COMPETENCY-BASED FRAMEWORK FOR TOURISM OFFICER

Bhutan
Happiness is a place

1ST EDITION (APRIL 2021)

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1. Background

1.1 About the Agency

The erstwhile Department of Tourism was established on 1st December 1971 under the Ministry of Finance. This was followed with the adoption of the first rules governing tourism in the country in 1972. Bhutan's participation in the international tourism industry began with the first group of 287 tourists visiting Bhutan in 1974.Since then; it has undergone significant change over the years from a Department to Corporation, Authority and subsequently to Council.

The Tourism Council of Bhutan is the apex tourism organization responsible for:

- The development, promotion and regulation of tourism that is consistent with the national development philosophy of Gross National Happiness.
- Promote High value, Low volume tourism
- Promote tourism that does not undermine national security and does not erode our tangible and intangible cultural heritage and environment
- Promote inclusive and equitable growth
- Ensure sustainable tourism development.

The Tourism Council of Bhutan strengthens Institutional structures, partnerships and collaborations that promote professionalism and excellence in the industry. The Council comprises members from relevant stakeholders chaired by the Hon'ble Foreign Minister. It provides overall direction whilst the TCB Secretariat implements planned activities and others that relate to the tourism industry.

Figure 1:- Establishment timeline of Tourism Council of Bhutan
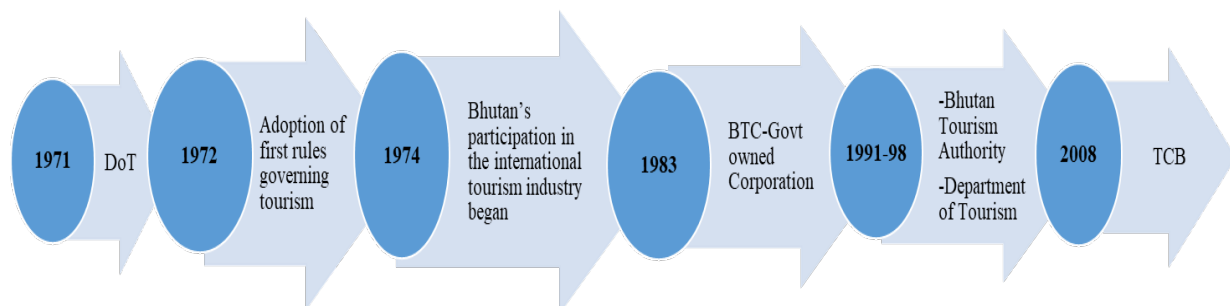
1.2   Vision:

- A green, sustainable, inclusive and high value tourism destination

1.3   Mission:

- To develop and promote 'High value, Low volume' tourism
- To create an enabling environment for a vibrant tourism industry; and
- To promote Bhutan as a year round destination and foster regional spread of tourism.

1.4   Core Values:

- Uphold the envision of Tourism Policy 'High value, Low volume' tourism at all times
- Accountability and Transparency for all actions
- Commitment to excellence and professionalism
- Upholding the integrity at all times

1.5   Core Functions

Sl.No	Core functions
1	Tourism Planning and Policy
2	Regulation and Monitoring
3	Facilitation and Coordination
4	Marketing and Promotion
5	Development of Tourism Products and Services
6	Human Resource Development

2. Competency-Based Framework for Tourism Officer

2.1 Introduction

The Royal Civil Service launched the Competency Based Framework (CBF) for Civil Service in August 2018.The program is aimed at strengthening the capacity and capabilities of the Civil servants based on their role specific competency, to enhance the professionalism, growth and development to contribute optimally to Nation building.

The CBF of Tourism Officer has been developed to further enhance the capacity and capabilities of Tourism Officers in line with Vision, Mission and Objectives of the Tourism Council of Bhutan.

2.2   Purpose

The purpose of the CBF is to define a minimum set of competency (knowledge, skills and abilities) required for a Tourism Officer to achieve a high level of professional competence and deliver the highest standard services.

2.3   Aim

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

2.4   Objectives: -

- Guide recruitment process and succession planning to ensure the right person for the right job.
- Identify skills and knowledge required by Tourism Officers in all proficiency levels.
- Identify the skill gaps of the employees and assist in continuous development and professionalization to deliver their responsibilities effectively and efficiently.
- Assist in effective Human Resource management through rewards and recognition.

**2.5	Framework Development Processes:**

The development of the framework was done through consultative and inclusive processes with the domain experts of the Tourism Council of Bhutan which involved identifying Role Profiles, Competency Areas, Key Competencies, Behavioral Indicators, Proficiency Levels and Training Need Analysis.

Figure 2:- Timeline for the development of CBF

Date	Activity
5th -9th October, 2020	• Capacity Development on CBF
12th October, 2020	• Drafting of CBF Document
26th December, 2020	• Sought comments from domain expert via email
January, 2021	• Incorporated comments • Develop questionnaire and conducted TNA survey
8th-10th January, 2021	• Consultation meeting with the domain experts
February, 2021	• Incorporated comments • Redeveloped TNA questionnaire
14th March, 2021	• Resurvey conducted • TNA survey carried out
1st April, 2021	• DG, TCB and CBF team had a meeting with the Focal Commissioner to update on the progress of the CBF
7th – 9th April, 2021	• Presentation to HR Committee, TCB. • Incorporated comments
20th April, 2021	• Presentation to HR Committee, TCB • Endorsed
4th May, 2021	• Presentation to RCSC

**2.6	Structure**

The CBF of Tourism Officers includes 3 (Three) Role Profiles, 3(Three) Competency Areas, 10 (Ten) Key Competencies, 16 (Sixteen) Behaviour Indicators for 4(Four) Proficiency Levels

Figure 3:- The overview of the framework
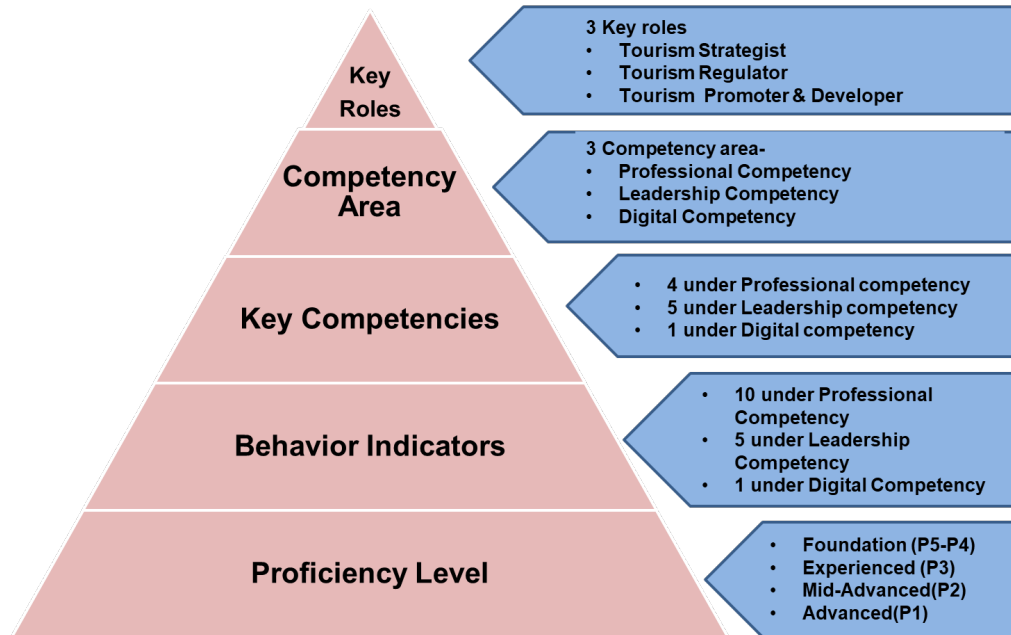
2.6.1 Identification of Key Role

The key role is an organized set of behaviours that are crucial to achieve the current and future goals of the Tourism Council of Bhutan. Following are the key roles expected to be performed by the Tourism Officer:

Sl.No	Key Role
1	Tourism Strategist
2	Tourism Regulator
3	Tourism Promoter and Developer

2.6.1.1 Description of Role Profile

The role profile is the description of roles that a Tourism Officer is expected to demonstrate in achieving the outcomes of the Tourism Council of Bhutan. 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 a Tourism Officer to carry out a prescribed set of tasks.

Role Profile of Tourism Officer

Sl #	Key Role	Role Description
1	Tourism Strategist	1. Develops long term strategic plans, policies and budgeting 2. Provides strategic direction 3. Conducts research and analysis 4. Understands national and international tourism trends 5. Collaborates with industry partners 6. Educates and creates awareness
2	Tourism Regulator	1. Develop and / or Strengthen legislations or regulatory frameworks for tourism 2. Enforces standards 3. Monitors and evaluates plans and programs
3	Tourism Promoter and Developer	1. Develops standards for tourism product, infrastructure and services 2. Diversify tourism products with special emphasis on unique offerings and comparative advantage taking into consideration needs for geographical spread and year-round tourism 3. Provides efficient services 4. Facilitates in capacity building and enhancing skills 5. Understands and promotes Brand Bhutan in line with 'High value, Low volume' tourism

2.6.2 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 Tourism Officer. The framework has identified 3 (three) competency areas as follows: -

Role #	Key Role	Competency Area
1	Tourism Strategist	Professional Competency
2	Tourism Regulator	Professional Competency
3	Tourism Promoter and Developer	Professional Competency
	Common Competency - Tourism Strategist/ Regulator/ Promoter and Developer	
		Leadership Competency
		Digital Competency

2.6.3 Identification of Key Competencies

The key competency is an observable behavior that indicates the presence of the particular competency. It is broadly divided as professional competency, leadership competency and Digital competency. The framework has identified 10 (ten) key competencies as follows: -

Role #	Key Role	Competency Area	Key Competencies
1	1.Tourism Strategist	1.1 Professional Competency	1.1.1 Strategic Planning
			1.1.2 Research and Development
2	2.Tourism Regulator	2.1 Professional Competency	2.1.1 Service, standards and Compliance
3	3. Tourism Promoter and Developer	3.1 Professional Competency	3.1.1 Facilitate, develop and promote
Common Competency - Tourism Strategist/Regulator/Promoter & Developer			
4	4. Tourism Strategist/Regu	4.1 Leadership	4.1.1 Problem Solving and Decision Making

lator/Promoter & Developer	Competency	4.1.2 Coaching and Mentoring
		4.1.3 Collaboration and partnership
		4.1.4 Communication
		4.1.5 Innovation and creativity
	4.2 Digital Competency	4.2.1 Digital knowledge

2.6.4   Identification of Behavioral Indicators

The Behavioral Indicators is the description of competencies based on various proficiency levels. It outlines a collection of desired and observable motives, traits and behaviors when executing or carrying out the assigned task. It serves as a tool to guide evaluations of employee performance. The framework has identified 16(sixteen) behavioral indicators.

Competency Area	Key Competency	Behavior Indicators
Key Role 1: Tourism Strategist		
1.1 Professional Competency	1.1.1 Strategic Planning	1.1.1.1 Demonstrates sound and excellent understanding of tourism policies, regulations and operating procedures, and keeps updated on the latest tourism markets and its trends.
		1.1.1.2 Demonstrates excellent understanding of policies and plans of other relevant agencies
		1.1.1.3 Formulates Tourism Policy, strategic plans to ensure responsible and sustainable tourism development.
	1.1.2 Research and Development	1.1.2.1 Conducts research and analyses to guide tourism development
		1.1.2.2. Provides awareness and education for tourism development
Key Role 2: Tourism Regulator		
	2.1.1 Service,	2.1.1.1 Ensures compliance by tourism service

2.1 Professional Competency	standards and Compliance	providers with standards and quality
		2.1.1.2 Initiates periodic review and evaluation of plans and policies

Key Role 3:Tourism Promoter and Developer		
3.1 Professional Competency	3.1.1 Facilitate, develop and promote	3.1.1.1. Promotes and strengthens brand Bhutan in line with 'High value, Low volume' tourism
		3.1.1.2. Develops an integrated and collaborative mechanism to ensure effective and efficient service delivery
		3.1.1.3. Develops, supports and enhances infrastructure and products.

Common Competencies - Tourism Strategist/Regulator/Promoter & Developer		
Competency Area	**Key Competency**	**Behavior Indicators**
4.1 Leadership Competency	4.1.1 Problem Solving and Decision Making	4.1.1.1 Identifies problems and develops solutions.
	4.1.2 Coaching and Mentoring	4.1.2.1. Identifies team's strengths and areas for development and accordingly motivates, builds and nurtures the potential of individuals.
	4.1.3 Collaboration and partnership	4.1.3.1 Consults and works collaboratively with stakeholders within and outside the agencies to achieve the organizational goals
	4.1.4 Communication	4.1.4.1 Demonstrates the confidence and competence for effective communication to influence/motivate/inspire others to achieve the organizational goals.

	4.1.5 Innovation and creativity	4.1.5.1 Anticipates change and adopts best practices through new technologies and work methods.
4.2 Digital competency	4.2.1 Digital knowledge	4.2.1.1 Digital knowledge and skills to perform duties efficiently in response to the evolving needs of the industry.

Figure 4:- Summary of behavior indicators (16 BI against each Key Role)
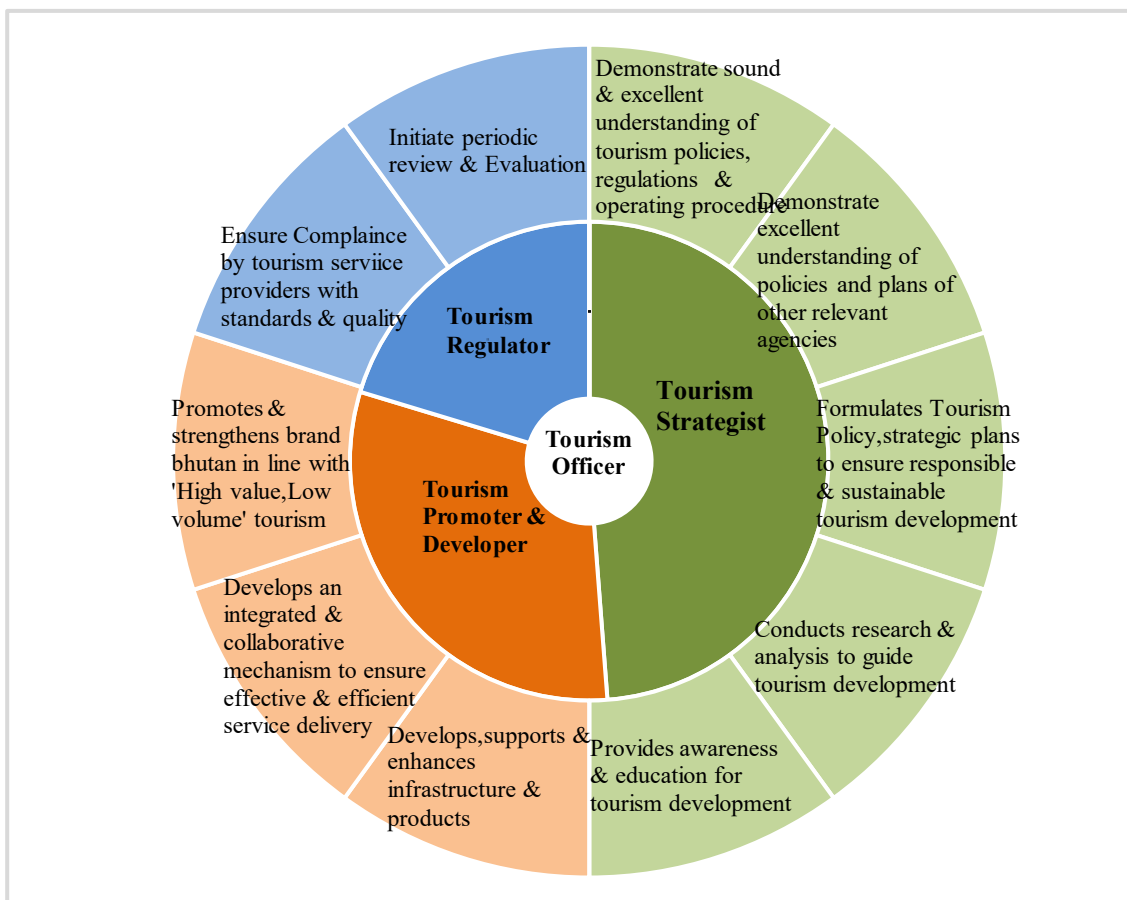
Figure 5: Common Competency Area and Behavioral Indicators for Tourism Strategist/Regulator/Promoter and Developer
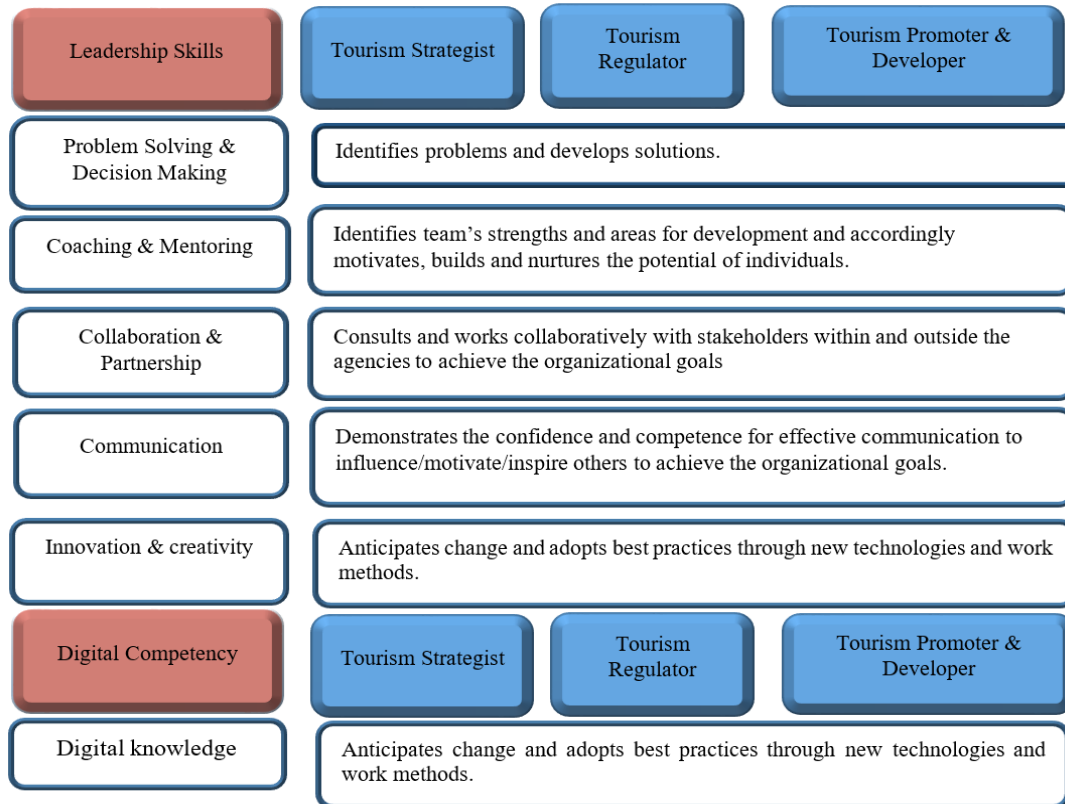
2.6.5   Classification of Proficiency Levels

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 Tourism Officer is categorized into four levels as:

1. Foundation (P5-P4)
2. Experienced (P3)
3. Mid -Advanced (P2)
4. Advanced (P1).

The framework has identified 16(sixteen) 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. As the officials in position levels of P5 & P4 play similar

roles, their proficiency levels are merged together. Further, the proficiency level will set a benchmark for the recruitment and deployment.

Figure 6:- Classification of Proficiency levels
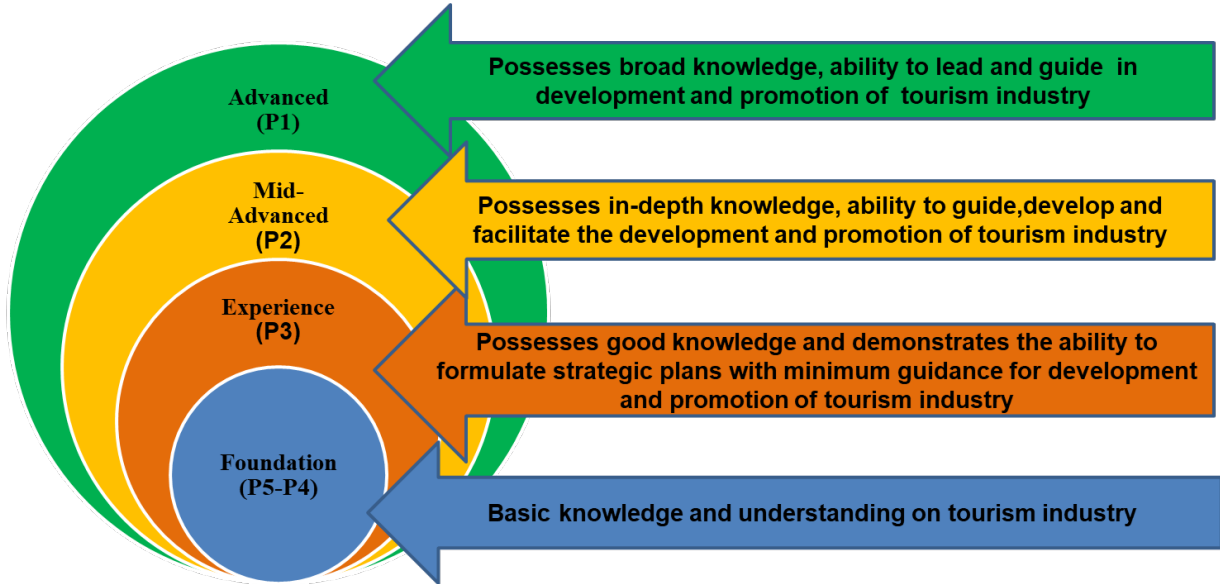
The proficiency levels of each key competency are detailed below:

Key Role 1: Tourism Strategist
Competency Area: 1.1 Professional Competency
Key Competency: 1.1.1 Strategic Planning
Behavior Indicator: 1.1.1.1 Demonstrates sound and excellent understanding of tourism policies, regulations and operating procedures, and keeps updated on the latest tourism markets and its trends

Foundation (P5-P4)	Experienced(P3)	Mid Advanced (P2)	Advanced (P1)
Understands and is aware of the tourism policies, rules and regulations; and keeps updated on the latest tourism markets and its trends.	Understands and is aware of the provisions of the tourism policies, rules and regulations; and keeps updated on the latest tourism markets and its trends.	Well versed with the provision of the tourism policies, rules and regulations; and keeps updated on the latest tourism markets and its trends.	Well versed with the provision of the tourism policies, rules and regulations; and keeps updated on the latest tourism markets and its trends.

Behavior Indicator: 1.1.1.2 Demonstrates excellent understanding of policies and plans of other relevant agencies

Foundation (P5-P4)	Experienced(P3)	Mid-Advanced (P2)	Advanced (P1)
Understands and is aware of the tourism policies, rules and regulations of the relevant agencies	Understands and is aware of the provisions of the of the relevant agencies	Well versed with the provision of the tourism policies, rules and regulations of the relevant agencies	Well versed with the provision of the tourism policies, rules and regulations of the relevant agencies

Behavior Indicator: 1.1.1.3 Formulates Tourism Policy, strategic plans to ensure responsible and sustainable tourism development

Foundation (P5-P4)	Experienced(P3)	Mid-Advanced (P2)	Advanced (P1)
Understands and contributes to formulation of tourism policies and strategic plans with guidance from supervisors	Formulates tourism policies and strategic plans with guidance from supervisors	Guides and facilitates the review and formulation of tourism policies and strategic plans	Leads and directs the review and formulation of tourism policies and strategic plans

Key Competency: 1.1.2 Research and Development

Behavior Indicator: 1.1.2.1 Conducts research and analyses to guide tourism development

Foundation (P5-P4)	Experienced(P3)	Mid-Advanced (P2)	Advanced (P1)
Should have basic research skills and be able to carry out research and analysis with guidance from supervisors.	Should have advanced research skills with the ability to use research tools and be able carry out research and analysis on a wide range of topics.	Should have advanced research skills with the ability to use research tools Guides and facilitates employees in delivering the research needs of the industry	Understands, leads and guides the delivery of research needs of the industry

Behavior Indicator: 1.1.2.2. Provides awareness and education for tourism development

Foundation (P5-P4)	Experienced(P3)	Mid-Advanced (P2)	Advanced (P1)
Understands and	Develops and	Guides and undertakes	Spearheads and guides

supports in conducting awareness and education programs	undertakes education and awareness programs	the development and implementation of education and awareness programs	the development and implementation of education and awareness programs

Key Role 2:Tourism Regulator

Competency Area 2.1 Professional Competency

Key Competency 2.1.1 Service, Standards and Compliance

Behavior Indicator: 2.1.1.1 Ensures compliance by tourism service providers with standards and quality

Foundation (P5-P4)	**Experienced(P3)**	**Mid-Advanced (P2)**	**Advanced (P1)**
Demonstrates adequate understanding and implements the quality assurance provisions with guidance from supervisors	Demonstrates good understanding and implements the quality assurance provision with minimal guidance from supervisors	Demonstrate very good understanding of quality assurance provisions and provide remedial measures for improvement.	Demonstrates expert understanding and leads and guides the compliance with the standards for quality services delivery.
Plans and coordinates assessment and ensures timely submission of assessment reports	Review the standards and reports. Provide advice and support for the implementation of the recommendations to improve the assessment of tourism products and services.	Interprets and advises on the criteria for assessment, reviews and verifies the assessment reports	Oversees leads and guides the overall assessment of tourism products and services.
	Identify gaps and propose recommendations for improvement of assessment systems.	Analyze the recommendations based on international best practices and propose a way forward.	Oversees and leads the implementation of the proposed recommendations for improved assessment of tourism products and services
Plans and coordinates monitoring of tourism products and services	Leads in monitoring of tourism products and services and guides to	Identifies issues and recommends measures to improve the	Understands the implications of proposed

to ensure compliance with standards.	ensure compliance with standards and provides feedback to stakeholders	monitoring of tourism products and services	recommendations and leads the implementation to improve the monitoring of tourism products and services

Behavior Indicator: 2.1.1.2 Initiates periodic review and evaluation of plans and policies

Foundation (P5-P4)	Experienced(P3)	Mid-Advanced (P2)	Advanced (P1)
Assists in regular monitoring of plans and programs	Conducts regular monitoring of plans and programs and identifies areas for improvements	Leads regular monitoring of plans and programs and provides timely feedbacks for improvements	Provides leadership and guides in regular monitoring of plans and programs

Key Role 3: Tourism Promoter and Developer

Competency Area 3.1 Professional Competency

Key Competency 3.1.1 Facilitate, develop and promote

Behavior Indicator: 3.1.1.1. Promotes and strengthens brand Bhutan in line with 'High value, Low volume' tourism

Foundation (P5-P4)	Experienced(P3)	Mid-Advanced (P2)	Advanced (P1)
Understands the core values and characteristics of brand Bhutan	Proficient with the core values and characteristics of brand Bhutan	Expert in brand Bhutan	Champions Brand Bhutan
Understands the concept of nation branding	Knows the concept of nation branding	Executes the concept of nation branding	Advocates the concept of nation branding

Demonstrates adequate knowledge on destination communication and promotion and be able to assist in the development of promotional and communication strategy	Develops promotional and communication strategy in line with the values of Brand Bhutan	Displays excellent knowledge in developing promotional and communication strategy.	Ensures and guides the implementation of communication and promotional strategy according to the values of Brand Bhutan
Understands the concept of media and digital promotion	Develops media and digital promotion plan	Executes media and digital promotion	Ensures and guides the media and digital promotion is in line with the values of Brand Bhutan
Understands the importance of tourism events and be able to assist in managing the events	Conducts and manages tourism events and participation	Leads professional conduct of tourism events and participation	Ensures and guides the conduct of tourism events and participation are in line with the values of Brand Bhutan
Understands the product offerings and experience of Brand Bhutan and be able to disseminate the information to the targeted source market	Convinces on the product offerings and experiences of Brand Bhutan	Persuades the product offerings and experiences of Brand Bhutan	Ensures and leads the products offerings and experiences are in line with the values of Brand Bhutan

Behavior Indicator: 3.1.1.2 Develops an integrated and collaborative mechanism to ensure effective and efficient service delivery

Foundation (P5-P4)	**Experienced(P3)**	**Mid-Advanced (P2)**	**Advanced (P1)**
Identifies and develops network with the tourism industry partners for quality services and products	Reviews and recommends the Tourism Industry partners for quality services and products	Conducts in-depth analysis and provides feedback on the recommendations to enhance networks with	Oversees and leads the implementation of recommendations to enhance networks with Tourism Industry

		Tourism Industry partners for quality services and products	partners for quality services and products
Acknowledges new ideas and challenges and takes initiative to come up with suggestions and recommendations to adapt to the existing procedures and processes to enhance the existing services and products	Acknowledges new ideas and challenges, and draws suggestions/ recommendations to adapt existing procedures and processes to enhance the existing services and products	Reviews ideas and challenges, and provides strategic recommendations to adapt existing procedures and processes to enhance the existing services and products.	Supports and oversees the implementation of strategic recommendations to enhance the existing services and products

Behavior Indicator: 3.1.1.3. Develops, supports and enhances infrastructure and products			
Foundation (P5-P4)	**Experienced(P3)**	**Mid-Advanced (P2)**	**Advanced (P1)**
Understands the importance of product diversification and tourism related infrastructure to provide improved services.	Identifies tourism products and infrastructure development needs and proposes for development and enhancement.	Review and recommends tourism product and infrastructure development proposals	Leads and guides the development and enhancement of tourism product and infrastructure.
Assist in coordinating the development of various products and infrastructure in collaboration with the industry partners.	Coordinates and organizes the implementation of the product and infrastructure development in collaboration with the industry partners.	Reviews and guides the product and infrastructure development in collaboration with the industry partners	Leads and ensures the product and infrastructure development for the improvement of tourism services.

Common Competencies - Tourism Strategist/Regulator/Promoter & Developer

Competency Area: 4.1 Leadership Competency

Key Competency: 4.1.1 Problem Solving & Decision Making

Behavior Indicator: 4.1.1.1 Identifies problems and recommends appropriate interventions

Foundation (P5-P4)	Experienced(P3)	Mid-Advanced (P2)	Advanced (P1)
Identifies issues and contributes ideas and solutions	Undertakes in-depth analysis of issues and proposes potential interventions .	Review and gauges relevant interventions and takes responsibility to address critical situations	Validates the recommendations and supports the implementation

Key Competency: 4.1.2 Coaching and Mentoring

Behavior Indicator: 4.1.2.1. Identifies team's strengths and areas for development and accordingly motivates, builds and nurtures the potential of individuals

Foundation (P5-P4)	Experienced(P3)	Mid-Advanced (P2)	Advanced (P1)
Respect value differences and be open to new ideas for improvement	Reflects critically and puts extra effort to adopt a hands-on approach to achieve team objectives.	Fosters a sense of team spirit by developing a shared understanding, accountability and enthusiasm for the team's work	Provides direction, vision and motivates team members by assigning work based on individual skills.
	Shares credit for team accomplishments and ensures that the contribution of others is recognized.	Ensures the respective strengths of team members are used in order to achieve the team's overall objective.	Helps create a positive team spirit, putting aside personal considerations to help the team achieve its goals.

Key Competency 4.1.3 Collaboration and Partnership			
Behavior indicators: 4.1.3.1. Consults and works collaboratively with stakeholders within and outside the agencies to achieve the organizational goal			
Foundation (P5-P4)	**Experienced(P3)**	**Mid-Advanced (P2)**	**Advanced (P1)**
Understands the stakeholders and takes initiatives to create partnership.	Builds partnership with stakeholders	Strengthens partnership with stakeholders	Nurtures and expands partnerships with stakeholders
Key Competency 4.1.4 Communication			
Behavior indicators: 4.1.4.1 Demonstrates the confidence and competence for effective communication to influence/motivate/inspire others to achieve the organizational goals			
Foundation (P5-P4)	**Experienced(P3)**	**Mid-Advanced (P2)**	**Advanced (P1)**
Possess adequate communications skills	Possesses very good communication skills and uses appropriate channels to influence/motivate/inspire others to achieve the organizational goals.	Possesses excellent communication skills to ensure that appropriate channels are used to influence/motivate/inspire others to achieve the organizational goals.	Ability to influence/motivate/inspire others through excellent communication skills for achieving the organizational goals.
Key Competency 4.1.5 Innovation and Creativity			
Behavior indicators: 4.1.5.1 Anticipates change and adopts best practices through new technologies and work methods			
Foundation (P5-P4)	**Experienced(P3)**	**Mid-Advanced (P2)**	**Advanced (P1)**
Contributes new ideas and perspectives.	Reviews and recommends innovative and feasible solutions	Prioritizes and implements innovative ideas and approaches.	Creates conducive environment for innovation and creativity

Competency Area : 4.2 Digital Competency			
Key Competency : 4.2.1 Digital Knowledge			
Behavior indicators: 4.2.1.1 Digital knowledge and skills to perform duties efficiently in response to the evolving needs of the industry			
Foundation (P5-P4)	Experienced(P3)	Mid-Advanced (P2)	Advanced (P1)
Demonstrates proficiency in utilizing digital platforms/technologies for enhanced performance delivery.	Demonstrates proficiency in utilizing digital platform/technologies for enhanced performance delivery	Demonstrates proficiency in utilizing digital platform/technologies for enhanced performance delivery	Demonstrates proficiency in utilizing digital platform/technologies for enhanced performance delivery

2.7   Training Needs Analysis

The Training Needs is the differences between desired capability and current capability. The Training Needs Analysis is the process of recognizing the skills gap and needs of training. It is the procedure to determine whether the training will bring out the solution to the problem. It ensures that training is targeting the correct competencies, the correct employees and the needs of the Council. The training can reduce, if not eliminate, the gap by equipping the Tourism Officer with knowledge and skills. It should be the shared responsibility of the employee and Council to build and enhance their capability and competency.

The training needs analysis is carried out through Google survey for all Tourism Officers from P5-P1 Positions. The questionnaire consists of both closed and open-ended questions. The questionnaire is based on the identified 16(sixteen) behavioral indicators of three 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.

Figure 5:- Number of officials under each category

The responses were collected from 18 (Eighteen) Officials of which 3 officials are from the Planning and Research Services. The reason for collecting responses from Planning and Research Services is because the core functions of Tourism planning and research is being carried out by this unit, which is the role of the Tourism Officer. Further, they will provide accurate and reliable data on the development of CBF for Tourism Officer.

Figure 6:- Tourism Officer's Competency Analysis as per Qualification
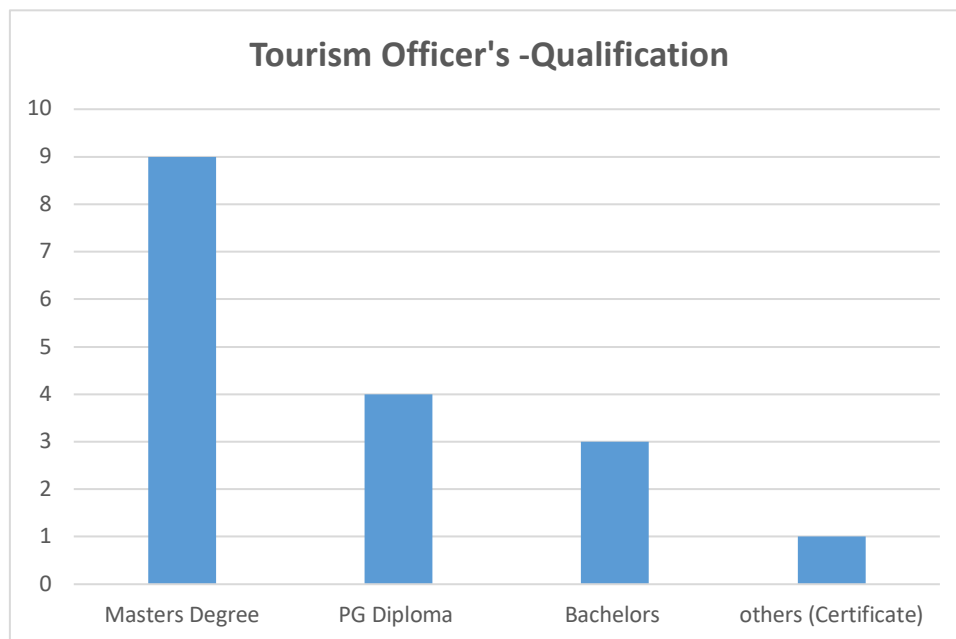
Figure 7: Overview of the Competency Analysis of Tourism Officers
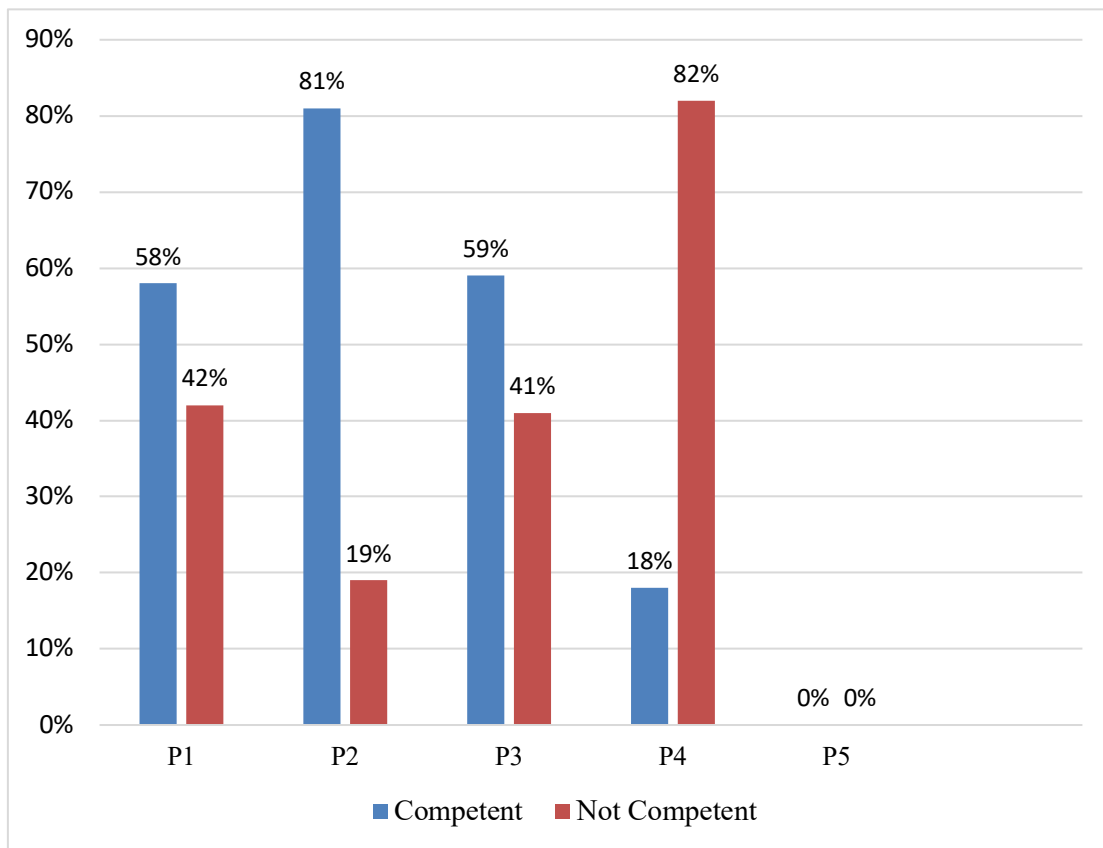
2.7.1 Training Needs Assessment at Foundation Level (P5-P4)

The Training Needs Assessment at the Foundation Level shows the response of P4 level only since there are no P5 level Tourism officers in the organization, therefore the Training Needs Assessment for P5 was not Carried Out.

Role 1: Tourism Strategist					
Key Competencies	**Behavior Indicators**	**Performance (competent/ Not competent)**	**Likely reason for performance gap**	**Competency Development Intervention**	**Learning Objectives**
1.1 Strategic Planning	Demonstrates sound and excellent understanding of tourism policies, regulations and operating procedures, and keeps updated on the latest tourism markets and its trends.	Not Competent	i. Inadequate understanding ii. No proper assessment system to assess the knowledge	i. Orientation on overall tourism policies and specific tourism activities. ii. Training on introduction to Tourism Industry Management	Able to understand and apply the tourism rules and regulations appropriately and priorities the objective of the organization accordingly.
	Demonstrates excellent understanding of policies and plans of other relevant agencies	Not Competent	Inadequate understanding	As and when required	Understands plans and policies of other agencies and apply accordingly
	Formulates Tourism Policy, strategic plans to ensure responsible and sustainable tourism development.	Not Competent	Not in the position to independently formulate strategic plans.	Workshop/training on Tourism planning and Development	i Will be well versed with the organization, mission, vision and goals. ii. Able to formulate strategic plans and policies

1.2 Research and Development	Conducts research and analyses to guide tourism development	Not Competent	lack of Research and Analytical Skills	In-country workshop on basic/foundational course on research including data analytics	Able to carry out research and analyse studies for the development of tourism activities relevant to concerned division.
	Provides awareness and education for tourism development	Not competent	Lack of knowledge and Skills on Advocacy Strategy and Approach	i. Training on advocacy strategy and approach ii. Study tour on the best practices on advocacy strategy and approach	Able to use the research findings for the tourism development and accordingly create awareness.

Role 2:Tourism Regulator

Key Competencies	Behavior Indicators	Performance (competent/ Not competent)	Likely reason for performance gap	Competency Development Intervention	Learning Objectives
2.1 Service, standards and Compliance	Ensures compliance by tourism service providers with standards and quality	Not Competent	i. Lack of knowledge on the minimum set standard for the tourism services providers. ii. Not relevant to their nature of work	i. Induction program for new appointees and employees on lateral transfer ii. Develop collaboration and linkages between organization iii. Training on certification and accreditation of tourism services and products	Gain knowledge and be able to communicate and incorporate the necessary provision while developing other relevant standards, as well as propose new ideas.
	Initiates periodic review and evaluation of plans	Not Competent	No specific relevance to their	Engagement of all officials during the formulation and discussion of Tourism	Understands overall tourism standards and conduct effective monitoring and

	and policies		work	Standards	ensure compliances

Role 3: Tourism Promoter and Developer

Key Competencies	Behavior Indicators	Performance (competent/ Not competent)	Likely reason for performance gap	Competency Development Intervention	Learning Objectives
3.1 Facilitate, develop and promote	Promotes and strengthens brand Bhutan in line with 'High value, Low volume' tourism	Not Competent	Limited knowledge on Destination Branding	i. Training on modern approach to tourism destination branding • Media marketing and analytics • Event management ii. Induction program for new appointees and employees on lateral transfer	Understands and be able to carry out promotional activities according to the tourism trend
	Develops an integrated and collaborative mechanism to ensure effective and efficient service delivery	Not Competent	Limited knowledge and skills on the process to ensure effective and efficient service delivery	Awareness and sensitization on the process to develop an integrated and collaborative mechanism to ensure effective and efficient service delivery	Understands the process and assist in developing integrated collaborative mechanism
	Develops, supports and enhances infrastructure and products.	Not Competent	Lack of knowledge and skills on infrastructure and product diversification	i. Training/Workshop on Tourism product development for new and innovative products such as • Nature based tourism(hiking, bird watching, butterfly tours)	Identifies the importance of product diversification and related tourism infrastructure in line with brand Bhutan and plan

				• Community-based tourism / village tourism / rural tourism/ Agro- tourism/ Ecotourism • Wellness, spiritual, Gastronomy and MICE tourism • Adventure/trekking/kayaking/rafting/ zip lining/mountain biking/cable car/bungee jumping/paragliding and recreational tourism • Sports Tourism ii. Induction program for new appointees and employees on lateral transfer	accordingly to inform future activities
Common Competencies required for Tourism Strategist, Regulator, Promoter and Developer					
4.1 Problem Solving and Decision Making	Identifies problems and develops solutions.	Not Competent	Limited knowledge and skills to analyze and recommends solutions	Consultation and advice from the supervisor and peers	Able to analyse issue and addresses problems independently
4.2 Coaching and Mentoring	Identifies team's strengths and areas for development and accordingly motivates, builds and nurtures the potential of individuals	Not Competent	Inadequate team work spirit	Exercise on team building	Works effectively as a member of a group and to build cooperative effort in a team.
4.3 Collaboration and partnership	Consults and works collaboratively with	Not Competent	i. Limited knowledge in	i. Coaching and mentoring ii. Strengthen stakeholder network and	Able to recognize stakeholders and work

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	stakeholders within and outside the agencies to achieve the organizational goals		stakeholder identification and engagement ii. Lack of experience and understanding	linkages system through consultative workshops and other relevant platforms.	closely and stay connected to achieve the organizational goal
4.4 Communication	Demonstrates the confidence and competence for effective communication to influence/motivate/ inspire others to achieve the organizational goals.	Not Competent	Inadequate skill in effective communication.	i. Exercise on team building ii. Training in communication skills iii. Coaching and Mentoring	Able to express ideas in a very clear manner both orally and in written communication.
4.5 Innovation and creativity	Anticipates change and adopts best practices through new technologies and work methods.	Not Competent	i. Inadequate knowledge and skills ii. Inadequate priority accorded ii. Lack of confidence in communicating	i. Exercise on team building ii. Coaching and Mentoring	Able to identify opportunities to improve ways of doing things to support the achievement of the goal of the organization.
4.6 Digital knowledge	Digital knowledge and skills to	Not Competent	Inadequate knowledge and	i. Training on latest digital and communication skills	Able to perform duties efficiently in response to

	perform duties efficiently in response to the evolving needs of the industry.	skills on digital knowhow and its impact on the performance	ii. Training on implementing existing and emerging digital technologies	the evolving needs

Figure 8:- Summary of Performance Gap at Foundation Level (P5-P4)
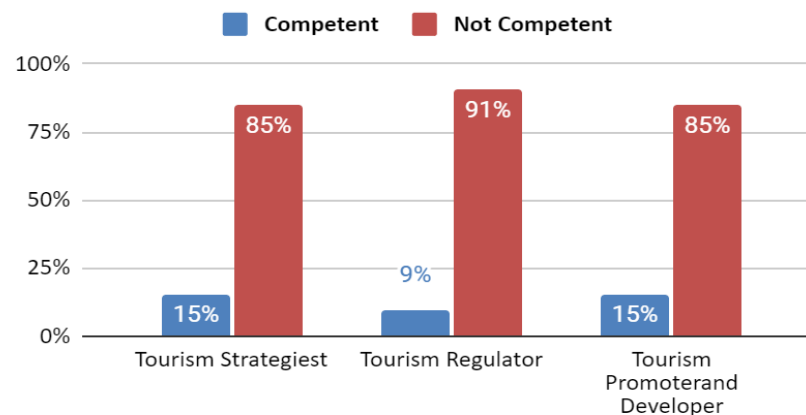
Key Role	Proficiency Level	Competent	Not Competent
Key role 1: Tourism Strategist	Foundation (P5-P4)	1	4
Key Role 2: Tourism Regulator	Foundation (P5-P4)	0	5
Key Role 3: Tourism Promoter and Developer	Foundation (P5-P4)	1	4

2.7.2 Training Needs Assessment at Experienced Level (P3)

Role 1: Tourism Strategist

Key Competencies	Behavior Indicators	Current performance (competent/ Not competent)	Likely reason for performance gap	Competency development intervention	Learning Objectives
1.1 Strategic Planning	Demonstrates sound and excellent understanding of tourism policies, regulations and operating procedures, and keeps updated on the latest tourism markets and its trends.	Competent	NA	NA	NA
	Demonstrates excellent understanding of policies and plans of other relevant agencies	Not Competent	Inadequate understanding	As and when required	Understands plans and policies of other agencies and apply accordingly
	Formulates Tourism Policy, strategic plans to ensure responsible and sustainable tourism development.	Not competent	Limited knowledge and experience in developing Tourism Policy and strategic	i. Training on tourism planning and development ii. In country training on Results based management	Enhance knowledge on effective and efficient strategic plan development.

Key Competencies	Behavior Indicators	Current performance (competent/ Not competent)	Likely reason for performance gap	Competency Development Intervention	Learning Objectives
				plans	
1.2 Research and Development	Conducts research and analyses to guide tourism development	Competent	NA	NA	NA
	Provides awareness and education for tourism development	Competent	NA	NA	NA

Role 2: Tourism Regulator

Key Competencies	Behavior Indicators	Current performance (competent/ Not competent)	Likely reason for performance gap	Competency Development Intervention	Learning Objectives
2.1 Service, standards and Compliance	Ensures compliance by tourism service providers with standards and quality	Competent	NA	i. In-depth training on certification and accreditation of tourism services and products ii. Develop collaboration and linkages between organization and internship with external agencies	Will have updated knowledge and be able to incorporate provisions while formulating/updating standards for the tourism industry.
	Initiates periodic review and evaluation of plans and policies	Competent	NA	NA	NA

Role 3: Tourism Promoter and Developer					
Key Competencies	**Behavior Indicators**	**Current performance (competent/ Not competent)**	**Likely reason for performance gap**	**Competency Development Intervention**	**Learning Objectives**
3.1 Facilitate, develop and promote	Promotes and strengthens brand Bhutan in line with 'High value, Low volume' tourism	Competent	NA	Training on modern approach to tourism, destination marketing and management ● Communication strategy development ● Media marketing and analytics ● Creative content development and management ● Event Management	Will have updated knowledge and be able undertake/develop promotional activities based on the source market needs.
	Develops an integrated and collaborative mechanism to ensure effective and efficient service delivery	Not Competent	Limited collaborative and coordination channel for effective service delivery	i. Training on customer care. ii. Annual Stakeholder meetings. iii. Bilateral meeting with agencies.	i. Will be able to improve the performance standards for service delivery by taking the constructive criticism positively ii. Be able to deliver the service effectively by developing networks with stakeholders. iii. Develop/enhance strong collaboration, coordination, and cooperation (3 Cs) with

					and from the stakeholders
	Develops, supports and enhances infrastructure and products.	Not Competent	i. No specific relevance to their job ii. Inadequate Knowledge on Product development.	i. Training/Workshop on Tourism product development for new and innovative products such as • Nature based tourism(hiking, birdwatching, butterfly tours) • Community-based tourism / village tourism / rural tourism/ Agro- tourism/ Ecotourism • Wellness, spiritual, Gastronomy and MICE tourism • Adventure/trekking/kayaking/rafting/zip lining/mountain biking/cable car/bungee jumping/paragliding and recreational tourism • Sports Tourism ii. Induction program for new appointees and employees on lateral transfer	i. Understands and provides comments and feedback on development of infrastructure and products. ii. Conduct/perform the overall process in developing infrastructure and products
4.Common Competencies required for all three identified roles					
4.1 Problem Solving and Decision Making	Identifies problems and develops solutions.	Competent	NA	NA	NA

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4.2 Coaching and Mentoring	Identifies team's strengths and areas for development and accordingly motivates, builds and nurtures the potential of individuals	Competent	NA	NA	NA
4.3 Collaboration and partnership	Consults and works collaboratively with stakeholders within and outside the agencies to achieve the organizational goals	Competent	NA	Maintain continuous collaboration and linkages with stakeholder to enhance the existing and build new partnership	Develop/enhance strong collaboration, coordination, and cooperation (3 Cs) with and from the stakeholders
4.4 Communication	Demonstrates confidence and competence for effective communication to influence/motivate/inspire others to achieve the organizational goals.	Competent	NA	Continuous Coaching and Mentoring	Build effective communication to influence/motivate/inspire employees to achieve the organizational goals.
4.5 Innovation and creativity	Anticipates change and adopts best practices through new technologies and work methods.	Competent	NA	Training opportunities for enhancement of knowledge on the latest technologies and methods	Understands and implements/recommends the latest technologies skills and methods to develop productive ideas

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4.6 Digital knowledge	Digital knowledge and skills to perform duties efficiently in response to the evolving needs of the industry.	Competent	NA	Training for knowledge and skills enhancement in line with the new tourism trends	Acquire advance/updated knowledge and skills and be able to perform duties efficiently

Figure 9:-Summary of Performance Gap at Experienced Level (P3)
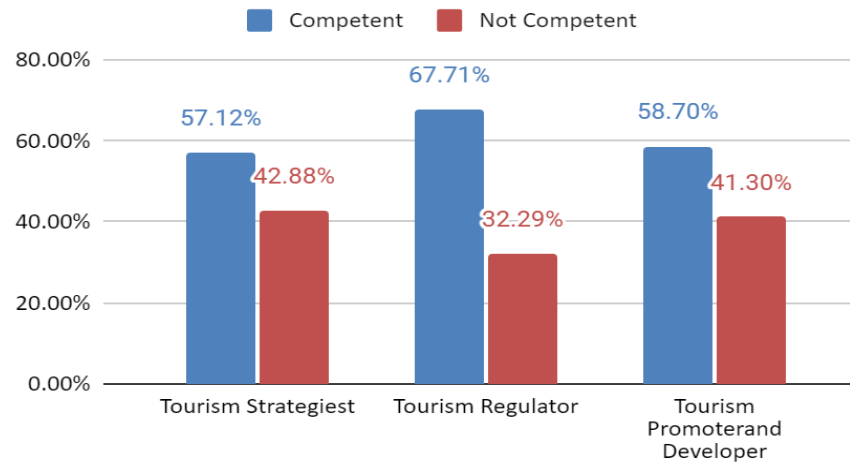
Key Role	Proficiency Level	Competent	Not Competent
Key role 1: Tourism Strategist	Experienced (P3)	3	2
Key Role 2: Tourism Regulator	Experienced (P3)	3	2
Key Role 3: Tourism Promoter and Developer	Experienced (P3)	3	2

2.7.3 Training Needs Assessment at Mid-Advanced Level (P2)

Role 1: Tourism Strategist					
Key Competencies	**Behavior Indicators**	**Current performance (competent/ Not competent)**	**Likely reason for performance gap**	**Competency development intervention**	**Learning Objectives**
1.1 Strategic Planning	Demonstrates sound and excellent understanding of tourism policies, regulations and operating procedures, and keeps updated on the latest tourism markets and its trends.	Competent	NA	NA	NA
	Demonstrates excellent understanding of policies and plans of other relevant agencies	Competent	NA	NA	NA
	Formulates Tourism Policy, strategic plans to ensure responsible and sustainable tourism development.	Competent	NA	Refresher training for advancement in knowledge, skills and ability to formulate tourism policy and strategic plans as per the changing tourism trends ii. Training on Results based management(monitoring &	i. Able to effectively modify and incorporate the change in the plans and strategies as per the requirements ii. Lead in formulating and assist in reviewing Tourism

Key Competencies	Behavior Indicators	Current performance (competent/ Not competent)	Likely reason for performance gap	Competency Development Intervention	Learning Objectives
				evaluation)	policy in light of overall Tourism objectives, milestones, scope and deliverables
1.2 Research and Development	Conducts research and analyses to guide tourism development	Competent	NA	NA	NA
	Provides awareness and education for tourism development	Competent	NA	NA	NA
Role 2: Tourism Regulator					
Key Competencies	**Behavior Indicators**	**Current performance (competent/ Not competent)**	**Likely reason for performance gap**	**Competency Development Intervention**	**Learning Objectives**
2.1 Service, standards and Compliance	Ensures compliance by tourism service providers with standards and quality	Competent	NA	In-depth training on certification and accreditation of tourism services and products	Able to effectively modify and incorporate the change in the standards per the requirements
	Initiates periodic review and evaluation of plans and policies	Competent	NA	NA	NA

Role 3: Tourism Promoter and Developer					
Key Competencies	**Behavior Indicators**	**Current performance (competent/ Not competent)**	**Likely reason for performance gap**	**Competency Development Intervention**	**Learning Objectives**
3.1Facilitate, develop and promote	Promotes and strengthens brand Bhutan in line with 'High value, Low volume' tourism	Competent	NA	In-depth training on modern approach to tourism, destination marketing and management • Communication strategy development • Media marketing and analytics • Creative content development and management	i. Equipped to undertake/develop promotional activities effectively. ii. Able to advise stakeholders in using appropriate tools/approaches for promoting Bhutan in the key source market
	Develops an integrated and collaborative mechanism to ensure effective and efficient service delivery	Competent		I. Workshop on the best practices adopted to deliver effective and efficient service. ii. Attend Tourism and Hospitality investment forum to facilitate development of tourism industry.	Reviews ideas and challenges, and provides strategic recommendations to adapt existing procedures and processes to enhance the existing services and products
	Develops, supports and enhances infrastructure and products.	Competent		i. Learn on customer needs through thorough research and assessment. ii. Advance training/workshop on	Understands customer needs and develop infrastructure and products

				Tourism product development for new and innovative products such as	as per the requirement
				• Nature based tourism(hiking, birdwatching, butterfly tours)	
				• Community-based tourism / village tourism / rural tourism/ Agro- tourism/ Ecotourism	
				• Wellness, spiritual, Gastronomy and MICE tourism	
				• Adventure/trekking/kayaking/rafting/zip lining/mountain biking/cable car/bungee jumping/paragliding and recreational tourism	
				• Sports Tourism	
4.Common Competencies required for all three identified roles					
4.1 Problem Solving and Decision Making	Identifies problems and develops solutions.	Competent	NA	NA	NA
4.2 Coaching and Mentoring	Identifies team's strengths and areas for development and accordingly motivates, builds and nurtures the potential of individuals.	Competent	NA	Training among teammates who have specific strengths to strengthen the skills.	able to increase productivity, improved performance and higher employee engagement

4.3 Collaboration and partnership	Consults and works collaboratively with stakeholders within and outside the agencies to achieve the organizational goals	Competent	NA	Maintain continuous collaboration and linkages with stakeholder to enhance the existing and build new partnership	Develop/enhance strong collaboration, coordination, and cooperation (3 Cs) with and from the stakeholders
4.4 Communication	Demonstrates the confidence and competence for effective communication to influence/motivate/inspire others to achieve the organizational goals.	Competent	NA	NA	NA
4.5 Innovation and creativity	Anticipates change and adopts best practices through new technologies and work methods.	Competent	NA	Advanced training on implementing existing and emerging methods and digital technologies.	Understands and implements/recommends the latest technologies skills and methods to develop productive ideas
4.6 Digital knowledge	Digital knowledge and skills to perform duties efficiently in response to the evolving needs of the industry.	Competent	NA	Enhancement opportunities for knowledge and skills in line with the new tourism trends	i. Collaborate with employee in using technology in enhancing efficiency of organizational operation and management ii. Establish effective operation and management system through the use of technology

Figure 10:-Summary of Performance Gap at Mid-Advanced Level (P2)
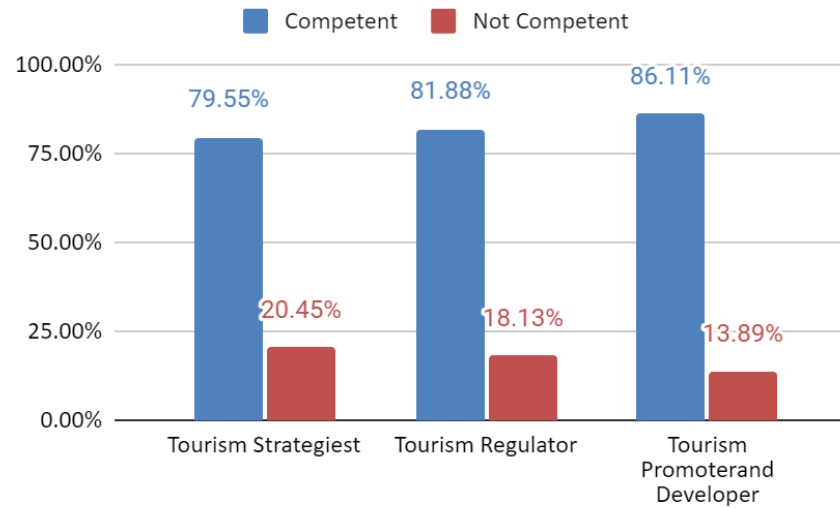
Key Role	Proficiency Level	Competent	Not Competent
Key role 1: Tourism Strategist	Experienced (P2)	4	1
Key Role 2: Tourism Regulator	Experienced (P2)	4	1
Key Role 3: Tourism Promoter and Developer	Experienced (P2)	4	1

2.7.4 Training Needs Assessment at Advanced Level (P1)

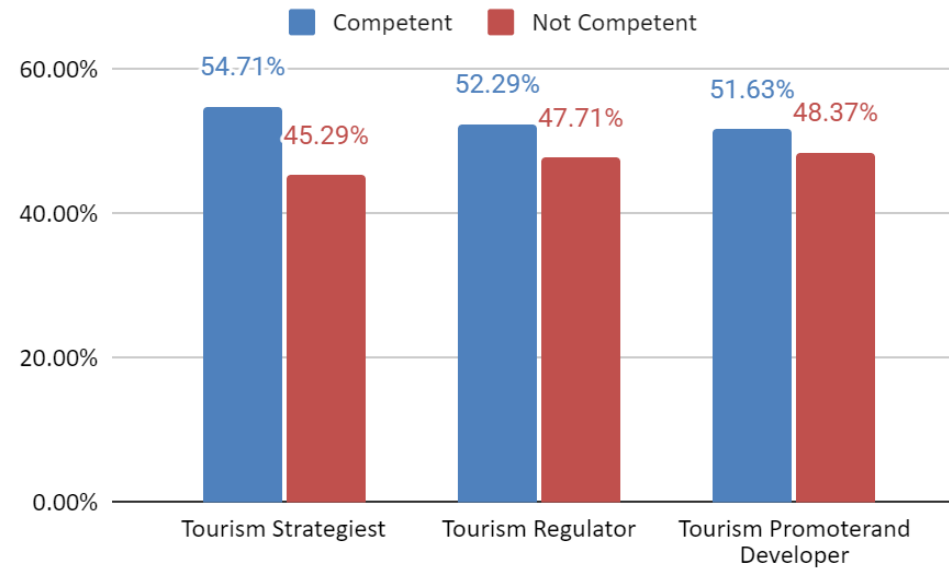| Role 1: Tourism Strategist					
Key Competencies	**Behavior Indicators**	**Performance (competent/ Not competent)**	**Likely reason for performance gap**	**Competency Development Intervention**	**Learning Objectives**
1.1 Strategic Planning	Demonstrates sound and excellent understanding of tourism policies, regulations and operating procedures, and keeps updated on the latest tourism markets and its trends.	Competent	NA	NA	NA
	Demonstrates excellent understanding of policies and plans of other relevant agencies	Competent	NA	NA	NA
	Formulates Tourism Policy, strategic plans to ensure responsible and sustainable tourism development.	Competent	NA	Training programme on Tourism Policy and Strategy to formulate tourism policy and strategic plans as per the changing tourism trends	i. Able to effectively modify and incorporate the change in the plans and strategies as per the requirements ii. Lead reviewing Tourism policy in light of overall Tourism objectives, milestones, scope and deliverables

1.2 Research and Development	Conducts research and analyses to guide tourism development	Competent	NA	NA	NA
	Provides awareness and education for tourism development	Competent	NA	NA	NA
Role 2:Tourism Regulator					
Key Competencies	**Behavior Indicators**	**Performance (competent/ Not competent)**	**Likely reason for performance gap**	**Competency Development Intervention**	**Learning Objectives**
2.1 Service, standards and Compliance	Ensures compliance by tourism service providers with standards and quality	Competent	NA	i. Advanced training on impact assessment of the regulations and standards ii. Institute Monitoring and Evaluation System iii. Training on preparing clear and detailed policy guidelines and standards of procedures	i. Able to advise in carrying out Regulatory/Legislative Impact Assessment. Ii.Lead/guide in preparation of clear and detailed policy guidelines.
	Initiates periodic review and evaluation of plans and policies	Competent	NA	NA	NA

Role 3: Tourism Promoter and Developer					
Key Competencies	**Behavior Indicators**	**Performance (competent/ Not competent)**	**Likely reason for performance gap**	**Competency Development Intervention**	**Learning Objectives**
3.1 Facilitate, develop and promote	Promotes and strengthens brand Bhutan in line with 'High value, Low volume' tourism	Competent	NA	Enhancement of knowledge and skills on destination branding and accordingly take the initiative in branding Bhutan in line with the latest tourism trend	i. Lead initiatives that promote GNH values in the wider community ii. Advise the stakeholders/industry partners and lead in framing documents in destination branding
	Develops an integrated and collaborative mechanism to ensure effective and efficient service delivery	Competent	NA	NA	NA
	Develops, supports and enhances infrastructure and products.	Competent	NA	i. Learn on customer needs through thorough research and assessment. ii. Enhancement of knowledge and skills to guide in the development of new and innovative Tourism product	Understands customer needs and develop infrastructure and products as per the requirement

Common Competencies required for all three identified roles(Strategist, Regulator, Promoter and Developer)					
4.1 Problem Solving and Decision Making	Identifies problems and develops solutions.	Competent	NA	NA	NA
4.2 Coaching and Mentoring	Identifies team's strengths and areas for development and accordingly motivates, builds and nurtures the potential of individuals	Competent	NA	i. Initiate professional reflection and promote learning opportunities with colleagues by conducting training among the teammates to strengthen their skills ii. Training on Coaching and Mentoring	i. Evaluate existing processes and recommend systems to uphold fair and transparent performance management systems. ii. Model a high level of emotional intelligence in dealing with others
4.3 Collaboration and partnership	Consults and works collaboratively with stakeholders within and outside the agencies to achieve the organizational goals	Competent	NA	Maintain continuous collaboration and linkages with stakeholder to enhance the existing and build new partnership	i. Model exemplary practices in professional ethics and conduct and inspire others to follow the best practices ii. Develop/enhance strong collaboration, coordination and cooperation (3 Cs) with and from the stakeholders
4.4Communication	Demonstrates the confidence and competence for effective communication to influence/motivate/inspire others to achieve the	Competent	NA	NA	NA

	organizational goals.				
4.5 Innovation and creativity	Anticipates change and adopts best practices through new technologies and work methods.	Not Competent	Limited skills in developing creatives ideas ensuring potential outcomes	Conduct in depth research and assessment on the best practices of adopting new technologies and work methods.	Understand the best practices and advise/support colleagues in developing effective systems to manage programs, monitor, evaluate and implement the changes in future
4.6 Digital knowledge	Digital knowledge and skills to perform duties efficiently in response to the evolving needs of the industry.	Not Competent	Limited knowledge and skills on digital requirements	Enhancement of digital knowledge to implement existing and emerging methods.	i. Collaborate and lead employee in using technology in enhancing efficiency of organizational operation and management ii. Establish effective operation and management system through the use of technology

Figure 11:- Summary of Performance Gap at Advanced Level (P1)

Key Role	Proficiency Level	Competent	Not Competent
Key role 1: Tourism Strategist	Advanced (P1)	2	1
Key Role 2: Tourism Regulator	Advanced (P1)	2	1
Key Role 3: Tourism Promoter and Developer	Advanced (P1)	2	1

2.7.5 Outcomes of the Training Needs Assessment

The likely reasons for the performance gap were listed below based on the findings: -

- No proper assessment system to assess the knowledge
- Not in the position to independently formulate strategic plans
- Not relevant to their nature of work
- Limited/Lack of Knowledge and Skills: The following are the list of areas where there is limited or lack knowledge and skills.
- Inadequate understanding on Tourism policies, regulations and operating procedures
- Lack of Research and Analytical skills
- Lack of knowledge and Skills on Advocacy Strategy and Approach
- Lack of knowledge on the minimum set standard for the tourism services providers.
- Limited knowledge on Destination Branding
- Limited knowledge and skills on the process to ensure effective and efficient service delivery
- Lack of knowledge and skills on infrastructure and product diversification and development
- Limited knowledge and skills to analyze and recommends solutions
- Inadequate team work spirit
- Limited knowledge in stakeholder identification and engagement
- Lack of experience and understanding in working collaboratively with stakeholders within and outside the agencies to achieve the organizational goals
- Inadequate skill in effective communication.
- Inadequate knowledge and skills
- Inadequate priority accorded
- Lack of confidence in communicating
- Inadequate knowledge and skills on digital knowhow and its impact on the performance
- Limited knowledge and experience in developing Tourism Policy and strategic plans
- Limited collaborative and coordination channel for effective service delivery
- Limited skills in developing creatives ideas ensuring potential outcomes
- Limited knowledge and skills on digital requirements

2.7.6   Methods of Intervention

Based on the findings from TNA, following methods of intervention can be adopted to build the competency and address performance gaps:

1. Induction Program for new appointees and employees on lateral transfer
2. Develop collaboration and linkages between organization and internship with external agencies
3. Encourage Joint Ownership For Continuous Professional Development (CPD)
4. Institute Monitoring and Evaluation System
5. Coaching and Mentoring session
6. Conduct sessions/training on team building
7. Encourage Peer networking
8. On the job training
9. Online learning and attachment with relevant divisions
10. Attachment program with relevant international agencies(UNWTO)
11. Consultation workshop/meeting
12. Promote research culture
13. Provide Short Term Training (STT)
    - Introduction program on Tourism Industry Management
    - Training on Tourism Planning and Development
    - Workshop on research and data analysis
    - Workshop/Training on Advocacy Strategy and Approach
    - Study visit on best practices on Advocacy Strategy and Approaches
    - Training on certification and accreditation of tourism services and products
        - ✓ Training on sustainable tourism accreditation
        - ✓ Quality management in Tourism and hospitality industry
    - Training on modern approach to tourism destination branding
        - ✓ Communication strategy development
        - ✓ Media marketing and analytics
        - ✓ Event Management
- Training/Workshop on Tourism product development for new and innovative products such as
    - ✓ Nature based tourism(hiking, birdwatching, butterfly tours)
    - ✓ Community-based tourism / village tourism / rural tourism/ Agro- tourism/ Ecotourism
    - ✓ Wellness, spiritual, Gastronomy and MICE tourism
    - ✓ Adventure/trekking/kayaking/rafting/zip lining/mountain biking/cable car/bungee jumping/paragliding   and recreational tourism
    - ✓ Sports Tourism
    - Training on latest ICT skills and communication skills
    - In country training on Results Based Management
    - Training on customer care
    - .

- Refresher training on development of tourism policy and strategic plans as per the changing tourism trends
- Study tour/ workshop on the best practices adopted to deliver effective and efficient service.
- Executive Training Programme on Tourism Policy and Strategy
- Advanced training on impact assessment of the regulations and standards.
- Refresher training course on research skills and new methods

2.7.7 List of Mandatory Competency Development Interventions (CDI)

The list of mandatory competency development intervention includes formal classroom short-term training, induction programme, workshop and seminars, conference, coaching and mentoring, online learning, attachment, On-the-job training etc. These are determined from the above training needs analysis.

Foundation Level (P5-P4)			
Key Role	**Name of CDI**	**Duration**	**Methods of Intervention**
Tourism Strategist	I. Orientation on overall tourism policies and specific tourism activities. ii. Training on Introduction to Tourism Industry Management	2 weeks	i. Induction Program for new appointees and employees on lateral transfer ii. Short term Training
	Workshop/training on Tourism planning and development	1 month	i. Short term training ii. On the job training
	In-Country workshop on basic / foundational course on research including data analytics	1-2 weeks	i. Workshop
	i. Training on advocacy strategy and approach ii. Workshop/Training on the best practices on Advocacy Strategy and Approach	1 Week	i. Workshop /Training
Tourism Regulator	i. Induction Program for new	As and when	i. Induction Program for new

	appointees and employees on lateral transfer ii. Develop collaboration and linkages between organization iii. Training on certification and accreditation of tourism services and products • Training on sustainable tourism accreditation • Quality management in Tourism and hospitality industry	new employees are recruited	appointees and employees on lateral transfer ii. Short term training/workshop iii. On the job training
	Engagement of all officials during the formulation and discussion of Tourism Standards	As and when required	I. Coaching and mentoring from supervisors ii. Online learning iii. Attachment with relevant divisions iv. On-the-job training
Tourism Promoter and Developer	Training on modern approach to tourism, destination branding • social media marketing and analytics • Event Management	1 month	i. Short Term Training ii. Attend online course iii. On the job training
	Awareness and sensitization on the process for collaborative mechanism to ensure effective and efficient service delivery	As and when required	i. Induction Program for new appointees and employees on lateral transfer. ii. On the job training
	Training/Workshop on Tourism product development for new and innovative products such as • Nature based	1 month	i. Short term Training ii. Workshop

			iii. On the job training iv. Study tour
	tourism(hiking, birdwatching, butterfly tours) ● Community-based tourism / village tourism / rural tourism/ Agro- tourism/ Ecotourism ● Wellness, spiritual, Gastronomy and MICE tourism ● Adventure/trekking/kayaking/rafting/zip lining/mountain biking/cable car/bungee jumping/paragliding and recreational tourism ● Sports Tourism		
Tourism Strategist/Regulator/Promoter and Developer	Consultation and advice from the supervisor and peers	Frequently	i. Coaching and Mentoring session ii. Peer Networking
	Exercise on team building	1 week	I. Retreat/picnic ii. Workshop on team building
	Strengthen stakeholder network and linkages system through consultative workshops and other relevant platforms.	Frequently	I. In-house session ii. Continuous coaching and mentoring from supervisors iii. Collaboration and Linkage through meetings
	i. Training on latest digital and communication skills ii. Training on implementing existing and emerging digital technologies	1-2 weeks	i. Short Term training

Experienced Level (P3)			
Tourism Strategist	i. Training on tourism planning and development ii. Training on Results based management	1-2 weeks	i. Short term training ii. Attachment program with international agencies ii. In country training
Tourism Regulator	In-depth training on certification and accreditation of tourism services and products • Training on sustainable tourism accreditation • Quality management in Tourism and hospitality industry ii. Develop collaboration and linkages between organization and internship with external agencies	i.1-2 weeks ii. 3 months	i. Training/Workshop ii. Collaboration and linkages iii. Internship with external agencies
Tourism Promoter and Developer	Training on modern approach to tourism, destination marketing and management • Communication strategy development • Media marketing and analytics • Creative content development and management • Event Management	1-2 months	i. Training/ Workshop ii. Seminar iii. On the job training

	I. Training on customer care. ii. Annual Stakeholder meetings. iii.Bilateral meeting with agencies.	1-2 weeks	i. Training/Workshop ii. Consultation workshop/meeting
	i. Training/Workshop on Tourism product development for new and innovative products such as • Nature based tourism(hiking, birdwatching, butterfly tours) • Community-based tourism / village tourism / rural tourism/ Agro- tourism/ Ecotourism • Wellness, spiritual, Gastronomy and MICE tourism • Adventure/trekking/kayaking/rafting/zip lining/mountain biking/cable car/bungee jumping/paragliding and recreational tourism • Sports Tourism	i. 1-2 weeks ii.1 week iii.1 month	i. In-house consultation workshop/meeting ii. Induction Program for new Appointees and Employees on Lateral Transfer iii. Training/Workshop/ Seminar iv. Internship program with international agencies
Tourism Strategist/Regulator/Promoter and Developer	Collaboration and linkages with stakeholder to enhance the existing and build new partnership	As and when required	Institutional linkages
	Training opportunities for enhancement of knowledge on the latest technologies and methods	1-2 weeks	Training/Workshop
	Training for knowledge and skills enhancement in line with the new		

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	tourism trends		
Mid - Advanced Level (P2)			
Tourism Strategist	i. Refresher training for advancement in knowledge, skills and ability to formulate tourism policy and strategic plans as per the changing tourism trends ii. Training on Results based management(monitoring & evaluation)	1 month	i. Refresher training ii. Internship program with international agencies iv. In-country training
Tourism Regulator	In-depth training on certification and accreditation of tourism services and products • Training on sustainable tourism accreditation • Quality management in Tourism and hospitality industry	1-2 weeks 3- 6 months	i. Refresher training/workshop ii. Collaboration and linkages iii. Internship with external agencies
Tourism Promoter and Developer	In-depth training on modern approach to tourism, destination marketing and management • Communication strategy development • Media marketing and analytics • Creative content development and management	1 month	i. Training/Workshop ii. Coaching and Mentoring session iii. Internship program with international agencies
	i. Workshop on the best practices adopted to deliver effective and efficient service. ii. Attend Tourism and Hospitality	1-2 weeks	Study tour/ workshop/Seminar

	investment forum to facilitate development of tourism industry		
	Learn on customer needs through thorough research and assessment.	1-2 weeks	i. Collaboration and Linkages ii. In-house Research and assessment
	Advance training/workshop on Tourism product development for new and innovative products such as • Nature based tourism(hiking, bird watching, butterfly tours) • Community-based tourism / village tourism / rural tourism/ Agro- tourism/ Ecotourism • Wellness, spiritual, Gastronomy and MICE tourism • Adventure/trekking/kayaking/rafting/zip lining/mountain biking/cable car/bungee jumping/paragliding and recreational tourism • Sports Tourism	1 month	i. Training/Workshop/seminar ii. Internship program with international agencies
Tourism Strategist/Regulator/Promoter and Developer	Training among teammates who have specific strengths to strengthen the skills.	As and when required	i. Workshop ii. Coaching & mentoring session
	Maintain continuous collaboration and linkages with stakeholder to enhance the existing and build new partnership	As and when required	Institutional linkages

	Advanced training on implementing existing and emerging methods and digital technologies.	1-2 weeks	Training/Workshop
	Enhancement opportunities for knowledge and skills in line with the new tourism trends		

Advanced Level (P1)			
Tourism Strategist	Training programme on Tourism Policy and Strategy to formulate tourism policy and strategic plans as per the changing tourism trends	1-2 weeks	Training/Workshop/Seminar/conference
Tourism Regulator	i. Advanced training on impact assessment of the regulations and standards ii. Institute Monitoring and Evaluation System	1-2 weeks	i. Training/Workshop
	Training on preparing clear and detailed policy guidelines	1- 2 weeks	i. In- house consultative workshop
Tourism Promoter and Developer	Enhancement of knowledge and skills on destination branding and accordingly take the initiative in branding Bhutan in line with the latest tourism trend	Frequently	i. In-depth desk research ii. Training/workshop
	Customer need assessment through thorough research and assessment.	frequently	i. Collaboration and Linkages ii. In-house Research and assessment
	Enhancement of knowledge and skills to guide in the development of new and innovative Tourism product	1-2 weeks	In-depth training/workshop
Tourism Strategist/Regulato	Initiate professional reflection and promote learning opportunities	Once/twice a	In-house workshop/Retreat

r/Promoter and Developer	with colleagues by conducting training among the teammates to strengthen their skills	year	
	Training on Coaching and Mentoring	1-2 weeks	Coaching and Mentoring
	Maintain continuous collaboration and linkages with stakeholder to enhance the existing and build new partnership	as when required	Collaboration and Network
	Conduct in depth research and assessment on the best practices of adopting new technologies and work methods.	1-2 weeks	i. Online learning
	Enhancement of digital knowledge to implement existing and emerging methods.	1-2 weeks	i. Online Training ii. On the job training

2.7.8 List of Mandatory Long Term Training (Specialization)

Course Priority	Course Title	Priority			Number of Slots
		Immediate (2020-21)	Medium (2021-22)	Long-term (2023++) 2023-2031	
1	Master's in Tourism Management and Planning		2	3	5
2	Masters in Digital Tourism Marketing and Innovation		2	2	4
3	MBA in Tourism Management		1	2	3
4	Masters in International Tourism and Hospitality Management		1	2	3

2.7.9 Developing Learning Objectives

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

Foundation Level (P5-P4)		
Sl. #	**Training/CDI**	**Learning Objectives**
1	i. Orientation on overall tourism policies and specific tourism activities. ii. Training on introduction to Tourism Industry Management	Able to understand and apply the tourism rules and regulations appropriately and prioritize the objective of the organization accordingly.
2	Workshop/training on Tourism planning and development	i. Will be well versed with the organization, mission, vision and goals. ii. Able to formulate strategic plans and policies
3	In-Country workshop on basic / foundational course on research including data analytics	Able to carry out research and analyze studies for the development of tourism activities relevant to concerned division.
4	i. Training on advocacy strategy and approach ii. Workshop/Training on the best practices on Advocacy Strategy and Approach	Able to use the research findings for the tourism development and accordingly create awareness.
5	i. Induction program for new appointees and employees on lateral transfer ii. Develop collaboration and linkages between organization iii. Training on certification and accreditation of tourism services and	Gain knowledge and be able to communicate and incorporate the necessary provision while developing other relevant standards, as well as propose new ideas.

	products • Training on sustainable tourism accreditation • Quality management in Tourism and hospitality industry	
6	Engagement of all officials during the formulation and discussion of Tourism Standards	Understands overall tourism standards and conduct effective monitoring and ensure compliances
7	i.Training on modern approach to tourism destination branding • Media marketing and analytics • Event management ii. Induction program for new appointees and employees on lateral transfer	Understands and be able to carry out promotional activities effectively according to the global tourism trend
8	Awareness and sensitization on the process to develop an integrated and collaborative mechanism to ensure effective and efficient service delivery	Understands the process and assist in developing integrated collaborative mechanisms
9	i. Training/Workshop on Tourism product development for new and innovative products such as • Nature based tourism(hiking, birdwatching, butterfly tours) • Community-based tourism / village tourism / rural tourism/ Agro-tourism/ Ecotourism • Wellness, spiritual, Gastronomy and MICE tourism • Adventure/trekking/kayaking/rafting	Identifies the importance of product diversification and related tourism infrastructure in line with brand Bhutan and plan accordingly to inform future activities

Sl. #	Training/CDI	Learning Objectives
	/zip lining/mountain biking/cable car/bungee jumping/paragliding and recreational tourism • Sports Tourism ii. Induction program for new appointees and employees on lateral transfer	
10	Consultation and advice from the supervisor and peers	Able to analyze issue and addresses problems independently
11	Exercise on team building	Works effectively as a member of a group and to build cooperative effort in a team.
12	i. Coaching and mentoring ii. Strengthen stakeholder network and linkages system through consultative workshops and other relevant platforms.	Able to recognize stakeholders and work closely and stay connected to achieve the organizational goal
13	i. Exercise on team building ii. Training in communication skills iii. Coaching and Mentoring	Able to express ideas in a very clear manner both orally and in written communication.
14	i.Exercise on team building ii. Coaching and Mentoring	Able to identify opportunities to improve ways of doing things to support the achievement of the goal of the organization.
15	i.Training on latest digital and communication skills ii. Training on implementing existing and emerging digital technologies	Able to perform duties efficiently in response to the evolving needs

Experienced Level (P3)		
Sl. #	**Training/CDI**	**Learning Objectives**
1	As and when required	Understands plans and policies of other agencies and apply accordingly

2	i. Training on tourism planning and development ii. In country training on Results based management	Enhances knowledge on effective and efficient strategic plan development.
3	In-depth training on certification and accreditation of tourism services and products • Training on sustainable tourism accreditation • Quality management in Tourism and hospitality industry i. Develop collaboration and linkages between organization and internship with external agencies	Will have updated knowledge and be able to incorporate provisions while formulating/updating standards for the tourism industry.
4	Training on modern approach to tourism, destination marketing and management • Communication strategy development • Media marketing and analytics • Creative content development and management • Event Management	Will have updated knowledge and be able undertake/develop promotional activities based on the source market needs.
5	i. Training on customer care. ii. Annual Stakeholder meetings. iii. Bilateral meeting with agencies.	Will be able to improve the performance standards for service delivery by taking the constructive criticism positively Be able to deliver the service effectively by developing networks with stakeholders. Develops/enhances strong collaboration, coordination, and cooperation (3 Cs) with and from the stakeholders

6	i. Training/Workshop on Tourism product development for new and innovative products such as • Nature based tourism(hiking, birdwatching, butterfly tours) • Community-based tourism / village tourism / rural tourism/ Agro-tourism/ Ecotourism • Wellness, spiritual, Gastronomy and MICE tourism • Adventure/trekking/kayaking/rafting /zip lining/mountain biking/cable car/bungee jumping/paragliding and recreational tourism • Sports Tourism	i. Understands and provides comments and feedback on development of infrastructure and products. ii. Conducts/performs the overall process in developing infrastructure and products
7	Maintain continuous collaboration and linkages with stakeholder to enhance the existing and build new partnership	Develops/enhances strong collaboration, coordination, and cooperation (3 Cs) with and from the stakeholders
8	Continuous Coaching and Mentoring	Builds effective communication to influence/motivate/inspire employees to achieve the organizational goals.
9	Training opportunities for enhancement of knowledge on the latest technologies and methods	Understands and implements/recommends the latest technologies skills and methods to develop productive ideas
10	Training for knowledge and skills enhancement in line with the new tourism	Acquires advance/updated knowledge and skills and be able to perform duties efficiently

Sl. #	Training/CDI	Learning Objectives
	trends	

Sl. #	Training/CDI	Learning Objectives
1	i.Refresher training for advancement in knowledge, skills and ability to formulate tourism policy and strategic plans as per the changing tourism trends ii. Training on Results based management(monitoring & evaluation)	Able to effectively modify and incorporate the change in the plans and strategies as per the requirements Leads in formulating and assist in reviewing Tourism policy in light of overall Tourism objectives, milestones, scope and deliverables
2	In-depth training on certification and accreditation of tourism services and products • Training on sustainable tourism accreditation • Quality management in Tourism and hospitality industry	Able to effectively modify and incorporate the change in the standards per the requirements
3	• In-depth training on modern approach to tourism, destination marketing and management • Communication strategy development • Media marketing and analytics • Creative content development and management	Equipped to undertake/develop promotional activities effectively. Able to advise stakeholders in using appropriate tools/approaches for promoting Bhutan in the key source market

4	i.Workshop on the best practices adopted to deliver effective and efficient service. ii. Attend Tourism and Hospitality investment forum to facilitate development of tourism industry	Reviews ideas and challenges, and provides strategic recommendations to adapt existing procedures and processes to enhance the existing services and products
5	i. Learn on customer needs through thorough research and assessment. ii.Advance training/workshop on Tourism product development for new and innovative products such as ● Nature based tourism(hiking, birdwatching, butterfly tours) ● Community-based tourism / village tourism / rural tourism/ Agro-tourism/ Ecotourism ● Wellness, spiritual, Gastronomy and MICE tourism ● Adventure/trekking/kayaking/rafting /zip lining/mountain biking/cable car/bungee jumping/paragliding and recreational tourism ● Sports Tourism	Understands customer needs and develop infrastructure and products as per the requirement
6	Training among teammates who have specific strengths to strengthen their skills.	Able to increase productivity, improved performance and higher employee engagement
7	Maintain continuous collaboration and linkages with stakeholder to enhance the	Develops/enhances strong collaboration, coordination, and cooperation (3 Cs) with and

	existing and build new partnership	from the stakeholders
8	Advanced training on implementing existing and emerging methods and digital technologies.	Understands and implements/recommends the latest technologies skills and methods to develop productive ideas
9	Enhancement opportunities for knowledge and skills in line with the new tourism trends	Collaborates with employee in using technology in enhancing efficiency of organizational operation and management

Establishes effective operation and management system through the use of technology |

Advanced Level (P1)		
Sl. #	**Training/CDI**	**Learning Objectives**
1	Training programme on Tourism Policy and Strategy to formulate tourism policy and strategic plans as per the changing tourism trends	i.Able to effectively modify and incorporate the change in the plans and strategies as per the requirements

ii. Leads reviewing Tourism policy in light of overall Tourism objectives, milestones, scope and deliverables |
| 2 | i.Advanced training on impact assessment of the regulations and standards

ii.Institute Monitoring and Evaluation System

iii. Training on preparing clear and detailed policy guidelines | i. Advices in carrying out Regulatory/Legislative Impact Assessment.

Ii.Leads/guides in preparation of clear and detailed policy guidelines. |
| 3 | Enhancement of knowledge and skills on destination branding and accordingly take | Leads initiatives that promote GNH values in the wider community |

	the initiative in branding Bhutan in line with the latest tourism trend	Advises the stakeholders/industry partners and lead in framing documents in destination branding
4	i.Learn on customer needs through thorough research and assessment. ii. Enhancement of knowledge and skills to guide in the development of new and innovative Tourism product	Understands customer needs and develop infrastructure and products as per the requirement
5	i. Initiate professional reflection and promote learning opportunities with colleagues by conducting training among the teammates to strengthen their skills ii. Training on Coaching and Mentoring	Evaluates existing processes and recommend systems to uphold fair and transparent performance management systems. Models a high level of emotional intelligence in dealing with others
6	Maintain continuous collaboration and linkages with stakeholder to enhance the existing and build new partnership	i.Models exemplary practices in professional ethics and conduct and inspire others to follow the best practices ii. Develops/enhances strong collaboration, coordination and cooperation (3 Cs) with and from the stakeholders
7	Conduct in depth research and assessment on the best practices of adopting new technologies and work methods.	Understands the best practices and advise/support colleagues in developing effective systems to manage programs, monitor, evaluate and implement the changes in future
8	Enhancement of digital knowledge to implement existing and emerging methods.	i. Collaborates and lead employee in using technology in enhancing efficiency of organizational operation and management

		ii. Establishes effective operation and management system through the use of technology

2.8 Implementation of Competency based Framework

The implementation of training and other CDI is based on the mandatory CDI listed under section 2.7.7 of this document. The mandatory list of CDI includes all the interventions that are found to be "Not Competent" under the Training Needs Analysis. In addition, the CDI that are found to be "Competent" is also listed in a separate table, mainly because of the constantly evolving nature of the tourism industry, involving multi-stakeholders, it is imperative to remain regularly updated on the latest tourism trends. Therefore, though competent, the training has been identified to enhance the Knowledge, Skills and Ability of the Tourism officers in order to improve the performance.

However, for implementation, it has to be prioritized based on the following:

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

For implementation, the prioritization has been carried out through consultations with the domain experts.

Table I:- Prioritized Training Need for Not Competent BI at different proficiency level

sl.no	Competency Development Intervention	Proficiency Level	Resource Allocation
1	Orientation on overall tourism policies and specific tourism activities	P5-P4	RGoB
2	Workshop/training on Tourism planning and development	P5-P3	RGoB/External Funding
3	Workshop/Training on basic / foundational course on research including data analytics	P5-P4	RGoB

4	Training on advocacy strategy and approach	P5-P4	RGoB
5	Training on certification and accreditation of tourism services and products	P5-P4	RGoB
6	Engagement of all officials during the formulation and discussion of Tourism Standards	P5-P4	RGoB
7	Training on modern approach to tourism, destination branding	P5-P4	RGoB/External Funding
8	Awareness and sensitization on the process to develop an integrated and collaborative mechanism to ensure effective and efficient service delivery	P5-P3	RGoB/External Funding
9	Training/Workshop on Tourism product development for new and innovative products	P5-P3	RGoB/External Funding
10	Team building exercise	P5-P4	RGoB
11	Strengthen stakeholder network and linkages system through consultative workshops and other relevant platforms.	P5-P4	RGoB
12	Training on latest digital and communication skills	P5-P4, P1	RGoB/External Funding
13	Conduct in depth research and assessment on the best practices of adopting new technologies and work methods	P1	RGoB

Table II:-Prioritized enhancement Training Need for Competent BI

sl.no	Competency Development Intervention	Proficiency Level	Resource Allocation
1	i. Refresher training for advancement in knowledge, skills and ability to formulate tourism policy and strategic plans as per the	P2-P1	RGoB/External funding

	changing tourism trends ii. Training on Results based management(monitoring & evaluation)		
2	In-depth training on certification and accreditation of tourism services and products	P3-P2	RGoB/External funding
3	In-depth training on modern approach to tourism, destination marketing and management	P3-P2	RGoB/External funding
4	Advance training/workshop on Tourism product development for new and innovative products	P3-P2	RGoB/External funding
5	Advanced training on impact assessment of the regulations and standards	P2-P1	RGoB/External funding
6	Enhancement of knowledge and skills on destination branding and accordingly take the initiative in branding Bhutan in line with the latest tourism trend	P1	RGoB/External funding
7	Enhancement of knowledge and skills to guide in the development of new and innovative Tourism product	P1	RGoB/External funding
8	Training on Coaching and Mentoring	P2-P1	RGoB
9	Training opportunities for enhancement of knowledge on the latest technologies and methods	P3-P2	RGoB/External funding
10	Training for knowledge and skills enhancement in line with the new tourism trends	P3-P2	RGoB/External funding

2.9 Key considerations

1. Support from the Royal Civil Service Commission in terms of Human and Budgetary resources.

2. The OD exercise conducted in 2019 does not recommend:-
- Any additional staff for the 12FYP, however, there is a need to re-visit the staffing to ensure proper succession planning and development as there are no regular employees serving in P5 position.

- The 3/3 Council Meeting approved to create a Meetings, Incentives, Conferences and Exhibitions(MICE) Division in TCB to function as Bhutan Convention Bureau (BCB).

3. It is recommended that any fresh recruits (entry position) from 12th FYP onwards, the candidate with Tourism and Hospitality background be given priority to professionalize the position by the Royal Civil Service Commission (RCSC)

4. The capacity of the Tourism Officers should be enhanced on regular intervals to cope up with the global changing trends in Tourism and Hospitality industry, being dynamic in nature.

5. Training Need Analysis survey indicated that 82% of the Tourism Officers at P5-P4 proficiency Level are not adequate/competent therefore there is a need to prioritize the capacity development at Foundation level.

2.10 Recommendations:

Capacity building is the continuous process of building Knowledge, Skills and Abilities and other resources to carry out the task competently.

To have an efficient and cost effective capacity development program the following steps are recommended:

- **Succession Planning**: Recruitment / placement of officials in P5 level for TCB to ensure succession planning.

- **Capacity-building exercise**: The capacity-building exercise should be as participatory as possible to include the opinions of all officials in the organization to create ownership in the development process and be more responsible for the outcome.

- **Methods of Intervention**: It is recommended that trainings identified under CBF needs to be implemented with the following methods of interventions:

   ✓ **On the Job Training**

✓ **Online training programs**

✓ **Institutional linkages and collaboration with Tourism Training Institutes for attachment programs**

✓ **Coaching and Mentoring** Continuous consultation with the supervisor and peers.

- **Monitoring and Evaluation**: Conducting training needs assessment and results with clear set of M&E mechanisms in place. Such system in place would create a strong learning culture, promote professionalism and personal growth.

- **Accountability:** Institute accountability system through clearly stated goals and responsibilities. The implementation of accountability facilitates better performance and efficiency

Figure 12:-Recommendations on efficient and cost effective Capacity Development Program
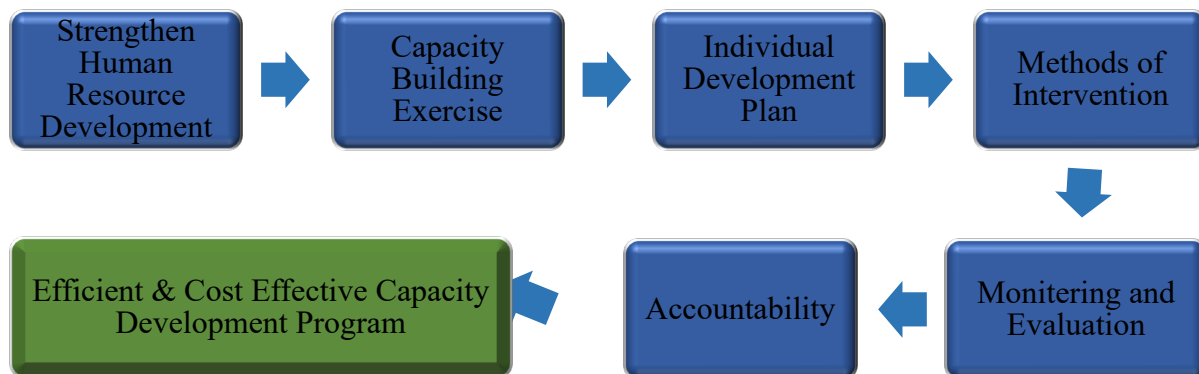
2.11   Conclusion

Tourism is the priority sector and the second highest revenue generator in the country. Keeping the importance of the sector in mind, the Tourism Council of Bhutan had carried out intensive discussion to develop the competency framework for the tourism officer and identified three role profiles, three competency areas, ten key competencies and sixteen behavior indicators.

The framework will be a reference to prioritize and implement interventions to strengthen capacity of the existing tourism officer and recruit competent new and lateral transfer of tourism officers to deliver the highest standard of services to achieve the aims and objectives of the organization and therefore, contribute towards Nation building in-line with the values of Gross National Happiness.

The TNA survey was developed and circulated amongst the existing tourism officers to gather correct findings, identify the performance gaps and the training required to carry out the work effectively. Based on the findings, the details were listed and training needs were prioritized in consultation with the domain experts and Human Resources Committee. The implementation of the interventions to strengthen the competency of the tourism officer will be conducted within the targeted set timeline.

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