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COMPETENCY BASED FRAMEWORK FOR INTELLECTUAL PROPERTY OFFICER

Department of Intellectual Property
Ministry of Economic Affairs
Royal Government of Bhutan



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List of acronyms

IP	Intellectual Property
DoIP	Department of Intellectual Property
WIPO	World Intellectual Property Organization
IPR	Intellectual Property Rights
TK	Traditional Knowledge
TCE	Traditional Cultural Expression
GR	Genetic Resources
CBF	Competency Based Framework
IPAS	Industrial Property Automation System
EDMS	Electronic Document Management System
OJT	On Job Training
BI	Behaviour Indicator
KSA	Knowledge, Skills & Abilities
SIY	Search Inside Yourself
C	Competent
NC	Not Competent
HR	Human Resource
R&D	Research and Development

1. BACKGROUND

1.1 ABOUT THE AGENCY

Bhutan introduced the IP system into its national development process by becoming a member of the WIPO in 1994. The first step taken by the Royal Government was the promulgation of the Industrial Property Regulation 1997, and the creation of a Legal Section to implement this Regulation in the erstwhile Ministry of Trade and Industry in the same year. The trademark registration system became the first to be protected through this Regulation.

One of the important milestones in the history of the IP system was the enactment of the two legislations governing IP, namely the Copyright Act and Industrial Property Act of the Kingdom of Bhutan during the 79th session of the National Assembly in July 2001. The need to protect innovation and creativity became increasingly important as the business and industrial sectors began to expand gradually. The enactment of the legislation is, therefore, aimed at introducing an effective system for the protection of IPRs that fulfil the aspirations of the private sector development. The Copyright Act protects the rights of creators for literary and artistic works such as audio-visual works, books, paintings, photographs, songs and music, among others, and the Industrial Property Act protects trademark, patent and industrial design through registrations.

To build up an international network of treaty relationships for protecting and safeguarding IP rights of Bhutanese nationals abroad, Bhutan is a member of the following WIPO administered treaties, conventions and agreements:

SL. No.	Instrument	Year of Accession
1.	The WIPO Convention	1994
2.	Paris Convention for the Protection of Industrial Property	2000
3.	Madrid Agreement Concerning the Int'l Registration of Marks	2000

4	Protocol Relating to the Madrid Agreement Concerning the Int'l Registration of marks	2000
5.	Berne Convention for the Protection of Literary and Artistic Works	2004

Currently, the feasibility studies have been completed for accessing additional WIPO administered treaties and conventions viz. the Patent Cooperation Treaty, the Hague Agreement, the Beijing Treaty and the WIPO Copyright Treaty.

In 2016, the IP Division was upgraded to a Department to cater to the increasing roles of IP in facilitating innovation and creativity which are beyond the registration system.

As of today, there are two divisions under the DoIP namely, Copyright Division and Industrial Property Division and is manned by 13 (Thirteen) IP Officers.

1.2 VISION AND MISSION

Vision: To use the intellectual property system as a stimulus for the social, cultural, technological and economic growth of the country

Mission: To establish a comprehensive well-balanced and effective system for the creation, protection, utilization and enforcement of intellectual property rights.

1.3 MANDATES

1. To formulate and update laws in accordance with international standards on all subjects of intellectual property;
2. To establish a system for the grant of titles and rights to intellectual property;
3. To promote knowledge and understanding of intellectual property among the general public;
4. To assist the right holders in commercializing their works and maximizing the economic utilization of their intellectual property assets;
5. To strengthen and improve the mechanisms for the enforcement of IPRs;

6. To undertake exploratory groundwork on the role of IPRs in the protection of cultural heritage and TK;
7. To build up an international network of treaty relationships for protecting and safeguarding IPRs of Bhutanese nationals abroad
8. To strengthen the institutional and professional capacity of the Department to fulfil its mandates.

2. COMPETENCY-BASED FRAMEWORK FOR INTELLECTUAL PROPERTY OFFICER

2.1 INTRODUCTION

The Royal Civil Service Commission launched the CBF with an objective to assess the organization's workforce competencies and better plan the competencies and capacities of the workforce that are needed to achieve the organization's vision, mission and goals through effective HR planning and capacity building.

The CBF for the Intellectual Property Officer was developed with technical support from the CBF Master Trainer and validated by the Department. The CBF for the Intellectual Property Officer has been developed with the aim to fulfil the three fundamental principles of IP - IP Creation; IP Protection; and IP Promotion. The CBF includes 3 Key Roles, 2 Competency Areas, 19 Key Competencies, 26 BIs, 4 Proficiency Levels and Training Needs Analysis.

2.2 PURPOSE

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

2.3 AIM

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

2.4 OBJECTIVES

The objective of the CBF is to:

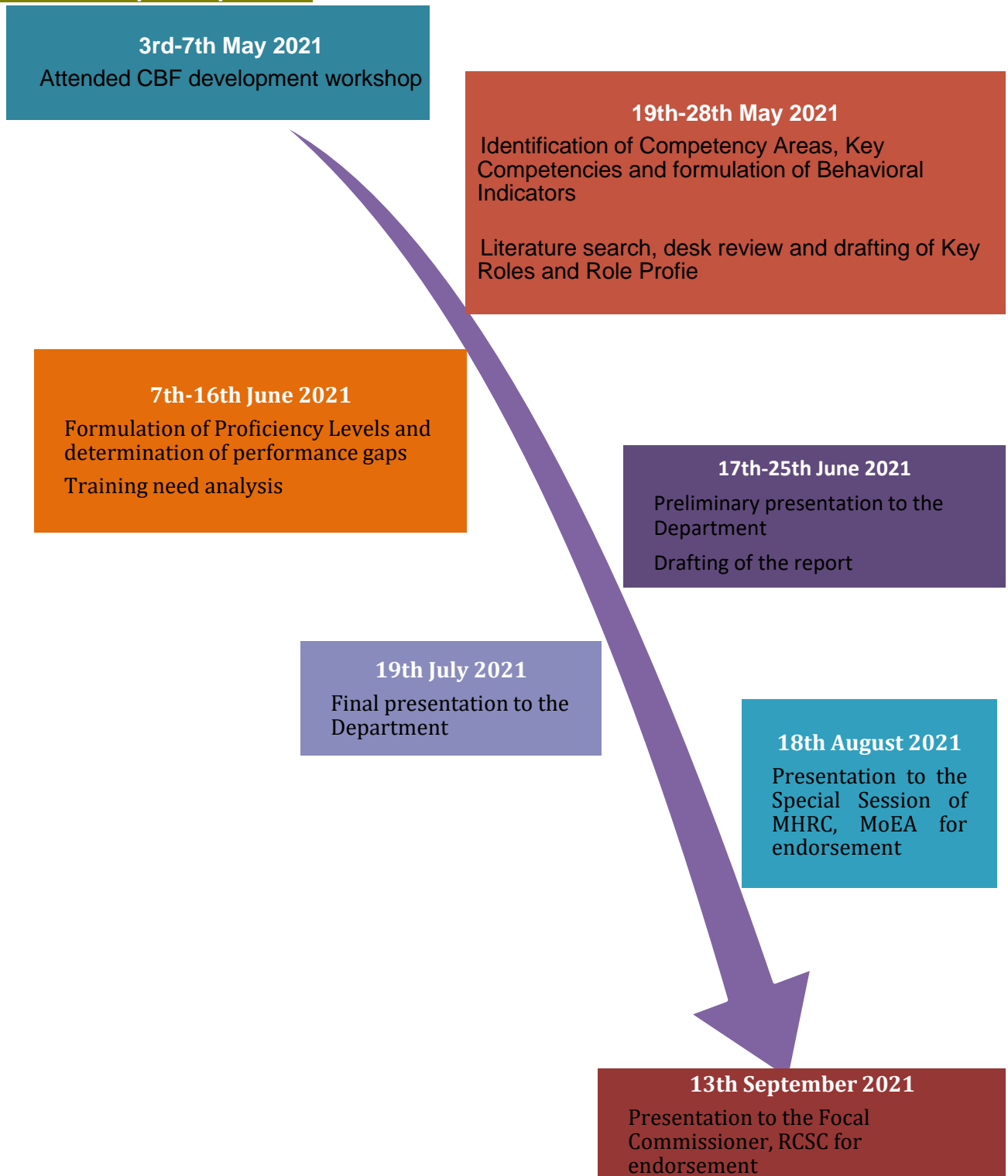
- Guide the DoIP in identifying skills needs of the employees for achieving organizational goals;
- Provide clarity and a structured view of the knowledge and skills required by IP Officer at all proficiency levels and in all skill areas;
- Deliver the services effectively and enhance productivity through professionalization and continuous development; and
- Guide recruitment process, succession planning, performance management, and rewards and recognition.

2.5 FRAMEWORK DEVELOPMENT PROCESSES

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

As illustrated below, the CBF development process was initiated in the third week of May and completed in the last week of July, 2021.

CBF Development process



2.6 DIAGRAMMATIC OVERVIEW OF THE CBF

The diagram below represents the CBF for IP Officer. The inner circle presents *three* key roles, *two* competency areas in the middle circle and the outer circle represents 19 key competencies.



2.6.1 IDENTIFICATION OF KEY ROLE

The key role is an organized set of behaviours that are crucial to achieving the current and future goals of the DoIP. Following are the key roles expected to be performed by the IP Officer:

- a. Intellectual Property Strategist
- b. Intellectual Property Administrator
- c. Intellectual Property Advocator

2.6.1.1 DESCRIPTION OF ROLE PROFILE

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

Role Profile of Intellectual Property Officer

Sl. #	Key Role	Role Description
1	IP Strategist	<ol style="list-style-type: none">1. Support research and innovation eco-system for fostering innovation and creativity.2. Enhance marketplace performance of businesses through IP Audit and Valuation to acquire, protect and leverage IP assets.3. Formulate and implement IP commercialization strategies, processes and procedures to monetize the IP Assets.4. Formulate and implement the National IP policy and strategy to harness innovation for the greater progress of society, education, economy, technology and culture.5. Propose and draft balanced and development-oriented IP laws and regulations in keeping with international

		<p>standards, national needs, and new developments in collaboration with the Legal Unit to harness optimum impacts.</p> <p>6. Propose accession to the International IP instruments (Treaties, Conventions, Agreements) to provide mechanisms for national and global IP protection in collaboration with the Legal Unit.</p>
2	IP Administrator	<ol style="list-style-type: none"> 1. Build networks and contacts with other IP Offices and relevant stakeholders to discuss key policy issues, mainstream IP in the business, exchange best practices and build in-house capacity. 2. Become a data-driven office for researchers, academicians, policymakers and businesses to enable them to make better, fact-based and more impactful decisions. 3. Develop an efficient and modernized registration system to gain efficiencies in the delivery of IP services and to cater to various needs and expectations of customers. 4. Ensure quality registration of the IP applications in line with the existing laws and international best practices to grant valid IPRs.
3	IP Advocate	<ol style="list-style-type: none"> 1. Educate on IP to promote innovation and creativity, public awareness, use, trust and respect of IP. 2. Evaluate the impacts of advocacy programs conducted and accordingly, re-model and revamp the outreach strategies, programs and tools.

2.6.2 COMPETENCY AREAS

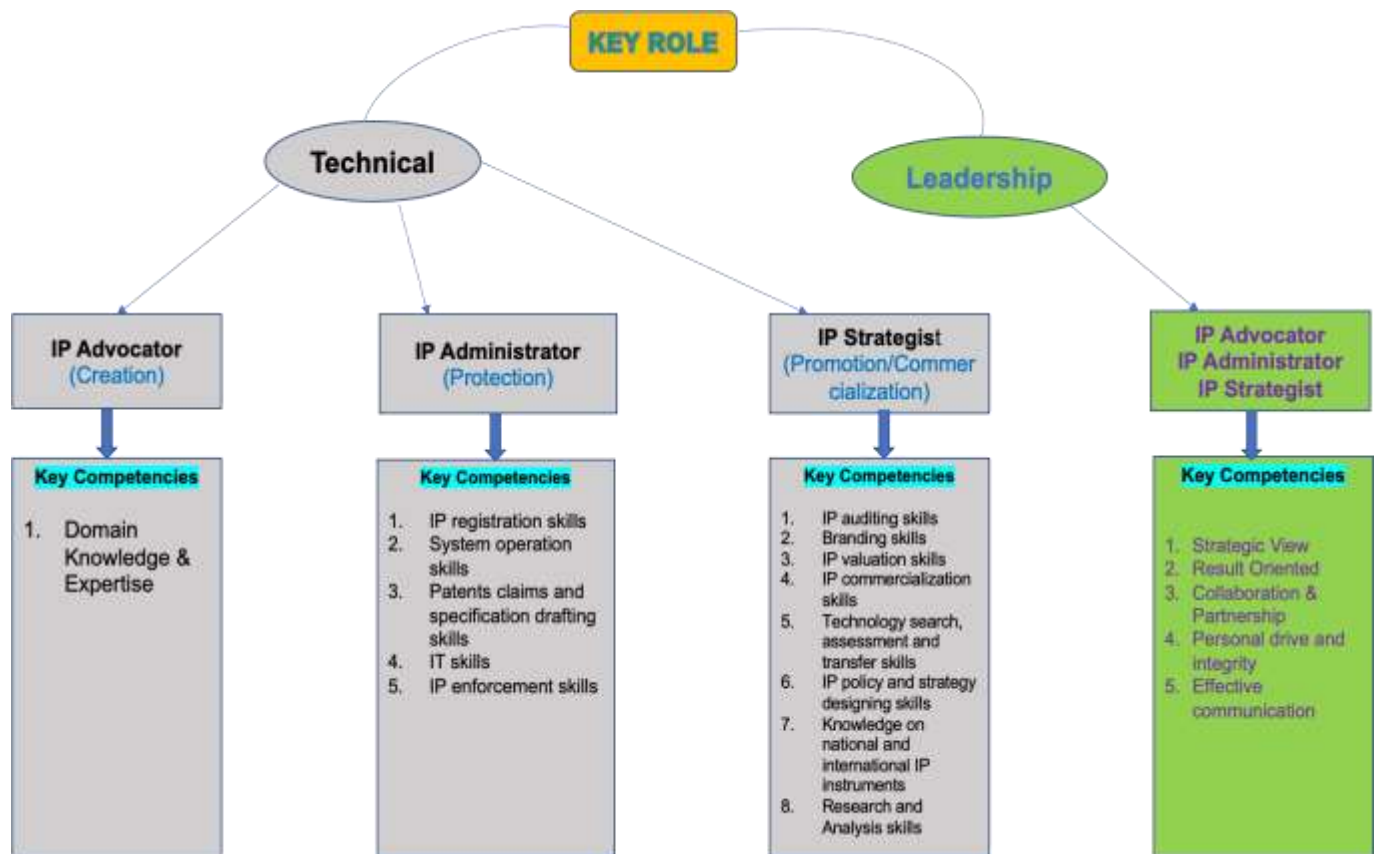
The competency area is the clustering of key competencies by related behaviour and functions of each role. It comprises a set of KSA that result in essential behaviours expected from IP Officers. The framework has identified two competency areas as follows: -

Sl.#	Key Role	Competency Area
1	1. IP Strategist	1.1 Technical Competencies
		1.2 Leadership Competencies
2	2. IP Administrator	2.1 Technical Competencies
		2.2 Leadership Competencies
3	3. IP Advocator	3.1 Technical Competencies
		3.2 Leadership Competencies

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

2.6.3 KEY COMPETENCIES

The key competency is an observable behaviour that indicates the presence of a particular competency. Generally, it is broadly divided into a core competency, leadership competency and technical or functional competency. The framework has identified 19 key competencies which are presented as below: -



2.6.4 BEHAVIOURAL INDICATORS

The Behavioural Indicators is the description of competencies based on various proficiency levels. It outlines a collection of desired and observable motives, traits and behaviours when executing or carrying out the assigned task. It serves as a tool to guide evaluations of employee performance. The framework has identified 26 BIs.

2.6.4.1 BEHAVIOUR INDICATORS FOR TECHNICAL COMPETENCY

Competency Area	Key Competency	Behaviour Indicators
Key Role 1: IP Strategist		
Technical Competency	IP Auditing skills	Facilitates in conducting IP audit for identifying and inventorying potential IP assets, uncovering unused or underutilized IP assets, determining ownerships, and anticipating threats of infringements.
	Branding skills	Facilitates in developing branding strategies for the businesses to build their reputation and enhance competitive advantage in the market.
	IP Valuation skills	Facilitates in conducting IP valuation to determine the monetary value of IP assets for commercialization, enforcement of IP rights, attracting partners and securing finances.
	Technology Search, Assessment and Transfer skills	Assists creators and innovators in retrieving high-quality technology information using search techniques to create, transfer and/or enhance innovation or invention.
	IP Commercialization skills	Provides advisory assistance in IP commercialization strategies, and processes to support business growth and development.

	IP Policy & Strategy designing and analysis skills	Reviews and reforms IP policy and strategy to encourage and facilitate a coordinated approach for the effective creation, development, management and protection of IP, TK, TCEs, GR and Plant Varieties at the national level to support the country’s economic, cultural, technological, social development and innovation performance.
	Research and Analysis skills	Identifies underlying trends and patterns in IP data to generate business insights and intelligence.
		Conducts gap analysis of the IP programs and accordingly, re-model and revamp the programs and tools to harness optimum impact.
	Knowledge of national and international IP instruments	Reviews and facilitates the formulation of balanced and development-oriented IP laws and regulations in keeping with international standards, national needs, and new developments in the technological landscape to harness optimum impacts within the IP Office, stakeholders, and the public in collaboration with the Legal Unit.
		Facilitates in conducting feasibility studies for accession to WIPO administered treaties, conventions and agreements.

Key Role 2: IP Administrator		
	IP registration skills	Undertakes quality search & examination of the IP applications in line with the national IP laws and international best practices to grant IP Rights.
		Undertakes post-registration actions viz. invalidation, renewal, ownership change, etc. to manage the IP rights.
	IT skills	Evaluates, deploys and manages IT systems to render modernized, efficient services and provide authentic and reliable IP data.
	Patent Claims and Specifications Drafting skills	Advises and assists applicants in drafting patent claims and specifications in prescribed format to help secure patent protection.
	System operation skills	Operates IP Automation System to process IP applications for registration.
	IP Enforcement skills	Analyses and evaluates the effectiveness of existing IP enforcement mechanism with relevant enforcement agencies in keeping with the international best practices to increase respect for the IP Rights
Key Role 3:		
3.1 IP Advocate		Conducts advocacies on IP to the users, owners, stakeholders and the enforcement agencies to promote

	Domain Knowledge & Expertise	innovation and creativity, public awareness, use, trust and respect of IP.
		Designs and develops advocacy tools for both general and specialized advocacies for wider coverage and optimum impact.

2.6.4.2 BEHAVIOUR INDICATOR FOR LEADERSHIP COMPETENCY

Key Competency	Behaviour Indicators
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 judgement 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.
Collaboration 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.

Effective Communication	Communicates clearly to ensure key conclusions are conveyed.
	Negotiates persuasively to address disagreements objectively.

2.6.5 CLASSIFICATION OF PROFICIENCY LEVELS

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 the IP 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 26 BIs across four levels of proficiency.

The proficiency will enable individual officials to distinguish the type of competencies expected in their career path, which will allow them to enhance competency in achieving current as well future career goals. Further, the proficiency level will set a benchmark for recruitment and deployment. The proficiency levels of each key competency are detailed below:

PROFICIENCY LEVEL FOR TECHNICAL COMPETENCY

Key Role 1: IP STRATEGIST			
Competency Area: Technical			
Key Competency: IP Auditing skills			
Behaviour Indicator: Facilitates in conducting IP audit for identifying and inventorying potential IP assets, uncovering unused or underutilized IP assets, determining ownerships, and anticipating threats of infringements.			
Entry	Intermediate	Experienced	Advanced
Demonstrates comprehensive	Facilitates in conducting IP audit	Develops IP audit tools, guidelines,	Reviews, analyses, and revamps the

understanding of IP audit objectives and procedures and facilitates in conducting IP audit.	and assists in developing IP audit tools, guidelines and procedures.	procedures and provides directions in conducting IP audit.	completeness, relevance, and feasibility of the existing IP audit scopes and modalities. Strategizes the findings of IP assets audit for implementation.
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Key Competency: Branding skills

Behaviour Indicator: Facilitates in developing branding strategies for the businesses to build their reputation and enhance competitive advantage in the market.

Entry	Intermediate	Experienced	Advanced
Demonstrates comprehensive understanding of the Branding objectives, strategies, procedures/tools, checklist and assists in conducting branding activities.	Identifies branding needs and implements branding activities. Assists in designing branding strategies and tools.	Designs branding strategies and tools through research and collaboration with relevant stakeholders.	Leads the implementation of the branding activities.

Key Competency: IP Valuation skills

Behaviour Indicator: Facilitates in conducting IP valuation to determine the monetary value of IP assets for commercialization, enforcement of IP rights, attracting partners and securing finances.

Entry	Intermediate	Experienced	Advanced
Exhibits a thorough understanding of the objectives, methods	Facilitates in conducting IP assets valuation to	Formulates IP assets valuation methods.	Evaluates different types of valuation methods and

and practices of IP asset valuation and facilitates in conducting IP assets valuation.	understand the economic value of the IP assets for commercialization, enforcement, R&D, financing and management of IP rights. Assists in formulating IP assets valuation methods.	Demonstrates in-depth understanding of the economy, industry and specific businesses while formulating the methods.	recommends appropriate IP assets valuation methods.
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Key Competency: Technology Search, Assessment and Transfer skills

Behaviour Indicator: Assists creators and innovators in retrieving high-quality technology information using search techniques to create and/or enhance innovation or invention.

Entry	Intermediate	Experienced	Advanced
Studies and learns different search strategies, databases, techniques and conducts a basic search.	Conducts advanced search in retrieving high-quality technology information.	Guides searching technology databases and resolves advanced search issues.	Supervises and provides technical guidance on search techniques.

Key Competency: IP Commercialization skills

Behaviour Indicator: Provides advisory assistance in IP commercialization strategies, and processes to support business growth and development.

Entry	Intermediate	Experienced	Advanced
Understands the objectives and benefits of IP commercialization and facilitates in conducting IP commercialization.	Facilitates to conduct IP commercialization activities and assists in formulating IP commercialization strategies and tools.	Formulates IP commercialization strategies and tools.	Reviews the IP commercialization strategies/tools and ensures its effectiveness in achieving business growth and development.

Key Competency: IP Policy & Strategy designing and analysis skills

Behaviour Indicator: Reviews and reforms IP policy and strategy to encourage and facilitate a coordinated approach for the effective creation, development, management and protection of IP, TK, TCEs, GR and Plant Varieties at the national level in order to support the country's economic, cultural, technological, social development and innovation performance.

Entry	Intermediate	Experienced	Advanced
Assists in conducting studies on the policies and strategies on IP and Traditional Knowledge, Traditional Cultural Expressions, Genetic Resources and Plant Varieties.	Conducts studies on the best practices relating to policies and strategies on IP and Traditional Knowledge, Traditional Cultural Expressions, Genetic Resources and Plant Varieties, consults multitude of stakeholders to understand their	Reviews and assesses policy and strategies on IP and Traditional Knowledge, Traditional Cultural Expressions, Genetic Resources and Plant Varieties based on the groundworks conducted and formulates new changes.	Leads the formulation of policies and strategies on IP and Traditional Knowledge, Traditional Cultural Expressions, Genetic Resources and Plant Varieties to support and promote the country's economic and innovation performance.

	needs and expectations.		
Key Competency: Research and Analysis skills			
Behaviour Indicator:			
Identifies underlying trends and patterns in IP data to generate business insights/reports.			
Entry	Intermediate	Experienced	Advanced
Compiles and maintains IP data and provides information as and when required.	Analyses and interprets IP data to generate business insights/reports.	Reviews the business insights/reports and recommends suitable solutions and strategies; guides data collection and analysis.	Provides strategic guidance/inputs, supervision and prescribes the best course of action for decision making
Behaviour Indicator:			
Conducts gap analysis of the IP programs and accordingly, re-model and revamp the programs and tools to harness optimum impact.			
Entry	Intermediate	Experienced	Advanced
Compiles and maintains IP programs/materials repertoire. Assists in conducting a gap analysis of the IP programs and tools.	Conducts gap analysis of the IP programs and tools.	Reviews the gap analysis and recommends suitable solutions and strategies to remodel and revamp IP programs and tools.	Provides strategic guidance/inputs, supervision and prescribes the best course of action for decision making.

Key Competency: Knowledge of national and international IP instruments

Behaviour Indicator:

Proposes & facilitates the Legal Unit in reviewing and formulating balanced and development-oriented IP laws and regulations in keeping with international standards, national needs, and new developments to harness optimum impacts within the IP Office, stakeholders, and the public.

Entry	Intermediate	Experienced	Advanced
Demonstrates comprehensive understanding of the national IP laws as well as IP laws of other countries.	Reviews the existing IP laws and recommends changes to facilitate in formulating/amending balanced and development-oriented IP laws in keeping with international standards, and new developments.	Reviews the existing IP laws and recommends changes to facilitate in formulating/amending balanced and development-oriented IP laws in keeping with international standards, and new developments.	Leads the review of the existing IP laws and recommends changes to facilitate in formulating/amending balanced and development-oriented IP laws in keeping with international standards, and new developments.

Behaviour Indicator:

Proposes & conducts feasibility studies for accession to WIPO administered treaties, conventions and agreements in collaboration with the Legal Unit.

Entry	Intermediate	Experienced	Advanced
Demonstrates deeper understanding of WIPO administered treaties, conventions	Assists in conducting the feasibility studies of WIPO administered treaties,	Assists in conducting the feasibility studies of WIPO administered	Reviews the proposed feasibility studies and finalizes the report for onward submission

and agreements and assists in conducting national interest analysis for accession.	conventions and agreements for accession.	treaties, conventions and agreements for accession.	to concerned authorities in collaboration with the Legal Unit.
Key Role 2: IP Administrator			
Competency Area: Technical			
Key Competency: IP Registration skills			
Behaviour Indicator:			
Undertakes quality search & examination of the IP applications in line with the national IP laws and international best practices to grant IP Rights			
Entry	Intermediate	Experienced	Advanced
Conducts thorough search and substantive examination, and composes office actions (formality examination, substantive examination, publication, opposition, registration) based on the examination.	Conducts thorough search and substantive examination, and composes office actions (formality examination, substantive examination, publication, opposition, registration) based on the examination.	Develops and updates examination manuals, coaches and provides guidance to the examiners to improve the quality of the search and examination system. Conducts search and examination works.	Oversees the search and examination system and provides technical guidance.
Behaviour Indicator:			
Undertakes post-registration office actions viz. invalidation, renewal, ownership change, etc. to manage the IP rights.			

Entry	Intermediate	Experienced	Advanced
Undertakes post-registration actions viz. invalidation, renewal, ownership change etc.	Undertakes post-registration office actions viz. invalidation, renewal, ownership change etc.	Handles post-registration issues and recommends resolutions. Undertakes post-registration works.	Provides guidance to handle the post-registration issues and concerns.

Key Competency: IT skills

Behaviour Indicator:

Deploys, evaluates and manages IT systems to render modernized, efficient services and provide authentic and reliable IP data.

Entry	Intermediate	Experienced	Advanced
Demonstrates knowledge and skills on IT systems and deploys and manages the automation systems.	Deploys, evaluates and manages the automation systems.	Reviews and recommend strategies to enhance the IT systems to render modernized, efficient services and provide authentic and reliable IP data.	Provides strategic guidance/inputs, supervision and prescribes the best course of action for decision making.

Key Competency: Patent Claims and Specification Drafting skills

Behaviour Indicator: Advises and assists applicants in drafting patent claims and specifications in prescribed format to help secure patent protection.

Entry	Intermediate	Experienced	Advanced
Assists in drafting and filing of patent	Conducts patent-related searches to facilitate drafting	Guides the patent claim and	Provides expert advice on patent claims and

applications under supervision.	and filing of patent applications.	specification drafting.	specification drafting.
Key Competency: System operation skills			
Behaviour Indicator: Operates automation systems to process IP applications for registration.			
Entry	Intermediate	Experienced	Advanced
Operates automation systems (IPAS and EDMS) to process IP applications for registration.	Operates automation systems (IPAS and EDMS) to process IP applications for registration. Provides training on operating the systems.	Operates automation systems (IPAS and EDMS) to process IP applications for registration. Provides training on operating the systems.	Provides expert advice on operating the automation systems (IPAS and EDMS).
Key Competency: IP Enforcement skills			
Behaviour Indicator: Supports enforcement to build trust and respect for IP Rights in keeping with the international best practices.			
Entry	Intermediate	Experienced	Advanced
Demonstrates knowledge of the enforcement provisions/mechanisms and advises IP right holders and enforcement agencies in IP enforcement.	Provides advisory services to IP right holders and enforcement agencies in IP enforcement.	Reviews the effectiveness and proposes changes to IP enforcement mechanisms.	Recommends strategies to strengthen IP enforcement mechanisms.

Key Role 3: IP Advocator			
Competency Area: Technical			
Key Competency: Domain Knowledge and Expertise			
Behaviour Indicator:			
Conducts advocacy on IP to drive innovation, competitiveness and creativity.			
Entry	Intermediate	Experienced	Advanced
Demonstrates understanding and application of IP concepts along with international IP instruments and IP protection systems to create wider awareness and education on IP. Conducts general & specialized IP programs.	Conducts general and specialized IP programs to promote the creation, protection and use of IP.	Conducts general and specialized IP programs to promote the creation, protection and use of IP.	Leads and ensures the implementation of the IP programs.
Behaviour Indicator:			
Designs and develops advocacy tools and materials for wider awareness and use of IP.			
Entry	Intermediate	Experienced	Advanced
Develops IP advocacy tools and materials.	Develops IP advocacy tools and materials.	Reviews the IP advocacy tools and materials in keeping with the change in IP trends and guides	Oversees and directs the development of advocacy and educational resources and

		to develop experiential program resources.	experiential programs.
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PROFICIENCY LEVEL FOR LEADERSHIP COMPETENCY

Key Role 1: IP Strategist; IP Administrator; IP Advocate			
Competency Area: Leadership			
Key Competency: Strategic View			
Behaviour 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.
Behaviour Indicator: Applies sound knowledge and judgement 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 judgement to develop realistic solutions for the organization.	Anticipates 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			
Behaviour 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 and enthusiasm among employees to achieve organizational goals.	Implements all the research-based international best practices in enhancing optimism and enthusiasm among employees to achieve organizational goals.	Researches and recommends international best practices pertinent to the enhancement of optimism and enthusiasm of the employees and a culture of nurturing talents.	Demonstrates creative and innovative strategies to enhance optimism and enthusiasm.

Behaviour Indicator: Capitalizes on 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			
Behaviour 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			
Behaviour 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 honest, ethical and professional ways.	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.
Key Competency: Effective Communication			
Behaviour 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.

Behaviour Indicator: Negotiates persuasively to address 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 is the difference 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 IP Officers with knowledge and skills. It should be the shared responsibility of the employee and the Department to build and enhance their capability and competency.

Key Role: IP STRATEGIST				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Competency Building Intervention
IP Auditing skills	Demonstrates comprehensive understanding of IP audit objectives and procedures and facilitates in conducting IP audit.	NC	New recruits and inadequate knowledge.	<ol style="list-style-type: none"> 1. Training on IP assets management & licensing 2. WIPO Professional Development Course 3. WIPO Distance Learning Course 4. Relevant workshops/meetings/study visits
Branding skills	Demonstrates comprehensive understanding of the Branding objectives, strategies, procedures/tools, checklist and assists in conducting branding activities.	NC	New recruits and inadequate knowledge.	<ol style="list-style-type: none"> 1. Training on IP assets management & licensing 2. Relevant workshops/meetings/study visits
IP Valuation skills	Exhibits thorough understanding of the objectives, methods and practices of IP asset valuation and facilitates in conducting IP assets valuation.	NC	New recruits and inadequate knowledge.	<ol style="list-style-type: none"> 1. Training on IP assets management & licensing 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
Technology Search, Assessment	Studies and learns different search strategies, databases,	NC	Lack of skills.	<ol style="list-style-type: none"> 1. Training on IP assets management & licensing 2. WIPO Professional Development Course

and Transfer skills	techniques and conducts a basic search.			<ul style="list-style-type: none"> 4. WIPO Distance Learning Course 5. Relevant workshops/meetings/study visits
IP Commercialization skills	Understands the objectives and benefits of IP commercialization and facilitates in conducting IP commercialization.	NC	Lack of knowledge and experience	<ul style="list-style-type: none"> 1. Training on IP assets management & licensing 2. WIPO Professional Development Course 3. Relevant workshops/meetings/study visits
IP Policy and Strategy designing and analysis skills	Assists in conducting studies on the policies and strategies on IP and Traditional Knowledge, Traditional Cultural Expressions, Genetic Resources and Plant Varieties.	NC	Lack of experience	Training on Policy Analysis
Research and Analysis skills	Compiles and maintains IP data and provides information as and when required.	C		
	Compiles and maintains IP programs/materials repertoire. Assists in conducting a gap analysis of the IP programs and tools.	NC	Lack of knowledge & experience	Training on Research Methodology and Report Writing

Knowledge of national and international IP instruments	Demonstrates comprehensive understanding of the national IP laws as well as IP laws of other countries.	NC	New recruits and inadequate knowledge	<ol style="list-style-type: none"> 1. WIPO Distance Learning Course 2. Relevant workshops/meetings 3. Standing Committee and Working Group meetings
	Demonstrates deeper understanding of WIPO administered treaties, conventions and agreements and assists in conducting national interest analysis for accession.	NC	New recruits and inadequate knowledge	<ol style="list-style-type: none"> 1. WIPO Distance Learning Course 2. Standing Committee and Working Group meetings 3. Relevant workshops/meetings/study visits

Key Role: IP ADMINISTRATOR

Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Competency Building Intervention
IP Registration skills	Conducts thorough search and substantive examination, and composes office actions (formality examination, substantive examination, publication, opposition, registration) based on the examination.	NC	New recruits and inadequate knowledge and experience	<ol style="list-style-type: none"> 1. OJT training 2. In-house training 3. WIPO Professional Development Course 4. WIPO Distance Learning Course 5. Relevant workshops/meetings/study visits 6. Standing Committee and Working Group meetings

	Undertakes post-registration actions viz. invalidation, renewal, ownership change etc.	NC	New recruits and inadequate knowledge and experience	<ol style="list-style-type: none"> 1. OJT training 2. In-house training 3. WIPO Professional Development Course 4. WIPO Distance Learning Course
IT skills	Demonstrates knowledge and skills on IT systems and deploys and manages the automation systems.	NC	Lack of knowledge	<ol style="list-style-type: none"> 1. Training on IT
Patent Claims and Specifications Drafting skills	Assists in drafting and filing of patent applications under supervision.	NC	New recruits and inadequate knowledge and experience	<ol style="list-style-type: none"> 1. On-the-Job training 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
System operation Skills	Operates the automation systems (IPAS and EDMS) to process IP applications for registration.	NC	New recruits and inadequate knowledge and experience	<ol style="list-style-type: none"> 1. In-house training
IP Enforcement skills	Demonstrates knowledge of the enforcement provisions/mechanisms and advises IP right holders and enforcement agencies in IP enforcement.	NC	New recruits and inadequate knowledge	<ol style="list-style-type: none"> 1. In-house training 2. Relevant workshops/meetings/study visits 3. Standing Committee and Working Group meetings

Key Role: IP ADVOCATOR

Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Competency Building Intervention
Domain Knowledge and Expertise	Demonstrates understanding and application of IP concepts along with international IP instruments and IP protection systems to create wider awareness and education on IP. Conducts general and specialized IP programs.	NC	Lack of knowledge	<ol style="list-style-type: none"> 1. Induction program 2. WIPO Professional Development Course 3. WIPO Distance Learning Course 4. Relevant workshops/meetings/study visits
	Develops IP advocacy tools and materials.	NC	Lack of knowledge and experience	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits

2.7.2 TRAINING NEEDS ASSESSMENT FOR TECHNICAL COMPETENCY AT INTERMEDIATE PROFICIENCY LEVEL

Key Role: IP STRATEGIST

Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Competency Building Intervention
IP Auditing skills	Facilitates in conducting IP audit based on the guidelines and procedures. Assists in developing IP audit tools, guidelines and procedures.	NC	Lack of adequate knowledge and experience	<ol style="list-style-type: none"> 1. Advanced Course on IP Asset Management and Licensing 2. WIPO Professional Development Course 3. WIPO Distance Learning Course 4. Relevant workshops/meetings/study visits
Branding skills	Identifies branding needs and implements branding activities. Assists in designing branding strategies and tools.	NC	Lack of adequate knowledge and experience	<ol style="list-style-type: none"> 1. Advanced Course on IP Asset Management and Licensing 2. Relevant workshops/meetings/study visits
IP Valuation skills	Facilitates in conducting IP assets valuation to understand the economic value of the IP assets for commercialization, enforcement, R&D, financing and management of IP rights. Assists in formulating IP assets valuation methods.	NC	Lack of adequate knowledge and experience	<ol style="list-style-type: none"> 1. Advanced Course on IP Asset Management and Licensing 2. WIPO Professional Development Course 3. WIPO Distance Learning Course 4. Relevant workshops/meetings/study visits

Technology Search, Assessment and Transfer skills	Conducts advanced search in retrieving high-quality technology information.	NC	Lack of adequate knowledge and experience	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
IP commercialization skills	Facilitates to conduct IP commercialization activities and assists in formulating IP commercialization strategies and tools.	NC	Lack of adequate knowledge and experience	<ol style="list-style-type: none"> 1. Advanced Course on IP Asset Management and Licensing 2. WIPO Professional Development Course 3. WIPO Distance Learning Course 4. Relevant workshops/meetings/study visits
IP Policy and Strategy Designing and Analysis skills	Conducts studies on the best practices relating to policies and strategies on IP and Traditional Knowledge, Traditional Cultural Expressions, Genetic Resources and Plant Varieties, coordinates with a multitude of stakeholders to understand their needs and expectations.	NC	Not adequately competent/Lack of experience	<ol style="list-style-type: none"> 1. Relevant workshops/meetings

Research and Analysis skills	Analyses and interprets IP data to generate business insights/reports.	NC	Lack of training	Training on Research Methodology and Report Writing
	Conducts gap analysis of the IP programs and tools.	NC	Lack of training	Training on Research Methodology and Report Writing
Knowledge of national and international IP instruments	Reviews the existing IP laws and recommends changes to facilitate in formulating/amending balanced and development-oriented IP laws in keeping with international standards, and new developments.	NC	Not aware of changing trends and updates	<ol style="list-style-type: none"> 1. Standing Committee Meeting and Working Groups 2. Relevant workshops/meetings/study visits
	Assists in conducting the feasibility studies of WIPO administered treaties, conventions and agreements for accession.	NC	Lack of experience	<ol style="list-style-type: none"> 1. Relevant workshops/meetings/study visits

Key Role: IP ADMINISTRATOR

Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the Performance gap	Competency Building Intervention
IP registration skills	Conducts thorough search and substantive examination, and composes office actions (formality examination, substantive examination, publication, opposition, registration) based on the examination.	NC	Not aware of changing trends and updates	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits 4. Standing Committee and Working Group meetings
	Undertakes post-registration office actions viz. invalidation, renewal, ownership change etc.	C		
IT skills	Deploys, evaluates and manages the automation systems.	C		
Patent Claims and	Conducts patent-related searches to facilitate drafting	NC	Lack of experience	<ol style="list-style-type: none"> 1. Relevant workshops/meetings/study visits

Specification Drafting skills	and filing of patent applications.			2. WIPO Professional Development Course 3. WIPO Distance Learning Course
System operation skills	Operates automation systems (IPAS & EDMS) to process IP applications for registration. Provides training on operating the systems.	C	NA	NA
IP Enforcement skills	Provides advisory services to IP right holders and enforcement agencies in IP enforcement.	NC	Not aware of changing trends and updates	1. Relevant workshops/meetings/study visits 2. Standing Committee and Working Group meetings
Key Role: IP ADVOCATOR				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Competency Building Intervention
Domain Knowledge & Expertise	Conducts general and specialized IP programs to promote the creation, protection and use of IP.	NC	Lack of adequate knowledge	1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits

	Develops IP advocacy tools and materials.	NC	Lack of adequate knowledge	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
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2.7.3 TRAINING NEEDS ASSESSMENT FOR TECHNICAL COMPETENCY AT EXPERIENCED PROFICIENCY LEVEL

Key Role: IP STRATEGIST				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Method of intervention
IP Auditing skills	Develops IP Audit tools, guidelines, procedures and provides directions in conducting IP Audit.	NC	Lack of adequate knowledge & experience	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
Branding skills	Designs branding strategies and tools through research and collaboration with relevant stakeholders.	NC	Lack of adequate knowledge & experience	<ol style="list-style-type: none"> 1. Relevant workshops/meetings/study visits

IP Valuation skills	Formulates IP assets valuation methods. Demonstrates in-depth understanding of the economy, industry and specific businesses while formulating the methods.	NC	Lack of adequate knowledge & experience	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
Technology Search, Assessment and Transfer skills	Guides searching technology databases and resolves advanced search issues.	NC	Lack of knowledge on advanced search methods	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
IP Commercialization skills	Formulates IP commercialization strategies and tools.	NC	Lack of experience in formulating IP commercialization strategies and tools	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
IP Policy and Strategy Designing and Analysis skills	Reviews and assesses policy and strategies on IP, Traditional Knowledge, Traditional Cultural Expressions, Genetic Resources and Plant Varieties based on the groundworks formulates new changes.	NC	Lack of refresher courses to keep abreast with the advanced policy analysis	<ol style="list-style-type: none"> 1. Relevant workshops/meetings

Research and Analysis skills	Reviews the business insights/reports and recommends suitable solutions and strategies; guides data collection and analysis.	NC	Lack of refresher courses to keep abreast with the advanced search and analysis skills	1. Relevant workshops/meetings
	Reviews the gap analysis and recommends suitable solutions and strategies to remodel and revamp IP programs and tools.	NC	Lack of refresher courses to keep abreast with advanced research and analysis skills	1. Relevant workshops/meetings
Knowledge of National and International IP instruments	Reviews the existing IP laws and recommends changes to facilitate in formulating/amending balanced and development-oriented IP laws in keeping with international standards, and new developments.	NC	Lack of awareness on changing trends and updates	1. Standing Committee Meeting and Working Group meetings 2. Relevant workshops/meetings/study visits 3. General Assembly
	Assists in conducting the feasibility studies of WIPO administered treaties, conventions and agreements for accession.	NC		1. Relevant workshops/meetings/study visits 2. General Assembly

Key Role: IP ADMINISTRATOR

Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Method of intervention
IP Registration skills	Develops and updates examination manuals, coaches and provides guidance to the examiners to improve the quality of search and examination system. Conducts search and examination works.	NC	Not aware of changing trends and updates	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Courses 3. Relevant workshops/meetings/study visits 4. Standing Committee and Working Group meetings
	Handles post-registration issues and recommends resolutions. Undertakes post-registration works.			
IT skills	Reviews and recommends strategies to enhance the IT systems to render modernized, efficient services and provide authentic and reliable IP data.	C	NA	NA

Patent Claims and Specification Drafting skills	Guides the patent claim and specification drafting.	NC	Lack of adequate knowledge and experience	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Courses 3. Relevant workshops/meetings/study visits
System operation Skills	Operates automation systems (IPAS and EDMS) to process IP applications for registration. Provides training on operating the systems.	C	NA	NA
IP Enforcement skills	Reviews the effectiveness and proposes changes to IP enforcement mechanisms.	NC	Not aware of changing trends and updates	<ol style="list-style-type: none"> 1. Relevant workshops/meetings/study visits 2. Standing Committee and Working Group meetings
Key Role: IP ADVOCATOR				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Method of intervention
Domain Knowledge & Expertise	Conducts general and specialized IP programs to promote the creation, protection and use of IP.	NC	Lack of adequate knowledge and experience	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits

	Reviews IP advocacy tools and materials in keeping with the change in IP trends and guides to develop experiential program resources.	NC	Not aware of changing trends and updates	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
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2.7.4 TRAINING NEEDS ASSESSMENT FOR TECHNICAL COMPETENCY AT ADVANCED LEVEL

Key Role: IP STRATEGIST				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Method of intervention
IP Auditing skills	Reviews, analyses, and revamps the completeness, relevance and feasibility of the existing IP Audit scopes and modalities. Strategizes the findings of IP assets audit for implementation.	NC	Lack of adequate knowledge and experience	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
Branding skills	Leads the implementation of the branding activities.	NC	Lack of adequate experience	<ol style="list-style-type: none"> 1. Relevant workshops/meetings/study visits

IP Valuation	Evaluates different types of valuation methods and recommends appropriate IP assets valuation methods.	NC	Lack of adequate knowledge & experience	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
Technology Search, Assessment and Transfer skills	Supervises and provides technical guidance on search techniques.	NC	Lack of knowledge on advanced search methods	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
IP commercialization skills	Reviews the IP commercialization strategies/tools and ensures its effectiveness in achieving business growth and development.	NC	Lack of experience in formulating IP commercialization strategies and tools	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
IP Policy and Strategy Designing and Analysis skills	Leads the formulation of policies and strategies on IP and Traditional Knowledge, Traditional Cultural Expressions, Genetic Resources and Plant Varieties	NC	Lack of refresher courses to keep abreast with the advanced policy analysis skills	<ol style="list-style-type: none"> 1. Relevant workshops/meetings

	to support and promote the country's economic and innovation performance.			
Research and Analysis skills	Provides strategic guidance/inputs, supervision and prescribes the best course of action for decision making.	NC	Lack of refresher courses to keep abreast with the advanced research and analysis skills	1. Relevant workshops/meetings
	Provides strategic guidance/inputs, supervision and prescribes the best course of action for decision making.	NC	Lack of refresher courses to keep abreast with the advanced research and analysis skills	1. Relevant workshops/meetings
Knowledge of National and International IP instruments	Leads the review of IP laws and recommends changes to facilitate in formulating/amending balanced and development-oriented IP laws in keeping with international standards, and new developments.	NC	Lack of awareness on changing trends and updates	<ol style="list-style-type: none"> 1. Standing Committee Meeting and Working Groups 2. Relevant workshops/meetings/study visits 3. General Assembly

	Reviews the proposed feasibility studies and finalizes the report for onward submission to concerned authorities in collaboration with the Legal Unit.	NC		<ol style="list-style-type: none"> 1. Relevant workshops/meetings/study visits 2. General Assembly
Key Role: IP ADMINISTRATOR				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Method of intervention
IP Registration skills	Oversees the search and examination system and provides technical guidance.	NC	Lack of awareness on changing trends and updates	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Courses 3. Relevant workshops/meetings/study visits 4. Standing Committee and Working Group meetings
	Provides guidance to handle the post-registration issues and concerns.	NC		
IT skills	Provides strategic guidance/inputs, supervision and prescribes the best course of action for decision making.	C	NA	NA

Patent Claims and Specification Drafting skills	Provide expert advice on patent claims and specification drafting.	NC	Lack of adequate knowledge and experience	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Courses 3. Relevant workshops/meetings/study visits
System operation skills	Provides expert advice on operating the automation systems.	C	NA	NA
IP Enforcement skills	Recommends strategies to strengthen IP enforcement mechanisms.	NC	Not aware of changing trends and updates	<ol style="list-style-type: none"> 1. Relevant workshops/meetings/study visits 3. Standing Committee and Working Group meetings
Key Role: IP ADVOCATOR				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely the reason the performance gap	Method of intervention
Domain Knowledge and Expertise.	Leads and ensures the implementation of the IP programs.	NC	Lack of adequate knowledge and experience	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits

	Oversees and directs the development of advocacy and educational resources and experiential programs.	NC	Not aware of changing trends and updates	<ol style="list-style-type: none"> 1. WIPO Professional Development Course 2. WIPO Distance Learning Course 3. Relevant workshops/meetings/study visits
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2.7.5 TRAINING NEEDS ASSESSMENT FOR LEADERSHIP COMPETENCIES AT ENTRY LEVEL

Key Role: IP STRATEGIST; IP ADVOCATOR; IP ADMINISTRATOR				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Competency Building Intervention
Strategic view	Understands the vision and mission of the organization and its alignment to national development priorities.	C	NA	NA
	Identifies the potential issues and seeks guidance to develop mitigation strategies.	NC	New recruits and inadequate knowledge	Training

Result-oriented	Assists in implementing all research-based international best practices in enhancing optimism and enthusiasm among employees to achieve organizational goals.	NC	New recruits and inadequate knowledge	Mentoring/Coaching
	Listens to and appreciates multiple perspectives and encourages constructive dialogues to reach a mutual agreement.	C	NA	NA
Cooperation and partnership	Works collaboratively and cooperatively to achieve the target of the organization.	C	NA	NA
Personal drive and integrity	Adheres to the civil service values, code of conduct and behaves in an honest, ethical and professional way.	NC	New recruits and inadequate knowledge	Induction Program

Effective Communication	Communicates effectively to convey the HR actions to the relevant stakeholders in the organization.	C	NA	NA
	Acknowledges differences of opinion and addresses disagreements objectively.	C	NA	NA

2.7.6 TRAINING NEEDS ASSESSMENT FOR LEADERSHIP COMPETENCIES AT INTERMEDIATE LEVEL

Key Role: IP STRATEGIST; IP ADVOCATOR; IP ADMINISTRATOR				
Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Competency Building Intervention

Strategic view	Aligns the core mandates of the organization with the national development priorities.	C	NA	NA
	Weighs up options and applies sound judgement to develop realistic solutions for the organization.	C	NA	NA
Result oriented	Implements all the research-based international best practices in enhancing optimism and enthusiasm among employees to achieve organizational goals.	NC	Lack of skills	Mentoring/Coaching
	Listens to and appreciates multiple perspectives and encourages constructive dialogues to reach a mutual agreement.	C	NA	NA
Collaboration and partnership	Ensures collaborative and cooperative working culture to achieve the target of the organization.	C	NA	NA

Personal drive and integrity	Demonstrates drive for personal development, identifies new challenges to extend the experience for new learning.	C	NA	NA
Effective communication	Provides a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.	NC	Lack of skills	Training
	Pitches messages in a way that facilitates the desired outcomes. Uses techniques to illustrate the argument persuasively.	NC	Lack of skills	Training

2.7.7 TRAINING NEEDS ASSESSMENT FOR LEADERSHIP COMPETENCIES AT EXPERIENCED LEVEL

Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Competency Building Intervention
Strategic view	Champions the vision and communicates the way forward. Encourages others input to strategic plans.	C	NA	NA
	Anticipates problems and develop strategies to address them.	C	NA	NA
Result oriented	Researches and recommends international best practices pertinent to the enhancement of optimism and enthusiasm of the employees and a culture of nurturing talents.	C	NA	NA
	Anticipates differing views, cultural perspectives, and adopts strategies to harness them.	C	NA	NA

Collaboration and partnership	Promotes constructive networks within and outside the organization to facilitate the accomplishment of results.	C	NA	NA
Personal drive and integrity	Demonstrates drive for personal development, identifies new challenges to extend the experience for new learning.	C	NA	NA
Effective communication	Provides a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.	C	NA	NA
	Pitches messages in a way that facilitates the desired outcomes. Uses techniques to illustrate the argument persuasively.	C	NA	NA

2.7.8 TRAINING NEEDS ASSESSMENT FOR LEADERSHIP COMPETENCIES AT ADVANCED LEVEL

Key Competencies	Description of Proficiency Level	Performance (C/NC)	Likely reason for the performance gap	Competency Building Intervention
Strategic view	Champions the vision and communicates the way forward. Encourages others input to strategic plans.	C	NA	NA
	Generates innovative solutions to effectively resolve complex problems that may not have been experienced previously.	C	NA	NA
Result oriented	Demonstrates creative and innovative strategies to enhance optimism and enthusiasm.	C	NA	NA
	Encourages and utilizes multiple perspectives in the organization to convert diversity into strength.	C	NA	NA

Collaboration and partnership	Oversees and leads in communication and consultation, engaging with a wide range of supervisors, peers and stakeholders across the division, department, and agencies.	NC	Lack of adequate knowledge & experience	Training
Personal drive and integrity	Accomplishes goals and maintains focus on long-term outcomes placing goals of the organization above personal ambitions.	NC	Lack of adequate knowledge and experience	Ethical leadership Training
Effective communication	Establishes a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.	C	NA	NA
	Offers a convincing rationale and makes a strong case, without getting personal or aggressive.	C	NA	NA

2.8 MANDATORY SHORT-TERM PROGRAMS AND LEARNING OBJECTIVES

Mandatory Short-term programs for Technical Competencies

The framework has highlighted the likely reasons for the gaps and interventions 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. An IP officer will serve more than four years in the department/agency to be eligible for Study visits and WIPO Standing Committee/Working Group meetings.

Sl. #	Training Requirement	Proficiency Level	Methods of Intervention	Learning Objectives
1.	IP Asset Management and Licensing <ol style="list-style-type: none"> 1. IP Auditing 2. Branding techniques and tools 3. IP Asset valuation 4. IP exploitation and commercialization 5. Innovation and Technology Transfer 	Entry	<ol style="list-style-type: none"> 1. Formal training 2. Relevant Workshops/Meetings/ Study visits 3. WIPO Distance learning course 4. WIPO Professional Development course 	To gain knowledge & skills on management, valuation and commercialization of IP assets.
		Intermediate	<ol style="list-style-type: none"> 1. Formal training (advanced level) 	To gain in-depth expertise/skills in conducting management, valuation and commercialization of IP assets effectively.

			<ul style="list-style-type: none"> 2. Relevant Workshops/Meetings/ Study visits 3. WIPO Distance learning course 4. WIPO Professional Development course 	
		Experienced	<ul style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Distance learning course 3. WIPO Professional Development course 	To be able to design and develop guidelines/tools/strategies for management, valuation and commercialization of IP assets.
		Advanced	<ul style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Distance learning course 3. WIPO Professional Development course 	To update knowledge and learn international best practices on IP asset management & licensing.
2.	Policy and Strategy analysis	Entry	Formal training	To gain the necessary skills to conduct the policy analysis.

		Intermediate	Relevant Workshops/Meetings	To be able to conduct the policy and strategy analysis effectively.
		Experienced	Relevant Workshops/Meetings	To enhance knowledge & skills and to keep abreast with the advanced policy and strategy analysis matters to be able to comprehensively review the policy analysis conducted and recommend appropriate changes.
		Advanced	Relevant Workshops/Meetings	To enhance knowledge & skills and to keep abreast with the advanced policy and strategy analysis matters to be able to lead the works related to policy & strategy review, formulation, implementation, etc.
3.	Research Methodology & Report Writing 1. Research Conceptualization and Literature Review 2. Research Design and Methodology 3. Data Management, Data Analysis and Reporting Findings	Entry	Formal training ¹	To gain adequate knowledge and skills on research methodology & report writing to be able to analyze and interpret IP data to generate business insights/reports.
		Intermediate	Formal training	To gain adequate knowledge and skills on research methodology & report writing to be able to analyze and interpret IP data to generate business insights/reports.

¹ Only P4 official in the Entry Proficiency Level will be eligible.
Competency-Based Framework for Intellectual Property Officer

	4. Grant and Report Writing and Publishing	Experienced	Relevant Workshops/Meetings	To enhance knowledge & skills and to keep abreast with the advanced research methodologies to be able to guide in collecting, analyzing and interpreting IP data.
		Advanced	Relevant Workshops/Meetings	To enhance knowledge & skills and to keep abreast with the advanced research methodologies to be able to guide in collecting, analyzing and interpreting IP data.
4.	International IP instruments	Entry	<ol style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Standing Committee and Working Group meetings 3. WIPO Distance learning course 	To familiarize and also to get a deeper understanding of the various IP instruments and also to keep abreast with the latest development in the international IP system by attending WIPO norm-setting forums.
		Intermediate	<ol style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Standing Committee and Working Group meetings 	To get a deeper understanding of the various IP instruments and also to keep abreast with the latest development in the international IP system by attending WIPO norm-setting forums.

			3. WIPO Distance learning course	Reviews Legislations and assists in conducting feasibility studies of WIPO administered treaties, conventions and agreements for accession.
		Experienced	<ol style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Standing Committee and Working Group meetings 3. WIPO Distance learning course 4. General Assembly 	To keep abreast with the new developments and to discuss issues, proposals for the progressive development of international IP laws including harmonization of national laws and procedures. Reviews and recommend changes to the existing IPIP legislation assists in conducting feasibility studies of WIPO administered treaties, conventions and agreements for accession.
		Advanced	<ol style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Standing Committee and Working Group meetings 3. WIPO Distance learning course 4. General Assembly 	To keep abreast with the new developments and to discuss issues, proposals for the progressive development of international IP laws including harmonization of national laws and procedures. Leads the review of IP legislations and finalizes the feasibility studies of WIPO administered treaties, conventions and agreements for accession.

5.	IT	Entry	Formal training	To gain knowledge and skills in IT systems to be able to manage and resolve issues with the systems.
6.	System operation 1. IPAS (Industrial Property Automation System) 2. EDMS (Electronic Document Management System)	Entry	In-house training	To gain the necessary skills to be able to operate the automation systems (IPAS & EDMS) to be able to process IP applications for registration.
7.	IP Registration system 1. IP Classification Systems 2. Search Techniques and Tools 3. Substantive Examination 4. Patent claims & specification drafting 5. Publication 6. Opposition 7. Post-Grant Actions	Entry	1. On OJT in the IPOs of other countries 2. In-house training 3. WIPO Professional Development Course 4. Relevant Workshops/Meetings /Study visits 5. WIPO Standing Committee & Working Group meetings 6. WIPO Distance learning course	To familiarize and gain necessary skills to undertake search and examination and other IP registration activities effectively.

		Intermediate	<ol style="list-style-type: none"> 1. WIPO Standing Committee & Working Group meetings 2. Relevant Workshops/Meetings/ Study visits 3. WIPO Professional Development Course 4. WIPO Distance learning course 	To gain deeper skills and to keep abreast with the new developments in the registration system to be able to provide views and solve advanced issues related to registration.
		Experienced	<ol style="list-style-type: none"> 1. WIPO Standing Committee & Working Group meetings 2. Relevant Workshops/Meetings/ Study visits 3. WIPO Professional Development Course 4. WIPO Distance learning course 	To keep abreast with the new developments thereby enabling the official to develop and update the examination manuals and guide the examiners.
		Advanced	<ol style="list-style-type: none"> 1. WIPO Standing Committee & Working Group meetings 	To keep abreast with the new developments and be able to monitor the quality of the registration works particularly the substantive examination and bring appropriate improvements.

			<ol style="list-style-type: none"> 2. Relevant Workshops/Meetings/ Study visits 3. WIPO Professional Development Course 4. WIPO Distance learning course 	
8.	IP enforcement	Entry	<ol style="list-style-type: none"> 1. In-house training 2. Relevant Workshops/Meetings/ Study visits 3. WIPO Standing Committee & Working Group meetings (Advisory committee on enforcement) 	To acquaint with and gain knowledge of various IP enforcement measures/practices.
		Intermediate	<ol style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Standing Committee & Working Group meetings (Advisory committee on enforcement) 	To get in-depth knowledge on various IP enforcement measures/practices.

		Experienced	<ol style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Standing Committee & Working Group meetings (Advisory committee on enforcement) 	To keep abreast with the new developments and also upgrade knowledge to be able to review the existing IP enforcement practices and recommend appropriate changes to strengthen the enforcement of IP.
		Advanced	<ol style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Standing Committee & Working Group meetings (Advisory committee on enforcement) 	To keep abreast with the new developments and also upgrade knowledge to be able to review the existing IP enforcement practices and recommend appropriate changes to strengthen the enforcement of IP.
9.	IP outreach	Entry	<ol style="list-style-type: none"> 1. Induction program 2. Relevant Workshops/Meetings/ Study visits 3. WIPO Professional Development Course 4. WIPO Distance learning course 	To familiarize and gain necessary skills to be able to conduct general IP programs and develop IP advocacy tools and materials.

		Intermediate	<ol style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Professional Development Course 3. WIPO Distance learning course 	To gain deeper skills to be able to conduct specialized IP programs and develop customized IP advocacy tools and materials.
		Experienced	<ol style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Professional Development Course 3. WIPO Distance learning course 	To be able to conduct specialized IP programs, develop customized IP advocacy tools and materials and review the IP advocacy programs, tools and materials and recommend appropriate changes based on experiential learning.
		Advanced	<ol style="list-style-type: none"> 1. Relevant Workshops/Meetings/ Study visits 2. WIPO Professional Development Course 3. WIPO Distance learning course 	To be able to lead and monitor all the IP advocacy programs.

Mandatory Short-term programs for Leadership Competencies

Sl. #	Training Requirement	Proficiency Level	Methods of Intervention	Learning Objectives
1.	1. Problem Solving 2. Decision Making	Entry	Formal 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.
2.	Team building		1. Mentoring/Coaching 2. Refer to RCSC framework	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 them to perform at their best, build constructive working relationships, reinforce quality performance and accountability.
3.	Integrity		Induction program	The participants should be able to understand civil service values, code of conduct.
4.	1. Motivation and inspiration 2. Result based management	Intermediate	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 them to perform at their best, build constructive working relationships, and

				reinforce quality performance and accountability.
5.	Communication & Negotiation skills		Formal training	The course should be able to provide participants with a thorough overview of the communication process, offer suggestions for improvement of listening skills, suggest ways to communicate controversial information and outline steps for writing courteous email messages.
6.	1. Team building 2. Managing diversity		Formal 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 behaviours of the team.
7.	1. Ethical leadership 2. Emotional Intelligence <ul style="list-style-type: none"> • SIY • Mindfulness 	Advanced	Formal training	The participants should be able to understand how psychological, organizational and cultural forces influence ethical behaviours, design procedures and processes that lead to ethical outcomes, explore ways to nurture the ethical behaviours that guide career progression, and develop strategies to respond to ethical challenges.

Note: No capacity building programs for Leadership Competency for “Experienced” proficiency level

2.9 PROPOSED LONG-TERM PROGRAMS (SPECIALIZATION)

Program
Master's in Intellectual Property (with specialization in development policy/new technologies/design and patent laws)
Master's in Management (Entrepreneurship & Innovation)
Master's in Business Administration
Master's in Economics
Internships at WIPO

2.10 IMPLEMENTATION OF COMPETENCY-BASED FRAMEWORK

The implementation of training and other intervention has to be based on the mandatory short term and long-term programs/interventions as listed in this document. The mandatory list of training/intervention includes all the programs against the behavioural indicators 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. Annual prioritization
- b. The 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/agency in close coordination and collaboration with the respective HR Division.

2.11 RECOMMENDATIONS

The following recommendations are proposed for the effective and efficient implementation of the CBF for IP officers:

- CBF should be a living document and should be updated as and when required based on changing needs of the organization.
- RCSC is recommended to consider the Technical Key Competencies during the open competition appointment and lateral transfer
- RCSC is recommended to support budget provision for capacity-building as per CBF recommendations through RGoB, Gol and other donor agencies.
- Need for succession planning for the IP officers considering the technical and legal nature of the IP subject matter and works.
- Institute a culture of induction program and in-house training for the new recruits.
- The management to endorse all the capacity building programs based on relevancy, priority, frequency and needs.

2.12 CONCLUSION

While the Royal Government recognizes the importance of IP rights and its indispensable role in triggering socio-economic progress as well as to encourage and foster innovation and creativity in every aspect of developmental activities in the country, the IP situation in Bhutan is still largely in its nascent stage. As such, the CBF is a timely intervention initiated by the Royal Civil Service Commission, which would enhance the capacity, capabilities and confidence of the IP officers to deliver their key roles and mandates in an effective and efficient manner with an aim to bring the IP in the mainstream economy.

The CBF has identified 3 key roles, 2 competency areas, 19 key competencies and 24 behavioural indicators under 4 proficiency levels. The framework has identified necessary competencies required by the IP officers including the commensurate short term and long-term training needed to acquire necessary insights, skills, experience and inculcate continuous learning to be able to deliver the highest standard services/responsibilities.

The CBF will also serve as a basis for recruitment/transfer of the right candidate and ensure proper succession planning for the department/agency.

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