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Developed by:

CBF Taskforce members:

1. Dorji Choidup, Sr. Human Resource Officer, RCSC

2. Sangay Wangdi, Human Resource Officer, RCSC

3. Sonam Yeshi, Human Resource Officers, RCSC

4. Lekey Dorji, Intellectual Property Officer, MoEA

5. Tsheyang Choden, Human Resource Officer, MoEA

6. Dorji Wangmo, Human Resource Officer, MoEA

7. Sangay Phurpa, Human Resource Officer, Gasa

8. Tshewang Rinzin, Human Resource Officer, Trongsa

In Consultation with:

All the Human Resource Officers under Royal Government of Bhutan

List of Acronyms

RCSC	Royal Civil Service Commission
CBF	Competency-based Framework
KSA	Knowledge, Skills & Abilities
BI	Behavioral Indicator
BCSR	Bhutan Civil Service Rules and Regulations
CSAB	Civil Service Act of Bhutan
HR	Human Resources
ICT	Information, Communication & Technology
HRIS	Human Resource Information System
SOP	Standard Operating Procedure
TAT	Turn-Around-Time
ODE	Organizational Development Exercise
FRR	Financial Rules and Regulations
PRR	Procurement Rules and Regulation
ACC	Anti-Corruption Commission
MaX	Managing for Excellence
HRM	Human Resource Management
HRD	Human Resource Development
ZESt	Zhiyog Electronic System
MS	Microsoft
CSWS	Civil Service Welfare Scheme
RGoB	Royal Government of Bhutan
SIY	Search Inside Yourself
MBA	Masters in Business Administration
TOR	Terms of Reference

Part I: Royal Civil Service Commission

1.1 Background

The Royal Civil Service Commission (RCSC) is the regulatory body for all civil servants under the executive branch of the government. As such, it is the largest employing body in the country which includes both regular civil servants and contract-based civil servants. The RCSC looks after all civil servants from different professions. Human resource officers under administration services are a critical hub in connecting the various professions and building synergy in the organization.

Human Resource officers are to be human resource experts whose role is pivotal to any organization responsible for employment and the administration process, in creating a conducive working environment by taking the common welfare of their employees into consideration and building a strategic partnership by engaging all stakeholders in the decision-making process.

The Competency-based Framework (CBF) for civil servants was launched by the Royal Civil Service Commission in collaboration with Singapore Polytechnic International with funding support from Temasek Foundation International, Singapore. It was envisioned to cultivate the culture of identifying the skills required by employees, assist continuous professional development, and professionalize public servants in delivering responsibilities effectively and enhancing efficiency.

The Competency-based Framework for Human Resource Officers was developed through a series of workshops and validations within a period of one week. It includes 3 Key roles, 2 Competency areas, 14 Key Competencies, 25 Behaviors Indicators, and a training needs analysis.

1.2 Vision

"Excellence in Service": A Professional, Accountable and Productive Civil Service delivering efficient and effective services underpinned by Technology, Innovation and Empathy.

1.3 Mission

- Ensure an independent and apolitical civil service that will discharge its public duties and services in an efficient, transparent and accountable manner.

- Ensure that civil servants render professional service guided by the highest standards of ethics and integrity.

- Ensure that uniform rules and regulations on recruitment, appointment, staffing, training, transfers and promotion prevail throughout the civil service.
- Continue to maintain a small, compact and efficient Civil Service that is merit-based.
- Enhance Civil Service capacity through Human Resource Development Programs.
- Maintain Up-to-date personnel information on all civil servants.
- Pursue the goals of the Institute of Civil Service Record.

1.4 Core Values

Accountability	A civil servant is responsible for his/her decisions and actions and must be accountable to whatever scrutiny is appropriate to his/her office as prescribed by law and the BCSR.
Honesty	A civil servant shall be honest and declare any private interests relating to his/her official duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
Impartiality	A civil servant shall be fair, neutral, not favor one person more than another in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for awards and benefits.
Integrity	A civil servant shall not place himself/herself under any financial or other obligation to outside individuals or organizations that may influence him/her in the performance of his/her official duties.
Leadership	A civil servant shall at all times uphold and promote the principles of leadership by example.
Loyalty	A civil servant shall at all times be true, loyal and faithful to the Tsawa-sum.
Openness	A civil servant shall be as open as required about all the decisions and actions that he takes. He/she shall give reasons for his/her decisions and restrict information to protect the wider public interest and confidentiality of the matter.
Professionalism	A civil servant shall practice his/her profession with the highest standards of ethics and courtesy.
Selflessness	A civil servant shall always take decisions solely in terms of public interest. He/she shall not do so in order to gain financial or other material benefits for himself/herself, his/her family, his/her relatives, or his/her friends.

1.5 Core Functions

Following are the core functions of Human Resource Division/Services:

- Align HR activities with the overall plans and programs of the agency;
- Ensure capitalization of change in the agency's plans and programs through proper change management process;
- Ensure continuous improvement of the HR Processes to optimize operational efficiencies;
- Recognize employee's concerns and needs and provide an opportunity to enhance employee morale and commitment towards better performance; and
- Strengthen organizational integrity through the establishment of integrity infrastructure comprising education, prevention and compliance.

Part II: Competency-based Framework

2.1 Introduction

The CBF for Human Resource Officers has been developed to further enhance the capacities of the Human Resource Officers to achieve the vision of having a dynamic and professional civil service committed to Promoting Good Governance in the pursuit of Gross National Happiness.'

2.2 Purpose

The CBF highlights the knowledge, skills and abilities required for a Human Resource Officer to achieve a high level of professional competence and deliver the highest standard of services. The framework is developed with the following aim and objectives.

2.3 Aim

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

2.4 Objectives

Enhance and strengthen the capacities/capabilities of the Human Resource Officers through competency-based Human Resource Management and Development.

2.5 Framework Development Processes

The development of the framework involved identifying Role Profiles, Competency Areas, Key Competencies, Behavioral Indicators and Proficiency Levels through a rigorous, consultative and inclusive process with key stakeholders.

2.6 Overview of the CBF

Figure 1: Technical Competencies for HR Officer

Figure 2: Leadership Competencies for HR Officer

2.6.1 Key Role

The key role is an organized set of behaviors that are crucial to achieving the current and future goals of the Royal Civil Service Commission. Following are the key roles expected to be performed by the Human Resource Officers:

a. **Administrative Expert**
b. **Strategic Partner**
c. **Employee Champion**

2.6.1.1 Description of Role Profile

The role profile is the description of roles that HR Officers are expected to demonstrate in achieving the outcomes of the Royal Civil Service Commission. 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 the HR Officers to carry out a prescribed set of tasks.

Sl. #	Key Role	Role Profile
1	Administrative Expert	1. Ensure the effective and efficient implementation of Human Resource Development plans and programs for capacity development of human resources in the organization. 2. Ensure the effective and efficient implementation of Human Resource Management functions/actions for optimum utilization of the human resource and smooth functioning of the organization. 3. Enhance organizational integrity through the implementation of integrity programs comprising education, prevention and compliance. 4. Ensure effective and timely implementation of employee well-being programs
2	Strategic Partner	1. Lead and develop workforce planning and talent management to maximize productivity in pursuit of 'Excellence in Service.' 2. Strategize and strengthen the implementation of the Performance Management System in the organization to ensure alignment, accountability and differentiation. 3. Ensure strategic HR development through a Competency-based Framework to enhance professionalism, promote continuous learning and growth to deliver organizational mandates. 4. Conduct Organizational Development Exercise to review the mandates of the organization, align the goals of the agency to the national goals, improve public service delivery and rationalize human resource requirement and utilization.
3	Employee Champion	1. Institute a responsive grievance redressal mechanism to understand the concerns and needs of the employees to create a harmonious working environment. 2. Institute a culture of providing and receiving feedback through organizational climate survey, and coaching & mentoring for continuous improvement. 3. Plan and implement the well-being schemes/programs for the civil servants to help them find meaning and fulfillment in a career worth devoting for most of their lifetime. 4. Ensure employees have positive emotional connections to the organizational values and purpose through employee engagement and motivate them to deliver superior performance in pursuit of organizational mandates.

2.6.2 Competency Area

The competency area is the clustering of key competencies by related behavior and functions of each role. It comprises a set of Knowledge, Skills and Abilities (KSA) that result in essential behaviors expected from HR Officers. The framework has identified two competency areas as follows for each key role

Role #	Key Roles	Competency Areas
1	Administrative Expert	Technical Competencies
		Leadership Competencies
2	Strategic Partner	Technical Competencies
		Leadership Competencies
3	Employee Champion	Technical Competencies
		Leadership Competencies

Note: The leadership competency area applies same across all the three key roles

2.6.3 Key Competency

The key competency is an observable behavior that indicates the presence of the particular competency. Generally, it is broadly defined as core competency, technical or functional competency. The framework has identified nine key technical competencies and five leadership key competencies which cut across all the three key roles presented as below:

Key Role	Competency Area	Key Competency
Administrative Expert	Technical Competency	Domain Knowledge and Expertise- Rules, Regulations, Procedures, SOP and TAT.
		Innovation and Technological Affinity
		Ethics and Integrity Management
Strategic Partner	Technical Competency	Talent Management

		Performance Management System
		Strategic HR Capacity Development
		Organizational Development
Employee Champion	Technical Competency	Workplace Management and Employee Engagement
		Grievance Redressal Mechanism
Administrative Expert, Strategic Partner & Employee Champion	Leadership Competency	Strategic View
		Result-oriented
		Collaboration & Partnership
		Personal drive and integrity
		Effective Communication

2.6.4 Behavioral Indicator (BI)

The Behavioral Indicator 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 25 behavioral indicators.

Behavior Indicator for Technical Competencies

Competency Area	Key Competency	Behavior Indicators
Key Role 1: Administrative Expert		
	Domain Knowledge and Expertise	Exhibits a comprehensive understanding and uniform application of BCSR, CSAB and other relevant policies, rules, guidelines, manuals and standards while carrying out HR and well-being functions.
		Keeps abreast and adapts to the changes in BCSR, CSAB and other relevant policies, rules, guidelines, manuals and standards while carrying out HR and well-being functions.

Technical Competencies	Innovation and Technological Affinity	Demonstrates proficient ICT knowledge and skills to operate Human Resource Information System (HRIS) for data integrity, evidence-based decision making, accountability and transparency.
		Ensures efficient HR service delivery through digitalization and process-leaning to enhance performance and productivity.
	Ethics and Integrity Management	Advocates and Implements ethics and integrity systems to promote transparency, accountability and integrity in the organization.
		Monitors and evaluates the implementation of ethics and integrity systems in order to promote transparency, accountability and integrity in the organization.

Key Role 2: Strategic Partner		
Technical Competencies	Talent Management	Develops workforce plan in alignment with the future workforce gaps and needs to enable the organization to pursue 'Excellence in Service.'
		Develops a strategic talent management framework to identify, develop and retain high-performing employees in the organization.
		Constructs robust and comprehensive succession planning, taking into account current and future organizational needs to ensure seamless service delivery, and institutional memory to steer the organization forward into the future.
	Performance Management System	Develops and implements a dynamic performance management system in the organization to monitor and evaluate the performance of the employees.
		Institutes appropriate performance-based reward system and improvement plan to promote meritocracy, enhance productivity and morale.
	Strategic HR Development	Develops and implements strategic HR capacity development frameworks to enhance professionalism and build expertise.
	Organizational Development	Initiates Organizational Development and Transformation to ensure the ability to execute strategy in alignment with organizational goals and values, rationalize human resource utilization and improve public service delivery.

Key Role 3: Employee Champion		
Technical Competencies	Workplace Management and Employee Engagement	Establishes well-being strategies for the civil servants from entry to retirement and post-retirement period to help them find meaning and fulfillment in a career worth devoting for most of their lifetime.
		Institutes feedback systems through organizational climate survey, and coaching & mentoring for continuous improvement.
		Conducts employee engagement and motivational programs.
	Grievance Redressal Mechanism	Institutes a responsive grievance redressal mechanism to understand the concerns and needs of the employees to create a harmonious working environment.

Behavior Indicator for Leadership Competencies

Key Competencies	BIs
Strategic view	Builds a sense of shared purpose and direction by actively promoting the vision and creating alignment of goals with national development priorities.
	Applies sound knowledge and judgment to develop realistic and innovative solutions to issues/emerging issues to achieve organizational targets.
Result-oriented	Builds organizational capacity to achieve the agency's annual targets ensuring excellence in service delivery.
	Capitalizes on organizational diversity to harness the potential of multiple perspectives.
Cooperation and partnership	Cultivates a culture of working relationships with colleagues and multiple stakeholders to build strong connections, cooperation, and collaborations to create a conducive working environment.
Personal drive and integrity	Demonstrates a high level of professionalism and personal integrity in professional conduct and strives for continual learning to achieve the targets of the organization.
Communication	Communicates clearly to ensure key conclusions are conveyed.
	Negotiates persuasively to address the disagreements objectively.

2.6.5 Proficiency Level

The proficiency level is categorized based on the level of expertise. It describes the levels of competency required to perform a specific job successfully. There is a progression of proficiencies at each level. The proficiency level of a Human Resource Officer is categorized into four levels as i) Entry (P5 & P4), ii) Intermediate (P3), iii) Experienced (P2), and iv) Advanced (P1). The framework has identified 25 behavioral indicators 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 as future career goals. Further, the proficiency level will set a benchmark for recruitment and deployment. The proficiency levels of each key competency are as follows:

Proficiency Level for Technical Competencies

Key Role 1: Security Provider			
Competency Area: Technical Competencies			
Key Competency: Domain Knowledge and Expertise			
Behavior Indicator: Exhibits a comprehensive understanding and uniform application of BCSR, CSAB and other relevant policies, rules, guidelines, manuals and standards while carrying out HR and well-being functions.			
Entry	**Intermediate**	**Experienced**	**Advanced**
Understands and applies the provisions of the Bhutan Civil Service Rules and Regulations (BCSR) and other relevant policies, rules, guidelines and standards in the execution of various HR functions.	Interprets, analyzes the rationale behind the existing HR and other relevant policies, rules, guidelines and standards. Guides the subordinates on the application of HR and other relevant policies, rules, guidelines and standards.	Guides the subordinates on the application of HR and other relevant policies, rules, guidelines and standards. Assesses the existing HR and other relevant policies, rules, guidelines and standards and recommends applicable best practices.	Analyzes, recommends, communicates and introduces changes to the existing HR and other relevant policies, rules, guidelines and standards and apply the best practices.
Behavior Indicator: Keeps abreast and adapts to the changes in BCSR, CSAB and other relevant policies, rules, guidelines, manuals and standards while carrying out HR and well-being functions.			
Entry	**Intermediate**	**Experienced**	**Advanced**
Understands and applies changes in the existing HR and other relevant policies, rules,	Conducts advocacy on the changes to the stakeholders	Conducts advocacy on the changes to the stakeholders.	Leads the implementation of the changes.

guidelines, manuals and standards.			
Key Competency: Innovation and Technological Affinity			
Behavior Indicator: Demonstrates proficient ICT knowledge and skills to operate Human Resource Information System (HRIS) for data integrity, evidence-based decision making, accountability and transparency.			
Entry	**Intermediate**	**Experienced**	**Advanced**
Operates the HRIS for various HR functions with guidance.	Operates the HRIS for various HR functions and finds limitations in the system.	Integrates the HRIS for various HR functions and explores ideas to strengthen the system.	Reviews and recommends interventions for enhancement of the various HR systems.
Behavior Indicator: Ensures efficient HR service delivery through digitalization and process-leaning to enhance performance and productivity.			
Entry	**Intermediate**	**Experienced**	**Advanced**
Uses ICT tools to deliver the HR services effectively delivery.	Seeks new ways to implement the HR functions capitalizing on the potential of ICT tools/process-leaning.	Leverage technologies/process-leaning for optimization of HR service delivery.	Leverages and builds digitalization strategy and framework and continuous process-leaning.
Key Competency: Ethics and Integrity Management			
Behavior Indicator: Advocates and Implements ethics and integrity systems to promote transparency, accountability and integrity in the organization.			
Entry	**Intermediate**	**Experienced**	**Advanced**

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Advocates and implements ethics and integrity plans and programs in line with Civil Service values	Advocates and implements ethics and integrity plans and programs in line with Civil Service values	Advocates and implements ethics and integrity plans and programs in line with Civil Service values	Leads and ensures the implementation of ethics and integrity management systems in the organization.

Behavior Indicator: Monitors and evaluates the implementation of ethics and integrity systems in order to promote transparency, accountability and integrity in the organization.

Entry	Intermediate	Experienced	Advanced
Understands and conducts monitoring and submission of reports.	Reviews and proposes changes to monitoring and evaluation tool and system	Reviews and proposes changes to monitoring and evaluation tool and system	Recommends strategies to strengthen ethics and integrity systems.

Key Role 2: Strategic Partner

Competency Area: Technical Competencies

Key Competency: Talent Management

Behavior Indicator: Develops workforce plan in alignment with the future workforce gaps and needs to enable the organization to pursue 'Excellence in Service.'

Entry	Intermediate	Experienced	Advanced
Exhibits basic knowledge on workforce planning tools and standards (SOP, Guidelines, TAT, Job Description.)	Researches and recommends the best practices of workforce planning based on feasibility and applicability in the organization.	Designs the workforce planning approach and methodology, taking into account the size and skill of the workforce, financial budget and the nature and complexity of the organization.	Designs the workforce planning approach and methodology, taking into account the size and skill of the workforce, financial budget and the nature and complexity of the organization.

Behavior Indicator: Develops a strategic talent management framework to identify, develop and retain high-performing employees in the organization.

Entry	Intermediate	Experienced	Advanced
Assists in implementing the talent management framework to attract, develop and retain the talent profiles.	Implements the talent management framework to attract, develop and retain the talent profiles.	Identifies talent gaps and develops a talent management framework to ensure retention of talent profiles.	Reviews and strengthens the talent management framework to address the gaps/limitations in the talent management programs.

Behavior Indicator: Constructs robust and comprehensive succession planning, taking into account current and future organizational needs to ensure seamless service delivery, and institutional memory to steer the organization forward into the future.

Entry	Intermediate	Experienced	Advanced
Assists in the implementation of the succession planning framework.	Implements the succession planning framework to ensure service continuity in the organization.	Designs and develops succession planning framework	Reviews and strengthens the succession planning framework.

Key Competency: Strategic HR Capacity Development

Behavior Indicator: Develops and implements strategic HR capacity development frameworks to enhance professionalism and build expertise.

Entry	Intermediate	Experienced	Advanced
Assists in implementing the HR capacity development framework to impart the right skills.	Implements the HR capacity development framework to impart the right skills.	Assesses, identifies and recommends the training needs of the organization for effective Human Resource capacity Development. Conducts training impact assessment	Forecasts current and future training needs of the organization in the capacity development framework.

Key Competency: Performance Management System

Behavior Indicator: Develops and implements a dynamic performance management system in the organization to monitor and evaluate the performance of the employees

Entry	Intermediate	Experienced	Advanced
Implements the performance management system in the organization.	Ensures implementation of the performance management system in the organization.	Monitors and leads the implementation status of the performance management system in the organization.	Researches and develops a performance management system based on international best practices. Guide and lead the management in implementing a robust performance management system.

Behavior Indicator: Institutes appropriate performance-based reward system and improvement plans to promote meritocracy, enhance productivity and morale

Entry	Intermediate	Experienced	Advanced
Assists in implementing performance appraisal systems and prepares performance improvement plans for low performing employees.	Implements the performance-based reward system and performance improvement programs.	Conducts impact assessment of the performance-based reward system and the performance improvement programs and submits recommendations for further improvement.	Designs appropriate performance-based reward systems and performance improvement programs.

Key Competency: Organizational Development

Behavior Indicator: Initiates Organizational Development and Transformation to ensure the ability to execute strategy in alignment to organizational goals and values, rationalize human resource utilization and improve public service delivery.

Entry	Intermediate	Experienced	Advanced
Ensures successful implementation of ODE recommendations in the organization.	Ensures successful implementation of ODE recommendations in the organization. Implements Organizational Quality Assessment through self-assessment.	Ensures successful implementation of ODE recommendations in the organization. Implements Organizational Quality Assessment through self-assessment.	Leads the conduct of Organizational Development Exercise in the organization. Implements the recommendations of Organizational Quality Assessment.

Key Role 3: Employee Champion

Competency Area: Technical Competencies

Key Competency: Workplace Management and Employee Engagement

Behavior Indicator: Establishes well-being strategies for the civil servants from entry to retirement and post-retirement period to help them find meaning and fulfillment in a career worth devoting for most of their lifetime.

Entry	Intermediate	Experienced	Advanced
Exhibits understanding and implements programs on well-being.	Facilitates implementation of well-being programs and strategies.	Facilitates implementation of well-being programs and strategies.	Proposes ideas to enhance well-being programs and strategies for wider benefits and reach to the employees.

Behavior Indicator: Institutes feedback systems through organizational climate survey, and coaching & mentoring for continuous improvement.

Entry	Intermediate	Experienced	Advanced
Implements feedback system and coordinates implementation	Implements feedback system and conducts organizational climate survey.	Designs organizational climate survey and implements the findings.	Assesses the feedback system and incorporates changes in the existing system.

of coaching and mentoring programs.	Provides mentoring to subordinates.	Provides mentoring to subordinates.	Provides credible feedback to the management. Provides one-on-one coaching to subordinates.

Behavior Indicator: Conducts employee engagement and motivational programs			
Entry	**Intermediate**	**Experienced**	**Advanced**
Assists in implementing motivational enhancement and employee engagement programs.	Develops motivational enhancement and employee engagement programs.	Researches and adopts best practices of motivational enhancement and employee engagement programs.	Leads and champions motivational enhancement and employee engagement programs.

Key Competency: Grievance Redressal			
Behavior Indicator: Institutes a responsive grievance redressal mechanism to understand the concerns and needs of the employees to create a harmonious working environment.			
Entry	**Intermediate**	**Experienced**	**Advanced**
Manages grievances and provides prompt redressal services.	Manages grievances and provides prompt redressal services.	Designs appropriate grievance redressal mechanism to enhance the value proposition of the employees. Creates positive relationships and cultivates healthy work environment.	Reviews and fortifies the grievance redressal mechanism to effectively address grievances without compromising organizational values

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Proficiency Levels for Leadership Competencies

Key Competency: Strategic View			
Behavior Indicator: Builds a sense of shared purpose and direction by actively promoting the vision and creating alignment of goals with national development priorities.			
Entry	**Intermediate**	**Experienced**	**Advanced**
Understands the vision and mission of the organization and its alignment to national development priorities.	Aligns the core mandates of the organization with the national development priorities.	Champions the vision and communicates the way forward. Encourages others' input to strategic plans.	Champions the vision and communicates the way forward. Encourages others' input to strategic plans.
Behavior Indicator: Applies sound knowledge and judgment to develop realistic and innovative solutions to issues/emerging issues to achieve organizational targets.			
Entry	**Intermediate**	**Experienced**	**Advanced**
Identifies the potential issues and seeks guidance to develop mitigation strategies.	Weighs up options and applies sound judgment to develop realistic solutions for the organization.	Anticipate problems and develop strategies to address them.	Generates innovative solutions to effectively resolve complex problems that may not have been experienced previously.

Key Competency: Result-oriented			
Behavior Indicator: Builds organizational capacity to achieve the agency's annual targets ensuring excellence in service delivery.			
Entry	**Intermediate**	**Experienced**	**Advanced**
Assists in implementing all research-based international best practices in enhancing optimism	Implements all the research-based international best practices in enhancing	Researches and recommends international best practices pertinent to the enhancement of	Demonstrates creative and innovative strategies to enhance optimism and enthusiasm.

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and enthusiasm among employees to achieve organizational goals.	optimism and enthusiasm among employees to achieve organizational goals.	optimism and enthusiasm of the employees and culture of nurturing talents.	

Behavior Indicator: Capitalizes on the organizational diversity to harness the potential of multiple perspectives.

Entry	Intermediate	Experienced	Advanced
Listens to and appreciates multiple perspectives and encourages constructive dialogues to reach a mutual agreement.	Listens to and appreciates multiple perspectives and encourages constructive dialogues to reach a mutual agreement.	Anticipates differing views, cultural perspectives, and adopts strategies to harness them.	Encourages and utilizes multiple perspectives in the organization to convert diversity into strength.

Key Competency: Collaboration and Partnership

Behavior Indicator: Cultivates a culture of working relationships with colleagues and multiple stakeholders to build strong connections, cooperation, and collaborations to create a conducive working environment.

Entry	Intermediate	Experienced	Advanced
Works collaboratively and cooperatively to achieve the target of the organization.	Ensures collaborative and cooperative working culture to achieve the target of the organization.	Promotes constructive networks within and outside the organization to facilitate the accomplishment of results.	Oversees and leads in communication and consultation, engaging with a wide range of supervisors, peers and stakeholders across the division, department, and agencies.

Key Competency: Personal Drive and Integrity

Behavior Indicator: Demonstrates a high level of professionalism and personal integrity in professional conduct and strives for continual learning to achieve the targets of the organization.

Entry	Intermediate	Experienced	Advanced
Adheres to the civil service values, code of conduct and behaves in an honest, ethical and professional way.	Demonstrates drive for personal development, identifies new challenges to extend the experience for new learning.	Demonstrates drive for personal development, identifies new challenges to extend the experience for new learning.	Accomplishes goals and maintains focus on long-term outcomes placing goals of the organization above personal ambitions.

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Key Competency: Effective Communication

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Behavior Indicator: Communicates clearly to ensure key conclusions are conveyed.

Entry	Intermediate	Experienced	Advanced
Communicates effectively to convey the HR actions to the relevant stakeholders in the organization.	Provides a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.	Provides a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.	Establishes a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.

Behavior Indicator: Negotiates persuasively to address the disagreements objectively.

Entry	Intermediate	Experienced	Advanced
Acknowledges differences of opinion and addresses disagreements objectively.	Pitches messages in a way that facilitates the desired outcomes. Uses techniques to illustrate the argument persuasively	Pitches messages in a way that facilitates the desired outcomes. Uses techniques to illustrate the argument persuasively	Offers a convincing rationale and makes a strong case, without getting personal or aggressive.

2.7 Training Needs Analysis

The Training Needs are the differences between desired capability and current capability. The Training Needs Analysis 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 organization. The training can reduce, if not eliminate, the gap by equipping the HR Officers with knowledge and skills. It should be the shared responsibility of the employee and the organization to build and enhance their capability and competency.

2.7.1 Training Needs Assessment for Administrative Expert

Key Competencies	Behavior Indicators	Proficiency Levels		Methods of Intervention	Learning objectives
Domain knowledge and expertise (Knowledge in the fields of HRM, HRD, and BCSR, CSAB and other relevant rules)	Exhibits a comprehensive understanding of existing HR and other relevant policies, rules, guidelines and standards while carrying out both HRM and HRD functions to ensure compliance	*Advanced (P1)*	Assesses the existing HR and other relevant policies, rules, guidelines and standards and recommends applicable best practices.		
		Experienced (P2)	Guides the subordinates on the application of HR and other relevant policies, rules, guidelines and standards.		
		Intermediate (P3)	Interprets and understands the rationale behind the existing HR and other relevant policies, rules, guidelines and standards.		

		Entry (P5-P4)	Understands and applies the provisions of the BCSR and other relevant policies, rules, guidelines and standards in the execution of various HR functions.	Orientation Program (BCSR, SOP & TAT)	The participants will be able to clearly understand the provisions of BCSR, CSAB, FRR, PRR, Max Manual, ACC rules and regulations.
	Keeps abreast of the new amendments in the existing HR and other relevant policies, rules, guidelines and standards to ensure compliance.	*Advanced (P1)*	Leads the implementation of the new amendments.		
		Experienced (P2)	Conducts advocacy on the new amendments to the stakeholders.		
		Intermediate (P3)	Conducts advocacy on the new amendments to the stakeholders.		
		Entry (P5-P4)	Understands and applies new amendments in the existing HR and other relevant policies, rules, guidelines and standards.		
Technological affinity	Demonstrates proficient ICT knowledge and skills to operate the Human Resource Information System (HRIS) for data integrity, evidence-based decision making, accountability and transparency.	*Advanced (P1)*	Reviews and recommends interventions for enhancement of the various HR systems.	Formal Training	The participants will be able to use 4 advanced modules - word processing, spreadsheet, database and presentation.
		Experienced (P2)	Operates the HRIS for various HRM and HRD functions and explores ideas to strengthen the system.	Formal Training	The participants will be able to use standard modules such as Presentation, using databases and project planning.
		Intermediate (P3)	Operates the HRIS for various HRM and HRD functions and finds limitations in the system.	Formal Training	The participants will be able to use standard modules such as Presentation, using

					databases and project planning.
		Entry (P5-P4)	Operates the HRIS for various HRM and HRD functions with guidance.	Formal Training	The participants will be able to use online essentials, spreadsheets, word processing and presentation.
	Ensures efficient ICT-ized HR service delivery to proactively respond to the clients	*Advanced (P1)*	Institutes service delivery framework leveraging various ICT tools for efficient HR service delivery.		
		Experienced (P2)	Keeps abreast of advancements in ICT tools for optimization of HR service delivery.		
		Intermediate (P3)	Seeks new ways to implement the HR functions capitalizing on the potentials of ICT tools.		
		Entry (P5-P4)	Leverages various ICT tools to enhance the effectiveness and efficiency of HR service delivery.		
Ethics and Integrity Management	Implements ethics and integrity system to promote transparency, accountability and integrity in the organization	*Advanced (P1)*	Leads and ensures the implementation of ethics and integrity management systems.		
		Experienced (P2)	Implements the ethics and integrity plans and programs in line with the framework of the Anti-corruption Commission.		
		Intermediate (P3)	Implements the ethics and integrity plans and programs in line with the framework of the Anti-corruption Commission.		

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		Entry (P5-P4)	Implements the ethics and integrity plans and programs in line with the framework of the Anti-corruption Commission.	Orientation Program	The participants must be able to demonstrate a clear understanding of the E-Systems, integrity tools, rules and regulations of ACC.
	Monitors and evaluates the implementation of ethics and integrity systems in order to strengthen the system to promote transparency, accountability and integrity in the organization.	*Advanced (P1)*	Recommends strategies to strengthen ethics and integrity systems.		
		Experienced (P2)	Reviews the requirement of necessary changes to strengthen the ethics and integrity management system.		
		Intermediate (P3)	Reviews the requirement of necessary changes to strengthen the ethics and integrity management system.		
		Entry (P5-P4)	Reviews the requirement of necessary changes to strengthen the ethics and integrity management system.		

2.7.2 Training Needs Assessment for Strategic Partner

Key Competencies	BIs	Proficiency Levels		Method of intervention	Learning objectives
HR Recruitment and Succession Planning	Develops workforce plan in alignment with the future workforce gaps and needs to	*Advanced (P1)*	Designs the workforce planning approach and methodology, taking into account the size	Institutional Visit	The participants should be able to identify the best practices of workforce planning and, contextualize

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enable the organization to pursue excellence in service delivery.		and skill of the workforce, financial budget and the nature and complexity of the organization.		and implement them in their respective organizations.
	Experienced (P2)	Designs the workforce planning approach and methodology, taking into account the size and skill of the workforce, financial budget and the nature and complexity of the organization.	Training	The participants should be able to design frameworks to analyze, forecast and plan workforce supply and demand.
	Intermediate (P3)	Researches and recommends the best practices of workforce planning based on the feasibility and applicability in the organization.	Workshop or Institutional Visit	The participants should be able to analyze, forecast and plan workforce supply and demand.
	Entry (P5-P4)	Exhibits comprehensive knowledge on the workforce planning tools and standards (SOP, Guidelines, TAT, Job Description)	Induction program	The participants should be able to understand and apply workforce planning tools, techniques and standards (SOP, Guidelines, TAT, Job Description and etc...)
Develops a strategic talent management framework to identify talent profile, develop key talent and retain the right talent for	*Advanced (P1)*	Reviews and strengthens the talent management framework to address the gaps/limitations in talent management		

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mission-critical roles in the organization.		programs.		
	Experienced (P2)	Identifies talent gaps and develops a talent management framework to ensure the retention of talent profiles.	Training	The participants should be able to identify skill gaps and develop a talent management framework.
	Intermediate (P3)	Implements the talent management framework to attract, develop and retain the talent profiles.		
	Entry (P5-P4)	Assists in implementing the talent management framework to attract, develop and retain the talent profiles.		
Constructs robust and comprehensive succession plans, taking into account current and future organization plans to ensure undisrupted service delivery, and institutional memory to steer the organization forward into the future.	*Advanced (P1)*	Reviews and strengthens the succession planning framework to address gaps		
	Experienced (P2)	Develops a guiding framework on the organization's positions for succession planning that would meet current and future organizational needs.	Institutional visit	The participants should be able to identify feasible framework, contextualize and institute in the organization
	Intermediate (P3)	Implements the succession planning framework to ensure		

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			service continuity by the organization	
		Entry (P5-P4)	Assists in the implementation of the succession planning framework.	Training	By the end of the succession planning training program, the participants should be able to demonstrate understanding of the career development and succession planning, distinguish succession planning and management from replacement planning, talent management and human capital management, operating and evaluating succession planning and management program, promoting a development culture and career development tools and methodologies.
Strategic HR Capacity Development	Develops strategic HR capacity development frameworks to enhance professionalism and specialization.	*Advanced (P1)*	Institutes impact assessment mechanism for human resource development programs in the organization.		
		Experienced (P2)	Assesses, identifies and recommends the training needs of the organization for effective Human Resource Development.		

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		Intermediate (P3)	Implements the HR capacity development framework to impart right skills to the right individual.		
		Entry (P5-P4)	Assists in implementing the HR capacity development framework to impart right skills to the right individual.		
Performance Management System	Develops and implements a dynamic performance management system in the organization to monitor and evaluate the performance of the employees.	*Advanced (P1)*	Researches and develops performance management systems based on international best practices.		
		Experienced (P2)	Monitors and leads the implementation status of the performance management system in the organization.		
		Intermediate (P3)	Ensures implementation of a performance management system in the organization.		
		Entry (P5-P4)	Implements the performance management system in the organization.		
	Institutes appropriate performance-based reward system and improvement plans to	*Advanced (P1)*	Designs appropriate performance-based reward systems and performance		

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promote meritocracy, enhance productivity and boost morale.		improvement programs.		
	Experienced (P2)	Conducts impact assessment of the performance-based reward system and the performance improvement programs and submits recommendations for further improvement.		
	Intermediate (P3)	Implements a performance-based reward system and performance improvement programs.		
	Entry (P5-P4)	Assists in implementing performance appraisal systems and prepares performance improvement plans for low performing employees.		
Organizational Awareness	Initiates Organizational Development Exercise to ensure alignment of organizational goals, rationalize human resource requirement and utilization, improve public service	Advanced (P1)	Leads the conduct of Organizational Development Exercise in the organization.	Training	The participants should be able to understand change management and the importance of organizational development, comprehend the skills necessary for effective change, know the roles of OD practitioners, and apply the right models.

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		Proficiency Levels			
	delivery.	*Experienced (P2)*	Ensures successful implementation of ODE recommendations in the organization.		
		Intermediate (P3)	Ensures successful implementation of ODE recommendations in the organization.		
		Entry (P5-P4)	Ensures successful implementation of ODE recommendations in the organization.		

2.7.3 Training Needs Assessment for Employee Champion

Key Competencies	BIs	Proficiency Levels		Method of intervention	Learning objectives
Workplace Management	Establishes well-being strategies for the civil servants from entry to retirement and post-retirement period, wherever and whenever possible to help them find meaning and fulfillment in a career worth devoting for most of their lifetime.	*Advanced (P1)*	Proposes ideas to enhance well-being programs and strategies for wider benefits and reach to the employees.		
		Experienced (P2)	Facilitates the implementation of well-being programs and strategies.		
		Intermediate (P4-P3)	Facilitates the implementation of well-being programs and strategies.		

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		Entry (P5)	Exhibits understanding on the wide range of programs on well-being.		
		Advanced (P1)	Coaches senior leaders to champion and drive employee engagement programs and activities.		
	Position the organization as an employee's choice to work for by enhancing the morale of the employees through appropriate HR interventions.	*Experienced (P2)*	Develops employee engagement programs and strategies, approach and measurement tools to drive workforce performance.	Training	The participants should be able to contextualize international best practices of employee engagement and institute in their respective organization.
		Intermediate (P4-P3)	Provides strategic inputs to employee engagement programs for higher workforce performance.	Training	The participants should be able to align employees with the organizational goals and values, enhance employee productivity, improve workplace conditions that drive engagement, understand the attitude of the employees and boost employee motivation.
		Entry (P5)	Coordinates employee engagement programs in the organization.	Induction program	The participants should be able to understand and execute employee

Grievance Redressal Mechanism	Institutes a responsive grievance redressal mechanism to understand the concerns and needs of the employees to create a harmonious working environment.			engagement programs in the organization.	
		Advanced (P1)	Reviews and fortifies the grievance redressal mechanism to effectively address the grievance without compromising organizational values.		
		Experienced (P2)	Designs appropriate grievance redressal mechanism to enhance the value proposition of the employees.		
		Intermediate (P4-P3)	Manages the grievances and provides prompt redressal services.		
		Entry (P5)	Manages the grievances and provides prompt redressal services.		

2.7.4 Training needs assessment for Leadership Competencies.

Key Competencies	BIs	Proficiency Levels		Method of intervention	Learning objectives
Strategic view	Builds a sense of shared purpose and direction by actively promoting the vision and creating alignment	*Advanced (P1)*	Champions the vision and communicates the way forward. Encourages others input to strategic plans.		

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of goals with national development priorities.	*Experienced (P2)*	Champions the vision and communicates the way forward. Encourages others' input to strategic plans.		
	Intermediate (P4-P3)	Aligns the core mandates of the organization with the national development priorities.		
	Entry (P5)	Understands the vision and mission of the organization and its alignment to national development priorities.		
Applies sound knowledge and judgment to develop realistic and innovative solutions to issues/emerging issues to achieve organizational targets.	*Advanced (P1)*	Generates innovative solutions to effectively resolve complex problems that may not have been experienced previously.		
	Experienced (P2)	Anticipate problems and develop strategies to address them.		
	Intermediate (P4-P3)	Weighs up options and applies sound judgment to develop realistic solutions for the organization.		
	Entry (P5)	Identifies the potential issues and seeks guidance to develop mitigation strategies.	Training	The participants should be able to apply a systematic framework to solve a problem and select the most appropriate solutions, apply

					techniques and methods to explore the root cause of problems, apply brainstorming and other innovative methods to produce potential solutions, analyze risk and understand the effect of solutions on decision making, evaluate the chosen solution and its impact on the problem.
Result-oriented	Builds organizational capacity to achieve agency's annual targets ensuring excellence in service delivery.	*Advanced (P1)*	Demonstrates creative and innovative strategies to enhance optimism and enthusiasm.	Training	The participants should be able to learn, create a shared vision for the team, how to set effective goals and expectations, understand the most important needs of performance across the organization, and learn to align the desired behaviors of the team.
		Experienced (P2)	Researches and recommends international best practices pertinent to	Institutional visit	The participants should be able to understand,

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			the enhancement of optimism and enthusiasm of the employees and culture of nurturing talents.		contextualize and institute international best practices on employee motivation and inspiration in their respective organization.
		Intermediate (P4-P3)	Implements all the research-based international best practices in enhancing optimism and enthusiasm among employees to achieve organizational goals.	Mentoring/Coaching	The participants should be able to drive performance that meets the needs of the organization, build a high level of commitments, develop skills and abilities, inspire to perform at their best, build constructive working relationships, and reinforce quality performance and accountability.
		Entry (P5)	Assists in implementing all research-based international best practices in enhancing optimism and enthusiasm among employees to achieve organizational goals.	Mentoring/Coaching	The participants should be able to drive performance that meets the needs of the organization, builds a high level of commitment, develop skills and abilities, inspire to perform at their best, build

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					constructive working relationships, reinforce quality performance and accountability.
		Advanced (P1)	Encourages and utilizes multiple perspectives in the organization to convert diversity into strength.		
	Capitalizes on the organizational diversity to harness the potential of multiple perspectives.	*Experienced (P2)*	Anticipates differing views, cultural perspectives, and adopts strategies to harness them.		
		Intermediate (P4-P3)	Listens to and appreciates multiple perspectives and encourages constructive dialogues to reach a mutual agreement.		
		Entry (P5)	Listens to and appreciates multiple perspectives and encourages constructive dialogues to reach a mutual agreement.		
Cooperation and partnership	Cultivates a culture of working relationships with colleagues and multiple stakeholders to build strong connections, cooperation, and collaborations to create a conducive working environment.	*Advanced (P1)*	Oversees and leads in communication and consultation, engaging with a wide range of supervisors, peers and stakeholders across the division, department, and agencies.		
		Experienced (P2)	Promotes constructive networks within and		

			outside the organization to facilitate the accomplishment of results.		
		Intermediate (P4-P3)	Ensures collaborative and cooperative working culture to achieve the target of the organization.		
		Entry (P5)	Works collaboratively and cooperatively to achieve the target of the organization.		
Personal drive and integrity	Demonstrates a high level of professionalism and personal integrity in professional conduct and strives for continual learning to achieve the targets of the organization.	*Advanced (P1)*	Accomplishes goals and maintains focus on long-term outcomes placing goals of the organization above personal ambitions.	Ethical leadership Training	The participants should be able to understand how psychological, organizational and cultural forces influence ethical behaviours, to design procedures and processes that lead to ethical outcomes, explore ways to nurture the ethical behaviours that guide career progression, develop strategies to respond to ethical challenges.
		Experienced (P2)	Demonstrates drive for personal development, identifies new challenges to extend the experience		

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			for new learning.		
		Intermediate (P4-P3)	Demonstrates drive for personal development, identifies new challenges to extend the experience for new learning.		
		Entry (P5)	Adheres to the civil service values, code of conduct and behaves in an honest, ethical and professional way.	Induction Program	The participants should be able to understand civil service values, code of conduct.
Communication	Communicates clearly to ensure key conclusions are conveyed.	*Advanced (P1)*	Establishes a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.		
		Experienced (P2)	Provides a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.		
		Intermediate (P4-P3)	Provides a clear, constructive and timely feedback system to ensure two-way communication in a manner that	Training	The course should be able to provide participants with a thorough overview of the communication

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		encourages learning and achieves required resolutions.		process, offer suggestions for improvement of listening skills, suggest ways to communicate controversial information and outline steps for writing courteous email messages.
	Entry (P5)	Communicates effectively to convey the HR actions to the relevant stakeholders in the organization.		
	Advanced (P1)	Offers a convincing rationale and makes a strong case, without getting personal or aggressive.		
Negotiates persuasively to address the disagreements objectively.	*Experienced (P2)*	Pitches messages in a way that facilitates the desired outcomes. Uses techniques to illustrate the argument persuasively		
	Intermediate (P4-P3)	Pitches messages in a way that facilitates the desired outcomes. Uses techniques to illustrate the argument persuasively	Training	The participants should be able to communicate effectively in the context of negotiation, learn to bargain successfully, understand when and

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				where to negotiate, assess negotiation style and build flexibility in using alternative negotiation styles, be aware of different negotiation techniques, use specific negotiation tactics consistent with the objectives of the negotiators and learn how to persuade others.
		Entry (P5)	Acknowledges differences of opinion and addresses disagreements objectively.		

2.8 List of Mandatory Training for Technical Competencies

2.8.1. Mandatory Training for Entry Level

Proficiency Level: ENTRY			
Key Roles	**Key Competencies**	**Core Training Areas**	**Methods of Intervention**
Administrative Expertise	Domain Knowledge and Expertise	Understanding and Application of: - Civil Service Act of Bhutan - Bhutan Civil Service Rules and Regulations - Financial Rules and Regulations - Procurement Rules and Regulations - Official correspondences and communication Understanding and Implementation of HR Systems and Tools: - Zhiyog Electronic System (ZESt) - MaX Online System - Leadership Feedback System	Induction Program
	Ethics and Integrity Management	Ethics and Integrity Rules and Regulations: Civil service values and code of conduct Asset declaration rules and regulations	
	Innovation and Technological Affinity	Training on Office Productivity Tools - G-suit, - MS Office (Word, Power Point & Excel) - Data analytics - Basic process leaning methods and	Basic Training

Key Roles	Key Competencies	Core Training Areas	Methods of Intervention
		process	
Strategic Partner	Performance Management	Basic understanding and application of Performance Management System: - Principle and objectives of MaX - MAX Manual - Moderation Exercise (Mechanics)	Induction Program
	Talent Management	1. Talent Management (Principles and Basics) 2. CBF – concept, principle, development process & implementation 3. ODE Training	Basic Training
Employee Champion	Workplace Management and Employee Engagement	1. Employee engagement 2. Well-being framework 3. SOPs, CSWS, Grievance Redressal Framework 4. Leadership Feedback System	Induction Program

2.8.2. Mandatory Training for Intermediate Level

Proficiency Level: INTERMEDIATE			
Key Roles	**Key Competencies**	**Core Training Areas**	**Methods of Intervention**
Strategic Partner	Talent Management	1. Talent Management 2. Change Management	Training

Employee Champion	Workplace Management and Employment Engagement	Training on Workplace Management and Employee Engagement: 3. Mentoring & Coaching Skills 4. Organizational Climate Survey 5. Organizational Behavior	Training
Administrative Expert	Innovation and Technological Affinity	1. HR Database Analytics 2. Presentation & Data visualization	

2.8.3. Mandatory Training for Experienced Level

Proficiency Level: EXPERIENCED			
Key Roles	**Key Competencies**	**Core Training Areas**	**Methods of Intervention**
Strategic Partner	Talent Management	Talent Management covering following modules: - Identification of feasible succession planning framework, contextualize and institute in the organization, - employee motivation and inspiration framework	Institutional visit
Administrative Expert	Innovation and Technological Affinity	Training on HR Database Analytics	Training
Strategic Partner	Talent Management	- Workforce planning - Succession planning - Talent Management - System thinking	

| Employee Champion | Workplace Management and Employee Engagement | -Employee Engagement (International best practices)
- Grievance Management
- Coaching and Mentoring Skills | |

2.8.4. Mandatory Training for Advanced Level

Proficiency Level: ADVANCED			
Key Roles	**Key Competencies**	**Core Training Areas**	**Methods of Intervention**
Strategic Partner	Talent Management	Workforce Planning and HR Metric (International best practices)	Training
Strategic Partner	Organizational Development	Change Management (Advanced)	Training
		Coaching and Mentoring Skills People Management	
		RGOB HR Strategy and Policy	Workshop

2.8.5. Mandatory Training Areas for Leadership Competencies

Proficiency Level: ENTRY			
Key Roles	**Key Competencies**	**Core Training Areas**	**Methods of Intervention**
1. Administrative Expert 2. Strategic Partner 3. Employee Champion	Strategic View	- Problem solving - Decision making	
	Communication Skills	Communication skills	
	Result-oriented	Refer RCSC Framework Team building	Mentoring/Coaching

Proficiency Level: INTERMEDIATE			
Key Roles	**Key Competencies**	**Core Training Areas**	**Methods of Intervention**

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1. Administrative Expert 2. Strategic Partner 3. Employee Champion	Result-oriented	- Motivation and inspiration - Result-based management	
	Communication Skills	Communication and Negotiation skills	
	Result-oriented	Refer RCSC Framework	Coaching & Mentoring

Proficiency Level: EXPERIENCED			
Key Roles	**Key Competencies**	**Core Training Areas**	**Methods of Intervention**
1. Administrative Expert 2. Strategic Partner 3. Employee Champion	HR Recruitment and Succession Planning	Identification of feasible employee motivation and inspiration framework	Institutional visit

Proficiency Level: ADVANCED			
Key Roles	**Key Competencies**	**Core Training Areas**	**Methods of Intervention**
1. Administrative Expert 2. Strategic Partner 3. Employee Champion	Cooperation and Partnership	- Team building - Managing diversity	Training

1. Administrative Expert
2. Strategic Partner
3. Employee Champion
	Personal Drive and Integrity	- Ethical leadership training program
		- Emotional intelligence
		   ● SIY
		   ● Mindfulness	

	Strategic vision		

List of Mandatory Long-term Training

SL#	Areas
1	Master of Public Policy
2	MBA in HR
3	Master of Public Administration
4	Master in Business Management (HRM)
5	Masters of HRM

Implementation of Competency Based Framework

The implementation of training and other competency development intervention has to be based on the mandatory listed under section 2.8 of this document. The mandatory list of training/other methods of intervention includes all the interventions that are found to be "Not Competent" under the Training Needs Analysis. However, for implementation, it has to be prioritized based on the following:

    a. Most critical area of intervention without its intervention will lead to non-performance;
    b. Interventions which are reflected as "Not Competent";
    c. Availability of the resource allocation.

For implementation, the prioritization has to be done on the annual basis by the Royal Civil Service Commission Secretariat.

Recommendations

For effective and efficient implementation of the framework, following are recommended:
    a) RCSC to align the Technical and leadership key competencies with the Max system for the evaluation and development as per the proficiency level.
    b) Develop and execute the mandatory training in timely and cost-effective manner
    c) Institute Standard Induction Program for New Appointees and Employees on Lateral Transfer;
    d) Establish HR Officer's Training & Certification program.
    e) Conduct Refresher Course, Seminar, and conference on the identified key competencies regularly

f) RCSC to initiate resource mobilization through RGoB, GoI and other donor agencies for implementation of the trainings since most of the trainings identified remain unexecuted because of resource scarcity.

Conclusion

The Competency Based Framework of the Human Resource Officer has been developed to further enhance the capacity and capabilities of the HR Officer to be effective and efficient in delivering the HR functions while being employee champion and strategic partner of the management.

It highlights the Knowledge, Skills and Abilities (SKA) required for HR Officers at various levels to achieve a high level of professional competence and deliver the highest standard services. The competency framework has identified 3 role profiles, 2 competency areas, 14 key competencies and 25 behavioral indicators. Further, each 25 Behavior Indicators are further classified into four proficiency levels- Entry (P5&P4), Intermediate (P3), Experienced (P2) and Advanced (P1).

The Framework is developed with the aim to provide a structured approach/Road-map to build competencies required for the HR Officers at different position levels and to Guide and ensure optimum utilization of limited resources allocated for HR development.

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