



COMPETENCY BASED FRAMEWORK FOR IMMIGRATION OFFICERS

Competency Framework for the Immigration Officers

I. Aim

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

- (1) Implement the competency framework for Immigration Officers;
- (2) Prioritize training in fraud detection, investigation skills, and emotional resilience in 2019;
- (3) Prioritize training for Entry and Advanced level officers over the 12th Five Year Plan; and
- (4) Pilot a mentoring programme.

II. Background

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

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

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

Since the launch of the programme on 6th August 2018, in a series of workshops, the Competency Based Framework of the Immigration Officers has been developed. It includes 3 role profiles, 9 competency areas and 24 competencies. The overview of the framework is attached as annexure I.

III. Output and process undertaken

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

1. Output 1: Role profile

The 3 role profiles were developed and validated from 08 August till 25 August 2018. Feedback on the role profiles was sought online from all the Immigration Officers. To further validate the role profiles, consultations were held with the Chiefs and the Regional Directors from the Regional Immigration Offices.

2. Output 2: Competency area, Competencies, Behavioural Indicators (BIs) and Proficiency levels

The 9 competency areas, 24 competencies and 105 BIs across 4 proficiency levels were developed and validated from 27 August till 07 November 2018. Some of the key validation activities undertaken were:

- a) Focus group discussion held with Immigration Officers on 7th September 2018.
- b) On 27th September 2018, a presentation on the outputs was made to the Director, Chief, Regional Directors and Immigration Officers.

- c) Feedback was sought online from every Immigration Officer from 17 October till 25 October; and
- d) On 24th October 2018, another round of focus group discussion was held with the stakeholders.

The validation was also carried out against the Competency Frameworks of similar agencies from Singapore, New Zealand, Australia and Canada.

The complete set of Competency areas, competencies, Behavioural Indicators (BIs) and Proficiency levels is attached as annexure II.

3. *Output 3: Training Need Analysis (TNA)*

A training needs analysis was carried out and the outputs were validated from 12 November till 7 December 2018. Some of the key validation activities undertaken were:

- a) Conducted an online survey with the objective to find out in which areas the Immigration Officers lacked competency.
- b) A focus group meeting was held on 30th November 2018 to identify the possible reasons for the performance gap.
- c) On 5th December 2018, the Training Needs Analysis was presented to the management of the Department.

The TNAs for four levels of Immigration Officers is attached as annexure III.

IV. Evaluation of current situation

An online survey was conducted to collect information on existing competencies across all proficiency levels of Immigration Officer. The survey using the BIs developed measured the competency of the Immigration Officer on Likert Scale of “extremely competent”, “very competent”, “moderately competent”, “slightly competent” and “not competent”. Based on the survey, all BIs in which less than 75 % of the respondents have rated themselves as being less than “very competent” have been identified as areas requiring intervention to improve performance.

Based on the analysis of the survey and focus group meeting held to find out the reasons for performance gap, it was found that:

(i) Levels of existing competency

The Expert level officers are the most competent across the proficiency level followed by Experienced level officers, Entry level officers and Advanced level officer. Most Advanced level officers had to take up multiple roles including heading Divisions, or Regional Offices, thus affecting their ability to acquire adequate competency in doing their jobs.

(ii) The top 5 self-perceived reasons for performance gap across the proficiency levels were:

- 1) *Shortage of human resources:* It was found that, due to shortage of staff, the head of the divisions and Regional Directors were tied down with daily functions and were not able to allocate sufficient focus and time to some actions such as coming up with innovative solutions to fix current challenges.
- 2) *Lack of knowledge and skills:* Performance gap were also recorded due to lack of knowledge and skills in areas such as international immigration policies and best practices, research and development, advocacy programs and emotional resilience.

- 3) *Lack of access to complete, timely and up-to-date information:* There was limited access to complete and timely information such as information on identity/travel document, international immigration policies, cutting edge technology etc.
- 4) *Lack of opportunities to learn from one another:* Due to stretch assignments, there is acquired and accumulated expertise in some areas. However, there is limited opportunity for the Immigration Officers to learn from one another.
- 5) *Inadequate feedback system:* There was also limited feedback on how a task is performed, limiting opportunity to improve on performance.

(iii) *The top 5 key competencies in which there was least competency:*

Of the 24 competencies of Immigration Officers, it was found that the Immigration Officers had the least competencies in the following 5 competencies:

1. Investigation Skills: The knowledge and skills to conduct investigations effectively, including interview / interrogation following correct processes and legal parameters to build complete, factual and admissible cases against immigration offenders.
2. Fraud detection: The knowledge and skills to effectively identify forged and fraudulently obtained documents such as travel documents, identity documents, and imposters.
3. Adaptability: The knowledge and skills to constantly adapt existing procedures and processes to improve service delivery.
4. Emotional resilience: The knowledge and skills to deal with difficult situations while maintaining work performance.
5. Advocacy design and method: The knowledge and skills to raise public awareness on prevailing immigration law, rules and regulations, and processes.

V. Key considerations

In evaluating and prioritising appropriate strategies to address these issues, the following key considerations were made:

1. The Department is constrained in terms of resources such as human resources and budgetary resources.
2. As a law enforcement agency, priority must be accorded to strengthening competencies in core functions of the Department, such as in fraud detection, investigation skills and emotional resilience.
3. The rate of attrition especially at the Entry level is quite high, necessitating specific focus on the training and development of these officers to help retain them.
4. Advanced level officers (P2) at the Regional Offices and Divisions need to perform multiple roles due to the limited number of Expert level officers.

- The Immigration Officers operate in a high stress work environment due to high volume of work, and having to deal with people from diverse cultural backgrounds.

VI. Key recommendations and timeline

The following recommendations are made to implement the competency framework for Immigration Officers:

- Disseminate the competency framework developed for the Immigration Officers by March 2019.
- Training be prioritized to build competencies in fraud detection and investigation skills in 2019 in three phases. Across all proficiency levels, these two competencies have been rated as low. The following is an overview of critical training to be undertaken in 2019. The comprehensive list of training and the cost estimate for the training program to be undertaken in 2019 is attached as annexure IV. To assess the effectiveness of training, the outcomes from these programmes will be evaluated after 6 months of completion of training.

Sl no.	Recommended Training	Phase	No. of Participants	Training Duration	Tentative Timeline	Training Evaluation
1	Training in Fraud detection for all levels	I II III	10 10 10	10 days 10 days 10 days	05-15 March 2019 19-30 March 2019 02-13 April 2019	September 2019
2	Training in basic investigation skills for Entry and Experienced level officers.	I II	10 10	05 days 05 days	15 – 19 October 2019 05-09 November 2019	May 2020
3	Training in advanced investigation skills (Expert and Advanced level)		10	10 days	19 -30 November 2019	May 2020

- Trainings over the 12th Five year plan should be targeted for officers at the Entry and Advanced level to address the high level of attrition at the Entry level and to support the Advanced level officers to shoulder multiple roles.
- The Department may start mentoring programs. A mentoring program helps to create learning culture, promotes professional and personal growth, involves minimal cost and decreases stress for mentees etc.
- To address the Emotional Resilience competency gap, it is recommended that the Department initiate and implement regular recreational activities such as retreats etc. for all Immigration Officers. Such activities will serve as outlets for officers in dealing with workplace and work stresses, build

comraderies and a sense of cohesiveness and group support, thus helping to motivate and maintain the energies and morale of the officers.

VII. Conclusion

Based on the findings, the Department may prioritize and implement interventions to strengthen competency in fraud detection, investigation skills and emotional resilience skills in 2019. The rest of the interventions identified may be implemented over the 12th Five Year Plan. In planning and implementing the competency development program over the 12th Five Year Plan, priority may be accorded to Entry and Advanced level officers. The Department may also pilot mentoring programs.

Overview of the Department of Immigration

Vision: To be a robust and dynamic institution committed to excellence, courtesy and professionalism and to safeguard the country's national interest at all times.

Mission: To implement the Immigration Act of the Kingdom of Bhutan; to professionalize immigration services and contribute to nation building.

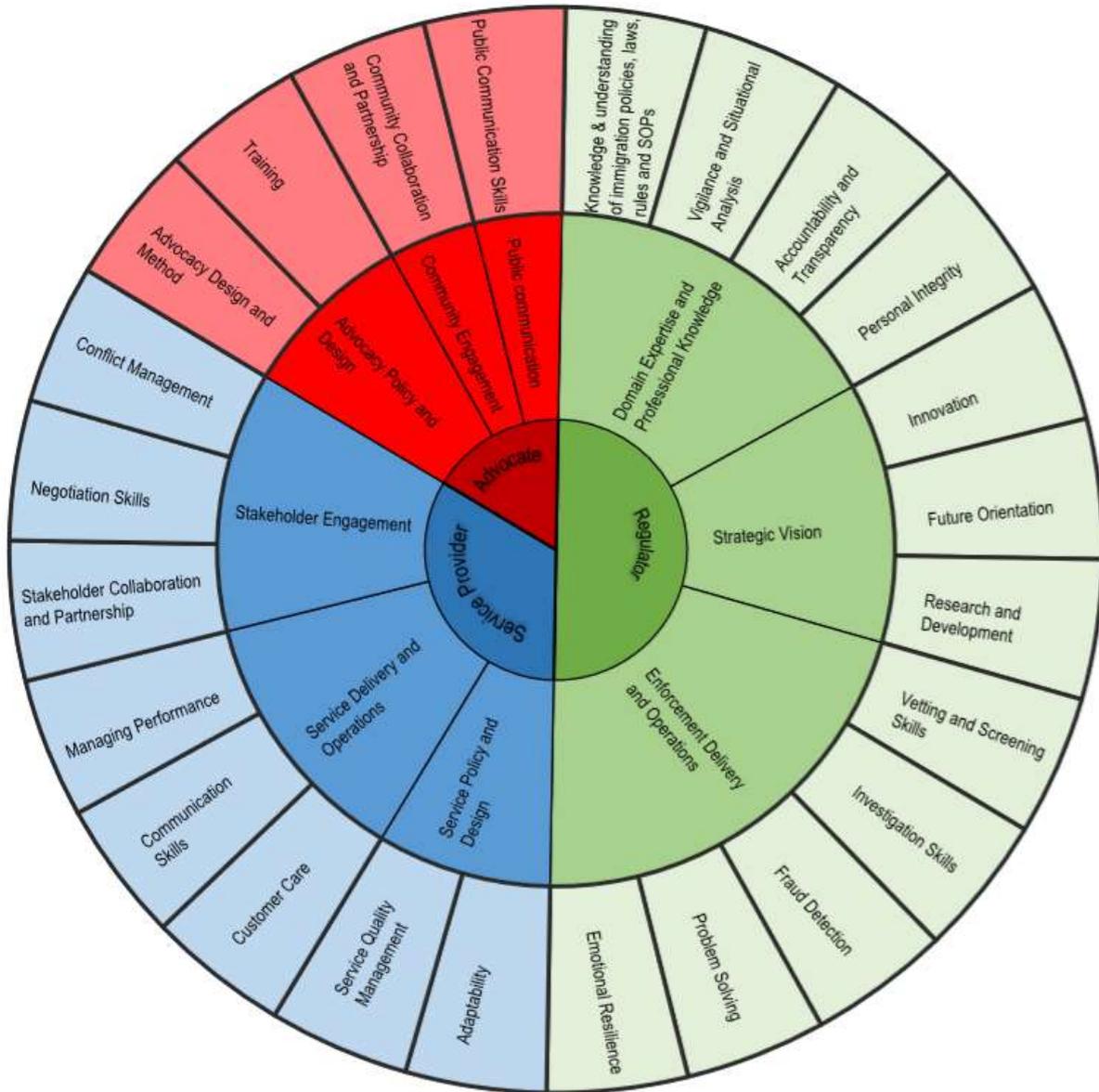
Mandate: The principal mandate of the Department of Immigration is to implement and enforce the Immigration Act of the Kingdom of Bhutan, 2007 and the Immigration Rules and Regulations, 2015.

Core values:

- (i) *Accountability and transparency* for all actions
- (ii) *Commitment* to excellence and professionalism
- (iii) *Integrity* in all matters
- (iv) *Service* to all stakeholders
- (v) *Vigilance* to ensure effective enforcement of the Immigration Act of the Kingdom of Bhutan and the Immigration Rules and Regulations

Annexure I

Competency Framework for Immigration Officers



Annexure II

I. Overview

Number of Key roles identified	3
Number of competency area identified	9
Number of competencies identified	24
Behavioural Indicators	105
Proficiency levels	4

II. Competency Areas, Competencies and Behavioural Indicators

Role 1: Regulator			
Sl. No	Competency Area	Competencies	Behavioural Indicators
1	Domain Expertise and Professional Ethics	1. Knowledge and understanding of Immigration Policies, Laws, Regulations and Operating Procedures.	1. Demonstrates sound understanding of Immigration policies, Laws, Regulations and Operating Procedures, and is able to clearly explain the rationale behind them. 2. Identifies and applies correct provision(s) of the Immigration laws, rules, regulations and operating procedures in the execution of functions. 3. Executes functions with minimal support from supervisions/peers.
		2. Vigilance and situational awareness.	1. Observes and detects unusual behaviours and takes appropriate actions quickly.

			<ol style="list-style-type: none"> 2. Verifies the identity, document and intent of person seeking entry into the country to intercept and prevent the entry of undesirable elements. 3. Diligently administers every aspect of assigned duties to safeguard security and safety. 4. Inspires public confidence in the organization through good vigilance and timely intervention in performing duty.
		3. Accountability and Transparency	<ol style="list-style-type: none"> 1. Uses immigration systems accurately and responsibly to ensure proper recording of functions executed. 2. Carries out work in strict compliance with Civil Service Code of Conduct, and operating procedures. 3. Ensures regular immigration systems audit to ensure check and balance. 4. Takes responsibility for one's actions and proactively works on improving it.
		4. Personal Integrity	<ol style="list-style-type: none"> 1. Always discharges duties in a respectful, fair and impartial manner in line with laws, rules and regulations, and operating procedures. 2. Identifies conflict of interest situations and takes prompt actions to avoid and prevent ethical dilemmas. 3. Takes personal responsibility for own work, including problems and issues.

			<ol style="list-style-type: none"> 4. Anticipates and prevents breaches in confidentiality and/or security of work information.
2	Strategic Vision	1. Innovation	<ol style="list-style-type: none"> 1. Systematically identifies opportunities to influence the future direction of the organization to achieve goals. 2. Comes up with a variety of approaches to overcome current and foreseeable future challenges. 3. Works closely with others to seek opinions and feedback to come up with new approaches to address ongoing challenges. 4. Understands and proactively advocates the use of technology to improve existing systems and practices. 5. Works to build an organizational culture to encourage staff to come up with innovative, practical and cost-effective solutions.
		2. Future Orientation	<ol style="list-style-type: none"> 1. Seeks out and analyzes information on domestic and global trends to anticipate changes that may occur in the domain, and their impact on the country's immigration laws and practices. 2. Understands the organization's current and possible future strengths, weaknesses, opportunities and threats, and makes strategic recommendations to prepare the organization for the future. 3. Identifies problems and brings it to the notice of supervisors. 4. Anticipates key stakeholders', including staff's, response to changes in the domain area and comes up with action plans to prepare them for the changes.

		3. Research & Development	<ol style="list-style-type: none"> 1. Gathers data from the immigration system and analyzes it to support enforcement of law, rules and regulations. 2. Gathers and analyzes data and recommends strategies to support policy and decision making. 3. Initiates comparative studies on the work bearings and uses it for resource allocation.
3	Enforcement Delivery and Operations	1. Vetting and Screening Skills	<ol style="list-style-type: none"> 1. Demonstrates sound understanding of the security features of the identity and travel documents to facilitate legitimate and lawful movement of people. 2. Always examines the identity, document and intent of applicants to intercept the entry and prevent the stay of undesirable elements in the country. 3. Demonstrates sound profiling ability by efficiently and effectively apprehending, detaining and deporting undesirable elements. 4. Always establishes the credibility of information by validating it through various sources to determine the intent of the application. 5. Always ensures due diligence is exercised in line with the law, rules, regulations and operating procedures to safeguard security.
		2. Investigation Skills	<ol style="list-style-type: none"> 1. Authenticates and documents information received from various sources and decides course of action. 2. Builds credible networks to gather surveillance information to support investigation.

			<ol style="list-style-type: none"> 3. Uses suitable interviewing techniques consistent with prevailing policy and procedures to conduct interviews to extract factual admissible statements to determine course of action. 4. Maintains the confidentiality of information gathered during the investigation to protect the sanctity of the case. 5. Analyzes verbal and non-verbal cues to support investigation. 6. Proactively leads, co-ordinates and conducts complex investigation, ensuring the movement, return, disposal or retention of physical evidence is carried out according to prevailing legislation and guidelines.
		<ol style="list-style-type: none"> 3. Fraud Detection 	<ol style="list-style-type: none"> 1. Demonstrates sound understanding of the key security features of identity/travel documents to ascertain the authenticity of the document. 2. Correctly identifies elements of identity/travel documents that are commonly tampered or created fraudulently. 3. Always demonstrates sound examination skills to validate authenticity of document. 4. Effectively and efficiently uses technological resources to verify identity/travel document. 5. Keeps abreast of the changing patterns in security features to detect fraudulent documents. 6. Proactively develops programs to sensitize staff on efficient and effective methods of fraudulent document detection.

		<p>4. Problem Solving</p>	<ol style="list-style-type: none"> 1. Patiently hears out and appreciate the submissions of the other party, while assertively enforcing law, rules and regulations, and operating procedures and serving with authority. 2. Proactively asks questions to clarify doubts and to gather pertinent factual information. 3. Always validates the accuracy of the information by checking multiple sources. 4. Always comes up with appropriate solutions to resolve the problem. 5. Carefully assesses and prioritizes the actions to solve the problem.
		<p>5. Emotional Resilience</p>	<ol style="list-style-type: none"> 1. Prepares mentally for negative scenarios and responds calmly to stressful situations. 2. Is able to deal with difficult situations while maintaining work performance. 3. Seeks support from others when necessary to deal with difficult situations and disengages emotionally from unpleasant encounters to move on after each episode. 4. Uses coping strategies to manage stress for the longer term including reminding self and others of the bigger meaning of work.

Role 2: Service Provider			
Sl. No	Competency Area	Competencies	Behavioural Indicators
1	Service Policy and Design	1. Adaptability	<ol style="list-style-type: none"> 1. Remains open to new ideas and challenges, and constantly adapt existing procedures and processes to improve service delivery. 2. Anticipates possible problems and develops contingency plans in advance by identifying what needs to be done and takes action before being asked or before the situation requires it. 3. Anticipates the consequences of situations and plans accordingly. Anticipates how individuals and groups will react to situations and plans accordingly. 4. Stays abreast of cutting-edge technology in his/her technical area. 5. Develops solutions to new or highly complex problems that cannot be solved using existing methods or approaches and provides advice or solutions in his/her technical area.
		2. Service Quality Management	<ol style="list-style-type: none"> 1. Ensures the service area, facilities, equipment and materials used by the office are conducive to quality service delivery. 2. Portrays a professional image, through proper personal grooming, mannerisms and actions. 3. Sets and complies with service standards and procedures to ensure consistent quality service delivery.

			<ol style="list-style-type: none"> 4. Reviews service policies, service and governance across the agency and proposes changes where necessary. 5. Tracks, manages and improves performance standards for service delivery and manages referred cases for complaints and appeals.
2	Service Delivery and Operations	1. Customer Care	<ol style="list-style-type: none"> 1. Consciously engages with clients in a courteous manner to generate and promote goodwill. 2. Works on improving client experience through various initiatives, including end-to-end client experience across services and channels and improvement of customer experience through innovation. 3. Efficiently, effectively and courteously solves even the most difficult client problem while still enforcing the immigration law, rules, regulations and operating procedures. 4. Ensures employees have the necessary knowledge to respond to customers' questions.
		2. Communication Skills	<ol style="list-style-type: none"> 1. Speaks in a clear manner and is very easy to understand. 2. Summarizes or paraphrases his/her understanding of what others have said to accurately clarify and confirm understanding to prevent miscommunication from occurring. 3. Expresses ideas in a very clear, concise, and effective manner both orally and in written communication. 4. Keeps supervisors informed on regular basis about progress and problems.

		3. Managing Performance	<ol style="list-style-type: none"> 1. Coaches staff and support them in their efforts to achieve their goals. 2. Regularly walks around, to see how staff are doing and uses skilful questioning to hear about any problems they are encountering. 3. Tracks the work performance of employees through formal/informal methods and supports them by motivating and giving them feedback to improve their performance. 4. Works with staff to set specific and measurable performance standards.
3	Stakeholders Engagement	1. Stakeholder Collaboration and Partnership	<ol style="list-style-type: none"> 1. Develops and maintains networks with external agencies, partners and uses these to contribute to the achievement of objectives. 2. Meets with relevant stakeholders, including other local government agencies and institutions whose assistance, cooperation and support are necessary to deliver the service effectively. 3. Shows interest in what others have to say; acknowledges their perspectives and ideas. 4. Establishes working relationships with other external partners to build wide and effective networks. 5. Recognizes conflict situations and manages them to preserve and enhance working relationship.
		2. Negotiation Skills	<ol style="list-style-type: none"> 1. Identifies main negotiating points of a given issue and engages in interactive dialogue.

			<ol style="list-style-type: none"> 2. Listens to differing points of view and promotes mutual understanding. 3. Efficiently and effectively persuades other party to arrive at a common ground. 4. Displays the ability and the willingness to work towards a win-win outcome.
		3. Conflict Management	<ol style="list-style-type: none"> 1. Recognizes the potential for conflicts, confrontation and disagreement. 2. Views opposing parties as equal partners in terms of their right to express their own viewpoints. 3. Acts calmly and rationally in conflict situations. 4. Listens and makes an effort to understand other viewpoints. 5. Demonstrates a willingness to see things from the other's point of view.

Role 3: Advocate			
Sl. No	Competency Area	Competencies	Behavioural Indicators
1	Advocacy Policy & Design	1. Advocacy Design and Methods	<ol style="list-style-type: none"> 1. Identifies and clearly presents specific information or data in such a way that it will have a strong effect on others. 2. Raises public awareness on prevailing regulations and processes. 3. Profiles different target groups accurately to tailor communication based on demographics to explain prevailing regulations and processes. 4. Educates the community on the rationale behind regulations to enable change in behaviour.
		2. Training	<ol style="list-style-type: none"> 1. Can identify critical knowledge needs and issues to support advocacy. 2. Systemically generates knowledge and shares with colleagues and the community. 3. Has strong knowledge of national and international immigration rules and regulations so as to be able to advocate effectively
2	Community Engagement	1. Community Collaboration and Partnership	<ol style="list-style-type: none"> 1. Creates close and strong relationships with the community and creates a positive network. 2. Collaborates with community to enhance knowledge on immigration act, rules and regulation, and service standards. 3. Creates partnership with stakeholders to align goals to contribute to national objectives.

3	Public Communication	1. Public Communication Skills	<ol style="list-style-type: none"> 1. Communicates clearly and concisely, in a manner appropriate to the intended audience. 2. Listens to understand, seeks input from others and clarification where necessary. 3. Uses plain language when communicating, regardless of medium or audience. 4. Uses non-discriminatory language while dealing with others. 5. Understands and makes use of appropriate communication technologies to promote effective and efficient communication. 6. Communicates in an influential and persuasive manner.
---	----------------------	--------------------------------	--

III. Proficiency levels

1. Regulator					
Competency Area	Competencies	Proficiency Level			
		Entry (P5)	Experienced (P4- P3)	Advanced (P2)	Expert (P1)
1. Domain Expertise and Professional Ethics	1. Knowledge and Understanding of Immigration Policies, Laws, Regulations and Operating Procedures	<p>1. Demonstrates understanding of Immigration policies, laws, Regulations and Operating Procedures.</p> <p>2. Always identifies and applies correct provision(s) of the Immigration laws, rules and regulations, and operating procedures in their area of work. May need guidance from supervisors.</p> <p>3. Executes core functions efficiently and effectively in line with Immigration laws, rules and regulations, and operating procedures. Seeks support from supervisors and peers when in doubt.</p>	<p>1. Demonstrates sound understanding of Immigration policies, Laws, Regulations and Operating Procedures, and is often able to explain the rationale behind them.</p> <p>2. Always identifies and applies correct provision(s) of the Immigration laws, rules and regulations, and operating procedures in their area of work, with minimal guidance from supervisors.</p> <p>3. Executes core functions efficiently and effectively in line with Immigration laws, rules and regulations, and operating procedures, with minimal support from supervisors and peers.</p>	<p>1. Demonstrates deep understanding of Immigration policies, Laws, Regulations and Operating Procedures, and is able to clearly explain the rationale behind them.</p> <p>2. Always identifies and applies correct provision(s) of the Immigration laws, rules and regulations, and operating procedures, and guides staff to do the same.</p> <p>3. Executes functions efficiently and effectively in line with immigration laws, rules and regulations, and operating procedures. Always provides support to staff.</p>	<p>1. Demonstrates expert understanding of Immigration policies, Laws, Regulations and Operating Procedures. Has wide knowledge of Immigration laws and best practices in other countries and leads in review of prevailing domestic Immigration practices.</p> <p>2. Always identifies and applies correct provision(s) of the Immigration laws, rules and regulations, and operating procedures, and constantly guides staff to do the same.</p> <p>3. Ensures that staff are executing their functions efficiently and effectively in line with immigration laws, rules and regulations, and operating procedures. Always provides support to staff.</p>

	<p>2. Vigilance and Situational Awareness</p>	<p>1. Remains alert to detect unusual behaviours. Brings all unusual behaviours to the attention of supervisors.</p> <p>2. Always verifies the identity, document and intent of a person seeking entry into the country to intercept and prevent the entry of undesirable elements.</p> <p>3. Diligently administers every aspect of assigned duties to safeguard security and safety.</p> <p>4. Inspires public confidence in the organization through good vigilance and timely intervention in performing duty.</p>	<p>1. Observes and remains alert to detect unusual behaviours, and takes appropriate actions with guidance from supervisor.</p> <p>2. Always verifies the identity, document and intent of a person seeking entry into the country to intercept and prevent the entry of undesirable elements.</p> <p>3. Diligently administers every aspect of assigned duties to safeguard security and safety.</p> <p>4. Inspires public confidence in the organization through good vigilance and timely intervention in performing duty.</p>	<p>1. Observes and detects unusual behaviours and takes appropriate actions quickly. Guides staff to take appropriate actions.</p> <p>2. Proactively institutes mechanism(s) to support the verification of identity, document and intent of a person seeking entry into the country. Always intercepts and prevents the entry of undesirable elements.</p> <p>3. Diligently administers every aspect of duty to safeguard security and safety.</p> <p>4. Inspires public confidence in the organization through good vigilance and timely intervention in performing duty.</p>	<p>1. Observes and detects unusual behaviours and takes appropriate actions quickly. Always guides staff to take appropriate actions.</p> <p>2. Leads the institutionalization of mechanism(s) to support the verification of identity, document and intent of a person seeking entry into the country. Always intercepts and prevents the entry of undesirable elements.</p> <p>3. Diligently administers every aspect of duty to safeguard security and safety.</p> <p>4. Inspires public confidence in the organization through good vigilance and timely intervention in performing duty.</p>
	<p>3. Accountability and Transparency</p>	<p>1. Always uses immigration systems accurately and responsibly to ensure proper recording of functions executed.</p> <p>2. Always carries out work in strict compliance with Civil</p>	<p>1. Always uses immigration systems accurately and responsibly to ensure proper recording of functions executed.</p> <p>2. Always carries out work in strict compliance with Civil</p>	<p>1. Always uses immigration systems accurately and responsibly to ensure proper recording of functions executed.</p> <p>2. Always carries out work in strict compliance with Civil</p>	<p>1. Always uses immigration systems accurately and responsibly to ensure proper recording of functions executed.</p> <p>2. Always carries out work in strict compliance with Civil</p>

		<p>Service Code of Conduct, and operating procedures.</p> <p>3. Is open to, and willingly accepts check and balance mechanism(s) including systems audit.</p> <p>4. Acknowledges own mistakes and seeks feedback and guidance to quickly rectify them.</p>	<p>Service Code of Conduct, and operating procedures. Encourages others to do the same.</p> <p>3. Proactively invites check and balance mechanism(s) including systems audit.</p> <p>4. Takes responsibility for own mistakes and those of the team, actively seeks feedback and identifies effective remedies.</p>	<p>Service Code of Conduct, and operating procedures. Coaches others to do the same by instilling a sense of accountability.</p> <p>3. Proactively ensures regular immigration systems audit to ensure check and balance.</p> <p>4. Takes responsibility for own mistakes and those of the team and acknowledges limitations. Seeks feedback and accepts constructive criticism. Identifies and implements systemic remedies.</p>	<p>Service Code of Conduct, and operating procedures. Effectively coaches others to do the same by instilling a sense of accountability.</p> <p>3. Champions the need and importance of check and balance mechanism(s) in the organization. Proactively ensures regular immigration systems audit.</p> <p>4. Takes responsibility for own mistakes and those of the team. Acknowledges limitations, proactively seeks feedback and accepts constructive criticism. Leads identification and implementation of systemic remedies.</p>
	4. Personal Integrity	<p>1. Always discharges duties in a respectful, fair and impartial manner in line with laws, rules and regulations, and operating procedures.</p> <p>2. Identifies conflict of interest situations and takes prompt actions to avoid and prevent ethical dilemmas.</p>	<p>1. Always discharges duties in a respectful, fair and impartial manner in line with laws, rules and regulations, and operating procedures.</p> <p>2. Identifies conflict of interest situations and takes prompt actions to avoid and prevent ethical dilemmas.</p>	<p>1. Always discharges duties in a respectful, fair and impartial manner in line with laws, rules and regulations, and operating procedures.</p> <p>2. Identifies conflict of interest situations and takes prompt actions to avoid and prevent ethical dilemmas.</p>	<p>1. Always discharges duties in a respectful, fair and impartial manner in line with laws, rules and regulations, and operating procedures.</p> <p>2. Identifies conflict of interest situations and takes prompt actions to avoid and prevent ethical dilemmas.</p>

		<p>3. Takes personal responsibility for own work, including problems and issues.</p> <p>4. Anticipates and prevents breaches in confidentiality and/or security of work information.</p>	<p>3. Takes personal responsibility for own work, including problems and issues.</p> <p>4. Anticipates and prevents breaches in confidentiality and/or security of work information.</p>	<p>3. Takes personal responsibility for own work, including problems and issues.</p> <p>4. Anticipates and prevents breaches in confidentiality and/or security of work information.</p>	<p>3. Takes personal responsibility for own work, including problems and issues.</p> <p>4. Anticipates and prevents breaches in confidentiality and/or security of work information.</p>
2. Strategic Vision	1. Innovation	<p>1. Identifies opportunities to improve ways of doing things to support the achievement of organization goals.</p> <p>2. Comes up with approach(s) either individually or as part of a team, to overcome current and foreseeable future challenges.</p> <p>3. Works closely with others, to produce innovative solutions.</p> <p>4. Keeps informed about the use of technology in their area of work.</p>	<p>1. Identifies opportunities to execute functions in a better, faster and cheaper way to support the achievement of organization goals.</p> <p>2. Comes up with a variety of approaches either individually or as part of a team, to overcome current and foreseeable future challenges.</p> <p>3. Works cooperatively with others to produce innovative solutions.</p> <p>4. Recognizes technology as an opportunity to improve existing systems and practices. Keeps updated on</p>	<p>1. Systematically identifies opportunities to influence the future direction of the organization to achieve goals.</p> <p>2. Constantly works to produce innovative solution(s) to address current and foreseeable future challenges.</p> <p>3. Is highly successful at working cooperatively with others to produce innovative solutions.</p> <p>4. Understands the importance of leveraging technology and encourages its use to</p>	<p>1. Systematically identifies opportunities to influence the future direction of the organization to achieve goals. Effectively coaches others to recognize such opportunities.</p> <p>2. Frequently proposes innovative approaches to do things that effectively addresses current and foreseeable future challenges.</p> <p>3. Is highly successful at working cooperatively with others to produce innovative solutions. Constantly encourages others to work as a team.</p> <p>4. Leverages technology to improve existing systems and practices, and proactively advocates its use.</p>

		5. Recognizes the need for processes and systems to promote innovative ideas.	cutting-edge technology in their area. 5. Supports the establishment of an organizational culture to encourage staff to come up with innovative, practical and cost-effective solutions.	improve existing systems and practices. 5. Works to promote organizational culture to encourage staff to come up with innovative, practical and cost-effective solutions.	5. Proactively works to build an organizational culture to encourage staff to come up with innovative, practical and cost-effective solutions.
2. Future Orientation	1. Notices areas that can be improved on and brings it to the notice of supervisors. 2. Understands the organization's strengths, weaknesses, opportunities and threats, and makes suggestions for improvement. 3. Keeps aware of domestic and global trends in the domain areas and attempts to predict its impact on the organization's functions. 4. Understands that changes are likely to take place in the	1. Proactively identifies areas that need to be improved on to meet the long-term goals of the organization. 2. Understands the organization's strengths, weaknesses, opportunities and threats, and makes recommendations to prepare the organization for the future. 3. Maintains awareness on domestic and global trends to better predict changes that may occur in the domain area. 4. Understands that changes are likely to take place in the work environment, remains	1. Aligns current work practices to meet the long-term goals of the organization. 2. Understands the organization's current and possible future strengths, weaknesses, opportunities and threats, and makes recommendations to prepare the organization for the future. 3. Seeks out and analyzes information on domestic and global trends to anticipate changes that may occur in the domain, and their impact on the country's immigration laws and practices. 4. Helps staff to have a clear understanding of the changes	1. Systematically plans and aligns current work practices to meet the long-term goals of the organization. 2. Understands the organization's current and possible future strengths, weaknesses, opportunities and threats, and makes strategic recommendations to prepare the organization for the future. 3. Always seeks out and analyzes information on domestic and global trends to anticipate changes that may occur in the domain, and their impact on the country's immigration laws and practices. 4. Anticipates key stakeholders', including staff's, response to changes in the domain area	

		work environment and remain prepared.	prepared, and encourages others to prepare for the change.	taking place and prepares them for the changes.	and comes up with action plans to prepare them for the change.
	3. Research & Development	<ol style="list-style-type: none"> Gathers data from the immigration system as and when tasked with and submits it on time. Gathers data from other relevant sources to support policy and decision making. Supports comparative studies on the work bearings for resource allocation. 	<ol style="list-style-type: none"> Takes initiative to gather data from the immigration system, analyzes it and submits with suggestions to support enforcement of law, rules and regulations. Proactively gathers data from reliable sources, triangulates it to support policy and decision making. Carries out comparative studies on the work bearings and uses it for resource allocation. 	<ol style="list-style-type: none"> Always gathers data from the immigration system, analyzes it and submits it with recommendations to support enforcement of law, rules and regulations. Proactively gathers data from reliable sources, triangulates it and submits it with suggestions to support policy and decision making. Initiates comparative studies on the work bearings and uses it for resource allocation. 	<ol style="list-style-type: none"> Always gathers data from the immigration system and analyzes and uses it to support enforcement of law, rules and regulations. Proactively analyses data gathered and recommends strategies to support policy and decision making. Proactively initiates comparative studies on the work bearings and uses it for resource allocation.
3. Enforcement Delivery and Operations	1. Vetting and Screening Skills	<ol style="list-style-type: none"> Demonstrates basic understanding of the security features of the identity and travel documents to facilitate legitimate and lawful movement of people. Always examines the identity, document and intent of applicants to intercept the entry and prevent the stay of 	<ol style="list-style-type: none"> Demonstrates sound understanding of the security features of the identity and travel documents to facilitate legitimate and lawful movement of people. Always examines the identity, document and intent of applicants to intercept the entry and prevent the stay of 	<ol style="list-style-type: none"> Demonstrates in-depth understanding of the security features of the identity and travel documents to facilitate legitimate and lawful movement of people. Always examines the identity, document and intent of applicants to intercept the entry and prevent the stay of 	<ol style="list-style-type: none"> Demonstrates comprehensive and in-depth understanding of the security features of the identity and travel documents to facilitate legitimate and lawful movement of people. Always examines the identity, document and intent of applicants to intercept the entry and prevent the stay of

		<p>undesirable elements in the country.</p> <ol style="list-style-type: none"> Demonstrates sound profiling ability by efficiently and effectively apprehending, detaining and deporting undesirable elements. Always establishes the credibility of information by validating it through various sources to determine the intent of the application. Always ensures due diligence is exercised in line with the law, rules, regulations and operating procedures to safeguard security. 	<p>undesirable elements in the country.</p> <ol style="list-style-type: none"> Demonstrates sound profiling ability by efficiently and effectively apprehending, detaining and deporting undesirable elements. Always establishes the credibility of information by validating it through various sources to determine the intent of the application. Always ensures due diligence is exercised in line with the law, rules, regulations and operating procedures to safeguard security. 	<p>undesirable elements in the country.</p> <ol style="list-style-type: none"> Demonstrates sound profiling ability by efficiently and effectively apprehending, detaining and deporting undesirable elements. Always establishes the credibility of information by validating it through various sources to determine the intent of the application. Always ensures due diligence is exercised in line with the law, rules, regulations and operating procedures to safeguard security. 	<p>undesirable elements in the country.</p> <ol style="list-style-type: none"> Demonstrates sound profiling ability by efficiently and effectively apprehending, detaining and deporting undesirable elements. Always establishes the credibility of information by validating it through various sources to determine the intent of the application. Always ensures due diligence is exercised in line with the law, rules, regulations and operating procedures to safeguard security.
	2. Investigation Skills	<ol style="list-style-type: none"> Makes an effort to authenticate and document information received from various sources to support decision. Helps to build credible networks to gather surveillance information to support investigation. 	<ol style="list-style-type: none"> Authenticates and documents information received from various sources and decides course of action. Builds credible networks to gather surveillance information to support investigation. 	<ol style="list-style-type: none"> Proactively authenticates and documents information received from various sources and decides course of action. Proactively builds credible networks to gather surveillance information to support investigation. 	<ol style="list-style-type: none"> Always authenticates and documents information received from various sources and decides course of action. Proactively builds credible networks to gather surveillance information to support investigation; encourages others to do the same.

		<p>3. Uses suitable interviewing techniques consistent with prevailing policy and procedures to conduct interviews to extract factual admissible statements to determine course of action.</p> <p>4. Maintains the confidentiality of information gathered during the investigation to protect the sanctity of the case.</p> <p>5. Analyzes verbal and non-verbal cues with support from supervisors or colleagues to support investigation.</p> <p>6. Helps to co-ordinate and conduct investigation, ensuring the movement, return, disposal or retention of physical evidence is carried out according to prevailing legislation and guidelines.</p>	<p>3. Uses suitable interviewing techniques consistent with prevailing policy and procedures to conduct interviews to extract factual admissible statements to determine course of action.</p> <p>4. Maintains the confidentiality of information gathered during the investigation to protect the sanctity of the case.</p> <p>5. Analyzes verbal and non-verbal cues correctly to support investigation.</p> <p>6. Co-ordinates and conducts investigation, ensuring the movement, return, disposal or retention of physical evidence is carried out according to prevailing legislation and guidelines.</p>	<p>3. Uses suitable interviewing techniques consistent with prevailing policy and procedures to conduct interviews to extract factual admissible statements to determine course of action.</p> <p>4. Maintains the confidentiality of information gathered during the investigation to protect the sanctity of the case.</p> <p>5. Critically analyzes verbal and non-verbal cues correctly to support investigation.</p> <p>6. Co-leads to co-ordinate and conduct complex investigation, ensuring the movement, return, disposal or retention of physical evidence is carried out according to prevailing legislation and guidelines.</p>	<p>3. Uses suitable interviewing techniques consistent with prevailing policy and procedures to conduct interviews to extract factual admissible statements to determine course of action.</p> <p>4. Maintains the confidentiality of information gathered during the investigation to protect the sanctity of the case.</p> <p>5. Correctly analyzes verbal and non-verbal cues most of the time to support investigation.</p> <p>6. Leads, conducts and co-ordinates complex investigation, ensuring the movement, return, disposal or retention of physical evidence is carried out according to prevailing legislation and guidelines.</p>
3. Fraud Detection		<p>1. Demonstrates basic understanding of the key security features of identity/travel documents to ascertain the authenticity of the document.</p>	<p>1. Demonstrates sound understanding of the key security features of identity/travel documents to ascertain the authenticity of the document.</p>	<p>1. Demonstrates in-depth understanding of the key security features of identity/travel documents to ascertain the authenticity of the document.</p>	<p>1. Demonstrates in-depth and comprehensive understanding of the key security features of identity/travel documents to</p>

		<p>2. Correctly identifies the elements of identity/travel documents that are commonly tampered or created fraudulently.</p> <p>3. Always demonstrates sound examination skills to validate authenticity of document.</p> <p>4. Effectively and efficiently uses technological resources to verify identity/travel document.</p> <p>5. Makes efforts to keep abreast of changing patterns in security features to detect fraudulent documents.</p> <p>6. Comes up with suggestions for sensitization program to increase awareness on efficient and effective methods of fraudulent document detection.</p>	<p>2. Correctly identifies elements of identity/travel documents that are commonly tampered or created fraudulently.</p> <p>3. Always demonstrates sound examination skills to validate authenticity of document.</p> <p>4. Effectively and efficiently uses technological resources to verify identity/travel document.</p> <p>5. Proactively keeps abreast of changing patterns in security features to detect fraudulent documents.</p> <p>6. Develops programs to sensitize staff on efficient and effective methods of fraudulent document detection.</p>	<p>2. Correctly identifies elements of identity/travel documents that are commonly tampered or created fraudulently.</p> <p>3. Always demonstrates sound examination skills to validate authenticity of document.</p> <p>4. Effectively and efficiently uses technological resources to verify identity/travel document.</p> <p>5. Always keeps abreast of changing patterns in security features to detect fraudulent documents.</p> <p>6. Proactively develops and helps to implement programs to sensitize staff on efficient and effective methods of fraudulent document detection.</p>	<p>ascertain the authenticity of the document.</p> <p>2. Correctly identifies elements of identity/travel documents that are commonly tampered or created fraudulently.</p> <p>3. Always demonstrates sound examination skills to validate authenticity of document.</p> <p>4. Effectively and efficiently uses technological resources to verify identity/travel document.</p> <p>5. Always keeps abreast of changing patterns in security features to detect fraudulent documents; supports others to update their knowledge.</p> <p>6. Proactively develops and implements programs to sensitize staff on efficient and effective methods of fraudulent document detection.</p>
--	--	---	--	--	--

	4. Problem Solving	<ol style="list-style-type: none"> 1. Recognizes issues that need to be referred to appropriate person. 2. Asks questions to clarify doubts and to gather information on the issue. 3. Validates the accuracy of the information from other sources. 4. Comes up with suggestions to resolve the problem. 5. Selects and applies appropriate action(s) to solve the problem with help from supervisors. 	<ol style="list-style-type: none"> 1. Hears out the submissions of the other party while assertively enforcing law, rules and regulations, and operating procedures and serving with authority. 2. Asks questions to clarify doubts and to gather factual pertinent information. 3. Proactively validates the accuracy of the information by checking other sources. 4. Proactively comes up with solutions to resolve the problem. 5. Always selects and applies appropriate action(s) to solve the problem. 	<ol style="list-style-type: none"> 1. Patiently hears out the submissions of the other party while assertively enforcing law, rules and regulations, and operating procedures and serving with authority. 2. Proactively asks questions, in a respectful manner to clarify doubts and to gather pertinent factual information. 3. Always validates the accuracy of the information by checking multiple sources. 4. Always comes up with appropriate solutions to resolve the problem. 5. Carefully assesses and prioritizes the actions to solve the problem. 	<ol style="list-style-type: none"> 1. Patiently hears out and appreciate the submissions of the other party while assertively enforcing law, rules and regulations, and operating procedures and serving with authority. 2. Always asks questions in a respectful manner to clarify doubts and to gather pertinent factual information. 3. Always validates the accuracy of the information by checking reliable multiple sources. 4. Always comes up with appropriate solutions to resolve and prevent recurrence of the problem. 5. Always assesses action options carefully and prioritizes them to solve the problem.
	5. Emotional Resilience	<ol style="list-style-type: none"> 1. Makes effort to remain mentally prepared for negative scenarios and to respond calmly to stressful situations. 	<ol style="list-style-type: none"> 1. Prepares mentally for negative scenarios and generally responds calmly to stressful situations. 	<ol style="list-style-type: none"> 1. Prepares mentally for negative scenarios and responds calmly to stressful situations most of the time. 	<ol style="list-style-type: none"> 1. Prepares mentally for negative scenarios and responds calmly to stressful situations most of the time; encourages others to maintain a positive outlook.

		<p>2. Attempts to deal with difficult situations while maintaining work performance.</p> <p>3. Proactively seeks support from others when necessary to deal with difficult situations and disengages emotionally from unpleasant encounters to move on after each episode.</p> <p>4. Uses coping strategies to manage stress for the longer term including reminding self and others of the bigger meaning of work.</p>	<p>2. Is able to deal with difficult situations while maintaining work performance.</p> <p>3. Proactively seeks support from others when necessary to deal with difficult situations and disengages emotionally from unpleasant encounters to move on after each episode.</p> <p>4. Uses coping strategies to manage stress for the longer term including reminding self and others of the bigger meaning of work.</p>	<p>2. Is always able to deal with difficult situations while maintaining work performance; helps others to manage difficult situations.</p> <p>3. Proactively seeks support from others when necessary to deal with difficult situations and disengages emotionally from unpleasant encounters to move on after each episode.</p> <p>4. Uses coping strategies to manage stress for the longer term including reminding self and others of the bigger meaning of work.</p>	<p>2. Is always able to deal with difficult situations while maintaining work performance; motivates others to do their best during difficult situations.</p> <p>3. Proactively seeks support from others when necessary to deal with difficult situations and disengages emotionally from unpleasant encounters to move on after each episode.</p> <p>4. Uses coping strategies to manage stress for the longer term including reminding self and others of the bigger meaning of work.</p>
--	--	---	--	--	--

2. Service Provider					
Competency Area	Competencies	Proficiency Level			
		Entry (P5)	Experienced (P4- P3)	Advanced (P2)	Expert (P1)
1. Service Policy and Design	1. Adaptability	<p>1. Is generally open to new ideas and challenges, and occasionally comes up with suggestions to adapt the existing procedures and processes to improve service delivery.</p> <p>2. Recognizes possible problems in area of work and brings it to the notice of the supervisor before being asked or before the situation requires urgent action.</p> <p>3. Anticipates the possible consequences of changes in situations on existing service policy and design, and attempts to come up with plans accordingly.</p> <p>4. Makes effort to stay abreast of cutting-edge technology in his/her technical area.</p>	<p>1. Remains open to new ideas and challenges, and frequently comes up with recommendations to adapt existing procedures and processes to improve service delivery.</p> <p>2. Anticipates possible problems and identifies what needs to be done and suggests counteractive action(s) before being asked or until the situation requires it.</p> <p>3. Anticipates the possible consequences of changes in situations on existing service policy and design, and helps to come up with plans accordingly.</p> <p>4. Stays abreast of cutting-edge technology in his/her technical area.</p>	<p>1. Always remains open to new ideas and challenges, and frequently comes up with recommendations to adapt existing procedures and processes to improve service delivery.</p> <p>2. Anticipates possible problems and helps to develop contingency plans in advance by identifying what needs to be done before being asked or until the situation requires it.</p> <p>3. Anticipates the possible consequences of changes in situations on existing service policy and designs and plans accordingly.</p> <p>4. Always stays abreast of cutting-edge technology in his/her technical area; helps to adopt best practices to</p>	<p>1. Always remains open to new ideas and challenges, and takes the initiative to adapt existing procedures and processes to improve service delivery.</p> <p>2. Anticipates possible problems and develops contingency plans in advance by identifying what needs to be done and takes action before the situation requires it.</p> <p>3. Anticipates the possible consequences of change in situations on existing service policy and design, and plans accordingly. Anticipates how individuals and groups will react to the changes and makes plans accordingly.</p> <p>4. Always stays abreast of cutting-edge technology in his/her technical area; takes initiative to adopt best</p>

		5. Identifies highly complex problems that cannot be solved using existing methods or approaches, and brings it to the notice of supervisor.	5. Identifies highly complex problems that cannot be solved using existing methods or approaches, and submits it to supervisor with possible solutions.	improve service policy and design. 5. Helps develops solutions to new or highly complex problems that cannot be solved using existing methods or approaches and provides advice or solutions in his/her technical area.	practices to improve service policy and design. 5. Develops solutions to new or highly complex problems that cannot be solved using existing methods or approaches and provides advice or solutions in his/her technical area.
2. Service Quality Management	1. Attempts to ensure the service area, facilities, equipment and materials used by the office are conducive to quality service delivery. 2. Always portrays a professional image, through proper personal grooming, mannerisms and actions. 3. Always complies with service standards and procedures to ensure consistent quality service delivery. 4. Reviews service policies, service and governance	1. Generally ensures the service area, facilities, equipment and materials used by the office are conducive to quality service delivery. 2. Always portrays a professional image, through proper personal grooming, mannerisms and actions. 3. Always complies with service standards and procedures to ensure consistent quality service delivery. 4. Reviews service policies, service and governance	1. Proactively ensures the service area, facilities, equipment and materials used by the office are conducive to quality service delivery. 2. Always portrays a professional image, through proper personal grooming, mannerisms and actions. 3. Sets and always complies with service standards and procedures to ensure consistent quality service delivery. 4. Proactively reviews service policies, service and	1. Proactively ensures the service area, facilities, equipment and materials used by the office are conducive to quality service delivery. Encourages others to flag issues hampering quality service delivery. 2. Always portrays a professional image, through proper personal grooming, mannerisms and actions. 3. Proactively sets and always complies with service standards and procedures to ensure consistent quality service delivery. 4. Proactively reviews service policies, service and	

		<p>across the agency and suggests changes when assigned.</p> <p>5. Takes constructive criticism positively and uses it to improve personal service delivery performance.</p>	<p>across the agency and suggests changes where necessary.</p> <p>5. Take constructive criticism positively and uses it to manage and improve performance standards for service delivery.</p>	<p>governance across the agency and proposes changes where necessary.</p> <p>5. Seeks feedback on service delivery process and manages it to improve performance standards.</p>	<p>governance across the agency and initiates changes where necessary.</p> <p>5. Proactively seeks feedback on service processes; tracks, manages and improves performance standards for service delivery and manages referred cases for complaints and appeals.</p>
2. Service Delivery and Operations	1. Customer care	<p>1. Consciously engages with clients in a courteous manner to generate and promote goodwill.</p> <p>2. Occasionally comes up with initiative(s) either individually or as part of team to improve client experience.</p> <p>3. Efficiently, effectively and courteously solves simple client problem(s) while still enforcing the immigration law, rules and regulations, and operating procedures.</p> <p>4. Maintains up-to-date knowledge in his/her area of work, to respond to customers' questions.</p>	<p>1. Consciously engages with clients in a courteous manner to generate and promote goodwill.</p> <p>2. Works on improving client experience through various initiatives.</p> <p>3. Efficiently, effectively and courteously solves difficult client problem while still enforcing the immigration law, rules and regulations, and operating procedures.</p> <p>4. Always maintains up-to-date knowledge in his/her area of work to respond to customers' questions.</p>	<p>1. Consciously engages with clients in a courteous manner to generate and promote goodwill.</p> <p>2. Works on improving client experience through various initiatives, including end-to-end client experience across services and channels.</p> <p>3. Efficiently, effectively and courteously solves even the most difficult client problem while still enforcing the immigration law, rules, regulations and operating procedures.</p> <p>4. Ensures employees have the necessary knowledge to</p>	<p>1. Consciously engages with clients in a courteous manner to generate and promote goodwill.</p> <p>2. Proactively works on improving client experience through various initiatives, including end-to-end client experience across services and channels.</p> <p>3. Instils a culture in the organization to efficiently, effectively and courteously solve even the most difficult client problem while still enforcing the immigration law, rules, regulations and operating procedures.</p> <p>4. Always ensures employees have the necessary</p>

				respond to customers' questions.	knowledge to respond to customers' questions.
	2. Communication Skills	<ol style="list-style-type: none"> 1. Speaks in an extremely clear manner and is very easily understood. 2. Attempts to summarize or paraphrase his/her understanding of what others have said to accurately clarify and confirm understanding to prevent miscommunication from occurring. 3. Expresses ideas in a very clear manner both orally and in written communication. 4. Keeps supervisors informed on regular basis about progress and problems. 	<ol style="list-style-type: none"> 1. Speaks in an extremely clear manner and is very easily understood. 2. Generally summarizes or paraphrases his/her understanding of what others have said to accurately clarify and confirm understanding to prevent miscommunication from occurring. 3. Expresses ideas in a very clear and concise manner both orally and in written communication. 4. Keeps supervisors informed on regular basis about progress and problems through the use of appropriate means of communication. 	<ol style="list-style-type: none"> 1. Speaks in an extremely clear manner and is very easily understood. 2. Most of the time summarizes or paraphrases his/her understanding of what others have said to accurately clarify and confirm understanding to prevent miscommunication from occurring. 3. Expresses ideas in a very clear, concise, and effective manner both orally and in written communication. 4. Proactively keeps supervisors informed on regular basis about progress and problems through the use of appropriate means of communication. 	<ol style="list-style-type: none"> 1. Speaks in an extremely clear manner and is very easily understood. 2. Always summarizes or paraphrases his/her understanding of what others have said to accurately clarify and confirm understanding to prevent miscommunication from occurring. 3. Always expresses ideas in a very clear, concise, and effective manner both orally and in written communication. 4. Always keeps managers informed on regular basis about progress and problems through the use of appropriate means of communication. Coaches others to consistently keep their supervisors informed.
	3. Managing Performance	<ol style="list-style-type: none"> 1. Attempts to coach staff and support them in their efforts to achieve their goals. 	<ol style="list-style-type: none"> 1. Regularly coaches staff and supports them in their efforts to achieve their goals. 	<ol style="list-style-type: none"> 1. Always coaches staff and supports them in their efforts to achieve their goals. 	<ol style="list-style-type: none"> 1. Always coaches staff and supports them in their efforts to achieve their goals.

		<p>2. Attempts to find out how staff are doing and hear about any problems they are encountering.</p> <p>3. Keeps track of the work performance of staff through formal/informal methods.</p> <p>4. Works with staff to set specific and measurable performance standards.</p>	<p>2. Regularly walks around, to see how staff are doing and asks questions to find out any problems they are encountering.</p> <p>3. Keeps track of the work performance of staff through formal/informal methods and motivates them to perform.</p> <p>4. Constantly works with staff to set specific and measurable performance standards. Let staff know what is expected of them.</p>	<p>2. Regularly walks around, to see how staff are doing and uses skilful questioning to hear about any problems they are encountering.</p> <p>3. Proactively tracks the work performance of staff through formal/informal methods and supports them by motivating and giving them feedback to improve their performance.</p> <p>4. Constantly works with staff to set specific and measurable performance standards. Provides constructive feedback to staff to help achieve the performance standards.</p>	<p>2. Regularly walks around and interacts with staff to see how they are doing and uses skilful questioning to hear about their work and any problems they are encountering.</p> <p>3. Always keep track of the work performance of staff through formal/informal methods, and supports them by motivating and giving them feedback to improve their performance.</p> <p>4. Constantly works with staff to set specific and measurable performance standards. Coaches others on how to improve performance standards.</p>
3. Stakeholder Engagement	1. Stakeholder Collaboration and Partnership	<p>1. Recognizes external agencies and partners whose assistance, cooperation and support are necessary to deliver the service effectively.</p> <p>2. Attempts to stay connected with relevant stakeholders, including other local government agencies and</p>	<p>1. Develops networks with external agencies and partners whose assistance, cooperation and support are necessary to deliver the service effectively.</p> <p>2. Stays connected with relevant stakeholders, including other local government agencies and institutions whose</p>	<p>1. Proactively develops networks with external agencies and partners whose assistance, cooperation and support are necessary to deliver the service effectively.</p> <p>2. Proactively stays connected with relevant stakeholders, including other local government agencies and</p>	<p>1. Is a role model for proactively developing networks with external agencies and partners whose assistance, cooperation and support are necessary to deliver the service effectively.</p> <p>2. Proactively connects and maintains connection with relevant stakeholders, including other local</p>

		<p>institutions whose assistance, cooperation and support are necessary to deliver the service effectively.</p> <p>3. Shows interest in what others have to say.</p> <p>4. Attempts to seek out other external agencies who can provide any other forms of support, to build wide and effective network.</p> <p>5. Generally recognizes conflict situations and attempts to not worsen the situation.</p>	<p>assistance, cooperation and support are necessary to deliver the service effectively.</p> <p>3. Shows interest in what others have to say; acknowledges their perspectives and ideas.</p> <p>4. Generally seeks out other external agencies who can provide any other forms of support, to build wide and effective network.</p> <p>5. Generally recognizes conflict situations and manages them to preserve working relationship.</p>	<p>institutions whose assistance, cooperation and support are necessary to deliver the service effectively.</p> <p>3. Shows interest in what others have to say; proactively seeks their perspectives and ideas.</p> <p>4. Proactively seeks out other external agencies who can provide any other forms of support, to build wide and effective network.</p> <p>5. Recognizes conflict situations most of the time and manages them to preserve and enhance working relationship.</p>	<p>government agencies and institutions whose assistance, cooperation and support are necessary to deliver the service effectively.</p> <p>3. Shows interest in what others have to say and involves them in the process to ensure their commitment and support.</p> <p>4. Proactively seeks out other external agencies who can provide any other forms of support, and easily establishes working relationship.</p> <p>5. Accurately recognizes conflict situations and manages them to preserve and enhance working relationship.</p>
2. Negotiation Skills	<p>1. Generally identifies main negotiating points of a given issue and attempts to engage in a dialogue.</p> <p>2. Attempts to listen to differing points of view.</p>	<p>1. Identifies main negotiating points of a given issue most of the time and engages in interactive dialogue.</p> <p>2. Listens to differing points of view most of the time and attempts to promote mutual understanding.</p>	<p>1. Always identifies main negotiating points of a given issue and engages in interactive dialogue.</p> <p>2. Always listens to differing points of view and promotes mutual understanding.</p>	<p>1. Always identifies main negotiating points of a given issue and engages in interactive productive dialogue.</p> <p>2. Always listens and acknowledges different points of view and advances mutual understanding.</p>	

	<ul style="list-style-type: none"> 3. Presents arguments that address some of the concern and issues of others to persuade them to arrive at a common ground. 4. Generally displays the willingness to work towards a win-win outcome. 	<ul style="list-style-type: none"> 3. Presents arguments that address most of the concern and issues of others to persuade them to arrive at a common ground. 4. Generally displays the ability and willingness to work towards a win-win outcome. 	<ul style="list-style-type: none"> 3. Presents arguments that address most of the concern and issues of others to efficiently and effectively persuade them to arrive at a common ground. 4. Most of the time displays the ability and the willingness to work towards a win-win outcome. 	<ul style="list-style-type: none"> 3. Always presents compelling arguments that address the concern and issues of others to efficiently and effectively persuade them to arrive at a common ground. 4. Constantly displays the ability and the willingness to work towards a win-win outcome.
3. Conflict Management	<ul style="list-style-type: none"> 1. Generally recognizes the potential for conflicts, confrontation and disagreement. 2. Makes attempt to view opposing parties as equal partners in terms of their right to express their own viewpoints. 3. Attempts to remain calm and rational in conflict situations. 4. Attempts to listen and make an effort to understand other's viewpoints. 5. Demonstrates a willingness to see things from the other's point of view. 	<ul style="list-style-type: none"> 1. Recognizes the potential for conflicts, confrontation and disagreement most of the time. 2. Generally views opposing parties as equal partners in terms of their right to express their own viewpoints. 3. Acts calmly and rationally in conflict situations most of the time. 4. Patiently listens and makes an effort to understand other's viewpoints. 5. Demonstrates a willingness to see things from the other's point of view. 	<ul style="list-style-type: none"> 1. Almost always recognizes the potential for conflicts, confrontation and disagreement. 2. Always views opposing parties as equal partners in terms of their right to express their own viewpoints. 3. Always acts calmly and rationally in conflict situations. 4. Patiently listens and acknowledges other's viewpoints. 5. Demonstrates a willingness to see things from the other's point of view. 	<ul style="list-style-type: none"> 1. Always recognizes the potential for conflicts, confrontation and disagreement. 2. Always views and acknowledges opposing parties as equal partners in terms of their right to express their own viewpoints. 3. Always acts calmly and rationally in conflict situations and tries to calm the other party. 4. Patiently listens and always acknowledges other's viewpoints. 5. Demonstrates a willingness to see things from the other's point of view.

3. Advocate					
Competency Area	Competencies	Proficiency Level			
		Entry (P5)	Experienced (P4- P3)	Advanced (P2)	Expert (P1)
1. Advocacy Policy & Design	1. Advocacy Design and Methods	<ol style="list-style-type: none"> 1. Identifies and presents specific information or data with guidance of supervisors, in a way that it will have a strong effect on others. 2. Recognizes the need to raise public awareness on prevailing laws, rules and regulations and processes. 3. Occasionally profiles the different target group accurately and tailors communication based on demographics to explain laws, rules and regulations. 4. Attempts to educate the community on the rationale behind regulations to enable change in behaviour. 	<ol style="list-style-type: none"> 1. Generally identifies and presents specific information or data in such a way that it will have a strong effect on others. 2. Comes up with suggestions to raise public awareness on prevailing laws, rules and regulations and processes. 3. Generally profiles the different target group accurately and tailors communication based on demographics to explain laws, rules and regulations. 4. Generally educates the community on the rationale behind regulations to enable change in behaviour. 	<ol style="list-style-type: none"> 1. Generally identifies and clearly presents specific information or data in such a way that it will have a strong effect on others. 2. Develops programs/resources to raise public awareness on prevailing laws, rules and regulations and processes. 3. Mostly profiles the different target group accurately and tailors communication based on demographics to explain laws, rules and regulations. 4. Educates the community on the rationale behind laws, rules and regulations most of the time to enable change in behaviour. 	<ol style="list-style-type: none"> 1. Always identifies and clearly presents specific information or data in such a way that it will have a strong effect on others. 2. Proactively develops program/resources to raises public awareness on prevailing laws, rules and regulations and processes. Helps clients gain access to the awareness resources. 3. Accurately profiles the different target group and tailors communication based on demographics to explain regulations. 4. Proactively educates the community on the rationale behind laws, rules and regulations to enable change in behaviour.

	2. Training	<ol style="list-style-type: none"> 1. Attempts to identify critical knowledge needs and issues to support advocacy. 2. Attempts to generate knowledge and shares with colleagues and the community. 3. Demonstrates strong knowledge of national immigration rules and regulations so as to be able to advocate effectively. 	<ol style="list-style-type: none"> 1. Generally identifies critical knowledge needs and issues to support advocacy. 2. Generally generates knowledge and shares with colleagues and the community. 3. Demonstrates strong knowledge of national and international immigration rules and regulations so as to be able to advocate effectively 	<ol style="list-style-type: none"> 1. Always identifies critical knowledge needs and issues to support advocacy. 2. Proactively generates knowledge and shares with colleagues and the community. 3. Demonstrates strong knowledge of national and international immigration rules and regulations so as to be able to advocate effectively 	<ol style="list-style-type: none"> 1. Always identifies critical knowledge needs and issues to support advocacy. Coaches others to identify critical knowledge needs and issues. 2. Systemically generates knowledge and shares with colleagues and the community. 3. Demonstrates strong knowledge of national and international immigration rules and regulations so as to be able to advocate effectively
2. Community Engagement	1. Community Collaboration and Partnership	<ol style="list-style-type: none"> 1. Identifies communities to create close and strong relationships with, to support advocacy. 2. Collaborates with community with guidance from supervisors, to enhance knowledge on immigration laws, rules and regulation, and service standards. 	<ol style="list-style-type: none"> 1. Comes up with plans to build network with the identified communities to create close and strong relationships with, to support advocacy. 2. Easily collaborates with community to enhance knowledge on immigration laws, rules and regulation, and service standards. 	<ol style="list-style-type: none"> 1. Proactively comes up with plans to build network with the identified communities to create close and strong relationships with, to support advocacy. 2. Effectively collaborates with community to enhance knowledge on immigration laws, rules and regulation, and service standards. 	<ol style="list-style-type: none"> 1. Proactively comes up with and leads plans to build network with the identified communities to create close and strong relationships with, to support advocacy. 2. Champions the need to collaborate with community to enhance knowledge on immigration laws, rules and regulation, and service standards.

		3. Attempts to create partnership with stakeholders to align goals to contribute to national objectives.	3. Generally creates partnership with stakeholders to align goals to contribute to national objectives.	3. Proactively creates partnership with stakeholders to align goals to contribute to national objectives.	3. Proactively creates partnership with stakeholders to align goals to contribute to national objectives. Coaches staff to create partnership.
3. Public Communication	1. Public Communication Skills	<p>1. Always communicates clearly.</p> <p>2. Always listens to understand and attempts to seek clarification where necessary.</p> <p>3. Always uses plain language when communicating, regardless of medium or audience.</p> <p>4. Always uses non-discriminatory language while dealing with others.</p> <p>5. Understands and attempts to make use of appropriate communication technologies, with support from colleagues/supervisor, to promote effective and efficient communication.</p> <p>6. Communicates in an influential manner and is persuasive sometimes.</p>	<p>1. Always communicates clearly and concisely.</p> <p>2. Always listens to understand, and seeks clarification where necessary.</p> <p>3. Always uses plain language when communicating, regardless of medium or audience.</p> <p>4. Always uses non-discriminatory language while dealing with others.</p> <p>5. Understands and makes use of appropriate communication technologies with minimal support, to promote effective and efficient communication.</p> <p>6. Communicates in an influential manner and is quite persuasive.</p>	<p>1. Always communicates clearly and concisely, in a manner appropriate to the intended audience.</p> <p>2. Always listens to understand, and seeks input from others and clarification where necessary.</p> <p>3. Always uses plain language when communicating, regardless of medium or audience.</p> <p>4. Always uses non-discriminatory language while dealing with others.</p> <p>5. Understands and independently makes use of appropriate communication technologies to promote effective and efficient communication.</p> <p>6. Always communicates in an influential manner and in a very persuasive manner.</p>	<p>1. Always communicates clearly and concisely, in a manner appropriate to the intended audience.</p> <p>2. Always listens to understand, proactively seeks input from others and clarification where necessary.</p> <p>3. Always uses plain language when communicating, regardless of medium or audience.</p> <p>4. Always uses non-discriminatory language while dealing with others.</p> <p>5. Understands and always makes use of appropriate communication technologies to promote effective and efficient communication.</p> <p>6. Always communicates in an influential and compelling manner and is able to influence the other party.</p>

Annexure III

Summary of current performance gap for Entry Level Officers (P5)

SI no.	Role	Competency area	Competency	No. of BIs	Competent	Not Competent
1	Regulator	1. Domain Expertise and Professional Ethics.	Knowledge and Understanding of Immigration Policies, Laws, Regulations and Operating Procedures	3	2	1
			Vigilance and Situational Awareness	4	4	0
			Accountability and Transparency	4	4	0
			Personal Integrity	4	4	0
		2. Strategic Vision	Innovation	5	0	5
			Future Orientation	4	0	4
			Research & Development	3	2	1
		3. Enforcement Delivery and Operations	Vetting and Screening Skills	5	3	2
			Investigation Skills	6	3	3
			Fraud Detection	6	0	6
			Problem Solving	5	2	3
			Emotional Resilience	4	0	4
2	Service Provider	1. Service Policy and Design	Adaptability	5	1	4
			Service Quality Management	5	4	1
		2. Service Delivery and Operations	Customer care	4	1	3
			Communication Skills	4	1	3
			Managing Performance	4	3	1
		3. Stakeholder Engagement	Stakeholder Collaboration and Partnership	5	1	4
			Negotiation Skills	4	2	2
			Conflict Management	5	4	1
3	Advocate	1. Advocacy Policy & Design	Advocacy Design and Methods	4	0	4
			Training	3	0	3
		2. Community Engagement	Community Collaboration and Partnership	3	1	2
		3. Public Communication	Public Communication Skills	6	4	2
	Total	9	24	105	46	59

Training Need Analysis for Entry Level Officers (P5)

Role 1: Regulator

Competencies	Behavioural Indicator	Current Performance (competent/not competent)	Likely reason for performance gap	Method of intervention	Learning objective
Knowledge and Understanding of Immigration Policies, Laws, Regulations and Operating Procedures	Demonstrate understanding of Immigration policies, Laws, Rules and Regulation, and Operating Procedure.	Not competent	1. Inadequate understanding of how understanding of Immigration policies, Laws, Rules and Regulation, and Operating Procedure impact task execution. 2. Inadequate feedback on performance.	1. Workshop on Immigration policies, Laws, Rules and Regulation, and Operating Procedure. 2. On the job attachment. 3. Mentoring program.	Entry level officer will be able to correctly apply the relevant provision(s) of the Immigration Law, Regulations and Operating Procedures in their area of work.
	Always identifies and applies correct provision(s) of the Immigration laws, rules and regulations, and operating procedures in their area of work. May need guidance from supervisors.	Competent	NA	NA	NA

	Executes core functions efficiently and effectively in line with Immigration laws, rules and regulations, and operating procedures. Seeks support from supervisors and peers when in doubt.	Competent	NA	NA	NA
Vigilance and Situational Awareness	Keeps alert to detect unusual behaviours. Brings all unusual behaviours to the attention of supervisors.	Competent	NA	NA	NA
	Always verifies the identity, document and intent of a person seeking entry into the country to intercept and prevent the entry of undesirable elements.	Competent	NA	NA	NA
	Diligently administers every aspect of assigned duties to safeguard security and safety.	Competent	NA	NA	NA
	Inspires public confidence in the organization through good vigilance and timely intervention in performing duty.	Competent	NA	NA	NA
Accountability and Transparency	Always uses immigration systems accurately and responsibly to ensure proper recording of functions executed.	Competent	NA	NA	NA
	Always carries out work in strict compliance with Civil Service Code of Conduct, and operating procedures.	Competent	NA	NA	NA

	Is open to, and willingly accepts check and balance mechanism(s) including systems audit.	Competent	NA	NA	NA
	Acknowledges own mistakes and seeks feedback and guidance to quickly rectify them.	Competent	NA	NA	NA
Personal Integrity	Always discharges duties in a respectful, fair and impartial manner in line with laws, rules and regulations, and operating procedures.	Competent	NA	NA	NA
	Identifies conflict of interest situations and takes prompt actions to avoid and prevent ethical dilemmas.	Competent	NA	NA	NA
	Takes personal responsibility for own work, including problems and issues.	Competent	NA	NA	NA
	Anticipates and prevents breaches in confidentiality and/or security of work information.	Competent	NA	NA	NA
Innovation	Identifies opportunities to improve ways of doing things to support the achievement of organization goals.	Not competent	1. Inadequate knowledge and skill to carry out SWOT analysis for the agency. 2. Inadequate priority accorded to such activity.	1. Workshop/seminars on SWOT analysis. 2. Mentoring	Entry level officers will be able to identify opportunities to improve ways of doing things to support the achievement of the goal of the organization.

	Comes up with approach(s) either individually or as part of a team, to overcome current and foreseeable future challenges.	Not competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill to conduct SWOT analysis. 2. Inadequate priority accorded to such activity. 3. Inadequate positive reinforcement. 	<ol style="list-style-type: none"> 1. Training on SWOT 2. Mentoring program 3. Peer groups. 4. Institute positive reinforcement culture. 	Entry level officers will be able to come up with approaches to overcome and resolve current and foreseeable future challenges.
	Works closely with others, to produce innovative solutions.	Not competent	<ol style="list-style-type: none"> 1. Inadequate team work spirit. 2. Inadequate critical thinking. 	<ol style="list-style-type: none"> 1. Team building exercises. 2. Training on critical thinking. 3. Peer group. 	Entry level officers will be able to work in collaboration with others and come up with innovative solutions.
	Keeps informed about the use of technology in their area of work.	Not competent	<ol style="list-style-type: none"> 1. Inadequate knowledge on how technology impact task performance. 	<ol style="list-style-type: none"> 1. Mentoring program. 2. Information session on immigration system in the 1st year of job. 	Entry level officers will be able to use technology in their area of work.
	Recognizes the need for processes and systems to promote innovative ideas.	Not competent	<ol style="list-style-type: none"> 1. Lack of analytical skills 	<ol style="list-style-type: none"> 1. Mentoring program. 2. Training on analytical skills. 	Entry level officers will be able to analyze and recognize the need for processes and systems to promote innovative ideas.

Future Orientation	Notifies areas that can be improved on and brings it to the notice of supervisors.	Not competent	<ol style="list-style-type: none"> 1. Inadequate knowledge of task requirement of job. 2. Lack of analytical skills. 	<ol style="list-style-type: none"> 1. During induction set clear expectation of tasks expected to be performed. 2. Training in analytical skills 3. Mentoring program. 	Entry level officers will be able to apprise their supervisors in areas that needs improvement.
	Understands the organization's strengths, weaknesses, opportunities and threats, and makes suggestions for improvement.	Not competent	<ol style="list-style-type: none"> 1. Inadequate information on the organization's strengths, weaknesses, opportunities and threats. 	<ol style="list-style-type: none"> 1. Organization must carry out SWOT analysis once a year. The analysis must be made accessible to every staff. 	Entry level officers will be able to carry out SWOT analysis and come up with suggestions for improvement.
	Keeps aware of domestic and global trends in the domain areas and attempts to predict its impact on the organization's functions.	Not competent	<ol style="list-style-type: none"> 1. Inadequate knowledge on task requirements of job. 2. Inadequate commitment to professional and personal growth. 	<ol style="list-style-type: none"> 1. During induction set clear expectation of tasks expected to be performed. 2. Training on professional and personal growth. 3. Mentoring program. 	Entry level officers will be able to know the domestic and global trends in domain areas and predict its impact on organization's functions
	Understands that changes are likely to take place in the work environment and remain prepared.	Not competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill in managing change 	<ol style="list-style-type: none"> 1. Training in managing change. 2. Mentoring program. 	Entry level officers will be able to understand the likely changes that may take place in work environment and be prepared.

Research & Development	Gathers data from the immigration system as and when tasked with and submits it on time.	competent	NA	NA	NA
	Gathers data from other relevant sources to support policy and decision making.	Not competent	<ol style="list-style-type: none"> 1. Inadequate research knowledge and skills. 2. Does not understand the importance of research in domain area. 3. Inadequate commitment to professional and personal growth. 	<ol style="list-style-type: none"> 1. Training in research skills. 2. Training on professional and personal growth. 3. Mentoring program. 	Entry level officers will be able to gather and analyse data from other relevant sources to support policy and decision making.
	Supports comparative studies on the work bearings for resource allocation.	Competent	NA	NA	NA
Vetting and Screening Skills	Demonstrates basic understanding of the security features of the identity and travel documents to facilitate legitimate and lawful movement of people.	Not competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on international identity and travel document. 2. Lack of knowledge and skill to authenticate identity/travel document. 3. Lack of opportunities for experience sharing. 	<ol style="list-style-type: none"> 1. Institutional linkages with leading agencies in the field of identity document. 2. Study visits 3. Mentoring program 	Entry level officers will be able to understand the basic security features of the identity and travel documents to facilitate lawful movement of people.

	Always examines the identity, document and intent of applicants to intercept the entry and prevent the stay of undesirable elements in the country.	Competent	NA	NA	NA
	Demonstrates sound profiling ability by efficiently and effectively apprehending, detaining and deporting undesirable elements.	Competent	NA	NA	NA
	Always establishes the credibility of information by validating it through various sources to determine the intent of the application.	Not competent	<ol style="list-style-type: none"> 1. Lack of knowledge on information validation. 2. Inadequate understanding of the importance of information validation. 	<ol style="list-style-type: none"> 1. Training on methods of information validation. 2. During induction set clear expectation of tasks expected to be performed. 3. Mentoring program. 	Entry level officers will be able to validate the credibility of information to determine the intent of the application.
	Always ensures due diligence is exercised in line with the law, rules, regulations and operating procedures to safeguard security.	Competent	NA	NA	NA

Investigation Skills	Makes an effort to authenticate and document information received from various sources to support decision.	Competent	NA	NA	NA
	Helps to build credible networks to gather surveillance information to support investigation.	Not competent	<ol style="list-style-type: none"> 1. Inadequate knowledge in gathering surveillance. 2. Inadequate opportunity due to stretch assignment in one work station. 	<ol style="list-style-type: none"> 1. Training on gathering/handling/storage of surveillance. 2. Mentoring program. 3. Job attachment. 	Entry level officers will be able to build credible networks to gather surveillance information to support investigation.
	Uses suitable interviewing techniques consistent with prevailing policy and procedures to conduct interviews to extract factual admissible statements to determine course of action.	Not competent	<ol style="list-style-type: none"> 1. Lack of knowledge and skill in conducting interview. 2. Lack of knowledge and skill in conducting interrogation. 3. Lack of knowledge on national and international procedures to conduct interview/interrogation. 	<ol style="list-style-type: none"> 1. Training on interview technique. 2. Training on interrogation techniques. 3. Exposure to national and international procedure. 4. Mentoring program 	Entry level officers will be able to conduct interviews to extract factual admissible statements to determine course of action by using suitable interviewing techniques consistent with prevailing policy and procedures.
	Maintains the confidentiality of information gathered during the investigation to protect the sanctity of the case.	Competent	NA	NA	NA

	Analyzes verbal and non-verbal cues with support from supervisors or colleagues to support investigation.	Not Competent			Entry level officers will be able to analyse verbal and non-verbal cues to support investigation with the support from supervisors and colleagues.
	Helps to co-ordinate and conduct investigation, ensuring the movement, return, disposal or retention of physical evidence is carried out according to prevailing legislation and guidelines.	Competent	NA	NA	NA
Fraud Detection	Demonstrates basic understanding of the key security features of identity/travel documents to ascertain the authenticity of the document.	Not competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on international identity and travel document. 2. Lack of knowledge and skill to detect fraudulent document 3. Lack of opportunities to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with leading agencies in the field of identity document. 2. Study visits 3. Training of fraudulent document detection. 4. Experience sharing programs. 5. Mentoring. 	Entry level officers will be able to understand basic key security features of identity/travel documents to ascertain the authenticity of the document.

	Correctly identifies the elements of identity/travel documents that are commonly tampered or created fraudulently.	Not competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on international identity and travel document. 2. Lack of knowledge and skill to detect fraudulent document 3. Lack of opportunities to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with leading agencies in the field of identity document. 2. Study visits 3. Training of primary fraudulent document detection. 4. Experience sharing programs. 5. Mentoring. 	Entry level officers will be able to identify the elements of identity/travel documents that are commonly tampered or created fraudulently.
	Always demonstrates sound examination skills to validate authenticity of document.	Not competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on international identity and travel document. 2. Lack of knowledge and skill to detect fraudulent document 3. Lack of opportunities to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with leading agencies in the field of identity document. 2. Study visits 3. Training on primary fraudulent document detection. 4. Experience sharing programs. 5. Mentoring. 	Entry level officers will be able to validate the authenticity of the document with sound examination skills.

	Effectively and efficiently uses technological resources to verify identity/travel document.	Not competent	<ol style="list-style-type: none"> 1. Inadequate document examination knowledge and skills. 2. Inadequate platform to learn from each other. 3. Inadequate Skills to use technology used of document verification. 	<ol style="list-style-type: none"> 1. Training on forensic document examination. 2. Experience sharing programs. 	Entry level officers will be able to use technological resources effectively and efficiently to verify identity/travel document.
	Makes efforts to keep abreast of changing patterns in security features to detect fraudulent documents.	Not competent	<ol style="list-style-type: none"> 1. Inadequate knowledge on tasks requirement of job. 2. Lack of initiative. 	<ol style="list-style-type: none"> 1. During induction set clear expectation of tasks expected to be performed. 2. Mentoring program. 	Entry level officers will be able to keep abreast of changing pattern in security features to detect fraudulent documents.
	Comes up with suggestions for sensitization program to increase awareness on efficient and effective methods of fraudulent document detection.	Not competent	<ol style="list-style-type: none"> 1. Inadequate feedback mechanism in the organization. 2. Lack of knowledge and skill to detect fraudulent document. 	<ol style="list-style-type: none"> 1. Institute feedback mechanism. 2. Training on fraudulent document detection. 	Entry level officers will be able to come up with suggestions for sensitization program to increase awareness of efficient and effective methods of fraudulent document detection

Problem Solving	Recognizes issues that need to be referred to appropriate person.	Not competent	1. Inadequate knowledge and skill in identifying risks.	1. Training in risk analysis. 2. Mentoring program.	Entry level officers will be able to recognize issues that need to be referred to an appropriate person.
	Asks questions to clarify doubts and to gather information on the issue.	Competent	NA	NA	NA
	Validates the accuracy of the information from other sources.	Not competent	1. Lack of knowledge on information validation. 2. Inadequate understanding of the importance of information validation.	1. Training on methods of information validation. 2. During induction set clear expectation of tasks expected to be performed. 3. Mentoring program	Entry level officers will be able to validate the accuracy of information from other sources.
	Comes up with suggestions to resolve the problem.	Not competent	1. Inadequate knowledge and skill in problem solving.	1. Training in problem solving skills. 2. Mentoring program.	Entry level officers will be able to come up with suggestions to resolve the problem.
	Selects and applies appropriate action(s) to solve the problem with help from supervisors.	Competent	NA	NA	NA

Emotional Resilience	Makes effort to remain mentally prepared for negative scenarios and to respond calmly to stressful situations.	Not competent	1. Inadequate knowledge and skill to manage stress.2. Lack of knowledge and skills to remain emotionally resilient.3. Lack of support system.	1. Training on stress management, Emotional Resilience, and Emotional Intelligence.2. Peer support group	Entry level officers will be able to respond calmly to stressful situations by mentally preparing for negative scenarios.
	Attempts to deal with difficult situations while maintaining work performance.	Not competent	1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 3. Lack of support system.	1. Training on stress management, Emotional Resilience, and Emotional Intelligence. 2. Peer support group	Entry level officers will be able to deal with difficult situations while maintaining work performance.
	Proactively seeks support from others when necessary to deal with difficult situations and disengages emotionally from unpleasant encounters to move on after each episode.	Not competent	1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 3. Lack of support system.	1. Support group 2. Retreat 3. Training of stress management, Emotional resilience, and Emotional intelligence.	Entry level officers will be able to deal with difficult situations and disengage emotionally from unpleasant encounters with support from others.

	<p>Uses coping strategies to manage stress for the longer term including reminding self and others of the bigger meaning of work.</p>	<p>Not competent</p>	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 3. Lack of support system. 	<ol style="list-style-type: none"> 1. Support group. 2. Retreat. 3. Training on stress management, Emotional Resilience, and Emotional Intelligence. 4. Set up recreational facility in office premises. 	<p>Entry level officers will be able to manage stress by using various strategies.</p>
--	---	----------------------	---	--	--

Role 2: Service Provider

Competencies	Behavioural Indicator	Current Performance (Competent/Not competent)	Likely reason for performance gap	Method of intervention	Learning objective
Adaptability	Is generally open to new ideas and challenges, and occasionally comes up with suggestions to adapt the existing procedures and processes to improve service delivery.	Not competent	<ul style="list-style-type: none"> 1. Inadequate commitment to service quality. 2. Inadequate knowledge on tasks requirement of job. 3. Inadequate commitment to professional and personal. 	<ul style="list-style-type: none"> 1. During induction set clear expectation of tasks expected to be performed. 2. Training on customer care. 3. Mentoring program. 	Entry level officers will be able to come up with suggestions to adapt the existing procedures and processes to improve service delivery with new ideas and challenges.
	Recognizes possible problems in area of work and brings it to the notice of the supervisor before being asked or before the situation requires urgent action.	Not competent	<ul style="list-style-type: none"> 1. Inadequate knowledge and skill to think critically, to identify problem. 2. Inadequate feedback system. 	<ul style="list-style-type: none"> 1. Training on critical thinking, risk management. 2. Mentoring program. 	Entry level officers will be able to recognize possible problems in area of work and bring it to the notice of the supervisors for appropriate action.

	Anticipates the possible consequences of changes in situations on existing service policy and design, and attempts to come up with plans accordingly.	Not competent	1. Inadequate knowledge and skill to think critically. 2. Inadequate feedback system.	1. Training on critical thinking. 2. Mentoring program.	Entry level officers will be able to anticipate possible consequences of changes in situations on existing service policy and design and come up with appropriate plans.
	Makes effort to stay abreast of cutting-edge technology in his/her technical area.	Not competent	1. Inadequate knowledge on tasks requirement of job. 2. Inadequate commitment to professional and personal.	1. During induction set clear expectation of tasks expected to be performed. 2. Training on professional and personal growth. 3. Mentoring program.	Entry level officers will be able to stay abreast of cutting-edge technology in technical area.
	Identifies highly complex problems that cannot be solved using existing methods or approaches, and brings it to the notice of supervisor.	Competent	NA	NA	NA
Service Quality Management	Attempts to ensure the service area, facilities, equipment and materials used by the office are conducive to quality service delivery.	Competent	NA	NA	NA
	Always portrays a professional image, through proper personal grooming, mannerisms and actions.	Competent	NA	NA	NA

	Always complies with service standards and procedures to ensure consistent quality service delivery.	Competent	NA	NA	NA
	Reviews service policies, service and governance across the agency and suggests changes when assigned.	Competent	NA	NA	NA
	Takes constructive criticism positively and uses it to improve personal service delivery performance.	Not competent	1. Inadequate commitment to service quality. 2. Inadequate commitment to professional and personal growth.	1. Training on customer care. 2. Set up feedback system. 3. Training on professional and personal growth.	Entry level officers will be able to accept constructive criticism positively and uses it for improvement of personal service delivery performance.
Customer care	Consciously engages with clients in a courteous manner to generate and promote goodwill.	Not competent	1. Inadequate commitment to service quality. 2. Inadequate knowledge and skill to deal with client.	1. Training on customer care. 2. Mentoring program.	Entry level officers will be able to engage with clients in a courteous manner to generate and promote goodwill.
	Occasionally comes up with initiative(s) either individually or as part of team to improve client experience.	Not competent	1. Inadequate commitment to service quality. 2. Inadequate knowledge	1. Training on customer care. 2. Mentoring program.	Entry level officers will be able to come up with initiative to improve client experience.

			and skill on customer care.		
	Efficiently, effectively and courteously solves simple client problem(s) while still enforcing the immigration law, rules and regulations, and operating procedures.	Not competent	1. Lack of law enforcement training. 2. Inadequate knowledge and skill in customer care.	1. Law enforcement training 2. Training in customer care.	Entry level officers will be able to solve client problem efficiently, effectively and courteously while still enforcing the immigration law, rules and regulations, and operating procedures.
	Maintains up-to-date knowledge in his/her area of work, to respond to customers' questions.	Competent	NA	NA	NA
Communication Skills	Speaks in an extremely clear manner and is very easily understood.	Not competent	1. Inadequate skill in effective communication.	1. Training in communication skills. 2. Peer groups.	Entry level officers will be able to speak clearly which can be easily understood.
	Attempts to summarize or paraphrase his/her understanding of what others have said to accurately clarify and confirm understanding to prevent miscommunication from occurring.	Not competent	1. Inadequate skill in effective communication.	1. Training in communication skills. 2. Mentoring program.	Entry level officers will be able to summarize the understanding of what others have said to prevent miscommunication from occurring.
	Expresses ideas in a very clear manner both orally and in written communication.	Not competent	1. Inadequate skill in effective communication.	1. Training in communication skills (Written and verbal).	Entry level officers will be able to express ideas in a clear manner both orally and in written communication.

	Keeps supervisors informed on regular basis about progress and problems.	Competent	NA	NA	NA
Managing Performance	Attempts to coach staff and support them in their efforts to achieve their goals.	Not competent	1. Inadequate knowledge and skills in coaching.	1. Coaching. 2. Mentoring program.	Entry level officers will be able to coach staff and support them in their efforts to achieve their goals.
	Attempts to find out how staff are doing and hear about any problems they are encountering.	Competent	NA	NA	NA
	Keeps track of the work performance of staff through formal/informal methods.	Competent	NA	NA	NA
	Works with staff to set specific and measurable performance standards.	Competent	NA	NA	NA
Stakeholder Collaboration and Partnership	Recognizes external agencies and partners whose assistance, cooperation and support are necessary to deliver the service effectively.	Not competent	1. Limited knowledge in stakeholder identification and engagement. 2. Limited Platform to engage with stakeholders	1. Peer networking 2. Training on Stakeholder identification and engagement. 3. Annual Stakeholder meetings.	Entry level officer will be able to recognize external agencies and partners whose assistance, cooperation and support are necessary to deliver the service effectively.

	Attempts to stay connected with relevant stakeholders, including other local government agencies and institutions whose assistance, cooperation and support are necessary to deliver the service effectively.	Not competent	<ol style="list-style-type: none"> 1. Limited knowledge in stakeholder identification and engagement. 2. Limited Platform to engage with stakeholders 	<ol style="list-style-type: none"> 1. Peer networking. 2. Training on Stakeholder identification and engagement. 3. Annual Stakeholder meetings. 	Entry level officers will be able to stay connected with relevant stakeholders whose assistance, cooperation and support are necessary to deliver the service effectively.
	Shows interest in what others have to say.	Competent	NA	NA	NA
	Attempts to seek out other external agencies who can provide any other forms of support, to build wide and effective network.	Not competent	<ol style="list-style-type: none"> 1. Limited knowledge in stakeholder identification and engagement. 2. Limited Platform to engage with stakeholders. 3. Does not understand the importance of networking on task execution. 	<ol style="list-style-type: none"> 1. Training on Stakeholder identification and engagement. 3. Annual Stakeholder meetings. 4. Mentoring. 5. Peer networking. 	Entry level officers will be able to build wide and effective network with other external agencies who can provide any other forms of support.
	Generally recognizes conflict situations and attempts to not worsen the situation.	Not competent	<ol style="list-style-type: none"> 1. Limited knowledge in conflict management. 	<ol style="list-style-type: none"> 1. Training in conflict management. 	Entry level officers will be able to recognize conflict situation.

Negotiation Skills	Generally identifies main negotiating points of a given issue and attempts to engage in a dialogue.	Not competent	1. Inadequate knowledge on negotiation skills 2. Inadequate interpersonal skills	1. Training on Negotiation skills. 2. Training on Interpersonal skills 3. e-learning, Case studies 4. Mentoring program.	Entry level officers will be able to identify the main negotiating points of a given issue to engage in a dialogue.
	Attempts to listen to differing points of view.	Competent	NA	NA	NA
	Presents arguments that address some of the concern and issues of others to persuade them to arrive at a common ground.	Not competent	1. Inadequate knowledge on negotiation skills 2. Inadequate interpersonal skills	1. Training on Negotiation skills 2. Training on Interpersonal skills. 3. Mentoring program.	Entry level officers will be able to persuade others to arrive at a common ground by presenting arguments that will address some of the concerns and issues of others.
	Generally displays the willingness to work towards a win-win outcome.	Competent	NA	NA	NA
Conflict Management	Generally recognizes the potential for conflicts, confrontation and disagreement.	Not competent	1. Inadequate knowledge and skills to recognize conflict. 2. Inadequate knowledge and skills on conflict strategies.	1. Training on conflict management. 2. Mentoring program.	Entry level officers will be able to be able to recognize the potential areas of conflicts, confrontation and disagreement.

	Makes attempt to view opposing parties as equal partners in terms of their right to express their own viewpoints.	Competent	NA	NA	NA
	Attempts to remain calm and rational in conflict situations.	Competent	NA	NA	NA
	Attempts to listen and make an effort to understand other's viewpoints.	Competent	NA	NA	NA
	Demonstrates a willingness to see things from the other's point of view.	Competent	NA	NA	NA

Role 3: Advocate

Competencies	Behavioural Indicator	Current Performance (Competent/Not competent)	Likely reason for performance gap	Method of intervention	Learning objective
Advocacy Design and Methods	Identifies and presents specific information or data with guidance of supervisors, in a way that it will have a strong effect on others.	Not competent	1. Lack of knowledge and skill in advocacy design and method. 2. Inadequate expectation set to perform this task.	1. Training on advocacy design and method. 2. During induction set clear expectation of tasks expected to be performed.	Entry level officers will be able to identify and presents specific information or data with the help of supervisors that will have strong effect on others.
	Recognizes the need to raise public awareness on prevailing laws, rules and regulations and processes.	Not competent	1. Does not recognize how advocacy support enforcement.	1. Mentoring program.	Entry level officers will be able to recognize the need to raise public awareness on prevailing laws, rules and regulations and processes.
	Occasionally profiles the different target group accurately and tailors communication based on demographics to explain laws, rules and regulations.	Not competent	1. Lack of knowledge and skill in demographic profiling. 2. Lack of knowledge and skill in advocacy design and method. 3. Inadequate expectation set to perform this task.	1. Training on demographic profiling. 2. Training on advocacy design and method.	Entry level officers will be able to profile different target group of audience accurately and tailor communication based on demographics to explain laws, rules and regulations.
	Attempts to educate the community on the rationale behind regulations to enable change in behaviour.	Not competent	1. Inadequate expectation set to perform this task.	1. During induction set clear expectation of	Entry level officers will be able to educate community on the

				tasks expected to be performed.	rationale behind regulations to enable change in behaviour.
Training	Attempts to identify critical knowledge needs and issues to support advocacy.	Not competent	<ol style="list-style-type: none"> 1. Lack of knowledge and skill to performs critical knowledge need analysis. 2. Inadequate expectation set to perform this task. 	<ol style="list-style-type: none"> 1. Training on conducting critical knowledge need analysis. 2. Mentoring program. 	Entry level officers will be able to identify the critical knowledge needs and issues to support advocacy.
	Attempts to generate knowledge and shares with colleagues and the community.	Not competent	<ol style="list-style-type: none"> 1. Inadequate expectation set to perform this task. 2. Inadequate commitment to professional and personal growth. 	<ol style="list-style-type: none"> 1. During induction set clear expectation of tasks expected to be performed. 2. Training on professional and personal growth. 	Entry level officers will be able to generate knowledge and share with colleagues and the community.
	Demonstrates strong knowledge of national immigration rules and regulations so as to be able to advocate effectively.	Not competent	<ol style="list-style-type: none"> 1. Inadequate knowledge about national immigration rules and regulations. 2. Inadequate training skills. 	<ol style="list-style-type: none"> 1. Workshop on national immigration laws, rules and regulations. 2. Training in advocacy skills. 	Entry level officers will be able to advocate effectively by demonstrating strong knowledge of national immigration rules and regulations.

Community Collaboration and Partnership	Identifies communities to create close and strong relationships with, to support advocacy.	Not competent	1. Inadequate knowledge in community identification and engagement.	1. Training in relationship building. 2. Mentoring program.	Entry level officers will be able to identify communities to create close and strong relationships to support advocacy.
	Collaborates with community with guidance from supervisors, to enhance knowledge on immigration laws, rules and regulation, and service standards.	Not competent	1. Inadquate expectation set to perform this task.	1. During induction set clear expectation of tasks expected to be performed.	Entry level officers will be able to collaborate with community with guidance from supervisors to enhance the knowledge on immigration laws, rules and regulations, and service standards.
	Attempts to create partnership with stakeholders to align goals to contribute to national objectives.	Competent	NA	NA	NA
Public Communication Skills	Always communicates clearly.	Not competent	1. Lack of communication skills.	1. Peer group to practice with. 2. Training in public communication skills.	Entry level officers will be able to communicate clearly to the public to have effective communication.
	Always listens to understand and attempts to seek clarification where necessary.	Competent	NA	NA	NA
	Always uses plain language when communicating, regardless of medium or audience.	Competent	NA	NA	NA

	Always uses non-discriminatory language while dealing with others.	Competent	NA	NA	NA
	Understands and attempts to make use of appropriate communication technologies, with support from colleagues/supervisor, to promote effective and efficient communication.	Competent	NA	NA	NA
	Communicates in an influential manner and is persuasive sometimes.	Not competent	1. Lack of communication skills.	1. Training on effective public communication.	Entry level officers will be able to influence and persuade others through effective communication.

Summary of current performance gap for Experienced Level Officers (P4 and P3)

SI no.	Role	Competency area	Competency	No. of BIs	Competent	Not Competent
1	Regulator	1. Domain Expertise and Professional Ethics.	Knowledge and Understanding of Immigration Policies, Laws, Regulations and Operating Procedures	3	3	0
			Vigilance and Situational Awareness	4	4	0
			Accountability and Transparency	4	4	0
			Personal Integrity	4	4	0
		2. Strategic Vision	Innovation	5	3	2
			Future Orientation	4	4	0
			Research & Development	3	1	2
		3. Enforcement Delivery and Operations	Vetting and Screening Skills	5	4	1
			Investigation Skills	6	1	5
			Fraud Detection	6	0	6
			Problem Solving	5	5	0
			Emotional Resilience	4	2	2
2	Service Provider	1. Service Policy and Design	Adaptability	5	1	4
			Service Quality Management	5	3	2
		2. Service Delivery and Operations	Customer care	4	3	1
			Communication Skills	4	3	1
			Managing Performance	4	4	0
		3. Stakeholder Engagement	Stakeholder Collaboration and Partnership	5	1	4
			Negotiation Skills	4	3	1
			Conflict Management	5	4	1
3	Advocate	1. Advocacy Policy & Design	Advocacy Design and Methods	4	3	1
			Training	3	1	2
		2. Community Engagement	Community Collaboration and Partnership	3	0	3
		3. Public Communication	Public Communication Skills	6	4	2
	Total	9	24	105	65	40

Training Need Analysis for Experienced Officers (P4 and P3)

Role 1: Regulator

Sl. No.	Competencies	Behaviour Indicators	Current Performance (Competent/ Not competent)	Likely reason for performance gap	Method of intervention	Learning Objective
1	Knowledge and Understanding of Immigration Policies, Laws, Regulations and Operating Procedures	Demonstrates sound understanding of Immigration policies, Laws, Regulations and Operating Procedures, and is often able to explain the rationale behind them.	Competent	NA	NA	NA
2		Always identifies and applies correct provision(s) of the Immigration laws, rules and regulations, and operating procedures in their area of work, with minimal guidance from supervisors.	Competent	NA	NA	NA
3		Executes core functions efficiently and effectively in line with Immigration laws, rules and regulations, and operating procedures, with minimal support from supervisors and peers.	Competent	NA	NA	NA

4	Vigilance and Situational Awareness	Observes and remains alert to detect unusual behaviours, and takes appropriate actions with guidance from supervisor.	Competent	NA	NA	NA
5		Always verifies the identity, document and intent of a person seeking entry into the country to intercept and prevent the entry of undesirable elements.	Competent	NA	NA	NA
6		Diligently administers every aspect of assigned duties to safeguard security and safety.	Competent	NA	NA	NA
7		Inspires public confidence in the organization through good vigilance and timely intervention in performing duty.	Competent	NA	NA	NA

8	Accountability and Transparency	Always uses immigration systems accurately and responsibly to ensure proper recording of functions executed.	Competent	NA	NA	NA
9		Always carries out work in strict compliance with Civil Service Code of Conduct, and operating procedures. Encourages others to do the same.	Competent	NA	NA	NA
10		Proactively invites check and balance mechanism(s) including systems audit.	Competent	NA	NA	NA
11		Takes responsibility for own mistakes and those of the team, actively seeks feedback and identifies effective remedies.	Competent	NA	NA	NA
12	Personal Integrity	Always discharges duties in a respectful, fair and impartial manner in line with laws, rules and regulations, and operating procedures.	Competent	NA	NA	NA
13		Identifies conflict of interest situations and takes prompt actions to avoid and prevent ethical dilemmas.	Competent	NA	NA	NA
14		Takes personal responsibility for own work,	Competent	NA	NA	NA

		including problems and issues.				
15		Anticipates and prevents breaches in confidentiality and/or security of work information.	Competent	NA	NA	NA
16	Innovation	Identifies opportunities to execute functions in a better, faster and cheaper way to support the achievement of organization goals.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill in cost benefit analysis, SWOT analysis for the agency, critical thinking. 2. Inadequate priority accorded to such activity. 	<ol style="list-style-type: none"> 1. Workshop/seminars on cost benefit analysis/ SWOT analysis/critical thinking. 2. Create environment to reward initiative. 	Experienced level officer will be able to apply knowledge and skills on cost benefit analysis and SWOT to come up with effective opportunities to support achievement of organization's goals.
17		Comes up with a variety of approaches either individually or as part of a team, to overcome current and foreseeable future challenges	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill to think critically, and to conduct SWOT analysis. 2. Inadequate priority accorded to such activity. 3. Inadequate positive reinforcement. 	<ol style="list-style-type: none"> 1. Training on SWOT analysis, critical thinking. 2. Mentoring program 3. Peer groups. 4. Institute positive reinforcement culture. 	Experienced level officer will be able to recommend the solutions to current and foreseeable future challenges using SWOT analysis.
18		Works cooperatively with others to produce innovative solutions.	Competent	NA	NA	NA

19		Recognizes technology as an opportunity to improve existing systems and practices. Keeps updated on cutting-edge technology in their area.	Competent	NA	NA	NA
20		Supports the establishment of an organizational culture to encourage staff to come up with innovative, practical and cost-effective solutions.	Competent	NA	NA	NA
21	Future Orientation	Proactively identifies areas that need to be improved on to meet the long-term goals of the organization.	Competent	NA	NA	NA
22		Understands the organization's strengths, weaknesses, opportunities and threats, and makes recommendations to prepare the organization for the future.	Competent	NA	NA	NA
23		Maintains awareness on domestic and global trends to better predict changes that may occur in the domain area.	Competent	NA	NA	NA

24		Understands that changes are likely to take place in the work environment, remains prepared, and encourages others to prepare for the change	Competent	NA	NA	NA
25	Research & Development	Takes initiative to gather data from the immigration system, analyzes it and submits with suggestions to support enforcement of law, rules and regulations.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to immigration data. 2. Lack of knowledge and skill to conduct research, 3. Lack of research culture the organization. 	<ol style="list-style-type: none"> 1. Make data from the Immigration system available on a need to know basis. 2. Training in research skills 3. Mentoring program 	Experienced level Officers will be able to proactively provide strategic proposition to support enforcement of rules and regulations through analyzing accessible immigration data.
26		Proactively gathers data from reliable sources, triangulates it to support policy and decision making.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to immigration data. 2. Lack of knowledge and skill to conduct research 3. Lack of research culture the organization. 	<ol style="list-style-type: none"> 1. Make data from the Immigration system available on a need to know basis. 2. Training in research skills 3. Start research culture in the organization. 4. Mentoring program 	Experienced level Officer will be able to apply research skills to gather data from reliable sources and synthesize it to support policy and decision making.
27		Carries out comparative studies on the work bearings and uses it for resource allocation.	Competent	NA	NA	NA

28	Vetting and Screening Skills	Demonstrates sound understanding of the security features of the identity and travel documents to facilitate legitimate and lawful movement of people.	Not Competent	<p>1. Lack of access to complete information on international identity and travel document.</p> <p>2. Lack of knowledge and skill to authenticate identity/travel document.</p> <p>3. Lack of opportunities to learn from each other.</p>	<p>1. Institutional linkages with leading agencies in the field of identity document.</p> <p>2. Study visits</p> <p>3. Mentoring program.</p> <p>4. Experience sharing workshop.</p>	Experienced level Officer will be able to manifest sound understanding of security features of identity and travel documents.
29		Always examines the identity, document and intent of applicants to intercept the entry and prevent the stay of undesirable elements in the country.	Competent	NA	NA	NA
30		Demonstrates sound profiling ability by efficiently and effectively apprehending, detaining and deporting undesirable elements.	Competent	NA	NA	NA
31		Always establishes the credibility of information by validating it through various sources to determine the intent of the application.	Competent	NA	NA	NA

32		Always ensures due diligence is exercised in line with the law, rules, regulations and operating procedures to safeguard security.	Competent	NA	NA	NA
33	Investigation Skills	Authenticates and documents information received from various sources and decides course of action.	Not Competent	<ol style="list-style-type: none"> 1. Lack of knowledge on information validation. 2. Inadequate judgement and decision making knowledge and skills. 	<ol style="list-style-type: none"> 1. Training on methods of information validation. 2. Trainings to enhance judgement and decision making. 3. Mentoring program 	Experienced level Officers will be able to accurately judge and make decision while authenticating and documenting the information received from different sources.
34		Builds credible networks to gather surveillance information to support investigation.	Not Competent	<ol style="list-style-type: none"> 1. Limited networking skills. 2. Lack of skills in gathering intelligence/surveillance. 	<ol style="list-style-type: none"> 1. Peer networking 2. Training on networking skills, and surveillance 3. Training on Investigation skills. 4. Mentoring program 	Experienced level Officers will be able to gather surveillance information to support investigation through building credible networks.

35		Uses suitable interviewing techniques consistent with prevailing policy and procedures to conduct interviews to extract factual admissible statements to determine course of action.	Not Competent	<ol style="list-style-type: none"> 1. Lack of knowledge and skill in conducting interview. 2. Lack of knowledge and skill in conduct interrogation. 3. Lack of knowledge on national and international procedures to conduct interview/interrogation. 	<ol style="list-style-type: none"> 1. Training on interview technique. 2. Training on interrogation techniques 3. Exposure to national and international procedure 4. Mentoring program 	Experienced level Officers will be able to apply suitable interviewing techniques to extract factual admissible statements and determine course of action.
36		Maintains the confidentiality of information gathered during the investigation to protect the sanctity of the case.	Competent	NA	NA	NA
37		Analyzes verbal and non-verbal cues correctly to support investigation.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill to decoding body language. 2. Inadequate knowledge and skill in analysing verbal cues. 2. Inadequate platform to learn from each other. 	<ol style="list-style-type: none"> 1. Training in decoding body languages. 2. Training in analysis of verbal behaviour. 3. Computer assisted instruction e.g. e-learning case studies. 3. Mentoring program 	Experienced level Officer will be able to apply the knowledge of analyzing verbal and non-verbal cues correctly to support investigation.

38		Co-ordinates and conducts investigation, ensuring the movement, return, disposal or retention of physical evidence is carried out according to prevailing legislation and guidelines.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge on documentation, storage or disposal of confidential information. 2. Inadequate opportunity due to stretch assignment in one work station. 	<ol style="list-style-type: none"> 1. Training on gathering/handling/storage/disposal of sensitive information/ evidences. 2. Formulate protocols on gathering/handling/storage/ disposal of sensitive information/ evidences. 3. Work attachment. 	Experienced level Officer will be able to coordinate and conduct investigations in accordance with prevailing legislation and guidelines
39	Fraud Detection	Demonstrates sound understanding of the key security features of identity/travel documents to ascertain the authenticity of the document.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on international identity and travel document. 2. Lack of knowledge and skill to detect fraudulent document 3. Lack of opportunities for to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with leading agencies in the field of identity document. 2. Study visits 3. Training of primary fraudulent document detection. 4. Experience sharing programs 	Experienced level Officer will be able to apply the knowledge of fraudulent document detection to ascertain the authenticity of the documents.

40		Correctly identifies elements of identity/travel documents that are commonly tampered or created fraudulently.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on most commonly tampered element of identity and travel document. 2. Inadequate knowledge and skill on fraudulent document detection. 3. Inadequate equipment and technology to detect fraudulent documents. 4. Lack of opportunities for experience sharing. 	<ol style="list-style-type: none"> 1. Institutional linkages with similar agencies internationally. 2. Study visits. 3. Training of fraudulent document detection. 4. Experience sharing programs. 	Experienced level Officers will be able to apply the knowledge of fraudulent document detection in identifying travel documents that are commonly tampered or created fraudulently.
41		Always demonstrates sound examination skills to validate authenticity of document.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate document examination knowledge and skills. 2. Inadequate platform to share experiences. 3. Inadequate technology available to support document examination. 	<ol style="list-style-type: none"> 1. Training on forensic document examination. 2. Experience sharing programs. 	Experienced level Officer will be able to apply the knowledge of forensic document examination to validate the authenticity of documents.

42		Effectively and efficiently uses technological resources to verify identity/travel document.	Not Competent	<ol style="list-style-type: none"> 1. Lack of technologies to support authentication of identity/travel document. 2. Limited time at front line to use some equipment for document authentication. 	<p>Organization need technological equipment to support document authentication.</p> <ol style="list-style-type: none"> 2. Explore the possibility of setting up secondary check. 	Experienced level Officers will be able to verify travel documents by using technological resources effectively and efficiently.
43		Proactively keeps abreast of changing patterns in security features to detect fraudulent documents.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete and upto date information on international identity and travel document. 2. Inadequate commitment to professional and personal growth. 	<ol style="list-style-type: none"> 1. Institutional linkages with similar agencies internationally. 2. Study visits. 3. Training on professional and personal growth. 	Experienced level Officer will be able to proactively update the changing pattern in security features to detect fraudulent documents.
44		Develops programs to sensitize staff on efficient and effective methods of fraudulent document detection.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skills on fraudulent document detection. 2. Lack of knowledge and skill to design sensitization programs. 	<ol style="list-style-type: none"> 1. Action learning to design sensitization program. 3. Compulsory documentation of learning after training program. 4. Training of developing modules i.e. e-learning 	Experienced level Officers will be able to develop programs to sensitize staffs on effective methods of detecting fraudulent documents.

45	Problem Solving	Hears out the submissions of the other party while assertively enforcing law, rules and regulations, and operating procedures and serving with authority.	Competent	NA	NA	NA
46		Asks questions to clarify doubts and to gather factual pertinent information.	Competent	NA	NA	NA
47		Proactively validates the accuracy of the information by checking other sources.	Competent	NA	NA	NA
48		Proactively comes up with solutions to resolve the problem.	Competent	NA	NA	NA
49		Always selects and applies appropriate action(s) to solve the problem.	Competent	NA	NA	NA
50	Emotional Resilience	Prepares mentally for negative scenarios and generally responds calmly to stressful situations.	Not Competent	<ul style="list-style-type: none"> 1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 3. Lack of support system. 	<ul style="list-style-type: none"> 1. Training on stress management, Emotional Resilience, and Emotional Intelligence. 2. Peer support group 	Experienced level Officers will be able to mentally prepare for the negative scenarios and respond positively.
51		Is able to deal with difficult situations while maintaining work performance.	Competent	NA	NA	NA

52		Proactively seeks support from others when necessary to deal with difficult situations and disengages emotionally from unpleasant encounters to move on after each episode.	Competent	NA	NA	NA
53		Uses coping strategies to manage stress for the longer term including reminding self and others of the bigger meaning of work.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 3. Lack of support system. 	<ol style="list-style-type: none"> 1. Training on stress management, Emotional Resilience, and Emotional intelligence. 2. Support group 3. Retreat 4. Set up recreational facility in the office premises. 	Experienced level Officers will be able to manage stress while performing duty.

Role 2: Service Provider

SI No.	Competencies	Behavioural Indicator	Current Performance (Competent/Not competent)	Likely reason for performance gap	Method of intervention	Learning objective
1	Adaptability	Remains open to new ideas and challenges, and frequently comes up with recommendations to adapt existing procedures and processes to improve service delivery.	Competent	NA	NA	NA
2		Anticipates possible problems and identifies what needs to be done and suggests counteractive action(s) before being asked or until the situation requires it.	Not Competent	1. Inadequate knowledge and skill to think critically, to conduct SWOT analysis, risk analysis 2. Inadequate expectation set to perform such task. 3. Inadequate priority accorded to this activity.	1. Training on SWOT analysis, critical thinking, risk management. 2. Set clear task expectation. 3. Mentoring program.	Experienced level Officer will be able to proactively anticipate problems and propose counteractive suggestions using SWOT analysis.

3		Anticipates the possible consequences of changes in situations on existing service policy and design, and helps to come up with plans accordingly.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill to do SWOT analysis, risk analysis. 2. Inadequate expectation set to perform this task. 3. Inadequate priority accorded to this activity. 	<ol style="list-style-type: none"> 1. Training on SWOT analysis, Critical thinking, risk management. 2. Set clear task expectation. 3. Mentoring program. 	Experienced level Officer will be able to anticipate changes on existing service policy and design, and come up with plans by using SWOT analysis.
4		Stays abreast of cutting-edge technology in his/her technical area.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete, timely and up to date information on cutting edge technology used in the domain area. 2. Inadequate expectation set to perform such task. 3. Inadequate commitment to professional and personal growth. 	<ol style="list-style-type: none"> 1. Institutional linkages with similar agencies internationally. 2. Study visits. 3. Set clear task expectation. 4. Training of professional and personal growth. 	Experienced level Officers will be able to keep abreast of the cutting edge technology in the specific technical areas.
5		Identifies highly complex problems that cannot be solved using existing methods or approaches, and submits it to supervisor with possible solutions.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete, timely and upto date information on cutting edge technology used in the domain area. 2. Inadequate expectation set to perform such task. 	<ol style="list-style-type: none"> 1. Training on SWOT analysis, design thinking, critical analysis. 2. Set clear task expectation. 3. Mentoring program. 	Experienced level Officer will be able to identify highly complex problem using SWOT analysis and suggest possible solutions to the supervisors.

6	Service Quality Management	Generally ensures the service area, facilities, equipment and materials used by the office are conducive to quality service delivery.	Competent	NA	NA	NA
7		Always portrays a professional image, through proper personal grooming, mannerisms and actions.	Competent	NA	NA	NA
8		Always complies with service standards and procedures to ensure consistent quality service delivery.	Competent	NA	NA	NA
9		Reviews service policies, service and governance across the agency and suggests changes where necessary.	Not Competent	1. Inadequate expectation set to perform such task. 3. Inadequate priority accorded to this activity.	1. Set clear task expectation. 2. Mentoring program.	Experienced level Officer will be able to provide suggestions to the agency after reviewing the service policies.
10		Take constructive criticism positively and uses it to manage and improve performance standards for service delivery.	Not Competent	1. Inadequate feedback system. 2. Inadequate commitment to professional and personal growth.	1. Mentoring program. 2. Institute feedback system. 3. Training on	Experienced level Officer will be able to improve the performance standards for service delivery by taking the constructive criticism positively.

					professional and personal growth.	
11	Customer care	Consciously engages with clients in a courteous manner to generate and promote goodwill.	Competent	NA	NA	NA
12		Works on improving client experience through various initiatives.	Not Competent	1. Inadequate knowledge and skills to improve customer experience	1. Training in customer care.	Experienced level Officers will be able to come up with initiatives to improve client experience.
13		Efficiently, effectively and courteously solves difficult client problem while still enforcing the immigration law, rules and regulations, and operating procedures.	Competent	NA	NA	NA
14		Always maintains up-to-date knowledge in his/her area of work to respond to customers' questions.	Competent	NA	NA	NA
15	Communication Skills	Speaks in an extremely clear manner and is very easily understood.	Competent	NA	NA	NA

16		Generally summarizes or paraphrases his/her understanding of what others have said to accurately clarify and confirm understanding to prevent miscommunication from occurring.	Competent	NA	NA	NA
17		Expresses ideas in a very clear and concise manner both orally and in written communication.	Not Competent	1. Inadequate effective communication skills. 2. Inadequate feedback on task performed.	1. Training in effective presentation. 2. Mentoring program. 3. Peer groups to practice with.	Experienced level Officers will be able to communicate the ideas in clear and concise manner.
18		Keeps supervisors informed on regular basis about progress and problems through the use of appropriate means of communication.	Competent	NA	NA	NA
19	Managing Performance	Regularly coaches staff and supports them in their efforts to achieve their goals.	Competent	NA	NA	NA
20		Regularly walks around, to see how staff are doing and asks questions to find out any problems they are encountering.	Competent	NA	NA	NA

21		Keeps track of the work performance of staff through formal/informal methods and motivates them to perform.	Competent	NA	NA	NA
22		Constantly works with staff to set specific and measurable performance standards. Let's staff know what is expected of them.	Competent	NA	NA	NA
23	Stakeholder Collaboration and Partnership	Develops networks with external agencies and partners whose assistance, cooperation and support are necessary to deliver the service effectively.	Not Competent	1. Limited knowledge in stakeholder identification and engagement. 2. Limited Platform to engage with stakeholders	1. Training on Stakeholder identification and engagement. 2. Annual Stakeholder meetings. 3. Peer networking	Experienced level Officer will be able to deliver the service effectively by developing networks with external relevant agencies.
24		Stays connected with relevant stakeholders, including other local government agencies and institutions whose assistance, cooperation and support are necessary to deliver the service effectively.	Not Competent	1. Limited Platform to engage with stakeholders	1. Peer networking 2. Annual Stakeholder meetings/ retreat.	Experienced level Officer will be able to maintain good rapport with relevant stakeholders for delivering service effectively.
25		Shows interest in what others have to say; acknowledges their perspectives and ideas.	Competent	NA	NA	NA

26	Negotiation Skills	Generally seeks out other external agencies who can provide any other forms of support, to build wide and effective network.	Not Competent	<ol style="list-style-type: none"> 1. Limited knowledge in stakeholder identification and engagement. 2. Limited Platform to engage with stakeholders 	<ol style="list-style-type: none"> 1. Training on Stakeholder identification and engagement. 2. Annual Stakeholder meetings. 3. Peer networking 	Experienced level Officer will be able to build wide and effective network though the identification and seeking support from the relevant external agencies.
27		Generally recognizes conflict situations and manages them to preserve working relationship.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skills in conflict management. 	<ol style="list-style-type: none"> 1. Training in conflict management. 	Experienced level Officer will be able to recognize conflict situations and manage it to preserve working relationship.
28		Identifies main negotiating points of a given issue most of the time and engages in interactive dialogue.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge on negotiation skills 2. Inadequate interpersonal skills. 	<ol style="list-style-type: none"> 1. Training on Negotiation skills 2. Training on Interpersonal skills 3. Case studies 4. Mentoring program. 	Experienced level Officer will be able to apply the negotiation skills correctly to build an interactive dialogue.
29		Listens to differing points of view most of the time and attempts to promote mutual understanding.	Competent	NA	NA	NA

30		Presents arguments that address most of the concern and issues of others to persuade them to arrive at a common ground.	Competent	NA	NA	NA
31		Generally displays the ability and willingness to work towards a win-win outcome.	Competent	NA	NA	NA
32	Conflict Management	Recognizes the potential for conflicts, confrontation and disagreement most of the time.	Not Competent	1. Inadequate knowledge and skills to recognize conflict. 2. Inadequate knowledge and skills on conflict strategies.	1. Training on conflict management. 2. Mentoring program.	Experienced level Officer will be able to recognize conflicts, confrontation and disagreements most of the time.
33		Generally views opposing parties as equal partners in terms of their right to express their own viewpoints.	Competent	NA	NA	NA
34		Acts calmly and rationally in conflict situations most of the time.	Competent	NA	NA	NA

35		Patiently listens and makes an effort to understand other's viewpoints.	Competent	NA	NA	NA
36		Demonstrates a willingness to see things from the other's point of view.	Competent	NA	NA	NA

Role 3: Advocate

SI No.	Competencies	Behavioural Indicator	Current Performance (Competent/Not competent)	Likely reason for performance gap	Method of intervention	Learning objective
1	Advocacy Design and Methods	Generally identifies and presents specific information or data in such a way that it will have a strong effect on others.	Competent	NA	NA	NA
2		Comes up with suggestions to raise public awareness on prevailing laws, rules and regulations and processes.	Competent	NA	NA	NA

3		Generally profiles the different target group accurately and tailors communication based on demographics to explain laws, rules and regulations.	Not Competent	<p>1. Lack of knowledge and skill in demographic profiling.</p> <p>2. Lack of knowledge and skill in advocacy design and method.</p> <p>3. Inadequate expectation set to perform this task.</p>	<p>1. Training on demographic profiling.</p> <p>2. Training on advocacy design and method.</p> <p>3. Set clear task expectation.</p>	Experienced level Officer will be able to explain immigration rules and regulations through accurate demographic profiling and, advocacy design and methods.
4		Generally educates the community on the rationale behind regulations to enable change in behaviour.	Competent	NA	NA	NA
5	Training	Generally identifies critical knowledge needs and issues to support advocacy.	Not Competent	<p>1. Lack of knowledge and skill to performs critical knowledge need analysis.</p> <p>2. Inadequate expectation set to perform this task.</p>	<p>1. Training on conducting critical knowledge need analysis.</p> <p>2. Set clear task expectation.</p> <p>3. Mentoring program.</p>	Experienced level Officer will be able to support advocacy through the identification of critical knowledge needs and issues.
6		Generally generates knowledge and shares with colleagues and the community.	Competent	NA	NA	NA
7		Demonstrates strong knowledge of national and international immigration rules and regulations so as to be able to advocate effectively	Not Competent	1. Lack of knowledge on international immigration rules and regulations.	<p>1. Institutional linkages with similar agencies internationally.</p> <p>2. Study visits.</p>	Experienced level Officer will be able to advocate effectively using comprehensive knowledge of national and international

						immigration rules and regulation.
8	Community Collaboration and Partnership	Comes up with plans to build network with the identified communities to create close and strong relationships with, to support advocacy.	Not Competent	1. Inadequate knowledge and skills in networking.	1. Training in networking skills 2. Training in relationship building.	Experienced level Officer will be able to provide ideas in building strong connections with the communities to support advocacy.
9		Easily collaborates with community to enhance knowledge on immigration laws, rules and regulation, and service standards.	Not Competent	1. Inadequate expectation set to perform this task. 2. Lack of knowledge and skills in community engagement.	1. Set clear task expectation. 2. Training on community engagement, art of persuasion.	Experienced level Officer will be able to participate with community to enhance knowledge on immigration laws, rules, regulation and service standards.
10		Generally creates partnership with stakeholders to align goals to contribute to national objectives.	Not Competent	1. Limited Platform to engage with stakeholders	1. Peer networking 2. Annual Stakeholder meetings.	Experienced level Officer will be able to build good rapport with stakeholders to align goals and contributes to national objectives.
11	Public Communication Skills	Always communicates clearly and concisely.	Competent	NA	NA	NA
12		Always listens to understand, and seeks clarification where necessary.	Competent	NA	NA	NA

13	Always uses plain language when communicating, regardless of medium or audience.	Competent	NA	NA	NA
14	Always uses non-discriminatory language while dealing with others.	Competent	NA	NA	NA
15	Understands and makes use of appropriate communication technologies with minimal support, to promote effective and efficient communication.	Not Competent	1. Inadequate knowledge and skill in public communication.	1. Training on public communication. 2. Mentoring program. 3. Peer groups to practice with.	Experienced level Officer will be able to use proper communication technologies for effective and efficient communication.
16	Communicates in an influential manner and is quite persuasive.	Not Competent	1. Lack of public communication skills.	1. Training on public communication skills.	Experienced level Officer will be able to communicate in an influential and persuasively.

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

SI no.	Role	Competency area	Competency	No. of BIs	Competent	Not Competent
1	Regulator	1. Domain Expertise and Professional Ethics.	Knowledge and Understanding of Immigration Policies, Laws, Regulations and Operating Procedures	3	2	1
			Vigilance and Situational Awareness	4	3	1
			Accountability and Transparency	4	3	1
			Personal Integrity	4	4	0
		2. Strategic Vision	Innovation	5	1	4
			Future Orientation	4	1	3
			Research & Development	3	0	3
		3. Enforcement Delivery and Operations	Vetting and Screening Skills	5	2	3
			Investigation Skills	6	1	5
			Fraud Detection	6	0	6
			Problem Solving	5	2	3
			Emotional Resilience	4	1	3
2	Service Provider	1. Service Policy and Design	Adaptability	5	1	4
			Service Quality Management	5	3	2
		2. Service Delivery and Operations	Customer care	4	3	1
			Communication Skills	4	3	1
			Managing Performance	4	2	2
		3. Stakeholder Engagement	Stakeholder Collaboration and Partnership	5	2	3
			Negotiation Skills	4	1	3
			Conflict Management	5	4	1
3	Advocate	1. Advocacy Policy & Design	Advocacy Design and Methods	4	0	4
			Training	3	0	3
		2. Community Engagement	Community Collaboration and Partnership	3	0	3
		3. Public Communication	Public Communication Skills	6	3	3
Total		9	24	105	42	63

Training Need Analysis for Advanced Officers (P2)

Role 1: Regulator

Sl. No.	Competencies	Behaviour Indicators	Current Performance Competent/Not competent	Likely reason for performance gap	Method of intervention	Learning Objective
1	Knowledge and Understanding of Immigration Policies, Laws, Regulations and Operating Procedures	Demonstrates deep understanding of Immigration policies, Laws, Regulations and Operating Procedures, and is able to clearly explain the rationale behind them	Not Competent	1. Lack of institutional memory due to weak documentation. 2. Lack of platform for sharing understanding of the policies, laws, rules and regulations, and operating procedure.	1. Training on documentation. 2. Study visits to learn about best practices in documentation. 3. Conference/seminar to promote common understanding of policies, laws, rules and regulations.	Advanced level officer will be able to understand Immigration policies, laws, regulations and operating procedures and explain the rationale behind them.
2		Always identifies and applies correct provision(s) of the Immigration laws, rules and regulations, and operating procedures, and guide staff to do the same.	Competent	NA	NA	NA
3		Executes functions efficiently and effectively in line with immigration laws, rules and regulations, and operating procedures. Always provides support to staff.	Competent	NA	NA	NA

4	Vigilance and Situational Awareness	Observes and detects unusual behaviours and takes appropriate actions quickly. Guides staff to take appropriate actions.	Not Competent	<ul style="list-style-type: none"> 1. Lack of skill and knowledge in people profiling. 2. Lack of opportunity to learn from each other 3. Lack of coaching skills. 	<ul style="list-style-type: none"> 1. Training on people profiling. 2. Peer networking. 3. Experience sharing workshop. 4. Coaching. 	Advanced level officers will be able to profile people to support the detection of undesirable elements.
5		Proactively institutes mechanism(s) to support the verification of identity, document and intent of a person seeking entry into the country. Always intercepts and prevents the entry of undesirable elements.	Competent	NA	NA	NA
6		Diligently administers every aspect of duty to safeguard security and safety.	Competent	NA	NA	NA
7		Inspires public confidence in the organization through good vigilance and timely intervention in performing duty.	Competent	NA	NA	NA

8	Accountability and Transparency	Always uses immigration systems accurately and responsibly to ensure proper recording of functions executed	Competent	NA	NA	NA
9		Always carries out work in strict compliance with Civil Service Code of Conduct, and operating procedures. Coaches others to do the same by instilling a sense of accountability.	Competent	NA	NA	NA
10		Proactively ensures regular immigration systems audit to ensure check and balance.	Not Competent	1. Lack skill and knowledge in check and balance mechanism.	1. Training on check and balance mechanisms. 2. Institute periodic immigration system audit.	Advanced level officers will be able to ensure check and balance.
11		Takes responsibility for own mistakes and those of the team and acknowledges limitations. Seeks feedback and accepts constructive criticism. Identifies and implements systemic remedies.	Competent	NA	NA	NA

12	Personal Integrity	Always discharges duties in a respectful, fair and impartial manner in line with laws, rules and regulations, and operating procedures.	Competent	NA	NA	NA
13		Identifies conflict of interest situations and takes prompt actions to avoid and prevent ethical dilemmas.	Competent	NA	NA	NA
14		Takes personal responsibility for own work, including problems and issues.	Competent	NA	NA	NA
15		Anticipates and prevents breaches in confidentiality and/or security of work information.	Competent	NA	NA	NA
16	Innovation	Systematically identifies opportunities to influence the future direction of the organization to achieve goals.	Not Competent	<p>1. Inadequate knowledge and skill to conduct SWOT analysis for the agency.</p> <p>2. Due to shortage of manpower, inadequate time and effort is allocated to identify</p>	<p>1. Workshop/seminars on carrying out SWOT analysis.</p> <p>2. Review job responsibility and delegate functions wherever possible.</p>	Advanced level officers will be able to systematically compile opportunities to support achievement of organization's goals.

			opportunities to achieve organization goals.		
17	Constantly works to produce innovative solution(s) to address current and foreseeable future challenges.	Not Competent	<p>1. Due to shortage of manpower, inadequate time and effort is allocated to work on innovative ideas.</p> <p>2. Lack of platform to design and share prototypes.</p> <p>3. Lack of knowledge on innovative solutions that are used in the domain area.</p>	<p>1. Review job responsibility and delegate functions wherever possible.</p> <p>2. Design thinking workshops.</p> <p>3. Institutional visits learn about innovative solution being used in similar agencies.</p>	Advanced level officers will be able to design innovative solutions to address challenges using design thinking approach.
18	Is highly successful at working cooperatively with others to produce innovative solutions.	Not Competent	<p>1. Inadequate opportunity to work as a team.</p> <p>2. Lack of platform to design and share prototypes.</p>	<p>1. Team building exercises</p> <p>2. Design thinking workshops.</p>	Advanced level officers will be able to build team spirit to produce innovative practical solutions.
19	Understands the importance of leveraging technology and encourages its use to improve existing systems and practices.	Competent	NA	NA	NA

20		Works to promote organizational culture to encourage staff to come up with innovative, practical and cost-effective solutions.	Not Competent	<p>1. Lack of knowledge and skills in building organizational culture.</p> <p>2. Inadequate time and human resource.</p>	<p>1. Training on building organizational culture.</p> <p>2. Coaching workshops.</p>	Advanced level officers will be able to build organizational culture to design practical and cost-effective innovation.
21		Aligns current work practices to meet the long-term goals of the organization.	Competent	NA	NA	NA
22	Future Orientation	Understands the organizations current and possible future strengths, weaknesses, opportunities and threats, and makes recommendations to prepare the organization for the future.	Not Competent	<p>1. Inadequate knowledge and skill to conduct SWOT analysis for the agency.</p> <p>2. Due to shortage of manpower, inadequate time and effort is allocated to perform SWOT analysis to make recommendations.</p> <p>3. Lack of skill to submit recommendation to management in a concise, clear manner.</p>	<p>1. Workshop/seminars on carrying out SWOT analysis.</p> <p>2. Review job responsibility and delegate functions wherever possible.</p> <p>3. Workshops/seminars on preparing briefing reports.</p>	Advanced level officers will be able to submit to the management succinct briefs with evidence based recommendations to prepare the organization to remain ready for possible change in work environment.

23		Seeks out and analyzes information on domestic and global trends to anticipate changes that may occur in the domain, and their impact on the country's immigration laws and practices.	Not Competent	<ul style="list-style-type: none"> 1. Inadequate working hours allocated to the task. 2. Lack of access to information 3. Lack of research skill. 	<ul style="list-style-type: none"> 1. Setting up personal goals to consciously allocate time to maintain awareness on domestic and international trends. 2. Organization must provide improved access to information such as reports, newspapers etc. 3. Training in research skills. 	Advanced level officers will be able to remain abreast of domestic and global trends by maintaining up to date awareness on domestic and global issues.
24		Helps staff to have a clear understanding of the changes taking place and prepares them for the changes.	Not Competent	<ul style="list-style-type: none"> 1. Lack of knowledge and skills in managing change. 2. Lack of coaching skills. 	<ul style="list-style-type: none"> 1. Training on managing change. 2. Coaching. 	Advanced level officers will be able to manage changes and guide staff to have a clear understanding of the changes taking place and prepares for the changes.
25	Research & Development	Always gathers data from the immigration system, analyzes it and submits it with recommendations to support enforcement of law, rules and regulations.	Not Competent	<ul style="list-style-type: none"> 1. Lack of access to immigration data. 2. Lack of knowledge and skill to conduct research, 3. Lack of research culture in the organization. 	<ul style="list-style-type: none"> 1. Make data from the Immigration system available on a need to know basis. 2. Training in research skills. 3. Organization must start research culture. 	Advanced level officers will be able to come up with evidence based recommendations to support enforcement of law, rules and regulations.

26		Proactively gathers data from reliable sources, triangulates it and submits it with suggestions to support policy and decision making.	Not Competent	<ol style="list-style-type: none"> 1. Absence of established research culture in the organization. 2. Lack of research skills. 	<ol style="list-style-type: none"> 1. Organization must start research culture. 2. Training in research skills 3. Peer groups to learn from each other. 	Advanced level officers will be able to come up with evidence based recommendations to support policy, decision making.
27		Initiates comparative studies on the work bearings and uses it for resource allocation.	Not Competent	<ol style="list-style-type: none"> 1. Lack of knowledge and skill to conduct comparative studies. 2. Due to shortage of manpower, inadequate time and effort allocated for research. 	<ol style="list-style-type: none"> 1. Training on research skills. 2. Review job responsibility and delegate functions wherever possible. 3. Mentoring. 	Advanced level officers will be able to undertake comparative studies and use it for resource allocation.
28	Vetting and Screening Skills	Demonstrates in-depth understanding of the security features of the identity and travel documents to facilitate legitimate and lawful movement of people.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on international identity and travel documents. 2. Lack of knowledge and skill to authenticate identity/travel document. 3. Lack of opportunities to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with leading agencies in the field of identity document. 2. Study visits. 3. Experience sharing workshops. 	Advanced level officers will be able to compile comprehensive intranet database of the identity and travel documents.

29	Always examines the identity, document and intent of applicants to intercept the entry and prevent the stay of undesirable elements in the country.	Competent	NA	NA	NA
30	Demonstrates sound profiling ability by efficiently and effectively apprehending, detaining and deporting undesirable elements.	Not Competent	1. Lack of knowledge and skills in people profiling. 2. Lack of opportunity to learn from each other.	1. Training on people profiling. 2. Experience sharing workshop.	Advanced level officers will be able to build sound profile of the undesirable elements to efficiently and effectively apprehend, detain and deport them.
31	Always establishes the credibility of information by validating it through various sources to determine the intent of the application.	Not Competent	1. Lack of knowledge on information validation. 2. Inadequate networking skills to get information from other sources.	1. Training on methods of information validation. 2. Training on networking skills.	Advanced level officers will be able to validate the credibility of information of various sources to determine the intention of the application.
32	Always ensures due diligence is exercised in line with the law, rules, regulations and operating procedures to safeguard security.	Competent	NA	NA	NA

33	Investigation Skills	Proactively authenticates and documents information received from various sources and decides course of action.	Not Competent	<ol style="list-style-type: none"> 1. Lack of knowledge on information validation. 2. Inadequate judgement and decision making knowledge and skills. 	<ol style="list-style-type: none"> 1. Training on methods of information validation. 2. Trainings to enhance judgement and decision-making. 	Advanced level officers will be able to authenticate and document the information received from various sources to decide the course of action.
34		Proactively builds credible networks to gather surveillance information to support investigation.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate networking skills. 2. Lack of skills in gathering intelligence/surveillance. 	<ol style="list-style-type: none"> 1. Peer networking 2. Training on networking skills. 3. Training on surveillance 	Advanced level officers will be able to develop extensive networks to compile credible surveillance information to support investigation.
35		Uses suitable interviewing techniques consistent with prevailing policy and procedures to conduct interviews to extract factual admissible statements to determine course of action.	Not Competent	<ol style="list-style-type: none"> 1. Lack of knowledge and skill in conducting interview. 2. Lack of knowledge and skill in conducting interrogation. 3. Lack of knowledge on national and international procedures to conduct interview/interrogation. 	<ol style="list-style-type: none"> 1. Training on interview technique. 2. Training on interrogation techniques 3. Exposure visits to understand national and international procedures. 	Advanced level officers will be able to decide the most suitable technique to use while interviewing/interrogating a person which does not breach the right of the person being interviewed/interrogated.

36	Maintains the confidentiality of information gathered during the investigation to protect the sanctity of the case.	Competent	NA	NA	NA
37	Critically analyzes verbal and non-verbal cues correctly to support investigation.	Not Competent	<p>1. Inadequate knowledge and skill to decode body language.</p> <p>2. Inadequate knowledge and skill in analysing verbal cues.</p> <p>2. Inadequate platform to learn from each other.</p>	<p>1. Training in decoding body languages.</p> <p>2. Training in analysis of verbal cues.</p> <p>3. Computer assisted instruction such as case studies.</p> <p>3. Experience sharing workshop.</p>	Advanced level officers will be able to gauge the intent of a person by critically analysing verbal and non-verbal cues even during a stressful condition.
38	Co-leads to co-ordinate and conduct complex investigation, ensuring the movement, return, disposal or retention of physical evidence is carried out according to prevailing legislation and guidelines.	Not Competent	<p>1. Inadequate knowledge on documentation, storage or disposal of confidential information.</p> <p>2. Inadequate opportunity due to stretch assignment.</p>	<p>1. Training on gathering/handling/storage/disposal of sensitive information/ evidences.</p> <p>2. Formulate protocols on gathering/handling/storage/ disposal of sensitive information/ evidences.</p> <p>3. Job rotation.</p>	Advanced level officers will be able to organize the movement, return, disposal or retention of physical evidence in line with set protocol.

39	Fraud Detection	Demonstrates in-depth understanding of the key security features of identity/travel documents to ascertain the authenticity of the document.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on international identity and travel document. 2. Lack of knowledge and skill to detect fraudulent document 3. Lack of opportunities to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with leading agencies in the field of identity document. 2. Study visits to learn from similar agencies. 3. Training of primary fraudulent document detection. 4. Experience sharing workshops. 	Advanced level officers will be able to establish the authenticity of an identity/travel document by assessing its key security features.
40		Correctly identifies elements of identity/travel documents that are commonly tampered or created fraudulently.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on most commonly tampered element of identity and travel document. 2. Inadequate knowledge and skill to on fraudulent document detection. 3. Lack of opportunities to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with similar agencies internationally. 2. Study visits. 3. Training on primary fraudulent document detection. 4. Experience sharing programs. 	Advanced level officers will be able to correctly identify elements of identity/travel documents that are commonly tampered or created fraudulently.

41		Always demonstrates sound examination skills to validate authenticity of document.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate document examination knowledge and skills. 2. Inadequate opportunity to learn from each other. 	<ol style="list-style-type: none"> 1. Training on forensic document examination. 2. Experience sharing programs. 	Advanced level officers will be able to establish the authenticity of documents by using internationally acceptable document examination procedure.
42		Effectively and efficiently uses technological resources to verify identity/travel document.	Not Competent	<ol style="list-style-type: none"> 1. Lack of technologies to support authentication of identity/travel document. 2. Limited time at front line to use some equipment for document authentication. 	<ol style="list-style-type: none"> 1. Organization need technological equipment to support document authentication. 2. Explore the possibility of secondary check setup. 	Advanced level officers will be able to conduct secondary check to verify the identity/travel document through effective and efficient use of technological resources available.
43		Always keeps abreast of changing patterns in security features to detect fraudulent documents.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete and up to date information on international identity and travel document. 2. Due to shortage of manpower, inadequate time and effort allocated to keep knowledge updated. 	<ol style="list-style-type: none"> 1. Institutional linkages with similar agencies internationally. 2. Study visits. 3. Experience sharing programs. 4. Review job responsibility and delegate functions wherever possible. 	Advanced level officers will be able to develop upto date knowledge on fraudulent document.

44		Proactively develops and helps to implement programs to sensitize staff on efficient and effective methods of fraudulent document detection.	Not Competent	<p>1. Inadequate knowledge and skills on fraudulent document detection.</p> <p>2. Lack of knowledge and skill to design sensitization programs.</p>	<p>1. Institutional linkages with similar agencies internationally.</p> <p>2. Action learning to design sensitization program.</p> <p>3. Compulsory documentation of learning after training program.</p> <p>4. Training of developing modules i.e. e-learning</p>	Advanced level officers will be able to create awareness on methods of detecting fraudulent document among the staff..
45	Problem Solving	Patiently hears out the submissions of the other party while assertively enforcing law, rules and regulations, and operating procedures and serving with authority.	Competent	NA	NA	NA
46		Proactively asks questions, in a respectful manner to clarify doubts and to gather pertinent factual information.	Competent	NA	NA	NA
47		Always validates the accuracy of the information by checking multiple sources.	Not Competent	1. Lack of knowledge on information validation.	1. Training on methods of information validation.	Advanced level officers will be able to validate the accuracy of information by checking multiple sources

					and through various validation methods.	
48		Always comes up with appropriate solutions to resolve the problem.	Not Competent	1. Lack of knowledge on problem solving	1. Training on problem solving 2. Peer networking	Advanced level officers will be able to resolve the problem through appropriate solutions.
49		Carefully assesses and prioritizes the actions to solve the problem.	Not Competent	1. Lack of knowledge on problem solving	1. Training on problem solving 2. Peer networking	Advanced level officers will be able to assess and prioritize the actions to solve the problem.
50	Emotional Resilience	Prepares mentally for negative scenarios and responds calmly to stressful situations most of the time.	Not Competent	1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 3. Lack of support system.	1. Training of stress management, Emotional resilience, and Emotional intelligence. 2. Peer support group	Advanced level officers will be able to respond calmly to stressful situation by mentally preparing for negative scenarios.

51		Is always able to deal with difficult situations while maintaining work performance; helps others to manage difficult situations.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 	<ol style="list-style-type: none"> 1. Training of stress management, Emotional resilience, and Emotional intelligence. 2. Peer support group. 	Advanced level officers will be able to manage and deal with difficult situations without hampering work performance.
52		Proactively seeks support from others when necessary to deal with difficult situations and disengages emotionally from unpleasant encounters to move on after each episode.	Competent	NA	NA	NA
53		Uses coping strategies to manage stress for the longer term including reminding self and others of the bigger meaning of work.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 3. Lack of support system. 	<ol style="list-style-type: none"> 1. Support group 2. Retreat 3. Training of stress management, Emotional resilience, and Emotional intelligence. 4. set up recreational facility in the office premises. 	Advanced level officers will be able to come up with strategies to manage stress for self and others for a longer term.

Role 2: Service provider

SI No.	Competencies	Behavioural Indicator	Current Performance (Competent/Not competent)	Likely reason for performance gap	Method of intervention	Learning objective
1	Adaptability	Always remains open to new ideas and challenges, and frequently comes up with recommendations to adapt existing procedures and processes to improve service delivery.	Competent	NA	NA	NA
2		Anticipates possible problems and helps to develop contingency plans in advance by identifying what needs to be done before being asked or until the situation requires it.	Not Competent	<p>1. Inadequate knowledge and skill to design contingency plan.</p> <p>2. Due to shortage of manpower, inadequate time and effort is allocated to come up with contingency plans.</p>	<p>1. Action learning workshop to develop contingency plans for anticipated problems.</p> <p>2. Review job responsibility and delegate functions wherever possible.</p>	Advanced level officers will be able to develop contingency plans by identifying what needs to be done for anticipated possible problems.

3		Anticipates the possible consequences of changes in situations on existing service policy and designs and plans accordingly.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate critical and analytical skills. 2. Limited skills in managing change. 	<ol style="list-style-type: none"> 1. Training on critical analysis, analytical analysis. 2. Training in managing change. 	Advanced level officers will be able to plan and manage changes for anticipated changes in situation on existing service policy and designs.
4		Always stays abreast of cutting-edge technology in his/her technical area; helps to adopt best practices to improve service policy and design.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete, timely and upto date information on cutting edge technology used in domain area. 2. Inadequate opportunity to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with similar agencies internationally. 2. Study visits. 3. Experience sharing programs. 	Advanced level officers will be able to adopt the best practices to improve service policy and design by staying abreast of cutting-edge technology.
5		Helps develops solutions to new or highly complex problems that cannot be solved using existing methods or approaches and provides advice or solutions in his/her technical area.	Not Competent	<ol style="list-style-type: none"> 1. Due to shortage of manpower, inadequate time and effort is allocated to work on developing solutions. 2. Lack of platform to design and share prototypes. 	<ol style="list-style-type: none"> 1. Review job responsibility and delegate functions wherever possible. 2. Design thinking workshops. 3. Action learning 	Advanced level officers will be able to come up with appropriate solutions to new or highly complex problems that cannot be solved using existing methods or approaches.

6	Service Quality Management	Proactively ensures the service area, facilities, equipment and materials used by the office are conducive to quality service delivery.	Competent	NA	NA	NA
7		Always portrays a professional image, through proper personal grooming, mannerisms and actions.	Competent	NA	NA	NA
8		Sets and always complies with service standards and procedures to ensure consistent quality service delivery.	Competent	NA	NA	NA
9		Proactively reviews service policies, service and governance across the agency and proposes changes where necessary.	Not Competent	1. Due to shortage of manpower, inadequate time and effort is allocated for review	1. Review job responsibility and delegate functions wherever possible	Advanced level officers will be able to propose changes necessary by reviewing current service policies.
10		Seeks feedback on service delivery process and manages it to improve performance standards.	Not Competent	1. Inadequate feedback system. 2. Inadequate priority accorded to professional and personal growth.	1. Institute feedback system on service process. 2. Mentoring program. 3. Training in professional and personal growth.	Advanced level officers will be able to manage feedback on service delivery process to improve performance standards.

11	Customer care	Consciously engages with clients in a courteous manner to generate and promote goodwill.	Competent	NA	NA	NA
12		Works on improving client experience through various initiatives, including end-to-end client experience across services and channels.	Not Competent	1. Due to shortage of manpower, inadequate time and effort is allocated for improving client experience. 2. Inadequate knowledge and skills in customer care.	1. Review job responsibility and delegate functions wherever possible 2. Training on customer care	Advanced level officers will be able to take initiative to improve client experience through end-to-end client experience across services and channels.
13		Efficiently, effectively and courteously solves even the most difficult client problem while still enforcing the immigration law, rules, regulations and operating procedures.	Competent	NA	NA	NA
14		Ensures employees have the necessary knowledge to respond to customers questions.	Competent	NA	NA	NA

15	Communication Skills	Speaks in an extremely clear manner and is very easily understood.	Not Competent	1. Lack of knowledge and skills in effective communication	1. Training on effective communication. 2. Peer groups to practice communication with.	Advanced level officers will be able to speak clearly and effectively that can be easily understood by the target audience.
16		Most of the time summarizes or paraphrases his/her understanding of what others have said to accurately clarify and confirm understanding to prevent miscommunication from occurring.	Competent	NA	NA	NA
17		Expresses ideas in a very clear, concise, and effective manner both orally and in written communication.	Competent	NA	NA	NA
18		Proactively keeps supervisors informed on regular basis about progress and problems through the use of appropriate means of communication.	Competent	NA	NA	NA

19	Managing Performance	Always coaches staff and supports them in their efforts to achieve their goals.	Not Competent	1. Lack of knowledge and skills in coaching	1. Coaching.	Advance level officers will be able to coach staff and supports them in their efforts to achieve their goals.
20		Regularly walks around, to see how staff are doing and uses skilful questioning to hear about any problems they are encountering.	Competent	NA	NA	NA
21		Proactively tracks the work performance of staff through formal/informal methods and supports them by motivating and giving them feedback to improve their performance.	Competent	NA	NA	NA
22		Constantly works with staff to set specific and measurable performance standards. Provides constructive feedback to staff to help achieve the performance standards.	Not Competent	1. Inadequate knowledge and skills in managing performance.	1. Training on managing performance.	Advanced level officers will be able to set specific and measurable performance standards and provide constructive feedback to staff to achieve their performance standards.

23	Stakeholder Collaboration and Partnership	Proactively develops networks with external agencies and partners whose assistance, cooperation and support are necessary to deliver the service effectively.	Competent	NA	NA	NA
24		Proactively stays connected with relevant stakeholders, including other local government agencies and institutions whose assistance, cooperation and support are necessary to deliver the service effectively.	Not Competent	1. Limited Platform to engage with stakeholder	1. Peer networking 2. Annual stakeholder meetings	Advanced level officers will be able to stay connected with relevant stakeholders whose assistance, cooperation and support are necessary to deliver the service effectively.
25		Shows interest in what others have to say; proactively seeks their perspectives and ideas.	Competent	NA	NA	NA
26		Proactively seeks out other external agencies who can provide any other forms of support, to build wide and effective network.	Not Competent	1. Inadequate knowledge in stakeholder identification and engagement.	1. Training in stakeholder identification and engagement. 2. peer networking.	Advanced level officers will be able to build wide and effective network with other external agencies who provide any other forms of support.
27		Recognizes conflict situations most of the time and manages them to preserve and enhance working relationship.	Not Competent	1. Lack of skill to manage conflict 2. Turf protection, territorial	1. Conflict management training 2. Stakeholder retreat	Advanced level officers will be able to recognize conflict situations and manage them to preserve and enhance working relationship.

28	Negotiation Skills	Always identifies main negotiating points of a given issue and engages in interactive dialogue.	Not Competent	1. Inadequate of knowledge and skills in negotiation. 2. Lack of interpersonal skills	1. Training on Negotiation skills 2. Training on Interpersonal skills 3. E-learning, Case studies	Advanced level officers will be able to identify the main negotiation points of a given issue to engage in an interactive dialogue.
29		Always listens to differing points of view and promotes mutual understanding.	Competent	NA	NA	NA
30		Presents arguments that address most of the concern and issues of others to efficiently and effectively persuade them to arrive at a common ground.	Not Competent	1. Inadequate knowledge and skills to persuade others	1. Training on persuasive skills. 2. Peer groups to practice with.	Advanced level officers will be able to efficiently and effectively persuade others to reach to a common ground of an arguments to address most of the concern and issues.
31		Most of the time displays the ability and the willingness to work towards a win-win outcome.	Not Competent	1. Inadequate knowledge and skills to negotiate for win-win outcome	1. Training on Negotiation skills	Advanced level officers will be able to display the ability and willingness to work towards a win-win outcome.

32	Conflict Management	Almost always recognizes the potential for conflicts, confrontation and disagreement.	Not Competent	1. Inadequate knowledge and skills to recognize conflict. 2. Inadequate knowledge and skills on conflict strategies.	1. Training on conflict management. 2. Mentoring program.	Advanced level officers will be able to recognize the potential for conflicts, confrontation and disagreement.
33		Always views opposing parties as equal partners in terms of their right to express their own viewpoints.	Competent	NA	NA	NA
34		Always acts calmly and rationally in conflict situations.	Competent	NA	NA	NA
35		Patiently listens and acknowledges others viewpoints.	Competent	NA	NA	NA
36		Demonstrates a willingness to see things from the others point of view.	Competent	NA	NA	NA

Role 3: Advocate

SI No.	Competencies	Behavioural Indicator	Current Performance (Competent/Not competent)	Likely reason for performance gap	Method of intervention	Learning objective
1	Advocacy Design and Methods	Generally identifies and clearly presents specific information or data in such a way that it will have a strong effect on others.	Not Competent	1. Lack of persuasive skills 2. Lack of skills to build convincing case	1. Training on case building, communication skills both oral and written. 2. Peer groups to practice with.	Advanced level officer will be able to identify specific information or data that will have strong effect on others through case building.
2		Develops programs/resources to raise public awareness on prevailing laws, rules and regulations and processes.	Not Competent	1. Lack of skills to design advocacy materials	1. Training on designing advocacy programs including multimedia	Advanced level officers will be able to design and develop advocacy programs to raise public awareness on prevailing laws, rules and regulations and processes.

3	Training	Mostly profiles the different target group accurately and tailors communication based on demographics to explain laws, rules and regulations.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate skills in demographic profiling. 2. Lack of skills on advocacy design and methods. 	<ol style="list-style-type: none"> 1. Training in demographic profiling. Training on designing advocacy programs including multimedia 	Advanced level officers will be able to identify different target groups of audience and tailor communication method to explain laws, rules and regulations.
4		Educates the community on the rationale behind laws, rules and regulations most of the time to enable change in behaviour.	Not Competent	<ol style="list-style-type: none"> 1. Due to shortage of manpower, inadequate time and effort is allocated to this task. 	<ol style="list-style-type: none"> 1. Review job responsibility and delegate functions wherever possible 	Advanced level officers will be able to educate the community on rationale behind laws, rules and regulations to enable change in behaviour.
5		Always identifies critical knowledge needs and issues to support advocacy.	Not Competent	<ol style="list-style-type: none"> 1. Lack of knowledge and skill to performs critical knowledge need analysis. 2. Inadequate expectation set to perform this task. 	<ol style="list-style-type: none"> 1. Training on conducting critical knowledge need analysis. 2. Mentoring program. 	Advanced level officers will be able to identify critical knowledge needs and issues to support the advocacy program.
6		Proactively generates knowledge and shares with colleagues and the community.	Not Competent	<ol style="list-style-type: none"> 1. Lack of knowledge and skill to performs critical knowledge need analysis. 2. Inadequate expectation set to perform this task. 	<ol style="list-style-type: none"> 1. Training on conducting critical knowledge need analysis. 2. Mentoring program. 	Advanced level officers will be able to generate knowledge to share with colleagues and the community.

7		Demonstrates strong knowledge of national and international immigration rules and regulations so as to be able to advocate effectively	Not Competent	1. Lack of knowledge on international immigration rules and regulations.	1. Intuitional linkages with similar agencies internationally. 2. Study visits.	Advanced level officers will be able to keep abreast of the national and international immigration rules and regulations to be able to advocate effectively to the targeted audience group.
8	Community Collaboration and Partnership	Proactively comes up with plans to build network with the identified communities to create close and strong relationships with, to support advocacy.	Not Competent	1. Inadequate knowledge and skills in networking.	1. Training in networking skills 2. Training in relationship building. 3. Peer networking.	Advanced level officers will be able to build close and strong network and relationships with identified communities to support advocacy.
9		Effectively collaborates with community to enhance knowledge on immigration laws, rules and regulation, and service standards.	Not Competent	1. Lack of knowledge and skills in community engagement.	1. Training on community engagement, art of persuasion. 2. Peer networking.	Advanced level officers will be able to persuade and engage community to enhance their knowledge on immigration laws, rules and regulations, and service standards.

10		Proactively creates partnership with stakeholders to align goals to contribute to national objectives.	Not Competent	1. Limited knowledge in stakeholder identification and engagement. 2. Limited Platform to engage with stakeholders	1. Peer networking 2. Annual Stakeholder meetings.	Advanced level officers will be able to create partnership with stakeholders to align goals to contribute to national objectives.
11	Public Communication Skills	Always communicates clearly and concisely, in a manner appropriate to the intended audience.	Not Competent	1. Lack of effective communication skills.	1. Training on effective communication skills. 2. Peer groups to practice with.	Advanced level officers will be able to communicate clearly and effectively to intended group of target audience.
12		Always listens to understand, and seeks input from others and clarification where necessary.	Competent	NA	NA	NA
13		Always uses plain language when communicating, regardless of medium or audience.	Competent	NA	NA	NA
14		Always uses non-discriminatory language while dealing with others.	Competent	NA	NA	NA

15		Understands and independently makes use of appropriate communication technologies to promote effective and efficient communication.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge on methods of communication. 2. Inadequate skills in effective communication. 	<ol style="list-style-type: none"> 1. Training on effective communication. 2. Mentoring program. 	Advanced level officers will be able to independently use appropriate communication technologies to promote effective and efficient communication.
16		Always communicates in an influential manner and in a very persuasive manner.	Not Competent	1. Lack of communication skills.	<ol style="list-style-type: none"> 1. Training on effective communication. 2. Mentoring program. 3. Peer groups to practice with. 	Advanced level officers will be able to use appropriate communication skills to influence and persuade the targeted group of audience.

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

SI no.	Role	Competency area	Competency	No. of BIs	Competent	Not Competent
1	Regulator	1. Domain Expertise and Professional Ethics.	Knowledge and Understanding of Immigration Policies, Laws, Regulations and Operating Procedures	3	2	1
			Vigilance and Situational Awareness	4	4	0
			Accountability and Transparency	4	4	0
			Personal Integrity	4	4	0
		2. Strategic Vision	Innovation	5	2	3
			Future Orientation	4	2	2
			Research & Development	3	1	2
		3. Enforcement Delivery and Operations	Vetting and Screening Skills	5	4	1
			Investigation Skills	6	2	4
			Fraud Detection	6	1	5
			Problem Solving	5	5	0
			Emotional Resilience	4	0	4
2	Service Provider	1. Service Policy and Design	Adaptability	5	2	3
			Service Quality Management	5	5	0
		2. Service Delivery and Operations	Customer care	4	2	2
			Communication Skills	4	4	0
			Managing Performance	4	4	0
		3. Stakeholder Engagement	Stakeholder Collaboration and Partnership	5	2	3
			Negotiation Skills	4	2	2
			Conflict Management	5	4	1
3	Advocate	1. Advocacy Policy & Design	Advocacy Design and Methods	4	0	4
			Training	3	3	0
		2. Community Engagement	Community Collaboration and Partnership	3	1	2
		3. Public Communication	Public Communication Skills	6	6	0
	Total	9	24	105	66	39

Training Need Analysis for Expert Officers (P1)

Role 1: Regulator

Sl. No.	Competencies	Behavioural Indicator	Current Performance (Competent/Not competent)	Likely reason for performance gap	Method of intervention	Learning objective
1	Knowledge and Understanding of Immigration Policies, Laws, Regulations and Operating Procedures	Demonstrates expert understanding of Immigration policies, Laws, Regulations and Operating Procedures. Has wide knowledge of Immigration laws and best practices in other countries and leads in review of prevailing domestic Immigration practices.	Not Competent	1. Lack of in-depth knowledge on international immigration laws and best practices. 2. Lack of access to accurate and complete information on international immigration laws and best practices.	1. Training on research methods and analysis. 2. Exposure visits to learn international best practices. 3. Institutional linkages with similar agencies internationally.	Expert level officer will be able to compare domestic Immigration policies, laws, regulations and operating procedures with international standards and best practices to support designing of effective domestic Immigration practices.
2		Always identifies and applies correct provision(s) of the Immigration laws, rules and regulations, and operating procedures, and constantly guides staff to do the same.	Competent	NA	NA	NA
3		Ensures that staff are executing their functions efficiently and effectively in line with immigration laws, rules and regulations, and operating procedures.	Competent	NA	NA	NA

		Always provides support to staff.				
4	Vigilance and Situational Awareness	Observes and detects unusual behaviours and takes appropriate actions quickly. Always guides staff to take appropriate actions.	Competent	NA	NA	NA
5		Leads the institutionalization of mechanism(s) to support the verification of identity, document and intent of a person seeking entry into the country. Always intercepts and prevents the entry of undesirable elements.	Competent	NA	NA	NA
6		Diligently administers every aspect of duty to safeguard security and safety.	Competent	NA	NA	NA
7		Inspires public confidence in the organization through good vigilance and timely intervention in performing duty.	Competent	NA	NA	NA

8	Accountability and Transparency	Always uses immigration systems accurately and responsibly to ensure proper recording of functions executed.	Competent	NA	NA	NA
9		Always carries out work in strict compliance with Civil Service Code of Conduct, and operating procedures .Effectively coaches others to do the same by instilling a sense of accountability.	Competent	NA	NA	NA
10		Champions the need and importance of check and balance mechanism(s) in the organization. Proactively ensures regular immigration systems audit.	Competent	NA	NA	NA
11		Takes responsibility for own mistakes and those of the team. Acknowledges limitations, proactively seeks feedback and accepts constructive criticism. Leads identification and implementation of systemic remedies.	Competent	NA	NA	NA

12	Personal Integrity	Always discharges duties in a respectful, fair and impartial manner in line with laws, rules and regulations, and operating procedures.	Competent	NA	NA	NA
13		Identifies conflict of interest situations and takes prompt actions to avoid and prevent ethical dilemmas.	Competent	NA	NA	NA
14		Takes personal responsibility for own work, including problems and issues.	Competent	NA	NA	NA
15		Anticipates and prevents breaches in confidentiality and/or security of work information.	Competent	NA	NA	NA
16	Innovation	Systematically identifies opportunities to influence the future direction of the organization to achieve goals. Effectively coaches others to recognize such opportunities.	Not Competent	<p>1. Inadequate knowledge and skill to conduct SWOT analysis for the agency.</p> <p>2. Due to shortage of manpower, inadequate time and effort is allocated to identify opportunities to achieve organization goals.</p> <p>3. Lack of coaching skills</p>	<p>1. Workshop/seminars on carrying out SWOT analysis.</p> <p>2. Review job responsibility and delegate functions wherever possible.</p> <p>3. Workshop on coaching skills.</p>	Expert level officers will be able to systematically compile opportunities to support achievement of organization's goals.

17	Frequently proposes innovative approaches to do things that effectively to addresses current and foreseeable future challenges.	Not Competent	<p>1. Due to shortage of manpower, inadequate time and effort is allocated to work on innovative ideas.</p> <p>2. Lack of knowledge, skill and platform to design and share prototypes.</p>	<p>1. Review job responsibility and delegate functions wherever possible.</p> <p>2. Design thinking workshops.</p>	Expert level officers will be able to design innovative solutions to address challenges using design thinking approach.
18	Is highly successful at working cooperatively with others to produce innovative solutions. Constantly encourages others to work as a team.	Not Competent	<p>1. Due to shortage of manpower, inadequate time and effort is allocated to work on innovative ideas.</p> <p>2. Lack of platform to design and share prototypes.</p>	<p>1. Review job responsibility and delegate functions wherever possible.</p> <p>2. Design thinking workshop.</p> <p>3. Team building exercises.</p> <p>4. Coaching</p>	Expert level officers will be able to coach his/her team to work cooperatively to produce innovative practical solutions.
19	Leverages technology to improve existing systems and practices, and proactively advocates its use.	Competent	NA	NA	NA
20	Proactively works to build an organizational culture to encourage staff to come up with innovative,	Competent	NA	NA	NA

		practical and cost-effective solutions.				
21	Future Orientation	Systematically plans and aligns current work practices to meet the long-term goals of the organization.	Competent	NA	NA	NA
22		Understands the organization's current and possible future strengths, weaknesses, opportunities and threats, and makes strategic recommendations to prepare the organization for the future.	Not Competent	<p>1. Inadequate knowledge and skill to conduct SWOT analysis for the agency.</p> <p>2. Due to shortage of manpower, inadequate time and effort is allocated to perform SWOT analysis to make strategic recommendations.</p> <p>3. Lack of skill to prepare briefing reports to make recommendation to top management.</p>	<p>1. Workshop/seminars on carrying out SWOT analysis.</p> <p>2. Review job responsibility and delegate functions wherever possible.</p> <p>3. Workshops/seminars on preparing briefing reports.</p>	Expert level officers will be able to submit to the management succinct briefs with evidence based recommendations to prepare the organization to remain ready for possible change in work environment.

23		Always seeks out and analyzes information on domestic and global trends to anticipate changes that may occur in the domain, and their impact on the country immigration laws and practices.	Not Competent	1. Inadequate priority accord to perform task. 2. Lack of research skill.	1. Setting up personal goals to consciously allocate time to maintain awareness on domestic and international trends. 2. Training in research skills.	Expert level officers will be able to remain abreast of domestic and global trends by maintaining up to date awareness on domestic and global issues.
24		Anticipates key stakeholders, including staff, response to changes in the domain area and comes up with action plans to prepare them for the change.	Competent	NA	NA	NA
25	Research & Development	Always gathers data from the immigration system and analyzes and uses it to support enforcement of law, rules and regulations.	Competent	NA	NA	NA
26		Proactively analyses data gathered and recommends strategies to support policy and decision making.	Not Competent	1. Lack of research culture in the organization. 2. Lack of research knowledge and skills.	1. Start research culture in the organization. 2. Training to build research knowledge and skills 3. Peer networking.	Expert level officers will be able to come up with evidence based recommendations to support policy, decision making.

27		Proactively initiates comparative studies on the work bearings and uses it for resource allocation.	Not Competent	<ol style="list-style-type: none"> 1. Lack of knowledge and skill to conduct comparative studies. 2. Due to shortage of manpower, inadequate time and effort allocated for research. 	<ol style="list-style-type: none"> 1. Training on research skills. 2. Review job responsibility and delegate functions wherever possible. 3. Peer networking. 	Expert level officers will be able to undertake comparative studies and use it for resource allocation.
28	Vetting and Screening Skills	Demonstrates comprehensive and in-depth understanding of the security features of the identity and travel documents to facilitate legitimate and lawful movement of people.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on international identity and travel documents. 2. Lack of knowledge and skill to authenticate identity/travel document. 3. Lack of opportunities for experience sharing to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with leading agencies in the field of identity/travel documents. 2. Study visits 3. Experience sharing workshops. 	Expert level officers will be able compile comprehensive intranet database of the identity and travel documents.
29		Always examines the identity, document and intent of applicants to intercept the entry and prevent the stay of undesirable elements in the country.	Competent	NA	NA	NA
30		Demonstrates sound profiling ability by efficiently and effectively apprehending, detaining	Competent	NA	NA	NA

		and deporting undesirable elements.				
31		Always establishes the credibility of information by validating it through various sources to determine the intent of the application.	Competent	NA	NA	NA
32		Always ensures due diligence is exercised in line with the law, rules, regulations and operating procedures to safeguard security.	Competent	NA	NA	NA
33	Investigation Skills	Always authenticates and documents information received from various sources and decides course of action.	Competent	NA	NA	NA
34		Proactively builds credible networks to gather surveillance information to support investigation; encourages others to do the same.	Not Competent	<ul style="list-style-type: none"> 1. Inadequate networking skills. 2. Inadequate coaching skills 3. Lack of skills in gathering intelligence/surveillance. 	<ul style="list-style-type: none"> 1. Training on networking skills. 2. Coaching skills 3. Training on surveillance. 4. Peer networking. 	Expert level officers will be able to develop extensive networks to compile credible surveillance information to support investigation.

35		Uses suitable interviewing techniques consistent with prevailing policy and procedures to conduct interviews to extract factual admissible statements to determine course of action.	Not Competent	<ol style="list-style-type: none"> 1. Lack of knowledge and skill in conducting interview. 2. Lack of knowledge and skill in conducting interrogation. 3. Lack of knowledge on national and international procedures to conduct interview/interrogation. 	<ol style="list-style-type: none"> 1. Training on interview technique. 2. Training on interrogation techniques. 3. Exposure visit to understand national and international procedures on interrogation. 4. Experience sharing workshop 	Expert level officers will be able to decide the most suitable technique to use while interviewing/interrogating a person which does not breach the right of the person being interviewed/interrogated.
36		Maintains the confidentiality of information gathered during the investigation to protect the sanctity of the case.	Competent	NA	NA	NA
37		Correctly analyzes verbal and non-verbal cues most of the time to support investigation.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skill in decoding body language. 2. Inadequate knowledge and skill in analysing verbal cues. 	<ol style="list-style-type: none"> 1. Classroom training in decoding body languages. 2. Classroom training in analysis of verbal behaviour. 3. Computer assisted instruction such as case studies. 	Expert level officers will be able to gauge the intent of a person by correctly analysing verbal and non-verbal cues even during a stressful condition.

38		Leads, conducts and co-ordinates complex investigation, ensuring the movement, return, disposal or retention of physical evidence is carried out according to prevailing legislation and guidelines.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge on documentation, storage or disposal of confidential information. 2. Absence of protocol to handle sensitive information/evidences. 	<ol style="list-style-type: none"> 1. Training on gathering/handling/storage/disposal of sensitive information/ evidences. 2. Formulate protocols on gathering/handling/storage/ disposal of sensitive information/ evidences. 	Expert level officers will be able to organize the movement, return, disposal or retention of physical evidence in line with set protocol.
39	Fraud Detection	Demonstrates in-depth and comprehensive understanding of the key security features of identity/travel documents to ascertain the authenticity of the document.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on international identity and travel document. 2. Lack of knowledge and skill to detect fraudulent document. 3. Lack of opportunities to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with leading agencies in the field of identity document. 2. Study visits to learn from similar agencies internationally. 3. Training of fraudulent document detection. 4. Experience sharing workshops. 	Expert level officers will be able establish the authenticity of an identity/travel document by assessing its key security features.

40	Correctly identifies elements of identity/travel documents that are commonly tampered or created fraudulently.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete information on most commonly tampered element of identity and travel document. 2. Inadequate knowledge and skill to on fraudulent document detection. 3. Inadequate equipment and technology to detect fraudulent documents. 4. Lack of opportunities to learn from each other. 	<ol style="list-style-type: none"> 1. Institutional linkages with similar agencies internationally. 2. Study visits to learn from similar agencies internationally. 3. Training of primary fraudulent document detection. 4. Experience sharing programs. 	Expert level officers will be able to correctly identify elements of identity/travel documents that are commonly tampered or created fraudulently.
41	Always demonstrates sound examination skills to validate authenticity of document.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate document examination knowledge and skills. 2. Inadequate platform to learn from each other. 	<ol style="list-style-type: none"> 1. Training on forensic document examination. 2. Experience sharing programs. 	Expert level officers will be able to establish the authenticity of document by using internationally acceptable document examination procedure.
42	Effectively and efficiently uses technological resources to verify identity/travel document.	Competent	NA	NA	NA

43		Always keeps abreast of changing patterns in security features to detect fraudulent documents; supports others to update their knowledge.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete and up to date information on international identity and travel documents. 2. Due to shortage of manpower, inadequate time and effort allocated to keep knowledge updated. 	<ol style="list-style-type: none"> 1. Institutional linkages with similar agencies internationally. 2. Study visits to learn from similar agencies. 3. Review job responsibility and delegate functions wherever possible. 3. Experience sharing workshops. 	Expert level officers will be able to develop up to date knowledge on fraudulent document.
44		Proactively develops and implements programs to sensitize staff on efficient and effective methods of fraudulent document detection.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate knowledge and skills on fraudulent document detection. 2. Lack of knowledge and skill to design sensitization programs. 	<ol style="list-style-type: none"> 1. Institutional linkages with similar agencies internationally. 2. Action learning workshop to design sensitization program. 3. Compulsory documentation of learning after training program. 4. Training of developing modules i.e. e-learning 	Expert level officers will be able to create awareness on methods of detecting fraudulent document among the staff.

45	Problem Solving	Patiently hears out and appreciate the submissions of the other party while assertively enforcing law, rules and regulations, and operating procedures and serving with authority.	Competent	NA	NA	NA
46		Always asks questions in a respectful manner to clarify doubts and to gather pertinent factual information.	Competent	NA	NA	NA
47		Always validates the accuracy of the information by checking reliable multiple sources.	Competent	NA	NA	NA
48		Always comes up with appropriate solutions to resolve and prevent recurrence of the problem.	Competent	NA	NA	NA

49		Always assesses action options carefully and prioritizes them to solve the problem.	Competent	NA	NA	NA
50	Emotional Resilience	Prepares mentally for negative scenarios and responds calmly to stressful situations most of the time; encourages others to maintain a positive outlook.	Not Competent	<ul style="list-style-type: none"> 1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 3. Lack of support system. 	<ul style="list-style-type: none"> 1. Training on Stress Management, Emotional Resilience, and Emotional Intelligence. 2. Peer support group. 	Expert level officers will be able to mentally prepare to respond calmly to stressful situations.
51		Is always able to deal with difficult situations while maintaining work performance; motivates others to do their best during difficult situations.	Not Competent	<ul style="list-style-type: none"> 1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 	<ul style="list-style-type: none"> 1. Training on Stress Management, Emotional Resilience, and Emotional Intelligence. 2. Peer support group. 	Expert level officers will be able to always maintain work performance while operating in difficult situations.

52		Proactively seeks support from others when necessary to deal with difficult situations and disengages emotionally from unpleasant encounters to move on after each episode.	Not Competent	<ul style="list-style-type: none"> 1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 3. Lack of support system. 	<ul style="list-style-type: none"> 1. Training of stress management, Emotional resilience, and Emotional intelligence. 2. Support group 3. Retreat 	Expert level officers will be able to disengage emotionally from unpleasant encounters by proactively seek support hen necessarily.
53		Uses coping strategies to manage stress for the longer term including reminding self and others of the bigger meaning of work.	Not Competent	<ul style="list-style-type: none"> 1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient. 3. Lack of support system. 	<ul style="list-style-type: none"> 1. Training on stress management, Emotional Resilience, and Emotional Intelligence. 2. Support group 3. Retreat 4. Recreation facility in office premises. 	Expert level officers will be able use coping strategies to manage stress for the longer term.

Role 2: Service Provider

SI No.	Competencies	Behavioural Indicator	Current Performance (Competent/Not competent)	Likely reason for performance gap	Method of intervention	Learning objective
1	Adaptability	Always remains open to new ideas and challenges, and takes the initiative to adapt existing procedures and processes to improve service delivery.	Competent	NA	NA	NA
2		Anticipates possible problems and develops contingency plans in advance by identifying what needs to be done and takes action before the situation requires it.	Not Competent	1. Inadequate knowledge and skill to design contingency plan. 2. Due to shortage of manpower, inadequate time and effort is allocated to come up with contingency plans.	1. Action learning workshop to develop contingency plans for anticipated problems. 2. Review job responsibility and delegate functions wherever possible.	Expert level officers will be able to develop contingency plans.
3		Anticipates the possible consequences of change in situations on existing service policy and design, and plans accordingly. Anticipates how individuals and groups will react to the changes and makes plans accordingly.	Competent	NA	NA	Expert level officers will be able plan to deal appropriately with consequences of change in service policy and design.

4		Always stays abreast of cutting-edge technology in his/her technical area; takes initiative to adopt best practices to improve service policy and design.	Not Competent	<ol style="list-style-type: none"> 1. Lack of access to complete, timely and up to date information on cutting edge technology used in domain area. 2. Due to shortage of manpower, inadequate time and effort allocated to keep knowledge updated. 	<ol style="list-style-type: none"> 1. Institutional linkages with similar agencies internationally. 2. Study visits to learn from similar agencies. 3. Review job responsibility and delegate functions wherever possible. 	Expert level officers will be able to improve service policy and design by adopting best practices and cutting edge technology.
5		Develops solutions to new or highly complex problems that cannot be solved using existing methods or approaches and provides advice or solutions in his/her technical area.	Not Competent	<ol style="list-style-type: none"> 1. Due to shortage of manpower, inadequate time and effort is allocated to work on developing solutions. 2. Lack of platform to design and share prototypes. 	<ol style="list-style-type: none"> 1. Review job responsibility and delegate functions wherever possible. 2. Design thinking workshop. 	Expert level officers will be able to develop solutions for new and highly complex problem.

6	Service Quality Management	Proactively ensures the service area, facilities, equipment and materials used by the office are conducive to quality service delivery. Encourages others to flag issues hampering quality service delivery.	Competent	NA	NA	NA
7		Always portrays a professional image, through proper personal grooming, mannerisms and actions.	Competent	NA	NA	NA
8		Proactively sets and always complies with service standards and procedures to ensure consistent quality service delivery.	Competent	NA	NA	NA
9		Proactively reviews service policies, service and governance across the agency and initiates changes where necessary.	Competent	NA	NA	NA
10		Proactively seeks feedback on service processes; tracks, manages and improves performance standards for service delivery and manages referred cases for complaints and appeals.	Competent	NA	NA	NA
11		Customer care	Consciously engages with clients in a courteous manner to generate and promote goodwill.	Competent	NA	NA
12	Proactively works on improving client experience through various initiatives, including end-to-end client experience across services and channels.		Competent	NA	NA	NA

13		Instils a culture in the organization to efficiently, effectively and courteously solve even the most difficult client problem while still enforcing the immigration law, rules, regulations and operating procedures.	Not Competent	1. Inadequate knowledge on building organization culture. 2. Lack of skill and knowledge in law enforcement.	1. Training on building effective organization culture. 2. Law enforcement training 3. Peer networking	Expert level officers will be able to build culture in the organization to efficiently, effectively and courteously solve client problems.
14		Always ensures employees have the necessary knowledge to respond to customers questions.	Not Competent	1. Inadequate feedback mechanism in the organization. 2. Inadequate initiative from employee to report any lack of knowledge they might have.	1. Coaching 2. Periodic meetings with supervisees	Expert level officers will be able to ensure that the employees have the necessary knowledge to respond to customers' questions.
15	Communication Skills	Speaks in an extremely clear manner and is very easily understood.	Competent	NA	NA	NA
16		Always summarizes or paraphrases his/her understanding of what others have said to accurately clarify and confirm understanding to prevent miscommunication from occurring.	Competent	NA	NA	NA
17		Always expresses ideas in a very clear, concise, and effective manner both orally and in written communication.	Competent	NA	NA	NA

18		Always keeps managers informed on regular basis about progress and problems through the use of appropriate means of communication. Coaches others to consistently keep their supervisors informed.	Competent	NA	NA	NA
19	Managing Performance	Always coaches staff and supports them in their efforts to achieve their goals.	Competent	NA	NA	NA
20		Regularly walks around and interacts with staff to see how they are doing and uses skilful questioning to hear about their work and any problems they are encountering.	Competent	NA	NA	NA
21		Always keep track of the work performance of staff through formal/informal methods, and supports them by motivating and giving them feedback to improve their performance.	Competent	NA	NA	NA
22		Constantly works with staff to set specific and measurable performance standards. Coaches others on how to improve performance standards.	Competent	NA	NA	NA

23	Stakeholder Collaboration and Partnership	Is a role model for proactively developing networks with external agencies and partners whose assistance, cooperation and support are necessary to deliver the service effectively.	Competent	NA	NA	NA
24		Proactively connects and maintains connection with relevant stakeholders, including other local government agencies and institutions whose assistance, cooperation and support are necessary to deliver the service effectively.	Not Competent	1. Limited Platform to engage with stakeholders.	1. Peer networking 2. Annual Stakeholder meetings/ retreat.	Expert level officers will be able to maintain proactive connection with relevant stakeholders.
25		Shows interest in what others have to say and involves them in the process to ensure their commitment and support.	Competent	NA	NA	NA
26		Proactively seeks out other external agencies who can provide any other forms of support, and easily establishes working relationship.	Not Competent	1. Limited knowledge in stakeholder identification and engagement. 2. Limited Platform to engage with stakeholders	1. Peer networking 2. Training on Stakeholder identification and engagement. 3. Annual Stakeholder meetings.	Expert level officers will be able to easily establish working relationship with external agencies.
27		Accurately recognizes conflict situations and manages them to preserve and enhance working relationship.	Not Competent	1. Inadequate knowledge and skills in conflict management. 2. Turf protection, territorial	1. Training in conflict management. 2. Stakeholder retreat	Expert level officers will be able to enhance working relationship.

28	Negotiation Skills	Always identifies main negotiating points of a given issue and engages in interactive productive dialogue.	Not Competent	1. Inadequate knowledge on negotiation skills 2. Inadequate interpersonal skills.	1. Training on Negotiation Skills 2. Training on Interpersonal Skills. 3. Case studies	Expert level officers will be able to engage in productive dialogue while negotiating with stakeholders.
29		Always listens and acknowledges different points of view and advances mutual understanding.	Competent	NA	NA	NA
30		Always presents compelling arguments that address the concern and issues of others to efficiently and effectively persuade them to arrive at a common ground.	Not Competent	1. Inadequate knowledge on negotiation skills 2. Inadequate interpersonal skills 3. Inadequate knowledge and skill in persuasion.	1. Training on Negotiation skills 2. Training on Interpersonal Skills 3. Training in the art of persuasion.	Expert level officers will be able to present compelling arguments while negotiating with stakeholders.
31		Constantly displays the ability and the willingness to work towards a win-win outcome.	Competent	NA	NA	NA

32	Conflict Management	Always recognizes the potential for conflicts, confrontation and disagreement.	Competent	NA	NA	NA
33		Always views and acknowledges opposing parties as equal partners in terms of their right to express their own viewpoints.	Competent	NA	NA	NA
34		Always acts calmly and rationally in conflict situations and tries to calm the other party.	Not Competent	1. Inadequate knowledge and skill to manage stress. 2. Lack of knowledge and skills to remain emotionally resilient.	1. Training of Stress Management, Emotional Resilience, and Emotional Intelligence.	Expert level officers will be able to remain calm and rational during conflict situations.
35		Patiently listens and always acknowledges other's viewpoints.	Competent	NA	NA	NA
36		Demonstrates a willingness to see things from the other's point of view.	Competent	NA	NA	NA

Role 3: Advocate

SI No.	Competencies	Behavioural Indicator	Current Performance (Competent/Not competent)	Likely reason for performance gap	Method of intervention	Learning objective
1	Advocacy Design and Methods	Always identifies and clearly presents specific information or data in such a way that it will have a strong effect on others.	Not Competent	<ol style="list-style-type: none"> 1. Inadequate persuasion skills 2. Inadequate knowledge and skill to build a convincing argument. 	<ol style="list-style-type: none"> 1. Training on communication skills both oral and written. 2. Training in the art of persuasion. 3. Peer groups to practice with. 	Expert level officers will be able to strongly influence others by clearly presenting specific information.
2		Proactively develops program/resources to raises public awareness on prevailing laws, rules and regulations and processes. Helps clients gain access to the awareness resources.	Not Competent	<ol style="list-style-type: none"> 1. Due to shortage of manpower, inadequate time and effort is allocated to working on developing sensitization programs. 2. Lack of knowledge and skill to design advocacy materials. 	<ol style="list-style-type: none"> 1. Review job responsibility and delegate functions wherever possible. 2. Training on designing advocacy programs including multimedia. 	Expert level officers will be able to develop program to raise public awareness on prevailing immigration laws, rules and regulations and processes.

3		Accurately profiles the different target group and tailors communication based on demographics to explain regulations.	Not Competent	1. Due to shortage of manpower, inadequate time and effort is allocated to work on developing sensitization programs. 2. Lack of knowledge and skill to design advocacy materials.	1. Review job responsibility and delegate functions wherever possible. 2. Training on designing advocacy programs including multimedia.	Expert level officers will be able to accurately profile target group for the purposes of advocacy.
4		Proactively educates the community on the rationale behind laws, rules and regulations to enable change in behaviour.	Not Competent	1. Due to shortage of manpower, inadequate time and effort is allocated to community advocacy. 2. Inadequate knowledge and skill in advocacy	1. Training in public speaking. 2. Training in presentation skills. 3. Training in demographic Profiling.	Expert level officers will be able to educate the community on the rationale behind laws, rules and regulations to enable change in behaviour.
5	Training	Always identifies critical knowledge needs and issues to support advocacy. Coaches others to identify critical knowledge needs and issues.	Competent	NA	NA	NA
6		Systemically generates knowledge and shares with colleagues and the community.	Competent	NA	NA	NA
7		Demonstrates strong knowledge of national and international immigration rules and regulations so as to be able to advocate effectively.	Competent	NA	NA	NA

8	Community Collaboration and Partnership	Proactively comes up with and leads plans to build network with the identified communities to create close and strong relationships with, to support advocacy.	Not Competent	1. Due to shortage of manpower, inadequate time and effort is allocated to community advocacy. 2. Inadequate knowledge and skills in networking.	1. Review job responsibility and delegate functions wherever possible. 2. Training in networking skills 3. Training in relationship building.	Expert level officers will be able to develop plans to build close and strong relationships communities to support advocacy.
9		Champions the need to collaborate with community to enhance knowledge on immigration laws, rules and regulation, and service standards.	Competent	NA	NA	NA
10		Proactively creates partnership with stakeholders to align goals to contribute to national objectives. Coaches staff to create partnership.	Not Competent	1. Limited knowledge in stakeholder identification and engagement. 2. Limited Platform to engage with stakeholders	1. Peer networking 2. Training on Stakeholder identification and engagement. 3. Annual Stakeholder meetings.	Expert level officers will be able to align goals among stakeholders to contribute to national objectives.
11	Public Communication Skills	Always communicates clearly and concisely, in a manner appropriate to the intended audience.	Competent	NA	NA	NA
12		Always listens to understand, proactively seeks input from others and clarification where necessary.	Competent	NA	NA	NA

13	Uses plain language when communicating, regardless of medium or audience.	Competent	NA	NA	NA
14	Always uses non-discriminatory language while dealing with others.	Competent	NA	NA	NA
15	Understands and always makes use of appropriate communication technologies to promote effective and efficient communication.	Competent	NA	NA	NA
16	Always communicates in an influential and compelling manner and is able to influence the other party.	Competent	NA	NA	NA

Annexure IV

List of competency development programs to be conducted in 2019

Sl. No.	Priority	Target Group	No of Participant	Training Description	Training Provider	Cost Estimate	Method of Intervention	Training Location
1	1	P1, P2, P3, P4 and P5	30	Training in Fraud detection. This training will enhance the practical knowledge and skills of immigration officers to actively identify forged and fraudulently obtained documents such as travel documents and identity documents, and imposters.	Migration EU Expertise (MIEUX)	600,000	Classroom Training	Bhutan
2	1	P3, P4 and P5	20	Training in basic investigation skills. This training will enhance the knowledge and skill of immigration officers to conduct investigation including interview / interrogation following correct processes and legal parameters to build complete, factual and admissible cases against immigration offenders.	Migration EU Expertise (MIEUX)	300,000	Classroom Training	Bhutan
3	1	P1 and P2	10	Training in advanced investigation skills. This training will enhance the knowledge and skill of immigration officers to lead complex investigation including interview/interrogation following the correct processes and legal parameters to build complete, factual and admissible cases against immigration offenders.	Migration EU Expertise (MIEUX)	200,000	Classroom Training	Bhutan
4	1	P1, P2, P3, P4 and P5	10	Training of trainers in Fraud Detection	Migration EU Expertise (MIEUX)	150,000	Classroom Training	Bhutan

5	1	P1, P2, P3, P4 and P5	30	Workshop on systems, processes and technologies used for border management and facilitation by the EU.	Migration EU Expertise (MIEUX)	360,000	Classroom Training	Bhutan
6	1	P2, P3, P4 and P5	4	Checkpoint Competencies Program. This training equip course participants with the knowledge of people clearance to ensure the safety and security of the country by deterring the entry of undesirables at the checkpoints. ICA has been offering 4 slots to the Department of Immigration every year free of cost. However, the cost of travel, accommodation and food have to be borne by participants.	Immigration and Checkpoint Authority (ICA), Singapore	634,720	Classroom Training	Singapore
7	2	P2, P3, P4 and P5	30	Tailor made training. The TMT will focus on best practices from the ICA, Singapore	ICA, Singapore	940,000	Classroom Training	Bhutan
8	2	P1, P2, P3, P4 and P5	12*	Tailor made training. The TMT will include components on Border Security Management and facilitation mechanism, foreign worker management system, biometrics and data management system, and components on communication and customer care in the context of intercultural differences.	Centre for International Cooperation, The Netherlands.		Classroom Training	Netherlands
Total Cost Estimate for 2019						3,184,720		

* Participants include immigration inspectors.

Breakdown of cost estimate for the competency development program 2019

1. Training in Fraud Detection

Sl. No.	Particulars	Cost (Nu)	No. of days	No. of participants	Amount (Nu)
1	DSA for Batch I	1,000	10	10	100000
2	DSA for Batch II	1,000	10	10	100000
3	DSA for Batch III	1,000	10	10	100000
4	TA for 3 batches(approximate)				300,000
Total cost					600,000

2. Training in basic Investigation Skills

Sl. No.	Particulars	Cost (Nu)	No. of days	No. of participants	Amount (Nu)
1	DSA for Batch I	1,000	5	10	50000
2	DSA for Batch II	1,000	5	10	50000
4	TA for 2 batches(approximate)				200,000
Total cost					300,000

3. Training in Advanced Investigation Skills

Sl. No.	Particulars	Cost (Nu)	No. of days	No. of participants	Amount (Nu)
1	DSA	1,000	10	10	100000
4	TA for 2 batches(approximate)				100,000
Total cost					200,000

4. Training of Trainers in Fraud Detection

Sl. No.	Particulars	Cost (Nu)	No. of days	No. of participants	Amount (Nu)
1	DSA	1000	5	10	50000
2	TA (approximate)				100000
	Total Cost				150000

5. Workshops on best practices

Sl. No.	Particulars	Cost (Nu)	No. of days	No. of participants	Amount (Nu)
1	DSA	1,000	2	30	60000
2	TA (approximate)				300,000
	Total cost				360,000

6. Tailor Made Training, ICA Singapore

Sl. No.	Particulars	Cost (Nu)	No. of days	No. of participants	Amount
1	DSA	1000	5	30	150,000
2	TA (approximate)				300,000
3	Accommodation for trainers (rates based on 3 stars plus hotel)	7000	7	5	245,000
4	Vehicle hire for trainers (approximate)				20,000
5	Airfare	45000		5	225,000
	Total cost				940,000

7. Checkpoint Competencies Program, ICA Singapore

Sl. No.	Particulars	Cost (Nu)	No. of days	No. of participants	Amount (Nu)
1	Round trip Air tickets (based on fare of Druk air as of 11 Feb 2019)	45,000		4	180,000
2	DSA (Singapore) 180 USD X Nu. 72 BoB exchange rate on 11 Feb 2019)	12,960	8	4	414720
3	TA (approximate)				40,000
	Total cost for 4 participants				634,720
