



COMPETENCY BASED FRAMEWORK FOR MINING ENGINEER

Version 1.0



Department of Geology & Mines
Ministry of Economic Affairs
Royal Government of Bhutan

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1. Background

1.1 About the Department of Geology & Mines

The Department of Geology and Mines (DGM) was established in April 1981 after the 43rd resolution of Lhengye Zhungtshog. Prior to the establishment of the DGM in April 1981, most of the geological mapping and mineral exploration activities in the country were undertaken by the Geological Survey of India (GSI) who continued their work simultaneously with the DGM until their exit in 2002. The geoscience and mining activities in the country are governed by Mineral Development Policy 2017, Mines and Minerals Management Act of the Kingdom of Bhutan 1995, and Rules, Regulations and Guidelines thereof. The Department is responsible for administration, management and regulation of scarce & equitable mineral resources of the country through a sustainable mining development framework.

1.2 Vision of the Department/Agency

To contribute to sustainable socio-economic development through geo-scientific studies and scientific management of mineral resources in the kingdom

1.3 Missions of the Department

1. To enable optimal exploitation of the mineral resource in a scientific manner compatible with the social and economic policy of the Royal Government and within the framework of sustainable development, protection of environment, mineral conservation and preservation of the country's precious religious and cultural heritage;
2. To provide input for national development and social welfare to the citizens of Bhutan by opening up venue for investment and employment;
3. To apply geo-scientific expertise in prevention and mitigation of natural disasters resulting from geological hazards, thus contributing to the welfare of all Bhutanese citizens leading to Gross National Happiness.

1.4 Core Values

1. Work ethics & Integrity
2. Professionalism
3. Public Service commitment
4. Team Work

1.5 Core Functions

The main mission of the Department is to steer optimal exploitation of the mineral resource in a scientific manner and within the framework of sustainable development, protection of environment, mineral conservation and preservation of the country's precious religious and

cultural heritage thus contributing to the national development towards promotion of happiness for all Bhutanese guided by the development philosophy of GNH.

In order to ensure smooth implementation of plans, policies and programs, it must also facilitate the carrying out the activities with clear delineation of policy and regulatory functions to enable independence and autonomy of functions. These categories of roles are served by the Department through the following structural set-up.

Table 1: Functions of Mineral Development Division and Mining Division

Divisions	Roles/Functions
Mineral Development Division (MDD)	<ul style="list-style-type: none"> - Draft and review of policies, Act, rules & regulations and guidelines related to mineral and mining - to issue and administer permits for prospecting and exploration - to assess and decide on the lease of mines; and - to propose and periodically revise the royalty and mineral rent and establish the applicable fees and charges.
Mining Division (MD)	<ul style="list-style-type: none"> - to regulate & monitor all mining and related activities; - to levy and collect royalty, mineral rent, fees and applicable charges -Collection and management of Environment Restoration Bond (ERB) and ensuring successful mine reclamations - to issue and administer permits for surface collection of minerals, sand and stones

1.6 Organogram

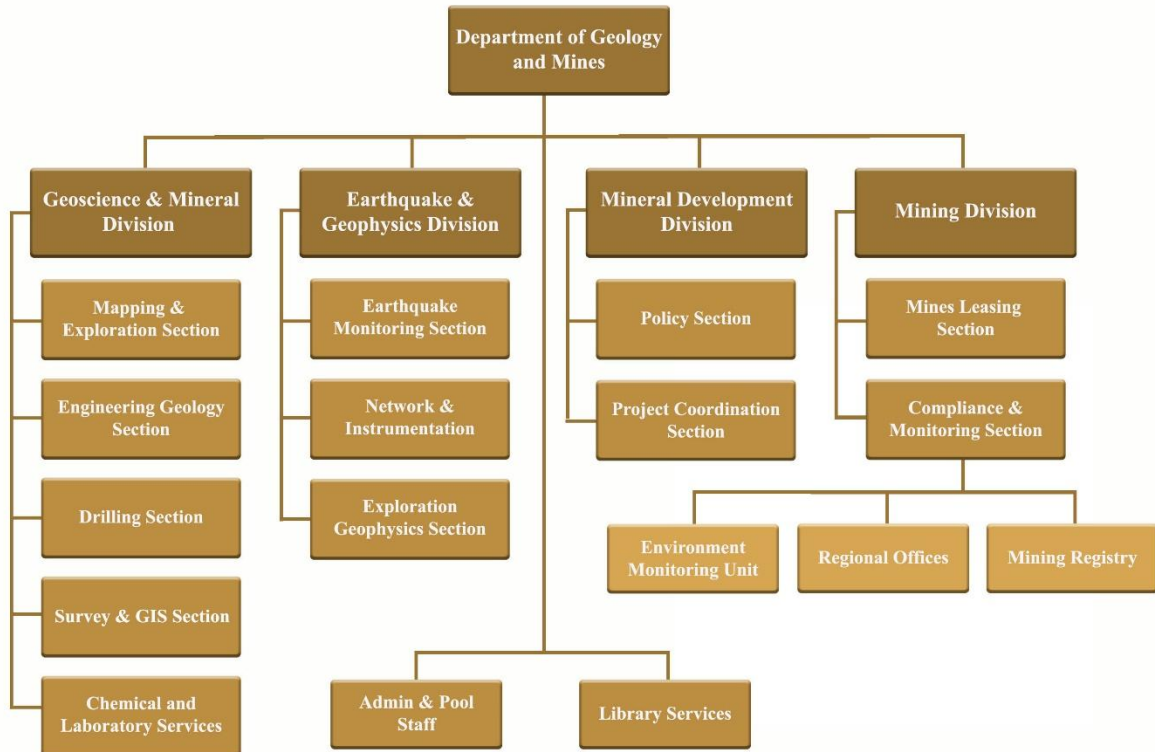


Figure 1: Organogram of DGM

2 Competency-Based Framework for Mining Engineers

2.1 Introduction

The Royal Civil Service Commission (RCSC) has introduced Competency Based Framework (CBF) with the objective of enhancing service delivery of the civil servants through providing a platform for desired professional development. In absence of a relevant framework to guide the professional development of the civil servants in the country, competency and efficiency at the workplace have always been a concern to realize the national goals and objectives. The RCSC has recognized the need to enhance service delivery of civil servants through professional and personal development which will have sustainable impact in the system. With introduction of CBF across all the major occupational groups, civil servants will be guided by the principles of knowledge, skills and ability and is expected to enhance performance and service delivery. The Competency Based Framework of the Mining Engineer has been developed to enhance the capacity and competencies of the Mining Engineer to improve the working efficiency and service delivery, in line with the Department's vision and mission and core values. Therefore, this Competency Based Framework is a living document and is subject to periodical review and improvement.

2.2 Purpose

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

2.3 Aim

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

2.4 Objectives

The objectives of the framework are as follows:

- i. Delineate clear roles and responsibilities of Mining Engineers
- ii. To enhance professional development through various methods of interventions to address the competency gaps;
- iii. Enhance and strengthen the capacity of the Mining Engineer by implementing Competency based-framework HR development initiatives.
- iv. Assess, maintain, and monitor the KSAs of Mining Engineers;
- v. Identify major performance gaps and competency development interventions for the Mining Engineers;
- vi. Ensure continuous process of learning and professional development;
- vii. Identify and develop talent for leadership positions in the future.

2.5 Framework Development Processes

The development of the framework involved identifying Role Profiles, Competency Areas, Key Competencies, Behavioral Indicators and Proficiency Levels through a rigorous, consultative and inclusive process with key stakeholders. The framework is endorsed by the 43rd Departmental Human Resource Committee (DHRC) held on March 31st, 2022, 411th Ministerial Human Resource Committee (MHRC) meeting of the Ministry of Economic Affairs held on April 8, 2022 and subsequently final endorsement of the document by the Royal Civil Service Commission during its 139th Commission Meeting held on 17th May, 2022.

2.6 Structure

Brief explanation and diagrammatic overview of the CBF

The framework has identified clear key roles, competencies, and behavioral indicators of each proficiency level to achieve professional excellence. The framework comprises of 3 Key Roles identifying 9 Competency areas. The 9 Competency domains cascades into 26 Key Competencies supported by 65 Behavioral Indicators spreading over 4 Level of Proficiencies (Foundation, Intermediate, Experienced & Advanced levels).

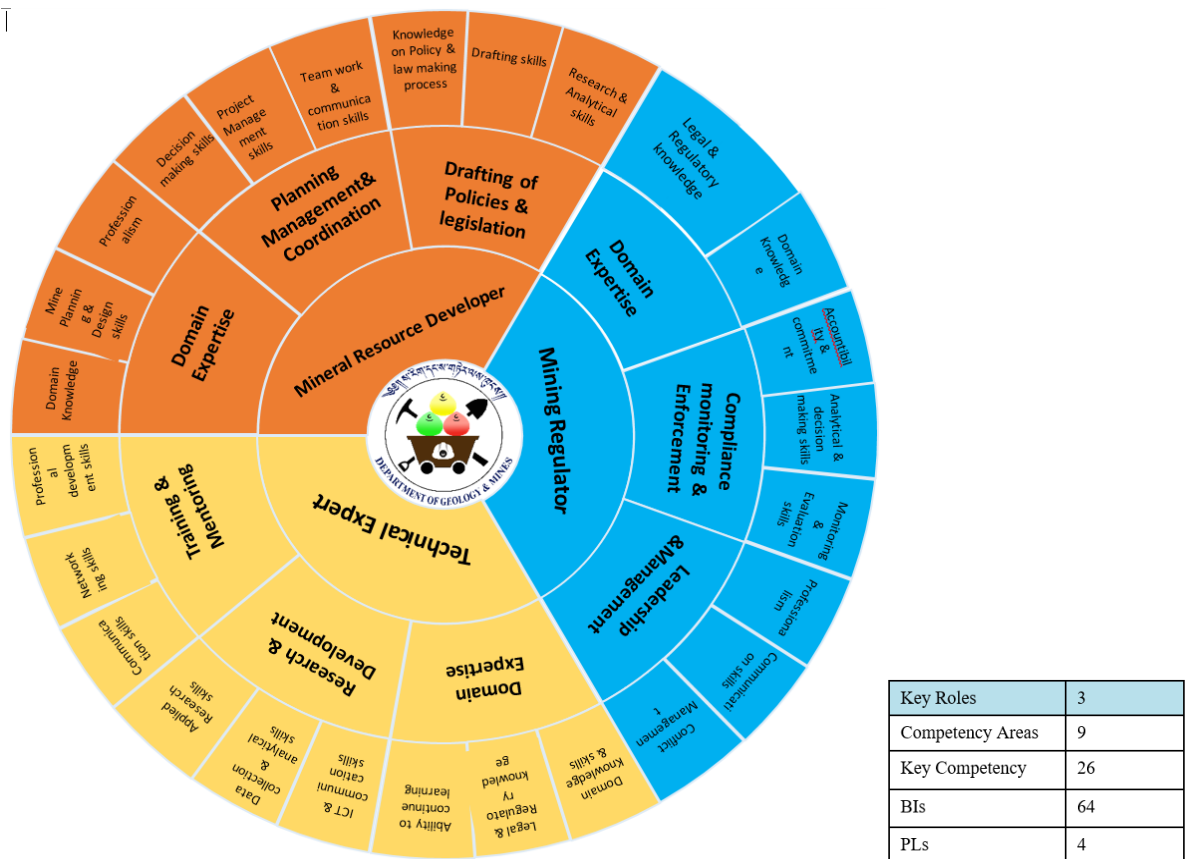


Figure 2: Diagrammatic overview of the CBF for Mining Engineer

2.6.1 Identification of Key Role

The key role is an organized set of behaviors that are crucial to achieve the current and future goals of the Department of Geology & Mines. Following are the key roles expected to be performed by the Mining Engineer:

- a. Mineral Resource Developer
- b. Mining Regulator
- c. Technical Expert

2.6.2 Description of Role Profile

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

2.6.3 Role Profile of Mining Engineer

Table 2: Role Profile of Mining Engineer

SN	Key Role	Role Description
1	Mineral Resource Developer	<ol style="list-style-type: none"> 1. Draft and review of policies, Rules & regulations and guidelines related to mineral and mining; 2. Formulate mining strategy and development plans 3. Conduct feasibility study of mineral resources for mining 4. Review and approve mining project proposal 5. Issue Mining leases and Permits 6. Promote Mineral Based Industries and value chain creation 7. Collaborate with stakeholders 8. Revise Mineral Fiscal Regime
2	Mining Regulator	<ol style="list-style-type: none"> 1. Enforce the provisions of mining act & regulations and guidelines 2. Regulate & monitor the mining operations for compliance to the act, regulations, environmental & OHS standards, guidelines etc. 3. Collect the mineral levies 4. Collect and manage Environment Restoration Bond (ERB) 5. Ensure mine restoration/reclamation and closure. 6. Ensure operation of the mines in accordance to the approved FMFS Report 7. Provide mining codes, practices and standards 8. Collaborate and coordinate with the other enforcement agencies 9. Carry out performance evaluation of Mines 10. Manage & disseminate information on mining 11. Analyze mining intelligence to have effective control mechanism 12. Evaluate Mine Feasibility Study report
3	Technical Expert	<ol style="list-style-type: none"> 1. Provides technical recommendation on matters related to mining policy, act, regulations and standards 2. Provide professional advice to plans and policies related to environment, taxation, fiscal incentives, FDI, economic development, etc. 3. Provide technical advice on mining methods and operations 4. Undertake research on mining technology best practices. 5. Train and mentor colleagues and relevant stakeholders to enhance skills and competencies for responsible mining practices

2.6.4 Identification of Competency Areas

The competency area is the clustering of key competencies by related behavior and functions of each role. It comprises a set of Knowledge, Skills and Abilities (KSA) that result in essential behaviors expected from a Mining Engineer. The framework has identified 9 competency areas as follows:

Table 3: Key Roles & Competency Areas for Mining Engineer

Role #	Key Role	Competency Area
1	Mineral Resource Developer	1.1 Drafting of policies & legislation
		1.2 Mining Engineering Principles
		1.3 Planning, Management & Coordination
2	Mining Regulator	2.1 Mining Engineering Principles
		2.2 Compliance & Enforcement
		2.3 Leadership and Management
3	Technical Expert	3.1 Mining Engineering Principles
		3.2 Research & Development
		3.3 Training & Mentoring

2.6.5 Identification of Key Competencies

The key competency is an observable behavior that indicates the presence of the particular competency. Generally, it is broadly divided as core competency, leadership competency and technical or functional competency. The framework has identified 26 key competencies which are presented as below:

Table 4: Key Roles, Competency Area and Key Competencies for Mining Engineer

SN	Key Role	Competency Area	Key Competencies
1.	Mineral Resource Developer	1.1 Drafting of policies & legislation	1.1.1 Knowledge on Policy & law making process
			1.1.2. Drafting skills
			1.1.3 Research & Analytical skills
		1.2 Domain Expertise	1.2.1 Mining Engineering Knowledge
			1.2.2. Mine Planning & Design skills
			1.2.3. Professionalism
		1.3 Planning, Management & Coordination	1.3.1. Decision making skills
			1.3.2. Project management skills
			1.3.3. Team work & Communication skills
2.	Mining Regulator	2.1 Domain Expertise	2.1.1 . Legal & Regulatory knowledge
			2.1.2. Mining Engineering Principles
		2.2 Compliance & Enforcement	2.2.1. Monitoring & evaluation skills
			2.2.2. Analytical & decision-making skills
			2.2.3. Accountability & Commitment
		2.3 Leadership and Management	2.3.1. Professionalism
			2.3.2. Communication skills
			2.3.3. Conflict Management
		3	Technical Expert
3.1.2. Legal & Regulatory knowledge			
3.1.3. Ability to continue learning			
3.2.1. Applied research skills			

		3.2 Research & Development	3.2.2. Data collection & Analytical skills
			3.2.3. ICT & communication skills
		3.3 Training & Mentoring	3.3.1. Communication skills
			3.3.2. Professional development skills
			3.3.3. Networking skills

2.6.6 Identification of Behavioral Indicators

The Behavioral Indicators are the description of competencies based on various proficiency levels. It outlines a collection of desired and observable motives, traits and behaviors when executing or carrying out the assigned task. It serves as a tool to guide evaluations of employee performance. The framework has identified 65 behavioral indicators.

Table 5: Behavioral Indicators for the 3 Key Roles

Key Role 1 : Mineral Resource Developer		
Competency Area	Key Competencies	Behavior Indicators
1.1 Drafting of policies & legislation	1.1.1 Knowledge on Policy & law making process	1. Exhibit understanding of protocols for policy formulation and approval process 2. Exhibit understanding of regulatory impact assessment, law drafting instructions, rules of procedures, etc. of the country.
	1.1.2. Drafting skills	1. Provides inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards. 2. Demonstrates knowledge and skills on policy analysis tools
	1.1.3 Research & Analytical skills	1. Understands the international standards and best practices in policies & law making, 2. Conducts research and analysis on public policies in order to ensure that policies are relevant to the current needs of the nation and changing global scenario.
1.2 Domain Expertise	1.2.1 Mining Engineering Knowledge	1. Possess knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation. 2. Demonstrates knowledge on legal and regulatory aspects on Mining, Environment, Social & resource governance
	1.2.2. Mine Planning & Design skills	1. Understands and interprets geology and deposit attributes, resource information & geological controls and structures for mine planning & design

		<ul style="list-style-type: none"> 2. Ability to use mine planning & optimization tools and software 3. Possess knowledge on mineral economics & financial analysis
	1.2.3. Professionalism	<ul style="list-style-type: none"> 1. Demonstrates professionalism, maintains ethical conduct, integrity and confidentiality. 2. Applies specialized knowledge, skills & judgment in delivering the professional services
1.3 Planning, Management & Coordination	1.3.1. Decision making skills	<ul style="list-style-type: none"> 1. Analyses the situation and relevant information to draw conclusions and take decisions objectively. 2. Delegates roles, responsibilities and authorities for day-to-day functions of the organization
	1.3.2. Project management skills	<ul style="list-style-type: none"> 1. Mobilizes & manages resources for the project towards achieving desired results. 2. Consult with the stakeholders to have inclusive decision 3. Exhibit ability to identify risk & manage with appropriate tools and techniques
	1.3.3 Team work & Communication skills	<ul style="list-style-type: none"> 1. Collaborates and build networks with the stakeholders for coordinated approach for common solutions 2. Establish effective communication both within and outside the organization 3. Exhibits the ability to work in team and motivate others through active interaction and participation
Key Role 2 : Mining Regulator		
Competency Area	Key Competencies	Behavior Indicators
2.1 Domain Expertise	2.1.1 Legal & Regulatory knowledge	<ul style="list-style-type: none"> 1. Demonstrates understanding of mining related laws and instruments for resource governance. 2. Demonstrates understanding on Inspectorial roles & responsibilities. 3. Provides inputs in the formulation, revision and amendment of mining related policies, laws, guidelines and standards
	2.1.2. Mining Engineering Principles	<ul style="list-style-type: none"> 1. Possess knowledge on mining methods, engineering principles, environmental management, OHS, sustainable mining development concepts & approaches and mineral production and value chain creation.

		2. Demonstrates knowledge on mineral taxation and its application
2.2 Compliance & Enforcement	2.2.1. Monitoring & evaluation skills	<ol style="list-style-type: none"> 1. Ensures compliance and enforcement culture to promote best mining practices. 2. Conduct mining & environmental monitoring and provide evidence-based recommendations. 3. Exhibits emotional intelligence while handling situation
	2.2.2. Analytical & decision making skills	<ol style="list-style-type: none"> 1. Provides alternative solutions to a problem. 2. Ability to analyze and interpret information for decision making. 3. Delegates roles, responsibilities and authorities for day-to-day functions of the organization
	2.2.3. Accountability & Commitment	<ol style="list-style-type: none"> 1. Takes responsibility for own work, decisions and actions. 2. Demonstrates commitment and dedication to the assigned task to achieve expected results. 3. Ability to respond and attend to the stakeholder needs/concerns
2.3 Leadership and Management	2.3.1. Professionalism	<ol style="list-style-type: none"> 1. Demonstrates and promotes professional ethics and code of conduct to enhance compliance and enforcement culture. 2. Applies specialized knowledge, skills & judgment in delivering the professional services
	2.3.2. Communication skills	<ol style="list-style-type: none"> 1. Demonstrates an ability to listen, process information and communicate effectively 2. Exhibits positive attitude and receptiveness to ensure effective exchange of views and knowledge 3. Maintains proactive and timely communications with the stakeholders
	2.3.3. Conflict Management	<ol style="list-style-type: none"> 1. Demonstrates an ability to anticipate & negotiate possible conflicts with effective conflict resolution tools and techniques. 2. Proactively liaises with stakeholders to solve problems, encourages participation and acknowledges different views
Key Role 3 : Technical Expert		
Competency Area	Key Competencies	Behavior Indicators

3.1 Domain Expertise	3.1.1. Mining Engineering Knowledge	<ol style="list-style-type: none"> 1. Demonstrates knowledge in the field of Mining engineering & sustainable mining development approaches 2. Possess knowledge on mining operations and optimization techniques. 3. Demonstrates knowledge on mineral resource governance tools for effective implementation of mineral development policy and legislation.
	3.1.2. Legal & Regulatory knowledge	<ol style="list-style-type: none"> 1. Ability to interpret and explain all the provisions of the mining laws 2. Provides inputs in the formulation, revision and amendment of mining related policies, laws, guidelines and standards. 3. Ability to apply legal and regulatory measures for effective implementation of plans and policies.
	3.1.3. Ability to continue learning	<ol style="list-style-type: none"> 1. Ability to identify the knowledge & skill gaps and needs for continuous learning. 2. Continuously pursues personal learning and development opportunities to enhance professional growth and development. 3. Demonstrates curiosity for learning latest technologies and best practices
3.2 Research & Development	3.2.1. Applied research skills	<ol style="list-style-type: none"> 1. Identifies problems and opportunities and develops appropriate research methodologies. 2. Ability to Interpret research findings using appropriate methods for evidence-based decision making. 3. Ability to analyze mineral commodity demand and opportunities in the global markets to promote economic development
	3.2.2. Data collection & Analytical skills	<ol style="list-style-type: none"> 1. Ability to conduct quantitative and qualitative analysis using appropriate methods. 2. Ability to use required data analytical tools and techniques.
	3.2.3. ICT & communication skills	<ol style="list-style-type: none"> 1. Demonstrates knowledge and skills on ICT tools, technologies and software. 2. Ability to recognize digital transformation & leveraging its opportunities for improved service delivery
3.3 Training &	3.3.1. Communication skills	<ol style="list-style-type: none"> 1. Ability to communicate with audiences through appropriate channels

Mentoring	3.3.2. Professional development skills	<ol style="list-style-type: none"> 1. Ability to carry out succession planning for mining professionals' continuity and effective service delivery 2. Ability to recognize and promote technical capacity in an organization. 3. Ability to develop training plans, modules and curriculum for mining professionals
	3.3.3. Networking skills	<ol style="list-style-type: none"> 1. Ability to build strong networks with stakeholders for coordinated approach in knowledge sharing. 2. Creates conducive working culture that promotes teamwork, coordination and collaboration.

2.6.7 Classification of Proficiency Levels

The proficiency level is categorized based on the level of expertise. It describes the levels of a competency required to perform a specific job successfully. There is a progression of proficiencies at each level. The proficiency level of Mining Engineer is categorized into four levels as follows;

- i. Foundation (P4)
- ii. Intermediate (P3)
- iii. Experienced (P2)
- iv. Advanced (P1)

The framework has identified 64 behavioral indicators across four levels of proficiency.

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

Table 6: Number of Behavioral Indicators for the Proficiency Levels of Key Role 1

Key Role 1: Mineral Resource Developer			
Competency Area: 1.1 Drafting of Policies and legislation			
Key Competency: 1.1.1 Knowledge on Policy & law-making process			
Behavior Indicator: 1.1.1.1 Exhibit understanding of protocols for policy formulation and approval process			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrate basic understanding of protocols for policy formulation and approval process	Demonstrate good understanding of protocols for policy formulation and approval process	Exhibits clear understanding of protocols for policy formulation and approval process	Leads and demonstrate in-depth understanding of the protocols for policy

			formulation and approval process
Behavior Indicator: 1.1.1.2 Exhibit understanding of regulatory impact assessment, law drafting instructions, rules of procedures, etc. of the country.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Exhibits basic understanding of regulatory impact assessment, law drafting instructions, rules and procedures, etc. of the country	Exhibits good understanding of regulatory impact assessment, law drafting instructions, rules and procedures, etc. of the country	Demonstrate advance understanding of regulatory impact assessment, law drafting instructions, rules and procedures, etc. of the country.	Leads and exhibits in-depth understanding of regulatory impact assessment, law drafting instructions, rules and procedures, etc. of the country and other international instruments
Key Competency: 1.1.2 Drafting Skills			
Behavior Indicator: 1.1.2.1 Provides inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Provides basic inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.	Proactively inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.	Draft & finalize the provisions of Mining related policies, laws, guidelines and standards.	Lead & guides subordinates in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.
Behavior Indicator: 1.1.2.2 Demonstrates knowledge and skills on policy analysis tools.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Exhibits basic knowledge and skills on policy analysis tools.	Exhibit good knowledge and skills and identification of various policy analysis tools.	Demonstrates advance knowledge and skills on policy analysis tools for better outcome.	Demonstrates in-depth knowledge and skills on policy analysis tools and at the same time possess good knowledge on its implementation for better result
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Key Competency: 1.1.3 Research & Analytical skills

Behavior Indicator: 1.1.3.1 Understands the international standards and best practices in policies & law-making process

Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrate basic understanding of international standards and best practices in policies & law-making processes	Demonstrate advanced understanding of international standards and best practices in policies & law-making process	Interprets the standards, practices & codes adopted in the international policy & law-making process	Interprets the standards, practices & codes adopted in the international policy & law-making process and explain rationales & principles

Behavior Indicator: 1.1.3.2 Conducts research and analysis on public policies in order to ensure that policies are relevant to the current needs of the nation and changing global scenario.

Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possess basic knowledge to conduct research on public policies based on the current needs of the nation and changing global scenario.	Applies research skills and methodology for policy analysis on public policies in order to ensure that policies are relevant to the current needs of the nation and changing global scenario.	Applies advance research skills and methodology for policy analysis on public policies in order to ensure that policies are relevant to the current needs of the nation and changing global scenario.	Produces policy & research papers on public policies in order to ensure that policies are relevant to the current needs of the nation and changing global scenario.

Competency area: 1.2 Domain Expertise

Key Competency: 1.2.1 Mining Engineering Knowledge

Behavior Indicator: 1.2.1.1 Possess knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possesses basic knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.	Possesses adequate knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation	Possesses advanced knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.	Mentors subordinates on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.
Behavior Indicator : 1.2.1.2 Demonstrates knowledge on legal and regulatory aspects on Mining, Environment, Social & Resource Governance			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates basic knowledge on legal and regulatory aspects on Mining, Environment, Social & resource governance	Demonstrates advanced knowledge on legal and regulatory aspects on Mining, Environment, Social & resource governance	Interprets provisions on legal and regulatory aspects on Mining, Environment, Social & resource governance	Interprets and explains rationale and basis of legal and regulatory aspects on Mining, Environment, Social & resource governance for sustainable development of mineral resources.
Key Competency: 1.2.2. Mine Planning & Design skills			
Behavior Indicator: 1.2.2.1 Understands and interprets geology and deposit attributes, resource information & geological controls and structures for mine planning & design			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Understands basic geology and deposit attributes, resource information & geological controls and structures for mine planning & design	Understands and interprets geology and deposit attributes, resource information & geological controls and structures for mine planning & design	Interprets and correlate geology and deposit attributes, resource information & geological controls and structures for mine planning & design	Guide and mentor subordinates in the application of geology and deposit attributes, resource information & geological controls and structures for best mine planning & design
Behavior Indicator: 1.2.2.2. Ability to use mine planning & optimization tools and software			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates basic knowledge on software available for mine planning & design	Ability to plan and design a mine using mine planning & optimization tools and software	Guide & mentor subordinates in the mine planning & using mine planning & optimization tools and software	Guide & mentor subordinates in the mine planning & using mine planning & optimization tools and software
Behavior Indicator: 1.2.2.3. Possess knowledge on mineral economics & financial analysis			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possess basic knowledge on mineral economics & financial analysis	Possess good knowledge on mineral economics & financial analysis	Possess advanced knowledge on mineral economics & financial analysis and often advises the organization on sustainable development of mineral resources and economic viability of new mining projects.	Leads and mentors subordinates in identifying potential mining business opportunities and expansion based on the global mining scenarios.
Key Competency: 1.2.3. Professionalism			
Behavior Indicator: 1.2.3.1 Demonstrates professionalism, maintains ethical conduct, integrity and confidentiality			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Understands and complies with relevant rules and code of conduct of organization maintaining professionalism in service delivery.	Guides subordinates/colleagues to maintain the standard of personal and professional integrity through display of professionalism.	Guides subordinates/colleagues to maintain the standard of personal and professional integrity through display of professionalism.	Makes appropriate decisions that ensures and encourages subordinates to act and maintain personal and professional integrity.
Behavior Indicator : 1.2.3.2 Applies specialized knowledge, skills & judgment in delivering the professional services			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Be able to apply specialized knowledge, skills & judgment during feasibility studies of smaller projects	Be able to apply specialized knowledge, skills & judgment during feasibility studies of medium projects with complexities	Be able to apply specialized knowledge, skills & judgment during feasibility studies of any scale or complexities	Guide & mentor subordinates in the feasibility study of mining projects
Competency Area: 1.3 Planning, Management & Coordination			
Key Competency:1.3.1.Decision making skills			
Behavior Indicator: 1.3.1.1 Analyses the situation and relevant information to draw conclusions and take decision objectively			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates basic decision making skills to identify and deliberate the most appropriate options from many potential options	Demonstrates good knowledge & skills in analysis of complex situations by scrutinizing information from multiple sources for equitable decision making.	Makes appropriate decisions while encountering complex and differing alternatives.	Makes well-informed, effective, and timely decisions in highly complex situations.
Behavior Indicator: 1.3.1.2. Delegates roles, responsibilities and authorities for day-to-day functions of the organization.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Able to take roles, responsibilities & accountability, and understand the importance of role delegation for effective functions of the organization.	Demonstrates the ability to delegate roles & responsibilities with clear instructions for effective functions of the organization.	Ability to delegate roles & responsibilities and provide clear guidance and support in the delivery of the outcome.	Execute clear role delegation strategies, plans, mechanisms and guidance to ensure timely delivery of the functions of the organization.
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Key Competency: 1.3.2 Project Management

Behavior Indicator: 1.3.2.1 Mobilizes & manages resources for the project towards achieving desired results.

Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possess basic skills to plan, schedule, allocate & manage resources to maximize efficiency to achieve desired result	Ability to mobilize and manage resources efficiently for better results.	Demonstrate ability to prioritize and mobilize resources with a higher accuracy for efficient use in achieving the intended results.	Demonstrate ability to prioritize the resources and its mobilization with higher accuracy for efficient use in achieving the intended results.

Behavior Indicator: 1.3.2.2 Consult with the stakeholders to have inclusive decision

Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates the ability to identify stakeholders and understands the importance of consultation in decision making	Consults and discusses matters with stakeholders to expedite and make informed decisions.	Ability to lead the consultation meetings with stakeholders to expedite and make informed decisions.	Ability to lead and guide the consultation meetings with stakeholders and deduce inclusive decisions & outcomes

Behavior Indicator: 1.3.2.3 Exhibit ability to identify risk & manage with appropriate tools and techniques.

Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
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Ability to use tools and techniques for risk identification, evaluation and management	Ability to identify, evaluate and manage moderate risk with adoption of appropriate tools and techniques.	Ability to identify, evaluate and manage complex risk with adoption of appropriate tools and techniques.	Ability to guide and mentor subordinates in identification, evaluation and management of risk. Ability to monitor, evaluate and review residual risk.
Key Competency: 1.3.3 Team work & Communication skills			
Behavior Indicator : 1.3.3.1 Collaborates and build networks with the stakeholders for coordinated approach for common solutions			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Understands the importance of stakeholder identification, collaboration and management in achieving the desired solution.	Ability to collaborate and build networks with the stakeholders for proper coordination and collaboration.	Actively participates in collaboration and networking among stakeholders in achieving desired solutions.	Guide and lead in engaging stakeholders through collaboration and networking in achieving desired outcome.
Behavior Indicator :1.3.3.2 Establishes effective communication both within and outside the organization			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates an ability to listen and process information and communicate effectively both within and outside the organization	Ability to communicate effectively both through verbal and written modes of communication to convey clear information, message and intentions etc.	Ability to segregate information and disseminate both within and outside organization through clear communication means and channels	Guide and mentors subordinates on communication management both within and outside organization
Behavior Indicator : 1.3.3.3 Exhibits the ability to work in team and motivate others through active interaction and participation			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Ability to cooperate and work in a team through active interaction, participation and collaboration.	Ability to lead a team and foster team building, interaction and participation	Ability to lead and guide multiple teams through frequent feedback to improve active interaction and participation.	Ability to monitor team work, recognize individual contribution and manage conflicts within the team. Guide and mentor and motivate team members for active interaction and participation in the team.
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Table 7: Number of Behavioral Indicators for the Proficiency Levels of Key Role 2

Key Role 2 : Mining Regulator			
Competency Area : 2.1 Domain Expertise			
Key Competency: 2.1.1 Legal & Regulatory knowledge			
Behavior Indicator: 2.1.1.1. Demonstrates understanding of mining related laws and instruments for resource governance.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possess basic knowledge on legal and regulatory requirements for mining, environment, social aspects & instruments for resource governance.	Exhibit clear understanding of the legal and regulatory provisions of the mining related laws, regulations and instruments for resource governance.	Exhibit comprehensive understanding of the mining related laws and able to interpret the legal and regulatory provisions of laws, regulations and instruments on mining, environment and social aspects in resource governance.	Ability to guide and mentor subordinates in the understanding and interpretation of the provisions of mining related laws and instruments for resource governance.
Behavior Indicator: 2.1.1.2. Demonstrates understanding on Inspectorial roles & responsibilities.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Exhibit understanding of the individual roles and responsibilities for inspection and monitoring in the organization.	Exhibit clear understanding of the individual roles and responsibilities for inspection and monitoring in the organization.	Ability to segregate and distribute the inspectorate roles and responsibilities among the individuals & team involved in inspection and monitoring.	Ability to lead and implement the plans and strategies in delivery of the inspectorate roles and responsibilities of organization effectively.
Behavior Indicator: 2.1.1.3. Provides inputs in the formulation, revision and amendment of mining related policies, laws, guidelines and standards			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Provides basic inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.	Proactively inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.	Draft & finalize the provisions of Mining related policies, laws, guidelines and standards.	Lead & guides subordinates in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.
Key Competency : 2.1.2 Mining Engineering Principles			
Behavior Indicator : 2.1.2.1 Possesses knowledge on mining methods, engineering principles, environmental management, OHS, sustainable mining development concepts & approaches and mineral production and value chain creation.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possesses basic knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.	Possesses adequate knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation	Possesses advanced knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.	Mentors subordinates on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.

Behavior Indicator: 2.1.2.3 Demonstrates knowledge on mineral taxation and its application.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates basic knowledge on mineral taxation instruments/regime and its application to specific minerals	Able to interpret and apply mineral taxation provisions appropriately in collecting fair share of mineral levies	Ability to interpret and explain the rationale behind the provisions of the mineral taxation policies and laws.	Guides & mentors subordinates on the application of correct mineral tax based on policies, laws and regulations with clear directives and guidelines.
Competency Area: 2.2 Compliance monitoring & Enforcement			
Key Competency: 2.2.1 Monitoring & Evaluation skills			
Behavior Indicator: 2.2.1.1 Ensures compliance and enforcement cultures to promote best mining practices.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to undertake monitoring and performance evaluation based on approved plans, mechanisms and tools.	Demonstrate the ability to plan, prepare and devise evaluation tools for monitoring and performance evaluation of mining operations to promote best mining practices.	Ability to review and evaluate the plans, mechanisms and tools for monitoring and performance evaluation to promote best mining practices.	Ability to guide and mentor subordinates in the planning, monitoring and performance evaluation of mining and related activities in promoting the best mining practices.
Behavior Indicator: 2.2.1.2. Conducts mining & environmental monitoring and provides evidence-based recommendations.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to conduct mining and environmental monitoring and provide evidence based measures to mitigate the issues.	Demonstrate an ability to analyze the monitoring plans and reports by providing evidence based recommendations to enhance compliance.	Ability to identify non-compliance issues, evaluate and provide scientific/appropriate recommendations based on the monitoring reports.	Reviews and evaluates the severity of non-compliance in the reports and provides required evidence based mitigation measures.
Behavior Indicator : 2.2.1.3 Exhibits emotional intelligence while handling situation			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Exhibits good level of emotional intelligence while handling normal situations	Exhibits high level of emotional intelligence while handling difficult situation	Exhibits exemplary level of emotional intelligence while handling complex situations	Exhibits and promotes art of emotional intelligence among colleagues and subordinates to handle varied levels of situations at work places.
Key Competency : 2.2.2 Analytical & decision making skills			
Behavior Indicator : 2.2.2.1 Provides alternative solutions to a problem			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to identify and assess the problem and propose solution and alternatives based on sound judgment.	Conducts adequate assessment of the problem and identify optimal solutions based on sound judgment of the alternatives.	Ability to assess and weigh alternatives solutions to a problem and implement the best solutions to resolve problems.	Ability to guide others in the assessment of the problem and alternatives with highest level of analytical and decision making skills in resolving complex problems.
Behavior Indicator: 2.2.2.2 Ability to analyze and interpret information for decision making.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to understand the basic information and carry out basis analysis and interpretation for further actions and proper decision making.	Ability to analyze and interpret various information and provide recommendations and solutions for sound decision making.	Demonstrate ability to analyze and interpret complex information with higher level of discerning consultation skills to resolve complex issues and decide the solutions.	Able to guide and mentor subordinates in information analysis, interpretation and decision making with effective consultation and decision making processes.
Behavior Indicator: 2.2.2.3 Delegates roles, responsibilities and authorities for day-to-day functions of the organization.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Able to take roles, responsibilities & accountability, and understand the importance of role delegation for effective functions of the organization.	Demonstrates the ability to delegate roles & responsibilities with clear instructions for effective functions of the organization.	Ability to delegate roles & responsibilities and provide clear guidance and support in the delivery of the outcome.	Execute clear role delegation strategies, plans, mechanisms and guidance to ensure timely delivery of the functions of the organization.
Key Competency : 2.2.3 Accountability & commitment			
Behavior Indicator: 2.2.3.1. Takes responsibility for own work, decisions and actions.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to take responsibility for own work, decisions and actions based on the individual roles and responsibilities under the guidance and supervision.	Ability to take responsibility for own work, actions and decisions including ownership of problems and issues with clear understanding of his/her roles, responsibilities, powers and accountability.	Ability to take responsibility for own work, actions and decisions including ownership of problems and issues in line with the organizational values without guidance and supervision.	Ability to lead and promote a culture of taking responsibilities, accountability and commitment at the individual and organizational levels.
Behavior Indicator: 2.2.3.2. Demonstrates commitment and dedication to the assigned task to achieve expected results.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates commitment and dedication to the assigned task to achieve expected results.	Ability to demonstrate higher level of commitment and dedication to the assigned task to achieve expected results.	Exhibits exemplary commitment and dedication to the assigned task to achieve expected results without fear and prejudices.	Displays highest level of commitment and dedication to the assigned task and mentors subordinates with motivation & rewards/pills to achieve expected results.
Behavior Indicator: 2.2.3.3. Ability to respond and attend to the stakeholder needs/concerns.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Ability to respond and attend to stakeholder needs/concerns under the supervision and guidance.	Ability to understand the stakeholder needs/concerns and responds appropriately with sound basis and judgment.	Ability to identify and understand the stakeholder needs/concerns and provide appropriate measures and solutions to address the needs and concerns.	Ability to guide and mentor subordinates in addressing the stakeholder needs/concerns with commitment and dedication.
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Competency Area : 2.3 Leadership and Management

Key Competency: 2.3.1. Professionalism

Behavior Indicator: 2.3.1.1. Demonstrates and promotes professional ethics & code of conducts to enhance compliance and enforcement culture.

Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Understands and complies with relevant rules and code of conduct of organization maintaining professionalism in service delivery.	Guides subordinates/colleagues to maintain the standard of personal and professional integrity through display of professionalism.	Guides subordinates/colleagues to maintain the standard of personal and professional integrity through display of professionalism.	Makes appropriate decisions that ensures and encourages subordinates to act and maintain personal and professional integrity while enforcing mining laws.

Behavior Indicator: 2.3.1.2 Applies specialized knowledge, skills & judgment in delivering the professional services.

Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Be able to apply specialized knowledge, skills & judgment during implementation of mining & environmental management plans, and OHS standards in the mine	Be able to apply specialized knowledge, skills & judgment during implementation of mining & environmental management plans, and OHS standards in the mine	Be able to apply specialized knowledge, skills & judgment during implementation of mining & environmental management plans, and OHS standards in the mine	Guide & mentor subordinates in the delivery of professional services through accurate implementation of mining & environmental management plans,

			and OHS standards in the mine
Key Competency: 2.3.2. Communication skills			
Behavior Indicator: 2.3.2.1. Demonstrates an ability to listen, process information and communicate effectively			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates an ability to listen and communicate effectively with clear flow of information	Ability to collaborate and resolve any issues arising from interaction for conducive working environments	Exhibits ability to respect differences of opinion and addresses disagreements objectively and professionally to achieve desired outcomes	Considers different views/suggestions and encourages to express the concerns, issues and criticisms for enhancement of communication plans and strategies in the organization
Behavior Indicator: 2.3.2.2 Exhibits positive attitude and receptiveness to ensure effective exchange of views and knowledge			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possesses a will to listen and accept ideas and suggestions and is optimistic about the situations and surroundings	Exhibits an understanding of verbal and non-verbal communication strategies to pitch ideas or express views.	Demonstrate and ability to listen, accept and incorporate the views and concerns with flexibility and rooms for improvement	Leads and facilitate in creating room for exhibition of positive attitude and receptiveness to ensure effective exchange of views and knowledge
Behavior Indicator: 2.3.2.3 Maintains proactive and timely communications with the stakeholders.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Demonstrates an ability to listen and process information and communicate effectively with the stakeholders	Ability to communicate effectively both through verbal and written modes of communication to convey clear information, message and intentions etc.	Ability to segregate information and disseminate to the relevant stakeholders through clear communication means and channels	Guide and mentors subordinates on communication management with the stakeholders for creating conducive working environment
Key Competency: 2.3.3. Conflict management			
Behavior Indicator: 2.3.3.1. Demonstrates an ability to anticipate & negotiate possible conflicts with effective conflict resolution tools and techniques.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates an ability to anticipate problems, prioritize and apply relevant mitigation methods with sound judgment for resolution of problem/conflict.	Ability to anticipate, analyze and prioritize possible conflicts with appropriate strategy and tools to resolve or mediate conflicts	Ability to anticipate, analyze and prioritize critical problems by applying most relevant mediation methods to mitigate conflict/problems for better outcomes.	Guide and mentor subordinates in the application of conflict resolution tools & techniques for meaningful outcomes.
Behavior Indicator: 2.3.3.2. Proactively liaises with stakeholders to solve problems, encourages participation and acknowledges different views.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Understands the importance of stakeholder identification, collaboration and management in achieving the desired solution.	Ability to collaborate and build networks with the stakeholders for proper coordination and collaboration.	Actively participates in collaboration and networking among stakeholders in achieving desired solutions.	Guide and leads in engaging stakeholders through collaboration and networking in achieving desired outcome.

Table 8: Number of Behavioral Indicators for the Proficiency Levels of Key Role 3

Key Role 3 : Technical Expert
Competency Area : 3.1 Domain Expertise
Key Competency: 3.1.1 Mining Engineering Knowledge

Behavior Indicator : 3.1.1.1 Demonstrates knowledge in the field of Mining Engineering & Sustainable Mining Development approaches			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Understands basic knowledge in the field of Mining Engineering & Sustainable Mining Development approaches	Demonstrates good knowledge in the field of Mining Engineering & Sustainable Mining Development approaches	Demonstrates in-depth knowledge in the field of Mining Engineering & Sustainable Mining Development approaches	Demonstrates advance knowledge in the field of Mining Engineering & provides/initiates policy dialogue on Sustainable Mining Development plans and strategies for development of mining sector.
Behavior Indicator: 3.1.1.2. Possess knowledge on mining operations and optimization techniques.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possesses basic knowledge on mining methods, mine operation and optimization techniques	Possesses clear knowledge on mining methods, mine operation and optimization techniques	Possesses advanced knowledge on mining methods, mine operation and optimization techniques	Guide & mentors subordinates on mining methods selection, mine operation and optimization techniques for efficient mineral recovery
Behavior Indicator: 3.1.1.3. Demonstrates knowledge on mineral resource governance tools for effective implementation of mineral development policy and legislations.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates basic knowledge on mineral resource governance tools for implementation of mineral development policy and legislations	Demonstrates sound knowledge on mineral resource governance tools for effective implementation of mineral development policy and legislations	Demonstrates an ability to propose and recommend plan of actions/resource governance tools for effective implementation of mining legislations to achieve the policy objectives	Leads and provides recommendations on different mineral resource governance tools and adopt best practices for effective implementation of mineral development policy and legislations
Key Competency: 3.1.2. Legal & Regulatory knowledge			

Behavior Indicator : 3.1.2.1 Ability to interpret and explain all the provisions of the mining laws			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possesses basic knowledge on all the provisions of mining laws	Possesses good knowledge and ability to explain all the provisions of the mining laws	Possesses in-depth knowledge and ability to explain all the provisions of the mining laws	Ability to guide and mentor subordinates in the understanding and interpretation of the provisions of mining related laws.
Behavior Indicator: 3.1.2.2. Provides inputs in the formulation, revision and amendment of mining related policies, laws, guidelines and standards.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Provides basic inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.	Proactively inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.	Draft & finalize the provisions of Mining related policies, laws, guidelines and standards.	Lead & guides subordinates in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.
Behavior Indicator: 3.1.2.3. Ability to apply legal and regulatory measures for effective implementation of plans and policies.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possess basic knowledge and demonstrates ability to to apply legal and regulatory measures	Possess good knowledge and ability to identify, analyze and propose appropriate measures for effective implementation of plans & policies	Ability to interpret and explain the rationale behind the application of appropriate and relevant provisions of the legal and regulatory measures in fulfilling the objectives of the policies and laws.	Guides & mentors subordinates on the application of correct provisions of mining and regulatory measures with clear directives and guidelines.
Key Competency: 3.1.3 Ability to continue learning			
Behavior Indicator: 3.1.3.1 1. Ability to identify the knowledge & skill gaps and needs for continuous learning.			

Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to identify the knowledge and skill gaps and needs for the current roles and responsibilities	Ability to clearly recognize the current and future capacity needs of the occupation and propose capacity development plans	Exhibits in-depth understanding of technological advancement in the Mining Engineering fields and propose future capacity needs of the occupation and propose appropriate professional development plans & strategies	Leads & mentors subordinates/colleagues to enhance their technical competence and on-going professional development through active participations in training and knowledge dissemination programs.
Behavior Indicator : 3.1.3.2 Continuously pursues personal learning and development opportunities to enhance professional growth and development.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Possess an ability to continuously learn and explore opportunities to enhance professional growth and development	Ability to proactively pursue personal learning and development opportunities to enhance professional growth and development.	Ability to explore and recommend education and development opportunities for individuals and colleagues to enhance professional growth and learning opportunities.	Leads and mentors subordinates on the professional development front and creates opportunities for enhancing professional growth and development of the organization.
Behavior Indicator: 3.1.3.3 Demonstrates curiosity for learning latest technologies and best practices.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)

Displays keen interest and learning aptitude on latest technologies and best practices.	Demonstrates curiosity for learning and keeps up-to-date with the latest technologies and best practices.	Exhibits eccentricity for learning & proposes to adopt those evolving technologies and best practices in line with technological advancement in the related fields.	Exhibits tech savviness and leads in promoting those technologies for improvement of business opportunities.
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Competency Area : 3.2 Research & Development

Key Competency : 3.2.1 Applied Research Skills

Behavior Indicator : 3.2.1.1 Identifies problems and opportunities and develops appropriate research methodologies.

Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Learn to identify problems and opportunities for appropriate applied research.	Identifies problem and explore opportunities to develop appropriate applied research methodologies	Identifies critical problem, and explore opportunities to develop appropriate research methodologies and their implementation	Mentor the subordinates in Identification of problems, and provide guidance in developing appropriate research methodologies and their implementation

Behavior Indicator: 3.2.1.2. Ability to Interpret research findings using appropriate methods for evidence-based decision making.

Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to process and synthesize information on research findings and recommend for evidence based decisions.	Demonstrate skills to process, analyze and interpret the research findings with field applications for evidence-based decision making.	Exhibits sound knowledge and skills to interpret research findings using conceptual, critical, and strategic and systems thinking skills for evidence-based decision making.	Demonstrates & mentors the subordinates in interpretation of research findings, applications & adoptions of such practices based on the field trials and data.

Behavior Indicator : 3.2.1.3 Ability to analyze mineral commodity demand and opportunities in the global market to promote economic development.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates ability to identify mineral commodity demand and opportunities.	Ability to identify & analyze mineral commodity demand, supply and pricing in the domestic and global market potential to promote economic development.	Ability to identify & analyze mineral commodity demand, supply, gaps, and pricing in the domestic and global market and recommend for appropriate interventions to promote economic development.	Guide & mentor the subordinates/colleagues in analyzing mineral commodity demand and opportunities in the global market to promote economic development.
Key Competency: 3.2.2. Data collection & Analytical skills			
Behavior Indicator: 3.2.2.1.Ability to conduct quantitative and qualitative analysis using appropriate methods.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to learn & conduct quantitative and qualitative analysis of data using appropriate methods.	Understands and Demonstrates good knowledge of statistical techniques and tools for analytical purposes.	Effectively applies statistical techniques and shows proficient use of statistical tools to analyze data for evidence-based decision making	Conducts in-depth data analysis, adequately interprets quantitative and qualitative statistical results using appropriate methods.
Behavior Indicator: 3.2.2.2. Ability to use required data analytical tools and techniques.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrate ability to learn to use required data analytical tools and techniques.	Understands and Demonstrates good knowledge of statistical techniques and tools for analytical purposes.	Applies advance statistical techniques to generate statistical results using appropriate tools and techniques	Leads, provides and recommends innovative ideas and best statistical practices to improve analytical skills.

Key Competency: 3.2.3. ICT & communication skills			
Behavior Indicator: 3.2.3.1 Demonstrates knowledge and skills on ICT tools, technologies and software.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Demonstrates basic knowledge and skills on ICT tools, technologies and softwares.	Possesses higher level of knowledge and skills on application of digital tools in research and development	Possesses higher level of knowledge and skills on application of digital tools in research and development	Demonstrates advanced knowledge and skills on ICT tools, technologies and software for research & development
Behavior Indicator: 3.2.3.2. Ability to recognize digital transformation & leveraging its opportunities for improved service delivery			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Understands latest digital tools and technologies for improved service delivery	Understand and demonstrate the use of service delivery automation systems for efficient management of mineral resources.	Demonstrate ability to recognize digital transformation & leveraging its opportunities for improved service delivery	Leads and guide peers & subordinates in adoption of digital tools & technologies and leveraging its opportunities for improved service delivery
Competency Area: 3.3 Training & Mentoring			
Key Competency: 3.3.1. Communication skills			
Behavior Indicator: 3.3.1.1. Ability to communicate with audiences through appropriate channels			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to respond to the concerns through written, verbal or electronic communication stating the facts clearly	Ability to engage in conversation with audiences using appropriate communications modes and methods to achieve desired outcomes	Ability to shares, disseminates & connects with people on information through clear oral, written, and interpersonal communication skills to maintain strong public	Considers different views/suggestion and facilitate to shares, disseminates & connects with people on information through clear oral, written, and interpersonal communication skills to maintain strong public relations on all platforms

		relations on all platforms	
Key Competency: 3.3.2. Professional development skills			
Behavior Indicator: 3.3.2.1. Ability to carry out succession planning for mining professional's continuity and effective service delivery			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Exhibits curiosity in professional development for mining industry	Possess an ability to carry out succession planning for mining professionals' continuity and effective service delivery	Possess advanced knowledge & skills to carry out succession planning for mining sector	Clearly recognizes the current and future capacity needs of staff and provide opportunities and enabling environment for professional development.
Behavior Indicator: 3.3.2.2 Ability to recognize and promote technical capacity in an organization.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Learn to identify technical manpower required for promoting scientific and sustainable mining development.	Possess an ability to use appropriate training and instruction approaches and tools to effectively deliver the capacity building programs	Develops and implements relevant training and professional development programs to enhance technical capacities across the sector.	Leads and facilitates to promote technical capacity in an organization.
Behavior Indicator: 3.3.2.3. Ability to develop training plans, modules and curriculum for mining professionals.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to assist in developing training plans, modules and curriculum for mining professionals	Possess adequate knowledge and ability to develop training plans, modules and curriculum for mining professionals	Possess advanced knowledge and ability to develop training plans, modules and	Guides and mentors subordinates in the development of training plans, modules and curriculum for mining professionals

		curriculum for mining professionals	
Key Competency: 3.3.3. Networking skills			
Behavior Indicator: 3.3.3.1. Ability to build strong network with stakeholders for a coordinated approach in knowledge sharing.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Assists and learns to collaborate and build strong networks with stakeholders for coordinated approach in knowledge sharing.	Demonstrate good skill to collaborate and build strong networks with stakeholders for coordinated approach in knowledge sharing.	Demonstrate adequate skill to collaborate and build strong networks with stakeholders for coordinated approach in knowledge sharing.	Guide and leads in building strong networks with stakeholders through collaboration and networking for coordinated approach in knowledge sharing.
Behavior Indicator: 3.3.3.2. Creates conducive working culture that promotes teamwork, coordination and collaboration.			
Foundation (P4)	Intermediate (P3)	Experienced (P2)	Advanced (P1)
Ability to cooperate and work in a team through active interaction, participation and collaboration.	Ability to create conducive working culture that promotes team building, coordination and collaboration	Ability to lead and create conducive working culture that promotes team building, coordination and collaboration through frequent feedback to improve active interaction and participation.	Monitors and recognizes individual contribution and manages conflicts within the team to create a conducive working culture that promotes teamwork, coordination and collaboration.

2.7 Training Needs Analysis

The Training Needs is the difference between desired capability and current capability. The Training Needs Analysis (TNA) is the process of recognizing the skills gap and needs of training. It is the procedure to determine whether the training will bring out the solution to the problem. It ensures that training is targeting the correct competencies, the correct employees and the needs of the Department.

The training can reduce, if not eliminate, the gap by equipping the Mining Engineer with knowledge and skills. It should be the shared responsibility of the employee and Department to build and enhance their capability and competency.

The training needs analysis is carried out in consultation with the stakeholders through interview, survey and FGD. The questionnaire consists of both closed and open-ended questions. The questionnaire is based on 64 behavioral indicators of different proficiency levels on Likert Scale of “Competent” and “Not Competent” followed by open ended questions asking the likely reasons for ‘Not Competent” and suggest interventions to address the gap. The behavioral indicators were assessed by proficiency level to identify the performance gaps.

2.7.1 Training Needs Assessment at Foundation Proficiency Level (P4)

Table 9: Training Need Analysis for the Foundation Level (P4) Proficiency

Key Role 1: Mineral Resource Developer				
Key Competencies	Description of Proficiency Levels (PL)	Performance (competent/ Not competent)	Likely reasons for performance gap	Capacity Development Intervention
1.1.1 Knowledge on Policy & law-making process	Demonstrate basic understanding of protocols for policy formulation and approval process	Not Competent	Lack of knowledge and exposure	In-house workshop and training,
	Exhibits basic understanding of regulatory impact assessment, law drafting instructions, rules and procedures, etc. of the country	Not Competent	Lack of knowledge and exposure	In-country training/workshop on Mining legislation and other related laws for mining sector, e-learning
1.1.2. Drafting skills	Provides basic inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.	Not Competent	Lack of a systematic and practical training program for beginners to draft legislation in a prescribed format.	Peer mentoring, OJT, Workshops/seminars

	Exhibits basic knowledge and skills on policy analysis tools.	Not Competent	Lack of adequate knowledge and exposure	In-country and ex-country training/workshop Peer mentoring
1.1.3. Research and Analytical Skills	Demonstrate basic understanding of international standards and best practices in policies & law making processes	Not Competent	Lack of adequate knowledge and exposure	ex-country/in-country training and workshop, e-learning, study tours with case studies
	Possess basic knowledge to conduct research on public policies based on the current needs of the nation and changing global scenario.	Not Competent	Inexperienced as a beginner and lack of knowledge on research methodologies	Workshop, e-learning, OJT and training and workshop on enhancing research skill
1.2.1 Mining Engineering Knowledge	Possesses basic knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.	Competent	NA	NA
	Demonstrates basic knowledge on legal and regulatory aspects on Mining, Environment, Social & resource governance	Competent	NA	NA
1.2.2. Mine Planning and Design Skills	Understands basic geology and deposit attributes, resource information & geological controls and structures for	Not Competent	Lack of adequate knowledge and experience	In-country seminars/workshops and ex-country training on mine planning and design

	mine planning & design			
	Demonstrates basic knowledge on software available for mine planning & design	Not Competent	Lack of resources, lack of access to the tools and training	Ex-country training/ e-Learning on mine planning software
	Possess basic knowledge on mineral economics & financial analysis	Not Competent	Lack of adequate knowledge and exposure, no knowledge on mineral market in the region, not initiated any mining projects based on rudimentary mining knowledge.	Ex-country study tour, workshops and seminars, e-learning, short courses
1.2.3. Professionalism	Understands and complies with relevant rules and code of conduct of organization maintaining professionalism in service delivery.	Not Competent	Lack of job experience,	In-country seminars and workshops on ethical conduct and integrity
	Be able to apply specialized knowledge, skills & judgment during feasibility studies of smaller projects	Not Competent	Inadequate knowledge and experience	Peer mentoring/ in-house seminar

1.3.1. Decision making skills	Demonstrates basic decision making skills to identify and deliberate the most appropriate options from many potential options	Not Competent	Inadequate leadership skills, knowledge and experience	Peer mentoring, job rotation, OJT
	Able to take roles, responsibilities & accountability, and understand the importance of role delegation for effective functions of the organization.	Not Competent	Inadequate leadership skills	In-country and ex-country training on leadership skills
1.3.2. Project Management Skills	Possess basic skills to plan, schedule, allocate & manage resources to maximize efficiency to achieve desired result	Not Competent	Inexperience and inadequate management skills	In-country/ Ex-country seminars and training on project management
	Demonstrates the ability to identify stakeholders and understands the importance of consultation in decision making	Not Competent	Lack of job experience, communication skills and management skills	
	Ability to use tools and techniques for risk identification, evaluation and management	Not Competent	Lack of experience and management skills,	
1.3.3. Team work & Communication skills	Understands the importance of stakeholder identification, collaboration and management in	Not Competent	Lack of communication skills, Lack of enabling working environment	Ex-country exposure and training, In-country Standard Induction Program on Organization's Vision, Mission,

	achieving the desired solution.			Mandates, Functions, Policies, Plans, Programs
	Demonstrates an ability to listen and process information and communicate effectively both within and outside the organization	Not Competent	Lack of communication skills, Lack of enabling working environment	
	Ability to cooperate and work in a team through active interaction, participation and collaboration.	Not Competent	Lack of experience and communication skills	

Key Role 2. Mining Regulator

Key Competencies	Description of Proficiency Levels (PL)	Performance (competent / Not competent)	Likely reasons for performance gap	Capacity Development Intervention
2.1.1. Legal and Regulatory Knowledge	Possess basic knowledge on legal and regulatory requirements for mining, environment, social aspects & instruments for resource governance.	Competent	NA	NA
	Exhibit understanding of the individual roles and responsibilities for inspection and	Competent	NA	NA

	monitoring in the organization			
	Provides basic inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards	Not Competent	Lack of experience, knowledge and exposure	In-house workshop, mentoring and training
2.1.2. Mining Engineering Principles	Possesses basic knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.	Competent	NA	NA
	Demonstrates basic knowledge on mineral taxation instruments/regime and its application to specific minerals	Not Competent	Lack of adequate knowledge and exposure, no knowledge on mineral market in the region, not initiated any mining projects based on rudimentary mining knowledge.	Ex-country study tour, workshops and seminars, e-learning, short courses
2.2.1. Monitoring and	Ability to undertake monitoring and performance evaluation based on	Competent	NA	NA

Evaluation Skills	approved plans, mechanisms and tools			
	Ability to conduct mining and environmental monitoring and provide evidence based measures to mitigate the issues.	Not Competent	Lack of experience and knowledge	OJT, in-country/ex-country workshops, seminars and study tour on mine monitoring and evaluation.
	Exhibits good level of emotional intelligence while handling normal situation	Competent		
2.2.2. Analytical and Decision Making Skills	Ability to identify and assess the problem and propose solution and alternatives based on sound judgment.	Not Competent	Lack of job experience and job rotation.	OJT, seminar and workshops on design thinking
	Ability to understand the basic information and carry out basis analysis and interpretation for further actions and proper decision making.	Not Competent	Lack of experience and exposure	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations, ex-country exposure, peer mentoring
	Able to take roles, responsibilities& accountability, and understand the importance of role delegation for effective functions of the organization.	Competent	NA	NA

2.2.3. Accountability & Commitment	Ability to take responsibility for own work, decisions and actions based on the individual roles and responsibilities under the guidance and supervision.	Competent	NA	NA
	Demonstrates commitment and dedication to the assigned task to achieve expected results	Competent	NA	NA
	Ability to respond and attend to stakeholder needs/concerns under the supervision and guidance	Not Competent	Lack of adequate experience and exposure	Peer mentoring, workshops and attending consultation meeting
2.3.1. Professionalism	Understands and complies with relevant rules and code of conduct of organization maintaining professionalism in service delivery	Competent	NA	NA
	Be able to apply specialized knowledge, skills & judgment during implementation of mining & environmental management plans, and OHS standards in the mine	Not Competent	1.Lack of enabling working environment, knowledge & experience 2. Nature of job	1. Mentoring by peers 2. In-country workshops on integrity

2.3.2. Communication skills	Demonstrates an ability to listen and communicate effectively with clear flow of information	Competent	NA	NA
	Possesses a will to listen and accept ideas and suggestions and is optimistic about the situations and surroundings	Competent	NA	NA
	Demonstrates an ability to listen and process information and communicate effectively with the stakeholders	Competent	NA	NA
2.3.3. Conflict Management	Demonstrates an ability to anticipate problems, prioritize and apply relevant mitigation method with sound judgment for resolution of problem/conflict.	Not Competent	Inadequate situational assessment and conflict management skills.	Training on conflict management skills
	Understands the importance of stakeholder identification, collaboration and management in achieving the desired solution	Competent	NA	NA
Key Role 3. Technical Expert				
Key Competencies	Description of Proficiency Levels (PL)	Performance (competent/ Not competent)	Likely reasons for performance gap	Capacity Development Intervention

3.1.1. Mining Engineering Knowledge	Understands basic knowledge in the field of Mining Engineering & Sustainable Mining Development approaches	Competent	NA	NA
	Possesses basic knowledge on mining methods, mine operation and optimization techniques	Competent	NA	NA
	Demonstrates basic knowledge on mineral resource governance tools for implementation of mineral development policy and legislations	Competent	NA	NA
3.1.2. Legal and Regulatory Knowledge	Learn to interpret and explain the rationales and basis of all the provisions of the mining laws and regulations	Not Competent	Lack of knowledge and exposure	Training, workshops and mentoring.
	Provides basic inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards	Not Competent	Lack of experience, knowledge and exposure	In-house workshop and training
	Possess basic knowledge and demonstrates ability to to apply legal and regulatory measures	Not Competent	Lack of knowledge and exposure	In-country training/workshop on Mining legislation and other related laws for mining sector, e-learning

3.1.3.Ability to continue learning	Ability to identify the knowledge and skill gaps and needs for the current roles and responsibilities	Not Competent	Freshly inducted into the job and not able to recognize the current & future skills need for the job	Orientation and role play in different job roles. Mentoring. Job Rotation
	Possess an ability to continuously learn and explore opportunities to enhance professional growth and development	Competent	NA	NA
	Displays keen interest and learning aptitude on latest technologies and best practices	Competent	NA	NA
3.2.1. Applied Research Skills	Learn to identify problems and opportunities for appropriate applied research.	Not Competent	1. Inadequate knowledge and skills on research. 2. Lack of dedicated research division 3. Lack of resource	In-country/Ex-country Training on Research Methodology. Training on Mining Statistics and Data Analysis.
	Ability to process and synthesize information on research findings and recommend for evidence based decisions.			
	Demonstrates ability to identify mineral commodity demand and opportunities			
3.2.2. Data Collection and Analytical Skills	Ability to learn & conduct quantitative and qualitative analysis of data using appropriate methods	Not Competent	Inadequate knowledge, skills and resources.	Training on Mining Statistics and Data Analysis.

	Demonstrate ability to learn to use required data analytical tools and techniques.	Not Competent	Inadequate skills to utilize analytical tools techniques, software	Training on statistical tools and software
3.2.3. ICT and Communication Skills	Demonstrates basic knowledge and skills on ICT tools, technologies and software	Competent	NA	NA
	Understands latest digital tools and technologies for improved service delivery	Not Competent	Lack of knowledge on latest technologies/resources	Training, e-Learning and workshop
3.3.1. Communication skills	Ability to respond to the concerns through written, verbal or electronic communication stating the facts clearly	Competent	NA	NA
3.3.2. Professional Development Skills	Exhibits curiosity in professional development for mining industry	Not Competent	Inadequate professional development skills.	Ex-country exposure and Training on Professional development Skill
	Learn to identify technical manpower required for promoting scientific and sustainable mining development.	Competent	NA	NA
	Ability to assist in developing training plans, modules and curriculum for mining professionals	Not Competent	Lack of experience, knowledge and exposure	Workshop-learning, study tour and OJT

3.3.3. Networking Skills	Assists and learns to collaborate and build strong network with stakeholders for coordinated approach in knowledge sharing	Not Competent	Lack of experience and exposure	OJT, Consultation meeting/Workshop and Seminars/Webinar
	Ability to cooperate and work in a team through active interaction, participation and collaboration	Competent	NA	NA

2.7.2 Training Needs Assessment at Intermediate Proficiency Level (P3)

Table 10: Training Need Analysis for the Intermediate Level (P3) Proficiency

Key Role 1: Mineral Resource Developer				
Key Competencies	Description of Proficiency Levels (PL)	Performance (competent/Not competent)	Likely reasons for performance gap	Capacity Development intervention
1.1.1 Knowledge on Policy & law-making process	Demonstrate good understanding of protocols for policy formulation and approval process	Not Competent	Lack of job experience and exposure	Mentoring through trainings and workshops
	Exhibits good understanding of regulatory impact assessment, law drafting instructions, rules and procedures, etc. of the country			
1.1.2. Drafting skills	Proactively inputs in the formulation, revision and amendment of Mining related policies, laws,	Not Competent	Lack of a systematic and practical training program for beginners to	Training on a systematic and practical training program for beginners to draft

	guidelines and standards		draft submissions in a prescribed format.	submissions in a prescribed format
	Exhibit good knowledge and skills and identification of various policy analysis tools			
1.1.3 Research & Analytical skills	Demonstrate advanced understanding of international standards and best practices in policies & law making process	Not Competent	1. Inadequate knowledge and skills. 2. Lack of dedicated research division.	1. Short Term Training on Environmental Statistics and Data Analysis. 2. Long term Master's Degree In Mining related field 3. Training on development of analytical skills
	Applies research skills and methodology for policy analysis on public policies in order to ensure that policies are relevant to the current needs of the nation and changing global scenario.			
2.1 Mining Engineering Knowledge	Possesses adequate knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation	Not Competent	1. Lack of accurate, complete and up-to- date information on best practices and new emerging mining challenges including resources. 2. General ME degree does not	International Workshop on new and emerging mining issues and best practices.

	Demonstrates advanced knowledge on legal and regulatory aspects on Mining, Environment, Social & resource governance		suffice the needs of the organization.	
1.2.2. Mine Planning & Design skills	Understands and interprets geology and deposit attributes, resource information & geological controls and structures for mine planning & design	Not Competent	1. Inadequate knowledge and learning platforms on mining geology for mine planning and design	Training on Mine Geology & Geophysics for mine planning, design & operations
	Ability to plan and design a mine using mine planning & optimization tools and software Possess good knowledge on mineral economics & financial analysis	Not Competent	1. Inadequate knowledge on mine planning and design as a beginner. 2. Lack of resources	Long term Master's Degree on the subject and short term Ex-country or in-country training on mine planning and design along with training on associated software.
1.2.3. Professionalism	Guides subordinates/colleagues to maintain the standard of personal and professional integrity through display of professionalism.	Competent	NA	NA
	Be able to apply specialized knowledge, skills & judgment during feasibility studies of medium projects with complexities			

1.3.1. Decision making skills	Demonstrates good knowledge & skills in analysis of complex situation by scrutinizing information from multiple source for equitable decision making.	Not Competent	1. Inadequate skills on conducting stakeholder consultation.	1. Workshop on Importance and Protocols of Stakeholder Consultation.
	Demonstrates the ability to delegate roles & responsibilities with clear instructions for effective functions of the organization		2. Inadequate situational assessment skills.	2. Training on Situational Analysis.
1.3.2. Project Management	Ability to mobilize and manage resources efficiently for better result.	Not Competent	1. Inadequate knowledge and skills to develop effective project proposals. 2. Inadequate knowledge to access/mobilize resources.	In-country/Ex-country Training on Project Management.
	Consults and discuss matters with stakeholders to expedite and make informed decisions.	Competent	NA	NA
	Ability to identify, evaluate and manage moderate risk with adoption of appropriate tools and techniques.	Not Competent	In adequate knowledge on risk management strategies for mining projects	Ex-country tailored made Training on Mining Project Management
1.3.3 Team work & Communication skills	Ability to collaborate and build networks with the stakeholders for proper coordination and collaboration	Not Competent	1. Inadequate knowledge on organizational plans and programs. 2. Inadequate skill on aligning organizational plans and	1. Standard Induction Program on Organization's Vision, Mission, Mandates, 2. Mentoring from peers

			programs to national goals	
	Ability to communicate effectively both through verbal and written modes of communication to convey clear information, message and intentions etc.	Competent	NA	NA
	Ability to lead a team and foster team building, interaction and participation	Not Competent	1. Lack of inadequate team building task and exposure with external stakeholders 2. Lack of enabling working environment	1. In-country Team Building workshops & Design Thinking workshops 2. Job Rotation & Role Play
Key Role 2: Mining Regulator				
Key Competencies	Description of Proficiency Levels (PL)	Performance (competent/Not competent)	Likely reasons for performance gap	Capacity Development intervention
2.1.1. Legal & Regulatory knowledge	Exhibit clear understanding of the legal and regulatory provisions of the mining related laws, regulations and instruments for	Not Competent	1. Lack of formal dissemination of national and international mining and environment related laws/instrument	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National

	resource governance.		s. 2. No system of job rotation.	and International Legislations
	Exhibit clear understanding of the individual roles and responsibilities for inspection and monitoring in the organization	Competent	NA	NA
	Proactively inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards	Competent	NA	NA
2.1.2 Mining Engineering Principles	Possesses adequate knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation	Not Competent	1. General ME degree does not suffice the needs of the organization. 2. Mining Technology is ever evolving field.	1. Upgrade Knowledge through Long-term Studies. 2. Refresher course on Mining related field.
	Able to interpret and apply mineral taxation provisions appropriately in collecting fair share of mineral levies	Not Competent	Lack of experience and knowledge on ever evolving taxation policy	In-country/Ex-country seminars and workshop on evolving taxation policy

2.2.1. Monitoring & evaluation skills	Demonstrate the ability to plan, prepare and devise evaluation tools for monitoring and performance evaluation of mining operations to promote best mining practices.	Not Competent	Given the nature of the job it is not known to what kind of emotional stress one will be subjected to.	In-country/Ex-country training, workshops, seminars on compliance monitoring
	Demonstrate an ability to analyze the monitoring plans and reports by providing evidence based recommendations to enhance compliance.	Competent	NA	NA
	Exhibits high level of emotional intelligence while handling difficult situation	Not Competent	Lack of experience and knowledge	In-house seminars and workshops
2.2.2 Analytical & decision making skills	Conducts adequate assessment of the problem and identify optimal solutions based on sound judgment of the alternatives.	Not Competent	1. Inadequate knowledge, skills and resources. 2. Lack of exposure	Ex-country Training on Mining Statistics and Data Analysis.
	Ability to analyze and interpret various information and provide recommendations and solutions for sound decision making.	Competent	NA	NA
	Demonstrates the ability to delegate roles & responsibilities with clear instructions for	Competent	NA	NA

	effective functions of the organization.			
2.2.3. Accountability & Commitment	Ability to take responsibility for own work, actions and decisions including ownership of problems and issues with clear understanding of his/her roles, responsibilities, powers and accountability.	Competent	NA	NA
	Ability to demonstrate higher level of commitment and dedication to the assigned task to achieve expected results.	Competent	NA	NA
	Ability to understand the stakeholder needs/concerns and responds appropriately with sound basis and judgment.	Competent	NA	NA
2.3.1. Professionalism	Guides subordinates/colleagues to maintain the standard of personal and professional integrity through display of professionalism.	Not Competent	1. Lack of enabling working environment. 2. Nature of job	1. Mentoring by peers 2. In-country workshops on integrity
	Be able to apply specialized knowledge, skills & judgment during implementation of mining &			

	environmental management plans, and OHS standards in the mine			
2.3.2. Communication skills	Ability to collaborate and resolve any issues arising from interaction for conducive working environments	Not Competent	Inadequate communication skills.	1. Workshop on communication skills. 2. Peer mentoring
	Exhibits an understanding of verbal and non-verbal communication strategies to pitch ideas or express views.	Competent	NA	NA
	Ability to communicate effectively both through verbal and written modes of communication to convey clear information, message and intentions etc.	Competent	NA	NA
2.3.3. Conflict Management	Ability to anticipate, analyze and prioritize possible conflicts with appropriate strategy and tools to resolve or mediate conflicts	Not Competent	1. Inadequate situational assessment and conflict management skills. 2. Lack of exposure	In-country/Ex-country Training on conflict management skills
	Ability to collaborate and build networks with the stakeholders for proper coordination and collaboration.			
Key Role 3: Technical Expert				

Key Competencies	Description of Proficiency Levels (PL)	Performance (competent/Not competent)	Likely reasons for performance gap	Capacity Development intervention
3.1.1. Mining Engineering Knowledge	Demonstrates good knowledge in the field of Mining Engineering & Sustainable Mining Development approaches	Not Competent	1. Lack of accurate, complete and up-to- date information on best practices and new emerging mining challenges including resources. 2. General ME degree does not suffice the needs of the organization.	International Workshop/Training on new and emerging environmental issues and best practices.
	Possesses clear knowledge on mining methods, mine operation and optimization techniques	Not Competent	Lack of knowledge and experience	Ex-country trainings, seminars and workshops
	Demonstrates sound knowledge on mineral resource governance tools for effective implementation of mineral development policy and legislations	Not Competent	1. Inadequate knowledge and experience. 2. Lack of accurate, complete and up-to- date information on best practices and new emerging mining challenges including resources.	Ex-country trainings, seminars and workshops

3.1.2. Legal & Regulatory knowledge	Demonstrate the ability to interpret and explain the rationales and basis of all the provisions of the mining laws and regulations.	Not Competent	1. Lack of experience 2. Lack of job rotation	1. Peer mentoring and self-learning
	Proactively inputs in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.	Not Competent	Lack of experience, knowledge and exposure	In-house workshop and training
	Possess good knowledge and ability to identify, analyze and propose appropriate measures for effective implementation of plans & policies	Not Competent	Lack of knowledge and exposure	In-country training/workshop on Mining legislation & other related laws for mining sector, e-learning
3.1.3. Ability to continue learning	Ability to clearly recognize the current and future capacity needs of the occupation and propose capacity development plans	Not Competent	Lack of experience, knowledge and exposure	Orientation and role play in different job roles. Mentoring. Job Rotation
	Ability to proactively pursue personal learning and development opportunities to enhance professional growth and development.	Not Competent	General ME degree does not suffice the needs of the organization. Mining Engineering is ever evolving subject and one has to keep on enhancing the knowledge.	Short term or long term training on Mining Engineering, Environmental Management, OHS, Mines Machineries, Mine Design Technique, Geo-technical engineering
	Demonstrates curiosity for learning and keeps up-to-date with the latest			

	technologies and best practices.			
3.2.1. Applied research skills	Identifies problem and explore opportunities to develop appropriate applied research methodologies	Not Competent	1. Inadequate knowledge and skills on research. 2. Lack of dedicated research division	1. Short term training on Research Methodology. 2. Peer mentoring. 3. Self-learning 4. Out country exposure
	Demonstrate skills to process, analyze and interpret the research findings with field applications for evidence-based decision making.			
	Ability to identify & analyze mineral commodity demand, supply and pricing in the domestic and global market potential to promote economic development.			
3.2.2. Data collection & Analytical skills	Understands and Demonstrates good knowledge of statistical techniques and tools for analytical purposes.	Not Competent	Inadequate knowledge, skills and resources on data analysis	In-country/Ex-country Training on Mining Statistics and Data Analysis.
	Understands and Demonstrates good knowledge of statistical techniques and tools for analytical purposes.			

3.2.3. ICT & communication skills	Possesses higher level of knowledge and skills on application of digital tools in research and development	Not Competent	1. Lack of experience and exposure. 2. ICT is applicable to any sector and there is every time new development / evolution on ICT	Ex-country training on communication skill and mining data
	Understand and demonstrate the use of service delivery automation system for efficient management of mineral resources.	Competent	NA	NA
3.3.1. Communication skills	Ability to engage in conversation with audiences using appropriate communications modes and methods to achieve desired outcomes	Competent	NA	NA
3.3.2. Professional development skills	Possess an ability to carry out succession planning for mining professionals' continuity and effective service delivery	Not Competent	Inadequate professional development skills.	Ex-country exposure and Training on Professional development Skill
	Possess an ability to use appropriate training and instruction approaches and tools to effectively deliver the capacity building programs	Not Competent	Lack of experience, knowledge and exposure	1. Peer mentoring, 2. Ex-country training, seminars and workshops for development of professional skills
	Possess adequate knowledge and ability to develop training plans,	Competent	NA	NA

	modules and curriculum for mining professionals			
3.3.3. Networking skills	Demonstrate good skill to collaborate and build strong network with stakeholders for coordinated approach in knowledge sharing.	Not Competent	Lack of experience, knowledge and exposure	1. Peer mentoring. 2. Job rotation 3. Seminars among stakeholders to understand each other's mandates, future plans and knowledge sharing
	Ability to create conducive working culture that promotes team building, coordination and collaboration			

2.7.3 Training Needs Assessment at Experienced Proficiency Level (P2)

Table 11: Training Need Analysis for the Experienced Level (P2) Proficiency

Key Role 1: Mineral Resource Developer				
Key Competencies	Description of Proficiency Levels (PL)	Performance (competent/Not competent)	Likely reasons for performance gap	Capacity Development Intervention
1.1.1 Knowledge on Policy & law making process	Exhibits clear understanding of protocols for policy formulation and approval process	Not Competent	Although has adequate knowledge but at this level, he is required to exhibit excellent knowledge on policy formulation and approval process	Ex-country exposure through seminars, workshops and trainings
	Demonstrate advance understanding of regulatory impact assessment, law	Competent	NA	NA

	drafting instructions, rules and procedures, etc. of the country.			
1.1.2. Drafting skills	Draft & finalize the provisions of Mining related policies, laws, guidelines and standards.	Competent	NA	NA
	Demonstrates advance knowledge and skills on policy analysis tools for better outcome.	Not Competent	Although has knowledge on the subject matter but one has to keep update with the emerging tools and new ideas	In-country/Ex-country exposure through seminars, trainings and workshops
1.1.3 Research & Analytical skills	Interprets the standards, practices & codes adopted in the international policy & law making process	Not Competent	1. International laws, standards, codes and best practices are ever evolving thing and one has to keep updated with such new outcomes. 2. Lack of dedicated research division.	In-country/Ex-country exposure through seminars, trainings and workshops
	Applies advance research skills and methodology for policy analysis on public policies in order to ensure that policies are relevant to the current needs of the nation and changing global scenario.			
1.2.1 Mining Engineering Knowledge	Possesses advanced knowledge on mining methods, engineering principles, environmental	Not Competent	1. ME is ever evolving subject 2. General ME degree does not suffice the	Long term Master's Degree on the subject matter and attending international workshops on new

	management, sustainable mining development concepts & approaches and mineral production and value chain creation.		needs of the organization.	and emerging mining issues and best practices.
	Interprets provisions on legal and regulatory aspects on Mining, Environment, Social & resource governance			
1.2.2. Mine Planning & Design skills	Interprets and correlate geology and deposit attributes, resource information & geological controls and structures for mine planning & design	Not Competent	1. Inadequate knowledge on updated mine planning and design. 2. Lack of resources	Long term Master's Degree on the subject and short term Ex-country or in-country training on mine planning and design along with training on associated software.
	Guide & mentor subordinates in the mine planning & using mine planning & optimization tools and software			
	Possess advanced knowledge and ability to identify, expand and exploit business opportunities on sustainable mining of mineral resources		Mineral market in the global scenario is not static and changes frequently	Long term master's degree on the subject and attending international workshops, seminars to understand mineral economics

1.2.3. Professionalism	Guides subordinates/ colleagues to maintain the standard of personal and professional integrity through display of professionalism.	Competent	NA	NA
	Be able to apply specialized knowledge, skills & judgment during feasibility studies of any scale or complexities			
1.3.1. Decision making skills	Makes appropriate decisions while encountering complex and differing alternatives.	Competent	NA	NA
	Ability to delegate roles & responsibilities and provide clear guidance and support in the delivery of the outcome.			
1.3.2. Project management	Demonstrate ability to prioritize and mobilize resources with a higher accuracy for efficient use in achieving the intended results.	Competent	NA	NA
	Ability to lead the consultation meetings with stakeholders to expedite and make			

	informed decisions.			
	Ability to identify, evaluate and manage complex risk with adoption of appropriate tools and techniques.			
1.3.3 Team work & Communication skills	Actively participates in collaboration and networking among stakeholders in achieving desired solutions.	Competent	NA	NA
	Ability to segregate information and disseminate both within and outside organization through clear communication means and channels			
	Ability to lead and guide multiple teams through frequent feed backs to improve active interaction and participation.			
Key Role 2: Mining Regulator				
Key Competencies	Description of Proficiency Levels (PL)	Performance (competent/Not competent)	Likely reasons for performance gap	Capacity Development Intervention

2.1.1. Legal & Regulatory knowledge	Exhibit comprehensive understanding of the mining related laws and able to interpret the legal and regulatory provisions of laws, regulations and instruments on mining, environment and social aspects in resource governances.	Not Competent	<ol style="list-style-type: none"> 1. Lack of formal dissemination of national and international mining and environment related laws/instruments. 2. No system of job rotation. 3. The organization is linked with many agencies and lack of stakeholder collaboration and consultation 	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations, frequent collaboration and consultation with stakeholders through seminars and workshops
	Ability to segregate and distribute the inspectorate roles and responsibilities among the individuals & team involved in inspection and monitoring.	Not Competent	<ol style="list-style-type: none"> 1. Lack of formal dissemination of national and international mining and environment related laws/instruments. 2. No system of job rotation. 	Standard Induction Program on Organization's Vision, Mission, Mandates, Functions, Policies, Plans, Programs including National and International Legislations

	Draft & finalize the provisions of Mining related policies, laws, guidelines and standards.	Not Competent	1. Inadequate knowledge on organization's strengths, weaknesses, available resources and work potentials. 2. Inadequate knowledge and skills on technological advancement in the mining field.	Exposure visit/workshop to study the state-of-the-art technology in the field of mining and environment.
2.1.2. Mining Engineering Principles	Possesses advanced knowledge on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.	Not Competent	1. General ME degree does not suffice the needs of the organization. 2. Mining Technology is ever evolving field.	1. Upgrade Knowledge through Long-term Studies. 2. Refresher course on Mining related field.
	Ability to interpret and explain the rationale behind the provisions of the mineral taxation policies and laws.		Lack of experience and knowledge on ever evolving taxation policy	In-country/Ex-country seminars and workshop on evolving taxation policy
2.2.1. Monitoring & evaluation skills	Ability to review and evaluate the plans, mechanisms and tools for monitoring and performance evaluation to	Not Competent	Given the nature of the job it is not known to what kind of emotional stress one will be subjected to.	In-country/Ex-country training, workshops, seminars on compliance monitoring STT on Remote

	promote best mining practices.			Sensing for Mine Site Monitoring
	Ability to identify non-compliance issues, evaluate and provide scientific/appropriate recommendations based on the monitoring reports.		Lack of experience and knowledge	OJT, in-country/ ex-country workshops, seminars and study tour on mine monitoring and evaluation.
	Exhibits exemplary level of emotional intelligence while handling complex situations		Lack of experience and knowledge	In-house seminars and workshops
2.2.2. Analytical and decision making skills	Ability to assess and weigh alternatives solutions to a problem and implement the best solutions to resolve problems.	Competent	NA	NA
	Demonstrate ability to analyze and interpret complex information with higher level of discerning consultation skills to resolve complex issues and decide the solutions.			
	Ability to delegate roles & responsibilities and provide clear guidance and support in the			

	delivery of the outcome.			
2.2.3. Accountability & Commitment	Ability to take responsibility for own work, actions and decisions including ownership of problems and issues in line with the organizational values without guidance and supervision.	Competent	NA	NA
	Exhibits exemplary commitment and dedication to the assigned task to achieve expected results without fear and prejudices.			
	Ability to identify and understand the stakeholder needs/concerns and provide appropriate measures and solutions to address the needs and concerns.			
2.3.1. Professionalism	Guides subordinates/colleagues to maintain the standard of personal and professional integrity through display of professionalism.	Competent	NA	NA

	Be able to apply specialized knowledge, skills & judgment during implementation of mining & environmental management plans, and OHS standards in the mine			
2.3.2. Communication skills	Exhibits ability to respect differences of opinion and addresses disagreements objectively and professionally to achieve desired outcomes	Competent	NA	NA
	Demonstrate and ability to listen, accept and incorporate the views and concerns with flexibility and rooms for improvement			
	Ability to segregate information and disseminate to the relevant stakeholders through clear communication means and channels			
2.3.3. Conflict Management	Ability to anticipate, analyze and prioritize critical problems by applying most relevant mediation methods to mitigate conflict/problems	Competent	NA	NA

	for better outcomes.			
	Actively participates in collaboration and networking among stakeholders in achieving desired solutions.			
Key Role 3: Technical Expert				
Key Competencies	Description of Proficiency Levels (PL)	Performance (competent/Not competent)	Likely reasons for performance gap	Capacity Development Intervention
3.1.1. Mining Engineering Knowledge	Demonstrates in-depth knowledge in the field of Mining Engineering & Sustainable Mining Development approaches	Not Competent	1. Lack of accurate, complete and up-to-date information on best practices and new emerging mining challenges including resources. 2. General ME degree does not suffice the needs of the organization.	International Workshop/Training on new and emerging environmental issues and best practices.
	Possesses advanced knowledge on mining methods, mine operation and optimization techniques	Competent	NA	NA

	Demonstrates an ability to propose and recommend plan of actions/resource governance tools for effective implementation of mining legislations to achieve the policy objectives	Not Competent	1. Lack of new emerging knowledge mineral resource governing tools 2. Lack of accurate, complete and up-to- date information on best practices and new emerging mining challenges including resources.	Ex-country trainings, seminars and workshops
3.1.2. Legal & Regulatory knowledge	Demonstrates an ability to propose and recommend plan of actions/resource governance tools for effective implementation of mining legislations to achieve the policy objectives	Not Competent	1. Lack of experience 2. Lack of job rotation	1. Peer mentoring and self-learning
	Draft & finalize the provisions of Mining related policies, laws, guidelines and standards.	Not Competent	Lack of coordination and collaboration among agencies and stakeholders	In-house workshop and training
	Ability to interpret and explain the rationale behind the application of appropriate and relevant provisions of the legal and regulatory measures in	Competent	NA	NA

	fulfilling the objectives of the policies and laws.			
3.1.3. Ability to continue learning	Exhibits in-depth understanding of technological advancement in the Mining Engineering fields and propose future capacity needs of the occupation and propose appropriate professional development plans & strategies	Not Competent	Lack of experience, knowledge and exposure	Orientation and role play in different job roles and peer mentoring.
	Ability explore and recommend education and development opportunities for individual and colleagues to enhance professional growth and learning opportunities.		General ME degree does not suffice the needs of the organization. Mining Engineering is ever evolving subject and one has to keep on enhancing the knowledge.	Short term or long term training on Mining Engineering, Environmental Management, OHS, Mines Machineries, Mine Design Technique, Geo-technical engineering
	Exhibits eccentricity for learning & proposes to adopt those evolving technologies and best practices in line with technological advancement in the related fields.			
3.2.1. Applied research skills	Identifies critical problem, and explore	Not Competent	1. Inadequate knowledge and skills on	1. Short term training on Research

	<p>opportunities to develop appropriate research methodologies and their implementation</p> <p>Exhibits sound knowledge and skills to interpret research findings using conceptual, critical, and strategic and systems thinking skills for evidence-based decision making.</p> <p>Ability to identify & analyze mineral commodity demand, supply, gaps, and pricing in the domestic and global market and recommend for appropriate interventions to promote economic development</p>		<p>research.</p> <p>2. Lack of dedicated research division</p>	<p>Methodology. 2. Peer mentoring. 3. Self-learning 4. Out country exposure</p>
<p>3.2.2. Data collection & Analytical skills</p>	<p>Effectively applies statistical techniques and shows proficient use of statistical tools to analyze data for evidence-based decision making</p> <p>Applies advance statistical techniques to generate statistical results using</p>	<p>Not Competent</p>	<p>Inadequate knowledge, skills and resources on data analysis</p>	<p>In-country/Ex-country Training on Mining Statistics and Data Analysis.</p>

	appropriate tools and techniques			
3.2.3. ICT & communication skills	Possesses higher level of knowledge and skills on application of digital tools in research and development	Not Competent	1. Lack of experience and exposure on emerging ICT tools 2. ICT is applicable to any sector and there is every time new development/e involvement on ICT	Ex-country training on communication skills and service delivery modules. 2.
	Demonstrate ability to recognize digital transformation & leveraging its opportunities for improved service delivery			
3.3.1. Communication skills	Ability to shares, disseminates & connects with people on information through clear oral, written, and interpersonal communication skills to maintain strong public relations on all platforms	Competent	NA	NA
3.3.2. Professional development skills	Possess advanced knowledge & skills to carry out succession planning for mining sector	Competent	NA	NA
	Develops and implement relevant training and professional development programs to enhance technical	Competent	NA	NA

	capacities across the sector.			
	Possess advanced knowledge and ability to develop training plans, modules and curriculum for mining professionals	Not Competent	Mining Engineer is not trained to provide training to others.	1. Peer mentoring 2. Ex-country training and exposure on mineral sector
3.3.3. Networking skills	Demonstrate adequate skill to collaborate and build strong network with stakeholders for coordinated approach in knowledge sharing.	Competent	NA	NA
	Ability to lead and create conducive working culture that promotes team building, coordination and collaboration through frequent feed backs to improve active interaction and participation.			

2.7.4 Training Needs Assessment at Advanced Proficiency Level (P1)

Table 12: Training Need Analysis for the Advanced Level (P1) Proficiency

Key Role 1: Mineral Resource Developer				
Key Competencies	Description of Proficiency Levels (PL)	Performance (Competent / Not competent)	Likely reasons for performance gap	Capacity Development Intervention
1.1.1 Knowledge on Policy & law making process	Leads and demonstrate in-depth understanding of the protocols for policy formulation and approval process	Competent	NA	NA
	Leads and exhibits in-depth understanding of regulatory impact assessment, law drafting instructions, rules and procedures, etc. of the country and other international instruments	Competent	NA	NA
1.1.2. Drafting skills	Lead & guides subordinates in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.	Competent	NA	NA
	Demonstrates in-depth knowledge and skills on policy analysis tools and at the same time possess good knowledge on its implementation for better result	Not Competent	Policy analysis tools are ever emerging and one has to be kept updated with new tools	In-country/Ex-country seminars, workshops

1.1.3. Research and Analytical Skills	Interprets the standards, practices & codes adopted in the international policy & law making process and explain rationales & principles	Not Competent	International standards and policies is not static and every time there is emergence of new best practices	Ex-country exposure, seminars and workshops
	Produces policy & research papers on public policies in order to ensure that policies are relevant to the current needs of the nation and changing global scenario.	Not Competent	General global market for minerals are not static and keeps on changing.	Ex-country study tour, meetings, seminars to understand the emerging the policies
1.2.1 Mining Engineering Knowledge	Mentors subordinates on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation	Competent	NA	NA
	Interprets and explains rationale and basis of legal and regulatory aspects on Mining, Environment, Social & resource governance for sustainable development of mineral resources.	Not Competent	Inadequate and outdated knowledge and skills on Sustainable Mining Development frameworks	Ex-Country Short Term Training on Sustainable Mining Practices

1.2.2. Mine Planning and Design Skills	Guide and mentor subordinates in the application of geology and deposit attributes, resource information & geological controls and structures for best mine planning & design	Competent	NA	NA
	Guide & mentor subordinates in the mine planning & using mine planning & optimization tools and software	Not Competent	There is emergence of new mine planning and optimization tools and softwares and one may not be able to use it unless you get hand on training	Short-term/Long term training on such tools
	Leads and mentors subordinates in identifying potential mining business opportunity and expansion based on the global mining scenarios.	Not Competent	Mineral market is not static and one has to keep updated frequently	Ex-country exposure through seminars and workshops, study tour
1.2.3. Professionalism	Makes appropriate decisions that ensures and encourages subordinates to act and maintain personal and professional integrity.	Competent	NA	NA
	Guide & mentor subordinates in the feasibility study of mining projects			

1.3.1. Decision making skills	Makes well-informed, effective, and timely decisions in highly complex situation.	Competent	NA	NA
	Execute clear role delegation strategies, plans, mechanisms and guidance to ensure timely delivery of the functions of the organization.			
1.3.2. Project Management Skills	Demonstrate ability to priorities the resources and its mobilization with higher accuracy for efficient use in achieving the intended results.	Competent	NA	NA
	Ability to lead and guide the consultation meetings with stakeholders and deduce inclusive decisions & outcomes			
	Ability to guide and mentor subordinates in identification, evaluation and management of risk. Ability to monitor, evaluate and review residual risk.			
1.3.3. Team work & Communication skills	Guide and leads in engaging stakeholders through collaboration and networking in	Competent	NA	NA

	achieving desired outcome.			
	Guide and mentors subordinates on communication management both within and outside organization	Not Competent	The day to day work of the organization is dependent on different agencies and one has to collaborate with these agencies.	In-country seminars and workshops
	Ability to monitor team work, recognize individual contribution and manage conflicts within the team. Guide and mentor and motivate team members for active interaction and participation in the team.	Competent	NA	NA
Key Role 2: Mining Regulator				
Key Competencies	Description of Proficiency Levels (PL)	Performance (Competent/Not competent)	Likely reasons for performance gap	Capacity Development Intervention
2.1.1. Legal & Regulatory knowledge	Ability to guide and mentor subordinates in the understanding and interpretation of the provisions of mining related laws and instruments for resource governance	Competent	NA	NA

	Ability to lead and implement the plans and strategies in delivery of the inspectorate roles and responsibilities of organization effectively.	Competent	NA	NA
	Lead & guides subordinates in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards	Competent	NA	NA
2.1.2. Mining Engineering Principles	Mentors subordinates on mining methods, engineering principles, environmental management, sustainable mining development concepts & approaches and mineral production and value chain creation.	Not Competent	1. ME is ever evolving field and one has to keep updated with the emerging mining techniques, knowledge and skills 2. Technology continues to evolve and we need to evolve with it	Ex-country short-term training on the subject matter Training on Environmental Management in Mining
	Guides & mentors subordinates on the application of correct mineral tax based on policies, laws and regulations with clear directives and guidelines.	Not Competent	1. No proper data 2. The country follows Ad Valorem system of mineral levy collection and it goes in line with the mineral value which is inconsistent.	Study tour in the region, workshops

2.2.1. Monitoring & evaluation skills	Ability to guide and mentor subordinates in the planning, monitoring and performance evaluation of mining and related activities in promoting the best mining practices.	Not Competent	1. Lack of proper and advanced monitoring skills. 2. Lack of exposure	Ex-country trainings on development of monitoring skills
	Reviews and evaluates the severity of non-compliances in the reports and provides required evidence based mitigation measures.			
	Exhibits and promotes art of emotional intelligence among colleagues and subordinates to handle varied levels of situations at work places.	Competent	NA	NA
2.2.2. Analytical and decision making skills	Ability to guide others in the assessment of the problem and alternatives with highest level of analytical and decision making skills in resolving complex problems.	Competent	NA	NA
	Able to guide and mentor subordinates in information analysis, interpretation and decision making with effective	Competent	NA	NA

	consultation and decision making processes.			
	Execute clear role delegation strategies, plans, mechanisms and guidance to ensure timely delivery of the functions of the organization.	Competent	NA	NA
2.2.3. Accountability & Commitment	Ability to lead and promote a culture of taking responsibilities, accountability and commitment at the individual and organizational levels.	Competent	NA	NA
	Displays highest level of commitment and dedication to the assigned task and mentors subordinates with motivation & rewards/pills to achieve expected results.	Competent	NA	NA
	Ability to guide and mentor subordinates in addressing the stakeholder needs/concerns with commitment and dedication.	Competent	NA	NA
2.3.1. Professionalism	Makes appropriate decisions that ensures and encourages subordinates to act and maintain	Competent	NA	NA

	personal and professional integrity while enforcing mining laws.			
	Guide & mentor subordinates in the delivery of professional services through accurate implementation of mining & environmental management plans, and OHS standards in the mine	Not Competent	1. Lack of exposure. 2. Lack of job rotation	Ex-country training and in-country seminars on delivering professional services
2.3.2. Communication skills	Considers different views/suggestions and encourages to express the concerns, issues and criticisms for enhancement of communication plans and strategies in the organization	Competent	NA	NA
	Leads and facilitate in creating room for exhibition of positive attitude and receptiveness to ensure effective exchange of views and knowledge	Competent	NA	NA
	Guide and mentors subordinates on communication management with the stakeholders for creating conducive working environment	Competent	NA	NA
2.3.3. Conflict Management	Guide and mentor subordinates in the application of	Not Competent	Lack of knowledge on the conflict	In-country/Ex-country workshops,

	conflict resolution tools & techniques for meaningful outcomes.		management and its tools	seminars on conflict management
	Guide and leads in engaging stakeholders through collaboration and networking in achieving desired outcome.	Competent	NA	NA

Key Role 3. Technical Expert

Key Competencies	Description of Proficiency Levels (PL)	Performance (Competent/Not competent)	Likely reasons for performance gap	Capacity Development Intervention
3.1.1 Mining Engineering Knowledge	Demonstrates advance knowledge in the field of Mining Engineering & provides/initiates policy dialogue on Sustainable Mining Development plans and strategies for development of mining sector.	Not Competent	ME is ever evolving field and one has to keep updated with the emerging mining techniques, knowledge and skills	Ex-country short-term training on the subject matter
	Guide & mentors subordinates on mining methods selection, mine operation and optimization techniques for efficient mineral recovery			
	Leads and provides recommendations on different mineral resource governance tools and adopt best	Not Competent	Policy matters and legislation are ever evolving thing and it changes with time and	Ex-country seminars, workshops, study tours and trainings

	practices for effective implementation of mineral development policy and legislations		situation. One's knowledge will not be adequate if he/she is not updated with new upcoming.	
3.1.2. Legal & Regulatory knowledge	Ability to guide and mentor subordinates in the understanding and interpretation of the provisions of mining related laws.	Competent	NA	NA
	Lead & guides subordinates in the formulation, revision and amendment of Mining related policies, laws, guidelines and standards.	Competent	NA	NA
	Guides & mentors subordinates on the application of correct provisions of mining and regulatory measures with clear directives and guidelines.	Competent	NA	NA
3.1.3 Ability to continue learning	Leads & mentors subordinates/colleagues to enhance their technical competence and on-going professional development through active participation in training and knowledge	Not Competent	ME is ever evolving field and one has to keep updated with the emerging new mining techniques, knowledge and skills	Ex-country short-term training on the subject matter

	dissemination programs.			
	Leads and mentors subordinates on the professional development front and creates opportunities for enhancing professional growth and development of the organization.	Not Competent	Personal learning and development opportunities to enhance professional growth and development is never ending process. The organization set up does not promote such opportunity.	Ex-country short-term training, workshops and seminars
	Exhibits tech saviness and leads in promoting those technologies for improvement of business opportunities.			
3.2.1 Applied Research Skills	Mentor the subordinates in Identification of problems, and provide guidance in developing appropriate research methodologies and their implementation	Not Competent	1. Inadequate knowledge and skills on new research methodologies. 2. Lack of dedicated research division	1. Short term training on new Research Methodologies. 2. Out country exposure 3. Self-learning
	Demonstrates & mentors the subordinates in interpretation of research findings, applications & adoptions of such practices based on			

	the field trials and data			
	Guide & mentor the subordinates/colleagues in analyzing mineral commodity demand and opportunities in the global market to promote economic development.			
3.2.2. Data collection & Analytical skills	Conducts in-depth data analysis, adequately interprets quantitative and qualitative statistical results using appropriate methods.	Competent	NA	NA
	Leads, provides and recommends innovative ideas and best statistical practices to improve analytical skills.	Not Competent	Lack of knowledge on advance statistical tools & techniques for data analysis	Training on Statistical software / tools and techniques
3.2.3. ICT & communication skills	Demonstrates advanced knowledge and skills on ICT tools, technologies and software for research & development	Not Competent	1. Lack of experience and exposure on emerging ICT tools 2. ICT is applicable to any sector and there is every time there is new development/evolution on ICT	Ex-country training on ICT and communication skills and mining data
	Leads and guide peers & subordinates in adoption of digital tools & technologies and leveraging its opportunities for			

	improved service delivery			
3.3.1. Communication skills	Considers different views/suggestion and facilitate to shares, disseminates & connects with people on information through clear oral, written, and interpersonal communication skills to maintain strong public relations on all platforms	Competent	NA	NA
3.3.2. Professional development skills	Clearly recognizes the current and future capacity needs of staff and provide opportunities and enabling environment for professional development.	Competent	NA	NA
	Leads and facilitates to promote technical capacity in an organization.	Competent	NA	NA
	Guides and mentors subordinates in the development of training plans, modules and curriculum for mining professionals	Not Competent	Mining Engineer is not trained to provide training to others.	1. Self-learning 2. Ex-country training and exposure, seminars and workshops on mineral sector professional development

3.3.3. Networking skills	Guide and leads in building strong network with stakeholders through collaboration and networking for coordinated approach in knowledge sharing.	Competent	NA	NA
	Monitors and recognize individual contribution and manage conflicts within the team to create a conducive working culture that promotes teamwork, coordination and collaboration.	Competent	NA	NA

2.8 Short-term Program and Learning Objectives

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

Table 13: Short-Term Training Program

Proficiency Level: Foundation (P4)			
Sl. #	Training / Intervention	Methods of Implementation	Learning Objectives
1	Seminars, Trainings and workshops on mining related legislation and policies	Institute and implement a standard in-house orientation to new recruits and recruits through	1. Equip the new recruits with mining related policies and legislations so that they well verse for better functioning of the organization. 2. Enforcement and Monitoring

		job rotation, lateral transfer	3. Improve the enforcement culture in the organization
2	Study tour on Environmental Management in Mining	In-country/Ex-country seminars, workshops and trainings	1. This will help in understanding the best solution to environmental problems thereby promoting sustainable exploitation of mineral resources. 2. Aim to provide information on the best practices in mining waste management 3. foster exchange of information on best available technologies for mining waste management, on technical, organizational and administrative aspects
3	Research Methodology	In-country/Ex-country seminars, workshops and trainings	Improve the research culture in the organization to give evidence-based recommendations to issues and problems
4	Ethics and integrity & Conflict Management Strategies	In-country workshops and seminars	1. The officials will show integrity and work ethics at all time on duty. 2. To promote smooth functioning of the organization
5	Training on Basic Geology	In-house Seminar/OJT	Fundamentals of Geology & geophysics and its application in Mine Planning & design
6	Training on e-Services portal of the organization	In-country workshops and seminars	Understand and be able to use all modules of the e-service portal of the department.
7	Refresher Course on OHS in Mining	In-country workshops and seminars	Understand and be able to implement the OHS in the mining sector.
Intermediate Proficiency Level (P3)			
Sl. #	Training/Intervention	Methods of Implementation	Learning Objectives
1	Training on Mine Geology & Geophysics for mine	In-country/Ex-country (STT)	1. Interactions between geology and mining engineering disciplines

	planning, design & operations		<ol style="list-style-type: none"> 2. Contributions and application of geological data in mine planning, design and operations 3. Fundamentals of geophysics and mining applications • 4. Geological resource evaluation and reporting
2	Training on Mine Planning and Optimization Software (SURPAC)	In-country/Ex-country (STT)	<ol style="list-style-type: none"> 1. Understand the workflow required to create, validate, and classify a resource in Surpac 2. Use Surpac to perform several different types of estimations 3. Resource estimation and evaluation 4. Mining & Geology fundamentals
3	GIS in Mining	In-country/Ex-country (STT)	<ol style="list-style-type: none"> 1. Application of GIS in Mining Operation, exploration and reclamation & closures 2. Decision-making strategies throughout the entire mining life cycle.
4	Mine Management Principles and Entrepreneurship	In-country/Ex-country (STT)	<ol style="list-style-type: none"> 1. use mining terminology in a professional context 2. Identify the main steps in the mining cycle 3. Recognize the sources of demand and supply of minerals 5. Analyze the importance of social issues in the mining industry 6. Discuss the impacts of mining on the environment 7. Describe primary production and mineral processing methods 8. Explore current and future challenges facing the mining industry
5	Training on Mining Project Management	In-country/Ex-country (STT)	<ol style="list-style-type: none"> 1. Project valuation from exploration through to mining operations 2. Identify the basic principles and practical methodologies of mine project evaluation

			<p>3. Apply these principles and methods to derivation of the project variables & for effective decision making</p> <p>4. Understand the concepts of systems engineering to improve decision-making during complex projects</p> <p>5. the importance of a 'whole-of-life' view of the engineering of system</p>
Experienced Proficiency Level (P2)			
Sl. #	Training / Intervention	Methods of Implementation	Learning Objectives
1	Digital Transformation for the Mining Sector	In-country/Ex-country (STT)	<p>1. New Technologies for asset management in mining</p> <p>2. Application of Drones in mining operation including exploration, planning, monitoring and restoration</p> <p>3. Facilitation of Sustainable mining practices through understanding of Lean Mining, Safe & Green Mining concepts</p>
2	Training on Mining Investment & Governance tools	In-country/Ex-country (STT)	<p>1. Strengthen governance of the sector</p> <p>2. Attract mining investment and</p> <p>3. Improve the use of resource revenues for sustainable national development.</p>
3	Training on Mine to market value chain creation	Ex-country (STT)/Online Course	<p>1. Mine Project valuation and economics</p> <p>2. Source of value chain creation</p> <p>3. Concept of supply chain, warehousing, integrated processes</p> <p>4. Offsetting environmental footprints</p> <p>5. Enhancing a mine-to-market performance</p> <p>6. understanding the value chain's constraints</p>

4	Training on Mining Fiscal Regime Design/Mineral Taxation	In-country/Ex-country (STT)	<ol style="list-style-type: none"> 1. Mining Fiscal Instruments 2. Able to learn guidance on tax incentives in the mining sector 3. Analysis of impact of tax incentives on revenue collection 4. Design of tax incentives to induce mining investment 5. Types of Mining Tax incentives & related behavioral responses
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Advanced Proficiency Level (P1)

Sl. #	Training/ Intervention	Methods of Implementation	Learning Objectives
1	Short Courses on Economic development opportunities & social and environmental sustainability.	Ex-country training (STT)	<ol style="list-style-type: none"> 1. Learn economic development opportunities and tackle social and environmental sustainability in the mining sector 2. Able to learn the concept of the Social License to Operate (SLO) in the Mining sector. 3. Analyze the importance of social issues in the mining industry 4. International principles of sustainability 5. Best practice mining operations 7. Rehabilitation and mine closure
2	Professional Development Course on Emerging Engineers Leadership Program	In-country/Ex-country (STT)	<ol style="list-style-type: none"> 1. Enhancing Project Performance 2. Project Management Essentials 3. Effective Presentation Skills 4. Negotiation Skills and Influencing Strategies 5. Building Resilient Team
3	Social Performance Management in the Extractive Industries (SPMEI)	In-country/Ex-country (STT)	<ol style="list-style-type: none"> 1. fundamental relationships that develop around the extractive industries 2. Role of technology and regulation to foster sustainable mining development

			3. Policy perspectives on the community engagement and mining industry linkages 4. Performance bench marking and milestones 5. National Development & Mining SoEs
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2.9 Proposed Long-term Program (Specialization)

Table 14: Long Term Training Program for Mining Engineers

Sl. No	Program	Specialization	Remarks
1	Masters in Mineral Economics*	Mineral Economics	Ex- Country
2	Masters of professional Engineering (Mining)	Mining & Management	

Note*:

1. The program is oriented to mining engineers, geologists, and others related engineering professionals who has professional experiences in the relevant field.
2. The DGM has an established Mineral Development Division (MDD) with an objective to delineate mineral promotional roles with regulatory functions. MDD is involved in conducting feasibility studies of mineral deposits and review of mineral levies for which there is a need of a Mineral Economist.
3. Most importantly, MDD is involved in framing mineral policies, revising mineral rents, royalties and establishing Minimum Floor Price (MFP) on an annual basis. Also, the requirement of value additions for various minerals are mandated by the regulations to promote in-country value chain creation as articulated in the MDP 2017.
4. Further, Mining Engineers under Mining Division is also required to know about the mineral economics while enforcing the royalty system and other mineral levies. Mineral economics is one of the main subjects in mining engineering where basic economics on mining and related activities like NPV, cost-benefit analysis on mining projects are learnt. Therefore, further specialization in mineral economic is necessary and important for mining engineers.
5. The proposed course is a specialized program with a special focus in mineralogy and mineral taxation system and we find that course is relevant to our needs.
6. Prior work experience in the field of mining is required to be eligible to undertake the course and therefore, the course is found suitable to officials working in the DGM.

2.10 Implementation of Competency based Framework

The implementation of training and other intervention has to be based on the mandatory **program/interventions** listed under section under the training needs analysis (Section 2.8) of this document. The mandatory list of training/intervention includes all the programs against the behavior indicators that are found to be “Not Competent” under the Training Needs Analysis. However, for implementation, it has to be prioritized based on the following:

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

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

2.11 Recommendations:

a) Capacity Building Program

Competency Based Framework (CBF), is a useful and available instrument which RCSC and HRD of the organization may use to quickly and easily implement a competence-based approach in human resources management. For implementation, the prioritization has to be done on an annual basis by the HR in consultation with the Department & Divisions of the Ministry. A robust hands-on training, internship, suitable refresher course and self-development program must be provided to strengthen the mind-sets and skill-sets of officers at the regular intervals.

Based on the opinion polls and suggestions from the cohort of Mining Engineers in the department, it is suggested to have an implementation strategy for the identified capacity development programs which would enhance theoretical knowledge, practical know-hows and international insights that would strengthen the Knowledge & skill-sets of Mining Engineers at the regular intervals. The cohort also stressed on the following programs to be part of the competency building initiatives;

1. Formal induction or apprenticeship courses to the new recruits into the foundation level.
2. Timely intervention on the up-skilling programs through short-term and refresher courses to those in the service would update officers on the new technology, development and skill sets requirement
3. RCSC should recommend budget provision for capacity building in the Department/Agency's annual budget as per CBF recommendations

b) Implementation of the CBF

A competency-based framework describing the knowledge, skills, abilities and behaviors expected of a Mining Engineer has been developed by analyzing the key roles, job descriptions, competency areas and standard mining industry competency models across the sector.

People are the key enabler of any organization. It is therefore essential that RCSC invest in their people as a fundamental element of their organizational development and modernization strategies.

Attracting talent, supporting the professional development of employees, proactively shaping the future workforce and retaining top performers are some of the critical issues faced by the Department of Geology & Mines. Involving the employers in the development of competence-oriented curricula, career counseling and joint internship programs are just some of the processes which can be initiated. Competence models need to be constantly updated in order to reflect the workforce dynamism, and enable the forecasting of skills needed in the future. Competence assessment tools are useful to make skills and competences visible, both for the employee and for employers. The outcomes of competence assessment can boost individuals' self-esteem by improving their awareness of their own strengths.

1. Ideally, assessment and self-assessment tools and the assessment process should be part of a framework.
2. The outcomes of competency assessments can also be used to decide on the right training to acquire the necessary competences and skills to bridge the gap between current role and the role that needs to be able to perform

c) Training impact assessment

The Training Impact Assessment must be instituted to assess how well the training program met the learner's needs and objectives, what knowledge and skills it has imparted to learners, what desirable change it has brought into the learners' performance, and what organizational benefits it has yielded. A proper database or inventory of the capacity building programs availed by the professionals in and out country needs to be instituted and assess the learning outcomes from those capacity building programs.

2.12 Conclusion

Designing and implementing a competency-based framework system can help the Department of Geology & Mines to maximize the organizational values. Focusing on individual and organizational competencies will facilitate the re-engineering of the roles and responsibilities of staff, and ensure that officers are carefully selected, deployed and trained to respond to the organization's strategic needs and ultimately guarantee organizational performance.

The framework has emerged from extensive consultations with Mining Engineers from the department as well as from the private organizations and within the mining industry as well. Literature review, online surveys, focused group discussion, brainstorming sessions were some of the processes undertaken to identify 3 key roles, 9 competency areas, 26 key competency areas and 64 behavioral indicators that define the traits needed for successful job performance. Further, these attributes were grouped under 4 proficiency domain levels of the RCSC cadre in the P1- P4 level. In addition the training need analysis (TNA) for the identified proficiency descriptors were used to assess the performance gaps in the proficiency levels of the mining engineers and accordingly interventions were suggested in terms of mandatory short term training to immediately improve skills or enhance their competencies to be able to perform the jobs.

In order to build the institutional capacity, specific long term capacity buildings were also identified for the Mining Engineers of the department. Mining as a trade requires specific skills sets in tandem with the technological advancement in the mining operations, environment management, monitoring, taxation aspects and other transversal skills required for managing the mining activities.

In this regard, the main objective of HRD is to help employees to assume ownership of this culture of change. The role of the HR manager as a strategic partner requires the HR function to provide expertise in support of the organization's overall strategy. Furthermore, once the overall strategy has been defined, the HR function may have to make staff adjustments in order to enable this framework to be implemented.

To be effective, a competency-based framework must be embedded at all levels of the organizational culture – its success is not the sole responsibility of the structure in charge of HRM but rather requires the full engagement and support of both management and staff alike. Establishing a competency based HRM system only builds the foundation of the system – the system must now be operationalized and institutionalized for the organization and the staff to fully reap the benefits of such a system.

Lastly, this CBF is intended to be a dynamic and living document so that future developments can be incorporated based on changing needs of the organization during the course of its implementation.

References

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