COMPETENCY BASED FRAMEWORK
GEWOG ADMINISTRATIVE OFFICERS

DEPARTMENT OF LOCAL GOVERNANCE

MINISTRY OF HOME AND CULTURAL AFFAIRS

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1. Background

1.1. About the Department

The Department of Local Governance (DLG) under the Ministry of Home and Cultural Affairs (MoHCA) began as Local Governance Division in 2005 to strengthen the Local Government. In 2009, the Division was upgraded to the Department of Local Governance in accordance with Article 9 (8) and Article 22 (1) of the Constitution of the Kingdom of Bhutan and the Local Government Act 2009 which charts out the legal framework for the Local Government. Basically, the Department is mandated to promote and strengthen local governance; to coordinate development of the Local Government's capacities; and to bolster *intergovernmental* coordination. The mandate envisages the Local Government making informed decisions and implementing coordinated activities by the Local Government.

In the democratic country, the lives of the Bhutanese people are greatly determined by the efficiency, transparency and independence of the Gewog office consisting of Gups, Mangmis and Tshogpas. It was the few of them who carried out multiple roles in the Gewog Administration. In order to strengthen the crucial local government institution and carry forward the process of administrative and political decentralization, the Royal Government of Bhutan introduced the position of Gewog Administrative Officer (GAO) in 2007-2008 with the modern Gewog offices, decentralizing budget and administrative powers. A total of 177 GAOs from the administrative support cadre in the same year were recruited under Gross National Happiness Commission (GNHC) till 2008. Later they were transferred to DLG from 2009 which formed a strong support system of the administration of Gewog *T*shogde, development program, planning and implementation of the annual plans.

1.2. Vision of the Department

Democratic and accountable Local Governments built on the principles of good governance for quality public services.

1.3 Core Values

- Good Governance

- Decentralization

- Community Participation

2. Competency-Based Framework for Gewog Administrative Officer (GAO)

2.1. Introduction

The Human Resource Audit Division was instituted by the Royal Civil Service Commission (RCSC) in 2012 to carry out periodic HR auditing of all agencies on its implementation of HR actions. The major findings of the audit were non-compliance to the rules and regulations and inefficiency in the administration of HR capacity building programs by the agencies. It has been pointed out that certain unhealthy practices of HR capacity development have resulted in the waste of limited resources, lack of return from the investment, nepotism and favoritism in the systems, leading to grievances among the civil servants.

Therefore, the RCSC has initiated the Competency-based HR Development program. The launch of the Competency-based Framework (CBF) for Civil Service marks a paradigm shift towards a more structured and exhaustive approach of capacity development. It will assist agencies in envisioning definite and coherent skill requirements to enhance various human resource functions, particularly in areas such as Performance Management, Succession Planning, Talent Management, and Capacity Development. However, to start with, the program will focus only in the area of capacity building. The Program was launched with the aim to cultivate the culture of identifying skill needs of employees, assisting continuous development, and professionalizing civil servants to deliver responsibilities effectively and enhancing efficiency. This will also ensure that the budget mobilization and utilization is aligned to the Competency-based Framework Human Resource Development plan in pursuit of excellent public service delivery.

2.2. Purpose

The CBF highlights the knowledge, skills and abilities required for Gewog Administrative Officers to achieve a high level of professional competence and deliver the highest standard services. Despite its *establishment* since 2007, the Gewog offices suffer from lack of adequate technical and administrative capacity limiting the service delivery. This also aims at defining the explicit roles of GAOs so there is no "one- fits-all" solution. The framework is developed with the following aim and objectives to address the challenges.

2.3. Aim

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

2.4. Objectives

a) Enhance the technical capacity of the GAOs.

b) Provides greater role clarity and *allows* GAOs to take ownership for continuous professional development.

c) Prioritize training programs *for* GAOs & effectively utilize the HRD budget.

d) Enhance effectiveness of training and development efforts.

2.5. Framework Development Processes

The development of the framework involved identifying and training the taskforce members, identifying Key Roles, Role Profiles, Competency Areas, Key Competencies, Behavioral Indicators, Proficiency Levels, carry out Training Need Analysis and identifying the trainings through a rigorous, consultative and inclusive process by the taskforce members with key stakeholders.

2.5.1. Identification of Key Role

The first step in Role Profile Development is the identification of the key roles. A key role is an organized set of behaviors that are crucial to achieve the current and future goals of the Department of Local Governance. The following processes are considered for identification of key roles:

a) Understanding the vision, mission & objectives of Department of Local Governance

b) Understanding the Local Governance Rules and Regulations

c) Identification of key stakeholders of the Gewog Administrations

d) Identification of the main needs of customers

e) Identification of the desired outcomes

f) Identification of the most important things to do to achieve the desired needs/outcomes.

Through this process, three key roles were identified for the Gewog Administrative Officers to discharge its function effectively and efficiently.

a.   Administrative Manager

b.   Gewog Strategist

c.   Gewog Advisor

2.5.1.1. Description of Role Profile

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

Table 1: Role Profile of Gewog Administrative Officer

SN	Key Role	Role Description
1	Administrative Manager	1. Provides conducive working environments to enhance efficiency and professionalism. 2. Manages and supervises office activities and events to provide efficient service delivery. 3. Manages HR processes and functions for local leaders and employees accountable to the Gewog Administration.
2	Gewog Strategist	1. Leads formulation of strategic plans that are aligned to FYP and national priorities to function correctly. 2. Implements and monitors strategic plans to enhance Gewog performance. 3. Identifies best practices through research to promote good governance and enhance the performance of Gewog.
3	Gewog Advisor	1. Acts as custodian to all the governing legislations, systems and processes pertinent to Gewog functions. 2. Provides access to timely, accurate and expert advice to promote evidence based decision making. 3. Acts as go-to-person in the Gewog.

2.5.2. Identification of Competency Areas

Competency Area is the clustering of key competencies by related behavior and functions of each role. It comprises a set of Knowledge, Skills and Abilities (KSA) that result in essential behaviors expected from NPPF employees. This framework broadly identified two competency areas:

A. *Leadership Competencies* – Competencies required by all the employees in an organization irrespective of position level and career stage. These are transferable cross-cutting skills and competencies that enable individuals to acquire technical skills and competencies.

B. *Technical Competencies* – Knowledge and skills required by the employees for use on a daily basis to perform specific jobs.

2.5.3. Identification of Key Competencies

The key competency is an observable behavior that indicates the presence of the particular competency. The framework has identified six key competencies under Leadership competencies and *ten* key competencies under technical competencies:

2.5.3.1. Leadership Competencies

The framework identified six key leadership competencies that the GAOs must possess and demonstrate in their daily sphere of work.

Figure 1: Leadership Competencies

2.5.3.2. Technical Competencies

There are ten technical competencies identified in this framework that the GAOs must possess and demonstrate in their daily sphere of work.

Figure 2: Technical Competencies

Table 2: Technical Competencies against key roles

SN	Key Role	Key Competencies	
1	Administrative Manager	1.1.1	Human Resource Management/ Counsel
		1.1.2	Procurement Management
		1.1.3	Event Management
		1.1.4	Documentation and Archiving

2	Gewog Strategist	2.1.1 Formulation of by-laws
		2.1.2 Planning and Budgeting
		2.1.3 Contract management
		2.1.4 Project management
3	Gewog Advisor	3.1.1 Advocacy
		3.1.2 Domain Expertise

The Behavioral Indicators outlines a collection of desired and observable motives, traits and behaviors when executing or carrying out the assigned task. It serves as a tool to guide evaluations of employee performance. The framework has identified **41** behavioral indicators.

2.5.4.1. Leadership Competencies

Under the leadership competencies across the *6* key competencies, a total of 20 behavioral indicators have been identified.

Table 3: Behavior Indicators of Leadership Competencies

Key Competency	Behavioral Indicator
Integrity	1. Takes action that is congruent with prescribed norms. 2. Demonstrates consistency in upholding and promoting the values of administration in action and decision. 3. Reliably delivers on the commitments made and endorsed plans.
Teamwork	1. Works cooperatively with the relevant stakeholders demonstrating willingness to consider alternative approaches/ideas. 2. Deals effectively with confrontational situations demonstrating diplomacy, empathy and consider different points of views. 3. Leverages working relationships with local leaders, staff and relevant stakeholders to build strong connection and collaboration.

Communication	1. Communicates clearly, listens, understands and adapts with the audience to demonstrate effective written and oral communication skills. 2. Seeks others' perspectives to ensure inclusiveness and understanding.
Emotional intelligence	1. Effectively manages moods, responds to stress, situations of ambiguity or crisis. 2. Manages relationships with others to achieve mutual benefits. 3. *Builds an emotionally* intelligent organization.
Service Delivery	1. Anticipates and addresses client needs and concerns. 2. Develops innovative approaches to meet client needs. 3. Ensures overall provision of quality services to clients. 4. Treats all the clients in a fair and equal manner while providing public services.
Conflict management	1. Remains calm, collected and patient while facing conflicts. 2. Resolves interpersonal conflicts by focusing on mutually acceptable solutions. 3. Uses conflict as a source of innovation and creativity. 4. Develops an environment to address conflicts or problems. 5. Setting standards for organizational behavior.

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For the technical competencies, across the 10 different Key competencies, a total of 23 Behavioral indicators have been developed

Table 4: Behaviour Indicators against Technical Competencies

Key Role	Key Competency	Behavior Indicators
1. Administrative Manager	1.1. Human Resource Management/Counsel	1.1.1. Applies the knowledge of pertinent human resource legislations, and practices to advise and assist the local leaders in recruitment, leave management, training & development, performance management and employee/public relations.
		1.1.2. Manages and/or supports on-boarding of the newly elected local leaders and recruits.
	1.2. Procurement Management	1.2.1. Advises local leaders and staff on and spearheads the acquisition, transfer and disposal of accountable property items as per Procurement legislations, processes and practices to ensure accountability and transparency.
	1.3. Event Management	1.3.1. Understands the event etiquettes w.r.t. Driglam Namzhag and other related standards.
		1.3.2. Plans, schedules and organizes official functions in the gewog soliciting the support from concerned stakeholders.

	1.4. Documentation and Archiving	1.4.1. Precisely maintains and records the official information sharing and management decisions through relevant formats (i.e. letter, Note Sheet, Minutes, etc.) for future reference.
		1.4.2. Collects, organizes, stores, disposes and provides access to documentation/records in line with set policies and procedures.
		1.4.3. Establishes ICT based systems to maintain, classify and store official documents for secure and fast data processing.
2. Gewog Strategist	2.1. Formulation of By-laws	2.1.1. Understands the governing legislations, standards, procedures and behaviour/situations of the gewog.
		2.1.2. Recommends and advises Local Leaders on the development of local directives and/or policies befitting gewog that are current, relevant and aligned to Gewog/national goals and social needs to ensure strict compliance and provision of clear direction.
	2.2. Planning & Budgeting	2.2.1. Demonstrates the knowledge and understanding of government planning standards, priorities, financial norms and gewog's financial processes.
		2.2.2. Prepares, justifies, and administers the program budget in line with the FYP and/or APA for successful implementation of plans.
		2.2.3. Prioritize the plan proposals collected from the communities through research to provide equitable socio-economic development in the gewog.

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		2.2.4. Coordinates and provides strategic input to GT for making informed decisions.
	2.3. Contract Management	2.3.1. Displays understanding of government procurement rules and regulations through negotiating contract terms and conditions prudently.
		2.3.2. Strictly monitors, documents and agrees on changes during execution to maximize operation and financial performance of the gewog.
	2.4. Project Management	1.2.4.1 Creates and maintains an environment by managing stakeholder engagement, resources, budgets and resolving problems for successful completion of the project.
		1.2.4.2 Ensures timely monitoring and evaluation of the project for quality assurance.
3. Gewog Advisor	3.1. Advocacy	3.1.1. Identifies information vis a vis target group.
		3.1.2. Communicates effectively and assertively to raise public awareness on prevailing legislations and processes.
	3.2. Domain Expertise (HR legislation, LG legislations, Community protocol, Procurement legislations, Election legislations, Land Legislations, Census legislations, Financial	3.2.1. Demonstrates the understanding of pertinent legislations, systems and processes.
		3.2.2 Identifies and seeks to expand professional knowledge and performance by keeping abreast of the new governing legislations and the amendments.

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	Legislations, Disaster Legislations, Law & Orders, Socio-cultural knowledge)	3.2.3. Serves as contact person to various agencies.

▌2.5.5. Classification of Proficiency Levels

A proficiency level reflects progression of the level of expertise. These levels relate to the career ladder of the Gewog Administrative Officers and correspond to specific position *levels* from P5 to P2. Each competency level has a specific set of indicators to describe the behavior and skills required at that particular level.

The framework identified following three levels of proficiencies:

Table 5: Proficiency Levels

Proficiency Level	Position Level	Level of Expertise
Advanced	P2 level GAOs	They will be recognized as experts in their field. They are responsible for defining and leading the field in their area of expertise. Their opinions wield influence in the entire field.
Intermediate	P3 level GAOs	They are seasoned professionals whose expertise goes beyond theoretical and technical substantive knowledge of their field.
Foundation	P5 & P4 level GAOs	Will have theoretical/technical knowledge and can apply that knowledge to a variety of circumstances.

The proficiency levels are cumulative, i.e. the basic behavioral indicators at the lower levels also apply to all the subsequent levels. The proficiency levels and the specific behavioral indicators for the specific key roles are provided in Table below:

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Table 6: Proficiency level with BI for Leadership competency

Key Competency	Proficiency Level		
	Foundation	**Intermediate**	**Advanced**
Integrity	1. Demonstrates honesty, trustfulness and probity in all matters affecting his/her work. 2. Is familiar with and acts in accordance with the standard code of conduct for civil servants. 3. Treats staff and stakeholder fairly by maintaining consistent values and performance standards inspiring trust and confidence through personal credibility. 4. Recognizes conflict of interest or ethical dilemmas and seeks advice or support to resolve them.	1. Demonstrates consistency in upholding and promoting the values and administrative action/decisions at work. 2. Ensures and promotes fair, consistent and impartial treatment of all individuals in the gewog administration. 3. Ensures programmes and projects are consistent with FYP and gewog objectives. 4. Ensures that conflict of interest and ethical dilemmas are resolved in favour of gewog's interest.	1. Acts as a role model showing highest standard of integrity in the gewog through personal behavior. 2. *Creates a culture* that fosters highest sense of integrity by actively promoting the civil service values with gewog administration, stakeholders and holding accountable for abuse of power and/or inappropriate behavior. 3. Resists undue political/personal pressure while discharging the function. 4. Identifies conflict of interest between stakeholders groups and works to keep the gewog from inappropriate involvement in such situations.

Team work	1. Performs work activities collaboratively with others to foster team spirit and contribute to identify goals. 2. Demonstrates positive attitude in various situations and interactions with stakeholders. 3. Seeks to understand others' situations and perspectives. 4. Seeks feedback from co-workers on own roles and performance in the team.	1. Identifies shared goals which require collaboration to facilitate the achievement of shared goals. 2. Adapts method of interactions to cater the needs of others. 3. Develops partnership with key stakeholders to *achieve a win-win* outcome. 4. Provides feedback to team members on their roles, working styles and performance in the team.	1. Champions development of an open and collaborative organization culture. 2. Drive mutual understanding among the teams to encourage the achievement of the shared goals. 3. Builds strategic alliances and partnerships to achieve desired goals. 4. Oversees resolution of conflicts to collaborate in the Gewog.
Communication	1. Identify appropriate communication channels to convey or exchange information. 2. Deploy listening techniques to engage with and understand the audience. 3. Present ideas using clear and concise languages. 4. Define *desired* outcomes for exchange of information.	1. Analyzes communication objectives, types of stakeholder and *determines* communication priorities. 2. Present information in a structured flow or format which is reflective of the audience needs. 3. Determine the relevant information and visualization techniques to share and convey a persuasive view. 4. Encourage two-way interactions and seek feedback on communication approaches.	1. Evaluate stakeholder dynamics and contacts to establish communication objectives and principles. 2. Synthesizes various information sources and communication objectives to create a persuasive view. 3. Anticipate responses from stakeholders to adapt approaches appropriately. 4. Manages sensitive communication with discretion. 5. Establish alignment between different stakeholders with differing views to

			achieve constructive outcome.
Emotional Intelligence	1. Senses the emotions of others, understands their perspective and takes active interest in their concern. 2. Fosters a positive outlook and maintains focus during periods of stress and heavy workload, inspiring and guiding others towards goal achievement. 3. Creates a climate of enthusiasm and flexibility , where people feel encouraged to give their best. 4. Stands up to team pressure, not giving in out of a desire to please or to avoid confrontation and conflict.	1. Creates a work environment that minimizes work stress. 2. Demonstrates a genuine passion for work, leverages political forces and tacit knowledge to support the achievement of gewog goals and priorities. 3. Foresees how others will interpret and react to events using the awareness to smooth the way. 4. Supports the right of staff to a personal life and a reasonable work-life balance.	1. Provides a sense of direction and purpose and maintains operational effectiveness of the organization, even during the times of organizational change. 2. Cuts through red tape or make exceptions to rules when necessary to provide services effectively and timely. 3. Drives positive changes through focusing on the opportunities rather than threats in the gewog administration. 4. Fosters an organizational environment that encourages flexibility and supports work life balance.
Service Delivery	1. Researches potential solutions to client needs and reports back in a timely and appropriate manner. 2. Actively support the interest of the client by organizing and prioritizing work schedules to meet their needs. 3. Establishes, builds and sustains effective relationships with staff and stakeholders.	1. Helps clients to analyse their needs and seeks to understand the issue *from the client's* perspective. 2. Creates an enabling environment for smooth relationships between client and administration. 3. Uses discretion and flexibility in interpreting rules in order to meet client needs	1. Anticipates constraints in the delivery of services and identifies solutions/alternatives. 2. Acts as a trusted advisor to clients within his/her work. 3. Consults with clients and ensures their needs are represented in decision making processes.

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	4. Anticipates client needs and addresses them promptly and diplomatically. 5. Treats the clients in a fair and equal manner.	and achieve organizational goals effectively. 4. Provides service beyond the clients' expectations by seeking information about the real, underlying needs of the client. 5. Treats the clients in a fair and equal manner.	4. Treats the clients in a fair and equal manner.
Conflict Management	1. Addresses conflict proactively before it affects the result or output of an activity. 2. Surfaces conflicts, acknowledges the feelings and views all sides and redirects energy towards achieving the mutually acceptable solution. 3. Builds consensus by attention on areas of agreement and by getting others to confirm them. 4. Takes actions to understand and reduce anger and frustrations in colleagues or external stakeholders.	1. Promotes a mindset of cooperation, teamwork and commitment to building and maintaining trust amongst colleagues. 2. Distinguishes between interpersonal conflict and substantive conflict, uses substantive conflict as a potential source of creativity and innovation. 3. In case of competition between gewog resources, systematically adopts win-win situations to meet the needs. 4. Intervenes promptly in cases of unproductive conflict among colleagues or stakeholders, settling them equitably	1. Creates an organizational climate of unconditional civility and respect for others. 2. Holds him/her and others accountable for respecting organizational standards of civility in all circumstances. 3. Acts as a role model for positive handling of potentially conflictual situations to others inside and outside the organization.

2.5.5.2. Technical Competency

Table 7: Proficiency level with BI for Technical Competency

	Proficiency Level for Role 1: Administrative Manager

Key Competency	Foundation	Intermediate	Advanced
Human Resource Management /Counsel	1. Demonstrates adequate knowledge on the performance system of the RGoB & gewog administration and participates in the performance appraisal processes. 2. Demonstrates sound understanding on prevailing HR legislations and procedures (i.e. recruitment and leave management) linking to local leaders and gewog staff. 3. Liaises with relevant sectors to identify relevant target groups to implement identified training. 4. Provides adequate knowledge on gewog status, pertinent legislations and processes to newly elected local leaders and recruits through induction programs.	1. Demonstrates advanced knowledge *on the performance* management system of the gewog administrations and counsels the administrations/staff to achieve the set goals. 2. Demonstrates deeper understanding on prevailing HR legislations and procedures and, identify inconsistencies and/or recommend amendments to relevant offices. 3. Proactively identifies training requirements vis-*a-vis the target* group. 4. Provides deeper knowledge on gewog status, pertinent legislations, process and directions to newly elected local leaders and recruits through induction programs.	1. Develops strategies to enhance and improve the performance of the gewog administration. 2. Champions prevailing HR legislations, procedures and, establishes best practices to enhance the services. 3. Proactively identifies training requirements vis-a-vis the target group to enhance the capacity. 4. Provides expert knowledge on gewog status, pertinent legislations, process and directions to newly elected local leaders and recruits through induction programs.
Procurement Management	1. Demonstrates sound understanding of prevailing procurement legislations, processes and systems (i.e. e-procurement). 2. Ensures availability of office supplies and their replenishment in a timely manner.	1. Demonstrates *in-depth* understanding of prevailing procurement legislations, processes, and systems (i.e. e-procurement) and recommends amendments to the relevant offices. 2. Proactively conducts ageing analysis of the	1. Champions the prevailing procurement legislations, processes, systems and amendments. 2. Proactively conducts ageing analysis of the government properties and aid decision making through cost benefit

	3. Maintains inventory system correctly.	government properties and aid decision making through cost benefit analysis in purchasing goods. 3. Reviews inventory management system and *provides* recommendations.	analysis in purchasing goods. 3. Constantly reviews inventory management systems and *establishes* improvement/best practices.
Event Management	1. Demonstrates basic understanding of events etiquettes with respect to Driglam Namzha and other related standards. 2. Seeks support of Local Leaders and Gewog Staff in planning, organizing and coordinating the events.	1. Demonstrates adequate understanding of events etiquettes with respect to Driglam Namzha and other standards. 2. Proactively judges the need for events and accordingly plan, organize and coordinate.	1. Demonstrates advanced understanding of events etiquettes with respect to Driglam Namzha and other standards. 2. Directs the administrations on the need of events and to organize events.
Documentation & Archiving	1. Correctly prepares the official documents (Note Sheets, letters, Minutes, etc.) as per the established standards, practices and procedures. 2. Ensures that documentation is collected, archived, and protected as per set policies, procedures and processes. 3. Examines requests to access documentation and seeks advice to give approval. *4.* Ensures adherence to set security procedures when storing, transferring, or	1. Incorporates best practices to prepare official documents (Note Sheet, Minutes, Letter, etc.). 2. Compares alternative systems for record maintenance, archiving, and disposal as well as make adequate recommendations. 3. Examine access requests and recommend administration on the legal issues.	1. Develops and ensures the implementation of documentation and archiving policies, procedures and processes. 2. Plans and designs document management programs and services. 3. Approves access requests related to documentation/record (including retrieval, reference, etc.).

Key Competency	Proficiency Level for Key Role 2: Gewog Strategist		
	Foundation	**Intermediate**	**Advanced**
	disposing confidential materials.		
Formulation of by-laws	1. Demonstrates good understanding of the gewog situations and governing legislations. 2. Identifies relevant offices and seeks advice related to policy developments. 3. Coordinates with local leaders in developing directives/policies mutually.	1. Demonstrates adequate understanding of the gewog situations and governing legislations. 2. Analyzes the gewog situations and governing legislations and presents the policy or directives recommendations to local leaders for deliberation.	1. Demonstrates in-depth understanding and/or logic of the gewog situations and governing legislations. 2. Evaluates the gewog situations/legislations and indicates the policy/directive recommendations to local leaders with impact assessment.
Planning & Budgeting	1. Demonstrates good knowledge and understanding of government planning standards, national priorities, financial rules and regulations. 2. Coordinates budget preparation, challenges submissions and seeks synergies upon consolidation. 3. Provides reasoned advice on planning, and forecasting with reference to cost, time and quality. 4. Suggests corrective actions to ensure	1. Demonstrates adequate knowledge and understanding of government planning standards, national priorities, financial rules and regulations. 2. Establishes and ensures effective and consistent planning and forecasting processes as well as identifies and implements best practices. 3. *Establishes and ensures effective and consistent planning and forecasting processes as well as identifies and implements best*	1. Champions government planning standards, national priorities, financial rules and regulations. 2. Provides insights and strategic advice on trends and factors that affect gewog budget. 3. Sets and defines budget framework and leads the budgeting process. 4. Prioritizes plan proposals collected from the communities through advanced

	financial resources comply with dedicated budgets. 5. Prioritizes plan proposals collected from the communities through basic research skills and *submits* to GT.	*practices* 4. Prioritizes plan proposals collected from the communities through advanced research skills, and submit to GT	research skills, and submit to GT.
Contract Management	1. Demonstrates an understanding of government procurement rules and regulations. 2. Seeks advice and liaises with relevant officials in source selection, contract terms and conditions. 3. Monitors contractor's performance against predetermined milestones, and identifies when corrective action is needed. *4.* Drafts robust variations in a manner consistent with the contract and ensures proper approvals are sought.	1. Demonstrates adequate knowledge of government procurement rules and regulations. 2. Understands when contractor performance requires corrective actions, and is able to identify the appropriate action to be taken. 3. Identifies the implications of a change and facilitates the variation of the contract.	1. Champions identification and negotiation of contractor performance milestones, and monitoring. 2. Resolves difficulties through negotiation and leads to improvement. 3. Understands how to terminate contracts appropriately and legally where necessary.
Project Management	1. Demonstrates basic understanding of project management principles. 2. Follows established and effective methods to implement projects. 3. Seeks advice and collaborate with focal	1. Demonstrates in-depth understanding of project management principles. 2. Anticipates potential risks to project delivery and devises risk mitigation measures. 3. Modifies project plans to address the gewog	1. Directs project risk management plans and strategies. 2. Leads robust stakeholder engagement strategies and efforts to ensure the commitment of stakeholders to ensure

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| | points to identify stakeholders, required resources, potential risks and make recommendations.

4. Monitors and evaluates progress against project plan, identifies issues and manages them effectively. | new requirements and priorities.

4. Identifies relevant stakeholders and budget requirements. | project success.

3. Sets guidelines for strategic utilization of resources to ensure resources are utilized to meet key objectives.

4. Align project objectives and scopes with strategic gewog priorities and directions. |

Key Competency	Proficiency Level for Key Role 3: Gewog Advisor		
	Foundation	**Intermediate**	**Advanced**
Advocacy	1. Recognizes the need to raise public awareness on prevailing legislations, systems and processes. 2. Occasionally profiles the different target group accurately and tailors communication based on demographics to sensitize. 3. Attempts to educate the community on the rationale behind regulations to enable change in behaviour.	1. Comes up with suggestions to raise public awareness on prevailing legislations, systems and processes. 2. Generally profiles the different target group accurately and tailors communication based on demographics to sensitize. 3. Generally educates the community on the rationale behind regulations to enable change in behaviour.	1. Proactively develops *programs*/resources to *raise* public awareness on prevailing legislations and processes. 2. Accurately profiles the different target group and tailors communication based on demographics to sensitize. 3. Proactively educates the community on the rationale behind legislations and processes to enable change in behaviour.
Domain	1. Demonstrates basic knowledge and understanding of prevailing legislations and	1. Demonstrates adequate knowledge and understanding of the prevailing legislations,	1. Champions the pertinent legislations,

Expertise	processes.	systems, processes and gewog profile.	systems, processes and gewog profile.
	2. Serves as an internal consultant in the area of expertise and shares knowledge with the stakeholders.	2. Continuously seeks new and improved methods and systems for accomplishment of work.	2. Applies in depth knowledge of best practices within the discipline, effectively uses this information to improve work practices within the function.
	3. Keeps abreast of the new developments in the area of professional discipline and job knowledge and seeks to develop him/her professionally.	3. Keeps abreast of new developments in the area of professional discipline and job knowledge and seeks to develop him/her professionally.	3. Keeps abreast of new developments in the area of professional discipline and job knowledge and proactively develops individuals professionally.
	4. Identifies new and better approaches in the work processes and incorporates the same in their own work.		

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2.6. Training Needs Analysis

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

The training needs analysis is carried out in consultation with the stakeholders through the online survey considering the limited outreach due to the pandemic. The questionnaire consists of both closed and open-ended questions. The questionnaire is based on *43* behavioral indicators of different proficiency levels on Likert Scale of "*Competent*" and "Not *Competent*" followed by open-ended questions asking the likely reasons for 'Not *Adequate*" and suggesting interventions to address the gap. The behavioral indicators were assessed by proficiency level to identify the performance gaps.

2.6.1   Training Needs Assessment at Foundation Proficiency Level

Key Role: *Administrative Manager*					
Key Competencies	**Description of Proficiency Level**	**Performance (competent/Not competent)**	**Likely reason for performance gap**	**Methods of Intervention/ Training Requirement**	*Learning Objectives*
1.1 Human Resource	- *Demonstrates adequate knowledge on the performance system of the*		No *training received on HR*	Class*room training,*	*To be able to demonstrate*

Management /Counsel	*RGoB & gewog administration and participates in the performance appraisal processes.* - *Demonstrates sound understanding on prevailing HR legislations and procedures (i.e. recruitment and leave management) linking to local leaders and gewog staff.* - *Liaises with relevant sectors to identify relevant target groups to implement identified training.* - *Provides adequate knowledge on gewog status, pertinent legislations and processes to newly elected local leaders and recruits through induction programs.*	Not competent	*management, Qualification mis-match.* *Lack of clear TOR*	*On Job training, Mentoring*	*knowledge on HR management and perform HR functions efficiently*
1.2 Procurement Management	- *Demonstrates sound understanding of prevailing procurement legislations, processes and systems (i.e. e-procurement).* - *Ensures availability of office supplies and their replenishment in a timely manner.* - *Maintains inventory system correctly.*	*Not Competent*	*Lack of adequate training, inexperienced*	*On job training, classroom training, mentoring,* *short term training*	*To be able to understand various procurement methods and make comparative study of its advantages and disadvantages.*

					-To be able to maintain the inventory system correctly.
1.3 Event Management	- Demonstrates basic understanding of events etiquettes with respect to Driglam Namzha and other related standards. - Seeks support of Local Leaders and Gewog Staff in planning, organizing and coordinating the events.	*Not Competent*	*Lack of specific trainings, lack of resources and monitoring*	*On job training, mentoring, classroom training*	-To be able to understand Dirglam Namzha and other related standards
1.4 Documentati on & Archiving	- Correctly prepares the official documents (Note Sheets, letters, Minutes, etc.) as per the established standards, practices and procedures. - Ensures that documentation is collected, archived, and protected as per set policies, procedures and processes. - Examines requests to access documentation and seeks advice to give	*Not competent*	*Lack of training, lack of ICT knowledge*	*On job trainings, mentoring, classroom training*	To be able to understand various documentation and archiving methods for proper documentation

Key Role: *Gewog Strategist*					
Key Competencies	**Description of Proficiency Level**	**Performance (competent /Not competent)**	**Likely reason for performance gap**	**Methods of Intervention/Training Requirement**	
2.1 Formulation of by-laws	- *Demonstrates good understanding of the gewog situations and governing legislations.* - *Identifies relevant offices and seeks advice related to policy developments.* - *Coordinates with local leaders in developing directives/policies mutually.*	Not competent	*Inexperienced, no proper trainings*	*On job training, classroom training, mentoring,* *short term training*	*To be able to formulate by-laws.*
2.2 Planning and Budgeting	- *Demonstrates good knowledge and understanding of government planning standards, national priorities, financial rules and regulations* - *Coordinates budget preparation, challenges submissions and seeks synergies upon consolidation.* - *Provides reasoned advice on planning, and forecasting with reference to cost,*	*Not competent*	Lack of *exposure on planning process, less training provided, lack of coordination*	*On job training, classroom training, mentoring,* *short term training*	*To be able to understand various planning and budgeting methods for formulation of effective plans and budgets.*

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	time and quality. - *Suggests corrective actions to ensure*				
2.3 Contract Managemen t	- *Demonstrates an understanding of government procurement rules and regulations.* - *Seeks advice and liaises with relevant officials in source selection, contract terms and conditions.* - *Monitors contractor's performance against predetermined milestones, and identifies when corrective action is needed.* - *Drafts robust variations in a manner consistent with the contract and ensures proper approvals are sought.*	*Not competent*	*Constant change in rules and regulations, lack of coordination, lack of training*	*On job training, classroom training, mentoring,* *short term training*	*To be able to understand the basics of contract management.* *To establish a systematic approach of evaluation procedures.*
2.4 Project Managemen t	- *Demonstrates basic understanding of project management principles.* - *Follows established and effective methods to implement projects.* - *Seeks advice and collaborate with focal points to identify stakeholders, required*	*Not competent*	*No trainings received, need guidance, shortage of manpower*	*On job training, classroom training, mentoring,* *short term training*	*To be able to successfully manage various projects in gewog.*

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	resources, potential risks and make recommendations.				

Key Role: *Gewog Advisor*					
Key Competencies	**Description of Proficiency Level**	**Performance (competent /Not competent)**	**Likely reason for performance gap**	**Methods of Intervention/Training Requirement**	
3.1 *Advocacy*	- Recognizes the need to raise public awareness on prevailing legislations, systems and processes. - Occasionally profiles the different target group accurately and tailors communication based on demographics to sensitize. - Attempts to educate the community on the rationale behind regulations to enable change in behaviour.	*Not competent*	*Lack of training on communication skills, lack of mentorship*	*On job training, classroom training, mentoring,* *short term training*	*To be able to carry out advocacy programs efficiently*
3.2 Domain Expertise	- Demonstrates basic knowledge and understanding of prevailing legislations and processes. - Serves as an internal consultant in the	*Not competent*	*Lack of coordination between dzongkhag and gewog, lack of*	*On job training, classroom training, mentoring,*	*To be able to provide prompt decision whenever situation*

			professional networking skills	*short term training*	*occurs*
	- *Keeps abreast of the new developments in the area of professional discipline and job knowledge and seeks to develop him/her professionally.* - *Identifies new and better approaches in the work processes and incorporates the same in their own work.*				

area of expertise and shares knowledge with the stakeholders.

2.6.2   Training Needs Assessment at Intermediate Proficiency Level

Key Role: Administrative Manager					
Key Competencies	*Description of Proficiency Level*	*Performance (competent/ Not competent)*	*Likely reason for performance gap*	*Methods of Intervention/Training Requirement*	

1.1 Human Resource Management/ Counsel	- Demonstrates advanced knowledge on the performance management system of the gewog administrations and counsels the administrations/staff to achieve the set goals. - Demonstrates deeper understanding on prevailing HR legislations and procedures and, identify inconsistencies and/or recommend amendments to relevant offices. - Proactively identifies training requirements vis-a-vis target group. - Provides deeper knowledge on gewog status, pertinent legislations, process and directions to newly elected local leaders and recruits through induction programs.	Not Competent	Lack of experience related to human resource management	Classroom training	To be able to demonstrates deeper understanding of HR legislations and performance management system of Gewog Administration
1.2 Procurement Management	- Demonstrates in-depth understanding of prevailing procurement legislations, processes, and systems (i.e. e-procurement) and recommends amendments to the relevant offices. - Proactively conducts ageing analysis of the government properties and aid decision making through cost benefit	Not competent	Lack of knowledge on procurement management	Classroom training	To be able to demonstrate in-depth understanding of procurement legislations, processes and systems.

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	analysis in purchasing goods.				
	- *Reviews inventory management system and provides recommendations.*				
1.3 Event Management	- *Demonstrates adequate understanding of events etiquettes with respect to Driglam Namzha and other standards.* - *Proactively judges the need for events and accordingly plan, organize and coordinate.*	*Competent*			
1.4 Documentation & Archiving	- *Incorporates best practices to prepare official documents (Note Sheet, Minutes, Letter, etc.).* - *Compares alternative systems for record maintenance, archiving, and disposal as well as make adequate recommendations.* - *Examine access requests and recommend administration on the legal issues.*	*competent*			
Key Role: Gewog Strategist					

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Key Competencies	Description of Proficiency Level	Performance (competent/ Not competent)	Likely reason for performance gap	Methods of Intervention/ Training Requirement	
2.1 Formulation of by-laws	- *Demonstrates adequate understanding of the gewog situations and governing legislations.* - *Analyzes the gewog situations and governing legislations and presents the policy or directives recommendations to local leaders for deliberation.*	*Not competent*	*Lack of knowledge on formation of by-laws*	*Classroom trainings*	*To be able to analyzes the gewog situations and present directives recommendations to local leaders*
2.2 Planning and Budgeting	- *Demonstrates adequate knowledge and understanding of government planning standards, national priorities, financial rules and regulations.* - *Establishes and ensures effective and consistent planning and forecasting processes as well as identifies and implements best practices* - *Establishes and ensures effective and consistent planning and forecasting processes as well as identifies and implements best practices*	*Not competent*	*Lack of knowledge on formulation of plans and budgets*	*Classroom trainings, refresher courses*	*To be able to establish and ensure effective and consistent planning and forecasting processes as well as identifying and implementing best practices.*

	- *Establishes and ensures effective and consistent planning and forecasting processes as well as identifies and implements best practices*				
2.3 Contract Management	- *Demonstrates adequate knowledge of government procurement rules and regulations.* - *Understands when contractor performance requires corrective actions, and is able to identify the appropriate action to be taken.* - *Identifies the implications of a change and facilitates the variation of the contract.*	*Not competent*	*Lack of knowledge on contract management*	*Classroom trainings*	*To be able to demonstrate adequate knowledge of Government procurement rules and regulations.*
2.4 Project Management	- *Demonstrates in-depth understanding of project management principles.* - *Anticipates potential risks to project delivery and devises risk mitigation measures.* - *Modifies project plans to address the gewog new requirements and priorities.*	*Not competent*	*Lack of knowledge on project management*	*Classroom trainings*	*To be able to demonstrate in-depth understanding of project management principles and anticipates potential risks to project delivery and devises risk*

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					mitigation measures.
Key Role: Gewog Advisor					
Key Competencies	**Description of Proficiency Level**	**Performance (competent/ Not competent)**	**Likely reason for performance gap**	**Methods of Intervention/ Training Requirement**	
3.1 Advocacy	- Comes up with suggestions to raise public awareness on prevailing legislations, systems and processes. - Generally profiles the different target group accurately and tailors communication based on demographics to sensitize. - Generally educates the community on the rationale behind regulations to enable change in behaviour.	*competent*			

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3.2 Domain Expertise	- *Demonstrates adequate knowledge and understanding of the prevailing legislations, systems, processes and Gewog profile.* - *Continuously seeks new and improved methods and systems for accomplishment of work.* - *Keeps abreast of new developments in the area of professional discipline and job knowledge and seeks to develop him/her professionally.*	*competent*			

Key Role: Administrative Manager					
Key Competencies	**Description of Proficiency Level**	**Performance (Competent /Not competent)**	**Likely reason for performance gap**	**Methods of Intervention/ Training Requirement**	**Learning Outcomes**

1.1 Human Resource Management/ Counsel	- Develops strategies to enhance and improve the performance of the gewog administration. - Champions prevailing HR legislations, procedures and, establishes best practices to enhance the services. - Proactively identifies training requirements vis-a-vis the target group to enhance the capacity. - Provides expert knowledge on gewog status, pertinent legislations, process and directions to newly elected local leaders and recruits through induction programs.	competent			
1.2 Procurement Management	- Champions the prevailing procurement legislations, processes, systems and amendments. - Proactively conducts ageing analysis of the government properties and aid decision making through cost benefit analysis in purchasing goods. - Constantly reviews inventory management systems and establishes improvement/best practices.	competent			

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		competent			
1.3 Event Management	- *Demonstrates advanced understanding of events etiquettes with respect to Driglam Namzha and other standards.* - *Directs the administrations on the need of events and to organize events.*				
1.4 Documentation & Archiving	- *Develops and ensures the implementation of documentation and archiving policies, procedures and processes.* - *Plans and designs document management programs and services.* - *Approves access requests related to documentation/record (including retrieval, reference, etc.).*	*competent*			
Key Role: Gewog Strategist					
Key Competencies	**Description of Proficiency Level**	**Performance (competent/ Not competent)**	**Likely reason for performance gap**	**Methods of Intervention/ Training Requirement**	

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2.1 Formulation of by-laws	- *Demonstrates in-depth understanding and/or logic of the gewog situations and governing legislations.* - *Evaluates the gewog situations/legislations and indicates the policy/directive recommendations to local leaders with impact assessment.*	*competent*			
2.2 Planning and Budgeting	- *Champions government planning standards, national priorities, financial rules and regulations.* - *Provides insights and strategic advice on trends and factors that affect gewog budget* - *Sets and defines budget framework and leads the budgeting process.* - *Prioritizes plan proposals collected from the communities through advanced research skills, and submit to GT*	*competent*			
2.3 Contract Management	- *Champions identification and negotiation of contractor performance milestones, and monitoring.* - *Resolves difficulties through negotiation*	*competent*			

Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Methods of Intervention/Training Requirement	
	- and leads to improvement. - *Understands how to terminate contracts appropriately and legally where necessary.*				
2.4 Project Management	- *Directs project risk management plans and strategies.* - *Leads robust stakeholder engagement strategies and efforts to ensure the commitment of stakeholders to ensure project success.* - *Sets guidelines for strategic utilization of resources to ensure*	**competent**			
Key Role: Gewog Advisor					
Key Competencies	**Description of Proficiency Level**	**Performance (competent/ Not competent)**	**Likely reason for performance gap**	**Methods of Intervention/Training Requirement**	
3.1 Advocacy	- *Proactively develops programs/resources to raise public awareness on prevailing legislations and processes.*	**competent**			

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	- *Accurately profiles the different target group and tailors communication based on demographics to sensitize.* - *Proactively educates the community on the rationale behind legislations and processes to enable change in behaviour.*				
3.2 Domain Expertise	- *Champions the pertinent legislations, systems, processes and gewog profile.* - *Applies in depth knowledge of best practices within the discipline, effectively uses this information to improve work practices within the function.* - *Keeps abreast of new developments in the area of professional discipline and job knowledge and proactively develops individuals professionally.*	*competent*			

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2.7 Proposed Long Term Training (Specialization)

Course Title	Course Type	Priority			Number of Slots
		Immediate (2022-23)	Medium (2023-24)	Long-term (2025++)	
Masters in Rural Development	Long term				
Masters in Community Development/ Local Governance	Long term				
Masters in Public Policy	Long term				
IAS course	Long term				
Masters in Socio Economic Planning	Long term				
Masters in Public Administration	Long term				

2.8 Short term training

1. *Result-based Management*

2. *Documentation and Archiving/ inventory*

3. *Change Management*

4. *Project management/ Planning*

5. *Leadership*

6. *Research/ project proposal writing*

7. *Grant Proposal writing*

8. *Driglam Namzha*

9. *Conflict Management*

10. *Monitoring and Evaluation*

11. *ICT (G-suite, excel, Dzongkha unicode)*

2.9 Implementation of Competency based Framework

The implementation of training and other CDI has to be based on the mandatory **Methods of Intervention/Training Requirements Listed** under section under the training needs analysis (Section 2.7.1 to 2.7.4) of this document. The mandatory list of training/other methods of intervention includes all the interventions that are found to be "Not Competent" under the Training Needs Analysis. However, for implementation, it has to be prioritized based on the following:

    a. Most critical area of intervention without *which* will lead to non-performance

    b. Interventions which are reflected as "Not Competent"

    c. Availability of the resource allocation

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

2.10 Recommendations

For an efficient and effective administrative system:

1. *The GAOs must receive systematic and continuous mentoring or training to maintain a high standard of professional competence including skills and knowledge of employer-worker relations.*

2. *Need a revision of the training policy in order to provide the new system with the required profiles and competences.*

3. *Impact Assessment for the capacity building programs should be carried out after the adoption of this CBF.*

2.11   Conclusion

This framework shall serve as an effective method to assess, maintain and monitor the knowledge, skills and attributes of GAOs in the local governance. This will also assist in measuring the current competency levels to make sure that the officials have the expertise needed to add value to the organization and the civil service as a whole. In order to realize the competencies for GAOs, three key roles, two competency areas, 19 key competencies and thirty behavior indicators have been identified. It all started with segregating the roles played by the GAOs as the load of tasks seemed beyond the capacity. Every work done practically was listed down and later clubbed to the most suitable and relevant responsibilities giving way to 3 explicit key roles overarching the minor or irrelevant tasks. Then this led to *identifying Role* Profiles, Competencies, Key Competencies, Behaviour Indicators, define Proficiency levels and carry out the training needs analysis. The training needs assessment was carried out to identify the employee performance gaps and certain competencies lacking and required henceforth to enhance the performance. This was carried out with an objective to maximize the resources, fill training gaps, prioritize training and boost the success of reaching the learning goals. Ultimately, it would help to ensure the resources reach the right priorities to help individuals perform better, making positive contributions to job satisfaction, morale and motivation. Therefore, with all the essential competencies identified and developed, this framework shall enable the Local Governance to align the visions, missions, goals and objectives towards the achievement of enhanced public service delivery and promoting Good Governance.

Focal Commissioner:

Dasho Lhendup Wangchuk. Commissioner, Royal Civil Service Commission

Team Members:

Sherab Dorji, Gewog Administrative Officer, Guma Gewog, Punakha

Yeshi Zangpo, Gewog Administrative Officer, Doteng Gewog, Punakha

Lobzang Cheda, Gewog Administrative Officer, Barp Gewog, Punakha

Ratu Dorji, Human Resource Officer, MoHCA

Tendrel Zangmo, Program Officer, DLG, MoHCA

Lemo, Gewog Administrative Officer, Kawang Gewog, Thimphu

Sarita Gurung, Gewog Administrative Officer, Tshedtsho Gewog, Wangdue

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