

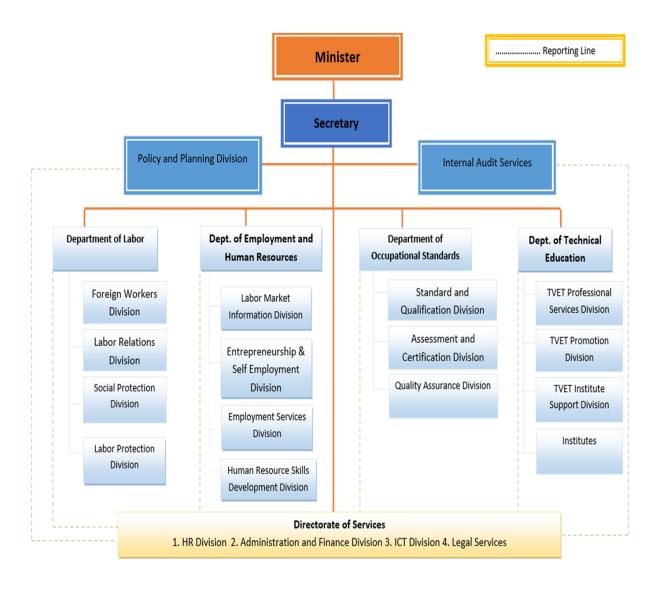


্ব অশ্বলাঞ্জ্বলেশা ব্যক্ষ্রেশ্বশ্বদ্বিদ। Ministry of Labour and Human Resources

Royal Government of Bhutan



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



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

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

Background

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

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

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

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



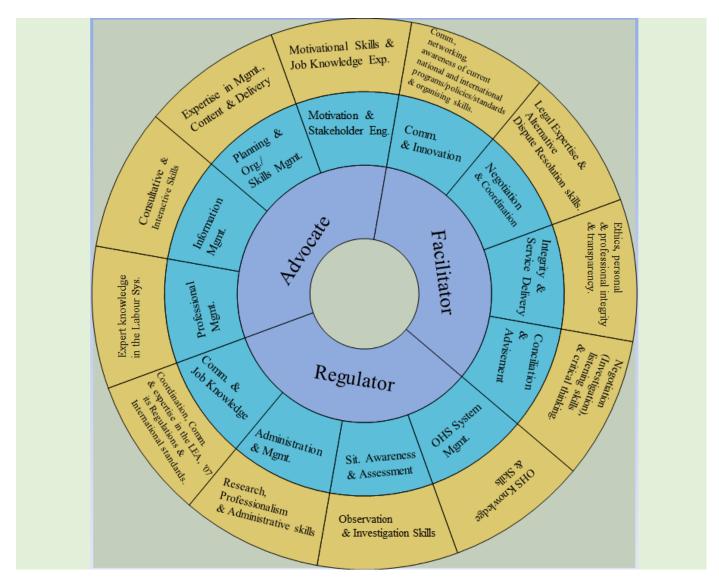


Figure 2 and 3: Career Progression Framework

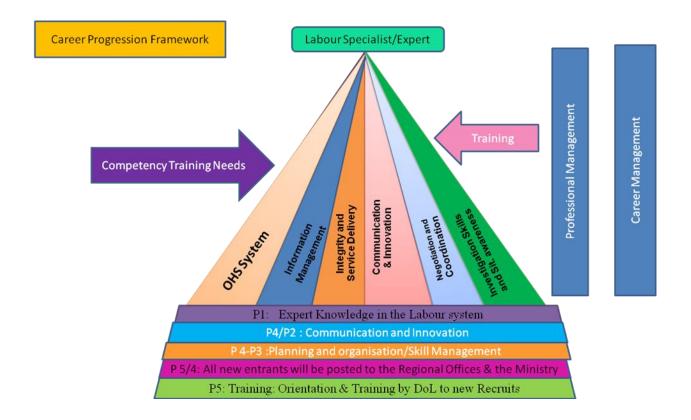


Table 1: Timeline Validation

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

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

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

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

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

Overview of the Department of Labour

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

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

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

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

Vision

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

Mission

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

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

Overview Competency-based Framework:

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

Competency Areas, Competencies and Behavioral Indicators

Role: 1: Advocate

Key role description	Competency	Key competencies	Behavioral Indicators
	Area		
Educate employees,	Professional	Expert knowledge in	1. Develops a strong understanding of the Labour and Employment
employers, government	Management	the labour system.	Act of Bhutan, 2007 and its Regulations as well as international
officials and the wider			standards for labour administration.
society in order to			2. Initiates Employee
understand the nature			and Employer dialogue through regular meetings, workshops etc.
and purpose of a labor			3. Manages time
relations system in a			effectively, meets deadlines, is experienced and achieves
mixed economy.			established goals and objectives. Serves as an advocate for the
			interests and needs of stakeholders.
			4. Is confident in speech and skilled in verbal and non-verbal
			communication.
Advise workers and	Information	Consultative and	1. Sets and exemplifies high ethical standards and holds others and
employers at the	Management	interactive skills.	self-accountable for conduct.
enterprise level in order			2. Assumes responsibility for the
to enhance and improve			actions and decisions of staff.
working conditions and			
environment.			3. Is able to interpret and understand labour statistics and convey
			the information to others.
			4. Shows strong listening skills and willingness to hear and solves
			the concerns of stakeholders.

			5. Is able to converse in multiple dialects and languages used by the stakeholders particularly in the RO's.
Train to enhance the	Planning and	Expertise in	1. Sets appropriate personal and professional standards.
knowledge and skills of	Organisation	Management, Content	
workers and employers	/Skills	and Delivery.	2. Has domain expertise.
in labour administration.	Management		
			3. Anticipates issues and opportunities and acts as a resource for
			creative problem solving. Can identify areas where training is required.
			4. Delivers subject content to employers and employees.
			5. Is capable of managing groups of people in live practical teams and in discussion groups.
Equip employees and	Motivation and	Motivational skills	1. Resolve complex issues by balancing the needs of diverse groups
employers with a sound	Stakeholder	and job knowledge	and with strong public speaking skills.
process and system for	Engagement	expertise.	2.
their rights, duties,			Provides resources to promote and support inclusiveness and
health, safety and			understands the various psychological backgrounds of the various
financial security.			groups.
			3.

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

Role 2: Facilitator

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

			improvement.
Promote the wellbeing of	Negotiation and	Legal Expertise and	1. Takes responsibility for helping/facilitating settlement of
employers and	Coordination	Alternative Dispute	disputes.
employees and		Resolution skills.	
investigate any legal			2. Demonstrates sensitivity to the needs, concerns and opinions of
violations wherever			others.
exists an employer and			
employee			3. Skillfully equipped to handle issues and cases using Alternative
relations/cases.			Dispute Resolution methods.
			4. Knowledgeable in the penal code, the Labour and Employment
			Act of Bhutan, 2007 and other relevant laws.

Determine and Manage	Integrity and	Ethics, personal and	1. Demonstrates a welcoming attitude at all times.
the requirement of	Service Delivery	professional integrity	
Foreign Workers as per a		and transparency.	2. Values and promotes full utilization of workforce diversity while
sound policy.			being constantly vigilant on matters of national security.
			3. Encourages and promotes a work environment in which all
			individual differences are valued, respected and welcomed.
			4. Almost a sum and dedicated and according to the first and incording to
			4. Always carry out duties and responsibilities in a fair and impartial
			manner in accordance with all laws and regulations.
			5. Is knowledgeable and experienced enough to provide
			recommendations on the requirement.
Resolve	Conciliation and	Negotiation	1. Listens actively to assess and judge situations and responds
disputes/grievances	Advisement	(Investigation),	effectively and creatively.
through information and		listening skills and	
alternative dispute		critical thinking.	2. Communicates in a clear and effective manner, using appropriate
resolution.			technology when applicable.
			3. Functions calmly and with a steady manner in uncertain or
			stressful situations.
			4. Possesses effective and sound negotiation skills.
			4. Fossesses effective and sound negotiation skins.
			5. Abides by a strict code of ethical conduct.

Role: Regulator

Key role description	Competency Area	Key competencies	Behavioral Indicators
Implement and Enforce	Communication and	Coordination, Communication	1. Communicates to diverse constituents, ensuring
the Labour and	Job Knowledge	and expertise in the Labour and	that all forms of communication are clear, concise
Employment Act, 2007,		Employment Act, 2007 its	and accurate.
its various Regulations,		Regulations and International	
international standards		standards.	2. Balances and prioritizes competing needs and
and any other employer			demonstrates/promotes flexibility in a changing
and employee related			environment.
policies.			
			3. Establishes contacts and works with them to

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

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

Proficiency Levels:

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

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

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

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

2. Provides resources		and support	speaking skills and
to promote and	2. Provides resources	inclusiveness with	coaches the staff in
support inclusiveness	to promote and	minimal guidance	the same.
while under	support inclusiveness	from supervisors and	
supervision and	with guidance from	understands the	2. Expertly identifies
studies the various	supervisors and is	various psychological	the resources needed
psychological	knowledgeable of the	backgrounds of the	to promote and
backgrounds of the	various psychological	various groups.	support inclusiveness
various groups.	backgrounds of the		and explains the same
	various groups.	3. Applies	to the staff. Expertly
3. Applies		occupational	understands the
occupational	3. Applies	knowledge and skills	various psychological
knowledge and skills	occupational	in areas of work with	backgrounds of the
in areas of work while	knowledge and skills	minimal guidance	various groups.
under supervision.	in areas of work with	from supervisors.	
	guidance from		3. Expertly applies
4. Conveys the	supervisors.	4. Clearly conveys the	occupational
importance of the		importance of the	knowledge and skills
various rights and	4. Conveys the	various rights and	in areas of work and
duties to the	importance of the	duties to the	guides others in the
employers and	various rights and	employers and	same.
employees while	duties to the	employees and	
under supervision.	employers and	anticipates and	4. Demonstrates the
	employees with	identifies the area's	importance of the
	guidance from	most relevant for each	various rights and
	supervisors.	of them.	duties to employers
			and employees.
			Expertly anticipates
			and identifies the
			area's most relevant
			for each of them.

2. Facilitator					
Competency Area	Key Competency	Entry (P5)	Proficient (P4-P3)	Experience (P2)	Advance (P1)
Communication and	Communication,	1. Communicates in	1. Communicates in	1. Communicates in	1. Expertly
Innovation	networking, awareness of	a clear and effective	a clear and effective	a clear and effective	communicates in a
	current national and	manner, using	manner, using	manner, using	clear and effective
	international	appropriate	appropriate	appropriate	manner, using
	programs/policies/standards	technology when	technology when	technology when	appropriate
	and organising skills.	applicable under	applicable under	applicable and	technology when
		supervision.	supervision.	directing other staff	applicable. Directs
				with minimal	and influences the
		2. Listens and	2. Listens and	guidance from	staff to do the same.
		understands others,	understands others,	supervisors.	
		learns to adjust	understands how to		2. Listens and
		communication style	adjust	2. Listens and	understands others,
		to suit the situation	communication style	understands others	expertly adjusting
		and audience.	to suit the situation	and is capable of	communication style
		2 D 11	and audience with	adjusting	to suit the situation
		3. Provides and	help and coaching	communication style	and audience.
		empowers workers	from supervisors.	to suit the situation	Coaches other staff
		with a safe space to	2 D 11 1	and audience.	members to do the
		express their needs	3. Provides and	2 Dunniden and	same.
		and concerns with	empowers workers	3. Provides and	2 A
		supervision from	with a safe space to	empowers workers	3. Anticipates
		supervisors.	express their needs	with a safe space to	concerns and
		4 C4 1: 1	and concerns with	express their needs	identifies needs
		4. Studies national	minimal guidance	and concerns and	arising from workers
		and international	from supervisors.	guides staff to do the	and provides and
		information.	4. Studies and	same.	empowers them with
		5 Works on		4. Assimilates	a safe space to
		5. Works on	analyzes national and international	ational and	express their needs and concerns and
		programs and			
		studies on current	information with	international	directs staff to do the

		and provious week	guidance from	information and	sama
		and previous work done for	C	shares that	same.
			supervisors.		4 4 ' '1 4
		comparative	F 337 1	knowledge with	4. Assimilates
		improvement.	5. Works on	stakeholders.	national and
			programs and		international
			analyzes current and	5. Initiates programs	information and
			previous work done	and analyzes current	shares that
			for comparative	and previous work	knowledge with
			improvement.	done for	stakeholders. Uses
				comparative	that information to
				improvement and	initiate programs,
				offers steps for	workshops etc.
				improvement.	
					5. Initiates programs
					and analyzes current
					and previous work
					done for
					comparative
					improvement. Uses
					the data to direct the
					staff and make
					changes for
					optimum
					improvement.
Negotiation and	Legal Expertise and	Helps to settle	1. Is responsible for	Is responsible for	1. Expertly settles
Coordination	Alternative Dispute	disputes while under	settling disputes	settling disputes	and takes
	Resolution skills.	supervision.	with guidance from	with minimal	responsibility for
			supervisors.	guidance from	disputes and directs
		2. Adapts to show		supervisors and	staff on resolving
		sensitivity to the	2. Knows and	coaches the staff on	disputes with
		needs, concerns and	understands the	resolving disputes.	effective and
		opinions of others	importance of		impartial solutions.

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

transparency.	at all times.	at all times and is an	at all times and	at all times and is a
		example to other	guides other staff to	model for other staff
	2. Learns the value	staff.	do the same.	to do the same.
	of promoting full		Identifies gaps in	Identifies gaps in
	utilization of	2. Understands the	performance and	performance and
	workforce diversity	value of promoting	instructs on	coaches on the
	and for being	full utilization of	improvement with	means of
	constantly vigilant	workforce diversity	minimal guidance	improvement to
	on matters of	and so encourages	from supervisors.	other supervisors.
	national security.	and enables other		
		staff to carry out	2. Understands the	
	3. Learns to	their duties. Is	value of promoting	2. Understands the
	encourage and	knowledgeable on	full utilization of	value of promoting
	promote a work	current events and	workforce diversity	full utilization of
	environment in	other national	and so manages this	workforce diversity
	which all individual	interests in order to	diversity to ensure	and so manages this
	differences are	be constantly	better results from	diversity to ensure
	valued, respected	vigilant on matters	staff output. Is	better results from
	and welcomed under	of national security.	constantly aware of	staff output. Is an
	the supervision of		current events and	expert on current
	experienced staff.	3. Encourages and	other national	events and other
		promotes a work	interests in order to	national interests in
	4. Carry out duties	environment in	be constantly	order to be
	and responsibilities	which all individual	vigilant on matters	constantly vigilant
	in a fair and	differences are	of national security.	on matters of
	impartial manner in	valued, respected		national security and
	accordance with all	and welcomed under	3. Encourage and	briefs other staff
	laws and regulations	the guidance of	promotes a work	members to do the
	as instructed and	experienced staff.	environment in	same.
	supervised by		which all individual	
	experienced staff.	4. Carry out duties	differences are	3. Manages and
		and responsibilities	valued, respected	promotes a work

5. Studies cases to	in a fair and	and welcomed.	environment in
learn when and why	impartial manner in	Ensures that each	which all individual
•	1		
to provide	accordance with all	staff member has a	differences are
recommendations on	laws and regulations	voice in work	valued, respected
the requirement.	as guided by	matters and	and welcomed.
	experience and	identifies their	Initiates dialogue
	supervisors.	individual value.	with staff to
			encourage their
	5. Knows through	4. Manages duties	individual ideas and
	experience and	and responsibilities	initiatives and to
	knowledge of law	in a fair and	promote their
	when and why to	impartial manner in	individual value to
	provide	accordance with all	the office.
	recommendations on	laws and regulations.	
	the requirement.	is aware of any	4. Expertly manages
	the requirement.	conflicts of interests	duties and
		which may hamper	responsibilities in a
		the execution of the	fair and impartial
		staff's duties.	manner in
		starr's duties.	accordance with all
		<i>7</i>	
		5. is knowledgeable	laws and regulations.
		enough of law and	Expertly examines
		past issues, cases	cases and recognizes
		etc. to identify when	any conflict of
		and why to provide	interest which may
		recommendations on	arise and takes steps
		the requirement.	to correct the
			situation and prevent
			any repetition of
			such incidents.
			5. Is an expert in the

					relevant laws and
					past issues, cases
					etc. to identify when
					and why to provide
					recommendations on
					the requirements and
					guides the staff on
					the same.
Conciliation and	Negotiation (Investigation),	1. Learns to assess	1. Knows how to	1. Skillfully assesses	1. Expertly assesses
Advisement	listening skills and critical	and judge situations	actively assess and	and judges situations	and judges situations
	thinking.	and respond	judge situations and	and responds	and instructs the
		effectively and	respond effectively	effectively and	staff on the ways
		creatively while	and creatively under	creatively through	and means to
		under supervision.	guidance from	experience and	respond effectively.
		Enhances listening	supervisors. Have	training. Has	Has expert listening
		and concentration	good listening and	excellent listening	and concentration
		skills.	concentration skills.	and concentration	skills which is used
				skills and coaches	in communicating
		2. Communicates in	2. Communicates in	the same to the staff.	with stakeholders.
		a clear and effective	a clear and effective		
		manner, using	manner, using	2. Communicates in	2. Communicates in
		appropriate	appropriate	a clear and effective	a clear and effective
		technology when	technology when	manner, using	manner with staff
		applicable.	applicable.	appropriate	and conveys their
				technology when	duties and
		3. Learns to function	3. Can function	applicable.	responsibilities
		calmly and with a	calmly and with a		without
		steady manner in	steady manner in	3. Excellently	misunderstandings
		uncertain or stressful	uncertain or stressful	functions in	or confusion setting
		situations under the	situations. Knows	uncertain or stressful	in. Uses appropriate
		supervision of	how to defuse a	situations. Knows	technology when
		supervisors.	hostile or stressful	how to defuse a	applicable.

T	•	1 11 01	
	situation.	hostile or stressful	
4. Learns effective		situation through	3. Expertly functions
and sound	4. Has effective and	experience and	in uncertain or
negotiation skills.	sound negotiation	training and imparts	stressful situations.
	skills having been	the same to staff.	Expertly manages
5. Abides by a strict	trained in the same.		and/or defuses a
code of ethical		4. Has excellent	hostile or stressful
conduct.	5. Abides by a strict	negotiation skills	situation through
	code of ethical	having been trained	experience and
	conduct and advises	in the same. Imparts	training and imparts
	others to do the	the same to the staff.	the same to staff.
	same.		WITE SMILLS TO STAIL!
	Surii.	5. Abides by a strict	4. Has expert
		code of ethical	negotiation skills
		conduct and	having been trained
		routinely examines	in the same and
		and encourages the	honed by
		behavior of the staff	•
			experience. Imparts
		to be likewise.	the same to the staff.
			5. Abides by a strict
			code of ethical
			conduct and is a
			model for the staff to
			follow. Routinely
			examines and
			encourages the
			behavior of the staff
			to be likewise.

3. Regulator					
Competency Area	Key Competency	Entry (P5)	Proficient (P4-P3)	Experience (P2)	Advance (P1)
Communication	Coordination,	1. Communicates to	1. Communicates to	1. Excellently	1. Expertly
and Job Knowledge	Communication	diverse constituents,	diverse constituents,	communicates to	communicates to
	and expertise in the	ensuring that all forms	ensuring that all forms	diverse constituents,	diverse constituents,
	Labour and	of communication are	of communication are	ensuring that all forms	ensuring that all forms
	Employment Act,	clear, concise and	clear, concise and	of communication are	of communication are
	2007 its	accurate under the	accurate under	clear, concise and	clear, concise and
	Regulations and	supervision of	guidance from	accurate.	accurate.
	International	supervisors.	supervisors.		
	standards.			2. Excellently balances	2. Expertly balances
		2. Learns how to	2. Knows how to	and prioritizes	and prioritizes
		balance and prioritize	balance and prioritize	competing needs	competing needs
		competing needs and	competing needs	through experience and	through experience and
		demonstrates/promotes	through the guidance	knowledge in	knowledge in
		flexibility in a	of supervisors and	identifying needs.	identifying needs.
		changing environment.	demonstrates/promotes	Demonstrates/promotes	Demonstrates/promotes
			flexibility in a	flexibility in a	flexibility having
		3. Establishes contacts	changing environment	changing environment	identified the changes
		and works with them	having been	and can coach the staff	in the work
		to assemble and	coached/trained to do	to do so as well.	environment using
		disseminate	so.		critical thinking and
		information under the		3. Maintains a	coaches the staff to do
		supervision of	3. Is skilled in	coordinated network of	so as well.
		supervisors.	coordinating contacts	contacts with relevant	
			with relevant	stakeholders and works	3. Manages a
		4. Develops	stakeholders and	with them to assemble	coordinated network of
		knowledge of the	works with them to	and disseminate	contacts with relevant
		labour administration	assemble and	information.	stakeholders, other
		and its rules and	disseminate	4. Has excellent	experts in relevant
		regulations.	information under the	knowledge in the	fields and works with
			guidance of	labour administration	them to assemble and

		5. Learns to remain	supervisors.	and its rules and	disseminate
		impartial and removes	Supervisors.	regulations and can	information.
		self from any situation	4. Is knowledgeable in	coach the staff in the	
		where a conflict of	the labour	same.	4. Has expert
		interest may arise	dministration and its	same.	knowledge in the
		under the supervision	rules and regulations.	5. Constantly remains	labour administration
		of supervisors.	rates and regulations.	impartial and declares	and its rules and
		of supervisors.	5. Constantly remains	a conflict of interest	regulations and can
			impartial and removes	and hands over	coach the staff in the
			self from any situation	responsibility to the	same.
			where a conflict of	correct staff.	same.
			interest may arise	correct starr.	5. Declares a conflict
			under the guidance of		of interest and assigns
			supervisors.		responsibility to the
			supervisors.		correct staff.
Administration and	Research,	1. Seeks advice for	1. Develops additional	1. Developed excellent	1.Has expert additional
Management	Professionalism	development of	skills especially in the	additional skills	skills especially in the
1120110801110111	and administrative	additional skills	field of IT under the	especially in the field	field of IT and
	skills	especially in the field	guidance of	of IT and coaches'	coaches' other staff in
		of IT under	supervisors.	other staff in the same.	the same.
		supervision of	1		
		supervisors.	2. Utilizes	2. Furnishes	2. Identifies
			opportunities and	opportunities and	opportunities and
		2. Utilizes	resources for training	resources for training	resources for training
		opportunities and	and developmental	and developmental	and developmental
		resources for training	activities. Uses these	activities. Encourage	activities. Assigns
		and developmental	under the guidance of	other staff to use these	other staff to use these
		activities.	supervisors to initiate	for improvement of	for improvement of
			new programs or	skills and work output.	skills and work output.
		3. Develops flexible	activities.		
		resources to meet		3. Identify current and	3. Constantly identifies
		current and future	3. Develops flexible	future needs from	and analyzes current

		needs under the	magaymaag ta maat	aryment aviatoms and	and future needs from
			resources to meet	current systems and	
		supervision of	current and future	programs. Develops	current systems and
		supervisors.	needs under the	flexible resources to	programs. Develops
			guidance of	meet them.	flexible resources to
		4. Collects feedback,	supervisors.		meet them.
		research and		4. Collects	
		experiences as a	4. Collects feedback,	recommendations from	4. Examines and
		regulator with	research and	other staff based on	improves on
		stakeholders.	experiences as a	feedback, research and	recommendations
			regulator with	experience as a	made to enhance the
		5. Takes responsibility	stakeholders and	regulator and initiates	systems and programs.
		for addressing	recommends	improvements.	
		customer requests and	improvements based	1	
		queries under the	on the same.		
		supervision of			
		supervisors.			
		Super (Issue)	5. Takes responsibility	5. Takes responsibility	5. Takes ultimate
			for addressing	for addressing	responsibility for
			customer requests and	customer requests and	addressing customer
			queries under the	queries.	requests and queries.
			guidance of	queries.	requests and queries.
			•		
Cityotianal	Observation or 1	1. Learns how to	supervisors. 1. Knows how to	1 Evrallandly address	1 Even author adduses
Situational	Observation and			1. Excellently address	1. Expertly address
Awareness and	Investigation skills	address multiple and	address multiple and	multiple and	multiple and
Assessment		sometimes competing	sometimes competing	sometimes competing	sometimes competing
		customer needs under	customer needs under	customer needs and	customer needs and
		supervision of	the guidance of	coaches' others on how	coaches' others on how
		supervisors.	supervisors.	to do so.	to do so.
		2. Cultivates a broad	2. Cultivates a broad	2. Maintains a broad	2. Manages a broad
		and diverse network	and diverse network	and diverse network	and diverse network

in regulating	in regulating	authorities to exchange	in regulating
authorities to exchange	authorities to exchange	ideas and make	authorities to exchange
ideas and make	ideas and make	decisions.	ideas and make
decisions under	decisions under the	accisions.	decisions. Conveys the
supervision of	guidance of		same to the staff and
supervisors.	supervisors.	3. Sets excellent	encourages dialogue on
supervisors.	3. Sets standards and	standards for others	the effects of the
	possesses keen	and self. Possess keen	decisions.
	observation, deduction	observation, deduction	decisions.
3. Learns to set	and interrogating	and interrogating skills	3. Sets expert standards
standards and possess	skills.	and coaches staff on	for others and self and
keen observation,	DEIIIO.	the same.	is a model to others.
deduction and	4. Understands when,	the same.	Possesses expert
interrogating skills	why and how to	4. Assesses cases and	observation, deduction
under the supervision	penalize defaulters and	penalizes defaulters	and interrogating skills
of supervisors.	violators of the Labour	and violators of the	and coaches staff on
or supervisors.	and Employment Act	Labour and	the same.
4. Learns why and	of Bhutan, 2007 and	Employment Act of	the same.
how to penalize	its rules and	Bhutan, 2007 and its	4. Evaluates cases and
defaulters and	regulations.	rules and regulations.	penalizes defaulters
violators of the Labour	regulations.	rules and regulations.	and violators of the
and Employment Act	5. Uses a sense of	5. Maintains a sense of	Labour and
of Bhutan, 2007 and	teamwork to	teamwork to strengthen	Employment Act of
its rules and	strengthen cooperation	cooperation within the	Bhutan, 2007 and its
regulations.	and support within the	inspection team and	rules and regulations.
regulations.	inspection team under	demonstrates strong	Coaches staff on
5. Develops a sense of	the guidance of	leadership attributes.	evaluation and
teamwork to	supervisors.	reaucisinp auriouies.	
***************************************	supervisors.		requirement of
strengthen cooperation			penalties.
within the inspection			5 Duilde a carea of
team under the			5. Builds a sense of
supervision of			teamwork to strengthen

		supervisors.			cooperation within the
					inspection team and
					demonstrates strong
					leadership attributes to
					the staff.
OHS System	OHS knowledge	1. Learns to set	1. Sets examples of	1. Sets excellent	1. Sets expert examples
Management	and skills	examples of OHS	OHS standards in	examples of OHS	of OHS standards in
		standards in	professional and work	standards in	professional and work
		professional and work	environment under the	professional and work	environment and
		environment under	guidance of	environment and	coaches the same to the
		supervision of	supervisors.	coaches the same to the	staff.
		supervisors.		staff.	
			2. Develops good field		2. Develops expert
		2. Develops field	knowledge in OHS	2. Develops strong	field knowledge in
		knowledge in OHS	and workplace	field knowledge in	OHS and workplace
		and workplace	exposure monitoring	OHS and workplace	exposure monitoring
		exposure monitoring	under the guidance of	exposure monitoring	and is skilled in
		under the supervision	supervisors.	and is skilled in	coaching the same to
		of supervisors.		coaching the same to	the staff. Demonstrates
			3. Provides training	the staff.	expert knowledge in
		3. Learns how to train	and advice to		relevant situation to
		and advise employers	employers and	3. Has excellent	offer improvements
		and employees on	employees on OHS to	training skills and	and gain resources for
		OHS to gain	gain compliance under	advice to employers	the Office.
		compliance under the	the guidance of	and employees on OHS	
		supervision of the	supervisors.	to gain compliance.	3. Has expert training
		supervisors	_		skills and advice to
			4. Is skilled in	4. Has excellent skills	employers and
		4. Learns how to	assessing and	in assessing and	employees on OHS to
		assess and analyze the	analyzing the	analyzing the	gain compliance.
		compliance and non-	compliance and non-	compliance and non-	
		compliance of	compliance of	compliance of	4. Has expert skills in

employers and	employers and	employers and	assessing and
employees of OHS	employees on OHS	employees on OHS	analyzing the
standards	standards	standards.	compliance and non- compliance of
5. Is coached/trained on OHS diseases,	5. Knowledgeable through intense		employers and employees on OHS
national emergency	coaching/training on	5. Coaches/trains staff	standards.
management plans and disaster management.	OHS diseases, national emergency	on OHS diseases, national emergency	5. Coaches/trains staff
	management plans and disaster management.	management plans and disaster management.	on OHS diseases, national emergency
	and the second s	one of the state o	management plans and
			disaster management.

Current Performance Gap for Entry Level Officers (P5)

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

	administration.		3. Mentoring program	and Operating
	administration.	2. Inadequate	3. Mentoring program	Procedure.
	2. Initiates employee	feedback on		Trocedure.
	and employer dialogue	performance.		
	through regular	2 11		
	meetings, workshops	3. Inadequate or		
	etc.	no training.		
	3. Manages time			
	effectively, meets			
	deadlines, is			
	experienced and			
	achieves established			
	goals and objectives.			
	Serves as an advocate			
	for the interests and			
	needs of stakeholders.			
	4. Is confident in			
	speech and skilled in			
	verbal and non-verbal			
	communication.			
Consultative and	1. Sets and exemplifies			
interactive skills.	high ethical standards			
	and holds others and			
	self-accountable for			
	conduct.			
	2. Assumes			
	responsibility for the			
	actions and decisions			
	of the staff.			
	or the starr.			

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

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

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

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

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

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

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	 3. Establishes contacts and works with them to assemble and disseminate information. 4. Demonstrates a sound knowledge of the labour administration and its rules and regulations. 5. Always remains impartial and removes self from any situation where a conflict of interest may arise. 				
Administration and	1. Seeks advice for	Not Competent	1. Lack of	1. Mentorship and coaching	Entry level
Management	development of		additional skills		officers will carry
	additional skills		e.g. IT	2. Long and short courses on	out their duties
	especially in the field			administration and IT.	with the necessary
	of IT.				skills.
	2. Exemistras		2. Lack of	3. Training on database	
	2. Furnishes		experience in labour	management.	
	opportunities and resources for training		administration and		
	and developmental				
	activities.		management		
	404,1405.		3. Lack of		
	3. Develops flexible		database		
	resources to meet		management		

	current and future needs. 4. Recommends improvements to the present system based on feedback, research and experiences with the same. 5. Takes responsibility for addressing customer requests and queries.				
Situational Awareness and Assessment	1. Optimally addresses multiple and sometimes competing customer needs.	Not Competent	1. Unable to regularly communicate with relevant agencies	1. Increase frequency of field tours2. Study tour of international	NA
				Labour Administration systems.	
	2. Cultivates a broad		2. Lack of		
	and diverse network		knowledge in	3. Training on team building.	
	between regulating authorities to exchange		these skills.		
	ideas and make		3. No exposure		
	decisions.				
	2.34 4		4. Lack of		
	3. Monitors the		frequency of field		
	department progress through competitive		tours.		
	benchmarking for				
	setting standards and				
	possesses keen				

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

4. Assesses and analyzes the compliance and non-compliance of employers and employees of OHS standards	5. Attending consultative/workshops/seminars on emergencies and accidents.	
5. Is knowledgeable on OHS diseases and national emergency management plans.		

Current performance Gap for Proficient Level Officers (P4-P3)

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

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

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

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

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

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

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

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

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

Administration and Management	administration and its rules and regulations. 5. Always remains impartial and removes self from any situation where a conflict of interest may arise. 1. Seeks advice for development of additional skills especially in the field of IT. 2. Furnishes opportunities and resources for training and developmental activities. 3. Develops flexible resources to meet current and future needs. 4. Recommends improvements to the present system based on feedback, research and experiences with the same.	Not Competent	1. Lack of additional skills e.g. IT 2. Lack of experience in labour administration and management 3. Lack of database management	1. Mentorship and coaching 2. Long and short courses on administration and IT. 3. Training on database management.	Entry level officers will carry out their duties with the necessary skills.
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	5. Takes responsibility for addressing customer requests and queries.				
Situational Awareness and Assessment	 Optimally addresses multiple and sometimes competing customer needs. Cultivates a broad 	Not Competent	Unable to regularly communicate with relevant agencies Lack of	Increase frequency of field tours2. Study tour of international Labour Administration systems.3. Training on team building.	NA
	and diverse network between regulating authorities to exchange ideas and make decisions.		knowledge in these skills. 3. No exposure 4. Lack of		
	3. Monitors the department progress through competitive benchmarking for setting standards and possesses keen observation, deduction and interrogating skills		frequency of field tours.		
	4. Develops a culture of penalizing defaulters and violators of the Labour and Employment Act, 2007 and its rules and				

fregulations. 5. Inspires a sense of teamwork to strengthen cooperation within the inspection team.			
OHS System Management 1. Demonstrates by example OHS standards in professional and work environment. 2. Practices expert field knowledge in OHS and workplace exposure monitoring. 3. Trains and advises employers and employees on OHS to gain compliance. 4. Assesses and analyzes the compliance and noncompliance of employers and employees of OHS standards 5. Is knowledgeable of	 Inexperienced Lack of knowledge Lack of practical technological equipment and facilities. Lack of basic knowledge on emergency plans. 	 Mentorship and coaching Long and short training courses on fields related to OHS. Industrial hygiene ii. Toxicology iii. OHS diseases etc relevant field. Iv. Training on usage of practical equipment and facilities. Training on data analysis. Attending consultative/workshops/seminars on emergencies and accidents. 	Entry-level officers will have the job knowledge they need to ensure OHS compliance.

OHS diseases and		
national emergency		
management plans.		

Current Performance Experience Level Officer (P2)

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

Consultative and interactive skills.	Serves as an advocate for the interests and needs of stakeholders. 4. Is confident in speech and skilled in verbal and non-verbal communication. 1. Sets and exemplifies high ethical standards and holds others and self-accountable for conduct. 2. Assumes responsibility for the actions and decisions of staff. 3. Is able to interpret and understand labour statistics and convey the information to others. 4. Shows strong listening skills and	Not Competent	1. Lack of conversational skills in multiple dialects and languages. 2. Lack of skills in data analysis 3. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience.		
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	5. Is able to converse in multiple dialects and languages used by the stakeholders particularly in the RO's.				
Motivation and Stakeholder Engagement	1. Resolve complex issues by balancing the needs of diverse groups and with strong public speaking skills. 2. Provides information and human resources to promote and support inclusiveness and understands the various psychological backgrounds of the various groups. 3. Independently and proficiently applies occupational knowledge and skills in area of expertise. 4. Conveys the importance of the various rights and	Not Competent	1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience. 2. Lack of understanding of psychological backgrounds 3. Lack of knowledge and skills	1. Mentorship and coaching 2. Training in understanding human behavior in relation to work.	Able to motivate and engage the same.

	duties to employers				
	and employees.				
Role 2: Facilitator	1 7		ı		ı
	Behavioral Indicator	Current	Likely Reasons for	Methods of	Learning Objectives
Competencies		Performance	performance Gap	intervention	
•		(Competent/Not			
		Competent			
Communication and	1. Communicates in a	Not Competent	1. Officers entering	1. Mentorship and	
Innovation	clear and effective		directly into P4 and	coaching	
	manner, using		lateral transfer are		
	appropriate technology		lacking in job	2. Attend national	
	when applicable.		knowledge and job	and international	
			experience.	conferences and	
	2. Listens and			workshops.	
	understands others,		2. Lack of access to		
	adjusting		information on both	3. Build institutional	
	communication style		national and	linkages.	
	to suit the situation		international levels.		
	and audience.			4. Training on	
			3. Lack of knowledge	research skills	
	3. Provides and		and skill in	particularly in social	
	empowers workers		conducting research	protection system.	
	with a safe space to		and studies.		
	express their needs				
	and concerns.				
	4. Assimilates national				
	and international				
	information and				
	accordingly shares the				
	same for study and				
	improvement.				

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

all times.	lateral transfer are	(Prevention and	
an unico.	lacking in job	Education, ACC).	
2. Values and	knowledge and job	Laucation, Hec.	
promotes full	experience.		
utilization of	experience.		
workforce diversity			
while being constantly			
vigilant on matters of			
national security			
3. Encourages and			
promotes a work			
environment in which			
all individual			
differences are valued,			
respected and			
welcomed.			
4. Always carry out			
duties and			
responsibilities in a			
fair and impartial			
manner in accordance			
with all laws and			
regulations.			
5. Is knowledgeable			

	and experienced				
	enough to provide recommendations on				
	the requirement.				
Conciliation and	1. Listens actively to	Not Competent	Officers entering	Attend exercises on	
Advisement	assess and judge	-	directly into P4 and	ethics and integrity	
	situations and		lateral transfer are	(Prevention and	
	responds effectively		lacking in job	Education, ACC).	
	and creatively.		knowledge and job		
			experience.		
	2. Communicates in a				
	clear and effective				
	manner, using				
	appropriate technology				
	when applicable.				
	3. Functions calmly				
	and with a steady				
	manner in uncertain or				
	stressful situations.				
	4. Possesses effective				
	and sound negotiation				
	skills.				
	5. Abides by a strict code of ethical				

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

Administration and Management	the labour administration and its rules and regulations. 5. Always remains impartial and removes self from any situation where a conflict of interest may arise. 1. Seeks advice for development of additional skills especially in the field of IT	Not Competent	i. Officers entering directly into P4 and lateral transfer are lacking in job	Short term IT training. Iii. Database management training iv Leadership	
	development of additional skills	Not Competent	directly into P4 and lateral transfer are	training. Iii. Database	

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

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

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

Current Performance Gap for Advance Level Officers (P1)

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

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

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

Role 2: Facilitator	occupational knowledge and skills in area of expertise. 4. Conveys the importance of the various rights and duties to employers and employees.				
Role 2. Pacificator	Dalandara La Radan	C	L'Inde Decree for	M-41-1-6:-44:	T
Competencies	Behavioral Indicator	Current Performance (Competent/Not Competent	Likely Reasons for performance Gap	Methods of intervention	Learning Objectives
Communication and Innovation	 Communicates in a clear and effective manner, using appropriate technology when applicable. Listens and understands others, adjusting communication style to suit the situation and audience. Provides and empowers workers with a safe space to express their needs 	Not Competent	1. Officers entering directly into P4 and lateral transfer are lacking in job knowledge and job experience. 2. Lack of access to information on both national and international levels. 3. Lack of knowledge and skill in conducting research and studies.	 Mentorship and coaching Attend national and international conferences and workshops. Build institutional linkages. Training on research skills particularly in social protection system. 	Expertise in the same.

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

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

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

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

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

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

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

employees on OHS to gain compliance.		
4. Assesses and analyzes the compliance and non-compliance of employers and employees of OHS standards		
5. Is knowledgeable on OHS diseases, national emergency management plans and disaster management.		

Summary of Current Performance Gap for Entry Level Officers (P5)

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

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

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

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

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

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

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

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

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

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

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

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

Training Needs to be conducted in 2019-2022

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

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

	Batch II	P3-P1	10	Safety, contextualized courses for participants needs.	East Asia Bangkok, Thammasat University, Chulaborn Research Institute, Thailand	5	105,0000
Tot	al						2,100,000
3	Batch II	P5-P1 P3-P1	10	Labour Administration, Social Protection and Alternative Dispute Resolution.	V.V Giri, India, Singapore	7	634,750+634,750
Tot	al		·				1,269,500
4	Batch II Batch III	P5-P1 P5-P1 P5-P1	11 11 11	Ethics	ACC, Thimphu	5	15,50,000
Tot		1011					15,50,000
5	Batch II	P5-P1	10	Tailor made courses on social protection, research methodologies, ADR methodologies.	Nuffic, Netherlands	5	10,50000+10,50000
Tot	al						2,100,000
6	Batch I	P4-P1	5	Labor migration policy and management	ILO For East Asia Bangkok	5	634,750+634,750
	Batch II	P4-P1	5	training			

Tota	al						1,269,500
7	Batch I	P5-P1	4	Child Labour Training	ILO Asia	5	634,720
	Batch II		4			5	634,720
Tota	al						1,269,440
8	Batch I	P4-P1	5	Training on TIP (Trafficking in Persons)	Republic of Korea, KOICA	5	634,720+634720
	Batch II	P4-P3	5	(Transcring in Tersons) Korea		5	
Tota	al						1,269,440
Gra	nd Total						12,097,380
		P4 –P1	15	 Health Securities and Protection of Workers. Social Protection in a Globalized Economy. International Labour Standards and Promotion of Gender Equality at Work Place. 	ITEC/ V.V. Giri Delhi/Mumbai/Gujarat, India	12 days	Air Ticket=Nu 374,980/- (18,749* 2 *10) DSA= Nu 780,000/- (6500*12*10) Tuition Fee: Nu 500,000(Nu. 50,000*10)
Tota	al						1,654980

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

List of Priority Training:

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

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

Long-term Training

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

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