

# **COMPETENCY BASED FRAMEWORK FOR INDUSTRIES OFFICERS**

ROYAL CIVIL SERVICE COMMISSION For DoI and DCSI, MoEA

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## 1. About the Agency

The Ministry of Trade & Industry, which was subsequently renamed as the Ministry of Economic Affairs was established in 1967. Initially, known as the Ministry of Trade, Commerce and Industry, it was established as a full-fledged Ministry in 1968, and renamed as the Ministry of Trade, Industry and Forests. Presently beside the inclusion of the Power & Mining Sector it has been officially designated as the Ministry of Economic Affairs from October 17th 2007.

### 1.1. Vision and Mission

**Vision:** *Guided by the philosophy of GNH, to attain industrialization in harmony with national goals and to increase the sector's contribution to the national economy.*

**Mission:** *Create an enabling environment to facilitate and support sustainable growth and development of Industries in the country for equitable income distribution, employment generation and balanced regional development*

### 1.2. Core Functions of Industries officers

- a) *Initiate and articulate policy ideas for growth and development of Industries in the country;*
- b) *Formulate Industry development policy to encourage their growth and advise the government on fiscal and monetary issues;*
- c) *Work in concert with other institutions in both the public and private sector to create a good enabling environment for business;*
- d) *Stimulate the development of the Industries through creation of an enabling environment, provision of business development services, facilitation of development programmes and support services;*
- e) *Identify business opportunities on the basis of supply and demand gap, environmental scanning and linkages;*
- f) *Conduct sector studies and analysis for sector development strategies;*
- g) *Improve access to financing through the financial institutions as well as guarantee mechanisms;*
- h) *Promote and facilitate access to industrial infrastructure such as layouts, incubators, clusters and industrial parks; and*
- i) *Facilitate transfer of technology and best practice in management and operations.*

## 2. Competency Based Framework (Industries Officers)

### 2.1. Introduction:

The Royal Civil Service Commission (RCSC) has launched the Competency Based Framework (CBF) in August 2018 with the support of Tamesek Foundation International and Singapore Polytechnic International. Since then, the RCSC has completed developing CBF for 38 positions to strengthen professionalization in the Civil Service. The development of CBF for Industries Officers has begun from May 2021 by 3 Industries Officers with the Technical support of Master Trainers identified by the RCSC and domain expertise of Industries Officers from DCSI and DoI, MoEA. The framework has been thoroughly validated with Industries Officers and endorsed by the Departments (DCSI and DoI) and HR Committee of the MoEA.

### 2.2. Purpose:

The CBF highlights the knowledge, skills and abilities required for Industries Officers 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. Aims:

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

### 2.4. Objectives:

- a) Guide MoEA in General and DoI and DCSI in particular towards identifying the skills needed by employees;
- b) Assist in the continuous development and professionalization of Industries Officers to deliver responsibilities effectively and enhance efficiency;
- c) Define clear expectations in the work environment and create an organizational culture of reliable and high-quality performance delivery;
- d) Guide the succession planning in HR, talent management, and training needs in line with the organization's goals and mandates; and
- e) Foster staff mobility, organizational change, and shaping of the organizational culture based on competency.

### 3. Framework Structure

The development of the framework involved identifying Role Profiles, Competency Areas, Key Competencies, Behavioral Indicators and Descriptors at 4 Proficiency Levels through a rigorous, consultative and inclusive process with key stakeholders. The Framework has been approved by the Ministry during its ..... HRC Meeting held on .....

#### 3.1. Key Roles

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

1. Business Strategist
2. Business Facilitator
3. Business Regulator

#### 3.2. Role Profiling

The role profile is the description of roles that Industries Officers are expected to demonstrate in achieving the outcomes of the Departments. 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 Industries Officers to carry out a prescribed set of tasks.

Role Profiling		
Business Strategist	Business Facilitator	Business Regulator
<ol style="list-style-type: none"> <li>1. Strengthen strategic planning and coordination for ease of doing business and industrial growth.</li> <li>2. Enhance and facilitate Business Development Services to increase the efficiency of the industries.</li> <li>3. Promote investment opportunities to attract potential investors.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide timely and reliable information for informed decision making.</li> <li>2. Enhance and facilitate Business Development Services to increase the efficiency of the industries.</li> <li>3. Provide digital platforms for efficient service delivery.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain robust monitoring to ensure compliance to existing rules and regulations.</li> <li>2. Resolve disagreements, confrontations and complaints to gain acceptance to plans.</li> <li>3. Ensure support services to create preventive responses.</li> </ol>

#### 3.3. Competency Areas, Key Competencies and Behavioral Indicators

A competency area is the clustering of competencies by related behaviors and functional areas while a key competency comprises a set of Knowledge, Skills and Abilities (KSA) that result in essential behaviors expected from the Industrial Officers. Key competencies are an observable behavior that indicates the presence of the particular competency. The Behavioral Indicators 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 8 Competency Areas, 19 Key Competencies and 20 Behavioral Indicators.

Key Roles	Competency Areas	Key Competencies	Behavioural Indicators
Business Strategist	Industrial Planning	1. <i>Research Skills</i>	Possesses sound research skills for informed decision making.
		2. <i>Innovation</i>	Analyses emerging sectors and technologies to ensure advancement of industrial development.
		3. <i>Collaboration</i>	Collaborates with stakeholders to ensure development of comprehensive plans and strategies

	<b>Advocacy and Awareness</b>	<b>1. Communication</b>	Exhibits positive attitude and receptiveness to ensure effective exchange of views and knowledge.	
			Possesses traits to express and convince others to agree and undertake the desired course of action	
		<b>2. Business Outreach Ability</b>	Creates a system of outreach mechanisms and productive networks to promote industrial development	
<b>Business Facilitator</b>	<b>Professionalism</b>	<b>1. Subject Knowledge</b>	Possesses sound knowledge on Business skills, entrepreneurship and Industrial policy documents to ensure efficient service delivery for industrial development	
		<b>2. Integrity</b>	Behaves in an honest, fair and ethical manner and shows consistency in words and actions to model high standard of ethics.	
		<b>3. Team Work</b>	Drives team performance by promoting and encouraging participation and sharing of ideas that align with organizational strategy to maximise team synergy and performance	
		<b>4. ICT Skills</b>	Makes positive use of ICT for ease of doing business.	
	<b>Customer Relationship Management</b>	<b>1. Time Management</b>	Prioritizes activities to be accomplished by setting both short and long-term targets for timely service delivery.	
		<b>2. Empathy</b>	Understands and shares the feelings of others to build strong professional relationship with clients	
	<b>Change Agent</b>	<b>1. Creative Thinking</b>	Discovers new opportunities and solutions for problems by looking beyond current practices and using innovative thinking to enhance quality service.	
		<b>2. Change Management</b>	Challenges status quo and explores opportunities to initiate and manage change in the organization.	
	<b>Business Regulator</b>	<b>Monitoring and Evaluation</b>	<b>1. M&amp;E Skills</b>	Identifies and adopts appropriate tools for effective monitoring and evaluation.
			<b>2. Analytical skills</b>	Seizes opportunity for organizational improvement that prompts analytical thinking and problem solving by obtaining, processing, and synthesizing information.
<b>Conflict Management</b>		<b>1. Conflict Analysis and Resolution</b>	Resolves disagreements, confrontations and complaints in a constructive manner to gain acceptance to plans	
<b>Informed Decision Making</b>		<b>1. Data Interpretation</b>	Assess and accurately analyzes data to help organization in making well informed decisions	
		<b>2. Risk Assessment</b>	Engages in identification, evaluation and analysis of the potential risks, takes ownership of the risks and creates preventive responses and periodically monitors the risks	
		<b>3. Problem Solving</b>	Identifies and differentiates the symptoms and root causes of defined problems and suggest remedies that meets the need of the situation	

### 3.4. 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 (name of position) is categorized into four levels as i) Foundation (P5-P4), ii) Intermediate (P3) and iii) Experienced (P2) and iv) Advanced (P1). The framework has identified 80 descriptors 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 & P4 play similar roles, their proficiency levels are merged together. Further, the proficiency level will set a benchmark for the recruitment and deployment.

<b>Key Role 1: Business Strategist</b>			
<b>Competency Area: Industrial Planning</b>			
<b>Key Competency: Research Skills</b>			
<b>BI: Possesses sound research skills for informed decision making.</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Demonstrates basic knowledge of conducting research.	Analyses, interprets and presents the data collected.	Evaluates, resolves and supervises research works.	Provides guidance and strategic direction to undertake effective research.
<b>Key Competency: Innovation</b>			
<b>BI: Analyses emerging sectors and technologies to ensure advancement of industrial development.</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Keeps abreast of the emerging sectors and technological advancements for industrial development	Assesses emerging sectors and technologies for industrial development	Identifies and recommends strategic sectors and appropriate technologies for industrial policy consideration.	Transforms and institutes robust systems to evaluate and adopt economic sectors and technologies for augmenting industrial growth and advancement.
<b>Key Competency: Collaboration</b>			
<b>BI: Collaborates with stakeholders to ensure development of comprehensive plans and strategies</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Demonstrates ability to understand the importance of collaboration with multiple stakeholders.	Ensures a healthy relationship with all stakeholders for effective collaboration.	Identifies and builds relationship with shareholders for effective partnership.	Creates strategic partnership with relevant stakeholders to achieve a common goal
<b>Competency Area: Advocacy and Awareness</b>			
<b>Key Competency: Communication Skills</b>			
<b>BI: Exhibits positive attitude and receptiveness to ensure effective exchange of views and knowledge</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Displays positive attitude to learn and engage in effective communication.	Manages and analyses the views and ideas of others for constructive dialogue.	Collaborates and resolves any issues arising from interaction for meaningful communication.	Provides direction for effective exchange of views and knowledge.
<b>BI: Possesses traits to express and convince others to agree and undertake the desired course of action</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Demonstrates skills and knowledge to convey the message and act	Manages effective tools and techniques to engage in productive communication	Designs effective tools and techniques to enhance productiveness of communication	Ensures positive outcome of engaging in meaningful interaction with multiple stakeholders
<b>Key Competency: Business Outreach Ability</b>			
<b>BI: Creates a system of outreach mechanisms and productive networks to promote industrial development</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Seeks appropriate opportunities and platforms to advocate plans and	Seizes opportunities and platforms to promote, advance and achieve objectives of industrial development plans	Collaborates with stakeholders (domestic and external) to ensure	Transforms and strategizes outreach mechanisms to enhance industrial development thereby

strategies for industrial development		augmentation of industrial growth	contributing to economic growth
<b>Key Role 2: Business Facilitator</b>			
<b>Competency Area: Professionalism</b>			
<b>Key Competency: Subject Knowledge</b>			
<b>BI: Possesses sound knowledge on Business skills, entrepreneurship and Industrial policy documents to ensure efficient service delivery for industrial development</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Demonstrates an understanding on Business skills, entrepreneurship and Industrial policy documents for efficient service delivery	Proactively applies concept of Business Development Supports and ensure effective implementation of policy documents	Strives to review Business Development and Facilitation services and makes strategic recommendations for improved service delivery	Leads in revising Business Development and Facilitation services and identifying key interventions to ensure enhanced service delivery
<b>Key Competency: Integrity</b>			
<b>BI: Behaves in an honest, fair and ethical manner and shows consistency in words and actions to model high standard of ethics</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Exhibits personal and organizational integrity and honesty	Models integrity through exhibition of honesty and remain highly impartial and trustworthy.	Guides colleagues to maintain the standard of personal and professional integrity through display of professionalism.	Makes appropriate decisions that ensures and encourages subordinates to act and maintain personal and professional integrity.
<b>Key Competency: Team Work</b>			
<b>BI: Drives team performance by promoting and encouraging participation and sharing of ideas that align with organizational strategy to maximise team synergy and performance</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Operates with a high degree of interdependence, shares responsibility, holds accountability for the collective performance, and works toward a common goal.	Works collaboratively with team members to create team spirit through active participation and interaction to achieve the agreed goals.	Fosters teamwork and supports the team members	Creates team spirits and builds effective teams by promoting the culture of team work to achieve common goal.
<b>Key Competency: ICT Skills</b>			
<b>BI: Makes positive use of ICT for ease of doing business</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Demonstrates knowledge and skills in the positive use of ICT for ease of doing business.	Ensures the positive use of ICT for ease of doing business.	Promotes effective strategies in the positive use of ICT for ease of doing business.	Shows exemplary skills and mentor colleagues in the positive use of ICT within and beyond the organization for ease of doing business.
<b>Competency Area: Customer Relationship Management</b>			
<b>Key Competency: Time Management</b>			
<b>BI: Prioritizes activities to be accomplished by setting both short and long-term targets for timely service delivery</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>

Prioritizes activities to be accomplished in consultation with colleagues and supervisors for timely service delivery.	Plans independently and complete prioritized activities within the deadline with minimal supervision to deliver service in time.	Manages the work schedule and timelines of colleagues to ensure quality service delivery.	Transforms the service delivery system of the agency to prioritize activities and ensure client satisfaction.
<b>Key Competency: Empathy</b>			
<b>BI: Understands and shares the feelings of others to build strong professional relationship with clients</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Demonstrates keenness to interact with clients to understand and analyse their expectations of service delivery	Acts in the best interest of clients in compliance to the existing rule of law.	Balances dedication to clients with organizational requirements objectively to maximise the client satisfaction	Makes decisions that balances client satisfaction and organizational requirements
<b>Competency Area: Change Agent</b>			
<b>Key Competency: Creative Thinking</b>			
<b>BI: Discovers new opportunities and solutions for problems by looking beyond current practices and using innovative thinking to enhance quality service.</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Knows when a new approach of intervention is required.	Imports a solution from outside current work environment and studies its feasibility into the context for improved service delivery.	Modifies a solution from outside current work environment and seeks views from colleagues before putting into practice to achieve the desired outcomes.	Creates a new solution and effectively implements to achieve the desired outcomes.
<b>Key Competency: Change Management</b>			
<b>BI: Challenges status quo and explores opportunities to initiate and manage change in the organization</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Recognizes “where” change needs to happen and communicates it to colleagues and supervisors for consultation.	Proactively and repeatedly explores opportunities for change to enhance business facilitation.	Challenges the status quo with facts, figures and logical reasoning for better alternatives.	Initiates innovative and tangible actions to reinforce, support and manage the change.
<b>Key Role 3: Business Regulator</b>			
<b>Competency Area: Monitoring and Evaluation</b>			
<b>Key Competency: M&amp;E Skills</b>			
<b>BI: Identifies and adopts appropriate tools for effective monitoring and evaluation</b>			
<b>Foundation (P5-4)</b>	<b>Intermediate (P3)</b>	<b>Experienced (P2)</b>	<b>Advanced (P1)</b>
Demonstrates adequate knowledge on usage of available M&E tools.	Effectively implements the M&E tools and compiles reliable information for analysis/interpretation.	Uses the M&E data and reports for taking corrective measures and future course of actions.	Ensures effective use of M&E tools and data in decision making and implementation
<b>Key Competency: Analytical Skills</b>			
<b>BI: Seizes opportunity for organizational improvement that prompts analytical thinking and problem solving by obtaining, processing, and synthesizing information</b>			



Foundation (P5-4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possesses knowledge on methods to obtain, process and synthesize information and how to use them in identifying and solving problems	Synthesizes different kinds of information and utilizes them to critically examine pre-determined problems and solves them	Uses different methods of obtaining, processing and synthesizing information and utilizes them to solve self-identified problems	Resources on methods to obtain, process and synthesize information and promotes a culture where others are empowered to identify and solve problems that leads to organizational improvement
<b>Competency Area: Conflict Management</b>			
<b>Key Competency: Conflict Analysis and Resolution</b>			
<b>BI: Resolves disagreements, confrontations and complaints in a constructive manner to gain acceptance to plans</b>			
Foundation (P5-4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Recognizes the potentials for conflicts and confronts problems openly and constructively.	Resolves conflicts in a constructive and mutually satisfying manner through willingness to see things from others point of view	Maintains positive and productive working relationships despite conflicting situations and personalities	Views complexity and ambiguity as challenge and leads team through uncertainty and ambiguity to achieve positive and beneficial outcome
<b>Competency Area: Informed Decision Making</b>			
<b>Key Competency: Data Interpretation</b>			
<b>BI: Assess and accurately analyzes data to help organization in making well informed decisions</b>			
Foundation (P5-4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Conducts simple analysis using spreadsheets, accurately interpret and communicate results	Conducts advanced analysis using specialised software or analysis tools	Collaborates with colleagues and designs innovative models and data analysis tools	Develops innovative data analysis tools and guides/monitors implementation of identified data analysis tools
<b>Key Competency: Risk Assessment</b>			
<b>BI: Engages in identification, evaluation and analysis of the potential risks, takes ownership of the risks and creates preventive responses and periodically monitors the risks</b>			
Foundation (P5-4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates knowledge on identification, evaluation and analysis of the potential risks and awareness on preventive measures and management plans	Engages in identification, evaluation and analysis of the potential risks with minimal supervision, takes ownership of the risks and identifies appropriate preventive measures	Engages in identification, evaluation and analysis of the potential risks independently, takes ownership of the risks and deploys appropriate preventive measures and management plans	Anticipates potential risks, puts in place preventive measures and ensures effective implementation of those measures and management plans
<b>Key Competency: Problem Solving</b>			
<b>BI: Identifies and differentiates the symptoms and root causes of defined problems and suggest remedies that meets the need of the situation</b>			
Foundation (P5-4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Solicits input in gathering data that help identify and differentiate the symptoms and root causes of defined problems	Determines the potential causes of the problem and devises testing methodologies for validation	Diagnoses problems using formal problem-solving tools and techniques from multiple angles and probes underlying issues to generate multiple potential solutions	Uses formal methodologies to forecast trends and define innovative strategic choices in response to the potential problems
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### 3.5. Training Need Analysis

The Training Needs is 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 Department. The training can reduce, if not eliminate, the gap by equipping the Industries Officers with required knowledge and skills. It should be the shared responsibility of employee and Departments to build and enhance their capability and competency.

The training needs analysis is carried out in consultation with the stakeholders through consultative workshops. The participants were presented with the descriptors at 4 proficiency levels on Likert Scale of “Adequate” and “Not Adequate” followed by open ended questions asking the likely reasons for ‘Not Adequate’ and suggest interventions to address the gap. The Descriptors which are pointed “Not Adequate” along with the like reasons for performance gap, methods of intervention and learning objectives are given in the table below:

Key Competencies	Behavioural Indicator	Proficiency Levels	Descriptors	Performance Gap	Likely reason for deficient performance	Method of Intervention
<b>Business Strategist</b>						
<i>Research Skills</i>	Possesses sound research skills for informed decision making.	Foundation (P5/4)	Demonstrates basic knowledge of conducting research.	Not Adequate	Intellectual (Inadequate knowledge and skills in conducting research)	Training in research skills.
		Intermediate (P3)	Analyses, interprets and presents the data collected.	Not Adequate	1. Intellectual (Inadequate knowledge and skill on use of data analyses tools). 2. Resource (Inadequate manpower, financial)	1. Training on use of data analysis tools and result interpretation. 2. Provide adequate resources
		Experienced (P2)	Evaluates, resolves and supervises research works.	Not Adequate	Inadequate intellectual capacity, resources and incentives	Training on evaluation of research works.
		Advanced (P1)	Provides guidance and strategic direction to undertake effective research.	Not Adequate	Inadequate research knowledge	Training on research methodology.
<i>Innovation</i>	Analyses emerging sectors and technologies to ensure advancement of industrial development.	Foundation (P5/4)	Keeps abreast of the emerging sectors and technological advancements for industrial development	Not Adequate	Inadequate knowledge of emerging sectors and technological developments	Workshop, seminar and forum for educating and sharing information on the emerging sector and technological advancement for industrial development.
		Intermediate (P3)	Assesses emerging sectors and technologies for industrial development	Not Adequate	Lack of motivation for exploring and assessing emerging sector and technologies.	Need to motivate and enhance employee engagement through coaching and mentoring
		Experienced (P2)	Identifies and recommends strategic sectors and appropriate technologies for industrial policy consideration.	Not Adequate	Inadequate knowledge on the methodology and process for identifying strategic sectors and technologies	Training in research skills.
		Advanced (P1)	Transforms and institutes robust systems to evaluate and adopt economic sectors and technologies for augmenting industrial growth and advancement	Not Adequate	Inadequate knowledge on viable economic sectors and relevant technologies	Workshop/ Seminars
<i>Collaboration</i>	Collaborates with	Foundation (P5/4)	Demonstrates ability to understand the importance of	Not Adequate	1. Personal (Inadequate stakeholder networking)	

	stakeholders to ensure development of comprehensive plans and strategies		collaboration with multiple stakeholders.		skills) 2. Lack of willingness and ability to take stakeholders on board for collaboration	
		Intermediate (P3)	Ensures a healthy relationship with all stakeholders for effective collaboration.	Not Adequate		
		Experienced (P2)	Identifies and builds relationship with stakeholders for effective partnership.	Not Adequate		
		Advanced (P1)	Creates strategic partnership with relevant stakeholders to achieve a common goal	Not Adequate		
<b>Communication</b>	Exhibits positive attitude and receptiveness to ensure effective exchange of views and knowledge.	Foundation (P5/4)	Displays positive attitude to learn and engage in effective communication.	Not Adequate	1. Personal (lack communication skills and tools to engage in effective communication for advocacy and awareness on industrial development) 2. Lack of resources to undertake effective advocacy and awareness programs	1. Coaching and mentoring 2. Classroom Training 3. Allocate adequate resources
		Intermediate (P3)	Manages and analyses the views and ideas of others for constructive dialogue.	Not Adequate		
		Experienced (P2)	Collaborates and resolves any issues arising from interaction for meaningful communication.	Not Adequate		
		Advanced (P1)	Provides direction for effective exchange of views and knowledge.	Adequate		
	Possesses traits to express and convince others to agree and undertake the desired course of action	Foundation (P5/4)	Demonstrates skills and knowledge to convey the message and act	Not Adequate		
		Intermediate (P3)	Manages effective tools and techniques to engage in productive communication	Not Adequate		
		Experienced (P2)	Designs effective tools and techniques to enhance productiveness of communication	Not Adequate		
		Advanced (P1)	Ensures positive outcome of engaging in meaningful interaction with multiple stakeholders	Adequate		
<b>Business Outreach Ability</b>	Creates a system of outreach mechanisms and productive networks to promote industrial development	Foundation (P5/4)	Seeks appropriate opportunities and platforms to advocate plans and strategies for industrial development	Not Adequate	Personal (lack knowledge and skills on plans, strategies for industrial development)	Orientation and awareness
		Intermediate (P3)	Seizes opportunities and platforms to promote, advance and achieve objectives of industrial development plans	Not Adequate		
		Experienced (P2)	Collaborates with stakeholders (domestic and external) to ensure augmentation of industrial growth	Not Adequate		
		Advanced (P1)	Transforms and strategizes outreach mechanisms to enhance industrial development thereby contributing to economic growth	Not Adequate		
<b>Business Facilitator</b>						
<b>Subject Knowledge</b>	Possesses sound knowledge on Business skills, entrepreneurship and Industrial policy documents to ensure efficient	Foundation (P5/4)	Demonstrates an understanding on Business skills, entrepreneurship and Industrial policy documents for efficient service delivery	Not Adequate	1. Personal (individual lack basic or task related skills; individuals lack knowledge on how policies and procedures impact doing the task) 2. Environment (inadequate personnel and resources;	1. Personal - Orientation & Training (classroom and OJT) 2. Environment - Provision of adequate personnel and resources; Streamlining procedures

	service delivery for industrial development				procedures creating barriers)	
		Intermediate (P3)	Proactively applies concept of Business Development Supports and ensure effective implementation of policy documents	Not Adequate	1. Personal (individual lack task related skills) 2. Environment (inadequate personnel and resources; procedures creating barriers)	1. Personal - Training (classroom and OJT) 2. Environment - Provision of adequate personnel and resources; Streamlining procedures.
		Experienced (P2)	Strives to review Business Development and Facilitation services and makes strategic recommendations for improved service delivery	Not Adequate	1. Environment (inadequate personnel and resources; procedures creating barriers) 2. Information (inconsistent task requirements)	1. Environment - Provision of adequate personnel and resources; Streamlining procedures 2. Information - Assignment of clear task/mandates)
		Advanced (P1)	Leads in revising Business Development and Facilitation services and identifying key interventions to ensure enhanced service delivery	Not Adequate	Information (Conflicting policies to complete the task; inconsistent task requirements)	Streamling policies and assignment of clear mandates/tasks
<b>Integrity</b>	Behaves in an honest, fair and ethical manner and shows consistency in words and actions to model high standard of ethics.	Foundation (P5/4)	Exhibits personal and organizational integrity and honesty	Adequate	NA	Periodic sensitization
		Intermediate (P3)	Models integrity through exhibition of honesty and remain highly impartial and trustworthy.	Adequate	NA	Periodic sensitization
		Experienced (P2)	Guides colleagues to maintain the standard of personal and professional integrity through display of professionalism.	Adequate	NA	Periodic sensitization
		Advanced (P1)	Makes appropriate decisions that ensures and encourages subordinates to act and maintain personal and professional integrity.	Adequate	NA	Periodic sensitization
<b>Team Work</b>	Drives team performance by promoting and encouraging participation and sharing of ideas that align with organizational strategy to maximise team synergy and performance	Foundation (P5/4)	Operates with a high degree of interdependence, shares responsibility, holds accountability for the collective performance, and works toward a common goal.	Not Adequate	Information (inconsistent task requirements; inadequate task assignment)	Defining clear mandates and task assignment.
		Intermediate (P3)	Works collaboratively with team members to create team spirit through active participation and interaction to achieve the agreed goals.	Not Adequate	Information (lack of proper feedback, task assignment)	Institute proper feedback system
		Experienced (P2)	Fosters teamwork and supports the team members	Not Adequate	Information (lack of proper feedback, task assignment)	Institute proper feedback system
		Advanced (P1)	Creates team spirits and builds effective teams by promoting the culture of team work to achieve common goal.	Not Adequate	Environment (unclear chain of command over the task and reporting structure)	Knowledge on communication and feedback system
<b>ICT Skills</b>	Makes positive use of ICT for ease of doing business.	Foundation (P5/4)	Demonstrates knowledge and skills in the positive use of ICT for ease of doing business.	Not Adequate	Personal (lack proficiency in ICT skills)	ICT skills training
		Intermediate (P3)	Ensures the positive use of ICT for ease of doing business.	Not Adequate	Personal (lack proficiency in ICT skills)	ICT skills training
		Experienced (P2)	Promotes effective strategies in the positive use of ICT for ease of doing business.	Not Adequate	Environment (inadequate materials and resources)	Allocation of adequate resources

		Advanced (P1)	Shows exemplary skills and mentor colleagues in the positive use of ICT within and beyond the organization for ease of doing business.	Not Adequate	Environment (inadequate materials and resources)	Allocation of adequate resources
<b>Time Management</b>	Prioritizes activities to be accomplished by setting both short and long-term targets for timely service delivery.	Foundation (P5/4)	Prioritizes activities to be accomplished in consultation with colleagues and supervisors for timely service delivery.	Not Adequate	1. Personal (lack of organisational knowledge) 2. Environmental (lack of adequate resources, manpower)	1. Personal (proper orientation on function, mandates, rules, policies, etc) 2. Environmental (allocation of adequate resources)
		Intermediate (P3)	Plans independently and complete prioritized activities within the deadline with minimal supervision to deliver service in time.	Not Adequate	Environmental (Lack of resources)	Orientations/workshops/seminars/job rotation
		Experienced (P2)	Manages the work schedule and timelines of colleagues to ensure quality service delivery.	Not Adequate	Environmental (Lack of chain of command over the task and reporting structure)	Proper reporting structure to be strengthened
		Advanced (P1)	Transforms the service delivery system of the agency to prioritize activities and ensure client satisfaction.	Not Adequate	Environmental (Lack of resources)	Adequate manpower required.
<b>Empathy</b>	Understands and shares the feelings of others to build strong professional relationship with clients	Foundation (P5/4)	Demonstrates keenness to interact with clients to understand and analyse their expectations of service delivery	Not Adequate	Information (Conflicting policies to complete the tasks)	Ensure policy consistencies
		Intermediate (P3)	Acts in the best interest of clients in compliance to the existing rule of law.	Not Adequate	Information (Conflicting policies to complete the tasks)	Ensure policy consistencies
		Experienced (P2)	Balances dedication to clients with organizational requirements objectively to maximise the client satisfaction	Not Adequate	Information (Conflicting policies to complete the tasks)	Ensure policy consistencies
		Advanced (P1)	Makes decisions that balances client satisfaction and organizational requirements	Not Adequate	Information (Conflicting policies to complete the tasks)	Ensure policy consistencies
<b>Creative Thinking</b>	Discovers new opportunities and solutions for problems by looking beyond current practices and using innovative thinking to enhance quality service.	Foundation (P5/4)	Knows when a new approach of intervention is required.	Not Adequate	1. Personal (Lack of task related skills) 2. Environment (Inadequate/outdated resources to do the task)	Workshops, seminars, training etc. Motivation, Incentives, trainings
		Intermediate (P3)	Imports a solution from outside current work environment and studies its feasibility into the context for improved service delivery.	Not Adequate	1. Personal (lack of motivation) 2. Environment (inadequate resources)	
		Experienced (P2)	Modifies a solution from outside current work environment and seeks views from colleagues before putting into practice to achieve the desired outcomes.	Not Adequate	1. Personal (lack of motivation) 2. Environment (inadequate resources)	
		Advanced (P1)	Creates a new solution and effectively implements to achieve the desired outcomes.	Not Adequate	1. Personal (lack of motivation) 2. Environment (inadequate resources)	
<b>Change Management</b>	Challenges status quo and explores opportunities to initiate and	Foundation (P5/4)	Recognizes “where” change needs to happen and communicates it to colleagues and supervisors for consultation.	Not Adequate	Personal (limited task related skills)	Orientation

	manage change in the organization.	Intermediate (P3)	Proactively and constantly explores opportunities for change to enhance business facilitation.	Not Adequate	1. Environmental (Lack of resource and manpower) 2. Personal (Lack of motivation)	1. Training 2. Motivation (incentives and recognition)
		Experienced (P2)	Challenges the status quo with facts, figures and logical reasoning for better alternatives.	Not Adequate	1. Environmental (Lack of resource and manpower) 2. Personal (Lack of motivation)	1. Training 2. Motivation (incentives and recognition)
		Advanced (P1)	Initiates innovative and tangible actions to reinforce, support and manage the change.	Not Adequate	1. Environmental (Lack of resource and manpower) 2. Environment (Inadequate space and support services)	1. Adequate manpower and resource allocation 2. Allocate adequate resources and flexibility to management change

### Business Regulator

<b>M&amp;E Skills</b>	Identifies and adopts appropriate tools for effective monitoring and evaluation.	Foundation (P5/4)	Demonstrates adequate knowledge on usage of available M&E tools.	Not Adequate	Personal Barriers (Lack of Capacity, Knowledge and Skills)	1. Structured classrooms trainings (M&E Trainings) 2. Workshops and seminars on M&E 3. Coaching programs
		Intermediate (P3)	Effectively implements the M&E tools and compiles reliable information for analysis/interpretation.	Not Adequate	Personal Barriers (Lack of Capacity, Knowledge and Skills)	
		Experienced (P2)	Uses the M&E data and reports for taking corrective measures and future course of actions.	Not Adequate	Personal Barriers (Lack of Capacity, Knowledge and Skills)	Refreshers Course (M&E Trainings)
		Advanced (P1)	Ensures effective use of M&E tools and data in decision making and implementation	Not Adequate	Personal Barriers (Lack of Capacity, Knowledge and Skills)	
<b>Analytical skills</b>	Seizes opportunity for organizational improvement that prompts analytical thinking and problem solving by obtaining, processing, and synthesizing information.	Foundation (P5/4)	Possesses knowledge on methods to obtain, process and synthesize information and how to use them in identifying and solving problems.	Not Adequate	Personal Barriers (Lack of Capacity, Knowledge and Skills)	1. Cross Trainings (critical thinking, reporting, problem solving) 2. Workshops and seminars 3. Coaching
		Intermediate (P3)	Synthesizes different kinds of information and utilizes them to critically examine pre-determined problems and solves them.	Not Adequate	Personal barriers (Lack of capacity and skill/knowledge)	
		Experienced (P2)	Uses different methods of obtaining, processing and synthesizing information and utilizes them to solve self-identified problems	Not Adequate	Personal (Lack of capacity and skill/knowledge)	Refresher course on analytical skills
		Advanced (P1)	Resources on methods to obtain, process and synthesize information and promotes a culture where others are empowered to identify and solve problems that leads to organizational improvement.	Not Adequate	Personal (Lack of capacity and skill/knowledge)	
<b>Conflict Analysis and Resolution</b>	Resolves disagreements, confrontations and complaints in a constructive manner to gain acceptance to plans	Foundation (P5/4)	Recognizes the potentials for conflicts and confronts problems openly and constructively.	Not Adequate	Personal (Lack of capacity and skill/knowledge)	1. Structured Class room trainings (Conflict Management Training/Negotiation Skills) 2. Workshops and mentoring programs
		Intermediate (P3)	Resolves conflicts in a constructive and mutually satisfying manner through willingness to see things from others point of view.	Not Adequate	Personal (Lack of capacity and skill/knowledge)	
		Experienced (P2)	Maintains positive and productive working relationships despite conflicting situations and personalities	Not Adequate	Personal (Lack of capacity and skill/knowledge)	1. Refreshers Course/In-house workshops and seminars (Conflict Management)

		Advanced (P1)	Views complexity and ambiguity as challenge and leads team through uncertainty and ambiguity to achieve positive and beneficial outcome	Not Adequate	Personal (Lack of capacity and skill/knowledge)	Training/Negotiation Skills)
<b>Data Interpretation</b>	Assess and accurately analyses data to help organization in making well informed decisions	Foundation (P5/4)	Conducts simple analysis using spreadsheets, accurately interpret and communicate results	Not Adequate	Personal (Lack of capacity and skill/knowledge to interpret data)	1. Structured classroom trainings (Data analysis and interpretation) 2. Mentoring Programs 3. Coaching
		Intermediate (P3)	Conducts advanced analysis using specialised software or analysis tools	Not Adequate	Personal (Lack of capacity and skill/knowledge to interpret data)	
		Experienced (P2)	Collaborates with colleagues and designs innovative models and data analysis tools	Not Adequate	Personal (Lack of capacity and skill/knowledge to interpret data)	
		Advanced (P1)	Develops innovative data analysis tools and guides/monitors implementation of identified data analysis tools	Not Adequate	Personal (Lack of capacity and skill/knowledge to interpret data)	Refreshers Course (Data analysis and interpretation)
<b>Risk Assessment</b>	Engages in identification, evaluation and analysis of the potential risks, takes ownership of the risks and creates preventive responses and periodically monitors the risks	Foundation (P5/4)	Demonstrates knowledge on identification, evaluation and analysis of the potential risks and awareness on preventive measures and management plans	Not Adequate	Personal (Lack of capacity and skill/knowledge to conduct risk assessment)	1. Classroom trainings/In-House Workshop/Seminars (Risk assessment trainings such as qualitative, quantitative, dynamic) 2. Mentoring Programs
		Intermediate (P3)	Engages in identification, evaluation and analysis of the potential risks with minimal supervision, takes ownership of the risks and identifies appropriate preventive measures	Not Adequate	Personal (Lack of capacity and skill/knowledge to conduct risk assessment)	Classroom trainings (Risk assessment trainings such as qualitative, quantitative, dynamic)
		Experienced (P2)	Engages in identification, evaluation and analysis of the potential risks independently, takes ownership of the risks and deploys appropriate preventive measures and management plans	Not Adequate	Personal (Lack of capacity and skill/knowledge to conduct risk assessment)	Refreshers Course (Risk assessment trainings such as qualitative, quantitative, dynamic)
		Advanced (P1)	Anticipates potential risks, puts in place preventive measures and ensures effective implementation of those measures and management plans	Not Adequate	Personal (Lack of capacity and skill/knowledge to conduct risk assessment)	
<b>Problem Solving</b>	Identifies and differentiates the symptoms and root causes of defined problems and suggest remedies that meets the need of the situation	Foundation (P5/4)	Solicits input in gathering data that help identify and differentiate the symptoms and root causes of defined problems.	Not Adequate	Personal (Lack of capacity and skill/knowledge to conduct problem solving)	1. Classroom trainings (Effective problem solving and decision making trainings) 2. Mentoring Program 3. On job attachment
		Intermediate (P3)	Determines the potential causes of the problem and devises testing methodologies for validation.	Not Adequate	Personal (Lack of capacity and skill/knowledge to conduct problem solving)	Classroom trainings/Workshops/Seminars (Effective problem solving and decision making trainings)
		Experienced (P2)	Diagnoses problems using formal problem-solving tools and techniques from multiple angles and probes underlying issues to generate multiple potential solutions.	Not Adequate	Personal (Lack of capacity and skill/knowledge to conduct problem solving)	Refreshers Course (Effective problem solving and decision making trainings)

		Advanced (P1)	Uses formal methodologies to forecast trends and define innovative strategic choices in response to the potential problems	Not Adequate	Personal (Lack of capacity and skill/knowledge to conduct problem solving)	
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### 3.6. Recommended Interventions

The likely reasons for the performance gaps and interventions were 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.

#### 3.6.1. Formal short-term trainings

Formal Classroom training		
Short-term training programmes	Target Group(s)	Learning Objectives
<b>Research Methodology</b> (Research tools, designs and techniques, literature review and data collection and dimensions of conducting applied research)	Industries Officers at foundation, intermediate and experienced level	Industries officers at the Foundation, intermediate and experienced Level will be able to apply basic knowledge and skills of research and carry out specific studies as and when required.
<b>Business Plan Preparation</b>	Foundation level Industries Officers	Industries Officers at these levels will develop knowledge and skills to prepare business plans, review and analyse business proposals for approval.
<b>Identification of Business Opportunities</b> (Analyse project viability, cash creation and project assessment techniques)	Industries Officers at foundation, intermediate and experienced level	Participants will be able to identify business opportunities using 2 or more models learnt.
<b>ICT Training</b> (MS word, Excel, power-point, data analytics and G-suite)	Foundation, Intermediate and Experienced level Industries Officers	Participants should be able to apply proficiently MS Office, Data Analysis and Management and G-Suite applications at work place for efficient service delivery
<b>Industrial Analysis</b> (Ratio and sensitivity analysis and Industrial analysis such as PESTLE analysis)	Industries Officer at foundation, intermediate and experienced level	Participants should be able to identify 1 key sectors to promote for business in the country and prioritize a minimum of 3 sectors to incentivize them.
<b>Risk Assessment Training</b> (Principles, framework and process of risk assessment, developing integrated risk criteria for identification, analysis and evaluation of information)	Foundation and Intermediate level Industries Officers	Industries Officers will be able to successfully identify potential risks, analyze and come up with appropriate preventive measures.
<b>Regional Trade Policies (Those provided by the WTO)</b>	All Industries Officers	Participants should be able to identify at least 1 relevant trade policy issue in the regional context, interpret correctly WTO agreements when presented and assess to WTO information resources.

#### 3.6.2. Orientations/Workshops/Seminars

Orientation/Workshop/Seminars		
Orientation/Workshop/Seminar Themes/Topics	Target Group(s)	Learning Objectives
<b>Orientation</b> (Industrial policies, acts, guidelines, rules and regulations)	Foundation level Industries officers	Industries Officers at Foundation level should be able to interpret any industrial policy documents accurately as and when needed for uniformity.
<b>Workshop</b> (data analysis, design thinking, critical thinking and problem solving)	Foundation and Intermediate level Industries Officers	Industries Officers at P5 & P4 levels should be able to analyse available data, resolve problems and innovate new approaches to enhance service delivery.
<b>Team Building Workshop</b>	Industries Officers at all levels	Industries Officers should be able to build team spirit and work collaboratively to create a healthy working environment.
<b>Workshop</b> (M&E Tools and Emerging Sectors and Technological advancements in Industrial areas)	Industries Officers at all levels	Industries Officers will be able to apply the techniques and tools of project planning, M&E for effectively managing industrial projects. They should also be able to critically assess and identify emerging sectors and appropriate technologies for industrial development.



### 3.6.3. Refresher-Courses/Sensitizations

Refresher Courses/Sensitization		
Themes/Topics	Target Group(s)	Learning Objectives
Periodic Sensitization (Ethics, Integrity and values)	All Industries Officers	Industries Officers at all proficiency levels should be able to understand the moral values, resolves the moral issues in a professional way and to justify the moral judgement professionally.
Refresher Course (Coaching and Mentoring)	Experienced and Advanced level Industries Officers	Experienced and Advanced level Industries Officers should be able to coach or mentor their junior colleagues as and when required to encourage and provide guidance to them.
Refresher course (M&E Tools)	Industries Officers at Experienced and Advanced level	Industries Officers will be able to determine the relevant stakeholders involved in M&E projects, develop a comprehensive M&E plan and implement an M&E system for result based monitoring and evaluation system.

### 3.6.4. Long-term training

Long-term Training			
Course Title	Target Group(s)	Learning Objectives	No of slots
Master's Degree in Industrial Business Management	Foundation and Intermediate level Industries Officers	Upon completion of the course the candidate should be able to understand economic analysis, international economics, financial statement planning, cost analysis, financial analysis, marketing, business law and innovation management, etc...)	
Master's Degree in Business Administration/Economics	Foundation and Intermediate level Industries Officers	Upon completion, the candidate should be able to list the major business disciplines, understand the operation of markets and economics, possess econometric skills to analyse economic questions and evaluate programs and policies	

## 4. Implementation of CBF for Industries Officers

The implementation of training and other interventions has to be based on the mandatory programmes/interventions listed in the training needs analysis of this document. The mandatory list of training/intervention includes all the programmes against the behavior indicators that are found to be "Not Adequate" under the Training Needs Analysis. However, for implementation, it has to be prioritized based on the following:

- a. Annual prioritization
- b. Most critical area of intervention
- c. Rationalization of selection of participants
- d. Availability of the resource allocation

Implementation has to be initiated and spearheaded by the concerned department or parent agency in close coordination and collaboration with respective HR Division.

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