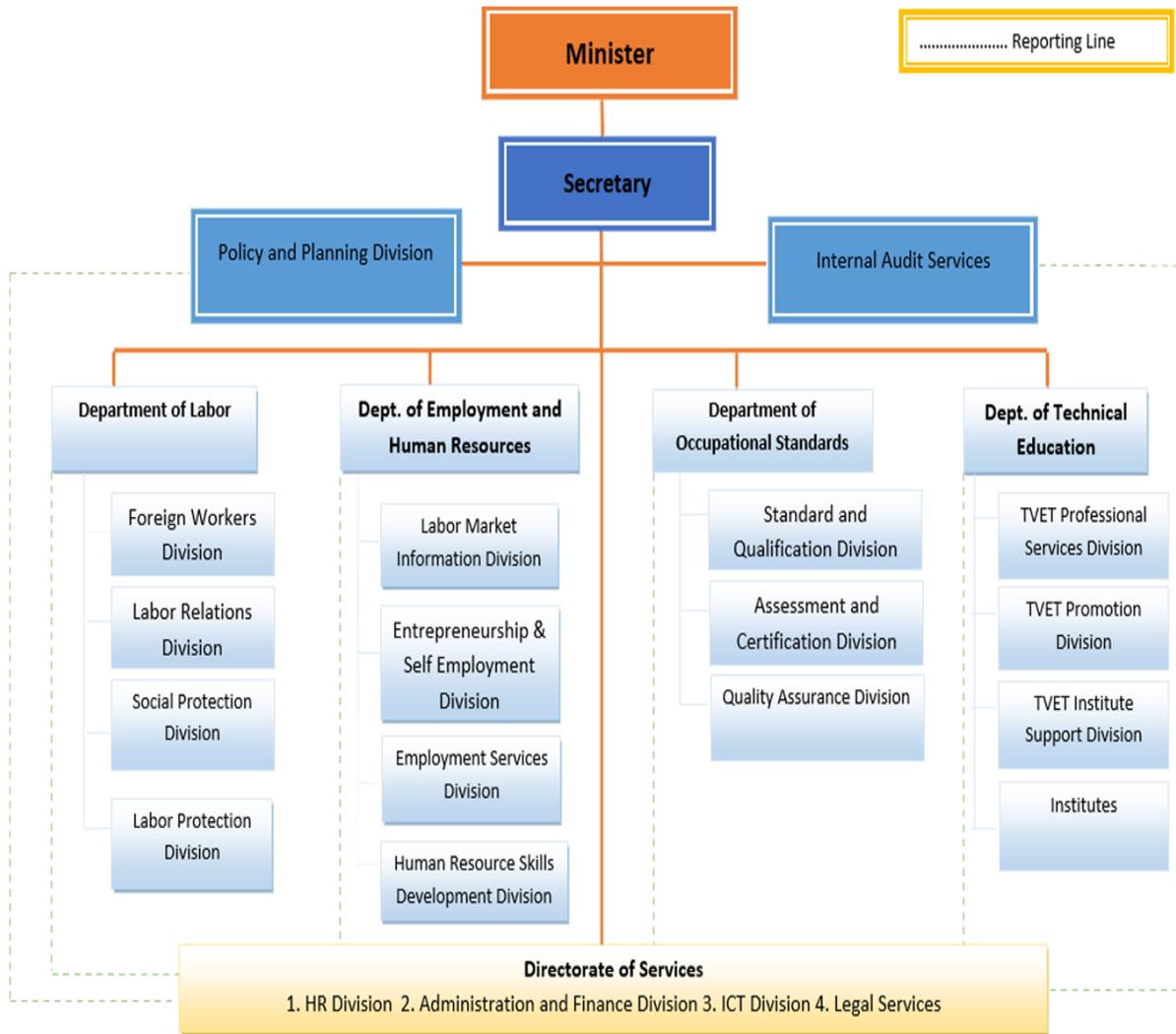




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Ministry of Labour and Human Resources
Royal Government of Bhutan



COMPETENCY BASED FRAMEWORK FOR LABOUR OFFICERS, DEPARTMENT OF LABOUR, MINISTRY of LABOUR and HUMAN RESOURCES



The concept paper aims at seeking approval from the Royal Civil Service Commission and the management to:

1. Implement the competency framework for Labour Officers
2. Prioritize training in ADR methods, investigation skills, research and emotional resilience in 2019
3. Prioritize training for Entry and Advanced level officers over the 12th Five Year Plan; and

Background

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

The RCSC started the programme by identifying seven positions to develop and implement the competency framework. The Labour Officer category is one of the positions identified.

The Competency Based Framework of the Labour Officer has been developed to further enhance the capacity and capabilities of the Labour Officers to support the goal of the Department of Labour to be a robust and dynamic institution committed to excellence, courtesy and professionalism and to safeguard the country's national interest at all times.

Since the launch of the programme on 6th August 2018, in a series of workshops, the Competency Based Framework of the Labour Officers has been developed.

Figure 1: Competency Framework for Labour Officers

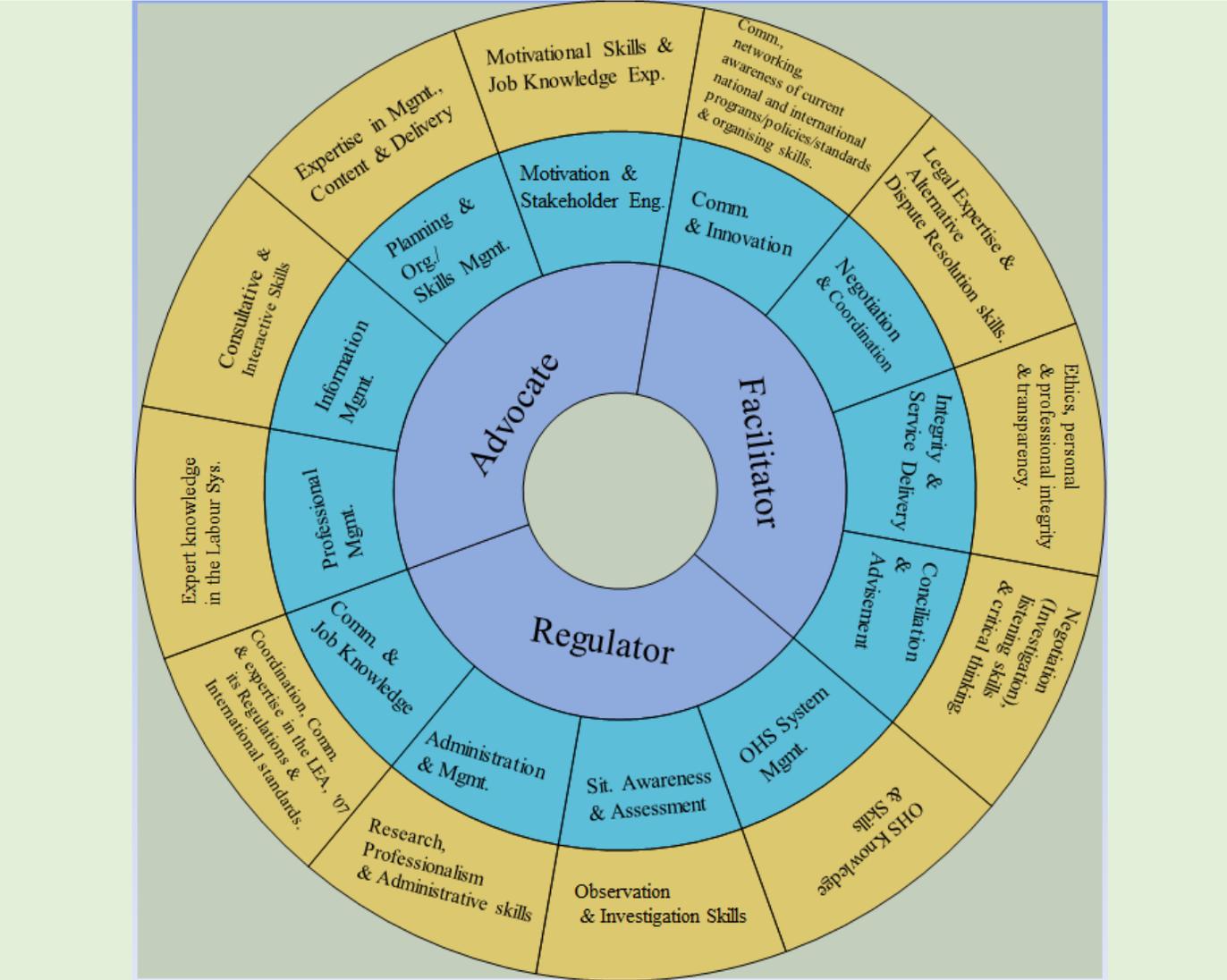


Figure 2 and 3: Career Progression Framework

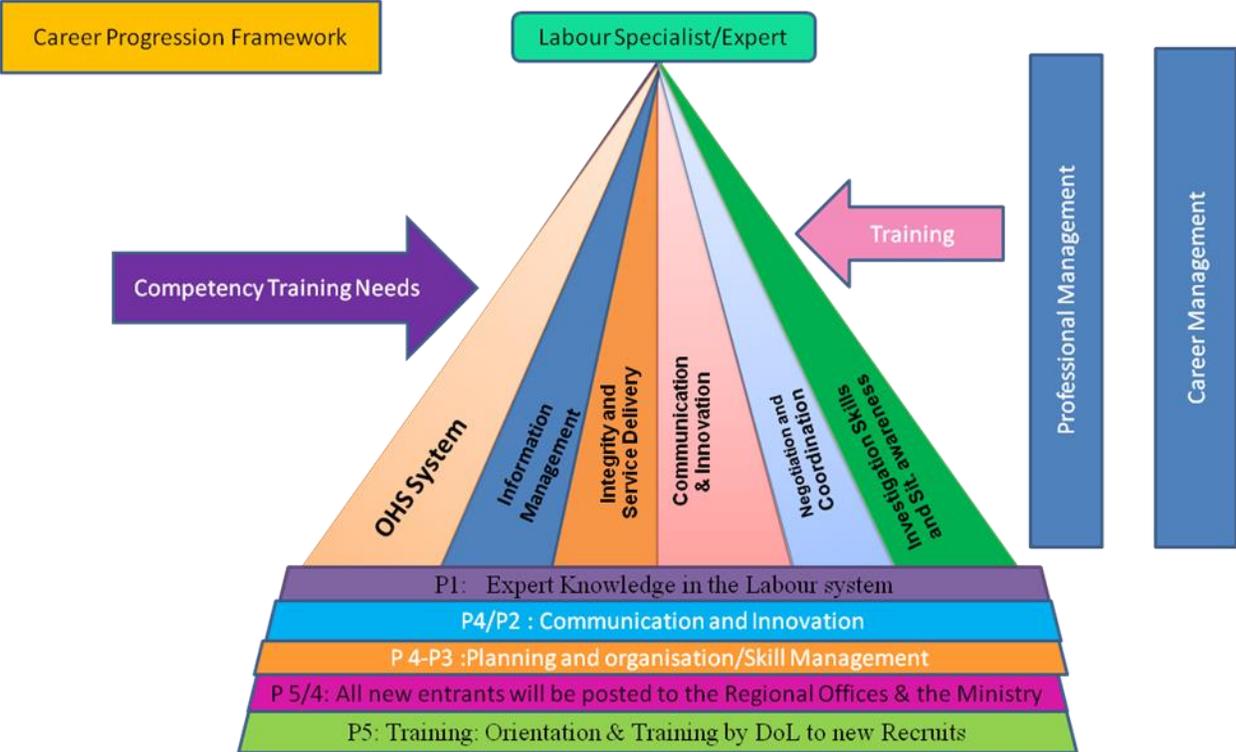


Table 1: Timeline Validation

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

1	Draft Key Profiles and Role Descriptions	Hold team meeting and discuss and draft Key Profile and Role Descriptions	30/04/19
2	Validate the Key Profiles and Description with the Department of Labour and Regional Offices.	Hold meetings with the Department of Labour to collect feedback on Key Profiles and Descriptions. Formulate and send questions or visit the Regional Offices on the same.	1-10/05/19
3	Finalize Key Profiles and Descriptions and submit to RCSC	Hold team meeting and finalize Key Profiles and Descriptions.	11-15/05/19
4	Develop draft competency areas and key competencies	Hold team meeting and discuss and draft	16/05/19

5	Validate competency areas, key competencies with the Department of Labour and Regional Offices.	Hold meetings with the Department of Labour to collect feedback on Competency Areas and Competencies. Formulate and send questions or visit the Regional offices on the same.	17-29/05/19
6	Finalize Competency Areas, Key Competencies and submit to RCSC	Hold team meeting and finalize Key Profiles and Descriptions.	30-31/05/19
7	Develop draft on Behavioral Indicators, Proficiency Levels and Training Needs Analysis.	Hold team meeting and discuss and draft	06-03-19
8	Validate Behavioral Indicators. Proficiency Levels and Training Needs Analysis with the Department of Labour and Regional Offices.	Hold meetings with the Department of Labour to collect feedback on Behavioral Indicators, Proficiency Levels and Training Needs Analysis. Formulate and send questions or visit the Regional offices on the same.	4-21/06/19

9	Finalize Behavioral Indicators, Proficiency Levels and Training Needs Analysis and submit to RCSC	Hold team meeting and finalize Behavioral Indicators, Proficiency Levels and Training Needs Analysis.	28/06/19
10	Final Presentation to RCSC for endorsement of Framework.	Finalize the Competency Based Framework	31/07/19

The 3 role profiles were developed and validated from 1-10th May-28th June 2019. Feedback on the role profiles was sought online from all the Labour Officers and to field validation. To further validate the role profiles, consultations were held with the Chiefs and the Regional Directors from the Regional Labour Officers

Overview of the Department of Labour

The primary objective of the national labour administration system is to ensure that workers have decent and productive working conditions, freedom, equality, security and human dignity. The Department of Labour is entrusted with the responsibilities for:

- Employment conditions
- Safety and health at work
- Social security/ Social protection
- Foreign workers management

- Labour dispute and its settlement
- Collective bargaining and collective dispute settlement

In keeping with the constitution of Bhutan, the country's Labour Administration Policy and the Labour and Employment Act, 2007 the roles and responsibilities of the Department of Labour are therefore, aimed to facilitate the fulfillment of the mandates enshrined in these documents.

Vision

A Nation where there is a harmonious and productive relationship between workers and employers

Mission

The Department of Labour is dedicated to the economic and social progress of the nation through the formulation and effective implementation of labor policies and the provision of high quality services for the benefit of workers and employers in the private and corporate sectors throughout the Kingdom in the fields of:

- a. Foreign Workers
- b. Labor Inspection
- c. Labor Relations
- d. Social Protection

Overview Competency-based Framework:

Number of Key roles identified	3
Number of Competency areas identified	12
Number of competencies identified	12
Behavioral Indicators	57
Proficiency Level	P5-P1

Competency Areas, Competencies and Behavioral Indicators

Role: 1: Advocate

Key role description	Competency Area	Key competencies	Behavioral Indicators
Educate employees, employers, government officials and the wider society in order to understand the nature and purpose of a labor relations system in a mixed economy.	Professional Management	Expert knowledge in the labour system.	<ol style="list-style-type: none"> 1. Develops a strong understanding of the Labour and Employment Act of Bhutan, 2007 and its Regulations as well as international standards for labour administration. 2. Initiates Employee and Employer dialogue through regular meetings, workshops etc. 3. Manages time effectively, meets deadlines, is experienced and achieves established goals and objectives. Serves as an advocate for the interests and needs of stakeholders. 4. Is confident in speech and skilled in verbal and non-verbal communication.
Advise workers and employers at the enterprise level in order to enhance and improve working conditions and environment.	Information Management	Consultative and interactive skills.	<ol style="list-style-type: none"> 1. Sets and exemplifies high ethical standards and holds others and self-accountable for conduct. 2. Assumes responsibility for the actions and decisions of staff. 3. Is able to interpret and understand labour statistics and convey the information to others. 4. Shows strong listening skills and willingness to hear and solves the concerns of stakeholders.

			5. Is able to converse in multiple dialects and languages used by the stakeholders particularly in the RO's.
Train to enhance the knowledge and skills of workers and employers in labour administration.	Planning and Organisation /Skills Management	Expertise in Management, Content and Delivery.	<ol style="list-style-type: none"> 1. Sets appropriate personal and professional standards. 2. Has domain expertise. 3. Anticipates issues and opportunities and acts as a resource for creative problem solving. Can identify areas where training is required. 4. Delivers subject content to employers and employees. 5. Is capable of managing groups of people in live practical teams and in discussion groups.
Equip employees and employers with a sound process and system for their rights, duties, health, safety and financial security.	Motivation and Stakeholder Engagement	Motivational skills and job knowledge expertise.	<ol style="list-style-type: none"> 1. Resolve complex issues by balancing the needs of diverse groups and with strong public speaking skills. 2. Provides resources to promote and support inclusiveness and understands the various psychological backgrounds of the various groups. 3.

			Independently and proficiently applies occupational knowledge and skills in area of expertise. 4. Conveys the importance of the various rights and duties to employers and employees.
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Role 2: Facilitator

Key Role Description	Competency Area	Key Competencies	Behavioral Indicators
Facilitate tripartism among employers, employees, regulating authorities, labour associations and international agencies/org.	Communication and Innovation	Communication, networking, awareness of current national and international programs/policies/standards and organising skills.	1. Communicates in a clear and effective manner, using appropriate technology when applicable. 2. Listens and understands others, adjusting communication style to suit the situation and audience. 3. Provides and empowers workers with a safe space to express their needs and concerns. 4. Assimilates national and international information and accordingly shares the same for study and improvement. 5. Initiates programs and studies on current and previous work done for comparative

			improvement.
Promote the wellbeing of employers and employees and investigate any legal violations wherever exists an employer and employee relations/cases.	Negotiation and Coordination	Legal Expertise and Alternative Dispute Resolution skills.	<ol style="list-style-type: none"> 1. Takes responsibility for helping/facilitating settlement of disputes. 2. Demonstrates sensitivity to the needs, concerns and opinions of others. 3. Skillfully equipped to handle issues and cases using Alternative Dispute Resolution methods. 4. Knowledgeable in the penal code, the Labour and Employment Act of Bhutan, 2007 and other relevant laws.

<p>Determine and Manage the requirement of Foreign Workers as per a sound policy.</p>	<p>Integrity and Service Delivery</p>	<p>Ethics, personal and professional integrity and transparency.</p>	<ol style="list-style-type: none"> 1. Demonstrates a welcoming attitude at all times. 2. Values and promotes full utilization of workforce diversity while being constantly vigilant on matters of national security. 3. Encourages and promotes a work environment in which all individual differences are valued, respected and welcomed. 4. Always carry out duties and responsibilities in a fair and impartial manner in accordance with all laws and regulations. 5. Is knowledgeable and experienced enough to provide recommendations on the requirement.
<p>Resolve disputes/grievances through information and alternative dispute resolution.</p>	<p>Conciliation and Advisement</p>	<p>Negotiation (Investigation), listening skills and critical thinking.</p>	<ol style="list-style-type: none"> 1. Listens actively to assess and judge situations and responds effectively and creatively. 2. Communicates in a clear and effective manner, using appropriate technology when applicable. 3. Functions calmly and with a steady manner in uncertain or stressful situations. 4. Possesses effective and sound negotiation skills. 5. Abides by a strict code of ethical conduct.

Role: Regulator

Key role description	Competency Area	Key competencies	Behavioral Indicators
Implement and Enforce the Labour and Employment Act, 2007, its various Regulations, international standards and any other employer and employee related policies.	Communication and Job Knowledge	Coordination, Communication and expertise in the Labour and Employment Act, 2007 its Regulations and International standards.	<ol style="list-style-type: none">1. Communicates to diverse constituents, ensuring that all forms of communication are clear, concise and accurate.2. Balances and prioritizes competing needs and demonstrates/promotes flexibility in a changing environment.3. Establishes contacts and works with them to

			<p>assemble and disseminate information.</p> <p>4. Demonstrates a sound knowledge of the labour administration and its rules and regulations.</p> <p>5. Always remains impartial and removes self from any situation where a conflict of interest may arise.</p>
<p>Maintain a strong administration system for the enforcement of Labour and Employment Act, 2007 and its Regulations and Policies. which will in turn ensure a smooth and successful system for Inspection and Alternative Dispute Resolution.</p>	<p>Administration and Management</p>	<p>Research, Professionalism and administrative skills</p>	<p>1. Seeks advice for development of additional skills especially in the field of IT.</p> <p>2. Furnishes opportunities and resources for training and developmental activities.</p> <p>3. Develops flexible resources to meet current and future needs.</p> <p>4. Recommends improvements to the present system based on feedback, research and experiences with the same.</p> <p>5. Takes responsibility for addressing customer requests and queries.</p>
<p>Monitor through Inspections the compliance of employers and employees with the</p>	<p>Situational Awareness and Assessment</p>	<p>Observation and Investigation skills</p>	<p>1. Optimally addresses multiple and sometimes competing customer needs.</p> <p>2. Cultivates a broad and diverse network between regulating authorities to exchange ideas and make</p>

<p>Labour and Employment Act, 2007 and its Regulations as well as other policies.</p>			<p>decisions.</p> <p>3. Monitors the department progress through competitive benchmarking for setting standards and possesses keen observation, deduction and interrogating skills</p> <p>4. Develops a culture of penalizing defaulters and violators of the Labour and Employment Act, 2007 and its rules and regulations.</p> <p>5. Inspires a sense of teamwork to strengthen cooperation within the inspection team.</p>
<p>Prevent and Protect against adverse effects on the occupational safety and health of employers, employees and society.</p>	<p>OHS System Management</p>	<p>OHS knowledge and skills</p>	<p>1. Demonstrates by example OHS standards in professional and work environment.</p> <p>2. Practices expert field knowledge in OHS and workplace exposure monitoring.</p> <p>3. Trains and advises employers and employees on OHS to gain compliance.</p> <p>4. Assesses and analyzes the compliance and non-compliance of employers and employees of OHS standards</p> <p>5. Is knowledgeable on OHS diseases, national emergency management plans and disaster management.</p>

Proficiency Levels:

1. Advocate					
Competency Area	Key Competency	Entry (P5)	Proficient (P4-P3)	Experience (P2)	Advance (P1)
Professional Management	Expert knowledge in the labour system.	<p>1. Develops an understanding of the Labour and Employment Act, 2007 and its Regulations as well as international standards for labour administration.</p> <p>2. Listens to and understands employer and employee dialogue through regular meetings, workshops etc.</p> <p>3. Knows how to manage time and deadlines for goals and objectives and experiences serving as an advocate for stakeholders with supervision and advice from supervisors.</p>	<p>1. Demonstrates a sound understanding of the Labour and Employment Act, 2007 and its Regulations as well as international standards for labour administration.</p> <p>2. Demonstrates understanding of employer and employee dialogue through regular meetings, workshops etc.</p> <p>3. Demonstrates management of time and deadlines for goals and objectives and is experienced at serving as an advocate for stakeholders with minimal guidance and</p>	<p>1. Demonstrates a strong understanding of the Labour and Employment Act, 2007 and its Regulations as well as international standards for labour administration and can clarify the meaning behind them.</p> <p>2. Demonstrates strong understanding of employer and employee dialogue through initiating regular meetings, workshops etc.</p> <p>3. Demonstrates advanced skills in the management of time and deadlines for goals and objectives and guides the staff in performing as</p>	<p>1. Demonstrates an expert understanding of the Labour and Employment Act, 2007 and its Regulations as well as international standards for labour administration and can clearly explain the prevailing Labour administration and practices.</p> <p>2. Demonstrates expert understanding of employer and employee dialogue and initiates regular meetings, workshops etc. Guides other staff members in doing the same.</p> <p>3. Demonstrates expert skills in the management of time</p>

		4. Develops confidence in speech and skills in verbal and non-verbal communication.	advice from supervisors. 4. Demonstrates confidence in speech and skills in verbal and non-verbal communication.	advocates for stakeholders. 4. Executes speeches and moderates' discussions with skillful confidence in verbal and non-verbal communication.	and deadlines for goals and objectives and ensures that the staff is performing as advocates for stakeholders. 4. Expertly executes speeches and moderates' discussions with skillful confidence in verbal and non-verbal communication. Identifies the gap in the staff in effective communication in the above.
Information Management	Consultative and interactive skills.	1. Sets ethical standards and self-accountability for themselves. 2. Is responsible for their actions and decisions under the supervision of supervisors. 3. Studies and understands labour statistics under	Sets high ethical standards and holds others and self-accountable for conduct. 2. Is responsible for their actions and decisions and is guided by the behavior of supervisors. 3. Studies and	1. Sets high ethical standards and regularly advises staff on accountability for conduct. 2. Is responsible for their actions and decisions and guides the behavior of the staff. 3. Studies and interprets labour	1. Has expert ethical standards and is a constant source of advice for both ethics and accountability for conduct. 2. Has the highest sense of responsibility for their own actions and decisions and is a model for the behavior of the staff.

		<p>supervision of supervisors.</p> <p>4. Listens to the concerns of stakeholders.</p> <p>5. Is able to converse in multiple dialects and languages used by stakeholders.</p>	<p>interprets labour statistics with minimal supervision.</p> <p>4. Listens to the concerns of stakeholders and advises them on solutions with minimal supervision.</p> <p>5. Is able to easily converse with and understand the dialect and language of the stakeholders.</p>	<p>statistics and conveys their meaning to others.</p> <p>4. Listens and understands the concerns of stakeholders and advises them on solutions with minimal supervision.</p> <p>5. Is able to easily converse with and understand the dialect and language of the stakeholders and can express their concerns/grievances to others.</p>	<p>3. Demonstrates expert understanding from interpreting labour statistics and clearly conveys their meaning to others.</p> <p>4. Demonstrates expert listening skills and understanding of the concerns of stakeholders and offers solutions.</p> <p>5. Expertly converses with and understands the dialect and language of the stakeholders and can express their concerns/grievances. Guides the staff in finding solutions.</p>
<p>Planning and Organisation /Skills Management</p>	<p>Expertise in Management, Content and Delivery.</p>				<p>1. Sets appropriate personal and professional standards between self and subordinates and stakeholders.</p> <p>2. Has domain expertise and can both express and clarify specifics to</p>

					<p>others.</p> <p>3. Expertly anticipates issues and opportunities and acts as a resource for creative problem solving. Identifies areas where training is required for subordinates.</p> <p>4. Expertly delivers subject content to employers and employees.</p> <p>5. Expertly manages groups of people in live practical teams and in discussion groups.</p>
Motivation and Stakeholder Engagement	Motivational skills and job knowledge expertise.	1. Resolves complex issues by balancing the needs of diverse groups while under supervision. Have public speaking skills.	1. Resolves complex issues by balancing the needs of diverse groups with guidance from supervisors. Have good public speaking skills.	1. Resolves complex issues by balancing the needs of diverse groups from supervisors. Has skills and encourages them. 2. Promptly provides resources to promote	1. Expertly resolves complex issues by balancing the needs of diverse groups and guides the staff towards the same. Has expert public

		<p>2. Provides resources to promote and support inclusiveness while under supervision and studies the various psychological backgrounds of the various groups.</p> <p>3. Applies occupational knowledge and skills in areas of work while under supervision.</p> <p>4. Conveys the importance of the various rights and duties to the employers and employees while under supervision.</p>	<p>2. Provides resources to promote and support inclusiveness with guidance from supervisors and is knowledgeable of the various psychological backgrounds of the various groups.</p> <p>3. Applies occupational knowledge and skills in areas of work with guidance from supervisors.</p> <p>4. Conveys the importance of the various rights and duties to the employers and employees with guidance from supervisors.</p>	<p>and support inclusiveness with minimal guidance from supervisors and understands the various psychological backgrounds of the various groups.</p> <p>3. Applies occupational knowledge and skills in areas of work with minimal guidance from supervisors.</p> <p>4. Clearly conveys the importance of the various rights and duties to the employers and employees and anticipates and identifies the area's most relevant for each of them.</p>	<p>speaking skills and coaches the staff in the same.</p> <p>2. Expertly identifies the resources needed to promote and support inclusiveness and explains the same to the staff. Expertly understands the various psychological backgrounds of the various groups.</p> <p>3. Expertly applies occupational knowledge and skills in areas of work and guides others in the same.</p> <p>4. Demonstrates the importance of the various rights and duties to employers and employees. Expertly anticipates and identifies the area's most relevant for each of them.</p>
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2. Facilitator					
Competency Area	Key Competency	Entry (P5)	Proficient (P4-P3)	Experience (P2)	Advance (P1)
Communication and Innovation	Communication, networking, awareness of current national and international programs/policies/standards and organising skills.	<p>1. Communicates in a clear and effective manner, using appropriate technology when applicable under supervision.</p> <p>2. Listens and understands others, learns to adjust communication style to suit the situation and audience.</p> <p>3. Provides and empowers workers with a safe space to express their needs and concerns with supervision from supervisors.</p> <p>4. Studies national and international information.</p> <p>5. Works on programs and studies on current</p>	<p>1. Communicates in a clear and effective manner, using appropriate technology when applicable under supervision.</p> <p>2. Listens and understands others, understands how to adjust communication style to suit the situation and audience with help and coaching from supervisors.</p> <p>3. Provides and empowers workers with a safe space to express their needs and concerns with minimal guidance from supervisors.</p> <p>4. Studies and analyzes national and international information with</p>	<p>1. Communicates in a clear and effective manner, using appropriate technology when applicable and directing other staff with minimal guidance from supervisors.</p> <p>2. Listens and understands others and is capable of adjusting communication style to suit the situation and audience.</p> <p>3. Provides and empowers workers with a safe space to express their needs and concerns and guides staff to do the same.</p> <p>4. Assimilates national and international</p>	<p>1. Expertly communicates in a clear and effective manner, using appropriate technology when applicable. Directs and influences the staff to do the same.</p> <p>2. Listens and understands others, expertly adjusting communication style to suit the situation and audience. Coaches other staff members to do the same.</p> <p>3. Anticipates concerns and identifies needs arising from workers and provides and empowers them with a safe space to express their needs and concerns and directs staff to do the</p>

		and previous work done for comparative improvement.	guidance from supervisors. 5. Works on programs and analyzes current and previous work done for comparative improvement.	information and shares that knowledge with stakeholders. 5. Initiates programs and analyzes current and previous work done for comparative improvement and offers steps for improvement.	same. 4. Assimilates national and international information and shares that knowledge with stakeholders. Uses that information to initiate programs, workshops etc. 5. Initiates programs and analyzes current and previous work done for comparative improvement. Uses the data to direct the staff and make changes for optimum improvement.
Negotiation and Coordination	Legal Expertise and Alternative Dispute Resolution skills.	Helps to settle disputes while under supervision. 2. Adapts to show sensitivity to the needs, concerns and opinions of others	1. Is responsible for settling disputes with guidance from supervisors. 2. Knows and understands the importance of	Is responsible for settling disputes with minimal guidance from supervisors and coaches the staff on resolving disputes.	1. Expertly settles and takes responsibility for disputes and directs staff on resolving disputes with effective and impartial solutions.

		<p>under supervision.</p> <p>3. Learns to handle issues and cases using Alternative Dispute Resolution methods while under supervision.</p> <p>4. Learns the relevant information from the penal code, the Labour and Employment Act of Bhutan, 2007 and other relevant laws while under supervision.</p>	<p>having sensitivity to the needs, concerns and opinions of others</p> <p>3. Handles issues and cases using Alternative Dispute Resolution methods with minimal guidance from supervisors.</p> <p>4. Is knowledgeable in the penal code, the Labour and Employment Act of Bhutan, 2007 and other relevant laws and how to use that knowledge during disputes.</p>	<p>2. Expresses understanding of the needs, concerns and opinions of others and demonstrates that understanding to the staff to ensure they do so as well.</p> <p>3. Manages issues and cases using Alternative Dispute Resolution methods. Is skilled in these methods and can instruct the staff in the same with minimal guidance from supervisors.</p> <p>4. Is well versed in the penal code, the Labour and employment Act of Bhutan, 2007 and other relevant laws and uses that knowledge during disputes. Instructs staff in the same.</p>	<p>2. Expertly understands the needs, concerns and opinions of others and demonstrates that understanding to the staff to ensure they do so as well.</p> <p>3. Expertly manages issues and cases using Alternative Dispute Resolution methods. Is highly skilled in these methods and can coach the staff in the same.</p> <p>4. Expertly versed in the penal code Labour Act and other relevant laws. Manages disputes using that knowledge and coaches the staff in the same</p>
Integrity and Service Delivery	Ethics, personal and professional integrity and	1. Demonstrates a welcoming attitude	1. Demonstrates a welcoming attitude	1. Demonstrates a welcoming attitude	1. Demonstrates a welcoming attitude

	<p>transparency.</p>	<p>at all times.</p> <p>2. Learns the value of promoting full utilization of workforce diversity and for being constantly vigilant on matters of national security.</p> <p>3. Learns to encourage and promote a work environment in which all individual differences are valued, respected and welcomed under the supervision of experienced staff.</p> <p>4. Carry out duties and responsibilities in a fair and impartial manner in accordance with all laws and regulations as instructed and supervised by experienced staff.</p>	<p>at all times and is an example to other staff.</p> <p>2. Understands the value of promoting full utilization of workforce diversity and so encourages and enables other staff to carry out their duties. Is knowledgeable on current events and other national interests in order to be constantly vigilant on matters of national security.</p> <p>3. Encourages and promotes a work environment in which all individual differences are valued, respected and welcomed under the guidance of experienced staff.</p> <p>4. Carry out duties and responsibilities</p>	<p>at all times and guides other staff to do the same.</p> <p>Identifies gaps in performance and instructs on improvement with minimal guidance from supervisors.</p> <p>2. Understands the value of promoting full utilization of workforce diversity and so manages this diversity to ensure better results from staff output. Is constantly aware of current events and other national interests in order to be constantly vigilant on matters of national security.</p> <p>3. Encourage and promotes a work environment in which all individual differences are valued, respected</p>	<p>at all times and is a model for other staff to do the same.</p> <p>Identifies gaps in performance and coaches on the means of improvement to other supervisors.</p> <p>.</p> <p>2. Understands the value of promoting full utilization of workforce diversity and so manages this diversity to ensure better results from staff output. Is an expert on current events and other national interests in order to be constantly vigilant on matters of national security and briefs other staff members to do the same.</p> <p>3. Manages and promotes a work</p>
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		<p>5. Studies cases to learn when and why to provide recommendations on the requirement.</p>	<p>in a fair and impartial manner in accordance with all laws and regulations as guided by experience and supervisors.</p> <p>5. Knows through experience and knowledge of law when and why to provide recommendations on the requirement.</p>	<p>and welcomed. Ensures that each staff member has a voice in work matters and identifies their individual value.</p> <p>4. Manages duties and responsibilities in a fair and impartial manner in accordance with all laws and regulations. is aware of any conflicts of interests which may hamper the execution of the staff's duties.</p> <p>5. is knowledgeable enough of law and past issues, cases etc. to identify when and why to provide recommendations on the requirement.</p>	<p>environment in which all individual differences are valued, respected and welcomed. Initiates dialogue with staff to encourage their individual ideas and initiatives and to promote their individual value to the office.</p> <p>4. Expertly manages duties and responsibilities in a fair and impartial manner in accordance with all laws and regulations. Expertly examines cases and recognizes any conflict of interest which may arise and takes steps to correct the situation and prevent any repetition of such incidents.</p> <p>5. Is an expert in the</p>
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					relevant laws and past issues, cases etc. to identify when and why to provide recommendations on the requirements and guides the staff on the same.
Conciliation and Advisement	Negotiation (Investigation), listening skills and critical thinking.	<p>1. Learns to assess and judge situations and respond effectively and creatively while under supervision. Enhances listening and concentration skills.</p> <p>2. Communicates in a clear and effective manner, using appropriate technology when applicable.</p> <p>3. Learns to function calmly and with a steady manner in uncertain or stressful situations under the supervision of supervisors.</p>	<p>1. Knows how to actively assess and judge situations and respond effectively and creatively under guidance from supervisors. Have good listening and concentration skills.</p> <p>2. Communicates in a clear and effective manner, using appropriate technology when applicable.</p> <p>3. Can function calmly and with a steady manner in uncertain or stressful situations. Knows how to defuse a hostile or stressful</p>	<p>1. Skillfully assesses and judges situations and responds effectively and creatively through experience and training. Has excellent listening and concentration skills and coaches the same to the staff.</p> <p>2. Communicates in a clear and effective manner, using appropriate technology when applicable.</p> <p>3. Excellently functions in uncertain or stressful situations. Knows how to defuse a</p>	<p>1. Expertly assesses and judges situations and instructs the staff on the ways and means to respond effectively. Has expert listening and concentration skills which is used in communicating with stakeholders.</p> <p>2. Communicates in a clear and effective manner with staff and conveys their duties and responsibilities without misunderstandings or confusion setting in. Uses appropriate technology when applicable.</p>

		<p>4. Learns effective and sound negotiation skills.</p> <p>5. Abides by a strict code of ethical conduct.</p>	<p>situation.</p> <p>4. Has effective and sound negotiation skills having been trained in the same.</p> <p>5. Abides by a strict code of ethical conduct and advises others to do the same.</p>	<p>hostile or stressful situation through experience and training and imparts the same to staff.</p> <p>4. Has excellent negotiation skills having been trained in the same. Imparts the same to the staff.</p> <p>5. Abides by a strict code of ethical conduct and routinely examines and encourages the behavior of the staff to be likewise.</p>	<p>3. Expertly functions in uncertain or stressful situations. Expertly manages and/or defuses a hostile or stressful situation through experience and training and imparts the same to staff.</p> <p>4. Has expert negotiation skills having been trained in the same and honed by experience. Imparts the same to the staff.</p> <p>5. Abides by a strict code of ethical conduct and is a model for the staff to follow. Routinely examines and encourages the behavior of the staff to be likewise.</p>
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3. Regulator					
Competency Area	Key Competency	Entry (P5)	Proficient (P4-P3)	Experience (P2)	Advance (P1)
Communication and Job Knowledge	Coordination, Communication and expertise in the Labour and Employment Act, 2007 its Regulations and International standards.	<p>1. Communicates to diverse constituents, ensuring that all forms of communication are clear, concise and accurate under the supervision of supervisors.</p> <p>2. Learns how to balance and prioritize competing needs and demonstrates/promotes flexibility in a changing environment.</p> <p>3. Establishes contacts and works with them to assemble and disseminate information under the supervision of supervisors.</p> <p>4. Develops knowledge of the labour administration and its rules and regulations.</p>	<p>1. Communicates to diverse constituents, ensuring that all forms of communication are clear, concise and accurate under guidance from supervisors.</p> <p>2. Knows how to balance and prioritize competing needs through the guidance of supervisors and demonstrates/promotes flexibility in a changing environment having been coached/trained to do so.</p> <p>3. Is skilled in coordinating contacts with relevant stakeholders and works with them to assemble and disseminate information under the guidance of</p>	<p>1. Excellently communicates to diverse constituents, ensuring that all forms of communication are clear, concise and accurate.</p> <p>2. Excellently balances and prioritizes competing needs through experience and knowledge in identifying needs. Demonstrates/promotes flexibility in a changing environment and can coach the staff to do so as well.</p> <p>3. Maintains a coordinated network of contacts with relevant stakeholders and works with them to assemble and disseminate information.</p> <p>4. Has excellent knowledge in the labour administration</p>	<p>1. Expertly communicates to diverse constituents, ensuring that all forms of communication are clear, concise and accurate.</p> <p>2. Expertly balances and prioritizes competing needs through experience and knowledge in identifying needs. Demonstrates/promotes flexibility having identified the changes in the work environment using critical thinking and coaches the staff to do so as well.</p> <p>3. Manages a coordinated network of contacts with relevant stakeholders, other experts in relevant fields and works with them to assemble and</p>

		<p>5. Learns to remain impartial and removes self from any situation where a conflict of interest may arise under the supervision of supervisors.</p>	<p>supervisors.</p> <p>4. Is knowledgeable in the labour administration and its rules and regulations.</p> <p>5. Constantly remains impartial and removes self from any situation where a conflict of interest may arise under the guidance of supervisors.</p>	<p>and its rules and regulations and can coach the staff in the same.</p> <p>5. Constantly remains impartial and declares a conflict of interest and hands over responsibility to the correct staff.</p>	<p>disseminate information.</p> <p>4. Has expert knowledge in the labour administration and its rules and regulations and can coach the staff in the same.</p> <p>5. Declares a conflict of interest and assigns responsibility to the correct staff.</p>
Administration and Management	Research, Professionalism and administrative skills	<p>1. Seeks advice for development of additional skills especially in the field of IT under supervision of supervisors.</p> <p>2. Utilizes opportunities and resources for training and developmental activities.</p> <p>3. Develops flexible resources to meet current and future</p>	<p>1. Develops additional skills especially in the field of IT under the guidance of supervisors.</p> <p>2. Utilizes opportunities and resources for training and developmental activities. Uses these under the guidance of supervisors to initiate new programs or activities.</p> <p>3. Develops flexible</p>	<p>1. Developed excellent additional skills especially in the field of IT and coaches' other staff in the same.</p> <p>2. Furnishes opportunities and resources for training and developmental activities. Encourage other staff to use these for improvement of skills and work output.</p> <p>3. Identify current and future needs from</p>	<p>1. Has expert additional skills especially in the field of IT and coaches' other staff in the same.</p> <p>2. Identifies opportunities and resources for training and developmental activities. Assigns other staff to use these for improvement of skills and work output.</p> <p>3. Constantly identifies and analyzes current</p>

		<p>needs under the supervision of supervisors.</p> <p>4. Collects feedback, research and experiences as a regulator with stakeholders.</p> <p>5. Takes responsibility for addressing customer requests and queries under the supervision of supervisors.</p>	<p>resources to meet current and future needs under the guidance of supervisors.</p> <p>4. Collects feedback, research and experiences as a regulator with stakeholders and recommends improvements based on the same.</p> <p>5. Takes responsibility for addressing customer requests and queries under the guidance of supervisors.</p>	<p>current systems and programs. Develops flexible resources to meet them.</p> <p>4. Collects recommendations from other staff based on feedback, research and experience as a regulator and initiates improvements.</p> <p>5. Takes responsibility for addressing customer requests and queries.</p>	<p>and future needs from current systems and programs. Develops flexible resources to meet them.</p> <p>4. Examines and improves on recommendations made to enhance the systems and programs.</p> <p>5. Takes ultimate responsibility for addressing customer requests and queries.</p>
<p>Situational Awareness and Assessment</p>	<p>Observation and Investigation skills</p>	<p>1. Learns how to address multiple and sometimes competing customer needs under supervision of supervisors.</p> <p>2. Cultivates a broad and diverse network between counterparts</p>	<p>1. Knows how to address multiple and sometimes competing customer needs under the guidance of supervisors.</p> <p>2. Cultivates a broad and diverse network between counterparts</p>	<p>1. Excellently address multiple and sometimes competing customer needs and coaches' others on how to do so.</p> <p>2. Maintains a broad and diverse network between regulating</p>	<p>1. Expertly address multiple and sometimes competing customer needs and coaches' others on how to do so.</p> <p>2. Manages a broad and diverse network between counterparts</p>

		<p>in regulating authorities to exchange ideas and make decisions under supervision of supervisors.</p> <p>3. Learns to set standards and possess keen observation, deduction and interrogating skills under the supervision of supervisors.</p> <p>4. Learns why and how to penalize defaulters and violators of the Labour and Employment Act of Bhutan, 2007 and its rules and regulations.</p> <p>5. Develops a sense of teamwork to strengthen cooperation within the inspection team under the supervision of</p>	<p>in regulating authorities to exchange ideas and make decisions under the guidance of supervisors.</p> <p>3. Sets standards and possesses keen observation, deduction and interrogating skills.</p> <p>4. Understands when, why and how to penalize defaulters and violators of the Labour and Employment Act of Bhutan, 2007 and its rules and regulations.</p> <p>5. Uses a sense of teamwork to strengthen cooperation and support within the inspection team under the guidance of supervisors.</p>	<p>authorities to exchange ideas and make decisions.</p> <p>3. Sets excellent standards for others and self. Possess keen observation, deduction and interrogating skills and coaches staff on the same.</p> <p>4. Assesses cases and penalizes defaulters and violators of the Labour and Employment Act of Bhutan, 2007 and its rules and regulations.</p> <p>5. Maintains a sense of teamwork to strengthen cooperation within the inspection team and demonstrates strong leadership attributes.</p>	<p>in regulating authorities to exchange ideas and make decisions. Conveys the same to the staff and encourages dialogue on the effects of the decisions.</p> <p>3. Sets expert standards for others and self and is a model to others. Possesses expert observation, deduction and interrogating skills and coaches staff on the same.</p> <p>4. Evaluates cases and penalizes defaulters and violators of the Labour and Employment Act of Bhutan, 2007 and its rules and regulations. Coaches staff on evaluation and requirement of penalties.</p> <p>5. Builds a sense of teamwork to strengthen</p>
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		supervisors.			cooperation within the inspection team and demonstrates strong leadership attributes to the staff.
OHS System Management	OHS knowledge and skills	<p>1. Learns to set examples of OHS standards in professional and work environment under supervision of supervisors.</p> <p>2. Develops field knowledge in OHS and workplace exposure monitoring under the supervision of supervisors.</p> <p>3. Learns how to train and advise employers and employees on OHS to gain compliance under the supervision of the supervisors..</p> <p>4. Learns how to assess and analyze the compliance and non-compliance of</p>	<p>1. Sets examples of OHS standards in professional and work environment under the guidance of supervisors.</p> <p>2. Develops good field knowledge in OHS and workplace exposure monitoring under the guidance of supervisors.</p> <p>3. Provides training and advice to employers and employees on OHS to gain compliance under the guidance of supervisors.</p> <p>4. Is skilled in assessing and analyzing the compliance and non-compliance of</p>	<p>1. Sets excellent examples of OHS standards in professional and work environment and coaches the same to the staff.</p> <p>2. Develops strong field knowledge in OHS and workplace exposure monitoring and is skilled in coaching the same to the staff.</p> <p>3. Has excellent training skills and advice to employers and employees on OHS to gain compliance.</p> <p>4. Has excellent skills in assessing and analyzing the compliance and non-compliance of</p>	<p>1. Sets expert examples of OHS standards in professional and work environment and coaches the same to the staff.</p> <p>2. Develops expert field knowledge in OHS and workplace exposure monitoring and is skilled in coaching the same to the staff. Demonstrates expert knowledge in relevant situation to offer improvements and gain resources for the Office.</p> <p>3. Has expert training skills and advice to employers and employees on OHS to gain compliance.</p> <p>4. Has expert skills in</p>

		employers and employees of OHS standards 5. Is coached/trained on OHS diseases, national emergency management plans and disaster management.	employers and employees on OHS standards 5. Knowledgeable through intense coaching/training on OHS diseases, national emergency management plans and disaster management.	employers and employees on OHS standards. 5. Coaches/trains staff on OHS diseases, national emergency management plans and disaster management.	assessing and analyzing the compliance and non-compliance of employers and employees on OHS standards. 5. Coaches/trains staff on OHS diseases, national emergency management plans and disaster management.
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Current Performance Gap for Entry Level Officers (P5)

Role: Advocate					
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent)	Likely Reasons for performance Gap	Methods of intervention	Learning Objectives
Expert knowledge in the labour system.	1. Develops a strong understanding of the Labour and Employment Act of Bhutan, 2007 and its Regulations as well as international standards for labour	Not Competent	1. Inadequate understanding of how the Labour and Employment Act, 2007 and its operating procedure impact and risk execution.	1. Workshops on the Labour and Employment Act of Bhutan, 2007, its Policies and Operating Procedure. 2. On the Job attachment	The Entry Level Officer will be able to correctly apply the relevant provision (s) of the Labour and Employment Act, 2007, its Policies

	<p>administration.</p> <p>2. Initiates employee and employer dialogue through regular meetings, workshops etc.</p> <p>3. Manages time effectively, meets deadlines, is experienced and achieves established goals and objectives. Serves as an advocate for the interests and needs of stakeholders.</p> <p>4. Is confident in speech and skilled in verbal and non-verbal communication.</p>		<p>2. Inadequate feedback on performance.</p> <p>3. Inadequate or no training.</p>	<p>3. Mentoring program</p>	<p>and Operating Procedure.</p>
<p>Consultative and interactive skills.</p>	<p>1. Sets and exemplifies high ethical standards and holds others and self-accountable for conduct.</p> <p>2. Assumes responsibility for the actions and decisions of the staff.</p>				

	<p>3. Is able to interpret and understand labour statistics and convey the information to others.</p> <p>4. Shows strong listening skills and willingness to hear and solves the concerns of stakeholders.</p> <p>5. Is able to converse in multiple dialects and languages used by the stakeholders particularly in the RO's.</p>				
<p>Planning and Organisation /Skills Management</p>	<p>1. Sets appropriate personal and professional standards.</p> <p>2. Has domain expertise.</p> <p>3. Anticipates issues and opportunities, acts as a resource for creative problem solving and can identify areas where</p>	<p>Not Competent</p>	<p>1. Lack of domain expertise .</p> <p>2. Lack of experience and practical knowledge.</p> <p>3. No exposure to work of this kind.</p>	<p>1. Mentorship and coaching by supervisors/experienced staff.</p> <p>2. Training in team building exercises.</p> <p>3. Induction course by Chiefs.</p> <p>4. Job Attachment (Learning by Doing).</p>	<p>The Entry level officers will gain confidence, job knowledge and the necessary experience to manage groups, impart advice and help in creative problem solving.</p>

	<p>training is required.</p> <p>4. Delivers subject content to employers and employees.</p> <p>5. Is capable of managing groups of people in live practical teams and in discussion groups.</p>				
Motivation and Stakeholder Engagement	<p>1. Resolves complex issues by balancing the needs of diverse groups and has strong public speaking skills.</p> <p>2. Provides resources to promote and support inclusiveness and understands the various psychological backgrounds of the various groups.</p> <p>3. Independently and proficiently applies occupational knowledge and skills in area of expertise.</p> <p>4. Conveys the importance of the</p>	Not Competent	<p>1. Lack of experience.</p> <p>2. Lack of job knowledge</p>	<p>1. Mentorship and coaching.</p> <p>2. Departmental Workshops.</p> <p>3. Training in Customer Care services.</p>	The Entry level officers will gain confidence, competency and job knowledge.

	various rights and duties to employers and employees.				
Role 2: Facilitator					
Communication and Innovation	<p>1. Communicates in a clear and effective manner, using appropriate technology when applicable.</p> <p>2. Listens and understands others, adjusting communication style to suit the situation and audience.</p> <p>3. Provides and empowers workers with a safe space to express their needs and concerns.</p> <p>4. Assimilates national and international information and accordingly shares the same for study and improvement.</p> <p>5. Initiates programs</p>	Not Competent	<p>I. Lack of communication skills and confidence.</p> <p>2. Inexperienced and unskilled in research methods.</p> <p>3. Unskilled in planning and organising.</p> <p>4. Inexperienced and lack of system for disability compensation and disability in the workforce.</p>	<p>1. Training on communication skills</p> <p>2. Training on research skills</p> <p>iii. Training on disability systems and study tour.</p>	<p>1. Entry Level officers will gain the confidence and skill in communicating with and empowering workers.</p> <p>2. They will also demonstrate effective use of listening and research skills and display openness to other people's ideas and thoughts.</p>

	and studies on current and previous work done for comparative improvement.				
Negotiation and Coordination	<p>Takes responsibility for helping/facilitating settlement of disputes</p> <p>2. Demonstrates sensitivity to the needs, concerns and opinions of others</p> <p>3. Skillfully equipped to handle issues and cases using Alternative Dispute Resolution (ADR) methods.</p> <p>4. Knowledgeable in the penal code, the Labour and Employment Act of Bhutan, 2007 and other relevant laws.</p>	Not Competent	<p>1. Lack of experience and understanding</p> <p>2. Lack of skills in ADR</p> <p>3. Lack of knowledge in the penal code, the Labour and Employment Act of Bhutan, 2007 and other relevant laws.</p>	<p>1. Mentorship and coaching from supervisors or experienced staff.</p> <p>2. Training on ADR methods.</p> <p>3. Awareness workshops\seminars with relevant agencies.</p>	<p>I. Entry Level Officers will gain people skills, ADR methodology skills and knowledge on the penal code, Labour Act and other relevant laws.</p>
Integrity and Service Delivery	<p>1. Demonstrates a welcoming attitude at all times.</p> <p>2. Values and promotes full utilization of</p>	Not Competent	. Inexperienced and lack of knowledge	<p>1. Mentorship and coaching from supervisors or experienced staff.</p> <p>2. Attend exercises on ethics and integrity (Prevention and Education, ACC).</p>	<p>Entry level officers will learn integrity and service delivery.</p>

	<p>workforce diversity while being constantly vigilant on matters of national security.</p> <p>3. Encourages and promotes a work environment in which all individual differences are valued, respected and welcomed.</p> <p>4. Always carry out duties and responsibilities in a fair and impartial manner in accordance with all laws and regulations.</p> <p>5. Is knowledgeable and experienced enough to provide recommendations on the requirement.</p>			3. Training on customer care	
Conciliation and Advisement	1. Listens actively to assess and judge situations and responds effectively and creatively.	Not Competent	Inexperienced and lack of knowledge	<p>1. Mentorship and coaching from supervisors or experienced staff.</p> <p>2. Training in conciliation</p>	Entry level officers will learn to negotiate disputes, advise parties and set a high ethical

	<p>2. Communicates in a clear and effective manner, using appropriate technology when applicable.</p> <p>3. Functions calmly and with a steady manner in uncertain or stressful situations.</p> <p>4. Possesses effective and sound negotiation skills.</p> <p>5. Abides by a strict code of ethical conduct.</p>			3. Training in communication (dialogue and interaction).	standard.
Role 3: Regulator					
Communication and Job Knowledge	<p>1. Communicates to diverse constituents, ensuring that all forms of communication are clear, concise and accurate.</p> <p>2. Balances and prioritizes competing needs and demonstrates/promotes flexibility in a changing environment.</p>	Not Competent	<p>1. Inexperienced</p> <p>2. Lack of knowledge.</p> <p>3. Lack of Occupational standards.</p>	<p>1. Mentorship and coaching</p> <p>2. Training on Presentation skills.</p> <p>3. Training on Labour Administration.</p> <p>4. Training on Survey and data analysis.</p> <p>5. Training on occupational standard</p>	Entry level officer will gain the necessary skills.

	<p>3. Establishes contacts and works with them to assemble and disseminate information.</p> <p>4. Demonstrates a sound knowledge of the labour administration and its rules and regulations.</p> <p>5. Always remains impartial and removes self from any situation where a conflict of interest may arise.</p>				
Administration and Management	<p>1. Seeks advice for development of additional skills especially in the field of IT.</p> <p>2. Furnishes opportunities and resources for training and developmental activities.</p> <p>3. Develops flexible resources to meet</p>	Not Competent	<p>1. Lack of additional skills e.g. IT</p> <p>2. Lack of experience in labour administration and management</p> <p>3. Lack of database management</p>	<p>1. Mentorship and coaching</p> <p>2. Long and short courses on administration and IT.</p> <p>3. Training on database management.</p>	Entry level officers will carry out their duties with the necessary skills.

	<p>current and future needs.</p> <p>4. Recommends improvements to the present system based on feedback, research and experiences with the same.</p> <p>5. Takes responsibility for addressing customer requests and queries.</p>				
<p>Situational Awareness and Assessment</p>	<p>1. Optimally addresses multiple and sometimes competing customer needs.</p> <p>2. Cultivates a broad and diverse network between regulating authorities to exchange ideas and make decisions.</p> <p>3. Monitors the department progress through competitive benchmarking for setting standards and possesses keen</p>	<p>Not Competent</p>	<p>1. Unable to regularly communicate with relevant agencies</p> <p>2. Lack of knowledge in these skills.</p> <p>3. No exposure</p> <p>4. Lack of frequency of field tours.</p>	<p>1. Increase frequency of field tours</p> <p>2. Study tour of international Labour Administration systems.</p> <p>3. Training on team building.</p>	<p>NA</p>

	<p>observation, deduction and interrogating skills</p> <p>4. Develops a culture of penalizing defaulters and violators of the Labour and Employment Act of Bhutan, 2007 and its rules and regulations.</p> <p>5. Inspires a sense of teamwork to strengthen cooperation within the inspection team.</p>				
OHS System Management	<p>1. Demonstrates by example OHS standards in professional and work environment.</p> <p>2. Practices expert field knowledge in OHS and workplace exposure monitoring.</p> <p>3. Trains and advises employers and employees on OHS to gain compliance.</p>	Not Competent	<p>1. Inexperienced</p> <p>2. Lack of knowledge</p> <p>3. Lack of practical technological equipment and facilities.</p> <p>4. Lack of basic knowledge on emergency plans.</p>	<p>1. Mentorship and coaching</p> <p>2. Long and short training courses on fields related to OHS:</p> <p>i. Industrial hygiene, ii. Toxicology, iii. OHS diseases etc relevant field.</p> <p>3. Training on usage of practical technological equipment and facilities.</p> <p>4. Training on data analysis.</p>	<p>Entry level officers will have the job knowledge they need to ensure OHS compliance.</p>

	<p>4. Assesses and analyzes the compliance and non-compliance of employers and employees of OHS standards</p> <p>5. Is knowledgeable on OHS diseases and national emergency management plans.</p>			<p>5. Attending consultative/workshops/seminars on emergencies and accidents.</p>	
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Current performance Gap for Proficient Level Officers (P4-P3)

Role 1: Advocate					
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent)	Likely Reasons for performance Gap	Methods of intervention	Learning Objectives
Expert knowledge in the labour system.	Develops a strong understanding of the Labour and Employment Act of Bhutan, 2007 and its Regulations as well as international standards	Not Competent	Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.		

	<p>for labour administration.</p> <p>2. Initiates Employee and employer dialogue through regular meetings, workshops etc.</p> <p>3. Manages time effectively, meets deadlines, is experienced and achieves established goals and objectives. Serves as an advocate for the interests and needs of stakeholders.</p> <p>4. Is confident in speech and skilled in verbal and non-verbal communication.</p>				
Consultative and interactive skills.	<p>1. Sets and exemplifies high ethical standards and holds others and self-accountable for conduct.</p> <p>2. Assumes responsibility for the actions and decisions</p>	Not Competent	<p>1. Lack of conversational skills in multiple dialects and languages.</p> <p>2. Lack of skills in data analysis Officers entering</p>		

	<p>of staff.</p> <p>3. Is able to interpret and understand labour statistics and convey the information to others.</p> <p>4. Shows strong listening skills and willingness to hear and solves the concerns of stakeholders.</p> <p>5. Is able to converse in multiple dialects and languages used by the stakeholders particularly in the RO's.</p>		<p>directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p>		
<p>Planning and Organisation /Skills Management</p>	<p>1. Sets appropriate personal and professional standards.</p> <p>2. Has domain expertise.</p> <p>3. Anticipates issues and opportunities and acts as a resource for</p>	<p>Not Competent</p>	<p>1. Lack of conversational skills in multiple dialects and languages.</p> <p>2. Lack of skills in data analysis</p> <p>3. Officers</p>		

	<p>creative problem solving. Can identify areas where training is required.</p> <p>4. Delivers subject content to employers and employees.</p> <p>5. Is capable of managing groups of people in live practical teams and in discussion groups.</p>		<p>entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p>		
<p>Planning and Organisation /Skills Management</p>	<p>1. Sets appropriate personal and professional standards.</p> <p>2. Has domain expertise.</p> <p>3. Anticipates issues and opportunities and acts as a resource for creative problem solving. Can identify areas where training is required.</p> <p>4. Delivers subject content to employers</p>	<p>Not Competent</p>	<p>1. Lack of problem solving and analytical skills</p> <p>2. Lack of skill and knowledge on the subject content.</p> <p>3. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p>		

	and employees. 5. Is capable of managing groups of people in live practical teams and in discussion groups.				
Role 2: Facilitator					
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent)	Likely Reasons for performance Gap	Methods of intervention	Learning Objectives
Communication and Innovation	<p>1. Communicates in a clear and effective manner, using appropriate technology when applicable.</p> <p>2. Listens and understands others, adjusting communication style to suit the situation and audience.</p> <p>3. Provides and empowers workers with a safe space to express their needs and concerns.</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>2. Lack of access to information on both national and international levels.</p> <p>3. Lack of knowledge and skill in conducting research and studies.</p>	<p>1. Mentorship and coaching</p> <p>2. Attend national and international conferences and workshops.</p> <p>3. Build institutional linkages through inter departmental and Ministerial meetings/conferences with relevant private sector stakeholders.</p> <p>4. Training on research skills particularly in social protection system.</p>	Able to communicate job knowledge clearly and precisely with strong relationships between relevant stakeholders.

	<p>4. Assimilates national and international information and accordingly shares the same for study and improvement.</p> <p>5. Initiates programs and studies on current and previous work done for comparative improvement.</p>				
Negotiation and Coordination	<p>1. Takes responsibility for helping/facilitating settlement of disputes</p> <p>2. Demonstrates sensitivity to the needs, concerns and opinions of others</p> <p>3. Skillfully equipped to handle issues and cases using Alternative Dispute Resolution methods.</p> <p>4. Knowledgeable in the penal code, the Labour and Employment Act of Bhutan, 2007 and</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience</p> <p>2. Lack of knowledge and experience using ADR methods and investigative skills.</p> <p>3. Lack of knowledge in the penal code and other relevant legislation.</p>	<p>1. Training in ADR.</p> <p>2. Training in the penal code and other relevant legislation.</p>	

	other relevant laws.				
Integrity and Service Delivery	<p>1. Demonstrates a welcoming attitude at all times.</p> <p>2. Values and promotes full utilization of workforce diversity while being constantly vigilant on matters of national security</p> <p>3. Encourages and promotes a work environment in which all individual differences are valued, respected and welcomed.</p> <p>4. Always carry out duties and responsibilities in a fair and impartial manner in accordance with all laws and regulations.</p>	Not Competent	Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.	Attend exercises on ethics and integrity (Prevention and Education, ACC). Ii. Include the workshop held byat RTH)	

	5. Is knowledgeable and experienced enough to provide recommendations on the requirement.				
Conciliation and Advise ment	<p>1. Seeks advice for development of additional skills especially in the field of IT.</p> <p>2. Furnishes opportunities and resources for training and developmental activities.</p> <p>3. Develops flexible resources to meet current and future needs.</p> <p>4. Recommends improvements to the present system based on feedback, research and experiences with the same.</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>2. Lack of IT skills</p> <p>3. Lack of database management</p> <p>4. Lack of leadership role Lack of information and correspondence between the Department of Labour and the RO's.</p>	<p>1. Mentoring and coaching.</p> <p>2. Short term IT training.</p> <p>3. Database management training</p> <p>4. Leadership training (short/long term)</p> <p>5. Develop improved system of communication between all LO's in HQ and the 4 RO's.</p>	

	5. Takes responsibility for addressing customer requests and queries.				
Role 3: Regulator					
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent)	Likely Reasons for performance Gap	Methods of intervention	Learning Objectives
Communication and Job Knowledge	<p>1. Communicates to diverse constituents, ensuring that all forms of communication are clear, concise and accurate.</p> <p>2. Balances and prioritizes competing needs and demonstrates/promotes flexibility in a changing environment.</p> <p>3. Establishes contacts and works with them to assemble and disseminate information.</p> <p>4. Demonstrates a sound knowledge of the labour</p>	Not Competent	<p>1. inexperienced</p> <p>2. Lack of knowledge</p> <p>3. Lack of Occupational standards</p>	<p>1. Mentorship and coaching</p> <p>2. Training on Presentation skills.</p> <p>3. Training on Labour Adm.</p> <p>4. Training on Survey and data analysis.</p> <p>5. Training on occupational standard</p>	Entry level officer will gain the necessary skills.

	<p>administration and its rules and regulations.</p> <p>5. Always remains impartial and removes self from any situation where a conflict of interest may arise.</p>				
Administration and Management	<p>1. Seeks advice for development of additional skills especially in the field of IT.</p> <p>2. Furnishes opportunities and resources for training and developmental activities.</p> <p>3. Develops flexible resources to meet current and future needs.</p> <p>4. Recommends improvements to the present system based on feedback, research and experiences with the same.</p>	Not Competent	<p>1. Lack of additional skills e.g. IT</p> <p>2. Lack of experience in labour administration and management</p> <p>3. Lack of database management</p>	<p>1. Mentorship and coaching</p> <p>2. Long and short courses on administration and IT.</p> <p>3. Training on database management.</p>	<p>Entry level officers will carry out their duties with the necessary skills.</p>

	5. Takes responsibility for addressing customer requests and queries.				
Situational Awareness and Assessment	<p>1. Optimally addresses multiple and sometimes competing customer needs.</p> <p>2. Cultivates a broad and diverse network between regulating authorities to exchange ideas and make decisions.</p> <p>3. Monitors the department progress through competitive benchmarking for setting standards and possesses keen observation, deduction and interrogating skills</p> <p>4. Develops a culture of penalizing defaulters and violators of the Labour and Employment Act, 2007 and its rules and</p>	Not Competent	<p>1. Unable to regularly communicate with relevant agencies</p> <p>2. Lack of knowledge in these skills.</p> <p>3. No exposure</p> <p>4. Lack of frequency of field tours.</p>	<p>Increase frequency of field tours</p> <p>2. Study tour of international Labour Administration systems.</p> <p>3. Training on team building.</p>	NA

	<p>regulations.</p> <p>5. Inspires a sense of teamwork to strengthen cooperation within the inspection team.</p>				
OHS System Management	<p>1. Demonstrates by example OHS standards in professional and work environment.</p> <p>2. Practices expert field knowledge in OHS and workplace exposure monitoring.</p> <p>3. Trains and advises employers and employees on OHS to gain compliance.</p> <p>4. Assesses and analyzes the compliance and non-compliance of employers and employees of OHS standards</p> <p>5. Is knowledgeable on</p>	Not Competent	<p>1. Inexperienced</p> <p>2. Lack of knowledge</p> <p>3. Lack of practical technological equipment and facilities.</p> <p>4. Lack of basic knowledge on emergency plans.</p>	<p>1. Mentorship and coaching</p> <p>2. Long and short training courses on fields related to OHS.</p> <p>i. Industrial hygiene ii. Toxicology iii. OHS diseases etc relevant field.</p> <p>iv. Training on usage of practical equipment and facilities.</p> <p>3. Training on data analysis.</p> <p>4. Attending consultative/workshops/seminars on emergencies and accidents.</p>	Entry-level officers will have the job knowledge they need to ensure OHS compliance.

	OHS diseases and national emergency management plans.				
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Current Performance Experience Level Officer (P2)

Role 1: Advocate					
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent)	Likely Reasons for performance Gap	Methods of intervention	Learning Objectives
Expert knowledge in the labour system.	<p>1. Develops a strong understanding of the Labour and Employment Act of Bhutan, 2007 and its Regulations as well as international standards for labour administration.</p> <p>2. Initiates Employee and employer dialogue through regular meetings, workshops etc.</p> <p>3. Manages time effectively, meets deadlines, is experienced and achieves established goals and objectives.</p>	Not Competent	<p>1. Lack of expertise in the Labour and Employment Act of Bhutan, 2007, other laws and operating procedures.</p> <p>2. Lack of professional management skills.</p> <p>3. Lack of expertise in international languages and dialects.</p>		

	<p>Serves as an advocate for the interests and needs of stakeholders.</p> <p>4. Is confident in speech and skilled in verbal and non-verbal communication.</p>				
<p>Consultative and interactive skills.</p>	<p>1. Sets and exemplifies high ethical standards and holds others and self-accountable for conduct.</p> <p>2. Assumes responsibility for the actions and decisions of staff.</p> <p>3. Is able to interpret and understand labour statistics and convey the information to others.</p> <p>4. Shows strong listening skills and willingness to hear and solves the concerns of stakeholders.</p>	<p>Not Competent</p>	<p>1. Lack of conversational skills in multiple dialects and languages.</p> <p>2. Lack of skills in data analysis</p> <p>3. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p>		

	5. Is able to converse in multiple dialects and languages used by the stakeholders particularly in the RO's.				
Motivation and Stakeholder Engagement	<p>1. Resolve complex issues by balancing the needs of diverse groups and with strong public speaking skills.</p> <p>2. Provides information and human resources to promote and support inclusiveness and understands the various psychological backgrounds of the various groups.</p> <p>3. Independently and proficiently applies occupational knowledge and skills in area of expertise.</p> <p>4. Conveys the importance of the various rights and</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>2. Lack of understanding of psychological backgrounds</p> <p>3. Lack of knowledge and skills</p>	<p>1. Mentorship and coaching</p> <p>2. Training in understanding human behavior in relation to work.</p>	Able to motivate and engage the same.

	duties to employers and employees.				
Role 2: Facilitator					
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent)	Likely Reasons for performance Gap	Methods of intervention	Learning Objectives
Communication and Innovation	<p>1. Communicates in a clear and effective manner, using appropriate technology when applicable.</p> <p>2. Listens and understands others, adjusting communication style to suit the situation and audience.</p> <p>3. Provides and empowers workers with a safe space to express their needs and concerns.</p> <p>4. Assimilates national and international information and accordingly shares the same for study and improvement.</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>2. Lack of access to information on both national and international levels.</p> <p>3. Lack of knowledge and skill in conducting research and studies.</p>	<p>1. Mentorship and coaching</p> <p>2. Attend national and international conferences and workshops.</p> <p>3. Build institutional linkages.</p> <p>4. Training on research skills particularly in social protection system.</p>	

	5. Initiates programs and studies on current and previous work done for comparative improvement.				
Negotiation and Coordination	<p>1. Takes responsibility for helping/facilitating settlement of disputes</p> <p>2. Demonstrates sensitivity to the needs, concerns and opinions of others</p> <p>3. Skillfully equipped to handle issues and cases using Alternative Dispute Resolution methods.</p> <p>4. Knowledgeable in the penal code, the Labour and Employment Act, 2007 and other relevant laws.</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience</p> <p>2. Lack of knowledge and experience using ADR methods.</p> <p>3. Lack of knowledge in the penal code and other relevant legislation.</p>	<p>1. Training in ADR.</p> <p>2. Training in the penal code and other relevant legislation.</p>	
Integrity and Service Delivery	1. Demonstrates a welcoming attitude at	Not Competent	Officers entering directly into P4 and	Attend exercises on ethics and integrity	

	<p>all times.</p> <p>2. Values and promotes full utilization of workforce diversity while being constantly vigilant on matters of national security</p> <p>3. Encourages and promotes a work environment in which all individual differences are valued, respected and welcomed.</p> <p>4. Always carry out duties and responsibilities in a fair and impartial manner in accordance with all laws and regulations.</p> <p>5. Is knowledgeable</p>		<p>lateral transfer are lacking in job knowledge and job experience.</p>	<p>(Prevention and Education, ACC).</p>	
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	and experienced enough to provide recommendations on the requirement.				
Conciliation and Advise ment	<p>1. Listens actively to assess and judge situations and responds effectively and creatively.</p> <p>2. Communicates in a clear and effective manner, using appropriate technology when applicable.</p> <p>3. Functions calmly and with a steady manner in uncertain or stressful situations.</p> <p>4. Possesses effective and sound negotiation skills.</p> <p>5. Abides by a strict code of ethical</p>	Not Competent	Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.	Attend exercises on ethics and integrity (Prevention and Education, ACC).	

	conduct.				
Role 3: Regulator					
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent)	Likely Reasons for Performance Gap	Methods of Intervention	Learning Objectives
Communication and Job Knowledge	<p>1. Communicates to diverse constituents, ensuring that all forms of communication are clear, concise and accurate.</p> <p>2. Balances and prioritizes competing needs and demonstrates/promotes flexibility in a changing environment.</p> <p>3. Establishes contacts and works with them to assemble and disseminate information.</p> <p>4. Demonstrates a sound knowledge of</p>				

	<p>the labour administration and its rules and regulations.</p> <p>5. Always remains impartial and removes self from any situation where a conflict of interest may arise.</p>				
Administration and Management	<p>1. Seeks advice for development of additional skills especially in the field of IT.</p> <p>2. Furnishes opportunities and resources for training and developmental activities.</p> <p>3. Develops flexible resources to meet current and future needs.</p> <p>4. Recommends improvements to the present system based on feedback, research and experiences with</p>	Not Competent	<p>i. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>ii. Lack of IT skills</p> <p>iii. Lack of database management</p> <p>iv. Lack of leadership role</p>	<p>Short term IT training. Iii. Database management training</p> <p>iv. Leadership training (short/long term)</p>	

	<p>the same.</p> <p>5. Takes responsibility for addressing customer requests and queries.</p>				
<p>Situational Awareness and Assessment</p>	<p>1. Optimally addresses multiple and sometimes competing customer needs.</p> <p>2. Cultivates a broad and diverse network between regulating authorities to exchange ideas and make decisions.</p> <p>3. Tracks the division progress through competitive benchmarking for setting standards and possesses keen observation, deduction and interrogating skills</p> <p>4. Develops a culture of penalizing defaulters and violators of the Labour</p>	<p>Not Competent</p>	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>2. Difficulty in tracking progress due to lack of skill in analysis.</p> <p>3. Lack of awareness on regional and international as well as insufficient Knowledge and training on prevention and detection.</p>	<p>1. Training in system development.</p> <p>2. Training and preventing National and international human trafficking</p>	

	<p>and Employment Act of Bhutan, 2007 and its rules and regulations.</p> <p>5. Inspires a sense of teamwork to strengthen cooperation within the inspection team.</p>				
OHS System Management	<p>1. Demonstrates by example OHS standards in professional and work environment.</p> <p>2. Practices expert field knowledge in OHS and workplace exposure monitoring.</p> <p>3. Trains and advises employers and employees on OHS to gain compliance.</p> <p>4. Assesses and analyzes the compliance and non-compliance of employers and employees of OHS</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>2. Lack of knowledge on OHS standards and diseases.</p>	Training in all OHS fields.	

	standards				
	5. Is knowledgeable on OHS diseases, national emergency management plans and disaster management.				

Current Performance Gap for Advance Level Officers (P1)

Role 1: Advocate					
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent)	Likely Reasons for performance Gap	Methods of intervention	Learning Objectives
Expert knowledge in the labour system.	<p>1. Develops a strong understanding of the Labour and Employment Act of Bhutan, 2007 and its Regulations as well as international standards for labour administration.</p> <p>2. Initiates Employee and employer dialogue through regular meetings, workshops etc.</p>	Not Competent	<p>1. Lack of expertise in the Labour and Employment Act of Bhutan, 2007, other laws and operating procedures.</p> <p>2. Lack of professional management skills.</p> <p>3. Lack of expertise in international languages and dialects.</p>	<p>1. Training on International language</p> <p>2. Training on professional management</p> <p>3. Training on laws and operating procedures</p>	Senior level officers will be able to expertly understand and interpret the Labour and Employment Act of Bhutan, 2007, other laws and operating procedures and explain the rationale behind them.

	<p>3. Manages time effectively, meets deadlines, is experienced and achieves established goals and objectives. Serves as an advocate for the interests and needs of stakeholders.</p> <p>4. Is confident in speech and skilled in verbal and non-verbal communication.</p>				
Consultative and interactive skills.	<p>1. Sets and exemplifies high ethical standards and holds others and self-accountable for conduct.</p> <p>2. Assumes responsibility for the actions and decisions of staff.</p> <p>3. Is able to interpret and understand labour statistics and convey the information to others.</p>	Competent	<p>1. Lack of conversational skills in multiple dialects and languages.</p> <p>2. Lack of skills in data analysis</p> <p>3. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p>	<p>1. Short term courses in majority spoken dialects and languages</p> <p>2. Training on data analysis and interpretation.</p>	Expertly able to converse with stakeholders

	<p>4. Shows strong listening skills and willingness to hear and solves the concerns of stakeholders.</p> <p>5. Is able to converse in multiple dialects and languages used by the stakeholders particularly in the RO's.</p>				
Motivation and Stakeholder Engagement	<p>1. Resolve complex issues by balancing the needs of diverse groups and with strong public speaking skills.</p> <p>2. Provides information and human resources to promote and support inclusiveness and understands the various psychological backgrounds of the various groups.</p> <p>3. Independently and proficiently applies</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>2. Lack of understanding of psychological backgrounds</p> <p>3. Lack of knowledge and skills</p>	<p>1. Mentorship and coaching</p> <p>2. Training in understanding human behavior in relation to work.</p>	<p>Expert in motivational speech.</p> <p>Expertise in stakeholder engagement.</p>

	occupational knowledge and skills in area of expertise. 4. Conveys the importance of the various rights and duties to employers and employees.				
Role 2: Facilitator					
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent)	Likely Reasons for performance Gap	Methods of intervention	Learning Objectives
Communication and Innovation	1. Communicates in a clear and effective manner, using appropriate technology when applicable. 2. Listens and understands others, adjusting communication style to suit the situation and audience. 3. Provides and empowers workers with a safe space to express their needs	Not Competent	1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience. 2. Lack of access to information on both national and international levels. 3. Lack of knowledge and skill in conducting research and studies.	1. Mentorship and coaching 2. Attend national and international conferences and workshops. 3. Build institutional linkages. 4. Training on research skills particularly in social protection system.	Expertise in the same.

	<p>and concerns.</p> <p>4. Assimilates national and international information and accordingly shares the same for study and improvement.</p> <p>5. Initiates programs and studies on current and previous work done for comparative improvement.</p>				
Negotiation and Coordination	<p>1. Takes responsibility for helping/facilitating settlement of disputes</p> <p>2. Demonstrates sensitivity to the needs, concerns and opinions of others</p> <p>3. Skillfully equipped to handle issues and cases using Alternative Dispute Resolution methods.</p> <p>4. Knowledgeable in</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience</p> <p>2. Lack of knowledge and experience using ADR methods.</p> <p>3. Lack of knowledge in the penal code and other relevant legislation.</p>	<p>1. Training in ADR.</p> <p>2. Training in the penal code and other relevant legislation.</p>	Expertise in the same.

	the penal code, the Labour and Employment Act, 2007 and other relevant laws.				
Integrity and Service Delivery	<p>1. Demonstrates a welcoming attitude at all times.</p> <p>2. Values and promotes full utilization of workforce diversity while being constantly vigilant on matters of national security</p> <p>3. Encourages and promotes a work environment in which all individual differences are valued, respected and welcomed.</p> <p>4. Always carry out duties and</p>	Not Competent	Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.	Attend exercises on ethics and integrity (Prevention and Education, ACC).	Expertise in the same.

	<p>responsibilities in a fair and impartial manner in accordance with all laws and regulations.</p> <p>5. Is knowledgeable and experienced enough to provide recommendations on the requirement.</p>				
Conciliation and Advisement	<p>1. Listens actively to assess and judge situations and responds effectively and creatively.</p> <p>2. Communicates in a clear and effective manner, using appropriate technology when applicable.</p> <p>3. Functions calmly and with a steady manner in uncertain or stressful situations.</p>	Not Competent	Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.	Attend exercises on ethics and integrity (Prevention and Education, ACC).	Expertise in the same.

	<p>4. Possesses effective and sound negotiation skills.</p> <p>5. Abides by a strict code of ethical conduct.</p>				
Role 3: Regulator					
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent)	Likely Reasons for Performance Gap	Methods of Intervention	Learning Objectives
Communication and Job Knowledge	<p>1. Communicates to diverse constituents, ensuring that all forms of communication are clear, concise and accurate.</p> <p>2. Balances and prioritizes competing needs and demonstrates/promotes flexibility in a changing environment.</p>	Not Competent	Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.	<p>1. Mentoring and coaching</p> <p>2. Departmental Workshops for orientation and training.</p>	Expertise in the same.

	<p>3. Establishes contacts and works with them to assemble and disseminate information.</p> <p>4. Demonstrates a sound knowledge of the labour administration and its rules and regulations.</p> <p>5. Always remains impartial and removes self from any situation where a conflict of interest may arise.</p>				
Administration and Management	<p>1. Seeks advice for development of additional skills especially in the field of IT.</p> <p>2. Furnishes opportunities and resources for training and developmental activities.</p> <p>3. Develops flexible</p>	Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>2. Lack of IT skills</p> <p>3. Lack of database management</p> <p>4. Lack of leadership role</p>	<p>1. Short term IT training.</p> <p>2. Database management training</p> <p>3. Leadership training (short/long term)</p>	Expertise in the same.

	<p>resources to meet current and future needs.</p> <p>4. Recommends improvements to the present system based on feedback, research and experiences with the same.</p> <p>5. Takes responsibility for addressing customer requests and queries.</p>				
Situational Awareness and Assessment	<p>1. Optimally addresses multiple and sometimes competing customer needs.</p> <p>2. Cultivates a broad and diverse network between regulating authorities to exchange ideas and make decisions.</p> <p>3. Tracks the division progress through competitive benchmarking for setting standards and</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>2. Difficulty in tracking progress due to lack of skill in analysis.</p> <p>3. Lack of awareness on regional and international as well as insufficient</p>	<p>1. Training in system development.</p> <p>2. Training and preventing National and international human trafficking</p>	

	<p>possesses keen observation, deduction and interrogating skills</p> <p>4. Develops a culture of penalizing defaulters and violators of the Labour and Employment Act of Bhutan, 2007 and its rules and regulations.</p> <p>5. Inspires a sense of teamwork to strengthen cooperation within the inspection team.</p>		<p>Knowledge and training on prevention and detection.</p>		
OHS System Management	<p>1. Demonstrates by example OHS standards in professional and work environment.</p> <p>2. Practices expert field knowledge in OHS and workplace exposure monitoring.</p> <p>3. Trains and advises employers and</p>	Not Competent	<p>1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.</p> <p>2. Lack of knowledge on OHS standards and diseases.</p>	Training in all OHS fields.	

	<p>employees on OHS to gain compliance.</p> <p>4. Assesses and analyzes the compliance and non-compliance of employers and employees of OHS standards</p> <p>5. Is knowledgeable on OHS diseases, national emergency management plans and disaster management.</p>				
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Summary of Current Performance Gap for Entry Level Officers (P5)

SI	Role	Competency Area	Key Competency	No. of BIs	Competent	Not competent
1	Advocate	Professional Management	Expert knowledge in the labour system.	4	0	4
		Information Management	Consultative and interactive skills.	5	NA	NA
		Planning and Organisation /Skills Management	Expertise in Management, Content and Delivery.	5	0	5
		Motivation and Stakeholder Engagement	Motivational skills and job knowledge expertise.	4	0	4
2	Facilitator	Communication and Innovation	Communication, networking, awareness of current national and international programs/policies/standards and organising	5	0	5

			skills.			
		Negotiation and Coordination	Legal Expertise and Alternative Dispute Resolution skills.	4	0	4
		Integrity and Service Delivery	Ethics, personal and professional integrity and transparency.	5	0	5
		Conciliation and Advisement	Negotiation (Investigation), listening skills and critical thinking.	5	0	5
3	Regulator	Communication and Job Knowledge	Coordination, Communication and expertise in the Labour and Employment Act, 2007 its Regulations and International standards.	5	0	5
		Administration and Management	Research, Professionalism and administrative skills	5	0	5
		Situational Awareness and Assessment	Observation and Investigation skills	5	0	5
		OHS System Management	OHS knowledge and skills	5	0	5

Summary of current performance gap for Entry Level Officers (P4-P3)

Sl.	Role	Competency Area	Key Competency	No. of BIs	Competent	Not competent
1	Advocate	Professional Management	Expert knowledge in the labour system.	4	0	4
		Information Management	Consultative and interactive skills.	5	0	5
		Planning and Organisation /Skills Management	Expertise in Management, Content and Delivery.	5	0	5

		Motivation and Stakeholder Engagement	Motivational skills and job knowledge expertise.	4	0	4
2	Facilitator	Communication and Innovation	Communication, networking, awareness of current national and international programs/policies/standards and organising skills.	5	0	5
		Negotiation and Coordination	Legal Expertise and Alternative Dispute Resolution skills.	5	0	5
		Integrity and Service Delivery	Ethics, personal and professional integrity and transparency.	5	0	5
		Conciliation and Advisement	Negotiation (Investigation), listening skills and critical thinking.	4	0	4
3	Regulator	Communication and Job Knowledge	Coordination, Communication and expertise in the Labour and Employment Act, 2007 its Regulations and International standards.	5	0	5
		Administration and Management	Research, Professionalism and administrative skills	5	0	5
		Situational Awareness and Assessment	Observation and Investigation skills	5	0	5
		OHS System Management	OHS knowledge and skills	5	0	5

Summary of current performance gap for Entry Level Officers (P2)

Sl.	Role	Competency Area	Key Competency	No. of BIs	Competent	Not competent
1	Advocate	Professional Management	Expert knowledge in the labour system.	4	0	4

		Information Management	Consultative and interactive skills.	5	0	5
		Planning and Organisation /Skills Management	Expertise in Management, Content and Delivery.	5	0	5
		Motivation and Stakeholder Engagement	Motivational skills and job knowledge expertise.	4	0	4
2	Facilitator	Communication and Innovation	Communication, networking, awareness of current national and international programs/policies/standards and organising skills.	5	0	5
		Negotiation and Coordination	Legal Expertise and Alternative Dispute Resolution skills.	4	0	4
		Integrity and Service Delivery	Ethics, personal and professional integrity and transparency.	4	0	4
		Conciliation and Advisement	Negotiation (Investigation), listening skills and critical thinking.	5	0	5
3	Regulator	Communication and Job Knowledge	Coordination, Communication and expertise in the Labour and Employment Act, 2007 its Regulations and International standards.	5	0	5
		Administration and Management	Research, Professionalism and administrative skills	5	0	5
		Situational Awareness and Assessment	Observation and Investigation skills	5	0	5
		OHS System Management	OHS knowledge and skills	5	0	5

Summary of current performance gap for Entry Level Officers (P1)

Sl.	Role	Competency Area	Key Competency	No. of BIs	Competent	Not competent
1	Advocate	Professional Management	Expert knowledge in the labour system.	4	0	4
		Information Management	Consultative and interactive skills.	5	1	0
		Planning and Organisation /Skills Management	Expertise in Management, Content and Delivery.	5	0	5
		Motivation and Stakeholder Engagement	Motivational skills and job knowledge expertise.	4	0	4
2	Facilitator	Communication and Innovation	Communication, networking, awareness of current national and international programs/policies/standards and organising skills.	5	0	5
		Negotiation and Coordination	Legal Expertise and Alternative Dispute Resolution skills.	4	0	4
		Integrity and Service Delivery	Ethics, personal and professional integrity and transparency.	5	0	5
		Conciliation and Advisement	Negotiation (Investigation), listening skills and critical thinking.	4	0	4
3	Regulator	Communication and Job Knowledge	Coordination, Communication and expertise in the Labour and Employment Act, 2007 its Regulations and International standards.	4	0	4
		Administration and Management	Research, Professionalism and administrative skills	5	1	4
		Situational Awareness and Assessment	Observation and Investigation skills	5	0	5
		OHS System Management	OHS knowledge and skills	5	0	5

Table 3: Summary of Current Performance Gap for P5-P1

	Role	Competency Area	Competency	No. BIs	Competent	Not Competent
Total	3	12	12	57	2	54

Training Needs to be conducted in 2019-2022

Following are the training needs identified for the Labour Officer at different Proficiency Level and implementation of the trainings will be based on availability of the resource allocated for all agencies and based on the priority from the list of training.

Sl.	Particulars	Target Group	No. of Participants	Training Description	Training Provider	No. Of Days	Estimated Cost
1	Batch I	P5-P3	4	Social Security for Greater Labour Efficiency, Wages, Prevention and Settlement of Industrial Disputes, Collective Bargaining and Negotiating Agreements	National Institute for Labour Studies, Sri Lanka	5	634,750+634,750
	Batch II	P5-P3	4			5	
Total							1269,500
2	Batch I & II	P5-P4	10	Occupational Health and	IOM, Singapore, ILO	5	1,050,000+

	Batch II	P3-P1	10	Safety, contextualized courses for participants needs.	East Asia Bangkok, Thammasat University, Chulaborn Research Institute, Thailand	5	105,0000
Total							2,100,000
3	Batch I	P5-P1	10	Labour Administration, Social Protection and Alternative Dispute Resolution.	V.V Giri, India, Singapore	7	634,750+634,750
	Batch II	P3-P1	12			7	
Total							1,269,500
4	Batch I	P5-P1	11	Ethics	ACC, Thimphu	5	15,50,000
	Batch II	P5-P1	11				
	Batch III	P5-P1	11				
Total							15,50,000
5	Batch I	P5-P1	10	Tailor made courses on social protection, research methodologies, ADR methodologies.	Nuffic, Netherlands	5	10,50000+10,50000
	Batch II	P5-P1	10			5	
Total							2,100,000
6	Batch I	P4-P1	5	Labor migration policy and management training	ILO For East Asia Bangkok	5	634,750+634,750
	Batch II	P4-P1	5				

Total							1,269,500
7	Batch I	P5-P1	4	Child Labour Training	ILO Asia	5	634,720
	Batch II		4			5	634,720
Total							1,269,440
8	Batch I	P4-P1	5	Training on TIP (Trafficking in Persons)	Republic of Korea, KOICA	5	634,720+634720
	Batch II	P4-P3	5			5	
Total							1,269,440
Grand Total							12,097,380
		P4 –P1	15	<ol style="list-style-type: none"> 1. Health Securities and Protection of Workers. 2. Social Protection in a Globalized Economy. 3. International Labour Standards and Promotion of Gender Equality at Work Place. 	ITEC/ V.V. Giri Delhi/Mumbai/Gujarat, India	12 days	Air Ticket=Nu 374,980/- (18,749* 2 *10) DSA= Nu 780,000/- (6500*12*10) Tuition Fee: Nu 500,000(Nu. 50,000*10)
Total							1,654980

		P4 –P1	12	4. Labour & Employment Relations in a Global Economy 5. Research Methods in Labour Studies	Central Labour Institute, Mumbai	14 days	Air Ticket=Nu 374,980/- (18,749* 2 *10) DSA= Nu 780,000/- (6500*12*10) Tuition Fee: Nu 500,000(Nu. 50,000*10)
Total							1,654,980
		P4 –P1	12	6. Gender Issues in Labour 7. Skill Development and Employment Generation. 8.Enhancing Leadership Skills/Leadership Development. 9. Skills Development on Mediation and Dispute Resolution in workplace	ITEC/ V.V.Giri India	10 days	Air Ticket=Nu 374,980/- (18,749* 2 *10) DSA= Nu 780,000/- (6500*12*10) Tuition Fee: Nu 500,000(Nu. 50,000*10)

Total		1,654,980
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List of Priority Training:

Sl. No.	Training Description	Training Provider	No. of Participants	No. of Days
1.	1. Health Securities and Protection of Workers. 2. Social Protection in a Globalized Economy. 3. International Labor Standards and Promotion of Gender Equality at Work Place.	Central Labor Institute, Mumbai	15	10
2.	1. Gender Issues and Labor 2. Skill Developments and Employment Generation. 3. Enhancing Leadership Skills/Leadership	ITEC/V.V Giri, India	12	10

	Development. 4. Skills Development on Mediation and Dispute Resolution in workplace			
3.	Customer Care	IMS, Thimphu	15	
4.	Coaching and Mentoring	DoL	NA	NA
5.	Departmental Orientation	DoL	NA	NA

Long-term Training

Sl.	Particulars	Target Group	No. of Participants	Training Description	Training Provider	No. Of Days	Budget Nu. DSA/TA
		P1	4	1. Occupational Health and Safety Specialist	Thailand/Japan	3-5 years	
				2. Industrial Labor Specialist	Japan/India	3-5 years	
				3. Child Labor Specialist	India/Thailand	3-5 years	
				4. Human Resources Specialist	India/Singapore/Thailand	3-5 years	
		P4-P2		5. Occupational Health		2 years	

				& Safety (OHS)	Thailand/Japan		
				6. Policy and Development Studies	Japan/India/other	2 years	
				7. Child Labor and Human Resources	India/Thailand/other	2 years	
					India/Singapore/Thailand/other	2 years	
						2 years	