



COMPETENCY FRAMEWORK FOR EMPLOYMENT OFFICER

Ministry of Labour and Human Resources, 2020

Taskforce members:

1. Phurba Sonam Waiba, MoLHR,
2. Kelzang Wangdi, MoLHR,
3. Tandin Dorji, MoLHR,
4. Kesang Wangmo, MoLHR,
5. Sonam Tshewang, Cabinet Secretariat, Thimphu
6. Rattu, Team Facilitator

Contents

Aim	4
Background	4
Overview of Ministry of Labour and Human Resources	5
Our Mission	5
Current Issues/challenges	6
Expected benefits for the Department	6
Processes and Outcomes	6
Process and Outcome	6
ROLE PROFILE	6
KEY ROLE	6
COMPETENCY AREAS	6
KEY COMPETENCY	7
Training Needs Assessment	7
Annexure 1: Birds eye view of the CBF	8
Annexure 2: Proficiency Levels	11
Annexure 3: Training Needs Assessment	14
Annexure 4: Priority Training Areas.....	19

Aim

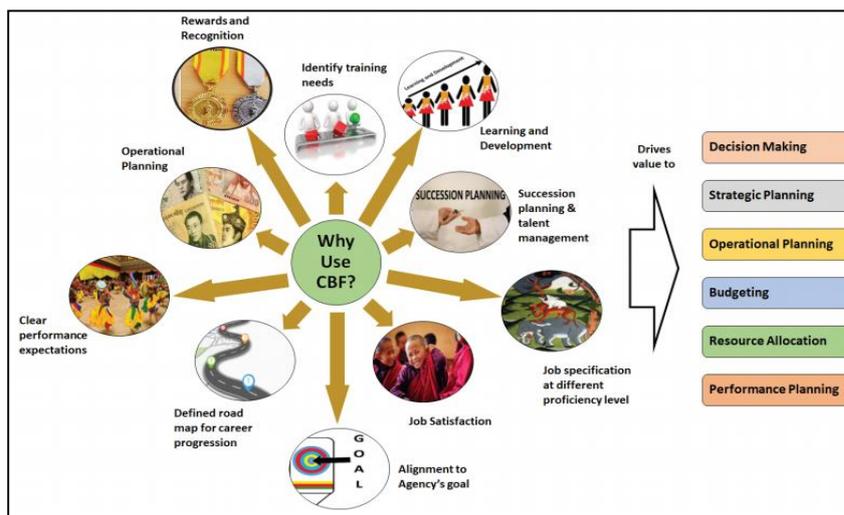
The main objective of this paper is to seek approval of the RCSC and the management to:

1. Implement the Competency-Based Framework for Employment Officers, and
2. Prioritize training for foundation, experienced, advance and expert levels of employment officers for continued professional development.

Background

The Royal Civil Service Commission (RCSC) in collaboration and technical assistance from the Singapore Polytechnic International (SPI) and funding support from Temasek Foundation International (TFI) launched the initiative called the Competency Based Framework (CBF) for Civil Service in 2018. The project will revise and rethink the existing practices of public service delivery and human resource development in the civil service and look into introducing the competency based human resource management framework. This in other words mean development of existing capacity and capability based on their role and responsibilities. This would not only enhance professionalism, growth and development in the civil service but also enhance proper talent management, training needs assessment and rewards and recognition systems in the civil service fraternity.

This Competency-Based Framework (CBF) shall be used for all the Employment Officers with the Ministry of Labour and Human Resources (MoLHR) as the parent agency. With the Department of Employment and Human Resources (DEHR), MoLHR as the lead, the CBF was developed in coordination and consultation with all the Regional Offices of the MoLHR, relevant officers and the Ministry heads. On the other hand, RCSC undertook the CBF team through a rigorous week long training facilitated by the experts and earlier CBF master trainers.



It consists of 3 role profiles, 9 competency areas, 18 key competencies & 50 behavior Indicators. Thus, this framework defines the role of the employment officers, training gaps and training needs assessment for effective and efficient public service delivery.

Overview of Ministry of Labour and Human Resources

The Ministry of Labour and Human Resources was established on June 13, 2003, vide Cabinet Order no. LZ 02/03/933 upon merging of the erstwhile National Technical Training Authority (NTTA) and the Department of Employment and Labour.

The emerging problem of youth unemployment in the late 1990s led to the formation of National Employment Board in March 2000, which evolved into Department of Employment and Labour (DEL) under the then Ministry of Health and Education in August 2001. The DEL was primarily responsible for functions related to employment promotion, labor market information, human resource development for the private and corporate sectors, labor protection, and labor relations.

The Ministry of Labour and Human Resources works towards the vision for *a nation where all its citizens have the opportunity for a gainful and quality employment characterized by harmonious and productive relationships in the workplace and the broader community*. The vision is promoted through its engagement in the formulation and implementation of policies related to employment, human resources development, and labour, which are directed towards improving the working and living standards for all people engaged in the world of work.

The above functions are delivered through four Departments in addition to the Administration and Finance Division, and the Policy and Planning Division. They are: i) Department of Labour, ii) Department of Employment and Human Resources, iii) Department of Technical Education, and iv) Department of Occupational Standards. The activities of the Departments are strategically grouped into four major programmes, which are all geared towards facilitating job seekers access to employment opportunities and working conditions.

In addition to the four departments, the various services of the Ministry is delivered throughout the country through its four regional offices located in Samdrup Jongkhar, Phuentsholing, Gelephu and Trashigang Dzongkhags.

Our Mission

" To facilitate human resource development for economic development and to ensure gainful employment for all Bhutanese workforce."

The Ministry is mandated to ensure:

- Employment promotion through a provision of an effective employment service system and facilitating job creation;
- Improved working conditions and living standards for all people engaged in the world of work;
- Social welfare of the unemployed and the retired employees of the agencies outside the civil service sector; and
- Availability of adequate human resources both in terms of number and quality to facilitate sustainable socio-economic development of the country.

Current Issues/challenges

1. Lack of proper terms of reference and standard operating procedures for existing employment officers,
2. No specific job roles leading to multi-tasks, and
3. No proper training and development plans and programs for employment officers.

Expected benefits for the Department

1. Enhance the technical capacity of the Employment Officers to maximize organizational performance,
2. Foster greater role clarity and ownership of the tasks and career progression, and
3. Prioritize training programs for the Employment Officers & effectively utilize the HRD Budget.

Processes and Outcomes

The taskforce members held a thorough consultation and inclusive processes, agency's role profile, competency areas, key competencies, behavioural indicators and the proficiency levels were developed. These were further validated with the technical advisory committee of the of Ministry and all the individuals in the Ministry and Regional Offices.

Process and Outcome

ROLE PROFILE

1. Facilitate and support JS/employers in the labour market and ensure efficient delivery of services to achieve agency goal and objectives,
2. Implement programs & activities efficiently to achieve agency goal and objectives, and
3. Keep abreast with labour market dynamics and be equipped with relevant services and programs.

KEY ROLE

1. Research & Analyst
2. Program Manager and
3. Facilitator.

COMPETENCY AREAS

1. Strategic View
2. Documentation
3. Assessment
4. Program Management
5. Risk Management
6. Workplace Participation
7. Advocacy & Awareness
8. Client Empowerment
9. Service Facilitation.

KEY COMPETENCY

1. Life Long Learning
2. Critical Thinking
3. Record Keeping
4. Data Management
5. Monitoring & Evaluation
6. Data Collection
7. Program Implementation
8. Program Leadership
9. Crisis Prevention/Reduction
10. Managing Finance
11. Achieving Results
12. Collaboration & Engagement
13. Stakeholder Networking
14. Mentoring
15. Facilitation Skills
16. Empathy Building
17. Communication Skills
18. Planning & Development.

Training Needs Assessment

Training needs assessment was carried out by the taskforce members in consultation with the all individuals as follows. Using the steps shared by the experts and facilitators the team identified inadequacies at the organizational level and at individual level. Further we identified likely reasons for inadequacies to identify performance gaps. Further we identified modes of intervention at each gap and ultimately we developed learning objectives.

Annexure 1: Birds eye view of the CBF

EMPLOYMENT OFFICER	KEY ROLE	Research & Analyst					
	ROLE PROFILE	Keep abreast with labour market dynamics and be equipped with relevant services and programs.					
	COMPETENCY AREA	Strategic View		Documentation		Assessment	
	KEY COMPETENCY	Life Long Learning	Critical Thinking	Record Keeping	Data Management	Monitoring & Evaluation	Data Collection
	BEHAVIOUR INDICATOR	<ol style="list-style-type: none"> 1. Ability to demonstrate intellectual flexibility, imagination and preparedness for learning new things and in generating innovative ideas and solutions. 2. Ability to conduct research reviews and policy paper analysis for appropriate program development. 3. Ability to take feedbacks and criticism in positive manner for further improvement of self. 	<ol style="list-style-type: none"> 1. Ability to think rationally and comparatively in the context of complex situations to come up with objective and practical solutions. 2. Ability to communicate/debate/present critically and intensively for the purpose of convincing the general crowd. 	<ol style="list-style-type: none"> 1. Ability to maintain accurate records, data, files and programs briefs in ethical and confidential manner. 2. Ability to produce appropriate documents for official sharing purposes at any time. 	<ol style="list-style-type: none"> 1. Ability to maintain accurate online/system records, data, files and programs briefs in ethical and confidential manner. 2. Ability to generate appropriate documents for official sharing purposes at any time. 	<ol style="list-style-type: none"> 1. Ability to assess the need to carry out M & E of the programs. 2. Ability to develop and design M & E framework for the program to be assessed. 3. Ability to analyze and provide statistical evidences/recommendations for program improvement. 	<ol style="list-style-type: none"> 1. Ability to initiate assessment process by gathering information for the program to be assessed. 2. Ability to compile, record and use the information related to assessment for the program to be assessed.

EMPLOYMENT OFFICER	KEY ROLE	Program Manager					
	ROLE PROFILE	Implement programs & activities efficiently to achieve agency goal and objectives.					
	COMPETENCY AREA	Program Management		Risk Management		Workplace Participation	
	KEY COMPETENCY	Program Implementation	Program Leadership	Crisis Prevention/Reduction	Managing Finance	Achieving Results	Collaboration & Engagement
	BEHAVIOUR INDICATOR	<ul style="list-style-type: none"> 1. Ability to prepare annual work plan as per organizational goal. 2. Ability to implement the work plan as per targets and schedule. 3. Ability to achieve results as per expected outcome and organizational goal. 	<ul style="list-style-type: none"> 1. Ability to lead others to promote accountability for the program. 2. Ability to drive results to build ownership and support from stakeholders. 3. Ability to manage self and others to ensure overall program delivery. 	<ul style="list-style-type: none"> 1. Ability to identify and share the issues to supervisors for intervention. 2. Ability to evaluate and determine intervention strategies to prevent complications. 3. Ability to monitor and discuss post crisis situation time to time and render necessary support. 	<ul style="list-style-type: none"> 1. Ability to understand and comply with RGoB financial/procurement rules and regulation. 2. Ability to apply RGoB financial/procurement management control tools as per the financial/procurement norms. 3. Ability to work with financial information to manage budget effectively and set realistic forecasts. 	<ul style="list-style-type: none"> 1. Ability to achieve organizational five year and annual targets by focusing on national interest to ensure efficiency and high standards of delivery. 2. Ability to contribute proactively to fulfilling other organizational goals/targets. 3. Ability to achieve individual work plan as per targets in line to organizational goals/objectives. 	<ul style="list-style-type: none"> 1. Ability to build trust among members and colleagues of the organization to enhance collaborative approach. 2. Ability to create conducive environment for organizational interaction/support services. 3. Ability to promote responsibility and ownership of the organizational goal by all members of the organization.

EMPLOYMENT OFFICER	KEY ROLE	Facilitator					
	ROLE PROFILE	Facilitate and support JS/employers in the labour market and ensure efficient delivery of services to achieve agency goal and objectives.					
	COMPETENCY AREA	Client Empowerment		Service Facilitation		Advocacy & Awareness	
	KEY COMPETENCY	Stakeholder Networking	Mentoring	Facilitation Skills	Empathy Building	Communication Skills	Planning & Development
	BEHAVIOUR INDICATOR	<p><i>1. Ability to build trust among stakeholder, clients and colleagues to enhance collaborative approach.</i></p> <p><i>2. Ability to create a platform for stakeholder/clients interaction/support services.</i></p> <p><i>3. Ability to promote responsibility and ownership of the organizational goal by the stakeholders/clients.</i></p>	<p><i>1. Ability to push forward a program for mentoring the clients requiring services.</i></p> <p><i>2. Ability to support and guide individual's as per the required services.</i></p> <p><i>3. Ability to brief and make the clients fully understand the nature and obligations of the program.</i></p>	<p><i>1. Ability to ensure team work to achieve organizational goals.</i></p> <p><i>2. Ability to effectively resolve issues of the program.</i></p> <p><i>3. Ability to effectively handle personal and team adversity of the organization.</i></p>	<p><i>1. Ability to listen to clients/stakeholders to render required support and services.</i></p> <p><i>2. Ability to understand and seek reasons concerning the client to avail facilitation service.</i></p> <p><i>3. Ability to understand client's interpersonal requirements/expectations from the service provider.</i></p>	<p><i>1. Ability to actively listen, understand and respond to stakeholders on any discussion related to the program.</i></p> <p><i>2. Ability to communicate quality information to the stakeholders/clients of the program.</i></p> <p><i>3. Ability to convince the audience (stakeholders, colleagues, supervisors etc.).</i></p>	<p><i>1. Ability to develop advocacy proposals and work plan for advocacy and awareness of the program.</i></p> <p><i>2. Ability to conduct advocacy programs successfully as per the work plan and organizational goal.</i></p> <p><i>3. Ability to evaluate the advocacy program for recommendations and future improvement.</i></p>

Annexure 2: Proficiency Levels

Key Role: Research & Analyst				
Behaviour Indicators	P5	P4/P3	P2	P1
<i>Ability to assess the need to carry out M & E of the programs,</i>				<i>Ability to assess the need to carry out M & E of the programs,</i>
<i>Ability to develop and design M & E framework for the program to be assessed,</i>				<i>Ability to develop and design M & E framework for the program to be assessed,</i>
<i>Ability to analyze and provide statistical evidences/recommendations for program improvement,</i>				<i>Ability to analyze and provide statistical evidences/recommendations for program improvement,</i>
<i>Ability to initiate assessment process by gathering information for the program to be assessed,</i>				<i>Ability to initiate assessment process by gathering information for the program to be assessed,</i>
<i>Ability to compile, record and use the information related to assessment for the program to be assessed,</i>				<i>Ability to compile, record and use the information related to assessment for the program to be assessed,</i>
<i>Ability to maintain accurate records, data, files and programs briefs in ethical and confidential manner,</i>				<i>Ability to maintain accurate records, data, files and programs briefs in ethical and confidential manner,</i>
<i>Ability to produce appropriate documents for official sharing purposes at any time,</i>				<i>Ability to produce appropriate documents for official sharing purposes at any time,</i>
<i>Ability to maintain accurate online/system records, data, files and programs briefs in ethical and confidential manner,</i>				<i>Ability to maintain accurate online/system records, data, files and programs briefs in ethical and confidential manner,</i>
<i>Ability to generate online/system appropriate documents for official sharing purposes at any time,</i>				<i>Ability to generate online/system appropriate documents for official sharing purposes at any time,</i>
<i>Ability to demonstrate intellectual flexibility, imagination and preparedness for learning new things and in generating innovative ideas and solutions,</i>				<i>Ability to demonstrate intellectual flexibility, imagination and preparedness for learning new things and in generating innovative ideas and solutions,</i>
<i>Ability to conduct research reviews and policy paper analysis for appropriate program development,</i>				<i>Ability to conduct research reviews and policy paper analysis for appropriate program development,</i>
<i>Ability to take feedbacks and criticism in positive manner for further improvement of self,</i>				<i>Ability to take feedbacks and criticism in positive manner for further improvement of self,</i>
<i>Ability to think rationally and comparatively in the context of complex situations to come up with objective and practical solutions,</i>				<i>Ability to think rationally and comparatively in the context of complex situations to come up with objective and practical solutions,</i>
<i>Ability to communicate/debate/present critically and intensively for the purpose of convincing the general crowd.</i>				<i>Ability to communicate/debate/present critically and intensively for the purpose of convincing the general crowd.</i>

Key Role: Program Manager				
Behaviour Indicators	P5	P4/P3	P2	P1
<i>Ability to achieve organizational five year and annual targets by focusing on national interest to ensure efficiency and high standards of delivery,</i>	<i>Ability to achieve organizational five year and annual targets by focusing on national interest to ensure efficiency and high standards of delivery,</i>			
<i>Ability to contribute proactively to fulfilling other organizational goals/targets,</i>	<i>Ability to contribute proactively to fulfilling other organizational goals/targets,</i>			
<i>Ability to achieve individual work plan as per targets in line to organizational goals/objectives,</i>	<i>Ability to achieve individual work plan as per targets in line to organizational goals/objectives,</i>			
<i>Ability to build trust among members and colleagues of the organization to enhance collaborative approach,</i>	<i>Ability to build trust among members and colleagues of the organization to enhance collaborative approach,</i>			
<i>Ability to create conducive environment for organizational interaction/support services,</i>		<i>Ability to create conducive environment for organizational interaction/support services,</i>		
<i>Ability to promote responsibility and ownership of the organizational goal by all members of the organization,</i>		<i>Ability to promote responsibility and ownership of the organizational goal by all members of the organization,</i>		
<i>Ability to identify and share the issues to supervisors for intervention,</i>		<i>Ability to identify and share the issues to supervisors for intervention,</i>		
<i>Ability to evaluate and determine intervention strategies to prevent complications,</i>		<i>Ability to evaluate and determine intervention strategies to prevent complications,</i>		
<i>Ability to monitor and discuss post crisis situation time to time and render necessary support,</i>			<i>Ability to monitor and discuss post crisis situation time to time and render necessary support,</i>	
<i>Ability to understand and comply with RGoB financial/procurement rules and regulation,</i>	<i>Ability to understand and comply with RGoB financial/procurement rules and regulation,</i>			
<i>Ability to apply RGoB financial/procurement management control tools as per the financial/procurement norms,</i>	<i>Ability to apply RGoB financial/procurement management control tools as per the financial/procurement norms,</i>			
<i>Ability to work with financial information to manage budget effectively and set realistic forecasts,</i>		<i>Ability to work with financial information to manage budget effectively and set realistic forecasts,</i>		
<i>Ability to prepare annual work plan as per organizational goal,</i>		<i>Ability to prepare annual work plan as per organizational goal,</i>		
<i>Ability to implement the work plan as per targets and schedule,</i>	<i>Ability to implement the work plan as per targets and schedule,</i>			
<i>Ability to achieve results as per expected outcome and organizational goal,</i>	<i>Ability to achieve results as per expected outcome and organizational goal,</i>			
<i>Ability to lead others to promote accountability for the program,</i>			<i>Ability to lead others to promote accountability for the program,</i>	
<i>Ability to drive results to build ownership and support from stakeholders,</i>		<i>Ability to drive results to build ownership and support from stakeholders,</i>		
<i>Ability to manage self and others to ensure overall program delivery,</i>		<i>Ability to manage self and others to ensure overall program delivery,</i>		

Key Role: Facilitator				
Behaviour Indicators	P5	P4/P3	P2	P1
<i>Ability to actively listen, understand and respond to stakeholders on any discussion related to the program,</i>			<i>Ability to actively listen, understand and respond to stakeholders on any discussion related to the program,</i>	
<i>Ability to communicate quality information to the stakeholders/clients of the program,</i>			<i>Ability to communicate quality information to the stakeholders/clients of the program,</i>	
<i>Ability to convince the audience (stakeholders, colleagues, supervisors etc.),</i>			<i>Ability to convince the audience (stakeholders, colleagues, supervisors etc.),</i>	
<i>Ability to develop advocacy proposals and work plan for advocacy and awareness of the program,</i>			<i>Ability to develop advocacy proposals and work plan for advocacy and awareness of the program,</i>	
<i>Ability to conduct advocacy programs successfully as per the work plan and organizational goal,</i>			<i>Ability to conduct advocacy programs successfully as per the work plan and organizational goal,</i>	
<i>Ability to evaluate the advocacy program for recommendations and future improvement,</i>			<i>Ability to evaluate the advocacy program for recommendations and future improvement,</i>	
<i>Ability to ensure team work to achieve organizational goals,</i>			<i>Ability to ensure team work to achieve organizational goals,</i>	
<i>Ability to effectively resolve issues of the program,</i>			<i>Ability to effectively resolve issues of the program,</i>	
<i>Ability to effectively handle personal and team adversity of the organization,</i>			<i>Ability to effectively handle personal and team adversity of the organization,</i>	
<i>Ability to listen to clients/stakeholders to render required support and services,</i>			<i>Ability to listen to clients/stakeholders to render required support and services,</i>	
<i>Ability to understand and seek reasons concerning the client to avail facilitation service,</i>			<i>Ability to understand and seek reasons concerning the client to avail facilitation service,</i>	
<i>Ability to understand client's interpersonal requirements/expectations from the service provider,</i>			<i>Ability to understand client's interpersonal requirements/expectations from the service provider,</i>	
<i>Ability to build trust among stakeholder, clients and colleagues to enhance collaborative approach,</i>			<i>Ability to build trust among stakeholder, clients and colleagues to enhance collaborative approach,</i>	
<i>Ability to create a platform for stakeholder/clients interaction/support services,</i>			<i>Ability to create a platform for stakeholder/clients interaction/support services,</i>	
<i>Ability to promote responsibility and ownership of the organizational goal by the stakeholders/clients,</i>			<i>Ability to promote responsibility and ownership of the organizational goal by the stakeholders/clients,</i>	
<i>Ability to push forward a program for mentoring the clients requiring services,</i>				<i>Ability to push forward a program for mentoring the clients requiring services,</i>
<i>Ability to support and guide individual's as per the required services,</i>				<i>Ability to support and guide individual's as per the required services,</i>
<i>Ability to brief and make the clients fully understand the nature and obligations of the program,</i>			<i>Ability to brief and make the clients fully understand the nature and obligations of the program,</i>	

Annexure 3: Training Needs Assessment

Key Role: Research & Analyst	Training Needs Assessment				
Behaviour Indicators	Proficiency Level	Current Performance	Likely reasons for performance gap	Method of intervention	Learning objective
<i>Ability to assess the need to carry out M & E of the programs,</i>	P5	NA	Lack of knowledge	Extensive training on monitoring and evaluation	Will be able to well manage programs, monitor and evaluate and implement the changes in future
<i>Ability to develop and design M & E framework for the program to be assessed,</i>	P5,P4/P3	NA	Lack of knowledge	Extensive training on monitoring and evaluation	Will be able to well manage programs, monitor and evaluate and implement the changes in future
<i>Ability to analyze and provide statistical evidences/recommendations for program improvement,</i>	P5,P4/P3	NA	Lack of knowledge	Extensive training on data systems and analysis and tools	Will be able to critically analyses and develop evidence based recommendations
<i>Ability to initiate assessment process by gathering information for the program to be assessed,</i>		A			
<i>Ability to compile, record and use the information related to assessment for the program to be assessed,</i>		A			
<i>Ability to maintain accurate records, data, files and programs briefs in ethical and confidential manner,</i>		A			
<i>Ability to produce appropriate documents for official sharing purposes at any time,</i>	P5	NA	Lack of knowledge	Extensive training on data systems and analysis and tools	Will be able to share comprehensive data and information any time
<i>Ability to maintain accurate online/system records, data, files and programs briefs in ethical and confidential manner,</i>	P5	NA	Lack of knowledge	Extensive training on data systems and analysis and tools	Will be able to share comprehensive data and information any time
<i>Ability to generate online/system appropriate documents for official sharing purposes at any time,</i>	P5	NA	Lack of knowledge	Extensive training on data systems and analysis and tools	Will be able to share comprehensive data and information any time
<i>Ability to demonstrate intellectual flexibility, imagination and preparedness for learning new things and in generating innovative ideas and solutions,</i>	P5,P4/P3	NA	Inability to propose new ideas	Training and exercise on critical thinking and analysis	Will be critical and analytical in service and program implementation
<i>Ability to conduct research reviews and policy paper analysis for appropriate program development,</i>	P5,P4/P3	NA	Lack of knowledge	Extensive training on research methodology	Will be able to conduct or carry out studies as and when required

<i>Ability to take feedbacks and criticism in positive manner for further improvement of self,</i>	P5,P4/P3	NA	Freshmen and lack of relation values	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences
<i>Ability to think rationally and comparatively in the context of complex situations to come up with objective and practical solutions,</i>	P5,P4/P3	NA	Freshmen and lack of relation values	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences
<i>Ability to communicate/debate/present critically and intensively for the purpose of convincing the general crowd.</i>	P5,P4/P3,P2	NA	Freshmen and lack of relation values	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences

Key Role: Program Manager	Training Needs Assessment				
Behaviour Indicators	Proficiency Level	Current Performance	Likely reasons for performance gap	Method of intervention	Learning objective
<i>Ability to achieve organizational five year and annual targets by focusing on national interest to ensure efficiency and high standards of delivery,</i>		A			
<i>Ability to contribute proactively to fulfilling other organizational goals/targets,</i>		A			
<i>Ability to achieve individual work plan as per targets in line to organizational goals/objectives,</i>		A			
<i>Ability to build trust among members and colleagues of the organization to enhance collaborative approach,</i>		A			
<i>Ability to create conducive environment for organizational interaction/support services,</i>	P5	NA	Lack of team work and friendship in office	Group works and assignments to foster help and support	Will be able to cooperate and work well with each other in office
<i>Ability to promote responsibility and ownership of the organizational goal by all members of the organization,</i>	P5	NA	Lack of knowledge and experience	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences
<i>Ability to identify and share the issues to supervisors for intervention,</i>	P5	NA	Lack of proactive service	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences
<i>Ability to evaluate and determine intervention strategies to prevent complications,</i>	P5	NA	Lack of proactive service	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences

<i>Ability to monitor and discuss post crisis situation time to time and render necessary support,</i>	P5,P4/P3	NA	Lack of knowledge	Extensive training on monitoring and evaluation	Will be able to well manage programs, monitor and evaluate and implement the changes in future
<i>Ability to understand and comply with RGoB financial/procurement rules and regulation,</i>		A			
<i>Ability to apply RGoB financial/procurement management control tools as per the financial/procurement norms,</i>		A			
<i>Ability to work with financial information to manage budget effectively and set realistic forecasts,</i>	P5	NA	Lack of knowledge	In-house training on Government Systems and rules	Will be well aware of rules and regulations and deliver services effectively
<i>Ability to prepare annual work plan as per organizational goal,</i>	P5	NA	Freshmen and do not know the staff and colleagues well	In-house training on organizational goals and objectives	Will be well versed of the organization, mission, vision and goals
<i>Ability to implement the work plan as per targets and schedule,</i>		A			
<i>Ability to achieve results as per expected outcome and organizational goal,</i>		A			
<i>Ability to lead others to promote accountability for the program,</i>	P5,P4/P3	NA	Lack of proactive service	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences
<i>Ability to drive results to build ownership and support from stakeholders,</i>	P5	NA	Lack of proactive service	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences
<i>Ability to manage self and others to ensure overall program delivery,</i>	P5	NA	Lack of leadership skills	Recommend for RIGGS training on leadership skills	Will be highly motivated and play leadership role in the organization

Key Role: Facilitator	Training Needs Assessment				
Behaviour Indicators	Proficiency Level	Current Performance	Likely reasons for performance gap	Method of intervention	Learning objective
<i>Ability to actively listen, understand and respond to stakeholders on any discussion related to the program,</i>		A			
<i>Ability to communicate quality information to the stakeholders/clients of the program,</i>	P5	NA	Freshmen and lack of information and PR	In-house HR briefing and program information sharing session	Will be able to fully understand the system and communicate effectively

<i>Ability to convince the audience (stakeholders, colleagues, supervisors etc.),</i>	P5	NA	Lack of communication skills	Extensive training on media and communication strategy	Will be able to fully understand the system and communicate effectively
<i>Ability to develop advocacy proposals and work plan for advocacy and awareness of the program,</i>	P5	NA	No prior experience	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences
<i>Ability to conduct advocacy programs successfully as per the work plan and organizational goal,</i>		A			
<i>Ability to evaluate the advocacy program for recommendations and future improvement,</i>	P5	NA	Lack of knowledge	Extensive training on monitoring and evaluation	Will be able to well manage programs, monitor and evaluate and implement the changes in future
<i>Ability to ensure team work to achieve organizational goals,</i>	P5	NA	Freshmen and do not know the staff and colleagues well	In-house training on organizational goals and objectives	Will be well versed of the organization, mission, vision and goals
<i>Ability to effectively resolve issues of the program,</i>	P5,P4/P3	NA	Lack of negotiation skills	Training on negotiation skills and conflict management	Will be able to properly manage conflicts and negotiate with the stakeholders
<i>Ability to effectively handle personal and team adversity of the organization,</i>	P5	NA	Lack of team leadership skills	Recommend for RIGGS training on leadership skills	Will be highly motivated and play leadership role in the organization
<i>Ability to listen to clients/stakeholders to render required support and services,</i>	P5	NA	Lack of PR	In-house PR meeting and bonding activities to be conducted	Will be able to properly manage conflicts and negotiate with the stakeholders
<i>Ability to understand and seek reasons concerning the client to avail facilitation service,</i>	P5	NA	Lack of analytical skills	Training and exercise on critical thinking and analysis	Will be critical and analytical in service and program implementation
<i>Ability to understand client's interpersonal requirements/expectations from the service provider,</i>	P5	NA	Lack of PR	In-house PR meeting and bonding activities to be conducted	Will be able to properly manage conflicts and negotiate with the stakeholders
<i>Ability to build trust among stakeholder, clients and colleagues to enhance collaborative approach,</i>	P5,P4/P3	NA	Lack of confidence in him/her due to being new	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences
<i>Ability to create a platform for stakeholder/clients interaction/support services,</i>	P5	NA	Inability to propose new ideas	Training and exercise on critical thinking and analysis	Will be critical and analytical in service and program implementation
<i>Ability to promote responsibility and ownership of the organizational goal by the stakeholders/clients,</i>	P5	NA	Lack of leadership skills	Recommend for RIGGS training on leadership skills	Will be highly motivated and play leadership role in the organization

<i>Ability to push forward a program for mentoring the clients requiring services,</i>	P5,P4/P3, P2	NA	Inability to propose new ideas	Training and exercise on critical thinking and analysis	Will be critical and analytical in service and program implementation
<i>Ability to support and guide individual's as per the required services,</i>	P5,P4/P3	NA	Lack of experience	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences
<i>Ability to brief and make the clients fully understand the nature and obligations of the program,</i>	P5	NA	Lack of knowledge and experience	One to one mentorship by the supervisor	Will be able to understand and be fully aware of the past and situations in through elder experiences

Annexure 4: Priority Training Areas

- a. In-house Training:
 1. Introductory/fresher's training on the organization mandates, goals, objectives, works and services,
 2. Introductory course on Government planning, finance systems, procurements rules and basic administrative works and services,
 3. Familiarization tours or sessions with various core offices and individuals and stakeholders,
 4. Supervisor led mentorship program on basic work attributes and necessities advices and assistance.

- b. Extensive Ex-country Training:
 5. Training on Media and Communication Strategy: specialization on speaking, negotiation, data management and google suit use,
 6. Training on Evaluating Workforce Learning and Development Initiatives,
 7. Training on data and statistics (Specialization on critical analysis and research),
 8. Training on research methodology and academic studies.

- c. In-country Trainings:
 9. Leadership Skills Development (RIGGS, RCSC).

- d. Long Term Training Plan- Source HRD, MoLHR (March, 2020):
 10. Masters in Workforce/Human Resource/Employment/labour market policy/planning/development (workforce planning and development/employment policy/labour market policy and analysis/human resource development policy and planning).