

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

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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 airportcontrolled 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

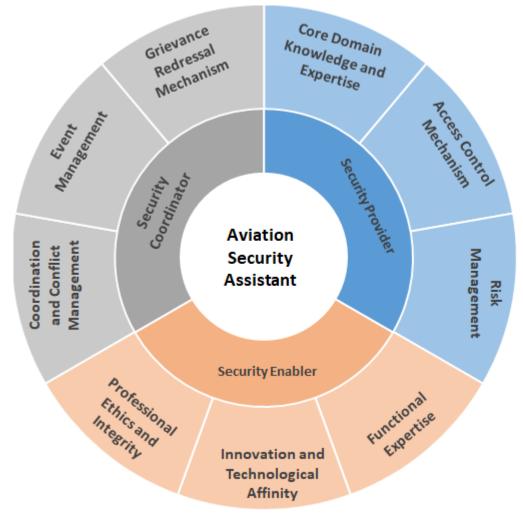


Fig 1. Key Competencies under Technical Competency for the three Key Role



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.

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

Role Profile of Aviation Security Assistant

		 Ensure that the security gadgets and measures at strategic locations are installed. Safeguards against the acts of unlawful interference perpetrated on the ground and inflight.
2	Security Enabler	 Possess thorough understanding of aviation functioning and security systems to ensure timely and effective safety service delivery 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		Technical Competency
1	Security Provider	Leadership Competency
2	Security Enabler	Technical Competency
2		Leadership Competency
3 Sec	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	 Core domain knowledge and expertise Access Control Mechanism Risk Management
Security Enabler	Technical Competency	 Functional expertise Innovation and Technological Affinity Professional ethics and integrity
Security Coordinator	Technical Competency	 Coordination and conflict management Event management Grievance redressal mechanism
Security Provider, Security Enabler & Security Coordinator	Leadership Competency	 Personal Drive and Integrity Result oriented Strategic view Partnership & Collaboration 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					
	re domain knowledge and exper				
	regulations so as to ensure require	0			
Entry (85-83)	Experienced (S2&S1)	Advanced (SS4-SS1)			
Understands basic ICAO/national aviation standards, rules and regulations concerning the 					
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 (85-83)	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			

aquinment and neggagg	aquinment to detect	adapts and related aquinment
equipment and possess	equipment to detect	gadgets and related equipment
knowledge on basic	restricted/prohibited items and	to detect restricted/prohibited
dangerous goods	monitors the team for strict	items depending upon the
regulations (DGR)	implementation.	requirements in the field.
Key Competency: 1.1.2 Ac		
	Ensures the security and safety m	
	vil aviation against acts of unauth	orized access by strictly
upholding a robust access co	ntrol mechanisms	
Entry (85-83)	Experienced (S2&S1)	Advanced (SS4-SS1)
Apply basic access control	Thoroughly understands the	Directs and guides the team in
mechanism to avoid	access control mechanisms and	strictly implementing access
unauthorized access in the	manages the team during the	control mechanisms in various
airport	implementation processes.	situations
Key Competency: 1.1.3 Ris	k Management	
Behavior Indicator: 1.1.3.1	Anticipates probable risks and en	sures that required measures are
put in place to avoid safety a	and security related issues.	
Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)
Identify risk areas and	Analyses the probable security	Directs and guides the team in
forecast probable risk in	risks and guides the team in	analyzing the security risks and
the respective fields and	ensuring that the appropriate	also recommends timely and
ensure appropriate	measures are put in place	appropriate interventions to
	h of a walk a wal	arrant the much shile might
measures are put in place.	beforehand	avert the probable risks
	Assesses occured risks and is abl	
	Assesses occured risks and is abl	
Behavior Indicator: 1.1.3.2	Assesses occured risks and is abl	
Behavior Indicator: 1.1.3.2 authority for timely and appr Entry (S5-S3)	Assesses occured risks and is abl opriate interventions Experienced (S2&S1)	e to report to the relevant
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Key Competency: 2.1.2 Inn	ovation and Technological Affi	nity
	Enables timely and effective secu	
of innovative solutions and c		
Entry (85-83)	Experienced (S2&S1)	Advanced (SS4-SS1)
Understands the	Possess advanced digital skills	Reviews and analyses
importance of innovation	in security service delivery and	recommended innovative
and digital skills in security	able to apply it in more	solutions and existing systems
service delivery and	impactful ways, and propose	and determines best solutions
applies basic skills	innovative solutions to enhance	to enhance efficiency and
	the existing system.	effectiveness
Behavior Indicator: 2.1.3.2	Assesses effectiveness of security	systems and proposes innovative
solutions to cater to the emer	-	
Entry (85-83)	Experienced (S2&S1)	Advanced (SS4-SS1)
Strives to determine	Initiate basic assessment of the	Analyses and assesses the
effectiveness of security	effectiveness of existing	effectiveness of the security
systems and understand	security systems and	systems and brings timely
emerging requirements or	determines its suitability vis-a-	innovation and improvement to
the need of upgradation	vis the emerging needs in the	suit emerging needs
10	system	
Key Competency: 2.1.3 Pro	ofessional ethics and integrity	
	Communicates and manages a	robust internal control system to
ensure that the security servi	ces are provided in keeping with	the aviation standards, rules and
	ncy, accountability and profession	
Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)
Entry (S5-S3) Possess basic	Experienced (S2&S1) Ensures strict compliance and	Advanced (SS4-SS1) Directs and guides the team in
Possess basic	Ensures strict compliance and	
	*	Directs and guides the team in
Possess basic understanding of internal	Ensures strict compliance and implements internal control	Directs and guides the team in effective implementation of
Possess basic understanding of internal control system in security	Ensures strict compliance and implements internal control system in such as way that	Directs and guides the team in effective implementation of internal control system and
Possess basic understanding of internal control system in security service so as to ensure	Ensures strict compliance and implements internal control system in such as way that professional ethics, integrity	Directs and guides the team in effective implementation of internal control system and initiates required improvement
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity	Ensures strict compliance and implements internal control system in such as way that professional ethics, integrity and other attributes are not	Directs and guides the team in effective implementation of internal control system and initiates required improvement to further uphold professional
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, 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	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
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, 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	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
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord	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 linator	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
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord Competency Area: 3.1 Tec	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 linator hnical Competency	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
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord Competency Area: 3.1 Tech Key Competency: 3.1.1 Co	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 linator hnical Competency ordination and conflict manage	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
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord Competency Area: 3.1 Tech Key Competency: 3.1.1 Coord Behavior Indicator: 3.1.1.1	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 linator hnical Competency ordination and conflict manager Coordinates strategically with va	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
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord Competency Area: 3.1 Tech Key Competency: 3.1.1 Coord Behavior Indicator: 3.1.1.1 stakeholders to maintain a po	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 linator hnical Competency ordination and conflict manager Coordinates strategically with values	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
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord Competency Area: 3.1 Tech Key Competency: 3.1.1 Coord Behavior Indicator: 3.1.1.1	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 linator hnical Competency ordination and conflict manager Coordinates strategically with values	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
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coorce Competency Area: 3.1 Tech Key Competency: 3.1.1 Coor Behavior Indicator: 3.1.1.1 stakeholders to maintain a po security protocols at the avia	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 linator hnical Competency ordination and conflict manager Coordinates strategically with va ositive and productive working rel tion platforms	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 ment rious internal and external ationships so as to ensure
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord Competency Area: 3.1 Tech Key Competency: 3.1.1 Coord Behavior Indicator: 3.1.1.1 stakeholders to maintain a po security protocols at the avia Entry (S5-S3)	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 linator hnical Competency ordination and conflict manager Coordinates strategically with va ositive and productive working rel tion platforms Experienced (S2&S1)	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 ment rious internal and external ationships so as to ensure Advanced (SS4-SS1)
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord Competency Area: 3.1 Tech Key Competency: 3.1.1 Coord Behavior Indicator: 3.1.1.1 stakeholders to maintain a por security protocols at the avia Entry (S5-S3) Acknowledges the	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 linator hnical Competency ordination and conflict manager Coordinates strategically with va ositive and productive working rel tion platforms Experienced (S2&S1) Identifies the diverse group of	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 nent rious internal and external ationships so as to ensure Advanced (SS4-SS1) Directs and monitors the
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coorce Competency Area: 3.1 Tech Key Competency: 3.1.1 Coorce Behavior Indicator: 3.1.1.1 stakeholders to maintain a po security protocols at the avia Entry (S5-S3) Acknowledges the importance of coordination	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 linator hnical Competency ordination and conflict manager Coordinates strategically with va ositive and productive working rel tion platforms Experienced (S2&S1) Identifies the diverse group of stakeholders who directly or	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 ment rious internal and external ationships so as to ensure Advanced (SS4-SS1) Directs and monitors the coordination with stakeholders
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord Competency Area: 3.1 Tech Key Competency: 3.1.1 Coord Behavior Indicator: 3.1.1.1 stakeholders to maintain a po security protocols at the avia Entry (S5-S3) Acknowledges the importance of coordination with various stakeholders	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 linator hnical Competency ordination and conflict manager Coordinates strategically with va ositive and productive working rel tion platforms Experienced (S2&S1) Identifies the diverse group of stakeholders who directly or indirectly play a role in	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 ment rious internal and external ationships so as to ensure Advanced (SS4-SS1) Directs and monitors the coordination with stakeholders in ensuring security protocols
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord Competency Area: 3.1 Tech Key Competency: 3.1.1 Coord Behavior Indicator: 3.1.1.1 stakeholders to maintain a por security protocols at the avia Entry (S5-S3) Acknowledges the importance of coordination with various stakeholders in ensuring security	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 linator hnical Competency ordination and conflict manager Coordinates strategically with va ositive and productive working rel tion platforms Experienced (S2&S1) Identifies the diverse group of stakeholders who directly or indirectly play a role in ensuring aviation security and	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 ment rious internal and external ationships so as to ensure Advanced (SS4-SS1) Directs and monitors the coordination with stakeholders in ensuring security protocols and recommends proper
Possess basic understanding of internal control system in security service so as to ensure ensuring ethics, integrity and professionalism Key Role 3: Security Coord Competency Area: 3.1 Tech Key Competency: 3.1.1 Coord Behavior Indicator: 3.1.1.1 stakeholders to maintain a po security protocols at the avia Entry (S5-S3) Acknowledges the importance of coordination with various stakeholders	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 linator hnical Competency ordination and conflict manager Coordinates strategically with va ositive and productive working rel tion platforms Experienced (S2&S1) Identifies the diverse group of stakeholders who directly or indirectly play a role in	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 ment rious internal and external ationships so as to ensure Advanced (SS4-SS1) Directs and monitors the coordination with stakeholders in ensuring security protocols

		collaboration and mutual understanding			
Pahaviar Indicator: 3117	Domonstrates flowibility and gras				
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		it strategies to minimize impact			
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 Ma	anagement				
Behavior Indicator: 3.1.2.	1 Possesses clear and appropriation ionity basis and effectively coord	ate event management skills to dinates due diligence in a timely			
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			
	ievance redressal mechanism	Statenoracis			
Behavior Indicator: 3.2.1. mechanism to acknowledge a manner which is benefitti confidence.	1 Coordinates effective implem stakeholders' security concerns a ng to organizational and stakeho	nentation of grievance redressal nd proposes suitable measures in olders' interest to win trust and			
Entry (85-83)	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 Provide	er, Security Enabler and Securit	ty Coordinator			

Competency Area: Leadership Competency Key Competency: 1 Personal Drive and Integrity

	nstrates a high level of professio		
	ves for continual learning to achie		
Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)	
Adheres to the civil service	Demonstrates drive for	Accomplishes goals and	
values, code of conduct	personal development,	maintains focus on long-term	
and behaves in an honest,	identifies new challenges to	outcomes placing goals of the	
ethical and professional	extend the experience for new	organization above personal	
Way.	learning.	ambitions.	
Key Competency: 2 Result		viewe the agenery's ennuel tergets	
ensuring excellence in service	ilds organizational capacity to ach	neve the agency's annual targets	
Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)	
Assists in implementing all	Experienceu (52&51)	Demonstrates creative and	
research-based	Researches and recommends	innovative strategies to	
international best practices	international best practices	enhance optimism and	
in enhancing optimism and	pertinent to the enhancement	enthusiasm.	
enthusiasm among	of optimism and enthusiasm of	chulusiasili.	
employees to achieve	the employees and culture of		
organizational goals	nurturing talents.		
	anitalizes on organizational dive	rsity to harness the potential of	
multiple perspectives	uprunzes on organizational arve	isity to numers the potential of	
Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)	
Listens to and appreciates	Anticipatos difforina viewa	Encourages and utilizes	
multiple perspectives and	Anticipates differing views,	multiple perspectives in the	
encourages constructive	cultural perspectives, and	organization to convert	
dialogues to reach a mutual	adopts strategies to harness them.	diversity into strength.	
agreement.	them.		
Key Competency: 3 Strates			
	ilds a sense of shared purpose and		
	ment of goals with national develo		
Entry (85-83)	Experienced (S2&S1)	Advanced (SS4-SS1)	
Understands the vision and	Champions the vision and	Champions the vision and	
mission of the organization	communicates the way	communicates the way	
and its alignment to	forward. Encourages others'	forward. Encourages others'	
national development	input to strategic plans.	input to strategic plans.	
priorities			
	plies sound knowledge and judgm		
	s/emerging issues to achieve organ		
Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)	
Identifies the potential	Anticipate problems and	Generates innovative solutions	
issues and seeks guidance	develop strategies to address	to effectively resolve complex	
to develop mitigation	them.	problems that may not have	
strategies.	rship and collaboration	been experienced previously.	
Key Competency: 4 Partnership and collaboration			
Rehavior Indicators 11 Cu	ltivates a culture of working relati	onshine with colleagues and	
	ltivates a culture of working relati d strong connections, cooperation		

conducive working environm	conducive working environment.				
Entry (S5-S3)	Experienced (S2&S1)	Advanced (SS4-SS1)			
Works collaboratively and	Promotes constructive	Oversees and leads in			
cooperatively to achieve	networks within and outside	communication and			
the target of the	the organization to facilitate	consultation, engaging with a			
organization.	the accomplishment of results.	wide range of supervisors,			
_	-	peers and stakeholders across			
		the division, department, and			
		agencies.			
Key Competency: 5 Effecti	ve communication				
Behavior Indicator: 5.1 Con	mmunicates clearly to ensure key	conclusions are conveyed.			
Entry (85-83)	Experienced (S2&S1)	Advanced (SS4-SS1)			
Communicates effectively	Provides a clear, constructive	Establishes a clear,			
to convey the HR actions	and timely feedback system to	constructive and timely			
to the relevant stakeholders	ensure two-way	feedback system to ensure two-			
in the organization	communication in a manner	way communication in a			
	that encourages learning and	manner that encourages			
	achieves required resolutions.	learning and achieves required			
		resolutions.			
Behavior Indicator: 5.2 Neg	gotiates persuasively to address th	e disagreements objectively.			
Entry (85-83)	Experienced (S2&S1)	Advanced (SS4-SS1)			
Acknowledges differences	Pitches messages in a way that	Offers a convincing rationale			
of opinion and addresses	facilitates the desired	and makes a strong case,			
disagreements objectively.	outcomes. Uses techniques to	without getting personal or			
	illustrate the argument	aggressive.			
	persuasively				

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

Role 1: Security	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 Sec	urity Enabler			
Key Competencies	Description of Proficiency Level	Performance (competent/	Likely reason for	Methods of Intervention /

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

		Not competent)	performance gap	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 Sec	curity 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

	with business			
	with business			
	users in accordance			
	communicates to the customers and other			
	and effectively communicates to the			
	other functionalities			
	security concerns and			
Expertise	understands aviation			
Functional	Comprehensively	Competent		
		competent)	gap	requirements
Competency	Proficiency Level	Not	performance	requirements
Key	Description of	(competent or	reason for	Methods of Intervention/Training
		Performance	Likely	Mothadaaf
Key Role: Sec		• 	• 	
	suitable interventions			
	concerned to initiate			
	the authority			program
	risks and liaise with		training	•
	assesses the occurred	Not competent		classroom training/self training/attachment
	Comprehensively	Not compatent	Lack formal	alassroom training/salf
	place beforehand			
	measures are put in			
	the appropriate			
	team in ensuring that			
Management	probable security risks and guides the			
Risk Management	Analyses the	Competent		•
Diala	processes	Compotent		
	implementation			
	during the			
	manages the team			
	mechanisms and			
Mechanism	access control			
Control	understands the			
Access	Thoroughly	Competent		
	implementation.			
	the team for strict			
	items and monitors			
	restricted/prohibited			
	detect			
	related equipment to			
	security gadgets and			
	effectiveness of			
1		Competent		

Innovation	Possess advanced	Not commentent	Lack of	Immersion
		Not competent		
and	digital skills in		formal	program/seminar/works
Technologica	security service		training	hop
1 Affinity	delivery and able to			
	apply it in more			
	impactful ways, and			
	propose innovative			
	solutions to enhance			
	the existing system.			
	Initiate basic	Competent		
	assessment of the			
	effectiveness of			
	existing security			
	systems and			
	determines its			
	suitability vis-a-vis			
	the emerging needs in			
	the system			
Professional	Ensures strict	Competent		
Ethics and	compliance and	1		
Integrity	implements internal			
8 5	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			
Koy Dolos Soo				
Key Kole: Sec	urity Coordinator			
		Performance	Likely	
Key	Description of	(competent or	reason for	Methods of
Competency	Proficiency Level	Not	performance	Intervention/Training
	· ·	competent)	gap	requirements
Coordination	Identifies the diverse	Competent		
and Conflict	group of stakeholders	-		
Management	who directly or			
	indirectly play a role			
	in ensuring aviation			
	security and			
	coordinates with			
	them in a strategic			
	manner.			
1	······································			

	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/expo sure 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/Train ing 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/s elf 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: Secu	rity Enabler			
Key Competency	Description of Proficiency Level	Performance (competent or Not competent)	Likely reason for performance gap	Methods of Intervention/Train ing 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/wo rkshop		
	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: Secu	Key Role: Security Coordinator					
Key Competency	Description of Proficiency Level	Performance (competent or Not competent)	Likely reason for performance gap	Methods of Intervention/Train ing 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/wo rkshop/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 Competenci es	BIs	Profi	ciency 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
		Experienc ed (S2-S1)	Demonstrates drive for personal development, identifies new challenges to extend the		

	Γ				,
			experience for		
			new learning.		
		Entry (S5- S3)	Adheres to the civil service values, code of conduct and behaves in an honest, ethical and	Induction Program	Understand civil service values, code of conduct.
			professional way. 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.
Result- oriented Builds organizational capacity to achieve agency's annual targets ensuring excellence in service delivery.	Experienc ed (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/C oaching	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
		Advanced (SS4-SS1)	Encourages and utilizes multiple perspectives in the organization to convert diversity into strength.	 accountability.
	diversity to harness the potential of multiple perspectives.	Experienc ed (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.	shared purpose and	Advanced (SS4-SS1)	Champions the vision and communicates the way forward. Encourages others input to strategic plans.	
	Experienc ed (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	

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collaborations to across the		-				
		create a conducive		division,		

	working environment.		department, and agencies.	
			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.	
		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.	
Communicati clearly to en	conclusions are	Experienc ed (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.	-	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

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

	3. Security gadgets handling &
Event management	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)
	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
Grievance Redressal	Productivity Tools
Mechanism	- 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
	Core Domain knowledge and expertise	 Refresher course : ICAO aviation security
Security Provider	Access control mechanism	guidelines & recommended practices
	Risk Management	2. Refresher technical course
	Functional expertise	- Recertified Dangerous Goods Regulations (DGR) training
Security Enabler	Innovation and technological affinity Professional Ethics and	Screener Certification3. Access Control Supervisory course
	Integrity	4. ICAO Air Cargo and Mail Security Course
Security Coordinator	Coordination and conflict management	 5. ICAO risk management 6. Advanced Training on Office System and Productivity Tools Data management G-suites
	Event management	- system analytics and assessment
	Grievance redressal mechanism	 Refresher Security Course National Security Inspector & Auditor Course Workplace Ethics and Integrity ICAO crisis management Grievance management

2.7.5.3 List of Training for Advanced Level

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

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

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.	Aviation Security Assistant	
no		
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." <u>http://www.bmhc.gov.bt/act-</u> 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)