressing new and emerging environmental challenges.
<b>BI: 1.1.1.3. Effectively aligns organizational plans and programs in line with national goals.</b>			
Demonstrates basic understanding of organizational plans and programs and learns to align them with national goals.	Demonstrates in-depth understanding of organizational plans and programs and effectively aligns it to national goals.	Demonstrates in-depth understanding of organizational plans and programs and effectively aligns it to national goals.	Strategically leads the alignment of plans and programs to national goals.
<b>Key Competency: 1.1.2. Decision-making.</b>			
<b>BI: 1.1.2.1 Displays in-depth analysis of an organization's strengths, weaknesses, opportunities and threats for its continual improvements.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>



Demonstrates understanding of the organization's strengths, weaknesses, opportunities and threats.	Demonstrates the ability to analyze organization's strengths, weaknesses, opportunities and threats for its continual improvements.	Demonstrates comprehensive understanding of the organization and leads in providing the best working model for its continual improvements.	Demonstrates comprehensive understanding of the organization's potential and leads in providing the best working model for its continual improvements.
<b>BI: 1.1.2.2 Consults with stakeholders to expedite and make informed decisions.</b>			
Learns the importance of stakeholder consultation and informed decision-making.	Consults effectively with stakeholders to expedite and make informed decisions.	Consults effectively with stakeholders to expedite and make informed decisions.	Leads and facilitates stakeholder consultations to ensure informed decision-making.
<b>BI: 1.1.2.3 Delegates clear roles, responsibilities and authorities.</b>			
Understands the importance of clear delineation of roles, responsibilities and authorities for effective day-to-day functions of the organization.	Demonstrates the ability to carry out roles, responsibilities and authorities for effective day-to-day functions of the organization.	Supports in delegating clear roles, responsibilities and authorities for effective day-to-day functions of the organization.	Delegates clear roles, responsibilities and authorities for effective day-to-day functions of the organization.
<b>BI: 1.1.2.4. Conducts adequate assessment of the situations for appropriate intervention.</b>			
Learns about assessment of the situation for appropriate interventions.	Conducts adequate assessment of the situations and suggests appropriate interventions.	Conducts adequate assessment of the situations and suggests appropriate interventions.	Facilitates assessment of the situation and adopts appropriate interventions.
<b>Key Competency: 1.1.3. Communication Skills.</b>			

<b>BI: 1.1.3.1 Promotes flow of information for a conducive working environment.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Promotes flow of information for a conducive working environment.	Promotes flow of information for a conducive working environment.	Promotes flow of information for a conducive working environment.	Facilitates and promotes flow of information for a conducive working environment.
<b>BI: 1.1.3.2 Demonstrates an ability to listen, process information and communicate effectively.</b>			
Demonstrates an ability to listen and learns to process information and to communicate effectively.	Demonstrates an ability to listen, process information and communicate effectively.	Demonstrates an ability to listen, process information and communicate effectively.	Considers different views/suggestions and encourages effective communication.
<b>BI: 1.1.3.3. Represents and demonstrates an ability to negotiate in the interest of the organization and the nation effectively.</b>			
Participates and learns the art of negotiation in the interest of the organization and the nation.	Demonstrates an ability to negotiate effectively in the interest of the organization and the nation.	Negotiates effectively in the interest of the organization and the nation.	Demonstrates comprehensive understanding of negotiation and guides/facilitates it.
<b>Competency Area: 1.2 Domain/Functional Expertise.</b>			
<b>Key Competency: 1.2.1 Legal and Regulatory Knowledge.</b>			
<b>BI: 1.2.1.1. Demonstrates comprehensive understanding of national and international environment related laws and instruments.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>

Possesses basic knowledge on national and international environment related laws/instruments and assists in their implementations in one's own field of work.	Possesses adequate knowledge on national and international environment related laws/instruments and assists in their implementations in one's own field of work.	Possesses in-depth knowledge on national and international environment related laws/instruments in one's own field of work and assists in their implementations.	Demonstrates a clear and comprehensive knowledge on national and international environment related laws/instruments and leads in their implementation.
<b>BIs: 1.2.1.2. Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.</b>			
Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.	Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.	Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.	Leads and facilitates providing inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.
<b>BIs: 1.2.1.3. Appropriately applies legal and regulatory measures for effective implementation.</b>			
Acquires knowledge on application of legal and regulatory measures for effective implementation.	Demonstrates the ability to analyze the given issue/matter in line with the relevant laws and proposes applicable measures.	Demonstrates the ability to analyze the given issue/matter in line with the relevant laws and proposes applicable measures.	Leads and facilitates the application of legal and regulatory measures for effective implementation.
<b>Key Competency: 1.2.2 Environmental Planning and Management.</b>			
<b>BIs: 1.2.2.1 Demonstrates the understanding of the state of the environment for effective planning and management.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>

Acquires basic knowledge on the state of the environment for effective planning and management.	Demonstrates the understanding of the state of the environment for effective planning and management.	Demonstrates ability to analyze trends on the state of environment for the effective planning and management of environment.	Displays comprehensive understanding on the state of the environment and leads effective planning and management of the environment.
<b>BI: 1.2.2.2 Addresses new and emerging environmental challenges through innovative solutions.</b>			
Acquires knowledge on new and emerging environmental challenges and explores innovative solutions.	Demonstrates adequate understanding of best practices to address new and emerging environmental challenges.	Possess in-depth understanding on best practices in addressing new and emerging environmental challenges and recommends innovative solutions.	Possess comprehensive knowledge on best practices in addressing new and emerging environmental challenges and recommends best practices and adopt innovative solutions.
<b>BI: 1.2.2.3. Promotes environmental assessment for identifying environmental risks and provides recommendations.</b>			
Assists in environmental assessment and identifying environmental risks.	Identifies and analyses environmental risk for necessary recommendation.	Demonstrates in-depth knowledge on environmental assessment and provides options and recommendations to address risk.	Leads and facilitates promotion of environmental assessment to address risks.
<b>Key Competency: 1.2.3 Sustainable Development Concepts and Approaches.</b>			
<b>BI: 1.2.3.1 Proactively considers holistic and long-term perspective for effective environmental management.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>

Demonstrates basic concepts and principles of sustainable development for holistic and long-term environmental management.	Demonstrates adequate understanding of concepts and principles of sustainable development for holistic and long-term environmental management.	Demonstrates in-depth understanding of concepts and principles of sustainable development and is able to effectively integrate them in environmental management.	Demonstrates comprehensive understanding of sustainable development and leads/facilitates effective long-term environmental management.
<b>BI: 1.2.3.2 Proactively integrates environment concerns into national policies, plans and programs.</b>			
Participates and contributes in the integration of environment concerns into national policies, plans and programs.	Demonstrates the ability to identify the gaps for integration of environmental concerns into national policies, plans and programs.	Researches and effectively integrates environment concerns into national policies, plans and programs.	Facilitates and ensures integration of environment concerns into national policies, plans and programs.
<b>BI: 1.2.3.3 Effectively promotes circular economy.</b>			
Understands basic concepts of circular economy for effective utilization of resources.	Possess adequate knowledge on circular economy and suggest best practice for effective utilization of resources.	Exhibits in-depth knowledge on circular economy and provides appropriate recommendations for its effective promotion.	Leads in effective promotion of circular economy.
<b>Competency Area: 1.3 Research and Planning.</b>			
<b>Key Competency: 1.3.1 Future Orientation.</b>			
<b>BI: 1.3.1.1 Analyses the trends on current and emerging environmental issues and recommends appropriate research intervention.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>

Demonstrates basic knowledge and analytical skills on the current and emerging environmental issues.	Demonstrates analytical and research capabilities on the current and emerging environmental issues to provide evidence-based recommendations.	Anticipates and analyses the trends on current and emerging environmental issues and recommends appropriate research intervention.	Promotes and facilitates appropriate research intervention based on the current trend and emerging environmental issues.
<b>BI: 1.3.1.2 Exhibits knowledge on the developments at national and global levels for strategic environmental planning.</b>			
Demonstrates basic knowledge and keeps abreast on the development at national and global level on the environment.	Demonstrates adequate knowledge on the developments at national and global level to bring about strategic environmental planning.	Demonstrates in-depth knowledge on developments at national and global levels and makes technically sound recommendations for strategic environmental planning.	Leads and facilitates in strategic environmental planning based on national and global developments.
<b>Key Competency: 1.3.2 Analytics and Critical Thinking.</b>			
<b>BI: 1.3.2.1 Exhibits in-depth understanding on the research.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Possess basic knowledge on types of research.	Demonstrates adequate knowledge on types of research.	Demonstrates in-depth knowledge on research and conducts impactful environmental research, as appropriate.	Exhibits comprehensive understanding of research and leads/facilitates impactful research, as appropriate.
<b>BI: 1.3.2.2 Critically analyses data related to the environment for evidence-based interventions.</b>			

Demonstrates basic knowledge on how to analyze data related to the environment.	Exhibits adequate ability to analyze data related to the environment.	Demonstrates in-depth skills to critically analyze data related to the environment.	Exhibits comprehensive knowledge on analyzing data related to the environment and facilitates evidence-based interventions.
<b>BI: 1.3.2.3 Demonstrates willingness to reconsider and revise views and opinions for decision-making.</b>			
Demonstrates willingness to reconsider and revise views and opinions for decision-making.	Demonstrates willingness to reconsider and revise views and opinions for decision-making.	Demonstrates willingness to reconsider and revise views and opinions for decision-making.	Demonstrates willingness to reconsider and revise views and opinions and facilitates decision-making.
<b>Key Competency: 1.3.3 Innovation and Technology.</b>			
<b>BI: 1.3.3.1 Promotes creative approaches and innovative methods to address environmental issues and challenges.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Demonstrates basic knowledge on creative approaches and innovative methods to address environmental issues and challenges.	Demonstrates understanding of creative approaches and innovative methods to address environmental issues and challenges.	Promotes creative approaches and innovative methods to address environmental issues and challenges.	Leads and promotes creative approaches and innovative methods to address environmental issues and challenges.
<b>BI: 1.3.3.2 Champions new ideas on innovation and technology.</b>			
Proactively learns new ideas on innovation and technology.	Demonstrates adequate knowledge on new ideas on innovation and technology.	Demonstrates in-depth knowledge on new ideas on innovation and technology.	Leads/facilitates and promotes new ideas on innovation and technology.

<b>Key Role 2: Environmental Manager.</b>			
<b>Competency Area: 2.1 Leadership Competencies.</b>			
<b>Key Competency: 2.1.1. Communication Skills.</b>			
<b>BI: 2.1.1.1 Promotes flow of information for conducive working environment.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Promotes flow of information for a conducive working environment.	Promotes flow of information for a conducive working environment.	Promotes flow of information for a conducive working environment.	Facilitates and promotes flow of information for a conducive working environment.
<b>BI: 2.1.1.2 Demonstrates an ability to listen, process information and communicate effectively.</b>			
Demonstrates an ability to listen and learns to process information and to communicate effectively.	Demonstrates an ability to listen, process information and communicate effectively.	Demonstrates an ability to listen, process information and communicate effectively.	Considers different views/suggestions and encourages effective communication.
<b>BI: 2.1.1.3 Represents and demonstrates an ability to negotiate in the interest of the organization and the nation effectively.</b>			
Participates and learns the art of negotiation in the interest of the organization and the nation.	Demonstrates an ability to negotiate effectively in the interest of the organization and the nation.	Negotiates effectively in the interest of the organization and the nation.	Demonstrates comprehensive understanding of negotiation and guides/facilitates it.



<b>Key Competency: 2.1.2 Service Orientation.</b>			
<b>BIs: 2.1.2.1 Strategically addresses stakeholders' immediate and long-term needs.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Demonstrates the ability to identify stakeholders' and their needs.	Demonstrates an adequate knowledge and ability to strategically identify and address stakeholder needs.	Strategically addresses stakeholders' immediate and long-term needs.	Facilitates and leads in strategically addressing stakeholders' immediate and long-term needs.
<b>BIs: 2.1.2.2 Liaises with stakeholders to solve problems, encourages participation and acknowledges different views.</b>			
Learns to liaise with stakeholders to solve problems, encourages participation and acknowledges different views.	Demonstrates an ability to liaise with stakeholders to solve problems, encourages participation and acknowledges different views.	Effectively liaises with stakeholders to solve problems, encourages participation and acknowledges different views.	Facilitates and leads in liaising with stakeholders to solve problems, encourages participation and acknowledges different views.
<b>BIs: 2.1.2.3 Keeps stakeholders informed/up-to-date on inquiries, requests, complaints and/or any other in a timely and professional manner.</b>			
Keeps stakeholders informed/up-to-date on inquiries, requests, complaints and/or any other in a timely and professional manner.	Keeps stakeholders informed/up-to-date on inquiries, requests, complaints and/or any other in a timely and professional manner.	Keeps stakeholders informed/up-to-date on inquiries, requests, complaints and/or any other in a timely and professional manner.	Ensures stakeholders are kept informed/up-to-date on inquiries, requests, complaints and/or any other in a timely and professional manner.
<b>Key Competency: 2.1.3 Interpersonal Relationship.</b>			

<b>BIs: 2.1.3.1 Actively seeks perspectives from others to ensure inclusiveness and understanding.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Actively seeks perspectives from others to ensure inclusiveness and understanding.	Actively seeks perspectives from others to ensure inclusiveness and understanding.	Actively seeks perspectives from others to ensure inclusiveness and understanding.	Actively seeks perspectives from others to ensure inclusiveness and understanding.
<b>BIs: 2.1.3.2 Motivates and promotes team spirit amongst the staff and stakeholders to achieve desired outcomes.</b>			
Actively participates in promotion of team spirit amongst the staff and stakeholders to achieve desired outcomes.	Motivates and promotes team spirit amongst the staff and stakeholders to achieve desired outcomes.	Motivates and promotes team spirit amongst the staff and stakeholders to achieve desired outcomes.	Motivates and creates a conducive environment for promotion of team spirit amongst the staff and stakeholders to achieve desired outcomes.
<b>BIs: 2.1.3.3 Collaborates and builds strong networks with stakeholders for coordinated approach for common solutions.</b>			
Learns to collaborate and build networks with stakeholders for coordinated approach for common solutions.	Collaborates and maintains a strong network with stakeholders for coordinated approach for common solutions.	Actively promotes collaboration and networking among stakeholders for coordinated approach for common solutions.	Actively promotes and ensures strong collaboration and networking with stakeholders for coordinated approach for common solutions.
<b>Competency Area: 2.2 Domain/Functional Expertise.</b>			
<b>Key Competency: 2.2.1 Sustainable Development Concepts and Approaches.</b>			

<b>BI: 2.2.1.1. Proactively considers holistic and long-term perspective for effective environmental management.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Demonstrates basic concepts and principles of sustainable development for holistic and long-term environmental management.	Demonstrates adequate understanding of concepts and principles of sustainable development for holistic and long-term environmental management.	Demonstrates in-depth understanding of concepts and principles of sustainable development and is able to effectively integrate them in environmental management.	Demonstrates comprehensive understanding of sustainable development and leads/facilitates effective long-term environmental management.
<b>BI: 2.2.1.2 Proactively integrates environment concerns into national policies, plans and programs.</b>			
Participates and contributes in the integration of environment concerns into national policies, plans and programs.	Demonstrates the ability to identify the gaps for integration of environmental concerns into national policies, plans and programs.	Researches and effectively integrates environment concerns into national policies, plans and programs.	Facilitates and ensures integration of environment concerns into national policies, plans and programs.
<b>BI: 2.2.1.3 Effectively promotes a circular economy.</b>			
Acquires and understands basic concepts of circular economy for effective utilization of resources.	Possess adequate knowledge on circular economy and suggest best practice for effective utilization of resources.	Exhibits in-depth knowledge on circular economy and provides appropriate recommendations for its effective promotion.	Leads in effective promotion of circular economy.
<b>Key Competency: 2.2.2 Project Management Skills.</b>			

<b>BIs: 2.2.2.1 Proactively mobilizes/accesses and effectively manages resources needed for the project towards achieving desired results.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Assists and learns to mobilize/access and effectively manage resources needed for the project towards achieving desired results.	Demonstrates an ability to mobilize/access and effectively manage resources needed for a project towards achieving desired results.	Exhibits in-depth knowledge on resource mobilization and management of projects towards achieving desired results.	Leads and coordinates resource mobilization and management of the project towards achieving desired results.
<b>BIs: 2.2.2.2 Develops project proposal with clear goals, effective performance standards and ensures timely monitoring of work progress.</b>			
Assists and learns to develop project proposals with clear goals, effective performance standards and timely monitor work progress.	Demonstrates an ability to develop project proposals with clear goals, effective performance standards and timely monitor work progress.	Exhibits in-depth knowledge on developing project proposals with clear goals, setting performance standards and timely monitoring of work progress.	Leads and facilitates to develop project proposals with clear goals, effective performance standards and ensures timely monitoring work progress.
<b>BIs: 2.2.2.3 Demonstrates creativity and innovation in the management of projects and in addressing unforeseen challenges.</b>			
Demonstrates creativity and innovation in the management of projects and in addressing unforeseen challenges.	Demonstrates creativity and innovation in the management of projects and in addressing unforeseen challenges.	Demonstrates creativity and innovation in the management of projects and in addressing unforeseen challenges.	Demonstrates creativity and innovation in the management of projects and facilitates in addressing unforeseen challenges.
<b>Key Competency: 2.2.3 Decision-making and Analytical Skills.</b>			

<b>BI: 2.2.3.1 Displays in-depth analysis of an organization's strengths, weaknesses, opportunities and threats for its continual improvements.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Demonstrates understanding of the organization's strengths, weaknesses, opportunities and threats.	Demonstrates the ability to analyze organization's strengths, weaknesses, opportunities and threats for its continual improvements.	Demonstrates comprehensive understanding of the organization and leads in providing the best working model for its continual improvements.	Demonstrates comprehensive understanding of the organization's potential and leads in providing the best working model for its continual improvements.
<b>BI: 2.2.3.2 Consults with stakeholders to expedite and make informed decisions.</b>			
Learns the importance of stakeholder consultation and informed decision- making.	Consults effectively with stakeholders to expedite and make informed decisions.	Consults effectively with stakeholders to expedite and make informed decisions.	Leads and facilitates stakeholder consultations to ensure informed decision-making.
<b>BI: 2.2.3.3 Delegates clear roles, responsibilities and authorities.</b>			
Understands the importance of clear delineation of roles, responsibilities and authorities for effective day-to-day functions of the organization.	Demonstrates the ability to carry out roles, responsibilities and authorities for effective day-to-day functions of the organization.	Supports in delegating clear roles, responsibilities and authorities for effective day-to-day functions of the organization.	Delegates clear roles, responsibilities and authorities for effective day-to-day functions of the organization.
<b>BI: 2.2.3.4. Conducts adequate assessment of the situations for appropriate intervention.</b>			

Learns about assessment of the situation for appropriate interventions.	Conducts adequate assessment of the situations and suggests appropriate interventions.	Conducts adequate assessment of the situations and suggests appropriate interventions.	Facilitates assessment of the situation and adopts appropriate interventions.
<b>Competency Area: 2.3 Planning and Management.</b>			
<b>Key Competency: 2.3.1 Facilitation/Collaboration.</b>			
<b>BIs: 2.3.1.1 Creates a work culture that promotes teamwork and cooperation for effective collaboration.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Demonstrates an ability to cooperate and work in a team to foster collaboration.	Demonstrates an ability and skills to cooperate and work in a team to foster collaboration.	Promotes a work culture that fosters teamwork and cooperation for effective collaboration.	Facilitates and creates a work culture that promotes teamwork and cooperation for better collaboration.
<b>BIs: 2.3.1.2 Promotes initiatives aimed at improving current performance and productivity levels.</b>			
Learns and understands about current performance and productivity levels.	Demonstrates adequate understanding of initiatives aimed at improving current performance and productivity levels.	Facilitates adoption of initiatives aimed at improving current performance and productivity levels.	Leads and adopts initiatives aimed at improving current performance and productivity levels.
<b>BIs: 2.3.1.3 Emphasizes amicable solutions to conflicting views and ideas.</b>			
Emphasizes amicable solutions to conflicting views and ideas.	Emphasizes amicable solutions to conflicting views and ideas.	Emphasizes amicable solutions to conflicting views and ideas.	Emphasizes amicable solutions to conflicting views and ideas.
<b>Key Competency: 2.3.2 Transparency/Integrity.</b>			

<b>BI: 2.3.2.1 Proactively promotes an open and transparent exchange of ideas and opinions.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Supports an open and transparent exchange of ideas and opinion.	Supports an open and transparent exchange of ideas and opinion.	Supports an open and transparent exchange of ideas and opinion.	Creates a platform for promotion of an open and transparent exchange of ideas and opinions.
<b>BI: 2.3.2.2 Demonstrates and promotes a culture of professionalism and ethics in performing duties.</b>			
Demonstrates and promotes a culture of professionalism and ethics in performing duties.	Demonstrates and promotes a culture of professionalism and ethics in performing duties.	Demonstrates and promotes a culture of professionalism and ethics in performing duties.	Maintains a culture of professionalism and ethics in performing duties.
<b>BI: 2.3.2.3 Displays equality and equity in service delivery.</b>			
Displays equality and equity in service delivery.	Displays equality and equity in service delivery.	Displays equality and equity in service delivery.	Displays equality and equity in service delivery.

**Key Role 3: Environmental Regulator.**

**Competency Area: 3.1 Domain Expertise.**

**Key Competency: 3.1.1 Technical and Functional Expertise.**

**BI: 3.1.1.1 Demonstrates in-depth knowledge in the field of Environmental Science and/or Engineering.**

<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Demonstrates basic knowledge in the field of Environmental Science and/or Engineering.	Demonstrates adequate knowledge in the field of Environmental Science and/or Engineering.	Demonstrates in-depth knowledge in the field of Environmental Science and/or Engineering.	Demonstrates comprehensive knowledge in the field of Environmental Science and/or Engineering.
<b>BIs: 3.1.1.2 Continuously pursues personal learning and development opportunities to enhance professional growth and development.</b>			
Proactively pursues personal learning and development opportunities to enhance professional growth and development.	Proactively pursues personal learning and development opportunities to enhance professional growth and development.	Proactively pursues personal learning and development opportunities to enhance professional growth and development of the organization.	Encourages and creates opportunities for enhancing professional growth and development of the organization.
<b>BIs: 3.1.1.3 Anticipates, analyzes environmental risks and devises appropriate actions to mitigate impacts.</b>			
Learns to analyze environmental risks and to devise appropriate actions to mitigate impacts.	Anticipates, analyzes environmental risks and suggests appropriate actions to mitigate impacts.	Anticipates, analyzes environmental risks and recommends appropriate actions to mitigate impacts.	Anticipates, analyzes environmental risks and facilitates appropriate actions to mitigate impacts.
<b>Key Competency: 3.1.2 Legal and Regulatory Knowledge.</b>			
<b>BIs: 3.1.2.1 Demonstrates comprehensive understanding of national and international environment related laws and instruments.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>



Possesses basic knowledge on national and international environment related laws/instruments and assists in their implementations in one's own field of work.	Possesses adequate knowledge on national and international environment related laws/instruments and assists in their implementations in one's own field of work.	Possesses in-depth knowledge on national and international environment related laws/instruments in one's own field of work and assists in their implementations.	Demonstrates a clear and comprehensive knowledge on national and international environment related laws/instruments and leads in their implementation.
<b>BIs: 3.1.2.2. Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.</b>			
Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.	Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.	Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.	Leads and facilitates providing inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.
<b>BIs: 3.1.2.3. Appropriately applies legal and regulatory measures for effective implementation.</b>			
Acquires knowledge on application of legal and regulatory measures for effective implementation.	Demonstrates the ability to analyze the given issue/matter in line with the relevant laws and proposes applicable measures.	Demonstrates the ability to analyze the given issue/matter in line with the relevant laws and proposes applicable measures.	Leads and facilitates the application of legal and regulatory measures for effective implementation.
<b>Key Competency: 3.1.3 Technological knowledge.</b>			
<b>BIs: 3.1.3.1 Proactively keeps abreast with technological advancements in the environmental field.</b>			

Foundation	Intermediate	Experience	Advance
Demonstrates basic understanding of technological advancement in the environmental field.	Demonstrates adequate understanding of technological advancement in the environmental field.	Demonstrates in-depth understanding of technological advancement in the environmental field.	Demonstrates comprehensive understanding of technological advancement and recommends options.
<b>BI: 3.1.3.2 Demonstrates an ability to adapt to innovative technologies in the working system.</b>			
Possesses basic knowledge on innovative technologies in working systems.	Possesses adequate knowledge on innovative technologies in the working system.	Possesses in-depth knowledge and abilities to adapt to innovative technologies in the working system.	Possesses in-depth knowledge and an ability to adapt and recommend innovative technologies in the working system.
<b>BI: 3.1.3.3 Promotes innovative technologies for effective environmental regulations and services.</b>			
Possesses basic knowledge on innovative technologies relevant for effective environmental regulations and services.	Supports creative approaches and innovative technologies for effective environmental regulations and services.	Promotes creative approaches and innovative technologies for effective environmental regulations and services.	Recommends creative approaches and innovative technologies for effective environmental regulations and services.
<b>Competency Area: 3.2 Compliance and Enforcement.</b>			
<b>Key Competency: 3.2.1 Regulatory and Enforcement Skills.</b>			
<b>BI: 3.2.1.1 Demonstrates high levels of emotional resilience under pressure.</b>			

<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Demonstrates emotional resilience under pressure.	Demonstrates high levels of emotional resilience under pressure.	Demonstrates high levels of emotional resilience under pressure.	Demonstrates high levels of emotional resilience under pressure and guides others.
<b>BI: 3.2.1.2 Acts decisively to enhance compliance and enforcement.</b>			
Assists and learns to make decisions to enhance compliance and enforcement.	Acts decisively to enhance compliance and enforcement.	Acts decisively to enhance compliance and enforcement.	Acts decisively to enhance compliance and enforcement.
<b>BI: 3.2.1.3 Conducts environmental monitoring and provides evidence-based recommendations.</b>			
Assists to conduct environmental monitoring and provides evidence-based recommendations.	Conducts environmental monitoring and provides evidence-based recommendations.	Conducts environmental monitoring and provides evidence-based recommendations.	Facilitates and promotes environmental monitoring and provides/considers evidence-based recommendations.
<b>Key Competency: 3.2.2 Integrity.</b>			
<b>BI: 3.2.2.1 Proactively promotes an open and transparent exchange of ideas and opinions.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Supports an open and transparent exchange of ideas and opinion.	Supports an open and transparent exchange of ideas and opinion.	Supports an open and transparent exchange of ideas and opinion.	Creates a platform for promotion of an open and transparent exchange of ideas and opinions.

<b>BIs: 3.2.2.2 Demonstrates and promotes a culture of professionalism and ethics in performing duties.</b>			
Demonstrates and promotes a culture of professionalism and ethics in performing duties.	Demonstrates and promotes a culture of professionalism and ethics in performing duties.	Demonstrates and promotes a culture of professionalism and ethics in performing duties.	Maintains a culture of professionalism and ethics in performing duties.
<b>BIs: 3.2.2.3 Displays equality and equity in service delivery.</b>			
Displays equality and equity in service delivery.	Displays equality and equity in service delivery.	Displays equality and equity in service delivery.	Displays equality and equity in service delivery.
<b>Key Competency: 3.2.3 Commitment and Accountability.</b>			
<b>BIs: 3.2.3.1 Demonstrates commitment and dedication towards achieving expected results.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Demonstrates commitment and dedication towards achieving expected results.	Demonstrates commitment and dedication towards achieving expected results.	Demonstrates commitment and dedication towards achieving expected results.	Demonstrates commitment and dedication towards achieving expected results.
<b>BIs: 3.2.3.2 Takes accountability for one's professional responsibilities/ outcomes/decisions.</b>			
Takes accountability for one's professional responsibilities/ outcomes/decisions.	Takes accountability for one's professional responsibilities/ outcomes/ decisions.	Takes accountability for one's professional responsibilities/ outcomes/decisions.	Takes accountability to lead professional responsibilities/ outcomes/decisions.
<b>BIs: 3.2.3.3 Promptly responds to stakeholder needs.</b>			

Assists in providing response to stakeholder needs.	Promptly responds to stakeholder needs.	Promptly responds to stakeholder needs.	Leads and facilitates in providing response to stakeholder needs.
<b>Competency Area: 3.3 Leadership Competencies.</b>			
<b>Key Competency: 3.3.1 Communication Skills.</b>			
<b>BI: 3.3.1.1 Promotes flow of information for a conducive working environment.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Promotes flow of information for a conducive working environment.	Promotes flow of information for a conducive working environment.	Promotes flow of information for a conducive working environment.	Facilitates and promotes flow of information for a conducive working environment.
<b>BI: 3.3.1.2 Demonstrates an ability to listen, process information and communicate effectively.</b>			
Demonstrates an ability to listen and learns to process information and to communicate effectively.	Demonstrates an ability to listen, process information and communicate effectively.	Demonstrates an ability to listen, process information and communicate effectively.	Considers different views/suggestions and encourages effective communication.
<b>BI: 3.3.1.3 Represents and demonstrates an ability to negotiate in the interest of the organization and the nation effectively.</b>			
Participates and learns the art of negotiation in the interest of the organization and the nation.	Demonstrates an ability to negotiate effectively in the interest of the organization and the nation.	Negotiates effectively in the interest of the organization and the nation.	Demonstrates comprehensive understanding of negotiation and guides/facilitates it.

<b>Key Competency: 3.3.2 Decision-making Skills.</b>			
<b>BI: 3.3.2.1 Displays in-depth analysis of an organization's strengths, weaknesses, opportunities and threats for its continual improvements.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Demonstrates understanding of the organization's strengths, weaknesses, opportunities and threats.	Demonstrates the ability to analyze organization's strengths, weaknesses, opportunities and threats for its continual improvements.	Demonstrates comprehensive understanding of the organization and leads in providing the best working model for its continual improvements.	Demonstrates comprehensive understanding of the organization's potential and leads in providing the best working model for its continual improvements.
<b>BI: 3.3.2.2 Consults with stakeholders to expedite and make informed decisions.</b>			
Learns the importance of stakeholder consultation and informed decision-making.	Consults effectively with stakeholders to expedite and make informed decisions.	Consults effectively with stakeholders to expedite and make informed decisions.	Leads and facilitates stakeholder consultations to ensure informed decision-making.
<b>BI: 3.3.2.3 Delegates clear roles, responsibilities and authorities.</b>			
Understands the importance of clear delineation of roles, responsibilities and authorities for effective day-to-day functions of the organization.	Demonstrates the ability to carry out roles, responsibilities and authorities for effective day-to-day functions of the organization.	Supports in delegating clear roles, responsibilities and authorities for effective day-to-day functions of the organization.	Delegates clear roles, responsibilities and authorities for effective day-to-day functions of the organization.
<b>BI: 3.3.2.4. Conducts adequate assessment of the situations for appropriate intervention.</b>			

Learns about assessment of the situation for appropriate interventions.	Conducts adequate assessment of the situations and suggests appropriate interventions.	Conducts adequate assessment of the situations and suggests appropriate interventions.	Facilitates assessment of the situation and adopts appropriate interventions.
<b>Key Competency: 3.3.3 Problem Solving.</b>			
<b>BIs: 3.3.3.1 Anticipates problems and utilizes a variety of methods to mitigate them.</b>			
<b>Foundation</b>	<b>Intermediate</b>	<b>Experience</b>	<b>Advance</b>
Anticipates problems and learns to utilize a variety of methods to mitigate them.	Demonstrates the abilities to anticipate problems and utilizes a variety of methods to mitigate them.	Anticipates problems and utilizes a variety of methods to mitigate them.	Anticipates problems and recommends the best methods to mitigate them.
<b>BIs: 3.3.3.2 Proactively liaises with stakeholders to solve problems, encourages participation and acknowledges different views.</b>			
Learns to liaise with stakeholders to solve problems, encourages participation and acknowledges different views.	Demonstrates an ability to liaise with stakeholders to solve problems, encourages participation and acknowledges different views.	Effectively liaises with stakeholders to solve problems, encourages participation and acknowledges different views.	Facilitates and leads in liaising with stakeholders to solve problems, encourages participation and acknowledges different views.
<b>BIs: 3.3.3.3 Analyses and prioritize critical problems accurately and take appropriate actions.</b>			
Learns to analyze, prioritize critical problems accurately and take appropriate actions.	Demonstrates the abilities to analyze and prioritize critical problems accurately and take appropriate actions.	Analyses and prioritizes critical problems accurately and takes appropriate actions.	Facilitates analysis and prioritization of critical problems accurately and take appropriate actions.

## 2.7 Training Needs Analysis

The Training Needs is the differences between desired capability and current capability. TNA is the process of recognizing the skills gap and needs of training. It is the procedure to determine whether the training will bring out the solution to the problem. It ensures that training is targeting the correct competencies, the correct employees and the needs of the Agency. The training can reduce, if not eliminate, the gap by equipping the Environment Officers with knowledge and skills. It should be the shared responsibility of the employee and Agency to build and enhance their capability and competency. The TNA was carried out by the TWG and in-house validation workshops.

### 2.7.1 Training Needs Assessment at Foundational Level

<b>Key Role: Environmental Strategist</b>				
<b>Key Competencies</b>	<b>Description of Proficiency Level</b>	<b>Performance Adequate (A)/Not Adequate (NA)</b>	<b>Likely reason for performance gap</b>	<b>Methods of Intervention/Training Requirement</b>
<b>1.1 Strategic Thinking</b>	Demonstrates ability to analyze current state, changes and acquires knowledge on best practices in addressing new and emerging environmental challenges.	NA	Lack of accurate, complete and up-to-date information on best practices and new emerging environmental challenges including resources.	Workshop on new and emerging environmental issues and best practices.
	Demonstrates basic understanding of organizational plans and programs and learns to align them with national goals.	NA	1. Inadequate knowledge on organizational plans and programs. 2. Inadequate skill on aligning organizational plans and programs to national goals.	Standard Induction Program on Organization's Vision, Mission, Mandates,



<b>1.2. Decision-making</b>	Demonstrates understanding of the organization's strengths, weaknesses, opportunities and threats.	NA	Inadequate knowledge on organization's strengths, weaknesses, available resources and work potentials.	Functions, Policies, Plans, Programs including National and International Legislations.
	Learns the importance of stakeholder consultation and informed decision-making.	NA	Inadequate knowledge on stakeholder consultation and decision-making processes.	Workshop on Importance and Protocols of Stakeholder Consultation.
	Learns about assessment of the situation for appropriate interventions.	NA	Inadequate situational assessment skills.	Training on Environmental Situational Analysis.
<b>1.3. Communication skills.</b>	Demonstrates an ability to listen and learns to process information and to communicate effectively.	NA	Inadequate communication skills.	Workshop on effective Communication Skills.
	Participates and learns the art of negotiation in the interest of the organization and the nation.	NA	Inadequate negotiation skills.	Training on Conflict Management, Negotiation and Problem Solving.
<b>1.4. Legal and Regulatory Knowledge.</b>	Possesses basic knowledge on national and international environment related laws/instruments and assists in their implementations in one's own field of work.	NA	1. Lack of formal dissemination of national and international environment related laws/instruments. 2. No system of job rotation.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.

	Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.	NA	1. Lack of adequate knowledge 2. Lack of enabling working environment.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.
	Acquires knowledge on application of legal and regulatory measures for effective implementation.	NA	Lack of adequate knowledge and skills.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.
<b>1.5. Environmental Planning and Management.</b>	Acquires knowledge on new and emerging environmental challenges and explores innovative solutions.	NA	Lack of accurate, complete and up-to date information on best practices and new emerging environmental challenges including resources.	Workshop on new and emerging environmental issues and best practices.
	Assists in environmental assessment and identifying environmental risks.	NA	Inadequate knowledge and skills to identify and analyze environmental risks for necessary recommendations.	Training on Environmental Impact Assessment.
<b>1.6. Sustainable Development Concepts and Approaches.</b>	Demonstrates basic concepts and principles of sustainable development for holistic and long-term environmental management.	NA	Inadequate knowledge on sustainable development concepts at the local, national, regional and global level.	Workshop on Environmental Planning and Management.

	Participates and contributes in the integration of environment concerns into national policies, plans and programs.	NA	Inadequate knowledge and skills on Strategic Environment Assessment (SEA).	Training on Strategic Environmental Assessment.
	Understands basic concepts of circular economy for effective utilization of resources.	NA	Lack of accurate, complete and up-to date information on circular economy.	Training on Circular Economy and Life Cycle Assessment.
<b>1.7.Future Orientation</b>	Demonstrates basic knowledge and analytical skills on the current and emerging environmental issues.	NA	Lack of adequate knowledge and skills.	Training on Environmental Statistics and Data Analysis.
<b>1.8.Analytics and Critical Thinking</b>	Possess basic knowledge on types of research.	NA	1. Inadequate knowledge and skills. 2. Lack of dedicated research division.	Training on Research Methodology.
	Demonstrates basic knowledge on how to analyze data related to the environment.	NA	Inadequate knowledge, skills and resources.	Training on Environmental Statistics and Data Analysis.
<b>1.9. Innovation and Technology.</b>	Demonstrates basic knowledge on creative approaches and innovative methods to address environmental issues and challenges.	NA	Lack of accurate, complete and up-to date information on creative approaches and innovative methods to address environmental issues and challenges.	Workshop on Innovation for Sustainability.

	Proactively learns new ideas on innovation and technology.	NA	Lack of intrinsic motivations, supports and resources.	Workshop on Innovation for Sustainability.
<b>Key Role: Environmental Manager</b>				
Key Competencies	Description of Proficiency Level	Performance Adequate (A)/Not Adequate (NA)	Likely reason for performance gap	Methods of Intervention/Training Requirement
<b>2.1. Communication skills.</b>	Demonstrates an ability to listen and learns to process information and to communicate effectively.	NA	Inadequate communication skills.	Workshop on effective Communication Skills.
	Participates and learns the art of negotiation in the interest of the organization and the nation.	NA	Inadequate negotiation skills.	Training on Conflict Management, Negotiation and Problem Solving.
<b>2.2. Sustainable Development Concepts and Approaches.</b>	Demonstrates basic concepts and principles of sustainable development for holistic and long-term environmental management.	NA	Inadequate knowledge on sustainable development concepts at the local, national, regional and global level.	Workshop on Environmental Planning and Management.
	Participates and contributes in the integration of environment concerns into national policies, plans and programs.	NA	Inadequate knowledge and skills on Strategic Environment Assessment (SEA).	Training on Strategic Environmental Assessment.

	Understands basic concepts of circular economy for effective utilization of resources.	NA	Lack of accurate, complete and up-to date information on circular economy.	Training on Circular Economy and Life cycle Assessment.
<b>2.3. Project Management Skills.</b>	Assists and learns to mobilize/access and effectively manage resources needed for the project towards achieving desired results.	NA	Inadequate knowledge to access/mobilize resources.	Training on Project Management.
	Assists and learns to develop project proposals with clear goals, effective performance standards and timely monitoring work progress.	NA	Inadequate knowledge and skills to develop effective project proposals.	Training on Project Management.
<b>2.4. Decision-making and Analytical Skills.</b>	Demonstrates understanding of the organization's strengths, weaknesses, opportunities and threats.	NA	Inadequate knowledge on organization's strengths, weaknesses, available resources and work potentials.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.
	Learns the importance of stakeholder consultation and informed decision-making.	NA	Inadequate knowledge on stakeholder consultation and decision-making processes.	Workshop on Importance and Protocols of Stakeholder Consultation.
	Learn about assessment of the situation for appropriate interventions.	NA	Inadequate situational assessment skills.	Training on Environmental Situational Analysis.

<b>2.5. Facilitation /Collaboration</b>	Emphasizes amicable solutions to conflicting views and ideas.	NA	Inadequate knowledge and skill on conflict management.	Training on Conflict Management, Negotiation and Problem Solving.
<b>Key Role: Environmental Regulator</b>				
Key Competencies	Description of Proficiency Level	Performance Adequate (A)/Not Adequate (NA)	Likely reason for performance gap	Methods of Intervention/Training Requirement
<b>3.1. Technical and Functional Expertise.</b>	Demonstrates basic knowledge in the field of Environmental Science and/or Engineering.	NA	General environmental degree does not suffice the needs of the organization.	Upgrade Knowledge through Long-term Studies.
	Proactively pursues personal learning and development opportunities to enhance professional growth and development.	NA	Environmental Science is ever evolving field.	Refresher course on Environmental Planning and Management.
	Learns to analyze environmental risks and to devise appropriate actions to mitigate impacts.	NA	Inadequate knowledge and skills to identify and analyze environmental risks for necessary recommendations.	Training on Environmental Impact Assessment.
<b>3.2. Legal and Regulatory Knowledge.</b>	Possesses basic knowledge on national and international environment related laws/instruments and assists in their implementations	NA	1. Lack of formal dissemination of national and international environment related laws/instruments. 2. No system of job rotation.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.

	in one's own field of work.			
	Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.	NA	1. Lack of adequate knowledge 2. Lack of enabling working environment.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.
	Acquires knowledge on application of legal and regulatory measures for effective implementation.	NA	Lack of adequate knowledge and skills.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.
<b>3.3. Technological Knowledge.</b>	Demonstrates basic understanding of technological advancement in the environmental field.	NA	Inadequate knowledge and skills on technological advancement in the environmental field.	Exposure visit/workshop to study the state-of-the-art technology in the field of environment.
	Possesses basic knowledge on innovative technologies in working systems.	NA	Limited resources/access to innovative technologies.	Exposure visit/workshop to study the state-of-the-art technology in the field of environment.

	Possesses basic knowledge on innovative technologies relevant for effective environmental regulations and services.	NA	Limited resources/access to innovative technologies.	Exposure visit/workshop to study the state-of-the-art technology in the field of environment.
<b>3.4. Regulatory and enforcement skills.</b>	Demonstrates emotional resilience under pressure.	NA	Given the nature of the job it is not known to what kind of emotional stress one will be subjected to.	Workshop on Leadership and Emotional Intelligence.
	Assists to conduct environmental monitoring and provides evidence-based recommendations.	NA	Inadequate knowledge and skills on environmental monitoring.	Training on Environmental Monitoring Protocols and Evaluation.
<b>3.5. Communication skills.</b>	Demonstrates an ability to listen and learns to process information and to communicate effectively.	NA	Inadequate communication skills.	Workshop on effective Communication Skills.
	Participates and learns the art of negotiation in the interest of the organization and the nation.	NA	Inadequate negotiation skills.	Training on Conflict Management, Negotiation and Problem Solving.
<b>3.6. Decision-making skills.</b>	Demonstrates understanding of the organization's strengths, weaknesses, opportunities and threats.	NA	Inadequate knowledge on organization's strengths, weaknesses, available resources and work potentials.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.



	Learns the importance of stakeholder consultation and informed decision-making.	NA	Inadequate knowledge on stakeholder consultation and decision-making processes.	Workshop on Importance and Protocols of Stakeholder Consultation.
	Learns about assessment of the situation for appropriate interventions.	NA	Inadequate situational assessment skills.	Training on Environmental Situational Analysis.

### 2.7.2 Training Needs Assessment at Intermediate Level

<b>Key Role: Environmental Strategist</b>				
<b>Key Competencies</b>	<b>Description of Proficiency Level</b>	<b>Performance Adequate (A)/Not Adequate (NA)</b>	<b>Likely reason for performance gap</b>	<b>Methods of Intervention/Training Requirement</b>
<b>1.1 Strategic Thinking</b>	Anticipates change and seeks best practices in addressing new and emerging environmental challenges.	NA	Lack of accurate, complete and up-to date information on best practices and new and emerging environmental challenges including resources.	Workshop on new and emerging environmental issues and best practices.
<b>1.2. Decision-making</b>	Consults effectively with stakeholders to expedite and make informed decisions.	NA	Inadequate skills on conducting stakeholder consultation.	Workshop on Importance and Protocols of Stakeholder Consultation.
	Demonstrates the ability to carry out roles, responsibilities and authorities for effective day-to-day functions of the organization.	NA	Inadequate leadership skills	Training on Leadership Skills.

	Conducts adequate assessment of the situations and suggests appropriate interventions.	NA	Inadequate situational assessment skills.	Training on Environmental Situational Analysis.
<b>1.3. Communication skills.</b>	Demonstrates an ability to listen, process information and communicate effectively.	NA	Inadequate communication skills.	Workshop on effective Communication Skills.
	Demonstrates an ability to negotiate effectively in the interest of the organization and the nation.	NA	Inadequate negotiation skills.	Training on Conflict Management, Negotiation and Problem Solving.
<b>1.4. Legal and Regulatory Knowledge.</b>	Possesses adequate knowledge on national and international environment related laws/instruments and assists in their implementations in one's own field of work.	NA	1. Lack of formal dissemination of national and international environment related laws/instruments. 2. No system of job rotation.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.
	Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.	NA	1. Lack of adequate knowledge 2. Lack of enabling working environment.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.

<b>1.5. Environmental Planning and Management.</b>	Demonstrates adequate understanding of best practices to address new and emerging environmental challenges.	NA	Lack of accurate, complete and up-to-date information on best practices and new and emerging environmental challenges including resources.	Workshop on new and emerging environmental issues and best practices.
	Identifies and analyses environmental risk for necessary recommendation.	NA	Inadequate knowledge and skills to identify and analyze environmental risks for necessary recommendations.	Training on Environmental Impact Assessment.
<b>1.6. Sustainable Development Concepts and Approaches.</b>	Demonstrates adequate understanding of concepts and principles of sustainable development for holistic and long-term environmental management.	NA	Inadequate knowledge on sustainable development concepts at the local, national, regional and global level.	Workshop on Environmental Planning and Management.
	Demonstrates the ability to identify the gaps for integration of environmental concerns into national policies, plans and programs.	NA	Inadequate knowledge and skills on Strategic Environment Assessment (SEA).	Training on Strategic Environmental Assessment.
	Possess adequate knowledge on circular economy and suggest best practice for effective utilization of resources.	NA	Lack of accurate, complete and up-to-date information on circular economy.	Training on Circular Economy and Life Cycle Assessment.

<b>1.7. Future Orientation</b>	Demonstrates analytical and research capabilities on the current and emerging environmental issues to provide evidence-based recommendations.	NA	Lack of accurate, complete and up-to date information on circular economy.	Training on Research Methodology.
<b>1.8. Analytics and Critical Thinking</b>	Demonstrates adequate knowledge on types of research.	NA	1. Inadequate knowledge and skills. 2. Lack of dedicated research division.	Training on Research Methodology.
	Exhibits adequate ability to analyze data related to the environment.	NA	Inadequate knowledge, skills and resources.	Training on Environmental Statistics and Data Analysis.
<b>1.9. Innovation and Technology.</b>	Demonstrates understanding of creative approaches and innovative methods to address environmental issues and challenges.	NA	Lack of accurate, complete and up-to date information on creative approaches and innovative methods to address environmental issues and challenges.	Workshop on Innovation for Sustainability.
	Demonstrates adequate knowledge on new ideas on innovation and technology.	NA	Lack of intrinsic motivations, supports and resources.	Workshop on Innovation for Sustainability.
<b>Key Role: Environmental Manager</b>				
<b>Key Competencies</b>	<b>Description of Proficiency Level</b>	<b>Performance Adequate (A)/Not Adequate (NA)</b>	<b>Likely reason for performance gap</b>	<b>Methods of Intervention/Training Requirement</b>

<b>2.1. Communication skills.</b>	Demonstrates an ability to listen, process information and communicate effectively.	NA	Inadequate communication skills.	Workshop on effective Communication Skills.
	Demonstrates an ability to negotiate effectively in the interest of the organization and the nation.	NA	Inadequate negotiation skills.	Training on Conflict Management, Negotiation and Problem Solving.
<b>2.2. Sustainable Development Concepts and Approaches.</b>	Demonstrates adequate understanding of concepts and principles of sustainable development for holistic and long-term environmental management.	NA	Inadequate knowledge on sustainable development concepts at the local, national, regional and global level.	Workshop on Environmental Planning and Management.
	Demonstrates the ability to identify the gaps for integration of environmental concerns into national policies, plans and programs.	NA	Inadequate knowledge and skills on Strategic Environment Assessment (SEA).	Training on Strategic Environmental Assessment.
	Possess adequate knowledge on circular economy and suggest best practice for effective utilization of resources.	NA	Lack of accurate, complete and up-to date information on circular economy.	Training on Circular Economy and Life Cycle Assessment.
<b>2.3. Project Management Skills.</b>	Demonstrates an ability to mobilize/access and effectively manage resources needed for a project towards achieving desired results.	NA	Inadequate knowledge to access/mobilize resources.	Training on Project Management.

	Demonstrates an ability to develop project proposals with clear goals, effective performance standards and timely monitor work progress.	NA	1. Inadequate knowledge and skills to develop effective project proposals.	Training on Project Management.
<b>2.4. Decision-making and Analytical Skills.</b>	Consults effectively with stakeholders to expedite and make informed decisions.	NA	Inadequate knowledge on stakeholder consultation and decision-making processes.	Workshop on Importance and Protocols of Stakeholder Consultation.
	Demonstrates the ability to carry out roles, responsibilities and authorities for effective day-to-day functions of the organization.	NA	Inadequate leadership skills	Training on Leadership Skills.
	Conducts adequate assessment of the situations and suggests appropriate interventions.	NA	Inadequate situational assessment skills.	Training on Environmental Situational Analysis.
<b>2.5. Facilitation /Collaboration</b>	Emphasizes amicable solutions to conflicting views and ideas.	NA	Inadequate knowledge and skill on conflict management.	Training on Conflict Management, Negotiation and Problem Solving.
<b>Key Role: Environmental Regulator</b>				
<b>Key Competencies</b>	<b>Description of Proficiency Level</b>	<b>Performance Adequate (A)/Not Adequate (NA)</b>	<b>Likely reason for performance gap</b>	<b>Methods of Intervention/Training Requirement</b>

<b>3.1. Technical and Functional Expertise.</b>	Demonstrates adequate knowledge in the field of Environmental Science and/or Engineering.	A	General environmental degree does not suffice the needs of the organization.	Upgrade Knowledge through Long-term Studies.
	Proactively pursues personal learning and development opportunities to enhance professional growth and development.	NA	Environmental Science is an ever-evolving field.	Refresher course on Environmental Planning and Management.
	Anticipates, analyzes environmental risks and suggests appropriate actions to mitigate impacts.	NA	Inadequate knowledge and skills to identify and analyze environmental risks for necessary recommendations.	Training on Environmental Impact Assessment.
<b>3.2. Legal and Regulatory Knowledge.</b>	Possesses adequate knowledge on national and international environment related laws/instruments and assists in their implementations in one's own field of work.	NA	1. Lack of formal dissemination of national and international environment related laws/instruments. 2. No system of job rotation.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.
	Proactively provides inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.	NA	1. Lack of adequate knowledge 2. Lack of enabling working environment.	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.

<b>3.3. Technological Knowledge.</b>	Demonstrates adequate understanding of technological advancement in the environmental field.	NA	Inadequate knowledge and skills on technological advancement in the environmental field.	Exposure visit/workshop to study the state-of-the-art technology in the field of environment.
	Possesses adequate knowledge on innovative technologies in the working system.	NA	Limited resources/access to innovative technologies.	Exposure visit/workshop to study the state-of-the-art technology in the field of environment.
	Supports creative approaches and innovative technologies for effective environmental regulations and services.	NA	Limited resources/access to innovative technologies.	Exposure visit/workshop to study the state-of-the-art technology in the field of environment.
<b>3.4. Regulatory and enforcement skills.</b>	Demonstrates high levels of emotional resilience under pressure.	NA	Given the nature of the job it is not known to what kind of emotional stress one will be subjected to.	Workshop on Leadership and Emotional Intelligence.
	Conducts environmental monitoring and provides evidence-based recommendations.	NA	Inadequate knowledge and skills on environmental monitoring.	Training on Environmental Monitoring Protocols and Evaluation.



<b>3.5. Communication skills.</b>	Demonstrates an ability to listen, process information and communicate effectively.	NA	Inadequate communication skills.	Workshop on effective Communication Skills.
	Demonstrates an ability to negotiate effectively in the interest of the organization and the nation.	NA	Inadequate negotiation skills.	Training on Conflict Management, Negotiation and Problem Solving.
<b>3.6. Decision-making skills.</b>	Consults effectively with stakeholders to expedite and make informed decisions.	NA	Inadequate skills on conducting stakeholder consultation.	Workshop on Importance and Protocols of Stakeholder Consultation.
	Demonstrates the ability to carry out roles, responsibilities and authorities for effective day-to-day functions of the organization.	NA	Inadequate leadership skills	Training on Leadership Skills.
	Conducts adequate assessment of the situations and suggests appropriate interventions.	NA	Inadequate situational assessment skills.	Training on Environmental Situational Analysis.

## 2.7.3 Training Needs Assessment at Experienced Level

<b>Key Role: Environmental Strategist</b>				
<b>Key Competencies</b>	<b>Description of Proficiency Level</b>	<b>Performance Adequate (A)/Not Adequate (NA)</b>	<b>Likely reason for performance gap</b>	<b>Methods of Intervention/Training Requirement</b>
<b>1.1. Strategic Thinking</b>	Anticipates change and seeks best practices in addressing new and emerging environmental challenges.	NA	Lack of accurate, complete and up-to date information on best practices and new emerging environmental challenges including resources.	Workshop on new and emerging environmental issues and best practices.
<b>1.2. Decision-making</b>	Conducts adequate assessment of the situations and recommends appropriate interventions.	NA	Inadequate situational assessment skills.	Training on Environmental Situational Analysis.
<b>1.3. Communication skills.</b>	Demonstrates an ability to listen, process information and communicate effectively.	NA	Inadequate communication skills.	Workshop on effective Communication Skills.
	Negotiates effectively in the interest of the organization and the nation.	NA	Inadequate negotiation skills.	Training on Negotiation Skills.
<b>1.5. Environmental Planning and Management.</b>	Possess in-depth understanding on best practices in addressing new and emerging environmental challenges and recommends innovative solutions.	NA	Lack of accurate, complete and up-to date information on best practices and new and emerging environmental challenges including resources.	Workshop on new and emerging environmental issues and best practices.

	Demonstrates in-depth knowledge on environmental assessment and provides options and recommendations to address risk.	NA	Inadequate knowledge and skills to identify and analyze environmental risks for necessary recommendations.	Training on Environmental Impact Assessment.
<b>1.6. Sustainable Development Concepts and Approaches.</b>	Exhibits in-depth knowledge on circular economy and provides appropriate recommendations for its effective promotion.	NA	Lack of accurate, complete and up-to-date information on circular economy.	Training on Circular Economy and Life Cycle Assessment.
<b>1.8. Innovation and Technology.</b>	Promotes creative approaches and innovative methods to address environmental issues and challenges.	NA	Lack of accurate, complete and up-to-date information on creative approaches and innovative methods to address environmental issues and challenges.	Workshop on Innovation for Sustainability.
	Demonstrates in-depth knowledge on new ideas on innovation and technology.	NA	Lack of intrinsic motivations, supports and resources.	Workshop on Innovation for Sustainability.
<b>Key Role: Environmental Manager</b>				
<b>Key Competencies</b>	<b>Description of Proficiency Level</b>	<b>Performance Adequate (A)/Not Adequate (NA)</b>	<b>Likely reason for performance gap</b>	<b>Methods of Intervention/Training Requirement</b>

<b>2.1. Communication skills.</b>	Negotiates effectively in the interest of the organization and the nation.	NA	Inadequate negotiation skills.	Training on Negotiation Skills.
<b>2.2. Sustainable Development Concepts and Approaches.</b>	Exhibits in-depth knowledge on circular economy and provides appropriate recommendations for its effective promotion.	NA	Lack of accurate, complete and up-to date information on circular economy.	Training on Circular Economy and Life Cycle Assessment.
<b>2.3. Project Management Skills.</b>	Exhibits in-depth knowledge on resource mobilization and management of projects towards achieving desired results.	NA	Inadequate knowledge to access/mobilize resources.	Workshop on Resource Mobilization.
<b>Key Role: Environmental Regulator</b>				
Key Competencies	Description of Proficiency Level	Performance Adequate (A)/Not Adequate (NA)	Likely reason for performance gap	Methods of Intervention/Training Requirement
<b>3.1. Technical and Functional Expertise.</b>	Demonstrates in-depth knowledge in the field of Environmental Science and/or Engineering.	NA	General environmental degree does not suffice the needs of the organization.	Upgrade Knowledge through Long-term Studies.

	Proactively pursues personal learning and development opportunities to enhance professional growth and development of the organization.	NA	Environmental Science is an ever-evolving field.	Refresher course on Environmental Planning and Management.
<b>3.3. Technological Knowledge.</b>	Demonstrates in-depth understanding of technological advancement in the environmental field.	NA	Inadequate knowledge and skills on technological advancement in the environmental field.	Exposure visits/workshop to study the state-of-the-art-technologies in the field of environment.
	Possesses in-depth knowledge and abilities to adapt to innovative technologies in the working system.	NA	Limited resources/access to innovative technologies.	Exposure visits/workshop to study the state-of-the-art-technologies in the field of environment.
	Promotes creative approaches and innovative technologies for effective environmental regulations and services.	NA	Limited resources/access to innovative technologies.	Exposure visits/workshop to study the state-of-the-art-technologies in the field of environment.
<b>3.5. Communication skills.</b>	Negotiates effectively in the interest of the organization and the nation.	NA	Inadequate negotiation skills.	Training on Negotiation Skills.

## 2.7.4 Training Needs Assessment at Advanced Level

<b>Key Role: Environmental Strategist</b>				
<b>Key Competencies</b>	<b>Description of Proficiency Level</b>	<b>Performance Adequate (A)/Not Adequate (NA)</b>	<b>Likely reason for performance gap</b>	<b>Methods of Intervention/Training Requirement</b>
<b>1.1. Strategic Thinking</b>	Anticipates change and facilitates in providing best practices in addressing new and emerging environmental challenges.	NA	Lack of accurate, complete and up-to date information on best practices and new and emerging environmental challenges including resources.	Workshop on new and emerging environmental issues and best practices.
<b>1.2. Decision-making</b>	Delegates clear roles, responsibilities and authorities for effective day-to-day functions of the organization.	NA	Inadequate leadership skills.	Training on Leadership Skills.
<b>1.3. Communication skills.</b>	Demonstrates comprehensive understanding of negotiation and guides/facilitates it.	NA	Inadequate negotiation skills.	Training on effective Negotiation Skills.
<b>1.5. Environmental Planning and Management.</b>	Possess comprehensive knowledge on best practices in addressing new and emerging environmental challenges, recommends best practices, and adopts innovative solutions.	NA	Lack of accurate, complete and up-to date information on best practices and new and emerging environmental challenges including resources.	Workshop on new and emerging environmental issues and best practices.

<b>1.6. Sustainable Development Concepts and Approaches.</b>	Leads in effective promotion of circular economy.	NA	Lack of accurate, complete and up-to-date information on circular economy.	Training on Circular Economy and Life Cycle Assessment.
<b>1.8. Innovation and Technology.</b>	Leads and promotes creative approaches and innovative methods to address environmental issues and challenges.	NA	Lack of accurate, complete and up-to-date information on creative approaches and innovative methods to address environmental issues and challenges.	Workshop on Innovation for Sustainability.
	Leads/facilitates and promotes new ideas on innovation and technology.	NA	Lack of intrinsic motivations, supports and resources.	Workshop on Innovation for Sustainability.
<b>Key Role: Environmental Manager</b>				
Key Competencies	Description of Proficiency Level	Performance Adequate (A)/Not Adequate (NA)	Likely reason for performance gap	Methods of Intervention/Training Requirement
<b>2.1. Communication skills.</b>	Demonstrates comprehensive understanding of negotiation and guides/facilitates it.	NA	Inadequate negotiation skills.	Training on Negotiation Skills.
<b>2.2. Sustainable Development Concepts and Approaches.</b>	Leads in effective promotion of circular economy.	NA	Lack of accurate, complete and up-to-date information on circular economy.	Training on Circular Economy and Life Cycle Assessment.

<b>2.4. Decision-making and Analytical Skills.</b>	Delegates clear roles, responsibilities and authorities for effective day-to-day functions of the organization.	NA	Inadequate leadership skills.	Training on Leadership Skills.
<b>2.5. Facilitation /Collaboration</b>	Facilitates and creates a work culture that promotes teamwork and cooperation for better collaboration.	NA	Inadequate leadership skills	Training on Leadership Skills.
<b>Key Role: Environmental Regulator</b>				
Key Competencies	Description of Proficiency Level	Performance Adequate (A)/Not Adequate (NA)	Likely reason for performance gap	Methods of Intervention/Training Requirement
<b>3.1. Technical and Functional Expertise.</b>	Encourages and creates opportunities for enhancing professional growth and development of the organization.	NA	Environmental Science is ever evolving field.	Refresher course on Environmental Planning and Management.
<b>3.3. Technological Knowledge.</b>	Demonstrates comprehensive understanding of technological advancement and recommends options.	NA	Inadequate knowledge and skills on technological advancement in the environmental field.	Exposure visits/workshop to study the state-of-the art-technologies in the field of environment.
	Possesses in-depth knowledge and an ability to adapt and recommend innovative technologies in the working system.	NA	Limited resources/access to innovative technologies.	Exposure visits/workshop to study the state-of-the art-technologies in the field of environment.



	Recommends creative approaches and innovative technologies for effective environmental regulations and services.	NA	Limited resources/access to innovative technologies.	Exposure visits/workshop to study the state-of-the-art-technologies in the field of environment.
<b>3.5. Communication skills.</b>	Demonstrates comprehensive understanding of negotiation and guides/facilitates it.	NA	Inadequate negotiation skills.	Training on Negotiation Skills.
<b>3.6. Decision-making skills.</b>	Delegates clear roles, responsibilities and authorities for effective day-to-day functions of the organization.	NA	Inadequate leadership skills.	Training on Leadership Skills.

### 2.7.5 Long-Term Training (Specialization)

The following long-term program is for three years starting from July 2021 to June 2024. This long-term program will be updated during and after the said time period.

Course Title	Priority			Number of Slots
	Immediate (2021-22)	Medium (2022-23)	Long-term (2024++)	
Master's Degree in Ecosystem Management and Conservation.		X		1
Master's Degree in Natural Resources Management and Ecological Engineering.			X	1
Master's Degree in Aquatic Biology.		X		1
Master's Degree in Hydraulic Engineering and River Basin Development.			X	1
Master's Degree in Groundwater Hydrology.		X		1

Master's Degree in Air Pollution Management and Control.		X		1
Master's Degree in Environmental Engineering and Pollution Control.			X	1
Master's Degree in Sustainable Mining and Remediation Ecology.		X		1
Master's Degree in Environmental Toxicology.		X		1
Master's Degree in Sustainable Solid Waste Management.		X		1

## 2.8 Developing Learning Objectives

The framework has highlighted the likely reasons for the gaps and method of interventions are proposed above. In order to provide a capacity building program, the following are the expected learning objectives. The respective proficiency level officials will be able to achieve the objectives mentioned against each of the training.

Foundation Proficiency Level		
Sl. #	Methods of Intervention/Training Requirement	Learning Objectives
1	Workshop on new and emerging environmental issues and best practices	<ul style="list-style-type: none"> <li>Environment Officer are able to state up-to-date information of new and emerging environmental challenges and best practices.</li> </ul>
2	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.	<ul style="list-style-type: none"> <li>Assistant Environment Officers are able to clearly explain organizational plans and programs and align them with national goals.</li> <li>Assistant Environment Officers are able to analyze and clearly explain organization's strengths, weaknesses,</li> </ul>

		<p>available resources and work potentials.</p> <ul style="list-style-type: none"> <li>• Environment Officer is able to explain and apply knowledge of national and international environment related laws/instruments.</li> <li>• The Environment Officer is able to provide inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.</li> <li>• Environment officer is able to appropriately apply legal and regulatory measures for effective implementation.</li> </ul>
3	Workshop on Importance and Protocols of Stakeholder Consultation.	<ul style="list-style-type: none"> <li>• Assistant Environment Officer is able to assist in stakeholder consultation and informed decision-making.</li> </ul>
4	Training on Environmental Situational Analysis.	<ul style="list-style-type: none"> <li>• Environment Officer is able to apply situational analysis skills as and when necessary.</li> </ul>
5	Workshop on effective Communication Skills.	<ul style="list-style-type: none"> <li>• Environment Officer is able to apply communication skills to achieve the intended results.</li> </ul>
6	Training on Conflict Management, Negotiation and Problem Solving.	<ul style="list-style-type: none"> <li>• Environment Officer applies effective negotiation skills in line with the interests of the organization and the nation.</li> <li>• Environment Officer is able to analyze given issues and apply knowledge and skills in the effective management of conflict.</li> </ul>

7	Training on Environmental Impact Assessment.	<ul style="list-style-type: none"> <li>Environment Officer is able to assess development, policies, plans, programs, and projects to identify environmental risks using environmental assessment tools.</li> </ul>
8	Workshop on Environmental Planning and Management.	<ul style="list-style-type: none"> <li>Environment Officer is able to apply knowledge on sustainable development concepts for effective environment management.</li> </ul>
9	Training on Strategic Environmental Assessment.	<ul style="list-style-type: none"> <li>Environment officer is able to apply knowledge and skill of SEA to enable incorporation of environmental concerns into development policies, plans and programs.</li> </ul>
10	Training on Circular Economy and Life Cycle Assessment.	<ul style="list-style-type: none"> <li>Environment Officer is able to apply circular economy concepts to policies, plans and programs effectively.</li> </ul>
11	Training on Environmental Statistics and Data Analysis.	<ul style="list-style-type: none"> <li>The Environment Officer is able to demonstrate basic knowledge and analytical skills on current and emerging environmental issues.</li> <li>Environment Officer is able to critically analyze data and provide evidence based interventions.</li> </ul>
12	Training on Research Methodology.	<ul style="list-style-type: none"> <li>Environment Officer is able to apply research knowledge and skills to conduct research on environment related issues.</li> </ul>
13	Workshop on Innovation for Sustainability.	<ul style="list-style-type: none"> <li>Environment Officer is well equipped to address environmental issues and challenges using creative approaches and innovative methods.</li> </ul>

		<ul style="list-style-type: none"> <li>Environment Officer is able to come up with new ideas on innovation and technology in environment field.</li> </ul>
14	Training on Project Management.	<ul style="list-style-type: none"> <li>Environment Officer is able to develop effective resource mobilization strategies/plans/proposals/framework.</li> <li>Environment Officer is able to develop effective project proposals.</li> </ul>
15	Upgrade Knowledge through Long-term Studies.	<ul style="list-style-type: none"> <li>Environment Officer acquires advanced studies in the field of environmental Science and/or Engineering for effective environmental management.</li> </ul>
16	Refresher course on Environmental Planning and Management.	<ul style="list-style-type: none"> <li>Environment Officer is able to apply the topical knowledge and skills for effective environment management.</li> </ul>
17	Exposure visit/workshop to study the state-of-the-art technology in the field of environment.	<ul style="list-style-type: none"> <li>Environment Officer is able to apply the latest technological knowledge and skills in the environmental management.</li> <li>An Environment Officer is able to possess basic knowledge on innovative technologies in working systems.</li> <li>The Environment Officer is able to possess basic knowledge on innovative technologies relevant for effective environmental regulations and services.</li> </ul>
18	Workshop on Leadership and Emotional Intelligence.	<ul style="list-style-type: none"> <li>Environment Officer is able to display emotional resilience under pressure.</li> </ul>
19	Training on Environmental Monitoring Protocols and Evaluation.	<ul style="list-style-type: none"> <li>Environment Officer is able to apply knowledge and skill for effective</li> </ul>

		environmental monitoring and enforcement.
<b>Intermediate Proficiency Level</b>		
	<b>Methods of Intervention/Training Requirement</b>	<b>Learning Objectives</b>
1	Workshop on new and emerging environmental issues and best practices.	<ul style="list-style-type: none"> <li>Environment Officer are able to state up to date information of new and emerging environmental challenges and best practices.</li> </ul>
2	Workshop on Importance and Protocols of Stakeholder Consultation.	<ul style="list-style-type: none"> <li>Environment Officer is able to apply stakeholder consultation skills effectively and make informed decisions.</li> </ul>
3	Training on Leadership Skills.	<ul style="list-style-type: none"> <li>All heads are able to efficiently delegate roles, responsibilities and authorities for effective day-to-day functions of the organization.</li> </ul>
4	Training on Environmental Situational Analysis.	<ul style="list-style-type: none"> <li>Environment Officer is able to apply situational analysis skills as and when necessary</li> </ul>
5	Workshop on effective Communication Skills.	<ul style="list-style-type: none"> <li>Environment Officer is able to apply communication skills to achieve the intended results.</li> </ul>
6	Training on Conflict Management, Negotiation and Problem Solving.	<ul style="list-style-type: none"> <li>Environment Officer applies effective negotiation skills in line with the interests of the organization and the nation.</li> <li>Environment Officer is able to analyze given issues and apply knowledge and</li> </ul>

		skills in the effective management of conflict.
7	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations.	<ul style="list-style-type: none"> <li>• Environment Officer is able to explain and apply knowledge of national and international environment related laws/instruments.</li> <li>• The Environment Officer is able to provide inputs in the formulation, revision and amendment of environment related policies, laws, guidelines and standards.</li> </ul>
8	Training on Environmental Impact Assessment.	<ul style="list-style-type: none"> <li>• Environment Officer is able to assess development policies, plans, programs, and projects to identify environmental risks using environmental assessment tools.</li> </ul>
9	Workshop on Environmental Planning and Management.	<ul style="list-style-type: none"> <li>• Environment Officer is able to apply knowledge on sustainable development concepts for effective environment management.</li> </ul>
10	Training on Strategic Environmental Assessment.	<ul style="list-style-type: none"> <li>• Environment officer is able to apply knowledge and skill of SEA to enable incorporation of environmental concerns into development policies, plans and programs.</li> </ul>
11	Training on Circular Economy and Life Cycle Assessment.	<ul style="list-style-type: none"> <li>• Environment Officer is able to apply circular economy concepts to policies, plans and programs effectively.</li> </ul>
12	Training on Research Methodology.	<ul style="list-style-type: none"> <li>• Environment Officer is able to demonstrate analytical and research capabilities on the current and emerging environmental issues to</li> </ul>

		<p>provide evidence-based recommendations</p> <ul style="list-style-type: none"> <li>• Environment Officer is able to apply research knowledge and skills to conduct research on environment related issues.</li> </ul>
13	Training on Environmental Statistics and Data Analysis.	<ul style="list-style-type: none"> <li>• Environment Officer is able to critically analyze data and provide evidence based interventions.</li> </ul>
14	Workshop on Innovation for Sustainability.	<ul style="list-style-type: none"> <li>• Environment Officer is well equipped to address environmental issues and challenges using creative approaches and innovative methods.</li> <li>• Environment Officer is able to come up with new ideas on innovation and technology in environment field.</li> </ul>
15	Training on Project Management.	<ul style="list-style-type: none"> <li>• Environment Officer is able to develop effective resource mobilization strategies/plans/proposals/framework.</li> <li>• Environment Officer is able to develop effective project proposals.</li> </ul>
16	Upgrade Knowledge through Long-term Studies.	<ul style="list-style-type: none"> <li>• Environment Officer acquires advanced studies in the field of environmental Science and/or Engineering for effective environmental management.</li> </ul>
17	Refresher course on environmental planning and management.	<ul style="list-style-type: none"> <li>• Environment Officer is able to apply the topical knowledge and skills for effective environment management.</li> </ul>
18	Exposure visit/workshop to study the state-of-the-art technology in the field of environment.	<ul style="list-style-type: none"> <li>• Environment Officer is able to apply the latest technological knowledge and</li> </ul>



		<p>skills in the environmental management.</p> <ul style="list-style-type: none"> <li>• An Environment Officer is able to possess adequate knowledge on innovative technologies in working systems.</li> <li>• The Environment Officer is able to support creative approaches and innovative technologies for effective environmental regulations and services.</li> </ul>
19	Workshop on Leadership and Emotional Intelligence.	<ul style="list-style-type: none"> <li>• Environment Officer is able to display emotional resilience under pressure.</li> </ul>
20	Training on Environmental Monitoring Protocols and Evaluation.	<ul style="list-style-type: none"> <li>• Environment Officer is able to apply knowledge and skill for effective environmental monitoring and enforcement.</li> </ul>
<b>Experienced Proficiency Level</b>		
	<b>Methods of Intervention/Training Requirement</b>	<b>Learning Objectives</b>
1	Workshop on new and emerging environmental issues and best practices.	<ul style="list-style-type: none"> <li>• Environment Officer are able to state up to date information of new and emerging environmental challenges and best practices.</li> </ul>
2	Training on Environmental Situational Analysis	<ul style="list-style-type: none"> <li>• Environment Officer is able to apply situational analysis skills as and when necessary.</li> </ul>
3	Workshop on effective Communication Skills.	<ul style="list-style-type: none"> <li>• Environment Officer is able to apply communication skills to achieve the intended results.</li> </ul>

4	Training on Negotiation Skills	<ul style="list-style-type: none"> <li>Environment Officer applies effective negotiation skills in line with the interests of the organization and the nation.</li> </ul>
5	Training on Environmental Impact Assessment.	<ul style="list-style-type: none"> <li>Environment Officer is able to assess development policies, plans, programs, and projects to identify environmental risks using environmental assessment tools.</li> </ul>
6	Training on Circular Economy and Life Cycle Assessment	<ul style="list-style-type: none"> <li>Environment Officer is able to apply circular economy concepts to policies, plans and programs effectively.</li> </ul>
7	Workshop on Innovation for Sustainability	<ul style="list-style-type: none"> <li>Environment Officer is well equipped to address environmental issues and challenges using creative approaches and innovative methods.</li> <li>Environment Officer is able to come up with new ideas on innovation and technology in environment field.</li> </ul>
8	Workshop on Resource Mobilization.	<ul style="list-style-type: none"> <li>Environment Officer is able to develop effective resource mobilization strategies/plans/proposals/framework.</li> </ul>
9	Upgrade Knowledge through Long-term Studies.	<ul style="list-style-type: none"> <li>Environment Officer acquires advanced studies in the field of environmental Science and/or Engineering for effective environmental management.</li> </ul>
10	Refresher course on Environmental Planning and Management	<ul style="list-style-type: none"> <li>Environment Officer is able to apply the topical knowledge and skills for effective environment management.</li> </ul>

11	Exposure visits/workshop to study the state-of-art technology in the field of environment	<ul style="list-style-type: none"> <li>• Environment Officer is able to apply the latest technological knowledge and skills in the environmental management.</li> <li>• An Environment Officer is able to possess in-depth knowledge and an ability to adapt and recommend innovative technologies in the working system.</li> <li>• The Environment Officer is able to recommend creative approaches and innovative technologies for effective environmental regulations and services.</li> </ul>
<b>Advanced Proficiency Level</b>		
	<b>Methods of Intervention/Training Requirement</b>	<b>Learning Objectives</b>
1	Workshop on new and emerging environmental issues and best practices.	<ul style="list-style-type: none"> <li>• Environment Officers are able to state up to date information of new and emerging environmental challenges and best practices.</li> </ul>
2	Training on Leadership Skills	<ul style="list-style-type: none"> <li>• All heads are able to efficiently delegate roles, responsibilities and authorities for effective day-to-day functions of the organization.</li> <li>• Leader is able to create a work culture that promotes team work and cooperation for effective collaboration.</li> </ul>
3	Training on effective Negotiation Skills	<ul style="list-style-type: none"> <li>• Environment Officer applies effective negotiation skills in line with the interests of the organization and the nation.</li> </ul>

4	Training on Circular Economy and Life Cycle Assessment	<ul style="list-style-type: none"> <li>Environment Officer is able to apply circular economy concepts to policies, plans and programs effectively.</li> </ul>
5	Workshop on Innovation for Sustainability	<ul style="list-style-type: none"> <li>Environment Officer is well equipped to address environmental issues and challenges using creative approaches and innovative methods.</li> <li>Environment Officer is able to come up with new ideas on innovation and technology in environment field.</li> </ul>
6	Refresher course on Environmental Planning and Management	<ul style="list-style-type: none"> <li>Environment Officer is able to apply the topical knowledge and skills for effective environment management.</li> </ul>
7	Exposure visits/workshop to study the state-of-art technology in the field of environment	<ul style="list-style-type: none"> <li>Environment Officer is able to apply the latest technological knowledge and skills in the environmental management.</li> <li>An Environment Officer is able to possess in-depth knowledge and abilities to adapt to innovative technologies in the working system.</li> <li>The Environment Officer is able to recommend creative approaches and innovative technologies for effective environmental regulations and services.</li> </ul>

## 2.9 Implementation of Competency based Framework

The TNA was carried out by the TWG and no survey or interviews were conducted since the development process was amidst the pandemic and coincided with the national lockdowns. The implementation of training based on the outcome of the TNA as outlined under (Section 2.7.1 to 2.7.5) of this document are neither exhaustive nor comprehensive. For implementation, the prioritization has to be done on an annual basis by the HR in consultation with the Divisions and Services including Dzongkhags, Environmental Units in agencies and Thromdes. The suggested

outcome of the TNA will have to be further validated and refined prior to implementation. However, the TWG is of the opinion that the following are crucial in building competency of the Environment Officer, in particular, those who enter the category:

- a. Induction/coaching or OJT will have to be strictly carried out to ensure that the Environment Officers are put on the right path of development;
- b. It is crucial to provide timely and relevant short-term and refreshers courses for those in-service Environment Officers to ensure that they are updated with development in the environmental fields; and
- c. Further, it is imperative for Environment Officers to enhance capacity through long-term studies.

The aforementioned suggestions should ultimately assist in succession planning and in pursuit of excellent civil service delivery.

## 2.10 Recommendations

- a) As per the standard procedures for developing CBF, validation has to be carried out with the agency, peers and external groups at two stages. However, for this CBF due to COVID-19 pandemic, consultation with peers and external groups could not be convened. Therefore, it is recommended that this CBF being a dynamic document to be improved and amended in the course of its implementation;
- b) Environment is a broad subject covering the physical factors of the surroundings of human beings including the earth, soil, water, atmosphere, climate, sound, odors, tastes and the biological factors of animals and plants. Therefore, it is recommended that multidisciplinary professionals and experts such as but not limited to engineers, sociologists, foresters, economists, geologists, environmental lawyers constitute the team in the effective management of the environment;
- c) This CBF is confined to Environment Officers (P5-P1). The effective management of the environment to a great extent depends on the background, roles and the contributions of the executives. Therefore, it is recommended that heads of technical organizations be someone with appropriate background;
- d) In the TNA, there is a section - Current levels of performance with options to choose – adequate/not adequate. Following the guideline even if the BI was not relevant for assessment of training needs, had to choose whether training is needed or not. As such it was creating some confusion. Therefore, it is recommended that there is a third option – Not relevant – where issues such as staff deficiency can be mentioned including any other which cannot be clubbed under either requiring or not requiring training;
- e) Currently, there is an issue of stagnation of Environment Officers (career progression) due to lack of available position, in particular, in P1 level leading to brain drains – early retirement of Environment Officers. Therefore, to ensure retention of Environment Officers and to enhance career progression, it is recommended that the position of Environment Officers at the Dzongkhag and Thromde levels be P1;
- f) It is recommended that the environment sector is prioritized for long-term studies. This will be an incentive for Environment Officers to upgrade their knowledge and skills; and

- g) It is recommended that this CBF be used as a benchmark for recruitment of an Environment Officer, drawing Terms-of-Reference for each Environment Officer including determination of strength of the organization.

The NECS will be constrained in terms of resources such as human and financial resources for effective implementation of this CBF. Therefore, to start implementation of this CBF, the NECS should come up with an implementation plan along with an estimated budget.

## 2.11 Conclusion

The NEC developed this CBF for Environment Officer as the parent agency. The CBF was formulated by the TWG comprising Environment Specialist, HRO, representation from Divisions and Services of NECS.

In the formulation of the CBF, a series of in-house and online meetings and write-shops and validation workshops were carried out with the officials of the NECS including Environment Officers of Thimphu Dzongkhag and Thimphu Thromde.

It is important to stress here that the effective implementation of this CBF should lead to building a fraternity of Environment Officers who are highly knowledgeable, skillful and competent in delivering efficient and effective services of the highest standard. It should also guide, groom and enable Environment Officers to provide desired leadership most effectively and efficiently.

This Framework has identified three key roles viz. Environmental Strategist, Environmental Manager and Environmental Regulator and nine Competency Areas and 26 Key Competencies. Each Key Competency is further bifurcated into a total of 79 BIs across four proficiency levels.

It has identified various training and development methods to enhance the proficiency levels. However, this will need to be further developed to prioritize them and to budget them accordingly. Lastly, this CBF is intended to be a dynamic and living document so that future developments can be incorporated during the course of its implementation.

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