COMPETENCY BASED FRAMEWORK FOR AVIATION

SECURITY ASSISTANT (AVSEC)

APRIL 2021

DEPARTMENT OF AIR TRANSPORT

MINISTRY OF INFORMATION AND COMMUNICATION

ROYAL GOVERNMENT OF BHUTAN

Acronyms

ACP- Airport Contingency Plan

AEP- Airport Emergency Plan

ANS- Air Navigation Services

AVSEC- Aviation Security

BCAA- Bhutan Civil Aviation Authority

CBF-Competency Based Framework

DoAT- Department of Air Transport

DGR- Dangerous Good Regulation

ICAO- International Civil Aviation Organization

KSA- Knowledge, Skills and Abilities

SIY- Search Inside Yourself

TNA- Training Need Assessment

Advisor

1. Mr. Karma Wangchuk, Director General (DoAT)
2. Mr. Tashi Dukpa, Officiating Chief, Airport Service Division (ASD),DoAT
3. Ms. Kinzang Chedon, Asst. Security Officer, DoAT.

Task Force Member

1. Sonam Rabten, HR Officer, MoIC
2. Kinzang Namgay, Aviation Security Asst, DoAT
3. Namgay Dema, Aviation Security Asst, DoAT
4. Jambay Wangchuk, Security Supervisor, DoAT.
5. Tseten Wangchuk, Security Supervisor, DoAT

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1. Background

1.1 About the Department

Department of Air Transport (DoAT) is a statutory Department under the Ministry of Information and Communications of the Royal Government of Bhutan, constituted by Civil Aviation Act 2016. It came into existence on 24th April 2014 by bifurcating the erstwhile Department of Civil Aviation with a view to accelerate the integrated development, expansion and modernization of the Air Traffic Services, Passenger Terminals, Operational Areas and Cargo Facilities at the airports across the country. The department owns and maintains 4 airports including 3 Domestic airports. DoAT provides Air Navigation Services (ANS) at all airports / civil enclaves in the country, assigned and designated by Bhutan Civil Aviation Authority (BCAA). Department is committed to its mandate of creating more airport infrastructure and navigation infrastructure across the length and breadth of the nation.

From its beginning with a handful of people in 1986, it has now bloomed into a competent technical organization with 4 divisions, 4 airport managers and 9 technical sections with strength over 200 staff.

The Department of Air Transport is headed by the Director General and he is supported by Division Chiefs, Airport Managers and Section heads and Security Service falls under the Airport Service Division and is mandated to safeguard against the act of unlawful interference perpetrated on the ground or in flight.

1.2 Vision of the Department/Agency

To provide efficient and reliable delivery of services for safe, secure and sustainable operation of airports in Bhutan.

1.3 Missions of the Department

To develop and manage airports and air navigation infrastructure and services to international standards, meeting our stakeholders' values while profitably contributing to the national economic development.

1.4 Core Values

The core values that will guide our staff towards shaping work culture and work towards achieving our vision are as follows:

1. Safety
2. Standards
3. Services
4. Team work, and
5. Integrity

1.5 Core Functions

- Develop, maintain and operate airports in Bhutan in an efficient and effective manner;
- Manage effective access control systems to prevent unauthorized access to airport-controlled areas and other security restricted areas.
- Monitor and ensure strict airport surveillance system for the better safety and security

2. Competency-Based Framework for Security Assistant (AVSEC)

2.1 Introduction

The Royal Civil Service Commission launched the Competency Based Framework for Civil Service in collaboration with Singapore Polytechnic International in 2018. The programme is aimed at strengthening the capacity and capabilities of the civil servants based on their role specific competency to enhance professionalism, growth and development to contribute optimally to national building to ultimately achieve efficiency and effectiveness of the public service delivery.

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

2.3 Aim
Build a fraternity of Aviation Security Assistants who are highly knowledgeable, skillful and competent in delivering efficient and effective services.

2.4 Objectives

1. Implement the Competency-Based Framework for Security Assistant
2. Provide Competency- based training for Security Assistant for their capacity building
3. Guide in selecting and recruiting competent Security Assistant

2.5 Framework Development Processes

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

2.6 Diagrammatic overview of the CBF

Fig 1. Key Competencies under Technical Competency for the three Key Role

Fig 2. Key Competencies under Leadership Competency for all Three Key Role

2.6.1 Identification of Key Role

The key role is an organized set of behaviors that are crucial to achieve the current and future goals of the Department of Air Transport. Following are the key roles expected to be performed by the Security Assistant.

1. Security Provider
2. Service Enabler
3. Service Coordinator

2.6.1.1 Description of Role Profile

The role profile is the description of roles that Security Assistants are expected to demonstrate in achieving the outcomes of the Department of Air Transport. 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 Security Assistant to carry out a prescribed set of tasks.

Role Profile of Aviation Security Assistant

Sl #	Key Role	Role Description
1	Security Provider	1. Provide security and safety services for effective and efficient functioning of security system at airport

		2. Ensure that the security gadgets and measures at strategic locations are installed.
		3. Safeguards against the acts of unlawful interference perpetrated on the ground and inflight.
2	Security Enabler	1. Possess thorough understanding of aviation functioning and security systems to ensure timely and effective safety service delivery
		2. Disseminate accurate and timely information to the passengers and other stakeholders at the airport to ensure uninterrupted services
3	Security Coordinator	1. Collaborate and liaise with relevant agencies and other stakeholders on security and safety aspects including other aviation matters to ensure customer welfare and centricity

2.6.2 Identification of Competency Areas

The competency area is the clustering of key competencies by related behavior and functions of each role. It comprises a set of Knowledge, Skills and Abilities (KSA) that result in essential behaviors expected from Security Assistant. The framework has identified 2 competency areas as follows: -

SL #	Key Role	Competency Area
1	Security Provider	Technical Competency
		Leadership Competency
2	Security Enabler	Technical Competency
		Leadership Competency
3	Security Coordinator	Technical Competency
		Leadership Competency

2.6.3 Identification of Key Competencies under Competency area

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 9 key competencies are presented as below: -

Key Role	Competency Area	Key Competencies
Security Provider	Technical Competency	1. Core domain knowledge and expertise 2. Access Control Mechanism 3. Risk Management
Security Enabler	Technical Competency	1. Functional expertise 2. Innovation and Technological Affinity 3. Professional ethics and integrity
Security Coordinator	Technical Competency	1. Coordination and conflict management 2. Event management 3. Grievance redressal mechanism
Security Provider, Security Enabler & Security Coordinator	Leadership Competency	1. Personal Drive and Integrity 2. Result oriented 3. Strategic view 4. Partnership & Collaboration 5. Effective communication

2.6.4 Identification of Behavioral Indicators

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

Key role: 1. Security Provider Competency Area: Technical Competency	
Key competency	**Behavior Indicators**

Core domain knowledge and expertise	● Possesses comprehensive understanding of ICAO/national aviation standards, rules and regulations so as to ensure required safety and security measures ● Effectively operates security gadgets and other equipment by applying required technical skills to detect restricted/prohibited items that may pose threats to the civil aviation
Access Control Mechanism	● Ensures the security and safety measures and protocols are not compromised to safeguard civil aviation against acts of unauthorized access by strictly upholding a robust access control mechanism.
Risk Management	● Anticipates probable risks and ensures that required measures are put in place to avoid safety and security related issues. ● Assesses occurred risks and is able to report to the relevant authority for timely and appropriate interventions

Key role: 2. Security Enabler
Competency Area: Technical Competency

Key competency	Behavior Indicators
Functional Expertise	● Enables customer and service users to understand the safety and security concerns including other aviation functionalities without compromising the business objectives of the aviation sector.
Innovation and Technological Affinity	● Enables timely and effective security services through application of innovative solutions and cutting age digital skills. ● Assesses effectiveness of security system and proposes innovative solutions to cater to the emerging requirements
Professional ethics and integrity	● Communicates and manages a robust internal control system to ensure that the security services are provided in keeping with the aviation standards, rules and regulations so that transparency, accountability and professionalism are upheld.

Key role: 3. Security Coordinator
Competency Area: Technical Competency

Key competency	Behavior Indicators
Coordination and conflict management	● Coordinates strategically with various internal and external stakeholders to maintain a positive and productive working relationship so as to ensure security protocols at the aviation platform ● Demonstrates flexibility and creativity during unexpected conflict and uses positive and appropriate conflict management strategies to minimize impact on business relationships and aviation functionalities.
Event Management	● Possesses clear, appropriate and persuasive management skills to manage security tasks on priority basis and effectively coordinates surveillance monitoring activities in a timely manner in collaboration with relevant entities.
Grievance redressal mechanism	● Coordinates effective implementation of grievance redressal mechanism to acknowledge stakeholders' security concerns and proposes suitable measures in a manner which is benefitting to organizational and stakeholders' interest to win trust and confidence

Behavior Indicator for Leadership Competencies (common for all three key roles)	
Key competency	**Behavioral Indicator**
Personal Drive and Integrity	● Demonstrates a high level of professionalism and personal integrity in professional conduct and strives for continual learning to achieve the targets of the organization
Result Oriented	● Builds organizational capacity to achieve the agency's annual targets ensuring excellence in service delivery. ● Capitalizes on organizational diversity to harness the potential of multiple perspectives
Strategic View	● Builds a sense of shared purpose and direction by actively promoting the vision and creating alignment of goals with national development priorities. ● Applies sound knowledge and judgment to develop realistic and innovative solutions to issues/emerging issues to achieve organizational targets.

Partnership and Collaboration	• Cultivates a culture of working relationships with colleagues and multiple stakeholders to build strong connections, cooperation, and collaborations to create a conducive working environment.
Effective communication	• Communicates clearly to ensure key conclusions are conveyed. • Negotiates persuasively to address the disagreements objectively.

2.6.5 Classification of Proficiency Levels

The proficiency level is categorized based on the level of expertise. It describes the levels of a competency required to perform a specific job successfully. There is a progression of proficiencies at each level. The proficiency level of Security Assistant is categorized into four levels as i) Entry (S5-S3), ii) Experienced (S2 & S1) and iii) Advanced (SS4 & SS1). The framework has identified 21 behavioral indicators across three levels of proficiency.

The proficiency will enable individual officials to distinguish the type of competencies expected in their career path, which will give them an opportunity to enhance competency in achieving current as well future career goals. As the officials in position levels of S5-S3, S2 &S1 and SS4-SS1 play similar roles, their proficiency levels are merged together. Further, the proficiency level will set a benchmark for the recruitment and deployment. The proficiency levels of each key competency are detailed below:

Key Role 1: Security Provider		
Competency Area: 1.1 Technical Competency		
Key Competency: 1.1.1 Core domain knowledge and expertise		
Behavior Indicator: 1.1.1.1 Possesses comprehensive understanding of ICAO/national aviation standards, rules and regulations so as to ensure required safety and security measure		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Understands basic ICAO/national aviation standards, rules and regulations concerning the security measures.	Understands required ICAO/national aviation standards, rules and regulations and appropriately gauges applicability in varying security aspects.	Thoroughly understands multiple ICAO/national aviation standards, rules and regulations and effectively guides the team in determining applications.
Behavior Indicator: 1.1.1.2 Effectively operates security gadgets and other equipment by applying required technical skills to detect restricted/prohibited items that may pose threats to civil aviation.		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Operates basic security gadgets and related	Assesses effectiveness of security gadgets and related	Guides and directs the team to appropriately handle security

equipment and possess knowledge on basic dangerous goods regulations (DGR)	equipment to detect restricted/prohibited items and monitors the team for strict implementation.	gadgets and related equipment to detect restricted/prohibited items depending upon the requirements in the field.

Key Competency: 1.1.2 Access Control Mechanism

Behavior Indicator: 1.1.2.1 Ensures the security and safety measures and protocols are not compromised to safeguard civil aviation against acts of unauthorized access by strictly upholding a robust access control mechanisms

Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)
Apply basic access control mechanism to avoid unauthorized access in the airport	Thoroughly understands the access control mechanisms and manages the team during the implementation processes.	Directs and guides the team in strictly implementing access control mechanisms in various situations

Key Competency: 1.1.3 Risk Management

Behavior Indicator: 1.1.3.1 Anticipates probable risks and ensures that required measures are put in place to avoid safety and security related issues.

Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)
Identify risk areas and forecast probable risk in the respective fields and ensure appropriate measures are put in place.	Analyses the probable security risks and guides the team in ensuring that the appropriate measures are put in place beforehand	Directs and guides the team in analyzing the security risks and also recommends timely and appropriate interventions to avert the probable risks

Behavior Indicator: 1.1.3.2 Assesses occured risks and is able to report to the relevant authority for timely and appropriate interventions

Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)
Understands the basic security risk assessment and the line of reporting for timely interventions	Comprehensively assesses the occurred risks and liaise with the authority concerned to initiate suitable interventions	Spearheads and guides overall security risks assessment and recommended solutions to make it more impactful in the fields

Key Role 2: Security Enabler

Competency Area: 2.1 Technical Competency

Key Competency: 2.1.1 Functional Expertise

Behavior Indicator: 2.1.1.1 Enables customer and service users to understand the safety and security concerns including other aviation functionalities without compromising the business objectives of the aviation sector

Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)
Initiates basic awareness on safety and security concerns, and other aviation functionalities for the customers and other service users	Comprehensively understands aviation security concerns and other functionalities and effectively communicates to the customers and other users in accordance with business objectives	Guides the team to conduct effective awareness on aviation security concerns and other functionalities without compromising customer centricity and avation's business aspects

Key Competency: 2.1.2 Innovation and Technological Affinity		
Behavior Indicator: 2.1.2.1 Enables timely and effective security services through application of innovative solutions and cutting age digital skills.		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Understands the importance of innovation and digital skills in security service delivery and applies basic skills	Possess advanced digital skills in security service delivery and able to apply it in more impactful ways, and propose innovative solutions to enhance the existing system.	Reviews and analyses recommended innovative solutions and existing systems and determines best solutions to enhance efficiency and effectiveness
Behavior Indicator: 2.1.3.2 Assesses effectiveness of security systems and proposes innovative solutions to cater to the emerging requirements.		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Strives to determine effectiveness of security systems and understand emerging requirements or the need of upgradation	Initiate basic assessment of the effectiveness of existing security systems and determines its suitability vis-a-vis the emerging needs in the system	Analyses and assesses the effectiveness of the security systems and brings timely innovation and improvement to suit emerging needs
Key Competency: 2.1.3 Professional ethics and integrity		
Behavior Indicator: 2.1.3.1 Communicates and manages a robust internal control system to ensure that the security services are provided in keeping with the aviation standards, rules and regulations so that transparency, accountability and professionalism are upheld.		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism	Ensures strict compliance and implements internal control system in such as way that professional ethics, integrity and other attributes are not compromised while providing security services even in the event of extreme situation	Directs and guides the team in effective implementation of internal control system and initiates required improvement to further uphold professional ethics and integrity in security service delivery
Key Role 3: Security Coordinator		
Competency Area: 3.1 Technical Competency		
Key Competency: 3.1.1 Coordination and conflict management		
Behavior Indicator: 3.1.1.1 Coordinates strategically with various internal and external stakeholders to maintain a positive and productive working relationships so as to ensure security protocols at the aviation platforms		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Acknowledges the importance of coordination with various stakeholders in ensuring security protocols in aviation sector	Identifies the diverse group of stakeholders who directly or indirectly play a role in ensuring aviation security and coordinates with them in a strategic manner.	Directs and monitors the coordination with stakeholders in ensuring security protocols and recommends proper interventions to improve the

		collaboration and mutual understanding

Behavior Indicator: 3.1.1.2 Demonstrates flexibility and creativity during unexpected conflict and uses positive and appropriate conflict management strategies to minimize impact on business relationships and aviation functionalities.

Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)
Acknowledges the probability of conflict in aviation security system due to multiple players and prepares to overcome it with appropriate measures	Demonstrates flexibility in times of conflict and proposes suitable management strategies in consultation with the authority concerned without impacting business relationships and service delivery	Analyses the conflict, demonstrates creativity and directs the team to apply most appropriate strategies so as to keep service delivery and business relationships unimpacted (without compromising organizational interest).

Key competency: Event Management

Behavior Indicator: 3.1.2.1 Possesses clear and appropriate event management skills to manage security tasks on priority basis and effectively coordinates due diligence in a timely manner in collaboration with relevant entities.

Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)
Strives to understand basic event management strategies in aviation security arena and identify key stakeholders to be contacted during the emergency	Possess good understanding of event management strategies at aviation security arena and is able to prioritise and do due diligence in collaboration with stakeholders concerned	Analyses events occurred at the aviation security arena, determines appropriate strategies and directs the team to do due diligence with collaboration with all key stakeholders

Key Competency: 3.2.1 Grievance redressal mechanism

Behavior Indicator: 3.2.1.1 Coordinates effective implementation of grievance redressal mechanism to acknowledge stakeholders' security concerns and proposes suitable measures in a manner which is benefitting to organizational and stakeholders' interest to win trust and confidence.

Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)
Understands the importance of acknowledging stakeholders' security concerns towards improving system and promoting business	Acknowledges the significance of security concerns expressed by the stakeholders and effectively implements a grievance redressal mechanism with a manner that suits the interest of both parties.	Analyzes grievance redressal mechanism, identifies deficiencies, proposes necessary interventions to further improve the system and security service and hence, winning customers' trust and confidence.

Key Role: Security Provider, Security Enabler and Security Coordinator

Competency Area: Leadership Competency

Key Competency: 1 Personal Drive and Integrity

Behavior Indicator: Demonstrates a high level of professionalism and personal integrity in professional conduct and strives for continual learning to achieve the targets of the organization		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Adheres to the civil service values, code of conduct and behaves in an honest, ethical and professional way.	Demonstrates drive for personal development, identifies new challenges to extend the experience for new learning.	Accomplishes goals and maintains focus on long-term outcomes placing goals of the organization above personal ambitions.

Key Competency: 2 Result Oriented

Behavior Indicator: 2.1 Builds organizational capacity to achieve the agency's annual targets ensuring excellence in service delivery.		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Assists in implementing all research-based international best practices in enhancing optimism and enthusiasm among employees to achieve organizational goals	Researches and recommends international best practices pertinent to the enhancement of optimism and enthusiasm of the employees and culture of nurturing talents.	Demonstrates creative and innovative strategies to enhance optimism and enthusiasm.

Behavior Indicator: 2.1 Capitalizes on organizational diversity to harness the potential of multiple perspectives		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Listens to and appreciates multiple perspectives and encourages constructive dialogues to reach a mutual agreement.	Anticipates differing views, cultural perspectives, and adopts strategies to harness them.	Encourages and utilizes multiple perspectives in the organization to convert diversity into strength.

Key Competency: 3 Strategic view

Behavior Indicator: 3.1 Builds a sense of shared purpose and direction by actively promoting the vision and creating alignment of goals with national development priorities.		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Understands the vision and mission of the organization and its alignment to national development priorities	Champions the vision and communicates the way forward. Encourages others' input to strategic plans.	Champions the vision and communicates the way forward. Encourages others' input to strategic plans.

Behavior Indicator: 3.2 Applies sound knowledge and judgment to develop realistic and innovative solutions to issues/emerging issues to achieve organizational targets.		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Identifies the potential issues and seeks guidance to develop mitigation strategies.	Anticipate problems and develop strategies to address them.	Generates innovative solutions to effectively resolve complex problems that may not have been experienced previously.

Key Competency: 4 Partnership and collaboration

Behavior Indicator: 4.1 Cultivates a culture of working relationships with colleagues and multiple stakeholders to build strong connections, cooperation, and collaborations to create a

conducive working environment.		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Works collaboratively and cooperatively to achieve the target of the organization.	Promotes constructive networks within and outside the organization to facilitate the accomplishment of results.	Oversees and leads in communication and consultation, engaging with a wide range of supervisors, peers and stakeholders across the division, department, and agencies.

Key Competency: 5 Effective communication		
Behavior Indicator: 5.1 Communicates clearly to ensure key conclusions are conveyed.		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Communicates effectively to convey the HR actions to the relevant stakeholders in the organization	Provides a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.	Establishes a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.
Behavior Indicator: 5.2 Negotiates persuasively to address the disagreements objectively.		
Entry (S5-S3)	**Experienced (S2&S1)**	**Advanced (SS4-SS1)**
Acknowledges differences of opinion and addresses disagreements objectively.	Pitches messages in a way that facilitates the desired outcomes. Uses techniques to illustrate the argument persuasively	Offers a convincing rationale and makes a strong case, without getting personal or aggressive.

2.7 Training Needs Analysis

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

The training needs analysis is carried out in consultation with the stakeholders through interview, survey and FGD. The questionnaire consists of both closed and open-ended questions. The questionnaire is based on 21 behavioral indicators of different proficiency levels on Likert Scale of "Competent" and "Not Competent" followed by open-ended questions asking the likely reasons for 'Not Competent" and suggesting interventions to address the gap. The behavioral indicators were assessed by proficiency level to identify the performance gaps.

Training Needs Assessment at each proficiency level

2.7.1 Training Need Assessment at Entry Level (S5-S3)

Role 1: Security Provider				
Key Competencies	**Description of Proficiency Level**	**Performance (competent/ Not competent)**	**Likely reason for performance gap**	**Methods of Intervention / Training requirement**
Core Domain Knowledge and expertise	Understands basic ICAO/national aviation standards, rules and regulations concerning the security measures	Not competent	Lack of comprehensive training	In house training/induction program/ self learning
	Operates basic security gadgets and related equipment and possess knowledge on basic dangerous goods regulations (DGR)	Not competent	Inadequate hands on training	Formal training
Access Control mechanism	Apply basic access control mechanism to avoid unauthorized access in the airport	Competent		
Risk Management	Identify risk areas and forecast probable risk in the respective fields and ensure appropriate measures are put in place.	Competent		
	Understands the basic security risk assessment and the line of reporting for timely interventions	Not Competent	Lack for formal training	Attachment/formal training
Key Role: 2 Security Enabler				
Key Competencies	**Description of Proficiency Level**	**Performance (competent/**	**Likely reason for**	**Methods of Intervention /**

Key Competencies	Description of Proficiency Level	Performance (competent/ Not competent)	Likely reason for performance gap	Methods of Intervention / Training requirement
Functional Expertise	Initiates basic awareness on safety and security concerns, and other aviation functionalities for the customers and other service users	Competent		
Innovation and Technological Affinity	Understands the importance of innovation and digital skills in security service delivery and applies basic skills	Competent		
	Strives to determine effectiveness of security systems and understand emerging requirements or the need of upgradation	Not Competent	Inadequate exposure training	Exposure visit/OJT
Professional Ethics and Integrity	Possess basic understanding of internal control system in security service so as to ensure ethics, integrity and professionalism	Competent		

Key Role: 3 Security Coordinator

Key Competencies	Description of Proficiency Level	Performance (competent/ Not competent)	Likely reason for performance gap	Methods of Intervention / Training requirement
Coordination and Conflict Management	Acknowledges the importance of coordination with various stakeholders in ensuring security protocols in aviation sector	Competent		

	Acknowledges the probability of conflict in aviation security system due to multiple players and prepares to overcome it with appropriate measures	Competent		
Event Management	Strives to understand basic event management strategies in aviation security arena and identify key stakeholders to be contacted during the emergency	Competent		
Grievance redressal mechanism	Understands the importance of acknowledging stakeholders' security concerns towards improving system and promoting business	Competent		

2.7.2 Training Needs Assessment at Experienced Level (S2&S1)

Role 1: Security Provider				
Key Competency	**Description of Proficiency Level**	**Performance (competent or Not competent)**	**Likely reason for performance gap**	**Methods of Intervention/Training requirements**
Core Domain Knowledge and Expertise	Understands required ICAO/national aviation standards, rules and regulations and appropriately gauges applicability in varying security aspects.	Not competent	lack of refresher training	Immersion program/field visit

Key Competency	Description of Proficiency Level	Performance (competent or Not competent)	Likely reason for performance gap	Methods of Intervention/Training requirements
	Assesses effectiveness of security gadgets and related equipment to detect restricted/prohibited items and monitors the team for strict implementation.	Competent		
Access Control Mechanism	Thoroughly understands the access control mechanisms and manages the team during the implementation processes	Competent		
Risk Management	Analyses the probable security risks and guides the team in ensuring that the appropriate measures are put in place beforehand	Competent		.
	Comprehensively assesses the occurred risks and liaise with the authority concerned to initiate suitable interventions	Not competent	Lack formal training	classroom training/self training/attachment program

Key Role: Security Enabler

Key Competency	Description of Proficiency Level	Performance (competent or Not competent)	Likely reason for performance gap	Methods of Intervention/Training requirements
Functional Expertise	Comprehensively understands aviation security concerns and other functionalities and effectively communicates to the customers and other users in accordance with business objectives	Competent		

Innovation and Technological Affinity	Possess advanced digital skills in security service delivery and able to apply it in more impactful ways, and propose innovative solutions to enhance the existing system.	Not competent	Lack of formal training	Immersion program/seminar/workshop
	Initiate basic assessment of the effectiveness of existing security systems and determines its suitability vis-a-vis the emerging needs in the system	Competent		
Professional Ethics and Integrity	Ensures strict compliance and implements internal control system in such as way that professional ethics, integrity and other attributes are not compromised while providing security services even in the event of extreme situation	Competent		

Key Role: Security Coordinator

Key Competency	Description of Proficiency Level	Performance (competent or Not competent)	Likely reason for performance gap	Methods of Intervention/Training requirements
Coordination and Conflict Management	Identifies the diverse group of stakeholders who directly or indirectly play a role in ensuring aviation security and coordinates with them in a strategic manner.	Competent		

	Demonstrates flexibility in times of conflict and proposes suitable management strategies in consultation with the authority concerned without impacting business relationships and service delivery	Not Competent	Lack of domain experience and training	Classroom training/workshop
Event Management	Possess good understanding of event management strategies at aviation security arena and is able to prioritise and do due diligence in collaboration with stakeholders concerned	Not competent	Lack of formal training	Classroom training/workshop
Grievance redressal mechanism	Acknowledges the significance of security concerns expressed by the stakeholders and effectively implements a grievance redressal mechanism in a manner that suits the interest of both parties.	Not competent	Inadequate domain knowledge and skills	Classroom training/workshop/exposure visit

2.7.3 Training Needs Assessment at Advanced Level (SS4-SS1)

Key Role: Security Provider				
Key Competency	Description of Proficiency Level	Performance (competent or Not competent)	Likely reason for performance gap	Methods of Intervention/Training requirements

Core Domain Knowledge and Expertise	Thoroughly understands multiple ICAO/national aviation standards, rules and regulations and effectively guides the team in determining applications	Not competent	Lack of hands on practice	seminar/workshop/self learning
	Guides and directs the team to appropriately handle security gadgets and related equipment to detect restricted/prohibited items depending upon the requirements in the field.	Competent		
Access Control Mechanism	Directs and guides the team in strictly implementing access control mechanisms in various situations	Competent		
Risk Management	Directs and guides the team in analyzing the security risks and also recommends timely and appropriate interventions to avert the probable risks	Competent		
	Spearheads and guides overall security risks assessment and recommended solutions to make it more impactful in the fields	Not competent	Inadequate refreshers course	Formal/counterpart training/exposure visit

Key Role: Security Enabler

Key Competency	Description of Proficiency Level	Performance (competent or Not competent)	Likely reason for performance gap	Methods of Intervention/Training requirements

Functional Expertise	Guides the team to conduct effective awareness on aviation security concerns and other functionalities without compromising customer centricity and aviation's business aspects	Competent		
Innovation and Technological Affinity	Reviews and analyses recommended innovative solutions and existing systems and determines best solutions to enhance efficiency and effectiveness	Not competent	limited domain knowledge and skills	Immersion training/seminar/workshop
	Analyses and assesses the effectiveness of the security systems and brings timely innovation and improvement to suit emerging needs	Not competent	Lack of exposure and domain knowledge	Exposure visit/symposium
Professional Ethics and Integrity	Directs and guides the team in effective implementation of internal control system and initiates required improvement to further uphold professional ethics and integrity in security service delivery	Competent		

Key Role: Security Coordinator

Key Competency	Description of Proficiency Level	Performance (competent or Not competent)	Likely reason for performance gap	Methods of Intervention/Training requirements
Coordination and Conflict Management	Directs and monitors the coordination with stakeholders in ensuring	Competent		

	security protocols and recommends proper interventions to improve the collaboration and mutual understanding			
	Analyses the conflict, demonstrates creativity and directs the team to apply most appropriate strategies so as to keep service delivery and business relationships unimpacted (without compromising organizational interest).	Not competent	Lack of formal training	formal training/meeting/workshop/self learning
Event Management	Analyses events occurred at the aviation security arena, determines appropriate strategies and directs the team to do due diligence with collaboration with all key stakeholders	Not competent	limited domain knowledge	Subject specific training program
Grievance redressal mechanism	Analyzes grievance redressal mechanism, identifies deficiencies, proposes necessary interventions to further improve the system and security service and hence, winning customers' trust and confidence.	Not competent	limited domain knowledge	Subject specific training program

2.7.4 Training Needs Assessment for Leadership Competencies.

Key Competencies	BIs	Proficiency Levels		Method of intervention	Learning objectives
Personal drive and integrity	Demonstrates a high level of professionalism and personal integrity in professional conduct and strives for continual learning to achieve the targets of the organization.	Advanced (SS4-SS1)	Accomplishes goals and maintains focus on long-term outcomes placing goals of the organization above personal ambitions.	Ethical leadership Training	Understand how psychological, organizational and cultural forces influence ethical behaviours to achieve professional outcomes
		Experienced (S2-S1)	Demonstrates drive for personal development, identifies new challenges to extend the		

			experience for new learning.		
		Entry (S5-S3)	Adheres to the civil service values, code of conduct and behaves in an honest, ethical and professional way.	Induction Program	Understand civil service values, code of conduct.
Result-oriented	Builds organizational capacity to achieve agency's annual targets ensuring excellence in service delivery.	Advanced (SS4-SS1)	Demonstrates creative and innovative strategies to enhance optimism and enthusiasm.	Training	Able to learn, create a shared vision for the team, how to set effective goals and expectations, understand the most important needs of performance across the organization, and learn to align the desired behaviors of the team.
		Experienced (S2-S1)	Researches and recommends international best practices pertinent to the enhancement of optimism and enthusiasm of the employees and culture of nurturing talents.	Institutional visit	Understand, contextualize and institute international best practices on employee motivation and inspiration in their respective organization.
		Entry (S5-S3)	Assists in implementing all research-based international best practices in enhancing optimism and enthusiasm among employees to achieve organizational goals.	Mentoring/Coaching	Drive performance that meets the needs of the organization, builds a high level of commitment, develop skills and abilities, inspire to perform at their best, build constructive working relationships, reinforce quality

					performance and accountability.
	Capitalizes on the organizational diversity to harness the potential of multiple perspectives.	Advanced (SS4-SS1)	Encourages and utilizes multiple perspectives in the organization to convert diversity into strength.		
		Experienced (S2-S1)	Anticipates differing views, cultural perspectives, and adopts strategies to harness them.		
		Entry (S5-S3)	Listens to and appreciates multiple perspectives and encourages constructive dialogues to reach a mutual agreement.		
Strategic view	Builds a sense of shared purpose and direction by actively promoting the vision and creating alignment of goals with national development priorities.	Advanced (SS4-SS1)	Champions the vision and communicates the way forward. Encourages others input to strategic plans.		
		Experienced (S2-S1)	Champions the vision and communicates the way forward. Encourages others' input to strategic plans.		
		Entry (S5-S3)	Understands the vision and mission of the organization and its alignment to national		

			development priorities.		
		Advanced (SS4-SS1)	Generates innovative solutions to effectively resolve complex problems that may not have been experienced previously.		
		Experienced (S2-S1)	Anticipate problems and develop strategies to address them.		
	Applies sound knowledge and judgment to develop realistic and innovative solutions to issues/emerging issues to achieve organizational targets.	Entry (S5-S3)	Identifies the potential issues and seeks guidance to develop mitigation strategies.	Training	Apply systematic framework to solve a problem and select the most appropriate solutions, apply techniques and methods to explore the root cause of problems, apply brainstorming and other innovative methods to produce potential solutions, analyze risk and understand the effect of solutions on decision making, evaluate the chosen solution and its impact on the problem.
Partnership and Cooperation	Cultivates a culture of working relationships with colleagues and multiple stakeholders to build strong connections, cooperation, and collaborations to create a conducive	Advanced (SS4-SS1)	Oversees and leads in communication and consultation, engaging with a wide range of supervisors, peers and stakeholders across the division,		

	working environment.		department, and agencies.		
		Experienced (S2-S1)	Promotes constructive networks within and outside the organization to facilitate the accomplishment of results.		
		Entry (S5-S3)	Works collaboratively and cooperatively to achieve the target of the organization.		
Effective Communication	Communicates clearly to ensure key conclusions are conveyed.	Advanced (SS4-SS1)	Establishes a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.		
		Experienced (S2-S1)	Provides a clear, constructive and timely feedback system to ensure two-way communication in a manner that encourages learning and achieves required resolutions.		
		Entry (S5-S3)	Communicates effectively to convey the HR actions to the relevant stakeholders in the organization.		

		Advanced (SS4-SS1)	Offers a convincing rationale and makes a strong case, without getting personal or aggressive.		
	Negotiates persuasively to address the disagreements objectively.	Experienced (S2-S1)	Pitches messages in a way that facilitates the desired outcomes. Uses techniques to illustrate the argument persuasively		
		Entry (S5-S3)	Acknowledges differences of opinion and addresses disagreements objectively.		

2.7.5 List of Training for Technical Competencies

2.7.5.1 Core Training for Entry Level

Proficiency Level: ENTRY		
Key Roles	**Key Competencies**	**Core Training Areas**
Security Provider	Core Domain knowledge and expertise	1. Understanding and Application of:
	Access control mechanism	- ICAO guidelines & aviation legislation
	Risk Management	- ICAO security standards and recommended practices
Security Enabler	Functional expertise	- National aviation rules and regulations
	Innovation and technological affinity	- National security standards
	Professional Ethics and Integrity	2. Basic technical and foundational course
Security Coordinator	Coordination and conflict management	- Basic Dangerous Goods Regulations (DGR) training - Basic Aviation Security course

	Event management	3. Security gadgets handling & maintenance course
		  - X-ray operation and maintenance
		  - Handheld Metal Detector
		  - Walkthrough Metal Detector
		  - Explosive Trace Detector
		  - Operational Test Kits
		  - CCTV operation and maintenance
		  - Radio Telephonic system (RTS)

	Grievance Redressal Mechanism	4. Aviation Access Control procedures
		5. Screening and Searching of persons, vehicle, baggage
		6. ICAO Air cargo & Mail Security course
		7. Basic ICAO risk assessment and management course
		8. Training on Office System and Productivity Tools
		  - G-suites
		  - MS Office (Word, PowerPoint & Excel)
		  - Data analytics
		9. Workplace Ethics and Integrity
		10. Basic Security Induction Course
		*Military training:
		a) Physical fitness
		b) Height requirement.
		  -Male 5.6ft
		  -Female 5.2ft
		11. Basic ICAO crisis management
		12. Airport Contingency Plan (ACP) & Airport Emergency Plan (AEP) course
		13. Confidential Reporting System course
		14. Grievance Management course

2.7.5.2 List of Training for Experienced Level

Proficiency Level: EXPERIENCED

Key Roles	Key Competencies	Core Training Areas

Security Provider	Core Domain knowledge and expertise	1. Refresher course :
		  - ICAO aviation security guidelines & recommended practices
		2. Refresher technical course
		  - Recertified Dangerous Goods Regulations (DGR) training
		  - Screener Certification
		3. Access Control Supervisory course
		4. ICAO Air Cargo and Mail Security Course
		5. ICAO risk management
		6. Advanced Training on Office System and Productivity Tools
		  - Data management
		  - G-suites
		  - system analytics and assessment
		7. Refresher Security Course
		8. National Security Inspector & Auditor Course
		9. Workplace Ethics and Integrity
		10. ICAO crisis management
		11. Grievance management

	Access control mechanism	
	Risk Management	
Security Enabler	Functional expertise	
	Innovation and technological affinity	
	Professional Ethics and Integrity	
Security Coordinator	Coordination and conflict management	
	Event management	
	Grievance redressal mechanism	

2.7.5.3 List of Training for Advanced Level

Proficiency Level: ADVANCED		
Key Roles	**Key Competencies**	**Core Training Areas**
Security Provider	Core Domain knowledge and expertise	1. ICAO National Instructor Course 2. National Security Inspector & Auditor Course 3. ICAO risk management course 4. ICAO certification system development course 5. ICAO Training Developer course 6. ICAO risk management 7. Ethics and Integrity Management 8. Security Quality Control 9. Grievance Redressal course
	Access control mechanism	
	Risk Management	
Security Enabler	Functional expertise	
	Innovation and technological affinity	
	Professional Ethics and Integrity	
Security Coordinator	Coordination and conflict management	

		Event management	
		Grievance redressal mechanism	

2.7.5.4 Training Areas for Leadership Competencies (for all proficiency levels)

Proficiency Level: ENTRY			
Key Roles	**Key Competencies**	**Core Training Areas**	**Methods of Intervention**

1. Security Provider
2. Security Enabler
3. Security Coordinator
	Strategic View
	
	Effective Communication
	Result-oriented
	Personal Drive and Integrity
	
	Partnership and Collaboration
		1. Motivation and inspiration
		2. Decision making
		3. Result-based management
		4. Problem solving
		5. Effective communication
		6. Ethical leadership training
		7. Emotional intelligence
		   - SIY/Mindfulness
		   - ALW
		8. Team building
		9. Managing diversity
			Mentoring & Coaching/formal training/workshop/

2.7.6 Proposed Long Term Training (Specialization)

Sl. no	Training Areas
1.	Diploma in Aviation Management
2.	Diploma in Aviation Safety Management
3.	Diploma in Aviation Security Management
4.	Bachelors in Aviation Security
5.	Bachelors in Aviation Management

2.8 Implementation of Competency based Framework

The implementation of training and other CDI has to be based on the mandatory **Methods of Intervention/Training Requirement** listed under section under the training needs analysis (Section 2.7.1 to 2.7.6) of this document. The mandatory list of training/other methods of intervention includes all the interventions that are found to be "Not Competent" under the Training Needs Analysis. However, for implementation, it has to be prioritized based on the following:
   a.   Most critical area of intervention without which will lead to non-performance
   b.   Interventions which are reflected as "Not Competent"
   c.   Availability of the resource allocation

For implementation, the prioritization has to be done on the annual basis by the concerned department/division and the HR Division of the agencies.

3. Recommendations
Recommendations to the Department includes:
   1.   Institution of Aviation Security Training Center in Bhutan so as to avoid draining out of government resources for ex country training programs. Diploma courses in core fields should be introduced to train candidates wishing to join Aviation sector with required technical skills
   2.   At least a diploma in a relevant field should be made a mandatory requirement for the entry rather than XII certificate considering the nature and technicality of the Aviation Security Assistant's role.
   3.   All persons being recruited as Aviation Security Personnel must be Physically Fit, free from any disability and meet the
   4.   BCAA to set up Aviation Security Certification Council to uphold quality and standards in certification matters
   5.   Implementation of capacity building programs of Aviation Security Assistant based on the CBF developed

4. Conclusion

The Competency Based Framework presented in this paper consists of Key Roles, Competency Area, Key Competencies and Behavioral Indicators as tabulated below:

Sl. no	Aviation Security Assistant	
1	Key role identified	3
2	Competency Areas identified	2
3	Key Competencies identified	9
4	Proficiency level/clustering	3
5	Behavior indicator	21

4.1 Development Processes

The CBF for Aviation Security Assistant is developed through the processes as depicted below:

1. Training of Task force members by the CBF Master Trainers coordinated by the RCSC
2. Literature review and concept mapping
3. Discussion with the Ministry, Department, Management and Stakeholders
4. Consultation with focus group and key stakeholders
5. Framework development exercise
6. Review and validation
7. Presentation to the HRC
8. Presentation to the RCSC

4.2 The expected benefits of the CBF are:

1. Enhance the technical capacity of the Security Assistant to maximize organizational performance.
2. Foster greater role clarity and ownership of the tasks and career progression.
3. Prioritize training programs for the Security Assistant & effectively utilize the Training budget.
4. Enable succession planning and talent management for the Security Services in the Aviation sector.

References

A Guidebook on Competency-Based Framework for Civil Service 2019, http://www.rcsc.gov.bt/wp-content/uploads/2019/06/Competency-Framework-Guidebook .pdf. 2. Act and Guidelines | Bhutan Medical and Health Council." http://www.bmhc.gov.bt/act-
Annex 17: Safeguarding International Civil Aviation Against Acts of Unlawful Interference.
Annex 18: The Safe Transport of Dangerous Good by Air

Annex 9 - ICAO periodicals

Airport Security Programme (ASP)

Airport Security Training Programme (ASTP)

Bhutan Civil Aviation Security Regulations (BCASR).

Civil Aviation Act of Bhutan 2016

Doc 8973: Aviation Security Manual

Doc 9284: Technical Instruction of Safe Transport of Dangerous Goods by Air

Doc 9957: Facilitation Manual

National Civil Aviation Security Programme (NCASP)

National Civil Aviation Security Training Programme (NCASTP)

National Civil Aviation Quality Control Programme (NCASQCP)

Organisation, Functions and Responsibilities manual of AVSEC.

Internal Quality Control Programme (IQCP)

Standard Operating Procedures (SOP)