ཞི་བའི་ཐོ་བཀོད་དང་མི་རྩིས་འགོ་དཔོན་གྱི་ལྕོགས་གྲུབ་གཞི་བཞག་བཀོད་ཁྲམ།

COMPETENCY-BASED FRAMEWORK
for
Civil Registration and Census Officer

Demography
Nationality
Regularization
Civil Registration
National Census
Marital Status
Credentials
Census Transfer
Citizenship Act
Population
Marriage
Vital Statistics
Family Register
Naturalization
Breeder Document
CITIZENSHIP
Fingerprint
Investigation
Special Resident Permit
Thumb Impression
Enumeration
Birth Registration
Verification
Nationality Certificate
Citizenship Card
Household
Bhutan Civil Registration System

Redefining civil registration and census: Towards providing highest standard services

The Constitution of the Kingdom
of Bhutan 2008

Census Hand Book 1993

SOP for Delivery of Civil Registration
and Census Services 2016

Annual Conference Resolutions

ཞི་བའི་ཐོ་བཀོད་དང་
མི་རྩིས་ལས་ཁུངས།

Department of Civil Registration and Census
MINISTRY OF HOME AND CULTURAL AFFAIRS
2020

"We are a small country – a country like no other. Therefore, we are in a position to be more efficient and more effective than others. What others can do in a decade, we can and should accomplish in a few years. What others manage in years, we can and should achieve in months. It must always be our constant endeavour to perform better, carry out our tasks with greater efficiency, effectiveness and grace, and become exceptional in the world."

Translation of 111th National Day Address at Samtse (17th December 2018)
His Majesty the King Jigme Khesar Namgyal Wangchuck

Table of Contents

FOREWORD

It is my pleasure to present the Competency-Based Framework (CBF) for Civil Registration and Census Officers (CRCOs). I take this opportunity to congratulate all the officials who are involved in drafting and reviewing the Framework under the stewardship of Royal Civil Service Commission (RCSC).

The Competency-Based Framework aims to build a fraternity of CRCOs who are highly knowledgeable, skillful and competent in delivering efficient and effective services of the highest standard.

The Framework at large covers 3 Key Roles, 6 Competency Areas, 18 Key Competencies and 77 Behavioral Indicators under 3 Proficiency Levels of CRCOs. The performance gaps were identified and immediate possible interventions were proposed to bridge the gaps.

It is my sincere hope that the implementation of this Framework will provide greater role clarity of CRCOs, establish benchmark for the recruitment and ensure succession planning, enhance competency and professionalism of CRCOs to maximize the performance. The Framework will also facilitate the CRCOs to develop their Individual Work Plan and Individual Development Plan in achieving the overall vision of the Department.

Tashi Delek

(Tashi Tobgye)
Director General

ACKNOWLEDGMENT

The Department of Civil Registration and Census firstly expresses the appreciation to RCSC for identifying Civil Registration and Census Officer (CRCO) as one of the positions for development of Competency-Based Framework and providing technical and financial support.

The Department is grateful to team members who developed the initial draft of Framework and the team who refined the draft later. The Head of the Department, Heads of the Division and CRCOs who provided tremendous support while developing and reviewing the Framework also deserves deepest gratitude.

The CRCOs in *Dzongkhags* and *Thromdes* have played an instrumental role in developing the Framework through their feedback and online survey responses. The Department would like to thank all *Dzongkhag/Thromde* CRCOs for providing their valuable inputs.

The Department would like to thank Human Resource Committee Members for their directives. Lastly, the Department is thankful to each and everyone who has contributed their parts in bringing this work to the shape.

Abbreviations and Glossary

BCRS: Bhutan Civil Registration System

CBF: Competency-Based Framework

CRCO: Civil Registration and Census Officer

CRVS: Civil Registration and Vital Statistics

DCRC: Department of Civil Registration and Census

ICT: Information Communication and Technology

LTT: Long-term Training

MoHCA: Ministry of Home and Cultural Affairs

RCSC: Royal Civil Service Commission

SPI: Singapore Polytechnic International

STT: Short-term Training

TFI: Temasek Foundation International

Drungkhag: Sub-district

Dzongkhag: District

Thromde: Municipal Body

5. Background

5.1 Department of Civil Registration and Census

The Department of Civil Registration and Census (DCRC) is one of the Departments assisting Ministry of Home and Cultural Affairs to be the leading organization spearheading the efficient functioning of decentralized administration, upholding the principles of democratic governance which ensures maintenance of law and order; preserves and promotes cultural and spiritual values contributing towards the realization of Gross National Happiness.

The Department was initially established as the Foreigners Registration Office in September 1974 with the mandate of registration functions. The genesis of the Department is presented as below:-

SI #	Name of Office	Year
1	Foreigners Registration Office	September 1974
2	Renamed as Registration Department	1976
3	Renamed as Department of Immigration and Census	1987
4	Merged under Home Secretariat and renamed as Registration Division	1990
5	Upgraded as Department of Registration	2002
6	Bifurcated Department of Registration into Department of Civil Registration & Census and Department of Immigration	19th May 2004

5.2 Vision

The vision of the Department of Civil Registration and Census is to become an efficient and effective organization to maintain demographic records and deliver the highest standard of civil registration and census related services.

5.3 Missions

In order to fulfill the above vision, the Department is mandated to: -
   a) Develop and maintain accurate and complete information on population and demography.
   b) Develop comprehensive Civil Registration and Vital Statistics System.
   c) Enhance the security and authentication features of Citizenship Card, Special Resident Card and other breeder documents.
   d) Ensure professional service delivery through optimal use of Information Communication and Technology.
   e) Provide timely, relevant and reliable demographic statistics to competent authority for evidence based policy and decision making.

5.4 Core Values

The Department is guided by the following set of core values to promote professionalism and client satisfactory services: -

a) **Integrity:** Uphold the interest of the Department and public above personal interest while performing duty.

b) **Professionalism:** Recruit and deploy competent employees to provide professional services at all times to come.

c) **Adaptability:** Respond to change with positive attitude and willingness to learn in changing work environments, work priorities and organizational needs.

d) **Team Work**: Build and promote cohesive and affirmative inter-personal relationship among the employees.

e) **Client Satisfactory Services:** Create enabling environment for efficient and effective service delivery, and respond to the needs of the clients.

f) **Timeliness:** Display punctuality and provide timely services.

5.5 Organizational Chart

```
                         DIRECTOR/
                    DIRECTOR GENERAL

   Special Task Force              Personal Assistant & Messenger

Client Information Desk                                    Despatch

CIVIL REGISTRATION &    DEMOGRAPHY &         POPULATION CENSUS
CITIZENSHIP SERVICES    INFORMATION DIVISION  DIVISION
DIVISION

Citizenship/   Record   Vital          Database        Research &   Census        Case
Special        Section  Registration   Management      Analysis     Coordination  Investigation
Resident                Section        and Printing    Section      Section       Section
Card Service                           Section
Section

              Dzongkhag/Thromde CRC Office
```

5.6 Staff Strength

The following table shows the number of Civil Registration and Census Officers. The list of CRCOs and vacant positions are annexed in Annexure 3.1 and 3.2 respectively.

SI #	Agency	Approved	Existing	Gap	Remarks
1	Department	13	11	-2	• Staffing includes 2 Research Officers
2	Dzongkhag	20	9	-11	
3	Thromde	4	2	-2	
	TOTAL	**37**	**22**	**-15**	

5.7 Core Functions

The following services are available from the Department, Dzongkhag/Thromde/ Drungkhag Civil Registration and Census Offices and Community Centre.

SI #	Services		Department	Dzongkhag	Thromde	Drungkhag[1]	Community Centre
1	Registration of Birth	Online	√	√	√	√	√
2	Processing and Issuance of New Citizenship Card/Special Resident Card	Online	√	√	√		
3	Processing and Issuance of Lost/Replacement Citizenship Card/Special Resident Card	Online	√	√	√		
4	Processing Name Change and Correction of Date of Birth	Online	√	√	√	√	
5	Issuance of Nationality Certificate	Online	√	√	√	√	
6	Issuance of Household Information	Online	√	√	√	√	√
7	Processing Census Transfer	Online	√	√	√	√	√
8	Updating Individual Information of Citizen/Special Resident Card Holder	Online	√	√	√	√	
9	Updating Head of Household	Online	√	√	√	√	
10	Updating Spouse Information	Online	√	√	√	√	
11	Issuance of Individual Information	Online	√				
12	Verify Individual Credential for Security Clearance Certificate	Online	√				
13	Updating of Regularization and Naturalization Cases	Online	√	√	√		
14	Updating of Adoption Cases	Online	√				
15	Registration of Death	Online	√	√	√	√	√
16	Issuance of Relationship Certificate	Offline	√				
17	Carryout Annual Census Program of *Dzongkhags* and *Thromdes*	Offline	√	√	√	√	

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[1] Drungkhag Services are available only in Phuentsholing, Umling (Gelephu), Trashicholing (Sipsu) and Lhamiozingkha Drungkhags.

6. Competency-Based Framework for Civil Registration and Census Officer

6.1 Introduction

The Competency-Based Framework (CBF) program was launched on 6th August 2018 by Royal Civil Service Commission (RCSC) in collaboration with Singapore Polytechnic International (SPI) and funded by Temasek Foundation International (TFI). The program was introduced to strengthen the capabilities of the civil servants based on their role specific competency to enhance efficiency and effectiveness of the service delivery. The Civil Registration and Census Officer (CRCO) was one of the positions identified by RCSC for development and implementation of the framework.

The initial draft of framework was developed by a Taskforce Members through consultation with the Department Head, Division Heads and CRCOs. The draft framework was presented to RCSC on 6th September and 23rd December 2019 wherein, the task force members were directed to review and resubmit the framework. The framework was reviewed and refined by independent team of DCRC and validated by the Department and Directorate Services on 29th May 2020. The framework was then endorsed by 30th HRC convened on 16th June 2020 and presented to RCSC on 19th June 2020.

6.2 Purpose

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

6.3 Aim

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

6.4 Objectives

The framework is developed in pursuit of the following objectives: -
- a) Provide greater role clarity of CRCOs.
- b) Establish benchmark for the recruitment and career enhancement.
- c) Ensure succession planning.
- d) Assess performance gaps and plan training programs for CRCOs to optimize returns in terms of services.
- e) Enhance competency and professionalism of CRCOs to maximize the performance.

6.5 Framework Development Processes

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

Sl #	Structure	First Draft	Reviewed Draft
1	Key Roles and Role Profile	• Online questionnaires were rolled out to all CRCOs through Google document and emails to consolidate and discuss key roles for CRCOs of headquarter and other *Dzongkhags/ Thromdes* from 29th April to 10th May 2019. • 4 role profiles with key role descriptions were identified from 11 -13 May 2019. • Validated key role with Task Force Members, Division Heads and CRCOs from Headquarter on 14th May 2019.	• Reviewed Framework Structure from 6-8 April 2020. • Refined and identified 3 key roles, 6 competency areas and 18 key competencies.
2	Competency Areas	• 12 Competency Areas and 37 Key Competencies were identified. • 119 Behavioral Indicators were developed. • Indicators were discussed with CRCOs, Division Heads and validated with Head of Department.	
3	Key Competencies		
4	Behavioral Indicators		
5	BI for Proficiency Levels	• Discussed and identified Behavioral Indicator of Proficiency Level with CRCOs from 1- 8 June 2019. • Developed indicators based on different proficiency levels from 9-16 June 2019. • Reviewed and validated indicators with CRCOs and Department Head on 17th June 2019. • Incorporated feedbacks from 18-20 June 2019.	• Reviewed Behaviour Indicators from 10-14 April 2020. • Refined and indentified 77 Behavioral Indicators. • Reviewed proficiency levels on 15th April 2020. • Developed survey objectives (both in Dzongkha and English) on 16th April 2020. • Presented updates to Division Heads on 17th April 2019.
6	Training Need Assessment	• Developed online questionnaires for different proficiency levels to identify competency gaps from 21-27June 2019. • Rolled out online questionnaires on 28th June 2019.	• Rolled out online questionnaire to CRCOs to assess performance gaps on 20th April 2020. • Carried out online survey from 20th April to 1st May

			2020.
		• Assessed online survey response and performance gaps from 8-10 July 2019.	• Assessed online survey response and performance gaps from 2-15 May 2020.
7	Presentations	• Presented performance gap assessment to the Department on 20th July 2019. • Presented to RCSC on 6th September 2019 and 23rd December 2019.	• Presented to Department, Director, Directorate Services and HR Division on 29th May 2020. • Finalized final draft report on 15th June 2020. • Presented and endorsed by 30th HRC on 16th June 2020. • Presented to RCSC on 19th June 2020. • Incorporated feedback of RCSC and presented to Division Heads on 29th June 2020. • Endorsed by RCSC vide letter No. RCSC/PPPD-03/2020-21/153 dated 9th July 2020.

The following table shows the differences of structure after the review.

SI #	Structure	First Draft	Reviewed Draft
1	Key Roles	4	3
2	Competency Areas	12	6
3	Key Competencies	37	18
4	Behavioral Indicators	119	77
5	BI for Proficiency Levels	476	308

6.6 Structure

The framework has identified clear key roles, competencies and behavioral indicators of each proficiency level to achieve professional excellence. The framework comprised of **3** Key Roles which has **6** Competency Areas. It is elaborated in **18** Key Competencies which are illustrated in **77** Behavioral Indicators. The behavioral indicators are further defined across three proficiency levels which multiply to **308** behavioral indicators. Thus, the framework may be coded as **CBF$_4$CRCO: 3-6-18-77-308.** The framework also includes the competency of Research Officer.

Overview of the Competency-Based Framework

6.6.1 Identification of Key Roles

The key role is an organized set of behaviors that are crucial to achieve the current and future goals of the Department of Civil Registration and Census. The functions of CRCOs were limited to providing civil registration and census services and ensuring compliances to rules and regulations. However, the other important roles of advocacy and research were not given equal importance due to lack of competency and unclear job description. The framework, therefore has identified three key roles, i) Administrative and System Expert, ii) Civil Registration Advocate and iii) Data and Record Manager.

6.6.1.1   Description of Role Profile

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

Role Profile of Civil Registration and Census Officer

SI #	Key Role	Role Description
1	Administrative and System Expert	1. Understands and complies with Citizenship Laws, Rules and Regulations, Service Standard Protocols and other relevant Acts and policies of the Kingdom of Bhutan. 2. Adheres to the ethical values and upholds the interest of organization and public above all. 3. Displays adaptability and aptitude skills. 4. Ensures quality and the highest standard service delivery at all times to enhance client satisfaction. 5. Creates an enabling environment for senior citizens and Person with Disability to avail services. 6. Enhances Bhutan Civil Registration System and other existing systems to ensure best security and authentication features.
2	Civil Registration Advocate	1. Creates awareness on Citizenship Laws, Rules and Regulations, Guidelines and Service Standard Protocols. 2. Educates public on the significance of timely reporting of vital events. 3. Sensitizes public on the importance of being counted and enumerated. 4. Conducts impact assessment of advocacy program.
3	Data and Record Manager	1. Develops and adopts systematic approaches for data collection process. 2. Conducts research and investigations. 3. Publishes research findings and shares with relevant stakeholders. 4. Maintains accurate and complete information on all citizens, Special Resident Card holders and other persons that fall under the purview of the Department. 5. Ensures digitalizing and archiving of all data/records. 6. Ensures availability of data/records.

6.6.2 Identification of Competency Areas

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

Role #	Key Role	Competency Area
1	1. Administrative and System Expert	1.1 Work Ethics and Service Delivery
		1.2 Enhancement of Bhutan Civil Registration System and other existing system
2	2. Civil Registration Advocate	2.1 Advocacy Strategy and Approach
		2.2 Engagement of Stakeholders and Community
3	3. Data and Record Manager	3.1 Research and Analytical Skills
		3.2 Knowledge on Record Management and Documentation

6.6.3 Identification of Key Competencies

The key competency is an observable behavior that indicates the presence of the particular competency. Generally, it is broadly divided as core competency, leadership competency and technical or functional competency. The framework has identified 18 key competencies are presented as below: -

Role #	Key Role	Competency Area	Key Competencies
1	1. Administrative and System Expert	1.1 Work Ethics and Service Delivery	1.1.1 Domain Expert on Laws and Regulations
			1.1.2 Strong Work Ethics
			1.1.3 Adaptability and Aptitude
			1.1.4 Professional Services
		1.2 Enhancement of Bhutan Civil Registration System and other existing system	1.2.1 Information Communication and Technology Knowledge
			1.2.2 Stakeholder Engagement
2	2. Civil Registration Advocate	2.1 Advocacy Strategy and Approach	2.1.1 Knowledge on Advocacy
			2.1.2 Advocacy Planning and Implementation Knowledge
			2.1.3 Public Communication Skills
			2.1.4 Impact Assessment Ability

		2.2 Engagement of Stakeholders and Community	2.2.1	Collaborative Partnership
			2.2.2	Community Engagement
3	3. Data and Record Manager	3.1 Research and Analytical Skills	3.1.1	Knowledge on Demography and Population Studies
			3.1.2	Research Skills
			3.1.3	Statistical and Analytical Skills
			3.1.4	Publication and Intervention
		3.2 Knowledge on Record Management and Documentation	3.2.1	Data Administration and Management
			3.2.2	Digital Documentation

6.6.4 Identification of Behavioral Indicators

The Behavioral Indicators is the description of competencies based on various proficiency levels. It outlines a collection of desired and observable motives, traits and behaviors when executing or carrying out the assigned task. It serves as a tool to guide evaluations of employee performance. The framework has identified 77 behavioral indicators. The details of behavioral indicators of each key competency are detailed in annexure 3.3.

Role #	Key Role	Competency Area	Key Competencies		No. of Behavioral Indicator
1	1. Administrative and System Expert	1.1 Work Ethics and Service Delivery	1.1.1	Domain Expert on Laws and Regulations	3
			1.1.2	Strong Work Ethics	9
			1.1.3	Adaptability and Aptitude	4
			1.1.4	Professional Services	4
		1.2 Enhancement of Bhutan Civil Registration System and other existing system	1.2.1	Information Communication and Technology Knowledge	4
			1.2.2	Stakeholder Engagement	3
Sub Total of Behavioral Indicator					**27**
2	2. Civil Registration Advocate	2.1 Advocacy Strategy and Approach	2.1.1	Knowledge on Advocacy	3
			2.1.2	Advocacy Planning and Implementation Knowledge	6
			2.1.3	Public Communication Skills	6
			2.1.4	Impact Assessment Ability	3

		2.2 Engagement of Stakeholders and Community	2.2.1 Collaborative Partnership		2
			2.2.2 Community Engagement		5
Sub Total of Behavioral Indicator					**25**
3	3. Data and Record Manager	3.1 Research and Analytical Skills	3.1.1	Knowledge on Demography and Population Studies	4
			3.1.2	Research Skills	4
			3.1.3	Statistical and Analytical Skills	3
			3.1.4	Publication and Intervention	3
		3.2 Knowledge on Record Management and Documentation	3.2.1	Data Administration and Management	6
			3.2.2	Digital Documentation	5
Sub Total of Behavioral Indicator					**25**
Total Behavioral Indicator					**77**

6.6.5 Classification of Proficiency Levels

The proficiency level is categorized based on the level of expertise. It describes the levels of a competency required to perform a specific job successfully. There is a progression of proficiencies at each level. The proficiency level of Civil Registration and Census Officer is categorized into three levels as i) Foundation (P5), ii) Experienced (P4-P3) and iii) Advanced (P2) and iv) Proficient (P1). The framework has identified 308 behavioral indicators across three levels of proficiency. The Department shall update the behavioral indicators of Civil Registration and Census Analyst (P1 Specialist) and Specialist/Advisor (ES III - I) as and when position is approved.

The proficiency will enable individual officials to distinguish the type of competencies expected in their career path which will give them an opportunity to enhance competency in achieving current as well future career goals. As the officials in position levels of P4 & P3 play similar roles, their proficiency levels are merged together to create succession planning in the organization. Further, the proficiency level will set a benchmark for the recruitment and deployment. The proficiency levels of each key competency are detailed in annexure 3.4.

Role #	Key Role	Competency Area	Key Competencies		No. of Behavioral Indicator	Proficiency Level Behavioral Indicator
1	1. Administrative and System Expert	1.2 Work Ethics and Service Delivery	1.2.1	Domain Expert on Laws and Regulations	3	12
			1.2.2	Strong Work Ethics	9	36
			1.2.3	Adaptability and Aptitude	4	16
			1.2.4	Professional Services	4	16
		1.3 Enhancement of Bhutan Civil Registration System and other existing system	1.3.1	Information Communication and Technology Knowledge	4	16
			1.3.2	Stakeholder Engagement	3	12
		Sub Total			**27**	**108**
2	2. Civil Registration Advocate	2.1 Advocacy Strategy and Approach	2.1.1	Knowledge on Advocacy	3	12
			2.1.2	Advocacy Planning and Implementation Knowledge	6	24
			2.1.3	Public Communication Skills	6	24
			2.1.4	Impact Assessment Ability	3	12
		2.2 Engagement of Stakeholders and Community	2.2.1	Collaborative Partnership	2	8
			2.2.2	Community Engagement	5	20
		Sub Total			**25**	**100**
3	3. Data and Record Manager	3.1 Research and Analytical Skills	3.1.1	Knowledge on Demography and Population Studies	4	16
			3.1.2	Research Skills	4	16
			3.1.3	Statistical and Analytical Skills	3	12
			3.1.4	Publication and Intervention	3	12
		3.2 Knowledge on Record Management and Documentation	3.2.1	Data Administration and Management	6	24
			3.2.2	Digital Documentation	5	20
		Sub Total			**25**	**100**
		Total			**77**	**308**

6.7 Training Needs Analysis

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

6.7.1 Assessment of Performance Gap

The Department has conducted online survey to assess the performance gaps. The sample comprises of the following: -

SI #	Proficiency Level	No.	Remarks
1	Proficient (P1)	2	
2	Advanced (P2)	3	• Includes 1 Deputy Chief ICT Officer
3	Experienced (P4-P3)	12	• Includes 1 Research Officer and 1 Sr. ICT Officer
4	Foundation (P5)	7	• Includes 1 Assistant Research Officer
Total		**24**	

The questionnaire consists of both closed and open ended questions. The questionnaire is based on 231 behavioral indicators of three proficiency levels on likert scale of "Competent" and "Not Competent" followed by open ended questions asking the likely reasons for 'Not Competent' and suggest interventions to address the gap. The behavioral indicators were assessed by proficiency level to identify the performance gaps.

The assessment is consolidated as **NOT COMPETENT** when more than **70%** (as per the guidebook of RCSC) of the respondents do not exhibit the particular behavioral indicator as shown below. The proficiency level-wise assessment of performance gap, consolidated performance gap assessment and performance gaps are annexed under Annexure 3.5, 3.6 and 3.7 respectively.

6.7.1.1 Summary of Performance Gap across all Proficiency Levels

Behavioral Indicator[2]	Proficiency Level (% of Not Competent)		
	Foundation	Experienced	Advanced and Proficient[3]
Keeps abreast of new technologies in the professional domain.	14.29	75.00	80.00
Explores the reliability of other operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.	14.29	75.00	80.00
Uses emerging technologies to enhance the existing service delivery system.	14.29	75.00	0.00
Understands and uses info-graphics to prepare advocacy materials.	42.86	83.33	80.00
Develops knowledge in Information Communication and Technology fields to manage and utilize data effectively.	14.29	75.00	0.00
Identifies advocacy issues and sets objectives of the advocacy.	14.29	75.00	0.00
Adopts approaches and methods of advocacy.	14.29	75.00	0.00
Develops advocacy standards for civil registration and census related services	71.43	16.67	0.00
Uses advocacy tools and delivery methods.	28.57	75.00	20.00
Develops system to monitor strict compliance to advocacy standards by all concerned officials to avoid ambiguity.	71.43	25.00	0.00
Engages print and broadcast media to disseminate information for wider coverage.	71.43	16.67	0.00
Devises a mechanism to gather unrestrained information from community on fraud and deception cases.	0.00	75.00	0.00
Conducts investigations on civil registration and census related matters.	71.43	75.00	0.00
Creates an enabling environment for senior citizens and Person with Disability to avail the services.	71.43	75.00	80.00
Develops and uses skills to interact with Person with Disability.	85.71	75.00	20.00
Conducts impact assessment of advocacy program.	71.43	25.00	0.00
Understands and uses the concepts of civil registration and vital statistics.	28.57	83.33	0.00
Possesses knowledge on demography and population studies.	85.71	75.00	80.00
Understands the implications of demographic data.	71.43	75.00	20.00
Uses 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.	71.43	75.00	20.00
Possesses knowledge on digital documentation of records to safeguard the originals.	42.86	75.00	20.00

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[2] The indicator is general behavioral indicators for easy understanding and it does not specify the particular proficiency level indicator.
[3] The responses of P2 and P1 are clubbed for analysis purpose due to small number of respondents.

Displays knowledge on inventory and classification system.	71.43	75.00	20.00
Plans, designs and implements the record management system.	85.71	75.00	0.00
Implements digitizing methods for maintaining the standards of record keeping.	71.43	75.00	80.00
Evaluates the effectiveness of the record management system.	14.29	83.33	20.00
Demonstrates knowledge and understanding of research skills.	71.43	75.00	20.00
Develops and adopts systematic approaches for data collection process.	71.43	75.00	0.00
Leverages appropriate analytical research tools for data analysis.	85.71	83.33	20.00
Analyses and interprets demographic data such as Population and Housing Census of Bhutan and annual statistics of civil registration & census.	28.57	75.00	80.00
Presents and publishes research findings.	71.43	41.67	0.00
Conducts demography and population related studies.	85.71	75.00	80.00
Demonstrates writing skills in Dzongkha and English for all official correspondences.	28.57	75.00	80.00

6.7.2 Outcomes of the Survey

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

a) **No Training Needs Assessment Carried Out:** The Department and Ministry have not conducted Training Needs Analysis and Training Impact Assessment for CRCOs.

b) **Shortage of Human Resources:** The Department is constrained by human resources. As of now, 11 *Dzongkhags* and 2 *Thromdes* do not have CRCOs. Those positions are officiated by Administrative Assistants as there were no applicants for the repeated vacancy announcements. There are also two vacancies for CRCO in the Department.

c) **Lack of Standard Induction/Orientation Program:** Currently, new appointees and employees on transfer were not inducted properly on the organization. It makes difficult for those employees to cope up with the work and difficult to understand the rules and regulations of Civil Registration and Census.

d) **Limited Capacity Building Opportunity:**
   - Limited opportunity to learn from each other.
   - Inadequate fund for capacity building.
   - Low intrinsic motivation which has resulted in attraction and retention issues.

e) **Limited/Lack of Knowledge and Skills:** The followings are the list of areas where CRCOs posses limited or lack knowledge and skills.
   i) **Knowledge on Demography and Population Studies:** The position description of CRCO and professional training requirement of Position Directory mandates the requirement of knowledge on demography and population studies. Most of the CRCOs lack knowledge on demography and

population studies which are essential component of the job description to understand the implication of demographic data.

ii) **Research and Analytical Skills:** The available data are not utilized and the culture of research in the Department and Dzongkhag/Thromde was not given importance. The CRCOs were not able to leverage analytical research tools for data analysis.

iii) **Skills to Deal with Client and Person with Disability:** The CRCOs do not possess skills to interact clients and Person with Disability as such services were given lesser focus in all agencies. Without such skills, it would be difficult to create an enabling environment for client and Person with Disability to avail the services.

iv) **Knowledge and Skills on Advocacy Strategy and Approach**: The only opportunity for advocacy is during the annual census. However, the role of advocacy was given lesser importance due to lack of knowledge and skills to raise public awareness on civil registration and census matters. The CRCOs do not have adequate knowledge on identifying advocacy issues and setting objectives of the advocacy, adopting approaches and using different tools for delivery.

v) **Knowledge on Civil Registration and Vital Statistics System**: The Civil Registration and Vital Statistics (CRVS) System is a new concept that has evolved after the Ministerial Declaration of the Asia-Pacific CRVS Decade (2015-2024). The country being signatory to this declaration, it is important for the CRCOs to understand and come up with new measures to adopt CRVS system that is in line with the international norms and standards. However, most of the CRCOs do not have knowledge on CRVS system.

vi) **Fraud Detection and Investigation Skills**: The CRCOs do not possess knowledge and skills to devise a mechanism to gather unrestrained information from community on fraud and deception cases. It is also difficult to detect forged documents and carry out investigations following correct procedures and parameters.

vii) **Knowledge on Record Management System**: The CRCOs have inadequate knowledge on record management system and digital documentation.

viii) **Information Communication and Technology Skills:** It is difficult to keep abreast of new technologies in the professional domain, using emerging technologies to enhance the existing service delivery system and info-graphics.

ix) **Dzongkha Correspondence Skills:** As the government has implemented usage of Dzongkha official correspondences in Annual Performance Agreement, it is important that all CRCOs possess required skills to draft

correspondences in Dzongkha. In absence of such formal training, it is difficult to carry out any correspondences in Dzongkha.

6.7.3 Identifying Methods of Intervention

The most appropriate methods of intervention to address the gaps are identified at Department & Ministry and RCSC levels.

6.7.3.1 Implementation at Department and Ministry level

a) **Institute Standard Induction Program for New Appointees and Employees on Lateral Transfer**: As per the Section 4.13.1 of BCSR 2018, an orientation of a new employee shall be compulsory and it shall be the responsibility of the agency concerned to conduct the orientation programme. Further, Section 14.10 of BCSR 2018 mandates that the agency concerned shall ensure that a civil servant on transfer is properly briefed and inducted to the new position/place of posting. The program will induct the employee into the work station and integrate as a team player.

b) **Institute Monitoring and Evaluation System:**

The Department shall institute monitoring and evaluation system to assess training impact and make necessary interventions.

   i) As per Section 9.6.5.3 of BCSR 2018, the employee shall share the learning, achievements, challenges and other experiences and make a presentation to the Department/concerned agency upon completion of any short term trainings.

   ii) Further, in accordance with Section 9.7.6.10 of BCSR 2018, the employee shall be required to make an independent study as to how best s/he can contribute to the agency concerned and make a presentation to the Department upon completion of long term training.

c) **Establish Institutional Capacity Building Program:** The Department may come up with institutional learning platforms to exchange ideas on particular topics such as orienting civil registration & census regulations and Bhutan Civil Registration System.

d) **Encourage Joint Ownership For Continuous Professional Development (CPD):** The individual CRCOs can be encouraged to take joint ownership of their competency development. The capacity development opportunities can be explored through online resources and also apply for scholarships such as ITEC, NUFFIC, etc. The Department and MoHCA to facilitate Continuous Professional Development of CRCOs.

e) **Collaboration and Linkages:**

   i) Institutional linkage with Disabled Persons' Association of Bhutan and other relevant Associations or institutions both within and outside the country to comprehend the international standards of dealing with Person with Disability.

   ii) Collaboration with Ministry of Health and National Statistics Bureau in the areas of civil registration and demography.

f) **Promote research culture in the Department:** The Department may form a research team to initiate research and make use of available data.

g) **Recruitment of additional Human Resources:** The Department and Ministry need to come up with proposal for recruitment of human resources to fill up the vacant positions in *Dzongkhags* and *Thromdes* as per the staffing pattern.

6.7.3.2   Support from Royal Civil Service Commission
a) **Short Term Training (STT):**
The CRCOs need to undergo the following priority short term trainings.
  i)   Training on Demography and Population Studies
  ii) Training on Advocacy Strategy and Approach
  iii) Refresher Course on Research Skills and Data Analysis
  iv) Training on Automated Biometric Identification System
  v) Workshop on Fraud Detection and Investigation Skills
  vi) Training on Civil Registration and Vital Statistics System
  vii) Training on Record Management System and Digital Documentation
  viii)Training on Dzongkha Correspondence and Basic Translation
  ix) Training on Client Orientation
  x) Workshop on dealing with Person with Disability

b) **Long Term Training (LTT):**
Opportunities for CRCOs to pursue Master in the following specialization:
  i)   Master of Demography
  ii) Master of Population Studies

6.7.4 Competency Development Program

Short-Term Trainings					
SI #	Training	Duration	Target	No. of participants	Venue	FY
1	Training on Demography and Population Studies	14 days	All Proficiency levels	24	India	2020-2021
2	Training on Advocacy Strategy and Approach	14 days	Foundation and Experienced Levels	19	Thimphu, In-country	2020-2021
3	Refresher Course on Research Skills and Data Analysis	14 days	All Proficiency levels	24	Thimphu, In-country	2020-2021
4	Training on Automated Biometric Identification System	5 days	All Proficiency levels	24	Thimphu, In-country	2020-2021
5	Workshop on Fraud Detection and Investigation Skills	7 days	Foundation and Experienced Levels	19	In-country	2021-2022
6	Training on Civil Registration and Vital Statistics System	14 days	Experienced Level	12	India	2021-2022

7	Training on Record Management System and Digital Documentation	7 days	All Proficiency levels	24	India	2021-2022
8	Training on Dzongkha Correspondence and Basic Translation	7 days	All Proficiency levels	24	In-country	2021-2022
9	Training on Client Orientation	7 days	All Proficiency levels	24	In-country	2022-2023
10	Workshop on dealing with Person with Disability	5 days	All Proficiency levels	24	In-country	2022-2023
Long-Term Training (LTT)						
1	Master of Demography	24 months	Eligibility as per BCSR			
2	Master of Population Studies	24 months	Eligibility as per BCSR			

The budget estimate for Financial Year 2020-2021 are annexed under annexure 3.8.

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

SI #	Training	Learning Objectives
1	Training on Demography and Population Studies	• Demonstrate and apply knowledge of demography and population studies. • Demonstrate the understanding of demographic data and analyze the implications.
2	Training on Advocacy Strategy and Approach	• Identify advocacy issues and set achievable and challenging objectives of the advocacy. • Plan and develop effective advocacy standards for civil registration and census related services. • Develop system to monitor strict compliance to advocacy standards by all concerned officials to avoid ambiguity. • Engage print and broadcast media to disseminate information for wider coverage. • Select appropriate and effective advocacy tools and delivery methods. • Design and select appropriate info-graphics and develop advocacy materials.
3	Refresher Course on Research Skills and Data Analysis	• Demonstrate and apply knowledge and understanding of research skills. • Develop systematic approaches for data collection process. • Conduct demography and population related studies. • Leverage appropriate analytical research tools for data analysis. • Promote research culture in the organization. • Promote effective strategies in the use of Information Communication and Technology knowledge to manage and utilize data effectively. • Analyze and interpret demographic data such as Population and Housing Census of Bhutan and annual statistics of civil

		registration & census and recommends changes.
4	Training on Automated Biometric Identification System	• Use and invest in new cutting-edge technologies in the professional domain. • Design the reliable operating systems and integrate with Bhutan Civil Registration System to ensure best security and authentication features.
5	Workshop on Fraud Detection and Investigation Skills	• Demonstrate and apply investigation skills. • Conduct investigations on civil registration and census related matters. • Devise mechanism to gather unrestrained information from community on fraud and deception cases.
6	Training on Civil Registration and Vital Statistics System	• Demonstrated and apply civil registration and vital statistics knowledge.
7	Training on Record Management System and Digital Documentation	• Demonstrate and apply knowledge of inventory and classification system. • Plan and design the record management system. • Promote effective use of 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies. • Develop and implement digitizing methods for maintaining the standards of record keeping.
8	Training on Dzongkha Correspondence and Basic Translation	• Display proficiency in written Dzongkha for all official correspondences.
9	Training on Client Orientation	• Learn skills to interact with client. • Create and promote an enabling environment for client to avail the services. • Develop strategies to interact with client.
10	Workshop on dealing with Person with Disability	• Learn skills to interact with Person with Disability. • Create and promote an enabling environment for Person with Disability to avail the services. • Develop strategies to interact with Person with Disability.

6.8 Recommendations

The following recommendations were proposed: -
a) Disseminate the Competency-Based Framework to all CRCOs.
b) Seek financial support from RCSC to implement the Short-Term and Long-Term Trainings.
c) Prioritize training plans and align the trainings in Annual Performance Agreement and Individual Work Plan.
d) Develop Individual Development Plan for CRCOs.
e) Initiate interventions that can be implemented at Department and Ministry level immediately.
f) Develop Competency-Based Framework for Administrative Assistant to support CRCOs.
g) Translate the Frameworks in Dzongkha.
h) Explore other financial sources and facilitate to implement the training programs by Department.

6.9 Conclusion

The Competency-Based Framework aims to build a fraternity of CRCOs who are highly knowledgeable, skillful and competent in delivering efficient and effective services of the highest standard. The Framework has identified 3 Key Roles, 6 Competency Areas, 18 Key Competencies and 77 Behavioral Indicators under 3 Proficiency Levels.

The current performance gaps were identified and accordingly, competency development programs are proposed. The functions of CRCOs were limited to providing civil registration & census services and ensuring compliances to rules and regulations. With this Framework in place, it is expected that the other important roles of advocacy and research will be given equal importance.

The implementation of this Framework anticipates providing greater role clarity of CRCOs, establishing benchmark for the recruitment and ensuring succession planning, enhancing competency and professionalism of CRCOs to maximize the performance. This Framework will also facilitate the CRCOs in developing their Individual Work Plan and Individual Development Plan to achieve the overall vision of the Department.

3. Annexure
3.1 List of CRC Officers

SI #	Name	EID No.	Position Title	Position Level	Current Working Place
1	Thinley Wangchuk	2001085	Chief CRC Officer	P1	Population Census Division, DCRC
2	Sonam Choden	200602037	CRC Officer	P4	Population Census Division, DCRC
3	Karma Drugyel Zangmo	20130101167	Research Officer	P4	Population Census Division, DCRC
4	Sherab Choki	201104008	Assistant CRC Officer	P5	Population Census Division, DCRC
5	Jigme Zangmo	20190113602	Assistant Research Officer	P5	Population Census Division, DCRC
6	Tenzin Wangmo	20131203557	Assistant CRC Officer	P5	Population Census Division, DCRC
7	Pema Letho	9602033	Chief CRC Officer	P1	Demography and Information Division, DCRC
8	Dophu	8509015	Deputy Chief ICT Officer	P2	Demography and Information Division, DCRC
9	Pema Dechen	200901126	Senior ICT Officer	P3	Demography and Information Division, DCRC
10	Choeku Wangchuk	200701152	Deputy Chief CRC Officer	P2	Civil Registration and Citizenship Services Division, DCRC
11	Karma Chhoezang	8507031	Senior CRC Officer	P3	Civil Registration and Citizenship Services Division, DCRC
12	Sonam Dorji	200801174	Senior CRC Officer	P3	Civil Registration and Citizenship Services Division, DCRC
13	Tshering Dorji	20130802527	Assistant CRC Officer	P5	Civil Registration and Citizenship Services Division, DCRC
14	Tshering Dorji	8703015	Deputy Chief Dzongkhag CRC Officer	P2	Bumthang Dzongkhag
15	Rinchen Jamtsho	201005011	Dzongkhag CRC Officer	P4	Lhuentse Dzongkhag
16	Phuntsho Dorji	201101022	Senior Dzongkhag CRC Officer	P3	Mongar Dzongkhag
17	Kuenzang Gyeltshen	200602036	Senior Dzongkhag CRC Officer	P3	Paro Dzongkhag
18	Tashi Dema	200801164	Senior Dzongkhag CRC Officer	P3	Samtse Dzongkhag
19	Pema Choki	20200116931	Assistant CRC Officer	P5	Thimphu Dzongkhag
20	Dorji Rinchen	200901032	Senior Dzongkhag CRC Officer	P3	Trashigang Dzongkhag
21	Sonam Yodzer	200502009	Senior Dzongkhag CRC Officer	P3	Tsirang Dzongkhag
22	Sonam Norbu	20200116960	Assistant Thromde CRC Officer	P5	Gelephu Thromde
23	Dendup Tshering	201107050	Assistant Thromde CRC Officer	P5	Samdrup Jongkhar Thromde
24	Thinley Dorji	8507019	Senior Thromde CRC Officer	P3	Thimphu Thromde

3.2 List of *Dzongkhags* and *Thromdes* without CRCO

SI #	*Dzongkhag/Thromde*	Vacant Position
1	Chukha	1
2	Dagana	1
3	Gasa	1
4	Haa	1
5	Pemagatshel	1
6	Punakha	1
7	Samdrupjongkhar	1
8	Trashiyangtse	1
9	Trongsa	1
10	Wangduephodrang	1
11	Zhemgang	1
12	Gelephu Thromde	1
13	Phuentsholing Thromde	1
Total		**13**

3.3 Behavioral Indicators

Role: 1. Administrative and System Expert		
Competency Area: 1.1 Work Ethics and Service Delivery		
Key Competencies		**Behavioral Indicator**
1.1.1	Domain Expert on Laws and Regulations	1. Understands the provisions of Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan. 2. Identifies deficiency in the existing service standards and incorporate relevant recommendations. 3. Provides rationale reasoning in the areas which are not expressed explicitly in the service delivery standards.
1.1.2	Strong Work Ethics	1. Complies with Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan. 2. Upholds the interest of organization and public above personal interest while performing duty. 3. Adheres to the ethical values of the service delivery standards and demonstrates strong and reliable work ethics while carrying out the duties. 4. Maintains the standards of personal and professional integrity through display of professional excellence. 5. Exhibits transparent working relationship with employees. 6. Maintains confidentiality of official information and decisions. 7. Takes responsibility to answer to the outcomes of one's actions and behaviors. 8. Builds team spirit among co-workers to achieve the desired goals. 9. Avoids all forms of discrimination and favor in discharging the official responsibilities.
1.1.3	Adaptability and Aptitude	1. Adapts to changing work environments, work priorities and organizational needs. 2. Displays willingness to learn new methods, procedures or techniques. 3. Keeps abreast of new technologies in the professional domain. 4. Synergizes the domain expertise to devise a working modality that suits the changing needs.

1.1.4	Professional Services	1. Ensures quality and highest standard service delivery at all times. 2. Maintains right approach to work and enhances harmonious working environment for efficient service delivery and better client orientation. 3. Creates an enabling environment for senior citizens and Person with Disability to avail the services. 4. Remains proactive to assist and responds promptly to ensure client satisfaction.

Role: 1. Administrative and System Expert	
Competency Area: 1.2 Enhancement of Bhutan Civil Registration System and other existing System	
Key Competencies	**Behavioral Indicator**
1.2.1 Information Communication and Technology Knowledge	1. Introduces innovative approaches to address current and foreseeable challenges. 2. Explores the reliability of other operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features. 3. Uses emerging technologies to enhance the existing service delivery system. 4. Consolidates relevant data from various sources to create comprehensive data repository system.
1.2.2 Stakeholder Engagement	1. Liaises with relevant stakeholders to garner cooperation and assistance to enhance the existing systems. 2. Manages the requirements of stakeholders through informed participation throughout the project lifecycle. 3. Enables users to comprehend the enhanced functionality of Bhutan Civil Registration System and other systems.

Role: 2. Civil Registration Advocate	
Competency Area: 2.1 Advocacy Strategy and Approach	
Key Competencies	**Behavioral Indicator**
2.1.1 Knowledge on Advocacy	1. Identifies advocacy issues and sets objectives of the advocacy. 2. Identifies and understands the target audiences. 3. Adopts approaches and methods of advocacy.
2.1.2 Advocacy Planning and Implementation Knowledge	1. Develops advocacy standards for civil registration and census related services 2. Understands and uses info-graphics to prepare advocacy materials. 3. Uses advocacy tools and delivery methods. 4. Designs appropriate measures to encourage and persuade public on the importance of being counted and enumerated. 5. Develops system to monitor strict compliance to advocacy standards by all concerned officials to avoid ambiguity. 6. Institutes an appropriate incentive schemes to encourage individuals for sharing information on unlawful practices.
2.1.3 Public Communication Skills	1. Possesses communication skills in Dzongkha and other dialects. 2. Demonstrates writing skills in Dzongkha and English for all official correspondences. 3. Develops and uses skills to interact with Person with Disability. 4. Exhibits client friendly gestures and maintains politeness while interacting. 5. Listens to differing views for solutions and reconciliation. 6. Controls and calms emotions during difficult circumstances and uses persuasive skills for the best outcome.

2.1.4	Impact Assessment Ability	1. Carries out monitoring and evaluation of the advocacy program. 2. Conducts impact assessment of advocacy program. 3. Outlines new strategies for progressive changes and improvement in the system.

Role: 2. Civil Registration Advocate	
Competency area: 2.2 Engagement of Stakeholders and Community	
Key Competencies	**Behavioral Indicator**
2.2.1 Collaborative Partnership	1. Fosters collaborative relationship with Local Government functionaries, relevant agencies and community to enhance the functioning of civil registration and census services. 2. Engages print and broadcast media to disseminate information for wider coverage.
2.2.2 Community Engagement	1. Explains the provisions of Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures. 2. Entrusts and encourage publics' roles and responsibilities on timely reporting of vital events. 3. Persuades public to provide authentic information and feedback. 4. Devises a mechanism to gather unrestrained information from community on fraud and deception cases. 5. Enhances public rapport to gain support from community.

Role: 3. Data and Record Manager	
Competency Area: 3.1 Research and Analytical Skills	
Key competencies	**Behavioral Indicator**
3.1.1 Knowledge on Demography and Population Studies	1. Possesses knowledge on demography and population studies. 2. Understands and uses the concepts of civil registration and vital statistics. 3. Develops appropriate measures to fulfill the mandates/obligations of Sustainable Development Goals/United Nations Principles and Recommendations for a vital statistics system. 4. Understands the implications of demographic data.
3.1.2 Research Skills	1. Demonstrates knowledge and understanding of research skills. 2. Develops and adopts systematic approaches for data collection process. 3. Conducts demography and population related studies. 4. Conducts investigations on civil registration and census related matters.
3.1.3 Statistical and Analytical Skills	1. Develops knowledge in Information Communication and Technology fields to manage and utilize data effectively. 2. Leverages appropriate analytical research tools for data analysis. 3. Analyses and interprets demographic data such as Population and Housing Census of Bhutan and annual statistics of civil registration & census.
3.1.4 Publication and Intervention	1. Presents and publishes research findings. 2. Shares research findings with the relevant agencies for intervention. 3. Formulates/reviews civil registration and census policies, regulations, protocols, etc. based on the research findings.

Role: 3. Data and Record Manager	
Competency Area: 3.2 Knowledge on Record Management and Documentation	
Key competencies	**Behavioral Indicator**
3.2.1 Data Administration and Management	1. Manages procedures for collecting, storing and accessing data/records. 2. Uses 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system. 3. Maintains accurate and complete information on all citizens, Special Resident Card holders and other persons that fall under the purview of the Department. 4. Maintains backup and recovery plans and procedures for swift data retrieval from potential risk and loss. 5. Ensures data availability for planning and policy decisions. 6. Develops and complies with standard procedures for retention and disposal of records/documents.
3.2.2 Digital Documentation	1. Possesses knowledge on digital documentation of records to safeguard the originals. 2. Displays knowledge on inventory and classification system. 3. Plans, designs and implements the record management system. 4. Implements digitizing methods for maintaining the standards of record keeping. 5. Evaluates the effectiveness of the record management system.

3.4 Proficiency Level

Key Competency	Proficiency Level for Role 1: Administrative and System Expert			
	Competency Area: 1.1 Work Ethics and Service Delivery			
	Foundation (P5)	**Experienced (P4-P3)**	**Advanced (P2)**	**Proficient (P1)**
Domain Expert on Laws and Regulations	Understands the provisions of Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	Understands and interprets the provisions of Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	Guides colleagues to understand the provisions of Citizenship Acts, Rules and Regulations, guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	Leads colleagues to understand the provisions of Citizenship Acts, Rules and Regulations, guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.
	Identifies deficiency in the existing service standards and proposes recommendations.	Reviews the recommendations to improve existing service standards.	Guides colleagues to improve existing service standards.	Leads colleagues to review and incorporate recommendations for improved service standards.
	Provides rationale reasoning in the areas which are not expressed explicitly in the service delivery standards.	Collaborates with colleagues to rationalize provisions which are not expressed explicitly in the service delivery standards.	Guides colleagues to rationalize provisions which are not expressed explicitly in the service delivery standards.	Leads colleagues to rationalize provisions which are not expressed explicitly in the service delivery standards.

Strong Work Ethics	Adheres to Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	Adheres to Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	Motivates colleagues to adhere to Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	Models exemplary practices that motivate colleagues to adhere to Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.
	Commits to uphold the interest of organization and public above personal interest while performing duty.	Upholds the interest of organization and public above personal interest.	Motivates colleagues to uphold the interest of organization and public above personal interest while performing duty.	Models exemplary practices that uphold the interest of organization and public above personal interest while performing duty.
	Adheres to the ethical values of the service delivery standards and demonstrates strong and reliable work ethics while carrying out the duties.	Adheres to the ethical values of the service delivery standards and demonstrates strong and reliable work ethics while carrying out the duties.	Motivates colleagues to adhere to ethical values of the service delivery standards and demonstrates strong and reliable work ethics while carrying out the duties.	Models exemplary practices that motivates colleagues to adhere to ethical values of the service delivery standards and demonstrates strong and reliable work ethics while carrying out the duties.
	Maintains the standards of personal and professional integrity.	Maintains the standards of personal and professional integrity through display of professional excellence.	Guides colleges to maintain the highest standards of personal and professional integrity through display of professional excellence.	Ensures the highest standards of personal and professional integrity through display of professional excellence.
	Exhibits transparent working relationship with employees.	Demonstrates and adheres to transparent working relationship with employees.	Guides colleagues on practices that adhere to transparent working relationship with employees.	Mentors colleagues on practices that adhere to transparent working relationship with employees.
	Maintains confidentiality of official information and decisions.	Ensures confidentiality of official information and decisions.	Supports adopting appropriate measures to maintain confidentiality of official information and decisions.	Adopts appropriate measures to maintain confidentiality of official information and decisions.
	Takes responsibility to answer to the outcomes of one's actions and behaviors.	Takes ownership and responsibility to answer to the outcomes of one's actions and behaviors.	Demonstrates responsibility and accountability to the outcome of one's actions and behaviors.	Devises mechanisms to make employees responsible and accountable to the outcomes of one's actions and behaviors.
	Displays willingness to build team spirit among co-workers to achieve the desired goals.	Builds team spirit among co-workers to achieve the desired goals.	Demonstrates strong team spirit among co-workers to achieve the desired goals.	Strengthens team spirit among co-workers to achieve the desired goals.

	Avoids all forms of discrimination and favour in discharging the official responsibilities.	Demonstrates to avoid all forms of discrimination and favour in discharging the official responsibilities.	Guides colleagues to avoid all forms of discrimination and favour in discharging the official responsibilities.	Exhibits practices to avoid all forms of discrimination and favour in discharging the official responsibilities.
Adaptability and Aptitude	Displays willingness to adapt to changing work environments, work priorities and organizational needs.	Adapts to changing work environments, work priorities and organizational needs.	Demonstrates adaptability to changing work environments, work priorities and organizational needs.	Displays high level of adaptability to changing work environments, work priorities and organizational needs.
	Displays willingness to learn new methods, procedures or techniques.	Demonstrates willingness to learn new methods, procedures or techniques.	Guides colleagues to learn new methods, procedures or techniques.	Exhibits high level of adaptability to learning new methods, procedures or techniques.
	Keeps abreast of new technologies in the professional domain.	Keeps abreast of new technologies in the professional domain.	Assists colleagues to use new cutting-edge technologies in the professional domain.	Invests in new and relevant cutting-edge technologies in the professional domain.
	Displays wiliness to synergize the domain knowledge ~~expertise~~ to devise a working modality that suits the changing needs.	Synergizes the domain expertise to devise a working modality that suits the changing needs.	Collaborates with colleagues to synergize the domain expertise to devise a working modality that suits the changing needs.	Leads colleagues to synergize the domain expertise to devise a working modality that suits the changing needs.
Professional Services	Ensures efficient services and maintains standard of service delivery at all times.	Ensures efficient services and maintains the highest standard of service delivery at all times.	Collaborates with colleagues to ensure efficient services and maintain the highest standard of service delivery at all times.	Explores avenues for enhancing the highest standard of service delivery at all times.
	Maintains right approach to work and enhances harmonious working environment for efficient service delivery.	Promotes right approach to work and enhances harmonious working environment for efficient service delivery.	Collaborates with colleagues to maintain right approach to work and enhances harmonious working environment for efficient service delivery.	Models exemplary practices to motivate colleagues to maintain right approach to work and enhance harmonious working environment for efficient service delivery.
	Creates an enabling environment for senior citizens and Person with Disability to avail the services.	Promotes enabling environment for senior citizens and Person with Disability to avail the services.	Coordinates to create an enabling environment for senior citizens and Person with Disability to avail the services.	Leads colleagues to promote an enabling environment for senior citizens and Person with Disability to avail the services.
	Possesses skills to respond promptly to ensure client satisfaction.	Demonstrates skills to respond promptly to ensure client satisfaction.	Ascertains that queries are instantly responded and maintains optimum level of client satisfactory.	Displays exemplary practices for client satisfactory and formulates mechanisms to respond to clients.

Key Competency	Proficiency Level for Role 1: Administrative and System Expert			
	Competency Area: 1.2 Enhancement of Bhutan Civil Registration System and other existing System			
	Foundation (P5)	**Experienced (P4-P3)**	**Advanced (P2)**	**Proficient (P1)**
Information Communication and Technology Knowledge	Explores innovative approaches to address current and foreseeable challenges.	Reviews ~~and suggests~~ innovative approaches to address current and foreseeable challenges.	Reviews and suggests innovative approaches to address current and foreseeable challenges.	Introduces innovative approaches to address current and foreseeable challenges.
	Explores the reliability of other operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.	Reviews ~~and designs~~ the reliable operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.	Reviews and designs the reliable operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.	Introduces reliable operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.
	Possesses skills to use emerging technologies to enhance the existing service delivery system.	Uses emerging technologies to enhance the existing service delivery system.	Assists colleagues to use emerging technologies to enhance the existing service delivery system.	Leads colleagues to use emerging technologies to enhance the existing service delivery system.
	Learns to consolidate relevant data from various sources to create comprehensive data repository system.	Consolidates relevant data from various sources to create comprehensive data repository system.	Guides colleagues to consolidate relevant data from various sources to create comprehensive data repository system.	Leads colleagues to consolidate relevant data from various sources to create comprehensive data repository system.
Stakeholder Engagement	Liaises with relevant stakeholders to garner cooperation and assistance to enhance the existing systems.	Collaborates with relevant stakeholders to garner cooperation and assistance to enhance the existing systems.	Strengthens the collaboration with relevant stakeholders to garner cooperation and assistance to enhance the existing systems.	Consolidates network that strengthens collaboration with relevant stakeholders to garner cooperation and assistance to enhance the existing systems.
	Learns to manage the requirements of stakeholders through informed participation throughout the project lifecycle.	Manages the requirements of stakeholders through informed participation throughout the project lifecycle.	Guides colleagues to manage the requirements of stakeholders through informed participation throughout the project lifecycle.	Leads colleagues to manage the requirements of stakeholders through informed participation throughout the project lifecycle.
	Assists to enable users to comprehend the enhanced functionality of Bhutan Civil Registration System and other systems.	Enables users to comprehend the enhanced functionality of Bhutan Civil Registration System and other systems.	Contributes to empower users to comprehend the enhanced functionality of Bhutan Civil Registration System and other systems.	Institutes effective mechanisms to enable users to comprehend the enhanced functionality of Bhutan Civil Registration System and other systems.

Key Competency	Proficiency Level for Role 2: Civil Registration Advocate			
	Competency Area: 2.1 Advocacy Strategy and Approach			
	Foundation (P5)	**Experienced (P4-P3)**	**Advanced (P2)**	**Proficient (P1)**
Knowledge on Advocacy	Identifies advocacy issues and assists to set objectives of the advocacy.	Identifies advocacy issues to set achievable and appropriate objectives of the advocacy.	Guides colleagues in identifying advocacy issues and setting achievable and challenging objectives of the advocacy.	Leads colleagues in setting achievable and challenging objectives that are responsive to advocacy issues identified.
	Learns to identify and understand the target audiences.	Identifies and understands the target audiences.	Guides colleagues in identifying and understanding the target audiences.	Leads colleagues in identifying and understanding the target audiences.
	Understands and identifies the advocacy approaches and methods.	Selects and adopts appropriate approaches and methods of advocacy.	Advises and guides colleagues in selecting and adopting advocacy approaches and methods.	Leads colleagues in selecting and adopting effective advocacy approaches and methods.
Advocacy Planning and Implementation Knowledge	Supports to plan and develop effective advocacy standards for civil registration and census related services.	Plans and develops effective advocacy standards for civil registration and census related services.	Works collaboratively with colleagues to adopt best practices and develops appropriate and effective advocacy standards for civil registration and census related services.	Ensures implementation of appropriate and effective advocacy standards for civil registration and census related services.
	Understands the uses info-graphics to prepare advocacy materials.	Demonstrates the skills in using info-graphics to prepare advocacy materials.	Designs and selects appropriate info-graphics and develops advocacy materials.	Guides and leads colleagues to design advocacy materials using appropriate info-graphics.
	Understands the advocacy tools and delivery methods.	Uses effective advocacy tools and delivery methods.	Assists colleagues to select appropriate and effective advocacy tools and delivery methods.	Leads colleagues in selecting and using appropriate and effective advocacy tools and delivery methods.
	Learns to design appropriate measures to encourage and persuade public on the importance of being counted and enumerated.	Designs appropriate measures to encourage and persuade public on the importance of being counted and enumerated.	Guides colleagues to design appropriate measures to encourage and persuade public on the importance of being counted and enumerated.	Exhibits persuasive skills and implements the measures to encourage and persuade public on the importance of being counted and enumerated.
	Support to develop system to monitor strict compliance to advocacy standards by all concerned officials to avoid ambiguity.	Develops system to monitor strict compliance to advocacy standards by all concerned officials to avoid ambiguity.	Guides colleagues to develop an effective system to monitor strict compliance to advocacy standards by all concerned officials to avoid ambiguity.	Leads colleagues to develop and implement monitoring system for strict compliance to advocacy standards by all concerned officials to avoid ambiguity.

	Suggests an appropriate incentive schemes to encourage individuals for sharing information on unlawful practices.	Reviews and suggests an appropriate incentive schemes to encourage individuals for sharing information on unlawful practices.	Institutes an appropriate incentive schemes to encourage individuals for sharing information on unlawful practices.	Provides leadership support to institute an appropriate incentive schemes to encourage individuals for sharing information on unlawful practices.
Public Communication Skills	Possesses communication skills in Dzongkha and other dialects.	Demonstrates communication skills in Dzongkha and other dialects.	Displays effective communication skills in Dzongkha and other dialects.	Exhibits eloquent communication skills in Dzongkha and other dialects.
	Possesses sound writing skills in Dzongkha and English for all official correspondences.	Demonstrates writing skills in Dzongkha and English for all official correspondences.	Displays high level of proficiency in written Dzongkha and English for all official correspondences.	Provides leadership support to achieve high level of proficiency in Dzongkha and English correspondences for employees.
	Learns the skills to interact with Person with Disability.	Demonstrates skills to interact with Person with Disability.	Develops strategies to interact with Person with Disability.	Implements the strategies to interact with Person with Disability.
	Displays skills to promote client friendly gestures and maintains politeness while interacting.	Demonstrates client friendly gestures and maintains politeness while interacting.	Guides colleagues to promote client friendly gestures and maintains politeness while interacting.	Leads colleagues to promote client friendly gestures and maintains politeness while interacting.
	Possesses basic negotiation skills	Understands differing views and identifies solutions for reconciliation.	Acknowledges differing views and develops strategies for reconciliation.	Exhibits negotiation skills and implements the strategies for negotiation.
	Learns to control and calm emotions during difficult circumstances.	Controls and calms emotions during difficult circumstances.	Controls and calms emotions during difficult circumstances and uses persuasive skills for the best outcome.	Displays persuasive skills for the best outcome and guides colleagues to develop persuasive skills.
Impact Assessment Ability	Assists to carry out monitoring and evaluation of the advocacy program.	Carries out monitoring and evaluation of the advocacy program.	Assists colleagues to design monitoring and evaluation strategies.	Leads colleagues to conduct monitoring and evaluation of the advocacy program.
	Demonstrates the knowledge of impact assessment of advocacy program.	Conducts impact assessment of advocacy program.	Assists colleagues in interpreting the impact assessment findings of advocacy program.	Shows exemplary skills in the effective analysis of impact assessment.
	Supports to outline new strategies for progressive changes and improvement in the system.	Outlines new strategies for progressive changes and improvement in the system.	Develops new strategies for progressive changes and improvement in the system.	Implements new strategies for progressive changes and improvement in the system.

Key Competency	Proficiency Level for Role 2: Civil Registration Advocate			
	Competency Area: 2.2 Engagement of Stakeholders and Community			
	Foundation (P5)	**Experienced (P4-P3)**	**Advanced (P2)**	**Proficient (P1)**
Collaborative Partnership	Understands the collaborative relationship with Local Government functionaries, relevant agencies and community to enhance the functioning of civil registration and census services.	Fosters collaborative relationship with Local Government functionaries, relevant agencies and community to enhance the functioning of civil registration and census services.	Strengthens the collaborative relationship with Local Government functionaries, relevant agencies and community to enhance the functioning of civil registration and census services.	Consolidates network that strengthens collaboration with Local Government functionaries, relevant agencies and community to enhance the functioning of civil registration and census services.
	Assists to engage print and broadcast media to disseminate information for wider coverage.	Engages print and broadcast media to disseminate information for wider coverage.	Participates and contributes actively to disseminate information for wider coverage through engagement of print and broadcast media.	Leads and supports colleagues in engaging print and broadcast media to disseminate information for wider coverage.
Community Engagement	Understands the provisions of civil registration and census rules and regulations, guidelines and standard operating procedures.	Explains the provisions citizenship Acts, Rules and Regulations, Guidelines and Standard Operating Procedures.	Understands and interprets the provisions of citizenship Acts, Rules and Regulations, Guidelines and Standard Operating Procedures.	Guides colleagues to understand and interpret the provisions of citizenship Acts, Rules and Regulations, Guidelines and Standard Operating Procedures.
	Understands the roles and responsibilities of public on timely reporting of vital events.	Entrusts and encourage publics' roles and responsibilities on timely reporting of vital events.	Develops and uses strategies to entrust and encourage publics' roles and responsibilities on timely reporting of vital events.	Guides colleagues to develop and implement strategies on publics' roles and responsibilities on timely reporting of vital events.
	Learns to persuade public to provide authentic information and feedback.	Persuades public to provide authentic information and feedback.	Develops strategies to persuade public to provide authentic information and feedback.	Reviews and adopts appropriate strategies to persuade public in providing authentic information and feedback.
	Learns the importance of gathering unrestrained information from community on fraud and deception cases.	Understands the importance of gathering unrestrained information from community on fraud and deception cases.	Devises mechanism to gather unrestrained information from community on fraud and deception cases.	Leads colleagues to devise mechanism to gather unrestrained information from community on fraud and deception cases.
	Demonstrates the understanding of maintaining public rapport to gain support from community.	Enhances public rapport to gain support from community.	Strengthens relationships with community to gain support.	Consolidates networks that strengthen relationships with community to gain support.

Key Competency	Proficiency Level for Role 3: Data and Record Manager			
	Competency Area: 3.1 Research and Analytical Skills			
	Foundation (P5)	**Experienced (P4-P3)**	**Advanced (P2)**	**Proficient (P1)**
Knowledge on Demography and Population Studies	Possesses knowledge on demography and population studies.	Demonstrates knowledge on demography and population studies.	Applies knowledge of demography and population studies.	Models effective application of knowledge on demography and population studies.
	Understands and uses the concepts of civil registration and vital statistics.	Demonstrates the concepts of civil registration and vital statistics.	Applies the civil registration and vital statistics knowledge.	Shares the concepts of civil registration and vital statistics with colleagues.
	Assists to develop appropriate measures to fulfill the mandates/obligations of Sustainable Development Goals/United Nations Principles and Recommendations for a vital statistics system.	Develops appropriate measures to fulfill the mandates/obligations of Sustainable Development Goals/United Nations Principles and Recommendations for a vital statistics system.	Selects and adapts appropriate measures to fulfill the mandates/obligations of Sustainable Development Goals and United Nations Principles and Recommendations for a vital statistics system.	Leads to implement and shares appropriate measures to fulfill the mandates/obligations of Sustainable Development Goals/United Nations Principles and Recommendations for a vital statistics system.
	Understands the implications of demographic data.	Demonstrates the understanding of demographic data implications.	Analyzes the implications of demographic data.	Guides colleagues to analyze the implication of demographic data.
Research Skills	Demonstrates knowledge and understanding of basic research and report writing skills.	Demonstrates knowledge and understanding of advanced research skills.	Guides colleagues to promote research culture in the organization.	Leads colleagues to conduct research and utilize relevant findings to improve the service delivery.
	Assists to develop and adopt systematic approaches for data collection process.	Develops systematic approaches for data collection process.	Develops and adopts systematic approaches for data collection process.	Reviews and implements systematic approaches for data collection process.
	Assists to conduct demographic and population related studies.	Conducts demography and population related studies.	Collaborates with colleagues to conduct demography and population related studies.	Leads colleagues to conduct demography and population related studies.
	Assists to conduct investigations on civil registration and census related matters.	Conducts investigations on civil registration and census related matters.	Collaborates with colleagues to conduct investigations on civil registration and census related matters.	Leads colleagues to conduct investigations on civil registration and census related matters.
Statistical and Analytical Skills	Develops knowledge in ICT fields to manage and utilize data effectively.	Ensures the use of Information Communication and Technology knowledge to manage and utilize data effectively.	Promotes effective strategies in the use of Information Communication and Technology knowledge to manage and utilize data effectively.	Shows exemplary skills and mentor colleagues in the use of Information Communication and Technology knowledge to manage and utilize data effectively.
	Studies appropriate analytical research tools for data analysis.	Demonstrates use of appropriate analytical research tools for data analysis.	Leverages appropriate analytical research tools for data analysis.	Initiates and explores avenues to use appropriate analytical research tools for data analysis.

Understands demographic data such as Population and Housing Census of Bhutan and annual statistics of civil registration & census.	Analyzes and interprets demographic data such as Population and Housing Census of Bhutan and annual statistics of civil registration & census.	Supports colleagues to analyze and interpret demographic data such as Population and Housing Census of Bhutan and annual statistics of civil registration & census and recommends changes.	Leads colleagues to analyze and interpret demographic data such as Population and Housing Census of Bhutan and annual statistics of civil registration & census and Initiates the strategies to implement the change in the system.

Publication and Intervention

Presents and publishes research findings.	Reviews the research findings for publication.	Facilitates to review the research findings for publication.	Facilitates to publish research papers and implements the recommendations of the study.
Shares research findings with the relevant agencies.	Shares research findings with the relevant agencies for intervention.	Identifies the relevant stakeholders for collaborative intervention on research findings.	Collaborates with relevant stakeholders on research findings.
Assists to propose suggestions to review civil registration and census policies/regulations/protocols.	Reviews civil registration and census policies, regulations, protocols, etc. based on the research findings.	Reviews civil registration and census policies, regulations, protocols, etc. based on the research findings and recommends changes.	Formulates civil registration and census policies, regulations, protocols, etc. based on the research findings.

Key Competency	Proficiency Level for Role 3: Data and Record Manager			
	Competency Area: 3.2 Knowledge on Record Management and Documentation			
	Foundation (P5)	**Experienced (P4-P3)**	**Advanced (P2)**	**Proficient (P1)**
Data Administration and Management	Assists to manage procedures for collecting, storing and accessing data/records.	Manages procedures for collecting, storing and accessing data/records.	Administers and monitors procedures for collecting, storing and accessing data/records.	Strengthens procedures for administration and management of data/records.
	Possesses knowledge on use 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.	Uses 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.	Promotes effective use of 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.	Strengthens the implementation of 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.
	Maintains accurate information on all citizens, Special Resident Permit holders and other persons that fall under the purview of the Department.	Maintains accurate and complete information on all citizens, Special Resident Card holders and other persons that fall under the purview of the Department.	Ensures and maintains accurate and complete information on all citizens, Special Resident Card holders and other persons that fall under the purview of the Department.	Assures accurate and up-to-date information on all citizens, Special Resident Card holders and other persons that fall under the purview of the Department.
	Understands the need of backup and recovery plans and procedures for swift data retrieval from potential risk and loss.	Maintains backup and recovery plans and procedures for swift data retrieval from potential risk and loss.	Ensures and maintains backup and recovery plans and procedures for swift data retrieval from potential risk and loss.	Assures backup and recovery plans and procedures for swift data retrieval from potential risk and loss.
	Assists to provide data for planning and policy decision making.	Ensures data availability for planning and policy decisions.	Ensures accurate data availability for planning and policy decisions.	Assures instant and accurate data availability for planning and policy

				decisions.
	Complies with standard procedures for retention and disposal of records/documents.	Develops standard procedures for retention and disposal of records/documents.	Ensures compliance with standard procedures for retention and disposal of records/documents.	Monitors development of standard procedures for retention and disposal of records/documents.
Digital Documentation	Possesses basic knowledge on digital documentation of records to safeguard the originals.	Demonstrates knowledge on digital documentation of records to safeguard the originals.	Applies knowledge of digital documentation to safeguard the originals.	Manages/models effective application of knowledge on digital documentation of records to safeguard the originals.
	Displays knowledge on inventory and classification to maintain proper record inventory system.	Demonstrates knowledge on inventory system.	Applies knowledge of inventory and classification system.	Exhibits skills on the application of inventory and classification system and monitors the usage.
	Assists to plan and design record management system.	Plans and designs the record management system.	Plans, designs and implements the record management system.	Monitors the implementation of record management system.
	Learns the digitizing methods for maintaining the standards of record keeping.	Develops digitizing methods for maintaining the standards of record keeping.	Develops and implements digitizing methods for maintaining the standards of record keeping.	Implements and upgrades the digitizing methods for maintaining the standards of record keeping.
	Suggests the effectiveness of the record management system.	Evaluates the effectiveness of the record management system.	Selects the effective solutions to improve record management system.	Selects and adapts the effective solution to improve record management system.

3.5 Assessment of Performance Gaps
3.5.1 Assessment of Performance Gap for Foundation Level (P5)

Key Competency	Role 1: Administrative and System Expert		
	Competency Area: 1.1 Work Ethics and Service Delivery		
	Behavior Indicator	**Competent**	**Not Competent**
Domain Expert on Laws and Regulations	Understands the provisions of Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	6	1
	Identifies deficiency in the existing service standards and proposes recommendations.	6	1
	Provides rationale reasoning in the areas which are not expressed explicitly in the service delivery standards.	5	2
Strong Work Ethics	Adheres to Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	7	0
	Commits to uphold the interest of organization and public above personal interest while performing duty.	7	0
	Adheres to the ethical values of the service delivery standards and demonstrates strong and reliable work ethics while carrying out the duties.	7	0
	Maintains the standards of personal and professional integrity.	7	0
	Exhibits transparent working relationship with employees.	7	0
	Maintains confidentiality of official information and decisions.	7	0
	Takes responsibility to answer to the outcomes of one's actions and behaviors.	7	0
	Displays willingness to build team spirit among co-workers to achieve the desired goals.	7	0
	Avoids all forms of discrimination and favour in discharging the official responsibilities.	7	0
Adaptability and Aptitude	Displays willingness to adapt to changing work environments, work priorities and organizational needs.	6	1
	Displays willingness to learn new methods, procedures or techniques.	7	0
	Keeps abreast of new technologies in the professional domain.	6	1
	Displays wiliness to synergize the domain knowledge to devise a working modality that suits the changing needs.	5	2
Professional Services	Ensures efficient services and maintains quality and standard of service delivery at all times.	6	1
	Maintains right approach to work and enhances harmonious working environment for efficient service delivery.	6	1
	Creates an enabling environment for senior citizens and Person with Disability to avail the services.	2	5
	Possesses skills to respond promptly to ensure client satisfaction.	6	1
Total		**124**	**16**

Key Competency		Role 1: Administrative and System Expert		
		Competency Area: 1.2 Enhancement of Bhutan Civil Registration System and other existing System		
		Behavior Indicator	**Competent**	**Not Competent**
Information Communication and Technology Knowledge		Explores innovative approaches to address current and foreseeable challenges.	6	1
		Explores the reliability of other operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.	6	1
		Possesses skills to use emerging technologies to enhance the existing service delivery system.	6	1
		Learns to consolidate relevant data from various sources to create comprehensive data repository system.	6	1
Stakeholder Engagement		Liaises with relevant stakeholders to garner cooperation and assistance to enhance the existing systems.	6	1
		Learns to manage the requirements of stakeholders through informed participation throughout the project lifecycle.	6	1
		Assists to enable users to comprehend the enhanced functionality of Bhutan Civil Registration System and other systems.	6	1
Total			**42**	**7**

Key Competency		Role 2: Civil Registration Advocate		
		Competency Area: 2.1 Advocacy Strategy and Approach		
		Behavior Indicator	**Competent**	**Not Competent**
Knowledge on Advocacy		Identifies advocacy issues and assists to set objectives of the advocacy.	6	1
		Learns to identify and understand the target audiences.	6	1
		Understands and identifies the advocacy approaches and methods.	6	1
Advocacy Planning and Implementation Knowledge		Supports to plan and develop effective advocacy standards for civil registration and census related services.	2	5
		Understands the uses info-graphics to prepare advocacy materials.	4	3
		Understands the advocacy tools and delivery methods.	5	2
		Learns to design appropriate measures to encourage and persuade public on the importance of being counted and enumerated.	5	2
		Support to develop system to monitor strict compliance to advocacy standards by all concerned officials to avoid ambiguity.	2	5
		Suggests an appropriate incentive schemes to encourage individuals for sharing information on unlawful practices.	5	2
Public Communication Skills		Possesses communication skills in Dzongkha and other dialects.	6	1
		Possesses sound writing skills in Dzongkha and English for all official correspondences.	5	2
		Learns the skills to interact with Person with Disability.	1	6
		Displays skills to promote client friendly gestures and maintains politeness while interacting.	7	0

		Possesses basic negotiation skills	7	0
		Learns to control and calm emotions during difficult circumstances.	6	1
Impact Assessment Ability		Assists to carry out monitoring and evaluation of the advocacy program.	5	2
		Demonstrates the knowledge of impact assessment of advocacy program.	2	5
		Supports to outline new strategies for progressive changes and improvement in the system.	6	1
Total			**86**	**40**

Key Competency		Role 2: Civil Registration Advocate		
		Competency Area: 2.2 Engagement of Stakeholders and Community		
		Behavior Indicator	**Competent**	**Not Competent**
Collaborative Partnership		Understands the collaborative relationship with Local Government functionaries, relevant agencies and community to enhance the functioning of civil registration and census services.	5	2
		Assists to engage print and broadcast media to disseminate information for wider coverage.	2	5
Community Engagement		Understands the provisions of civil registration and census rules and regulations, guidelines and standard operating procedures.	7	0
		Understands the roles and responsibilities of public on timely reporting of vital events.	6	1
		Learns to persuade public to provide authentic information and feedback.	6	1
		Learns the importance of gathering unrestrained information from community on fraud and deception cases.	7	0
		Demonstrates the understanding of maintaining public rapport to gain support from community.	7	0
Total			**40**	**9**

Key Competency	Role 3: Data and Record Manager		
	Competency Area: 3.1 Research and Analytical Skills		
	Behavior Indicator	**Competent**	**Not Competent**
Knowledge on Demography and Population Studies	Possesses knowledge on demography and population studies.	1	6
	Understands and uses the concepts of civil registration and vital statistics.	5	2
	Assists to develop appropriate measures to fulfill the mandates/obligations of Sustainable Development Goals/United Nations Principles and Recommendations for a vital statistics system.	4	3
	Understands the implications of demographic data.	2	5
Research Skills	Demonstrates knowledge and understanding of basic research and report writing skills.	4	3
	Assists to develop and adopt systematic approaches for data collection process.	2	5
	Assists to conduct demographic and population related studies.	1	6
	Assists to conduct investigations on civil registration and census related matters.	2	5
Statistical and Analytical Skills	Develops knowledge in ICT fields to manage and utilize data effectively.	6	1
	Studies appropriate analytical research tools for data analysis.	1	6
	Understands demographic data such as Population and Housing Census of Bhutan and annual statistics of civil registration & census.	5	2
Publication and Intervention	Presents and publishes research findings.	2	5
	Shares research findings with the relevant agencies.	4	3
	Assists to propose suggestions to review civil registration and census policies/regulations/protocols.	4	3
Total		**43**	**55**

Key Competency	Role 3: Data and Record Manager		
	Competency Area: 3.2 Knowledge on Record Management and Documentation		
	Behavior Indicator	**Competent**	**Not Competent**
Data Administration and Management	Assists to manage procedures for collecting, storing and accessing data/records.	5	2
	Possesses knowledge on use 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.	2	5
	Maintains accurate information on all citizens, Special Resident Permit holders and other persons that fall under the purview of the Department.	6	1
	Understands the need of backup and recovery plans and procedures for swift data retrieval from potential risk and loss.	5	2
	Assists to provide data for planning and policy decision making.	6	1
	Complies with standard procedures for retention and disposal of records/documents.	4	3
Digital Documentation	Possesses basic knowledge on digital documentation of records to safeguard the originals.	4	3
	Displays knowledge on inventory and classification to maintain proper record inventory system.	2	5
	Assists to plan and design record management system.	1	6

	Learns the digitizing methods for maintaining the standards of record keeping.	2	5
	Suggests the effectiveness of the record management system.	6	1
Total		**43**	**34**

3.5.2 Assessment of Performance Gap for Experienced Level (P4-P3)

Key Competency	Role 1: Administrative and System Expert		
	Competency Area: 1.1 Work Ethics and Service Delivery		
	Behavior Indicator	**Competent**	**Not Competent**
Domain Expert on Laws and Regulations	Understands and interprets the provisions of Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	11	1
	Reviews the recommendations to improve existing service standards.	8	4
	Collaborates with colleagues to rationalize provisions which are not expressed explicitly in the service delivery standards.	9	3
Strong Work Ethics	Adheres to Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	12	0
	Upholds the interest of organization and public above personal interest.	12	0
	Adheres to the ethical values of the service delivery standards and demonstrates strong and reliable work ethics while carrying out the duties.	12	0
	Maintains the standards of personal and professional integrity through display of professional excellence.	12	0
	Demonstrates and adheres to transparent working relationship with employees.	12	0
	Ensures confidentiality of official information and decisions.	12	0
	Takes ownership and responsibility to answer to the outcomes of one's actions and behaviors.	12	0
	Builds team spirit among co-workers to achieve the desired goals.	11	1
	Demonstrates to avoid all forms of discrimination and favour in discharging the official responsibilities.	12	0
Adaptability and Aptitude	Adapts to changing work environments, work priorities and organizational needs.	11	1
	Demonstrates willingness to learn new methods, procedures or techniques.	10	2
	Keeps abreast of new technologies in the professional domain.	3	9
	Synergizes the domain expertise to devise a working modality that suits the changing needs.	9	3
Professional Services	Ensures efficient services and maintains the highest standard of service delivery at all times.	12	0
	Promotes right approach to work and enhances harmonious working environment for efficient service delivery.	12	0
	Promotes enabling environment for senior citizens and Person with Disability to avail the services.	3	9
	Demonstrates skills to respond promptly to ensure client satisfaction.	10	2
Total		**205**	**35**

Key Competency		Role 1: Administrative and System Expert		
		Competency Area: 1.2 Enhancement of Bhutan Civil Registration System and other existing System		
		Behavior Indicator	**Competent**	**Not Competent**
Information Communication and Technology Knowledge		Reviews innovative approaches to address current and foreseeable challenges.	8	4
		Reviews the reliable operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.	3	9
		Uses emerging technologies to enhance the existing service delivery system.	3	9
		Consolidates relevant data from various sources to create comprehensive data repository system.	6	6
Stakeholder Engagement		Collaborates with relevant stakeholders to garner cooperation and assistance to enhance the existing systems.	10	2
		Manages the requirements of stakeholders through informed participation throughout the project lifecycle.	9	3
		Enables users to comprehend the enhanced functionality of Bhutan Civil Registration System and other systems.	10	2
Total			**49**	**35**

Key Competency		Role 2: Civil Registration Advocate		
		Competency Area: 2.1 Advocacy Strategy and Approach		
		Behavior Indicator	**Competent**	**Not Competent**
Knowledge on Advocacy		Identifies advocacy issues to set achievable and appropriate objectives of the advocacy.	3	9
		Identifies and understands the target audiences.	10	2
		Selects and adopts appropriate approaches and methods of advocacy.	3	9
Advocacy Planning and Implementation Knowledge		Plans and develops effective advocacy standards for civil registration and census related services.	10	2
		Demonstrates the skills in using info-graphics to prepare advocacy materials.	2	10
		Uses effective advocacy tools and delivery methods.	3	9
		Designs appropriate measures to encourage and persuade public on the importance of being counted and enumerated.	11	1
		Develops system to monitor strict compliance to advocacy standards by all concerned officials to avoid ambiguity.	9	3
		Reviews and suggests an appropriate incentive schemes to encourage individuals for sharing information on unlawful practices.	5	7
Public Communication Skills		Demonstrates communication skills in Dzongkha and other dialects.	9	3
		Demonstrates writing skills in Dzongkha and English for all official correspondences.	3	9
		Demonstrates skills to interact with Person with Disability.	3	9
		Demonstrates client friendly gestures and maintains politeness while interacting.	11	1
		Understands differing views and identifies solutions for reconciliation.	9	3
		Controls and calms emotions during difficult circumstances.	9	3

	Behavior Indicator	Competent	Not Competent
Impact Assessment Ability	Carries out monitoring and evaluation of the advocacy program.	9	3
	Conducts impact assessment of advocacy program.	9	3
	Outlines new strategies for progressive changes and improvement in the system.	8	4
Total		**126**	**90**

	Role 2: Civil Registration Advocate		
Key Competency	**Competency Area: 2.2 Engagement of Stakeholders and Community**		
	Behavior Indicator	**Competent**	**Not Competent**
Collaborative Partnership	Fosters collaborative relationship with Local Government functionaries, relevant agencies and community to enhance the functioning of civil registration and census services.	10	2
	Engages print and broadcast media to disseminate information for wider coverage.	10	2
Community Engagement	Explains the provisions citizenship Acts, Rules and Regulations, Guidelines and Standard Operating Procedures.	12	0
	Entrusts and encourage publics' roles and responsibilities on timely reporting of vital events.	11	1
	Persuades public to provide authentic information and feedback.	10	2
	Understands the importance of gathering unrestrained information from community on fraud and deception cases.	3	9
	Enhances public rapport to gain support from community.	11	1
Total		**67**	**17**

	Role 3: Data and Record Manager		
Key Competency	**Competency Area: 3.1 Research and Analytical Skills**		
	Behavior Indicator	**Competent**	**Not Competent**
Knowledge on Demography and Population Studies	Demonstrates knowledge on demography and population studies.	3	9
	Demonstrates the concepts of civil registration and vital statistics.	2	10
	Develops appropriate measures to fulfill the mandates/obligations of Sustainable Development Goals/United Nations Principles and Recommendations for a vital statistics system.	5	7
	Demonstrates the understanding of demographic data implications.	3	9
Research Skills	Demonstrates knowledge and understanding of advanced research skills.	3	9
	Develops systematic approaches for data collection process.	3	9
	Conducts demography and population related studies.	3	9
	Conducts investigations on civil registration and census related matters.	3	9
Statistical and Analytical Skills	Ensures the use of Information Communication and Technology knowledge to manage and utilize data effectively.	3	9
	Demonstrates use of appropriate analytical research tools for data analysis.	2	10
	Analyzes and interprets demographic data such as Population and Housing	3	9

	Behavior Indicator	Competent	Not Competent
Publication and Intervention	Census of Bhutan and annual statistics of civil registration & census.		
	Reviews the research findings for publication.	7	5
	Shares research findings with the relevant agencies for intervention.	8	4
	Reviews civil registration and census policies, regulations, protocols, etc. based on the research findings.	9	3
	Total	**57**	**111**

Key Competency	Role 3: Data and Record Manager		
	Competency Area: 3.2 Knowledge on Record Management and Documentation		
	Behavior Indicator	**Competent**	**Not Competent**
Data Administration and Management	Manages procedures for collecting, storing and accessing data/records.	8	4
	Uses 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.	3	9
	Maintains accurate and complete information on all citizens, Special Resident Card holders and other persons that fall under the purview of the Department.	11	1
	Maintains backup and recovery plans and procedures for swift data retrieval from potential risk and loss.	7	5
	Ensures data availability for planning and policy decisions.	9	3
	Develops standard procedures for retention and disposal of records/documents.	7	5
Digital Documentation	Demonstrates knowledge on digital documentation of records to safeguard the originals.	3	9
	Demonstrates knowledge on inventory system.	3	9
	Plans and designs the record management system.	3	9
	Develops digitizing methods for maintaining the standards of record keeping.	3	9
	Evaluates the effectiveness of the record management system.	2	10
	Total	**59**	**73**

3.5.3 Assessment of Performance Gap for Advanced and Proficient Level (P2-P1)

Key Competency	Role 1: Administrative and System Expert		
	Competency Area: 1.1 Work Ethics and Service Delivery		
	Behavior Indicator	**Competent**	**Not Competent**
Domain Expert on Laws and Regulations	Guides colleagues to understand the provisions of Citizenship Acts, Rules and Regulations, guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	5	0
	Leads colleagues to review and incorporate recommendations for improved service standards.	5	0
	Guides colleagues to rationalize provisions which are not expressed explicitly in the service delivery standards.	5	0
Strong Work Ethics	Models exemplary practices that motivate colleagues to adhere to Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	5	0
	Models exemplary practices that uphold the interest of organization and public above personal interest while performing duty.	5	0
	Models exemplary practices that motivates colleagues to adhere to ethical values of the service delivery standards and demonstrates strong and	5	0

Key Competency	Behavior Indicator	Competent	Not Competent
	reliable work ethics while carrying out the duties.		
	Ensures the highest standards of personal and professional integrity through display of professional excellence.	5	0
	Mentors colleagues on practices that adhere to transparent working relationship with employees.	5	0
	Adopts appropriate measures to maintain confidentiality of official information and decisions.	5	0
	Devises mechanisms to make employees responsible and accountable to the outcomes of one's actions and behaviors.	5	0
	Strengthens team spirit among co-workers to achieve the desired goals.	5	0
	Exhibits practices to avoid all forms of discrimination and favors in discharging the official responsibilities.	5	0
Adaptability and Aptitude	Displays high level of adaptability to changing work environments, work priorities and organizational needs.	5	0
	Exhibits high level of adaptability to learning new methods, procedures or techniques.	5	0
	Invests in new and relevant cutting-edge technologies in the professional domain.	1	4
	Leads colleagues to synergize the domain expertise to devise a working modality that suits the changing needs.	5	0
Professional Services	Explores avenues for enhancing highest quality and standard of service delivery at all times.	5	0
	Models exemplary practices to motivate colleagues to maintain right approach to work and enhance harmonious working environment for efficient service delivery.	5	0
	Leads colleagues to promote an enabling environment for senior citizens and Person with Disability to avail the services.	1	4
	Displays exemplary practices for client satisfactory and formulates mechanisms to respond to clients.	4	1
Total		**91**	**9**

Key Competency	Role 1: Administrative and System Expert		
	Competency Area: 1.2 Enhancement of Bhutan Civil Registration System and other existing System		
	Behavior Indicator	Competent	Not Competent
Information Communication and Technology Knowledge	Introduces innovative approaches to address current and foreseeable challenges.	5	0
	Introduces reliable operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.	1	4
	Leads colleagues to use emerging technologies to enhance the existing service delivery system.	5	0
	Leads colleagues to consolidate relevant data from various sources to create comprehensive data repository system.	5	0
Stakeholder Engagement	Consolidates network that strengthens collaboration with relevant stakeholders to garner cooperation and assistance to enhance the existing systems.	4	1
	Leads colleagues to manage the requirements of stakeholders through informed participation throughout the project lifecycle.	4	1

	Behavior Indicator	Competent	Not Competent
	Institutes effective mechanisms to enable users to comprehend the enhanced functionality of Bhutan Civil Registration System and other systems.	5	0
Total		**29**	**6**

Key Competency	**Role 2: Civil Registration Advocate**		
	Competency Area: 2.1 Advocacy Strategy and Approach		
	Behavior Indicator	**Competent**	**Not Competent**
Knowledge on Advocacy	Leads colleagues in setting achievable and challenging objectives that are responsive to advocacy issues identified.	5	0
	Leads colleagues in identifying and understanding the target audiences.	5	0
	Leads colleagues in selecting and adopting effective advocacy approaches and methods.	5	0
Advocacy Planning and Implementation Knowledge	Ensures implementation of appropriate and effective advocacy standards for civil registration and census related services.	5	0
	Guides and leads colleagues to design advocacy materials using appropriate info-graphics.	1	4
	Leads colleagues in selecting and using appropriate and effective advocacy tools and delivery methods.	4	1
	Exhibits persuasive skills and implements the measures to encourage and persuade public on the importance of being counted and enumerated.	5	0
	Leads colleagues to develop and implement monitoring system for strict compliance to advocacy standards by all concerned officials to avoid ambiguity.	5	0
	Provides leadership support to institute an appropriate incentive schemes to encourage individuals for sharing information on unlawful practices.	5	0
Public Communication Skills	Exhibits eloquent communication skills in Dzongkha and other dialects.	5	0
	Provides leadership support to achieve high level of proficiency in Dzongkha and English correspondences for employees.	1	4
	Implements the strategies to interact with Person with Disability.	4	1
	Leads colleagues to promote client friendly gestures and maintains politeness while interacting.	5	0
	Exhibits negotiation skills and implements the strategies for negotiation.	5	0
	Displays persuasive skills for the best outcome and guides colleagues to develop persuasive skills.	5	0
Impact Assessment Ability	Leads colleagues to conduct monitoring and evaluation of the advocacy program.	5	0
	Shows exemplary skills in the effective analysis of impact assessment.	5	0
	Implements new strategies for progressive changes and improvement in the system.	5	0
Total		**80**	**10**

Key Competency	Role 2: Civil Registration Advocate		
	Competency Area: 2.2 Engagement of Stakeholders and Community		
	Behavior Indicator	**Competent**	**Not Competent**
Collaborative Partnership	Consolidates network that strengthens collaboration with Local Government functionaries, relevant agencies and community to enhance the functioning of civil registration and census services.	5	0
	Leads and supports colleagues in engaging print and broadcast media to disseminate information for wider coverage.	5	0
Community Engagement	Guides colleagues to understand and interpret the provisions of citizenship Acts, Rules and Regulations, Guidelines and Standard Operating Procedures.	5	0
	Guides colleagues to develop and implement strategies on publics' roles and responsibilities on timely reporting of vital events.	5	0
	Reviews and adopts appropriate strategies to persuade public in providing authentic information and feedback.	5	0
	Leads colleagues to devise mechanism to gather unrestrained information from community on fraud and deception cases.	5	0
	Consolidates networks that strengthen relationships with community to gain support.	5	0
Total		**35**	**0**

Key Competency	Role 3: Data and Record Manager		
	Competency Area: 3.1 Research and Analytical Skills		
	Behavior Indicator	**Competent**	**Not Competent**
Knowledge on Demography and Population Studies	Models effective application of knowledge on demography and population studies.	1	4
	Shares the concepts of civil registration and vital statistics with colleagues.	5	0
	Leads to implement and shares appropriate measures to fulfill the mandates/obligations of Sustainable Development Goals/United Nations Principles and Recommendations for a vital statistics system.	5	0
	Guides colleagues to analyze the implication of demographic data.	4	1
Research Skills	Leads colleagues to conduct research and utilize relevant findings to improve the service delivery.	4	1
	Reviews and implements systematic approaches for data collection process.	5	0
	Leads colleagues to conduct demography and population related studies.	1	4
	Leads colleagues to conduct investigations on civil registration and census related matters.	5	0
Statistical and Analytical Skills	Shows exemplary skills and mentor colleagues in the use of Information Communication and Technology knowledge to manage and utilize data effectively.	5	0
	Initiates and explores avenues to use appropriate analytical research tools for data analysis.	4	1
	Leads colleagues to analyze and interpret demographic data such as	1	4

		Behavior Indicator	Competent	Not Competent
		Population and Housing Census of Bhutan and annual statistics of civil registration & census and Initiates the strategies to implement the change in the system.		
Publication and Intervention		Facilitates to publish research papers and implements the recommendations of the study.	5	0
		Collaborates with relevant stakeholders on research findings.	5	0
		Formulates civil registration and census policies, regulations, protocols, etc. based on the research findings.	5	0
Total			**55**	**15**

Key Competency		Role 3: Data and Record Manager		
		Competency Area: 3.2 Knowledge on Record Management and Documentation		
		Behavior Indicator	**Competent**	**Not Competent**
Data Administration and Management		Strengthens procedures for administration and management of data/records.	4	1
		Strengthens the implementation of 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.	4	1
		Assures accurate and up-to-date information on all citizens, Special Resident Card holders and other persons that fall under the purview of the Department.	5	0
		Assures backup and recovery plans and procedures for swift data retrieval from potential risk and loss.	5	0
		Assures instant and accurate data availability for planning and policy decisions.	5	0
		Monitors development of standard procedures for retention and disposal of records/documents.	4	1
Digital Documentation		Manages/models effective application of knowledge on digital documentation of records to safeguard the originals.	4	1
		Exhibits skills on the application of inventory and classification system and monitors the usage.	4	1
		Monitors the implementation of record management system.	5	0
		Implements and upgrades the digitizing methods for maintaining the standards of record keeping.	1	4
		Selects and adapts the effective solution to improve record management system.	4	1
Total			**45**	**10**

3.6 Consolidated Performance Gap Assessment of all Proficiency Levels
3.6.1 Gap Assessment for Role: 1. Administrative and System Expert

Competency Area	Key Competencies	Behavioral Indicator[4]	Proficiency Level (% of Not Competent)		
			Foundation	Experienced	Advanced and Proficient[5]
Work Ethics and Service Delivery	Domain Expert on Laws and Regulations	1. Understands the provisions of Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	14.29	8.33	0.00
		2. Identifies deficiency in the existing service standards and incorporate relevant recommendations.	14.29	33.33	0.00
		3. Provides rationale reasoning in the areas which are not expressed explicitly in the service delivery standards.	28.57	25.00	0.00
	Strong Work Ethics	1. Complies with Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures and other relevant Acts and policies of the Kingdom of Bhutan.	0.00	0.00	0.00
		2. Upholds the interest of organization and public above personal interest while performing duty.	0.00	0.00	0.00
		3. Adheres to the ethical values of the service delivery standards and demonstrates strong and reliable work ethics while carrying out the duties.	0.00	0.00	0.00
		4. Maintains the standards of personal and professional integrity through display of professional excellence.	0.00	0.00	0.00
		5. Exhibits transparent working relationship with employees.	0.00	0.00	0.00
		6. Maintains confidentiality of official information and decisions.	0.00	0.00	0.00
		7. Takes responsibility to answer to the outcomes of one's actions and behaviors.	0.00	0.00	0.00
		8. Builds team spirit among co-workers to achieve the desired goals.	0.00	8.33	0.00
		9. Avoids all forms of discrimination and favor in discharging the official responsibilities.	0.00	0.00	0.00
	Adaptability and Aptitude	1. Adapts to changing work environments, work priorities and organizational needs.	14.29	8.33	0.00
		2. Displays willingness to learn new methods, procedures or techniques.	0.00	16.67	0.00
		3. Keeps abreast of new technologies in the professional domain.	14.29	75.00	80.00
		4. Synergizes the domain expertise to devise a working modality that suits the changing needs.	28.57	25.00	0.00
Bhutan Civil Registration System and other Information Communication and Technology Knowledge	Professional Services	1. Ensures quality and highest standard service delivery at all times.	14.29	0.00	0.00
		2. Maintains right approach to work and enhances harmonious working environment for efficient service delivery.	14.29	0.00	0.00
		3. Creates an enabling environment for senior citizens and Person with Disability to avail the services.	71.43	75.00	80.00
		4. Remains proactive to assist and responds promptly to ensure client satisfaction.	14.29	16.67	20.00
		1. Introduces innovative approaches to address current and foreseeable challenges.	14.29	33.33	0.00
		2. Explores the reliability of other operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.	14.29	75.00	80.00
		3. Uses emerging technologies to enhance the existing service delivery system.	14.29	75.00	0.00

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[4] The indicator is general behavioral indicators for easy understanding and it does not specify the particular proficiency level indicator.
[5] The responses of P2 and P1 are clubbed for analysis purpose due to small number of respondents.

		4.	Consolidates relevant data from various sources to create comprehensive data repository system.	14.29	50.00	0.00
	Stakeholder Engagement	1.	Liaises with relevant stakeholders to garner cooperation and assistance to enhance the existing systems.	14.29	16.67	20.00
		2.	Manages the requirements of stakeholders through informed participation throughout the project lifecycle.	14.29	25.00	20.00
		3.	Enables users to comprehend the enhanced functionality of Bhutan Civil Registration System and other systems.	14.29	16.67	0.00

3.6.2 Gap Assessment for Role: 2. Civil Registration Advocate

Competency Area	Key Competencies	Behavioral Indicator[6]	Foundation	Experienced	Advanced and Proficient
			Proficiency Level (% of Not Competent)		
Advocacy Strategy and Approach	Knowledge on Advocacy	1. Identifies advocacy issues and sets objectives of the advocacy.	14.29	75.00	0.00
		2. Identifies and understands the target audiences.	14.29	16.67	0.00
		3. Adopts approaches and methods of advocacy.	14.29	75.00	0.00
	Advocacy Planning and Implementation Knowledge	1. Develops advocacy standards for civil registration and census related services.	71.43	16.67	0.00
		2. Understands and uses info-graphics to prepare advocacy materials.	42.86	83.33	80.00
		3. Uses advocacy tools and delivery methods.	28.57	75.00	20.00
		4. Designs appropriate measures to encourage and persuade public on the importance of being counted and enumerated.	28.57	8.33	0.00
		5. Develops system to monitor strict compliance to advocacy standards by all concerned officials to avoid ambiguity.	71.43	25.00	0.00
		6. Institutes an appropriate incentive schemes to encourage individuals for sharing information on unlawful practices.	28.57	58.33	0.00
	Public Communication Skills	1. Possesses communication skills in Dzongkha and other dialects.	14.29	25.00	0.00
		2. Demonstrates writing skills in Dzongkha and English for all official correspondences.	28.57	75.00	80.00
		3. Develops and uses skills to interact with Person with Disability.	85.71	75.00	20.00
		4. Exhibits client friendly gestures and maintains politeness while interacting.	0.00	8.33	0.00
		5. Listens to differing views for solutions and reconciliation.	0.00	25.00	0.00
		6. Controls and calms emotions during difficult circumstances and uses persuasive skills for the best outcome.	14.29	25.00	0.00
	Impact Assessment Ability	1. Carries out monitoring and evaluation of the advocacy program.	28.57	25.00	0.00
		2. Conducts impact assessment of advocacy program.	71.43	25.00	0.00
		3. Outlines new strategies for progressive changes and improvement in the system.	14.29	33.33	0.00

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[6] The indicator is general behavioral indicators for easy understanding and it does not specify the particular proficiency level indicator.

Competency Area	Key Competencies	Behavioral Indicator			
Engagement of Stakeholders and Community	Collaborative Partnership	1. Fosters collaborative relationship with Local Government functionaries, relevant agencies and community to enhance the functioning of civil registration and census services.	28.57	16.67	0.00
		2. Engages print and broadcast media to disseminate information for wider coverage.	71.43	16.67	0.00
	Community Engagement	1. Explains the provisions of Citizenship Acts, Rules and Regulations, Guidelines, Standard Operating Procedures.	0.00	0.00	0.00
		2. Entrusts and encourage publics' roles and responsibilities on timely reporting of vital events.	14.29	8.33	0.00
		3. Persuades public to provide authentic information and feedback.	14.29	16.67	0.00
		4. Devises a mechanism to gather unrestrained information from community on fraud and deception cases.	0.00	75.00	0.00
		5. Enhances public rapport to gain support from community.	0.00	8.33	0.00

3.6.3 Gap Assessment for Role: 3. Data and Record Manager

Competency Area	Key Competencies	Behavioral Indicator[7]	Proficiency Level (% of Not Competent)		
			Foundation	Experienced	Advanced and Proficient
Research and Analytical Skills	Knowledge on Demography and Population Studies	1. Possesses knowledge on demography and population studies.	85.71	75.00	80.00
		2. Understands and uses the concepts of civil registration and vital statistics.	28.57	83.33	0.00
		3. Develops appropriate measures to fulfill the mandates/obligations of Sustainable Development Goals/United Nations Principles and Recommendations for a vital statistics system.	42.86	58.33	0.00
		4. Understands the implications of demographic data.	71.43	75.00	20.00
	Research Skills	1. Demonstrates knowledge and understanding of research skills.	71.43	75.00	20.00
		2. Develops and adopts systematic approaches for data collection process.	71.43	75.00	0.00
		3. Conducts demography and population related studies.	85.71	75.00	80.00
		4. Conducts investigations on civil registration and census related matters.	71.43	33.33	0.00
	Statistical and Analytical Skills	1. Develops knowledge in Information Communication and Technology fields to manage and utilize data effectively.	14.29	75.00	0.00
		2. Leverages appropriate analytical research tools for data analysis.	85.71	83.33	20.00
		3. Analyses and interprets demographic data such as Population and Housing Census of Bhutan and annual statistics of civil registration & census.	28.57	75.00	80.00
	Publication and Intervention	1. Presents and publishes research findings.	71.43	41.67	0.00
		2. Shares research findings with the relevant agencies for intervention.	42.86	33.33	0.00

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[7] The indicator is general behavioral indicators for easy understanding and it does not specify the particular proficiency level indicator.

		3. Formulates/reviews civil registration and census policies, regulations, protocols, etc. based on the research findings.	42.86	25.00	0.00
Knowledge on Record Management and Documentation	Data Administration and Management	1. Manages procedures for collecting, storing and accessing data/records.	28.57	33.33	20.00
		2. Uses 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.	71.43	75.00	20.00
		3. Maintains accurate and complete information on all citizens, Special Resident Card holders and other persons that fall under the purview of the Department.	14.29	8.33	0.00
		4. Maintains backup and recovery plans and procedures for swift data retrieval from potential risk and loss.	28.57	41.67	0.00
		5. Ensures data availability for planning and policy decisions.	14.29	25.00	0.00
		6. Develops and complies with standard procedures for retention and disposal of records/documents.	42.86	41.67	20.00
	Digital Documentation	1. Possesses knowledge on digital documentation of records to safeguard the originals.	42.86	75.00	20.00
		2. Displays knowledge on inventory and classification system.	71.43	75.00	20.00
		3. Plans, designs and implements the record management system.	85.71	75.00	0.00
		4. Implements digitizing methods for maintaining the standards of record keeping.	71.43	75.00	80.00
		5. Evaluates the effectiveness of the record management system.	14.29	83.33	20.00

3.7 Performance Gaps
3.7.1 Performance Gap of Foundation Level (P5)

Competency Area	Key Competencies	Behavioral Indicator
1.1 Work Ethics and Service Delivery	1.1.4 Professional Services	Creates an enabling environment for senior citizens and Person with Disability to avail the services.
2.1 Advocacy Strategy and Approach	2.1.2 Advocacy Planning and Implementation Knowledge	Plans and develops effective advocacy standards for civil registration and census related services.
		Develops system to monitor strict compliance to advocacy standards by all concerned officials to avoid ambiguity.
	2.1.3 Public Communication Skills	Learns the skills to interact with Person with Disability.
	2.1.4 Impact Assessment Ability	Conducts impact assessment of advocacy program.
2.2 Engagement of Stakeholders and Community	2.2.1 Collaborative Partnership	Engages print and broadcast media to disseminate information for wider coverage.
3.1 Research and Analytical Skills	3.1.1 Knowledge on Demography and Population Studies	Demonstrates knowledge on demography and population studies.
		Demonstrates the understanding of demographic data implications.
	3.1.2 Research Skills	Conducts investigations on civil registration and census related matters.
		Demonstrates knowledge and understanding of research skills.
		Develops systematic approaches for data collection process.

		Conducts demography and population related studies.
	3.1.3 Statistical and Analytical Skills	Demonstrates use of appropriate analytical research tools for data analysis.
	3.1.4 Publication and Intervention	Presents and publishes research findings.
3.2 Knowledge on Record Management and Documentation	3.2.1 Data Administration and Management	Uses 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.
	3.2.2 Digital Documentation	Demonstrates knowledge on inventory system.
		Plans and designs the record management system.
		Suggests the effectiveness of the record management system.

3.7.2 Performance Gap of Experienced Level (P4-P3)

Competency Area	Key Competencies	Behavioral Indicator
1.1 Work Ethics and Service Delivery	1.1.3 Adaptability and Aptitude	Assists colleagues to use new cutting-edge technologies in the professional domain.
	1.1.4 Professional Services	Coordinates to create an enabling environment for senior citizens and Person with Disability to avail the services.
1.2 Enhancement of Bhutan Civil Registration System and other existing System	1.2.1 Information Communication and Technology Knowledge	Reviews and designs the reliable operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.
		Assists colleagues to use emerging technologies to enhance the existing service delivery system.
2.1 Advocacy Strategy and Approach	2.1.1 Knowledge on Advocacy	Guides colleagues in identifying advocacy issues and setting achievable and challenging objectives of the advocacy.
		Advises and guides colleagues in selecting and adopting advocacy approaches and methods.
	2.1.2 Advocacy Planning and Implementation Knowledge	Designs and selects appropriate info-graphics and develops advocacy materials.
		Assists colleagues to select appropriate and effective advocacy tools and delivery methods.
	2.1.3 Public Communication Skills	Develop strategies to interact with Person with Disability.
		Displays high level of proficiency in written Dzongkha and English for all official correspondences.
2.2 Engagement of Stakeholders and Community	2.2.2 Community Engagement	Devises mechanism to gather unrestrained information from community on fraud and deception cases.
3.1 Research and Analytical Skills	3.1.1 Knowledge on Demography and Population Studies	Applies the civil registration and vital statistics knowledge.
		Applies knowledge of demography and population studies.
		Analyzes the implications of demographic data.
	3.1.2 Research Skills	Collaborates with colleagues to conduct investigations on civil registration and census related matters.
		Guides colleagues to promote research culture in the organization.
		Develops and adopts systematic approaches for data collection process.

		Collaborates with colleagues to conduct demography and population related studies.
	3.1.3 Statistical and Analytical Skills	Promotes effective strategies in the use of Information Communication and Technology knowledge to manage and utilize data effectively.
		Leverages appropriate analytical research tools for data analysis.
		Supports colleagues to analyze and interpret demographic data such as Population and Housing Census of Bhutan and annual statistics of civil registration & census and recommends changes.
3.2 Knowledge on Record Management and Documentation	3.2.1 Data Administration and Management	Promotes effective use of 5S (Sort, Set in Order, Shine, Standardize and Sustain) strategies in record management system.
	3.2.2 Digital Documentation	Applies knowledge of digital documentation to safeguard the originals.
		Applies knowledge of inventory and classification system.
		Plans, designs and implements the record management system.
		Develops and implements digitizing methods for maintaining the standards of record keeping.
		Evaluates the effectiveness of the record management system.

3.7.3 Performance Gap of Advanced and Proficient Level (P2-P1)

Competency Area	Key Competencies	Behavioral Indicator
1.1 Work Ethics and Service Delivery	1.1.3 Adaptability and Aptitude	Invests in new and relevant cutting-edge technologies in the professional domain.
	1.1.4 Professional Services	Leads colleagues to promote an enabling environment for senior citizens and Person with Disability to avail the services.
1.2 Enhancement of Bhutan Civil Registration System and other existing System	1.2.1 Information Communication and Technology Knowledge	Introduces reliable operating systems and integrates with Bhutan Civil Registration System to ensure best security and authentication features.
2.1 Advocacy Strategy and Approach	2.1.2 Advocacy Planning and Implementation Knowledge	Guides and leads colleagues to design advocacy materials using appropriate info-graphics.
	2.1.3 Public Communication Skills	Provides leadership support to achieve high level of proficiency in Dzongkha and English correspondences for employees.
3.1 Research and Analytical Skills	3.1.1 Knowledge on Demography and Population Studies	Models effective application of knowledge on demography and population studies.
	3.1.2 Research Skills	Leads colleagues to conduct demography and population related studies.
	3.1.3 Statistical and Analytical Skills	Leads colleagues to analyze and interpret demographic data such as Population and Housing Census of Bhutan and annual statistics of civil registration & census and Initiates the strategies to implement the change in the system.
3.2 Knowledge on Record Management and Documentation	3.2.2 Digital Documentation	Implements and upgrades the digitizing methods for maintaining the standards of record keeping.

3.8   Budgeting for Competency Development Program
3.8.1   Competency Development Program Budgeting for YF 2020-2021

SI #	Training	Duration	Target	No. of participants	Venue	Budget (Nu. in Millions)
Short-Term Trainings						
1	Training on Demography and Population Studies	14 days	All Proficiency levels	24	India	**5,531,648**
2	Training on Advocacy Strategy and Approach	14 days	Foundation and Experienced Levels	19	Thimphu, In-country	**1,045,386**
3	Refresher Course on Research Skills and Data Analysis	14 days	All Proficiency levels	24	Thimphu, In-country	**1,434,400**
4	Training on Automated Biometric Identification System	5 days	All Proficiency levels	24	Thimphu, In-country	**702,400**
Total						**8,713,834**

Note:

- Budget is estimate only.
- In-country institutes will be explored only upon confirmation of proposal and budget.
- Study visits can be explored in countries where there are best practices apart from India.
- Department and Ministry can also explore other funding sources.

3.8.2 Detailed Budgeting for Training on Demography and Population Studies

Training on Demography and Population Studies, India (14 Days)						
Sl. #	Name of Participants	Organization	Course Fee	Airfare	DSA/ TA DA	Mileage	Total
1	Thinley Wangchuk, Chief CRCO	DCRC, HQ	120000.00	35000.00	80000.00	1728.00	236728.00
2	Pema Letho, Chief CRCO	DCRC, HQ	120000.00	35000.00	80000.00	1728.00	236728.00
3	Choeku Wangchuk, Dy, Chief CRCO	DCRC, HQ	120000.00	35000.00	80000.00	1728.00	236728.00
4	Karma Choezang, Sr. CRCO	DCRC, HQ	120000.00	35000.00	66000.00	1728.00	222728.00
5	Sonam Choden, CRCO	DCRC, HQ	120000.00	35000.00	66000.00	1728.00	222728.00
6	Sonam Dorji, Sr. CRCO	DCRC, HQ	120000.00	35000.00	66000.00	1728.00	222728.00
7	Tenzin Wangmo, ACRCO	DCRC, HQ	120000.00	35000.00	66000.00	1728.00	222728.00
8	Jigme Zangmo, ARO	DCRC, HQ	120000.00	35000.00	66000.00	1728.00	222728.00
9	Karma Drugyel Zangmo, RO	DCRC, HQ	120000.00	35000.00	66000.00	1728.00	222728.00
10	Sherab Choki, ACRCO	DCRC, HQ	120000.00	35000.00	66000.00	1728.00	222728.00
11	Tshering Dorji, ACRCO	DCRC, HQ	120000.00	35000.00	66000.00	1728.00	222728.00
12	Tshering Dorji, Dy, Chief CRCO	Bumthang	120000.00	35000.00	83000.00	10272.00	248272.00
13	Phuntsho Dorji, DCRCO	Mongar	120000.00	35000.00	72000.00	16448.00	243448.00
14	Rinchen Jamtsho, DCRCO	Lhuentse	120000.00	35000.00	72000.00	18848.00	245848.00
15	Dorji Rinchen, DCRCO	Trashigang	120000.00	35000.00	72000.00	19360.00	246360.00
16	Dendup Tshering, DCRCO	Samdrupjongkhar Thromde	120000.00	35000.00	72000.00	16672.00	243672.00
17	Tashi Dema, DCRCO	Samtse	120000.00	35000.00	69000.00	5408.00	229408.00
18	Sonam Yoezer, DCRCO	Tsirang	120000.00	35000.00	69000.00	7264.00	231264.00
19	Thinley Dorji, DCRCO	Thimphu Thromde	120000.00	35000.00	66000.00	1728.00	222728.00
20	Kuenzang Gyetshen, DCRCO	Paro	120000.00	35000.00	63000.00	0.00	218000.00
21	Pema Choki, ADCRCO	Thimphu	120000.00	35000.00	66000.00	1728.00	222728.00
22	Sonam Norbu, ACRCO	Gelephu	120000.00	35000.00	66000.00	7456.00	228456.00
23	Dophu, Dy, Chief ICTO	DCRC, HQ	120000.00	35000.00	80000.00	1728.00	236728.00
24	Pema Dechen, Sr. ICTO	DCRC, HQ	120000.00	35000.00	66000.00	1728.00	222728.00
	TOTAL		**2,880,000**	**840,000**	**1,684,000**	**127,648**	**5,531,648**

3.8.3 Detailed Budgeting for Training on Advocacy Strategy and Approach

Sl.#	Name of Participants	Organization	Course Fee	DSA/ TA DA	Mileage	Total
	Training on Advocacy Strategy and Approach, Thimphu (14 Days)					
1	Karma Choezang, Sr. CRCO	DCRC, HQ	18550.00	31000.00	480.00	50030.00
2	Sonam Choden, CRCO	DCRC, HQ	18550.00	31000.00	480.00	50030.00
3	Sonam Dorji, Sr. CRCO	DCRC, HQ	18550.00	31000.00	480.00	50030.00
4	Tenzin Wangmo, ACRCO	DCRC, HQ	18550.00	31000.00	480.00	50030.00
5	Jigme Zangmo, ARO	DCRC, HQ	18550.00	31000.00	480.00	50030.00
6	Karma Drugyel Zangmo, RO	DCRC, HQ	18550.00	31000.00	480.00	50030.00
7	Sherab Choki, ACRCO	DCRC, HQ	18550.00	31000.00	480.00	50030.00
8	Tshering Dorji, ACRCO	DCRC, HQ	18550.00	31000.00	480.00	50030.00
9	Sonam Norbu, ATCRCO	Gelephu	18550.00	31000.00	7456.00	57006.00
10	Pema Choki, ADCRCO	Thimphu	18550.00	31000.00	480.00	50030.00
11	Phuntsho Dorji, DCRCO	Mongar	18550.00	34000.00	14720.00	67270.00
12	Rinchen Jamtsho, DCRCO	Lhuentse	18550.00	34000.00	17120.00	69670.00
13	Dorji Rinchen, DCRCO	Trashigang	18550.00	34000.00	17632.00	70182.00
14	Dendup Tshering, DCRCO	Samdrupjongkhar Thromde	18550.00	34000.00	16864.00	69414.00
15	Tashi Dema, DCRCO	Samtse	18550.00	31000.00	5600.00	55150.00
16	Sonam Yoezer, DCRCO	Tsirang	18550.00	31000.00	5536.00	55086.00
17	Thinley Dorji, DCRCO	Thimphu Thromde	18550.00	31000.00	480.00	50030.00
18	Kuenzang Gyetshen, DCRCO	Paro	18550.00	31000.00	1728.00	51278.00
19	Pema Dechen, Sr. ICTO	DCRC, HQ	18550.00	31000.00	480.00	50030.00
	TOTAL		**352450**	**601,000**	**91,936**	**1045386**

3.8.4 Detailed Budgeting for Refresher Course on Research Skills and Data Analysis

SI.#	Name of Participants	Organization	Course Fee	DSA/ TADA	Mileage	Total
	**Refresher Course on Research Skills and Data Analysis, Thimphu (14 days)**					
1	Thinley Wangchuk, Chief CRCO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
2	Pema Letho, Chief CRCO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
3	Choeku Wangchuk, Dy, Chief CRCO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
4	Karma Choezang, Sr. CRCO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
5	Sonam Choden, CRCO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
6	Sonam Dorji, Sr. CRCO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
7	Tenzin Wangmo, CRCO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
8	Jigme Zangmo, ARO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
9	Karma Drugyel Zangmo, RO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
10	Sherab Choki, ACRCO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
11	Tshering Dorji, ACRCO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
12	Sonam Norbu, ATCRCO	Gelephu	24000.00	31000.00	7456.00	62456.00
13	Pema Choki, ADCRCO	Thimphu	24000.00	31000.00	480.00	55480.00
14	Tshering Dorji, Dy, Chief CRCO	Bumthang	24000.00	31000.00	8544.00	63544.00
15	Phuntsho Dorji, DCRCO	Mongar	24000.00	34000.00	14720.00	72720.00
16	Rinchen Jamtsho, DCRCO	Lhuentse	24000.00	34000.00	17120.00	75120.00
17	Dorji Rinchen, DCRCO	Trashigang	24000.00	34000.00	17632.00	75632.00
18	Dendup Tshering, DCRCO	Samdrupjongkhar Thromde	24000.00	34000.00	16864.00	74864.00
19	Tashi Dema, DCRCO	Samtse	24000.00	31000.00	5600.00	60600.00
20	Sonam Yoezer, DCRCO	Tsirang	24000.00	31000.00	5536.00	60536.00
21	Thinley Dorji, DCRCO	Thimphu Thromde	24000.00	31000.00	480.00	55480.00
22	Kuenzang Gyetshen, DCRCO	Paro	24000.00	31000.00	1728.00	56728.00
23	Dophu, Dy, Chief ICTO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
24	Pema Dechen, Sr. ICTO	DCRC, HQ	24000.00	31000.00	480.00	55480.00
TOTAL			**576,000**	**756,000**	**102,400**	**1434400**

3.8.5 Detailed Budgeting for Training on Automated Biometric Identification System

SI #	Name of Participants	Organization	Course Fee	DSA/ TADA	Mileage	Total
	Training on Automated Biometric Identification System, Thimphu (5 days)					
1	Thinley Wangchuk, Chief CRCO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
2	Pema Letho, Chief CRCO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
3	Choeku Wangchuk, Dy, Chief CRCO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
4	Karma Choezang, Sr. CRCO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
5	Sonam Choden, CRCO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
6	Sonam Dorji, Sr. CRCO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
7	Tenzin Wangmo, CRCO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
8	Jigme Zangmo, ARO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
9	Karma Drugyel Zangmo, RO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
10	Sherab Choki, ACRCO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
11	Tshering Dorji, ACRCO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
12	Sonam Norbu, ATCRCO	Gelephu	11500.00	13000.00	7456.00	31956.00
13	Pema Choki, ADCRCO	Thimphu	11500.00	13000.00	480.00	24980.00
14	Tshering Dorji, Dy, Chief CRCO	Bumthang	11500.00	13000.00	8544.00	33044.00
15	Phuntsho Dorji, DCRCO	Mongar	11500.00	16000.00	14720.00	42220.00
16	Rinchen Jamtsho, DCRCO	Lhuentse	11500.00	16000.00	17120.00	44620.00
17	Dorji Rinchen, DCRCO	Trashigang	11500.00	16000.00	17632.00	45132.00
18	Dendup Tshering, DCRCO	Samdrupjongkhar Thromde	11500.00	16000.00	16864.00	44364.00
19	Tashi Dema, DCRCO	Samtse	11500.00	13000.00	5600.00	30100.00
20	Sonam Yoezer, DCRCO	Tsirang	11500.00	13000.00	5536.00	30036.00
21	Thinley Dorji, DCRCO	Thimphu Thromde	11500.00	13000.00	480.00	24980.00
22	Kuenzang GyetshenDCRCO	Paro	11500.00	13000.00	1728.00	26228.00
23	Dophu, Dy, Chief ICTO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
24	Pema Dechen, Sr. ICTO	DCRC, HQ	11500.00	13000.00	480.00	24980.00
	TOTAL		**276000**	**324000**	**102,400**	**702400**

3.9 List of officials present during the presentations on Framework

3.9.1 Presentation of Framework to Department and Directorate Services, MoHCA on 29th May 2020.

a) Tashi Tobgye, Director General, Department of Civil Registration and Census (DCRC)
b) Yangchen Chhoedon, Director, Directorate Services, MoHCA
c) Pelden Zangmo, Chief HR Officer, HR Division, Directorate Services
d) Thinley Wangchuk, Chief CRC Officer, Population Census Division, DCRC
e) Pema Letho, Chief CRC Officer, Demography and Information Division, DCRC
f) Choeku Wangchuk, Dy. Chief CRC Officer (Offtg. Chief CRC Officer), Civil Registration and Citizenship Services Division, DCRC
g) Karma Chhoezang, Sr. CRC Officer, Civil Registration and Citizenship Services Division, DCRC
h) Sonam Choden, Population Census Division, DCRC
i) Jigme Wangchuk, Asst HR Officer, HR Division, Directorate Services
j) Sonam Norbu, Asst. CRC Officer, DCRC

3.9.2 Presentation of Framework to Human Resource Committee, MoHCA on 16th June 2020.

a) Yangchen Chhoedon, Director, Directorate Services, MoHCA (Offtg. Chairperson)
b) Pelden Zangmo, Chief HR Officer, HR Division, Directorate Services
c) Sonam Tenzin, Sr. Cultural Officer, DoC (Offtg. Director General)
d) Tenzin Choden, Program Officer, DDM (Offtg. Director General)
e) Pema Letho, Chief CRC Officer, Demography and Information Division, DCRC (Offtg. Director General)
f) Tshering Wangmo, Dy. Chief Immigration Officer, DoI (Offtg. Director)
g) Kinzang Tshering, Chief Program Officer, DLO (Offtg. Director)
h) Kinley Tenzin, Chief Program Officer, DLG (Offtg. Director)
i) Sonam Choki, Chief Finance Officer, Directorate Services
j) Karma Wangchuk Tashi, Chief Planning Officer, PPD
k) Ratu Dorji, Assistant HR Officer, HR Division, Directorate Services
l) Jigme Wangchuk, Asst HR Officer, HR Division, Directorate Services

3.10 Survey Objective for Performance Gap Assessment

རང་ཉིད་ལྟོགས་གྲུབ་དཔྱེ་ཞིབ།

སྤྱི་ལོ་༢༠༡༩ སྤྱི་ཟླ་༦ པའི་ནང་ ཞི་བའི་ཐོ་བཀོད་དང་མི་རྩིས་ལས་ཁུངས་ཀྱིས་ ལྟོགས་གྲུབ་གཞི་བཞག་བཀོད་ཁྱམ་གྱི་ཞིབ་ འཇུག་ཅིག་འགོ་འཛིན་འཐབ་ཅི། དེ་བསྐང་ ཞི་བའི་ཐོ་བཀོད་དང་མི་རྩིས་འགོ་དཔོན་ཡོངས་ཀྱིས་ཞིབ་འཇུག་ནང་བཅའ་མར་ གཏོགས་གནང་མི་ལུ་བཀྲིན་དགའ་ཚོར་ཡོད། ཨིན་རུང་ རྒྱལ་གཞུང་ཞི་གཡོག་ལྷན་ཚོགས་ཀྱི་བསམ་ལེན་དང་འཁྲིལ་ཏེ་ ལྟོགས་ གྲུབ་གཞི་བཞག་བཀོད་ཁྱམ་འདི་ ལོག་བསྐྱར་ཞིབ་དང་ལེགས་བཅོས་འབད་དོ་ཡོད་པ་ལས་ ཞིབ་འཇུག་འདི་ ལོག་སྟེར་ འགོ་ འཛིན་འཐབ་དོ། འདི་འབད་ཕྱ་ལས་ ཞི་བའི་ཐོ་བཀོད་དང་མི་རྩིས་འགོ་དཔོན་ཡོངས་ཀྱིས་ཞིབ་འཇུག་འདི་ ཚར་གཅིག་གནང་སྟེ་ བཀའ་དྲིན་བསྐྱང་གནང་།

Self-Assessment of Competency

The Department has conducted survey on Competency Based Framework for CRCO in June, 2019. The Department would like to acknowledge CRCO for your kind participation in the earlier survey. However, the Department is further reviewing and refining the Competency Based Framework based on the feedbacks from the RCSC.

The purpose of this survey is to assess the competencies in order to identify the gaps while dispensing the civil registration and census services. The information will be used to propose appropriate methods of intervention to address the identified gaps and further enhance the competencies. The Department assures that the individual responses and the respondent identity shall be maintained strictly CONFIDENTIAL except for the purpose of the survey.

Thank you for your cooperation.

Note: Please **DO NOT** assume that the survey is conducted for training opportunity only.

3.11 Office Order for Performance Gap Assessment

དཔལ་ལྡན་འབྲུག་གཞུང་། ནང་སྲིད་དང་སྲོལ་འ

ཞི་བའི་ཐོ་བཀོད་དང་མི་རྩིས་ལས་ཁུང

Royal Government of Bhutan
Ministry of Home and Cultural A
Department of Civil Registration and

ཡོངས་ཁྱབ་མངོ་ཆེན།

Ref No. Dha (DCRC-04)/2020/ ４\৪

Office Order

The Department of Civil Registration and Census is reviewin

Based Framework for Civil Registration and Census Officers (

feedback of Royal Civil Service Commission. The Department

CRCOs to participate in the online survey.

The purpose of the survey is to assess the competencies to ident

civil registration and census services. The information will

methods of intervention to address the gaps and further enhance

The Department assures that the individual responses and t

maintained strictly CONFIDENTIAL except for the purpose

Department would like to urge all CRCOs to take part in the surv

(Tashi Tobgye)

Cc:

1. Chief CRC Officers, PCD, DID, CR&CSD for informatic
2. Dzongkhag/Thromde CRCO for necessary action.

4. References

a) A Guidebook on Competency-Based Framework for Civil Servant, Royal Civil Service Commission, 2019

b) Amendments and Resolutions of the Sixty Seventh Session of the National Assembly, 1988

c) Draft Competency-Based Framework for Civil Registration and Census Officer, Department of Civil Registration and Census, Ministry of Home and Cultural Affairs, 2019.

d) Job Description of Civil Registration and Census Officers, retrieved from https://www.rcsc.gov.bt/en/census-services/

e) Guidelines for *Dzongkhag* and *Thromde* CRC Officials for Conducting the Annual Census, Department of Civil Registration and Census, Ministry of Home and Cultural Affairs, 2009

f) Guidelines for Civil Registration and Census Officials, Department of Civil Registration and Census, Ministry of Home and Cultural Affairs, 2009

g) Nationality Law of Bhutan, 1958

h) Rules and Regulations of the Multipurpose Citizenship Identity Card, 1989

i) Standard Operating Procedure for Delivery of Civil Registration and Census Services, Department of Civil Registration and Census, Ministry of Home and Cultural Affairs, 2016

j) Service Delivery Standard, Department of Civil Registration and Census, Ministry of Home and Cultural Affairs, 2019

k) Status of Civil Registration and Vital Statistics in South Asia Countries, 2018

l) The Bhutan Citizenship Act, 1977

m) The Bhutan Citizenship Act, 1985

n) The Constitution of the Kingdom of Bhutan, 2008