



Competency Based Framework for Transport Officer

Road Safety & Transport Authority
Ministry of Information & Communications
June 2021

Abbreviations

CBF	Competency Based Framework
RLO	Registration & Licensing Officer
RSA	Road Safety Audit
RSTA	Road Safety & Transport Authority
RST Act	Road Safety & Transport Act
RST Regulation	Road Safety & Transport Regulation
TO	Transport Officer
TSM	Transport Supply Management
TDM	Transport Demand Management

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Performance (competent/Not competent)

Likely reason for performance gap

Competency Building Intervention

Training Needs

Learning Objectives

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Chapter 1: Background

1.1 Overview of the Road Safety and Transport Authority

The Road Safety and Transport Authority (RSTA) was established in 1997 after consolidating all motor vehicle related activities under one organization. The RSTA is a Department under the Ministry of Information and Communications (MoIC) and is headed by a Director/Director General. Its Headquarter is located at Lungtenzampa in Thimphu. It has 5 Regional Offices and 22 Base Offices located in 19 Dzongkhags/Districts of the country.

1.2 Vision:

Safe, sustainable and inclusive road transport systems for accelerated socio-economic development.

1.3 Missions:

To provide for and facilitate development of safe, reliable, efficient, sustainable and green transport services as an enabler of national socio-economic development.

1.4 Core Values

Core values that guide our staff while discharging their duties are;

1. Integrity
2. Accountability
3. Responsible
4. Honest
5. Transparent
6. Proactive
7. Strive for excellence
8. Professionalism
9. Teamwork

1.5 Core Functions of the RSTA

- To develop and implement road safety strategies, and to develop, promote and administer road safety education and training programs,
- To specify road accident prevention practices and to promote the adoption of those practices within the community,
- To develop and supervise regulations applicable to road traffic,
- To improve the efficiency and effectiveness of transport passenger facilities and networks to meet the needs of the community
- To ensure that a public transport system provided in the kingdom is efficient, effective, safe and reliable
- To enter into a contract with any person or body for provision of any transport service,
- To develop, improve and co-ordinate the provision of transport services,
- To formulate transport policies and monitor the performance of any person or body contracted to provide transport services within the kingdom,
- To develop, co-ordinate, implement and monitor strategic plans and resource budgets,
- To provide, improve or construct appropriate passenger transport facilities within the kingdom,
- To provide and implement vehicle registration and driver licensing procedures and systems,
- To develop and implement traffic management strategies and practices,
- To develop and train all personnel to carry out their duties and responsibilities effectively and efficiently, to interact with the public in a helpful and courteous manner and to enhance their work skills,
- To maintain a high level of motivation, performance, team work and safe working practices and to develop a strong sense of commitment to the organization in keeping with community standards and
- To facilitate accountability at all levels by maintaining suitable information and reporting systems

Chapter 2: Competency Based Framework for Transport Officer

2.1 Introduction

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

2.2 Purpose

This CBF highlights the knowledge, skills and abilities (KSA) required for a Transport Officer to achieve a high level of professional competence and deliver the highest standard services.

2.3 Aim

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

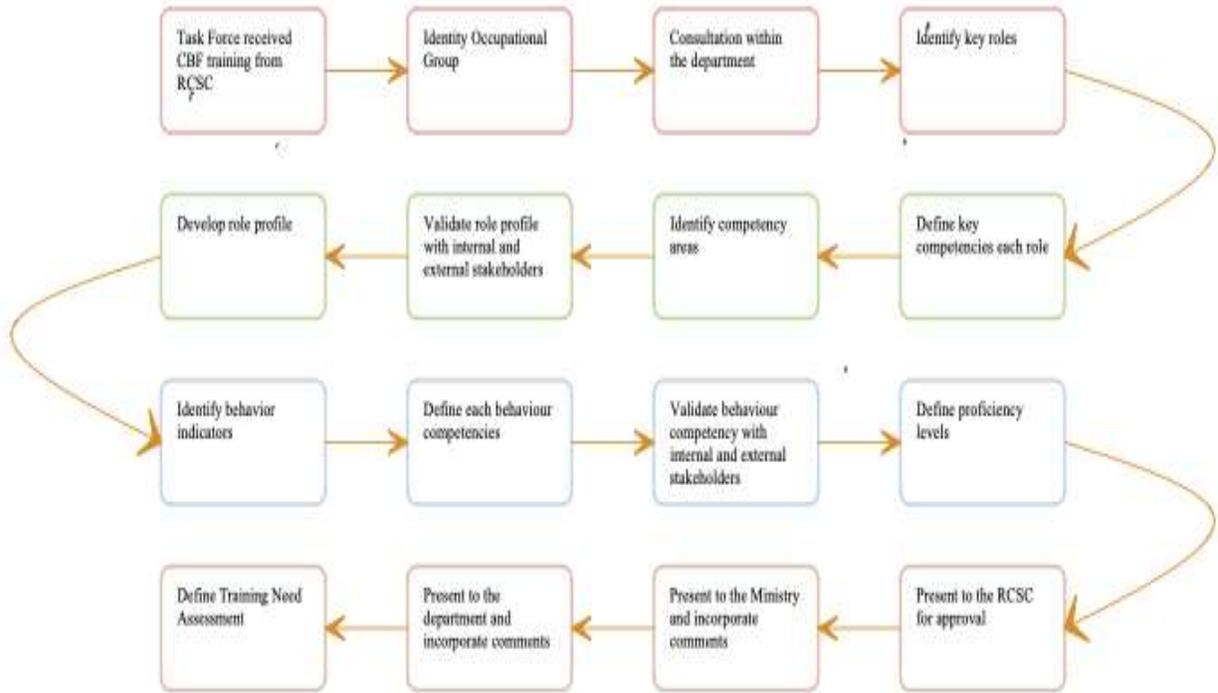
2.4 Objectives

This CBF aims to build a fraternity of Transport Officers who are highly knowledgeable, skillful and competent in delivering efficient and effective services of the highest standard. This paper in achieving the aforementioned seeks the approval of the Royal Civil Service Commission to:

- a. Implement the competency based framework for Transport Officers.
- b. Provide competency based training to Transport Officers.
- c. Guide the selection, development and career progression of Transport Officers.
- d. Enhance competency of transport officers

2.5 Development Processes

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



2.6 Structure

The structure of CBF of Transport Officer comprises of 3 (Three) key roles and two Competency Areas, i.e. Technical Competencies and Leadership competencies. This is further divided into 8 (Eight) Technical Competencies and 6 (Six) Leadership Competency Area, mapped to 25 and 17 Behaviour Indicators, respectively.

After a rigorous consultation and validation process with concerned stakeholders in the Road Safety and Transport Authority finalized this CBF for Transport Officers to effectively and efficiently provision their services.

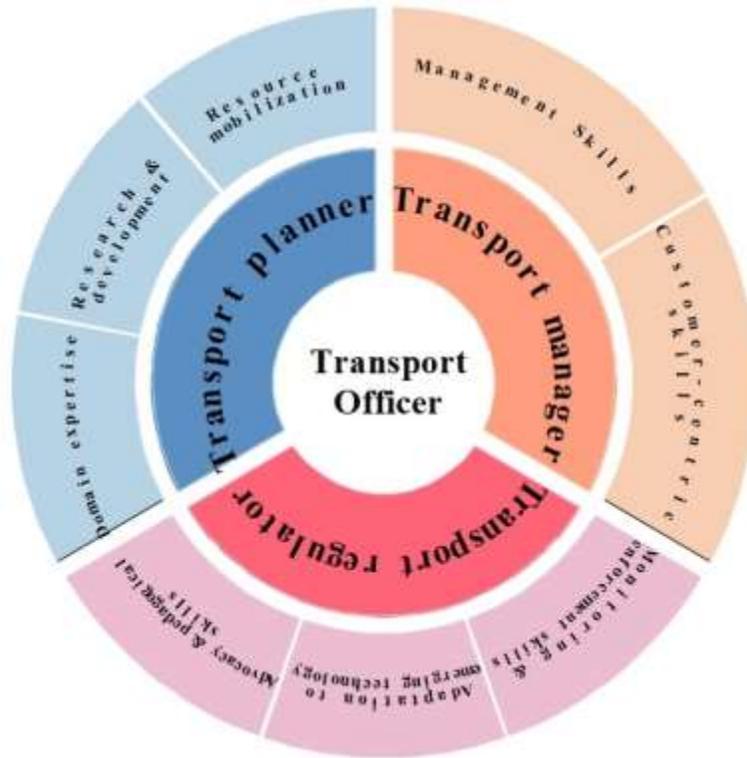


Figure 2.1 - Technical Competencies for Transport Officer

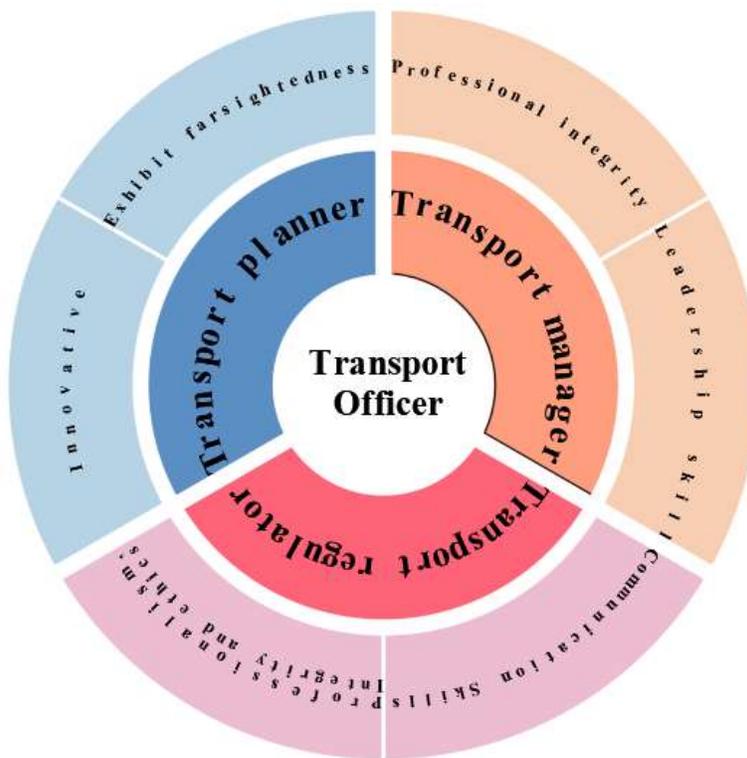


Figure 2.2 - Leadership Competencies for Transport Officer

2.6.1 Key Role

The key role is an organized set of behaviors that are crucial to achieve the current and future goals of the Road Safety & Transport Authority. Following are the key roles expected to be performed by the Transport Officer in the specific field;

- [Planning Transport Planner](#)
- [Managerial Transport Manager](#)
- [Transport Regulator](#)

2.6.1.1. Role Profile

The role profile is the description of roles that Transport Officers are expected to demonstrate in achieving the desired outcomes of the Road Safety & Transport Officer. 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. But it does not constrain a Transport Officer to carry out a prescribed set of tasks.

Sl. no.	Key Role	Role Description
1	Transport Planner	<ol style="list-style-type: none">1. Exhibit clear domain expertise on guiding principles of the department to attain its goals and objectives.2. Review existing policies and regulatory frameworks and recommend amendments to ensure relevancy.3. Performs valid research to address emerging issues and implement valid remedies.4. Plan Transport Development activities and projects to ensure safe, sustainable and inclusive road transport systems for accelerated socio-economic development.5. Show clear comprehension of available resources and their demand for various competing priorities to mobilize department's resources appropriately in surface transport activities.

2	Transport Manager	<ol style="list-style-type: none"> 1. Engage and motivate all employees to carry out the department's functions thereby creating a conducive working environment within the department. 2. Collaborate with staff members to formulate and implement effective transport-related procedures for customer service objectives. 3. Deliver effective and efficient public services. 4. Provide positive statements against any customer's approach for every public services 5. Explore and implement transport related projects.
3	Transport Regulator	<ol style="list-style-type: none"> 1. Creates public awareness on the Surface Transport Acts, Regulations, and Policies. 2. Displays operational knowledge on Transport-related technologies. 3. Coordinates inspection and monitoring of traffic. 4. Publishes reports on safety awareness/education and audit. 5. Ensure compliance of transport-related policies and regulatory frameworks.

2.6.2 Competency Areas

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

Role #	Key Role	Competency Area
1	Transport Planner	1.1 Technical Competency
		1.2 Behavioral Competency
2	Transport Manager	2.1 Technical Competency
		2.2 Behavioral Competency

3	Transport Regulator	3.1 Technical Competency
		3.2 Behavioral Competency

6.2.3 Key Competencies

The key competency is an observable behavior that indicates the presence of the particular competency. Generally, it is broadly divided as core competency, leadership competency and technical or functional competency. The framework has identified 14 key competencies are presented as below:

#	Key Role	Competency Area	Key Competencies
1	Transport Planner	1.1 Technical Competency	1.1.1 Domain Expertise
			1.1.2 Research and Development
			1.1.3 Resource Mobilization
		1.2 Behavioral Competency	1.2.1 Innovative
			1.2.2 Exhibit farsightedness
2	Transport Manager	2.1 Technical Competency	2.1.1 Management skills
			2.1.2 Interpersonal skills
		2.2 Behavioral Competency	2.2.1 Professional Integrity
			2.2.2 Leadership skill
3	Transport Regulator	3.1 Technical Competency	3.1.1 Advocacy and pedagogical skills
			3.1.2 Adaptation to emerging technology
			3.1.3 Monitoring and enforcement skills

		3.2 Behavioral Competency	3.2.1 Professionalism, Integrity and ethics
			3.2.2 Communication Skills

2.6.4 Behavioral Indicators

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

Competency Area	Key Competency	Behavior Indicators
Key Role 1: Transport Planner		
1.1 Technical Competency	1.1.1 Domain Expertise	1.1.1.1 Exhibits knowledge in surface transport policies, RST Act, RST Regulation, transport vision document etc.
		1.1.1.2 Demonstrates knowledge on national policies of other sectors that are relevant to transport sector for policy synchronization
		1.1.1.3 Displays ability to assess competing urgency and requirement to achieve optimum return on investment in transport sector
		1.1.1.4 Formulates plans and policies in collaboration with the head of the agency, parent ministry and other related stakeholders in accordance with the policy screening tools of the GNHC.
	1.1.2 Research and Development	1.1.2.1 Demonstrates ability to design and formulate research methodologies.
		1.1.2.2 Interprets research findings and makes evidence-based recommendations for policy changes and infrastructure/equipment requirements for effective

		service delivery and monitoring geared towards improving road safety and eco-friendly transport.
		1.1.2.3 Develops TSM/TDM and other potential solutions to vehicular congestion
	1.1.3 Resource Mobilization	1.1.3.1 Shows clear comprehension of available resources and their demand for various competing priorities in surface transport activities
		1.1.3.2 Formulates annual and multi-year budget requirements to complete prioritized activities/project and develop a resource allocation plan
		1.1.3.3 Ensures the continuation of service provision to the clients and supports its sustainability
		1.1.3.4 Displays ability to identify and explore potential funding sources
1.2 Behavioral Competency	1.2.1 Innovative	1.2.1.1 Identify opportunities to engineer the future direction of the organization to achieve goals
		1.2.1.2 Collaborate with internal and external stakeholders to address current and foreseeable future challenges
		1.2.1.3 Lead in building conducive organizational culture to promote innovative and cost-effective solutions to surface transport challenges.
	1.2.2 Farsightedness	1.2.2.1 Update on the latest development in domestic and global transport sector to anticipate changes, and their impact on the sector in the country
		1.2.2.2 Understands the organization's current and possible future strengths, weaknesses, opportunities and threats, and makes strategic recommendations to prepare the organization for the future
Key Role 2: Transport Manager		
2.1 Technical Competency		2.1.1.1 Creates conducive working environment to motivate employees to perform better

	2.1.1. Management skills	2.1.1.2 Demonstrate critical thinking and negotiation skills to resolve conflict, risk, time, quality and cost management
		2.1.1.3 Demonstrate ability to delegate appropriate task to team members and/or subordinates
	2.1.2 Interpersonal skills	2.1.2.1 Allocate resources judiciously improve service delivery efficiency
		2.1.2.2 Show ability to establish effective grievance redressal mechanism and customer care help centers
		2.1.2.3 Show ability to disseminate information process/procedure for service delivery via mass/social media to improve service awareness and accessibility.
2.2 Behavioral Competency	2.2.1 Professional Integrity	2.2.1.1 Demonstrate right work ethics and conduct.
		2.2.1.2 Exhibits professional integrity.
		2.2.1.3 Ensures accountability and transparency.
		2.2.1.4 Demonstrate good interpersonal skills to maintain healthy relationships with supervisors and subordinates.
	2.2.2 Leadership skills	2.2.2.1 Demonstrate negotiation and conflict management skills to resolve disagreement between service providers and/or receivers.
		2.2.2.2 Demonstrate positive attitude and enthusiasm to perform duties.
		2.2.2.3 Possesses ability to work with a diverse group of people and stakeholders.
Key Role 3: Transport Regulator		
	3.1.1 Adaptation to	3.1.1.1 Demonstrate audience-oriented pedagogical skills including public speaking and delivery skills

3.1 Technical Competency	emerging technology	3.1.1.2 Display ability to design audience-oriented advocacy and training materials to produce competent drivers and road users in general.
	3.1.2 Adaptation to emerging technology	3.1.2.1 Shows operational knowledge on use of new traffic monitoring equipment and machineries.
		3.1.2.2 Exhibits operational knowledge on emerging technologies in vehicles and other modes of transport for effective monitoring.
	3.1.3 Monitoring and enforcement skills	3.1.3.1. Develop standards, guidelines and vehicle crash risk assessment tools including Road Safety Audit, vehicle road worthiness, monitoring and development of driving training institute course contents, post crash trauma care, and make arrangements for establishing auditor accreditation procedures, and establishing training course requirements.
		3.1.3.2 Support regional offices in enhancing in-house capacity to progressively increase understanding and application of the Safe System approach and related tools.
		3.1.3.3 Exhibits knowledge on enforcement/monitoring provisions under RST Act, Regulation and other related laws.
3.1.3.4 Exhibits knowledge on traffic control.		
3.2 Behavioral Competency	3.2.1 Professionalism, Integrity and ethics	3.2.1.1 Exhibit knowledge and compliance to "RSTA Uniform Code and Conduct".
		3.2.1.2 Upholds professionalism in enforcement of traffic rules.
		3.2.1.3 Records and provide objective report on driver/vehicle inspection issues
	3.2.2 Communication Skills	3.2.2.1 Demonstrate effective communication skills to de-escalate potential aggressive road users.
		3.2.2.2 Displays empathy, respect, confidence, friendliness and responsiveness to the clients.

2.6.5 Proficiency Levels

The proficiency level is categorized based on the level of expertise. It describes the levels of a competency required to perform a specific job successfully. There is a progression of proficiencies at each level. The proficiency level of a Transport Officer is categorized into four levels as i) Foundation (P5-P4), ii) Intermediate (P3), iii) Experienced (P2) and iv) Advanced (P1). The framework has identified 42 behavioral indicators across four levels of proficiency.

The proficiency will enable individual officials to distinguish the type of competencies expected in their career path, which will give them an opportunity to enhance competency in achieving current as well future career goals. As the officials in position levels of P5 & P4 play similar roles, their proficiency levels are merged together. Further, the proficiency level will set a benchmark for the recruitment and deployment. The proficiency levels of each key competency are detailed below:

Key Role 1: Transport Planner			
Competency Area 1.1: Technical Competency			
Key Competency 1.1.1: Domain Expertise			
Behavior Indicator 1.1.1.1: Exhibits knowledge in surface transport policies, RST Act, RST Regulation, transport vision document etc.			
Entry	Intermediate	Experienced	Advanced
Understands and applies the provisions of surface Transport policies, RST Act and Regulations, transport vision document etc.	Interprets all the provisions of Surface Transport Policies, RST Acts and Regulations, Transport Vision Documents etc.	Reviews surface transport policies, Acts and Regulations and transport vision documents.	Guide and recommend changes of the provisions of surface transport policies, Acts and Regulations and Transport Vision document etc.
Behavior Indicator 1.1.1.2: Demonstrates knowledge on national policies of other sectors that are relevant to the transport sector for policy synchronization.			

Entry	Intermediate	Experienced	Advanced
Is aware of national policies of other sectors that are relevant to the transport sector for policy synchronization.	Assess the relevant provisions of the policies for application in the transport sector.	Possess clear knowledge of other national policies to synchronize transport sector plans with other sectoral plans to reduce policy conflicts and gaps.	Plan and synchronize transport sector plans with other sectoral plans to reduce policy conflicts and gaps.

Behavior Indicator 1.1.1.3: Displays ability to assess competing urgency and requirement to achieve optimum return on investment in the transport sector.

Entry	Intermediate	Experienced	Advanced
Review and comprehend transport projects conducted in the past.	Conduct transport project analysis under supervision.	Conduct transport projects and prepare comparative analysis of competing projection options.	Assess and analyze competing urgency and requirement to achieve optimum return on investment in the transport sector.

Behavior Indicator 1.1.1.4: Formulates plans and policies in collaboration with the head of the agency, parent ministry and other related stakeholders in accordance with the policy screening tools of the GNHC.

Entry	Intermediate	Experienced	Advanced
Understands the basic concept of plan and policy formulation.	Able to collaborate with stakeholder agencies for policy formulation preparation with guidance of supervisor.	Able to collaborate with stakeholder agencies for policy formulation preparation with more independence.	Able to collaborate with stakeholder agencies for policy formulation preparation.

Competency Area 1.1: Technical Competency

Key Competency 1.1.2: Research and Development

Behavior Indicator 1.1.2.1: Demonstrates ability to design and formulate research methodologies.

Entry	Intermediate	Experienced	Advanced
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Review and understand research undertaken in the past, and be able to collect data with guidance of the supervisor.	Ability to design and formulate research with guidance from a supervisor.	Review and assess research needs and their design in the transport sector.	Develop and implement appropriate research in the transport sector.
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Behavior Indicator 1.1.2.2: Interprets research findings and makes evidence-based recommendation for policy changes and infrastructure/equipment requirement for effective service delivery and monitoring geared towards improving road safety and eco-friendly transport.

Entry	Intermediate	Experienced	Advanced
Compile data and review research progress with guidance from the supervisor.	Able to interpret research findings with guidance from supervisor to deduce probable recommendations.	Able to interpret research findings and make policy changes recommendations with guidance from the supervisor.	Make evidence based proposals and recommendations for policy changes in the transport sector derived from research findings.

Behavior Indicator 1.1.2.3: Develops TSM/TDM and other potential solutions to vehicular congestion.

Entry	Intermediate	Experienced	Advanced
Understands the problem of traffic congestion, and reviews relevant journals and international best practices with guidance from supervisors.	Assess the available decongestant alternatives on their efficacy, cost and practicality with guidance from the supervisor.	Assess the available decongestant alternatives on their efficacy, cost and practicality with more independence.	Propose the most appropriate decongestion solution based on locality, cost-effectiveness, work-capacity etc.

Competency Area 1.1: Technical Competency

Key Competency 1.1.3: Resource Mobilization.

Behavior Indicator 1.1.3.1: Shows clear comprehension of available resources and their demand for various competing priorities in surface transport activities.

Entry	Intermediate	Experienced	Advanced

Evaluate various resource demands with guidance from the supervisor.	Evaluate various resource demands with guidance from the supervisor.	Evaluate various resource demands and their benefits to determine resource mobilization plans with guidance from the supervisor.	Evaluate various resource demands and their benefits to determine resource mobilization plans.
Behavior Indicator 1.1.3.2: Formulates annual and multi-year budget requirements to complete prioritized activities/project and develop a resource allocation plan			
Entry	Intermediate	Experienced	Advanced
Understands the process of budgeting and requirements to complete prioritized activities.	Prepare annual and multi-year budget requirements with guidance from the supervisor.	Prepare annual and multi-year budget requirements based on the plan activities and priorities with guidance from the supervisor.	Define and propose annual and multi-year budget requirements based on activity priority and efficacy.
Behavior Indicator 1.1.3.3: Ensures the continuation of service provision to the clients and supports its sustainability			
Entry	Intermediate	Experienced	Advanced
Understands the number, type and mode of services provision.	Explores service delivery enhancement and customer satisfaction with guidance from supervisor.	Explores service delivery enhancement and customer satisfaction with guidance from supervisor.	Propose service delivery enhancement programs with financial details and expected benefit.
Behavior Indicator 1.1.3.4: Displays ability to identify and explore potential funding sources			
Entry	Intermediate	Experienced	Advanced
Understand project funding process and review past project and funding proposals.	Identify and explore potential funding sources.	Prepare project proposal along with financial cost and expected outcome for submission to donor agencies with guidance from supervisor.	Prepare project proposals along with financial cost and expected outcome for submission to donor agencies.
Competency Area 1.2: Behavioral Competency			
Key Competency 1.2.1: Innovative			

Behavior Indicator 1.2.1.1: Identify opportunities to engineer the future direction of the organization to achieve goals

Entry	Intermediate	Experienced	Advanced
Explore opportunities to improve organisational culture with guidance from a supervisor.	Explore opportunities to improve organisational culture	Identify different opportunities to achieve organisational goals.	Decide on the best practices and guide the subordinate to achieve organisational goals

Behavior Indicator 1.2.1.2: Collaborate with internal and external stakeholders to address current and foreseeable future challenges

Entry	Intermediate	Experienced	Advanced
Understand the internal and external stakeholders and study organizational gaps between stakeholders with the guidance from the supervisor	Understand the internal and external stakeholders and study organizational gaps between stakeholders.	Prepare and propose the remedial measures to address organizational gaps between stakeholders that are agreeable to all the stakeholders.	Implementation of remedial measures to address organizational gaps between stakeholders that is agreeable to all the stakeholders.

Behavior Indicator 1.2.1.3: Lead in building conducive organizational culture to promote innovative and cost-effective solutions to surface transport challenges.

Entry	Intermediate	Experienced	Advanced
Understands interactive organizational culture to promote innovative and cost-effective solutions to surface transport challenges.	Explore the best organizational culture suited to promote innovation and find cost effective solutions to surface transport challenges.	Identifies the best organizational culture suited to promote innovation and finds measures to surface transport challenges.	Implement and guide the subordinates to practice the best organizational culture.

Competency Area 1.2: Behavioral Competency

Key Competency 1.2.2: farsightedness

Behavior Indicator 1.2.2.1: Update on the latest development in domestic and global transport sector to anticipate changes, and their impact on the sector in the country

Entry	Intermediate	Experienced	Advanced
Understands the need to update in the transport sector with the changing times.	Explore different technologies and study the impact of these on the transport sector.	Carry out impact assessment on the transport sector by the latest development in the technologies.	Guide and take decisions to adapt to the changes through comprehensive advocacy, workshops and directives.

Behavior Indicator 1.2.2.2: Understands the organization's current and possible future strengths, weaknesses, opportunities and threats, and makes strategic recommendations to prepare the organization for the future

Entry	Intermediate	Experienced	Advanced
Understands the strength, weakness, opportunities, and challenges of the organization.	Study the strength, weakness, opportunities and threats and identify the possible solutions and measures to overcome the weakness and threats.	Plan and prepare strategic recommendations for the organization's future.	Assist the subordinates to prepare and plan for the organization's future in line with the strength, weakness, opportunities and challenges.

Key Role 2: Transport Manager

Competency Area 2.1: Technical Competency

Key Competency 2.1.1: Management skills

Behavior Indicator 2.1.1.1: Creates conducive working environment to motivate employees to perform better

Entry	Intermediate	Experienced	Advanced
Identify agency needs and facility gaps with guidance from the supervisor.	Prepare office management implementation plans based on international best practices with	Prepare office management implementation plans based on international best practices.	Propose required equipment and materials for efficient service provision.

	guidance from the supervisor.		
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Behavior Indicator 2.1.1.2: Demonstrate critical thinking and negotiation skills to resolve conflict, risk, time, quality and cost management

Entry	Intermediate	Experienced	Advanced
Review job responsibilities & identify gaps.	Prepare job delegation, responsibilities, accountabilities and incentives to reduce duplication in effort and conflict with guidance from supervisor.	Delegation of job responsibilities, accountabilities and incentives to reduce duplication in effort and conflict with guidance from supervisor.	Implement clear job delegation, responsibilities, accountabilities and incentives to reduce duplication in effort and conflict.

Behavior Indicator 2.1.1.3: Demonstrate ability to delegate appropriate tasks to team members and/or subordinates

Entry	Intermediate	Experienced	Advanced
Collect data for assessment of skills, knowledge and ability of officials with guidance from the supervisor.	Assess skills, knowledge and ability of officials with guidance from the supervisor.	Assess skills, knowledge and abilities of subordinates.	Assess task nature and delegate to appropriate subordinates considering their skills, knowledge and abilities.

Competency Area 2.1: Technical Competency

Key Competency 2.1.2: Interpersonal skills

Behavior Indicator 2.1.2.1: Allocate resources judiciously improve service delivery efficiency

Entry	Intermediate	Experienced	Advanced
Collect and compile data that may be required for service delivery improvement plans with	Propose service delivery improvement plans with financial implication and expected output under guidance of supervisor.	Propose service delivery improvement plans with financial implication and expected output	Propose resource allocation for service delivery improvement with financial implication and expected output.

guidance from the supervisor.			
Behavior Indicator 2.1.2.2: Show ability to establish effective grievance redressal mechanism and customer care help centers			
Entry	Intermediate	Experienced	Advanced
Conduct surveys and collect data for service grievances with guidance from the supervisor.	Prepare proposal for suitable location/target based grievance redressal mechanism and customer care help centers with guidance from supervisor.	Prepare proposal for suitable location/target based grievance redressal mechanism and customer care help centers.	Implement and guide subordinates on suitable target based grievance redressal mechanisms and customer care help centers.
Behavior Indicator 2.1.2.3: Show ability to disseminate information process/procedure for service delivery via mass/social media to improve service awareness and accessibility			
Entry	Intermediate	Experienced	Advanced
Collect and compile data that may be used for production of information dissemination of service delivery with guidance from supervisor.	Prepare infographics, charts etc. for service procedures with guidance from the supervisor.	Develops infographics, charts etc. for service procedures.	Disseminate information on process/procedure for service delivery via mass/social media to improve service awareness and accessibility.
Competency Area 2.2: Behavioural Competency			
Key Competency 2.2.1: Professional Integrity			
Behavior Indicator 2.2.1.1: Demonstrate right work ethics and conduct			
Entry	Intermediate	Experienced	Advanced
Possess right work ethics and Conduct.	Guide the subordinates to the right work ethics and Conduct.	Upholds the organization's image through the right work ethics and conduct.	Role model for the subordinates.
Behavior Indicator 2.2.1.2: Exhibits professional integrity			

Entry	Intermediate	Experienced	Advanced
Understand and observe professional integrity.	Observe professional integrity.	Exhibits professional integrity.	Ensure everyone observes professional integrity by developing various check-and-balance measures.

Behavior Indicator 2.2.1.3: Ensures accountability and transparency

Entry	Intermediate	Experienced	Advanced
Be accountable and transparent in carrying out duties.	Organize meetings and discuss work processes to ensure accountability and transparency.	Practice accountability and transparency, keeping everyone in the loop on the processes and the status of the activities.	Ensure everyone observes accountability and transparency by developing various check-and-balance measures.

Behavior Indicator 2.2.1.4: Demonstrate good interpersonal skills to maintain good relationship with supervisors and subordinates

Entry	Intermediate	Experienced	Advanced
Engage in constructive feedback exchange to maintain healthy professional relationships with others.	Propose methods of constructive feedback exchange to maintain healthy professional relationships with others.	Implement constructive feedback exchange strategies to maintain healthy professional relationships with others.	Ensure good interpersonal relationships and provide avenues to express/exchange views and promote healthy working relations between supervisor and subordinates.

Competency Area 2.2: Behavioural Competency

Key Competency 2.2.2: Leadership skill

Behavior Indicator 2.2.2.1: Demonstrate negotiation and conflict management skills to resolve disagreement between service providers and/or receivers

Entry	Intermediate	Experienced	Advanced
Understand the nature of the	Acquires the skills required to negotiate,	Resolve conflict and disagreement between	Inculcate the negotiation and

services the organisation provides and the different types of client expectations.	manage and resolve disagreement through the knowledge gained from the Rules, Regulations, Acts and Policies, and the experience in dealing with the different clients.	service providers and/or receivers.	conflict management skills in the subordinates.
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Behavior Indicator 2.2.2.2: Demonstrate positive attitude and enthusiasm to perform duties

Entry	Intermediate	Experienced	Advanced
Punctuality, respect and commitment to the assigned responsibility.	Exhibits Punctuality, respect and commitment to the work.	Inculcate positive work attitudes in the subordinates.	Guide subordinates towards positive work attitudes through various strategies.

Behavior Indicator 2.2.2.3: Possesses ability to work with diverse group of people and stakeholders

Entry	Intermediate	Experienced	Advanced
Understands the diversity of the working group and understands their capability and needs.	Identify the diversity of the working group and understand their capability and needs.	Exhibits the skills to to work with diverse working groups and understand their capability and needs.	Decide and implement strategies to work with diverse groups

Key Role 3: Transport Regulator

Competency Area 3.1: Technical Competency

Key Competency 3.1.1: Advocacy and pedagogical skills

Behavior Indicator 3.1.1.1: Demonstrate audience-oriented pedagogical skills including public speaking and delivery skills

Entry	Intermediate	Experienced	Advanced
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Demonstrate audience-oriented pedagogical skills including public speaking and delivery skills.	Assist in conducting awareness programs to different target groups with attention to changing complexity of content based on target audience.	Provide advocacy and awareness programs with varying content complexity and length based on target audience.	Guide and/or provide advocacy and awareness programs with varying content complexity and length based on target audience.
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Behavior Indicator 3.1.1.2: Display ability to design audience-oriented advocacy and training materials to produce competent drivers and road user in general

Entry	Intermediate	Experienced	Advanced
Collect data on various target groups to conduct training need-assessment with guidance from the supervisor.	Prepare audience based advocacy material, training material, course content, assessment papers for driver training institutes with guidance from supervisor for ordinary drivers, professional drivers and other road users.	Identifies different target groups based on training-need assessment on policies, acts and regulation and organizational systems, and prepares advocacy materials.	Design and publish audience-oriented advocacy and training materials, and course contents and assessment papers for driving training institutes.

Competency Area 3.1: Technical Competency

Key Competency 3.1.2: Adaptation to emerging technology

Behavior Indicator 3.1.2.1: Shows operational knowledge on use of new traffic monitoring equipment and machineries

Entry	Intermediate	Experienced	Advanced
Acquires knowledge on various operations of emerging traffic technologies through training.	Acquires knowledge on various operations of emerging traffic technologies through training.	Acquires knowledge on various operations of emerging traffic technologies through training.	Develop policies and framework for monitoring leveraging on new traffic monitoring equipment.

Behavior Indicator: 3.1.2.2 Exhibits operational knowledge on emerging technologies in vehicles and other modes of transport for effective monitoring

Entry	Intermediate	Experienced	Advanced

Understands operational knowledge on emerging technologies in vehicles and other modes of transport.	Demonstrate knowledge on emerging technologies in the transport sector.	Demonstrate knowledge on emerging technologies in the transport sector.	Develop policies and framework for monitoring leveraging on new technology.
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Competency Area 3.1: Technical Competency

Key Competency 3.1.3: Monitoring and enforcement skills

Behavior Indicator 3.1.3.1: Develop standards, guidelines and vehicle crash risk assessment tools including Road Safety Audit, vehicle road worthiness, monitoring and development of driving training institute course contents, post crash trauma care, and make arrangements for establishing auditor accreditation procedures, and establishing training course requirements

Entry	Intermediate	Experienced	Advanced
Understand the objectives and process to conduct vehicle crash risk assessment such as RSA, vehicle roadworthiness, vehicle crash data system, post crash trauma care etc. as per the guideline/manual that may be provided by supervisor, and be able to record the findings of RSA activities.	Conduct RSA, vehicle roadworthiness, vehicle crash data system, post crash trauma care etc. and other vehicle crash risk assessment with ever greater independence with guidance from the supervisors.	Lead conduct of RSA, vehicle roadworthiness, vehicle crash data system, post crash trauma care etc. with guidance of supervisor and provide appropriate recommendations for changes in the process/procedure of RSA to adapt to the evolving scenario.	Develop manual and guidelines for RSA, vehicle roadworthiness, vehicle crash data system, post crash trauma care etc. and other methods for vehicle crash risk assessment, training course etc, guide the conduct of the same.

Behavior Indicator 3.1.3.2: Support regional offices in enhancing in-house capacity to progressively increase understanding and application of the Safe System approach and related tools

Entry	Intermediate	Experienced	Advanced
Coordinate with other regional	Supports the regional offices in capacity	Assist preparation of target-based capacity	Propose target based capacity building

offices to study the gap in capacity building.	building program and application of safe and same system approach.	building program with outcome targets with help from supervisor.	program in safe system approach.
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Behavior Indicator 3.1.3.3: Exhibits knowledge on enforcement/monitoring provisions under RST Act, Regulation and other related laws

Entry	Intermediate	Experienced	Advanced
Understands the enforcement/monitoring provisions of RST Act, Regulation and other related laws.	Interprets and applies appropriate enforcement/monitoring provisions of RST Act, Regulation and other laws to appropriate eventualities.	Assist the supervisor in reviewing the enforcement/monitoring provisions of RST Act, Regulation and other laws and help propose amendments as and when required.	Propose revision of RST Act, Regulation and other related laws to adapt to the changing transport sector landscape to enhance effective enforcement of relevant provisions.

Behavior Indicator 3.1.3.4: Exhibits knowledge on traffic control

Entry	Intermediate	Experienced	Advanced
Understands the basics of traffic control devices, and reviews past traffic control program reports.	Conduct traffic control studies under guidance of a supervisor.	Conduct traffic control studies and help prepare recommendations referring to international best practices.	Lead, conduct and supervise traffic control measures.

Competency Area 3.2: Behavioural Competency

Key Competency 3.2.1: Professionalism, Integrity and ethics

Behavior Indicator 3.2.1.1: Exhibit knowledge and compliance to "RSTA Uniform Code and Conduct"

Entry	Intermediate	Experienced	Advanced
Understand the content of the uniform code of conduct and should be trained accordingly.	Exhibits compliance to RSTA Uniform code of conduct	Guide the subordinate on the uniform code and conduct.	Ensure provision of Uniform code and conduct is implemented uniformly.

Behavior Indicator 3.2.1.2: Upholds professionalism in enforcement of traffic rules

Entry	Intermediate	Experienced	Advanced
Commits adaptability and conflict resolution with professionalism while monitoring and inspecting drivers/vehicles.	Exhibits professionalism in enforcement of traffic rules	Guide subordinates in upholding professionalism in enforcement of traffic rules	Ensure professionalism in the while monitoring and inspecting drivers/vehicles.

Behavior Indicator 3.2.1.3: Records and provide objective report on driver/vehicle inspection issues

Entry	Intermediate	Experienced	Advanced
Conducts driver/vehicle inspection and reports to supervisor including issues faced while discharging duty.	Prepare plans for conduct of inspection and recording systems including issues faced while discharging duty.	Prepare, supervise and coordinate periodical schedule for driver/vehicle inspection, and resolve issues highlighted in reports.	Ensure implementation of the plans.

Competency Area 3.2: Behavioural Competency

Key Competency 3.2.2: Communication Skills

Behavior Indicator 3.2.2.1: Demonstrate effective communication skills to de-escalate potential aggressive road users

Entry	Intermediate	Experienced	Advanced
Listens and speaks respectfully with the counterparts.	Extends empathy and understands other person(s) and their situation and provides appropriate directions.	Extends empathy and understands other person(s) and their situation and provides appropriate directions.	Extends empathy and understands other person(s) and their situation and provides appropriate directions.

Behavior Indicator 3.2.2.2: Displays empathy, respect, confidence friendliness and responsiveness to the clients

Entry	Intermediate	Experienced	Advanced

Learn how to respect, show empathy, and friendliness to the clients in accordance with public service delivery.	Ability to convey or share ideas and feelings effectively.	Provides positive statements against any customer's approach for every public service.	Provides positive statements against any customer's approach for every public service.
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2.6.6 Training Needs Analysis

The Training Needs is the difference 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 Transport Officer with knowledge and skills. It should be the shared responsibility of the employee and Department to build and enhance their capability and competency.

The training needs analysis is carried out in consultation with the stakeholders through interview, survey and FGD. The questionnaire consists of both closed and open-ended questions. The questionnaire is based on 42 behavioral indicators of different proficiency levels on Likert Scale of “Adequate” and “Not Adequate” followed by open ended questions asking the likely reasons for ‘Not Competent’ and suggest interventions to address the gap. The behavioral indicators were assessed by proficiency level to identify the performance gaps.

Training Needs Assessment at Entry Proficiency Level (P5 & P4)

Key Role: Transport Planner						
Key Competencies	Description of Proficiency Level	Performance (A/NA)	Likely reason for performance gap	Competency Building Intervention	Training needs	Learning Objectives
1.1 Domain Expertise	1.1.1 Understands the number, type and mode of services provision	NA	Lack of experience	OJT, Mentoring	Orientation/induction on RSTA roles, responsibilities, service provided etc.	Gain knowledge in surface transport policies, RST Act, RST Regulation, transport vision document etc.
	1.1.2 Is aware of national policies of other sectors that are relevant to transport sector for policy synchronization	NA	Inadequate access to policy papers/documents	OJT, Mentoring	Orientation/induction on program provided by relevant officials	Gain knowledge on national policies of other sectors that are relevant to transport sector for policy synchronization
	1.1.3 Review and comprehend transport projects conducted in the past	NA	Lack of experience	Training, Study tours	Training on transport planning from reputed institutes	Gain technical knowledge to assess competing urgency and requirement to achieve optimum return on investment in transport sector
	1.1.4 Understands the basic concept of plan and policy formulation	NA	Lack of experience	OJT, Mentoring	Orientation on policy formulation and plan life-cycle	Acquire concept of plan and policy formulation

1.2 Research and Development	1.2.1 Review and understand research undertaken in the past, and able to collect data with guidance of supervisor	NA	Lack of experience on research	Training and study tour in and ex country	Training on research skills and professional growth	Able to do research and give recommendation
	1.2.2 Compile data and review research progress with guidance from supervisor	NA	Lack of experience	Training	Training in data analysis	Able to perform data analysis and understand statistical concepts
	1.2.3 Understands the problem of traffic congestion, and review relevant journals and international best practices with guidance from supervisors	NA	Lack of knowledge on traffic management	Training	Training on traffic management from reputed institute	Gain knowledge on basic theories on traffic control and transport management tools/techniques
1.3 Resource Mobilization	1.3.1 Evaluate various resource demand with guidance from supervisor	NA	Lack of experience	Training	Training on resource and project management	Gain knowledge on project management skills
	1.3.2 Understands the process of budgeting and requirements to complete prioritized activities.	NA	Lack of experience	Coaching/mentoring	Orientation to the financing guidelines/SOPs/ToRs	Perform budget formulation
	1.3.3 Understands the number, type and mode of service provision.	NA	Lack of experience	OJT, training	1 Orientation program on services provided by RSTA ii Training on customer care	Gain knowledge on services provided by RSTA, service delivery platform, process and documentation etc.
	1.3.4 Understand project funding process and review past project and funding proposals	NA	Lack of experience	Training, OJT, Coaching	Train in project management	Able to gain knowledge regarding various donor agencies

1.4 Innovative	1.4.1 Understand opportunity to improve organisational culture with guidance from supervisor	NA	Lack of knowledge and/or experience	Meeting, mentoring and coaching	Orientation program on organizational goals and future target	Able to learn organizational culture and know-how
	1.4.2 Understand the internal and external stakeholders and study organizational gaps between stakeholders	NA	Lack of knowledge and/or experience	OJT	Orientation program on organizational goals and future target	Understand the vision, mission and operational goal of each stakeholder agencies
	1.4.3 Understands interactive organizational culture to promote innovative and cost-effective solutions to surface transport challenges	NA	Lack of experience and knowledge	Classroom training, OJT, study tour	Training on building capacity on various mode of surface transport and its mitigation programs	Able to learn the challenges in the surface transport sector and find ways to improve
1.5 Farsightedness	1.5.1 Understands the need to update in transport sector with the changing times	NA	Lack of knowledge on transport sector	Classroom training and study visit	Training on different modes of transport and the associated technologies	Get knowledge on transport sector and the need to update with time
	1.5.2 Understands the strength, weakness, opportunities, and challenges of the organization	NA	Inadequate knowledge on current workplace	Mentoring/Coaching & peer networking	Orientation/Induction program on organization goal, mission/vision	Able to understand organizational behaviour and goals

Key Role: Transport Manager

Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Competency Building Intervention	Training needs	Learning objectives
2.1 Management skills	2.1.1 Identify agency need and facility gap with guidance from supervisor	NA	Lack of knowledge	Training	Training on organizational behaviour and management	Gain knowledge on organizational behaviour and management
	2.1.2 Review job responsibilities & identify gaps	NA	Lack of experience	Training	Training on communication skills and conflict management	Gain knowledge on communication skills and conflict management
	2.1.3 Collect data for assessment of skills, knowledge and ability of officials with guidance from supervisor	NA	Lack of experience	Classroom training, Mentoring	Training on office management and planning	Gain knowledge on office management and planning
2.2 Interpersonal skills	2.2.1 Collect and compile data that maybe required for service delivery improvement plans with guidance from supervisor	NA	Lack of experience	Training	Training on customer care and service delivery	Gain knowledge on customer care and service delivery
	2.2.2 Conduct survey and collect data for service grievances with guidance from supervisor.	NA	Lack of experience in the conduct of survey	Classroom Training, Mentoring	i. Training on Research and Survey ii. Training on Customer Care	Able to conduct research and survey on service grievance
	2.2.3 Collect and compile data that may be used for	NA	Lack of knowledge	Training	Training in infographics and	Able to collect and compile the data for

	production of information dissemination of service delivery with guidance from supervisor.				other related software development	information dissemination
2.3 Professional Integrity	2.3.1 Possess right work ethics and Conduct	NA	Lack of experience	Training	Training on professionalism in public service delivery	Able to understand professionalism and its role in public service delivery
	2.3.2 Understands and observe professional integrity	NA	Lack of experience	Training	Training on professionalism in public service delivery	Able to understand professionalism and its role in public service delivery
	2.3.3 Be accountable and transparent in carrying out duties	NA	Lack of experience	Training	Training on professionalism in public service delivery	Able to understand professionalism and its role in public service delivery
	2.3.4 Engage in constructive feedback exchange to maintain healthy professional relationship with others	NA	Lack of experience	Coaching/mentoring	Training on leadership and management	Gain knowledge on office leadership skills
2.4 Leadership skill	2.4.1 Understand the nature of the services the organisation provides and the different types of client expectations	NA	Inadequate experience	Training	Training on conflict management	Gain knowledge on negotiation and conflict management skills to resolve disagreement between service providers and/or receivers
	2.4.2 Punctuality, respect and commitment to the assigned responsibility	NA	Lack of knowledge	Classroom training, mentoring	i. Training on office management ii. Induction on the roles and responsibilities	Gain knowledge on office management and professionalism

	2.4.3 Identify the diversity of the working group and understand their capability and needs	NA	Lack of experience	Mentoring & peer networking	Promote teamwork, communication, invest time in nurturing employees	Able to handle diverse group of people (employees & clients)
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Key Role: Transport Regulator

Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Competency Building Intervention	Training Needs	
3.1 Advocacy and pedagogical skills	3.1.1 Assist in conducting awareness programs to different target groups with attention to changing complexity of content based on target audience Assist in conducting awareness programs to different target groups with attention to changing complexity of content based on target audience.	NA	Lack of experience	Training	Training in presentation and communication skills	Gain basic skills in presentation and communication skills
	3.1.2 Collect data on various target group to conduct training need-assessment with guidance from supervisor	NA	Lack of experience	Training	Training in advocacy material and presentation skills	Gain basic skills in advocacy material design

3.2 Adaptation to emerging technology	3.2.1 Acquires knowledge on various operation of emerging technologies for traffic monitoring through trainings	NA	Lack of experience	Training	Training in traffic control/monitoring devices	Gain knowledge on operation of various emerging technologies in traffic monitoring
	3.2.2 Understands operational knowledge on emerging technologies in vehicles and other modes of transport		Lack of experience	Training	Training in emerging vehicle technologies and other modes of transport	Gain knowledge on emerging vehicle technologies and other modes of transport
3.3 Monitoring and enforcement skills	3.3.1 Understand the objectives and process to conduct vehicle crash risk assessment such as RSA, vehicle roadworthiness, vehicle crash data system, post crash trauma care etc. as per the guideline/manual that may be provided by the supervisor, and be able to record the findings of RSA activities.	NA	Lack of knowledge	Training	i. Training on road safety audit ii. Training on vehicle road worthiness iii. Training on vehicle crash system and analysis iv. Training on basic post-crash care	Gain technical knowledge on conduct of Road Safety Audit
	3.3.2 Coordinate with other regional offices to study the gap in capacity building	NA	Lack of knowledge	OJT	Orientation on assessment of capacity building gap	Gain knowledge on assessment of capacity-building gap
	3.3.3 Understands the enforcement/monitoring	NA	Lack of knowledge	OJT	Orientation on enforcement/monit	Gain knowledge on enforcement/monit

	provisions of RST Act, Regulation and other related laws				oring provision of RST Act, Regulation and other related laws	oring provision of RST Act, Regulation and other related laws
	3.3.4 Understands the basics of traffic control devices, and review past traffic control program reports	NA	Lack of knowledge	Training	Training on traffic control devices	Gain knowledge on various traffic control devices
3.4 Professionalism, Integrity and ethics	3.4.1 Understand the content of uniform code of conduct and should be trained accordingly	NA	Lack of knowledge	Training	i. Training on basic military drills and medical first aid	Gain knowledge on uniform code and conduct, basic military drill and medical first aid
	3.4.2 Commits adaptability and conflict resolution with professionalism while monitoring and inspecting drivers/vehicles	NA	Lack of knowledge	Training	Training on professionalism in public service delivery	Gain knowledge on professionalism in delivering public service and inspection
	3.4.3 Conducts driver/vehicle inspection	NA	Lack of knowledge	OJT, Orientation	Course on driver/vehicle inspection	Gain knowledge on highway inspection procedure
3.5 Communication Skills	3.5.1 Listens and speaks respectfully with the counterparts	NA	Lack of knowledge	OJT, Orientation	Course on communication skills	Gain knowledge on communication skills
	3.5.2 Learns how to respect, show empathy, friendliness to the clients in	NA	Lack of knowledge	Training	Training on professionalism in public service delivery	Gain knowledge on professionalism in delivering public

Training Needs Assessment at Entry Proficiency Level (P3)

Key Role: Transport Planner						
Key Competencies	Description of Proficiency Level	Performance (A/NA)	Likely reason for performance gap	Competency Building Intervention	Training Needs	Learning Objectives
1.1 Domain Expertise	1.1.1 Explores service delivery enhancement and customer satisfaction with guidance from supervisor	NA	Lack of skills	Classroom training	Customer care/front desk training at reputed training institutes within or outside the country	Gain knowledge to enhance public service delivery and Customer satisfaction
	1.1.2 Assess the relevant provisions of the policies for application in transport sector	NA	Inadequate knowledge on relevant provision of the policies	Mentoring,	Participation in multi-sectoral plan/program coordination discussions	Gain knowledge on national policies of other sectors that are relevant to transport sector for policy synchronization
	1.1.3 Conduct transport project analysis under supervision	NA	Lack of exposure	Training, Study tours	Training on transport planning from reputed institutes	Gain technical knowledge to assess competing urgency and requirement to achieve optimum return on investment in transport sector

	1.1.4 Able to collaborate with stakeholder agencies for policy formulation preparation with guidance of supervisor	NA	In-adequate collaborative exposure	Workshop	Workshops on plan formulation and stakeholder coordination	Achieve policy formulation through collaborative approach
1.2 Research and Development	1.2.1 Ability to design and formulate research with guidance from supervisor	NA	Inadequate knowledge to design and formulate research	Attend workshop, siminer	Seminar on best practices in research development	Able to incorporate best practices in research develop in transport sector
	1.2.2 Able to interpret research findings with guidance from supervisor to deduce probable recommendations	NA	Lack of adequate technical skills	Training	i. Training in statistics ii. Training on research design	Able to understand research design and bias reduction techniques
	1.2.3 Asses the available decongestion alternatives on their efficacy, cost and practicality with guidance from supervisor	NA	Inadequate knowledge on traffic management	Training	Training on traffic management from reputed institute	Gain knowledge on intermediate theories on traffic control and transport management tools/techniques
1.3 Resource Mobilization	1.3.1 Evaluate various resource demand with guidance from supervisor	NA	Lack of exposure and updated knowledge	Training	Training on resource and project management	Gain knowledge on advance project management skills

	1.3.2 Prepare annual and multi-year budget requirement with guidance with supervisor	NA	Lack of updated skills	Seminar	Seminar on budget planning	Be able to prepare annual multi-year budgeting
	1.3.3 Explores service delivery enhancement and customer satisfaction with guidance from supervisor	NA	Lack of exposure and updated knowledge	Seminar	Seminar on customer service improvement	Gain updated knowledge on the latest development in customer care service
	1.3.4 Identify and explore potential funding sources	NA	Lack of updated knowledge	Workshops/Seminars	Training in advance project management	Able to identify potential funding sources
1.4 Innovative	1.4.1 Explore opportunity to improve organisational culture with guidance from supervisor	NA	Lack of updated knowledge	workshops, coaching	Seminar on organizational mission/goal	Ability to explore various ways to improve the organizational culture
	1.4.2 Understand the internal and external stakeholders and study organizational gaps between stakeholders	NA	Lack of periodic update of latest development in the sector	Seminar	Attend seminar on multi-sectoral consultation meeting of organisational coordination, or similar seminar in other countries to learn from their experience	Understand the changes in policies in relevant areas within stakeholder agencies to enable identification of operational/policy gaps
	1.4.3 Explore best organizational culture suited to promote innovative and finds cost effective	NA	Lack of in depth knowledge on surface transport	Study tour, workshops, mentoring, study tour, internal meeting	Training on building capacity on various mode of surface transport and its mitigation programs	Able to explores the challenges and make changes with a innovative ideas in the different

	solutions to surface transport challenges				with the changing culture and technologies	mode of surface transport sector
1.5 Farsightedness	1.5.1 Explore different technologies and study the impact of these on the transport sector	NA	Lack of experience	Classroom training and study visit	Training on ITS	Able to identify various technologies and conduct basic study
	1.5.2 Study the strength, weakness, opportunities and threats and identify the possible solutions and measures to overcome the weakness and threats.	NA	Lack of updated knowledge	Meeting/Workshop	Seminar on coordination and information dissemination to update an individual	Gain knowledge on organizational strength/weakness to prepare remedial actions

Key Role: Transport Manager

Key Competencies	Description of Proficiency Level	Performance (competent/ Not competent)	Likely reason for performance gap	Competency Building Intervention	Training Needs	Learning Objectives
2.1 Management skills	2.1.1 Prepare office management implementation plans based on international best practices with guidance from supervisor	NA	Lack of knowledge	Classroom training and Mentoring	Training on Office Management and Planning	Gain knowledge on office management and planning
	2.1.2 Prepare job delegation, responsibilities,	NA	Lack of knowledge & skills in HRM	Training/ workshop	Training/workshop in HRM	Gain knowledge on human resource management

	accountabilities and incentives to reduce duplication in effort and conflict with guidance from supervisor					
	2.1.3 Assess skills, knowledge and ability of officials with guidance from supervisor	NA	Lack of experience	Job Rotation	Seminar on office management	Gain knowledge on office management and planning
2.2 Interpersonal skills	2.2.1 Propose service delivery improvement plans with financial implication and expected output under guidance of supervisor	NA	Lack of skills	Seminar	Revision of SOPs/TORs on need basis, grievance redressal	Gain knowledge on customer care and service delivery
	2.2.2 Prepare proposal for suitable location/target based grievance redressal mechanism and customer care help centers with guidance from supervisor	NA	Inadequate experience in grievance redressal	Classroom Training	i. Training on grievance redressal mechanism ii. Interact with the service availers and stakeholders	Prepare target based research proposal for grievance redressal mechanism and customer care
	2.2.3 Prepare infographics, charts etc. for service procedures with guidance from supervisor		Lack of skills	Training	Training in infographics and other related software development	Gain knowledge to prepare infographics, charts for service delivery
2.3 Professional Integrity	2.3.1 Guide the subordinates to the	NA	Lack of updated knowledge	Seminar	Seminar on professionalism in	Able to understand professionalism

	right work ethics and Conduct				public service delivery	and its role in public service delivery
	2.3.2 Observe professional integrity	NA	Lack of updated knowledge	Seminar	Seminar on professionalism in public service delivery	Able to understand professionalism and its role in public service delivery
	2.3.3 Organize meetings and discuss work process to ensure accountability and transparency	NA	Lack of updated knowledge	Seminar	Seminar on professionalism in public service delivery	Able to understand professionalism and its role in public service delivery
	2.3.4 Engage in constructive feedback exchange to maintain healthy professional relationships with others.	NA	Lack of leadership	Coaching/ mentoring	Training on leadership and management	Gain knowledge on office leadership skills
2.4 Leadership skill	2.4.1 Acquires the skills required to negotiate, manage and resolve disagreement through the knowledge gained from the Rules, Regulations, Acts and Policies, and the experience in dealing with the different clients	NA	Inadequate experience	Training	Training on conflict management	Gain knowledge on negotiation and conflict management skills to resolve disagreement between service providers and/or receivers
	2.4.2 Punctuality, respect and commitment to the	NA	Lack of periodic update	Classroom training, mentoring	Training on research skills	Gain knowledge on office management and professionalism

	assigned responsibility					
	2.4.3 Identify the diversity of the working group and understand their capability and needs	NA	Lack of periodic update	Job rotation	Assign tasks having to deal with various groups of people	Put in place the measures to address the issues relating to diverse work group

Key Role: Transport Regulator

Key Competencies	Description of Proficiency Level	Performance (competent/ Not competent)	Likely reason for performance gap	Competency Building Intervention	Training Needs	Learning Objectives
3.1 Advocacy and pedagogical skills	3.1.1 Provide advocacy and awareness program with varying content complexity and length based on target audience	NA	Lack of periodic update and advance training	Training or Seminar	i. Training in advocacy material design ii. Conference on best practices in road safety program	Gain advanced skills in public speaking/presentation skills and advocacy material design
	3.1.2 Collect data on various target group to conduct training need-assessment with guidance from supervisor	NA	Lack of experience	Training/conference	Training in advocacy material and presentation skills	Gain advanced skills in public speaking/presentation skills and advocacy material design

3.2 Adaptation to emerging technology	3.2.1 Acquires knowledge on various operation of emerging traffic technologies through trainings	NA	Lack of periodic update and advance training	Training/conference	<ul style="list-style-type: none"> i. Training in traffic control/monitoring devices ii. Conference on best practices in traffic control techniques 	Gain advance knowledge on operation of various emerging technologies in traffic monitoring
	3.2.2 Demonstrate knowledge on emerging technologies in transport sector	NA	Lack of periodic update and advance training	Conference	<ul style="list-style-type: none"> i. Conference on emerging vehicle technologies and other modes of transport 	Gain advance knowledge on emerging vehicle technologies and other modes of transport
3.3 Monitoring and enforcement skills	3.3.1 Conduct RSA, vehicle roadworthiness, vehicle crash data system, post crash trauma care etc. and other vehicle crash risk assessment with ever greater independence with guidance from the supervisors	NA	Lack of updated knowledge	Training/Conference	<ul style="list-style-type: none"> i. Training on advance techniques in road safety audit ii. Training on advance techniques in vehicle road worthiness iii. Conference on vehicle crash system and analysis iv. Conference on basic post-crash care 	Gain technical knowledge on conduct of Road Safety Audit

	3.3.2 Supports the regional offices in capacity building program and application of safe and same system approach	A	A	A		
	3.3.3 Interprets and applies appropriate enforcement/monitoring provisions of RST Act, Regulation and other laws to appropriate eventualities	A	A	A		
	3.3.4 Conduct traffic control studies under guidance of supervisor	NA	Lack of knowledge	Training	Training on emerging traffic control devices	Gain knowledge on new traffic control devices
3.4 Professionalism, Integrity and ethics	3.4.1 Understand the content of uniform code of conduct and should be trained accordingly	A	A	A		
	3.4.2 Commits adaptability and conflict resolution with professionalism while monitoring and inspecting drivers/vehicles	A	A	A		

	3.4.3 Conducts driver/vehicle inspection	NA	Lack of knowledge		Course on driver/vehicle inspection	
3.5 Communication Skills	3.5.1 Extends empathy and understands other person(s) and their situation and provides appropriate directions.	A				
	3.5.2 Ability to convey or share ideas and feelings effectively	A	A	A		

Training Needs Assessment at Entry Proficiency Level (P2)

Key Role: Transport Planner						
Key Competencies	Description of Proficiency Level	Performance (A/NA)	Likely reason for performance gap	Competency Building Intervention	Training Needs	Learning Objectives
1.1 Domain Expertise	1.1.1 Explores service delivery enhancement and customer satisfaction with guidance from supervisor	A	A	A	A	A
	1.1.2 Possess clear knowledge of other national policies to synchronize transport sector plans with other sectoral plans to reduce policy conflicts and gaps	A	A	A	A	A
	1.1.3 Conduct transport project and prepare comparative analysis of competing projection options	NA	Lack of knowledge	Study tour	Study tour in countries where similar transport project is successfully conducted	Gain technical knowledge to assess competing urgency and requirement to achieve optimum return on investment in transport sector

	1.1.4 Able to collaborate with stakeholder agencies for policy formulation preparation with more independence	NA	Inadequate knowledge to formulate policy	Workshop	Workshops on plan formulation and stakeholder coordination	Able to prepare policies independently
1.2 Research and Development	1.2.1 Review and assess research need and their design in transport sector	A	A	A	A	A
	1.2.2 Able to interpret research finding and make policy changes recommendations with guidance from supervisor	A	A	A	A	A
	1.2.3 Asses the available decongestion alternatives on their efficacy, cost and practicality with more independence	NA	Lack of access to decongestion alternatives	Training	Training on traffic management from reputed institute	Gain knowledge on advance theories on traffic control and transport management tools/techniques
1.3 Resource Mobilization	1.3.1 Evaluate various resource demand and their benefits to determine resource mobilization plan	NA	Lack of exposure and updated knowledge	Study tour	Study tour on project implementation	Gain exposure on project implementation

	with guidance from supervisor					
	1.3.2 Prepare annual and multi-year budget requirements based on the plan activities and priorities with guidance from supervisor	NA	Lack of updated skills	Seminar	Seminar on budget planning	Be able to prepare annual multi-year budgeting
	1.3.3 Explores service delivery enhancement and customer satisfaction with guidance from supervisor	NA	Lack of exposure and updated knowledge	Seminar	Seminar on customer service improvement	Gain updated knowledge on the latest development in customer care service
	1.3.4 Prepare project proposal along with financial cost and expected outcome for submission to donor agencies with guidance from supervisor	A	A	A	A	A
1.4 Innovative	1.4.1. Identify different opportunities to achieve organisational goal	NA	Lack of updated knowledge	workshops, coaching	Seminar on organizational mission/goal	Finds different ways to improve the organizational goals and make recommendations
	1.4.2 Prepare remedial measures	NA	Lack of periodic update of latest	Seminar	Attend seminar on multi-sectoral	Understand the changes in policies in relevant

	to address organizational gap between stakeholders that is agreeable to all the stakeholders		development in the sector		consultation meeting of organisational coordination, or similar seminar in other countries to learn from their experience	areas within stakeholder agencies to enable identification of operational/policy gaps
	1.4.3 Identifies best organizational culture suited to promote innovative and finds measures to surface transport challenges	NA	Inadequate in teamwork spirits	Study tour, workshops, seminars in country and ex country, internal meeting	Training on building capacity on various mode of surface transport and its mitigation programs with the changing culture and technologies	Able to identify the challenges and make changes with a innovative ideas in the different mode of surface transport sector
1.5 Farsightedness	1.5.1 Carry out impact assessment on the transport sector by the latest development in the technologies	NA	Inadequate experience	Workshop/Study tours	Study Tours/Workshop in the countries of ITS best practices	Carry out impact assessment study
	1.5.2 Plan and prepare strategic recommendations for the organization's future	NA	Lack of updated knowledge	Peer networking & mentoring	Seminar on coordination and information dissemination to update an individual	Gain knowledge on organizational strength/weakness to prepare remedial actions

Key Role: Transport Manager

Key Competencies	Description of Proficiency Level	Performance (competent/ Not competent)	Likely reason for performance gap	Competency Building Intervention	Training Needs	Learning Objectives
2.1 Management skills	2.1.1 Prepare office management implementation plans based on international best practices	NA	Lack of exposure	Workshop	Workshops on leadership and management	Gain hands-on experience on management leadership skills
	2.1.2 Prepare job delegation, responsibilities, accountabilities and incentives to reduce duplication in effort and conflict with guidance from supervisor	NA	Lack of knowledge & skills in HRM	Training/ workshop	Training/workshop in HRM	Gain knowledge on human resource management
	2.1.3 Assess skills, knowledge and abilities of subordinates	A	A	A	A	A
2.2 Interpersonal skills	2.2.1 Propose service delivery improvement plans with financial implication and expected output under guidance of supervisor	NA	Lack of skills	Seminar	Revision of SOPs/TORs on need basis (leverage on technology), grievance redressal	Gain knowledge on customer care and service delivery

	2.2.2 Prepare proposal for suitable location/target based grievance redressal mechanism and customer care help centers	NA	Lack of periodic update	Workshops/Seminars	Refresher course on grievance redressal mechanism and customer care	Prepare comprehensive plans and proposal for grievance redressal
	2.2.3 Develops infographics, charts etc. for service procedures	NA	Lack of skills	Training	Training to develop infographics, VFX	Develops sophisticated infographics for information dissemination
2.3 Professional Integrity 3.3 Monitoring and enforcement skills	2.3.1 Upholds the organization's image through the right work ethics and conduct	NA	Lack of updated knowledge	Seminar	Seminar on professionalism in public service delivery	Able to understand professionalism and its role in public service delivery
	2.3.2 Observe professional integrity	NA	Lack of updated knowledge	Seminar	Seminar on professionalism in public service delivery	Able to understand professionalism and its role in public service delivery
	2.3.3 Practice accountability and transparency, keeping everyone in the loop on the processes and the status of the activities.	NA	Lack of updated knowledge	Seminar	Seminar on professionalism in public service delivery	Able to understand professionalism and its role in public service delivery
	2.3.4 Engage in constructive feedback exchange to maintain healthy professional	A	A	A	A	A

	relationship with others					
2.4 Leadership skill	2.4.1 Resolve conflict and disagreement between service providers and/or receivers	A	A	A	A	A
	2.4.2 Punctuality, respect and commitment to the assigned responsibility	NA	Lack of periodic update	Workshops	Workshops/Refresher Course on the advance techniques	Gain knowledge on office management and professionalism
	2.4.3 Identify the diversity of the working group and understand their capability and needs	NA	Lack of periodic update	Mentoring & peer networking	Crash-courses on the HR joining the workplace	Pro-actively address the issues arising from diverse work group

Key Role: Transport Regulator

Key Competencies	Description of Proficiency Level	Performance (competent/Not competent)	Likely reason for performance gap	Competency Building Intervention	Training Needs	Learning Objectives
3.1 Advocacy and pedagogical skills	3.1.1 Provide advocacy and awareness program with varying content complexity and length based on target audience	NA	Lack of periodic update and advance training	Training	i.Training in advocacy material design ii. Conference on best practices in road safety program	Gain advanced skills in public speaking/presentation skills and advocacy material design
	3.1.2 Identifies different target groups based on training-need assessment on policies, acts and regulation and organizational systems, and prepare advocacy materials		Lack of periodic update and advance training	Training/conference	i.Training in advocacy material design ii. Conference on best practices in road safety program	Gain advanced skills in public speaking/presentation skills and advocacy material design

3.2 Adaptation to emerging technology	3.2.1 Acquires knowledge on various operation of emerging traffic technologies through trainings	NA	Lack of periodic update and advance training	Training/conference	i. Training in traffic control/monitoring devices ii. Conference on best practices in traffic control techniques	Gain advance knowledge on operation of various emerging technologies in traffic monitoring
	3.2.2 Demonstrate knowledge on emerging technologies in transport sector	NA	Lack of periodic update and advance training	Conference	i. Conference on emerging vehicle technologies and other modes of transport	Gain advance knowledge on emerging vehicle technologies and other modes of transport

3.3 Monitoring and enforcement skills	3.3.1 Conduct RSA, vehicle roadworthiness, vehicle crash data system, post crash trauma care etc. and other vehicle crash risk assessment with ever greater independence with guidance from the supervisors	NA	Lack of updated knowledge	Conference	<ul style="list-style-type: none"> i. Training on advance techniques in road safety audit ii. Training on advance techniques in vehicle road worthiness iii. Conference on vehicle crash system and analysis iv. Conference on basic post-crash care 	Gain knowledge on best practices in vehicle-crash risk assessment and road safety audit
	3.3.2 Assist preparation of target-based capacity building program with outcome targets with help from supervisor	A	A	A	A	A

	3.3.3 Conduct traffic control studies and help prepare recommendations referring international best practices	A	A	A	A	A
3.4 Professionalism, Integrity and ethics	3.4.1 Understand the content of uniform code of conduct and should be trained accordingly	A	A	A	A	A
	3.4.2 Commits adaptability and conflict resolution with professionalism while monitoring and inspecting drivers/vehicles	A	A	A	A	A

	3.4.3 Prepare, supervise and coordinate periodical schedule for driver/vehicle inspection, and resolve issues highlighted in reports	NA	Lack of periodic refreshment	Seminar	Refresher's course on driver/vehicle inspection	
3.5 Communication Skills	3.5.1 Extends empathy and understands other person(s) and their situation and provides appropriate directions.	A	A	A		
	3.5.2 Ability to convey or share ideas and feelings effectively	A	A	A		

Training Needs Assessment at Entry Proficiency Level (P1)

Key Role: Transport Planner						
Key Competencies	Description of Proficiency Level	Performance (A/NA)	Likely reason for performance gap	Competency Building Intervention	Training Needs	Learning Objectives
1.1 Domain Expertise	1.1.1 Propose service delivery enhancement programs with financial details and expected benefit	A	A	A	A	A
	1.1.2 Plan and synchronize transport sector plans with other sectoral plans to reduce policy conflicts and gaps	A	A	A	A	A
	1.1.3 Assess and analysis competing urgency and requirement to achieve optimum return on investment in transport sector	A	A	A	A	A
	1.1.4 Able to collaborate with stakeholder agencies for policy formulation preparation	A	A	A	A	A
1.2 Research and Development	1.2.1 Develop and implement appropriate research in transport sector	A	A	A	A	A

	1.2.2 Make evidence based proposal and recommendation for policy changes in transport sector derived from research findings	A	A	A	A	A
	1.2.3 Propose the most appropriate decongestion solution based on locality, cost-effectiveness, work-capacity etc.	A	A	A	A	A
1.3 Resource Mobilization	1.3.1 Evaluate various resource demand and their benefits to determine resource mobilization plan	A	A	A	A	A
	1.3.2 Define and propose annual and multi-year budget requirements based on activity priority and efficacy	A	A	A	A	A
	1.3.3 Propose service delivery enhancement programs with financial details and expected benefit	A	A	A	A	A
	1.3.4 Prepare project proposal along with financial cost and expected outcome for submission to donor agencies	A	A	A	A	A
1.4 Innovative	1.4.1 Identify different opportunities to achieve organisational goal	A	A	A	A	A

	1.4.2 Propose implementation of remedial measures to address organizational gap between stakeholders that is agreeable to all the stakeholders	A	A	A	A	A
	1.4.3 Assist and manages the subordinates to practice the best organizational culture	A	A	A	A	A
1.5 Farsightedness	1.5.1 Guide the subordinate to adapt to the changes through comprehensive advocacy, workshops and directives	A	A	A	A	A
	1.5.2 Assist the subordinates to prepare and plan for the organization's future in line with the strength, weakness, opportunities and challenges	A	A	A	A	A

Key Role: Transport Manager

Key Competencies	Description of Proficiency Level	Performance (competent /Not competent)	Likely reason for performance gap	Competency Building Intervention	Training Needs	Learning Objectives
	2.1.1 Propose required equipment and materials	A	A	A	A	A

2.1 Management skills	for efficient service provision					
	2.1.2 Implement clear job delegation, responsibilities, accountabilities and incentives to reduce duplication in effort and conflict	A	A	A	A	A
	2.1.3 Assess task nature and delegate to appropriate subordinates considering their skills, knowledge and abilities	A	A	A	A	A
2.2 Interpersonal skills	2.2.1 Propose resource allocation for service delivery improvement with financial implication and expected output	A	A	A	A	A
	2.2.2 Propose suitable location/target based grievance redressal mechanism and customer care help centers	A	A	A	A	A
	2.2.3 Disseminate information on process/procedure for service delivery via mass/social media to improve service awareness and accessibility	A	A	A	A	A
2.3 Professional Integrity	2.3.1 Role model for the subordinates	A	A	A	A	A

	2.3.2 Ensure everyone observes professional integrity by developing various check-and-balance measures	A	A	A	A	A
	2.3.3 Ensure everyone observes accountability and transparency by developing various check-and-balance measures	A	A	A	A	A
	2.3.4 Ensure good interpersonal relationship and provide avenue to express/exchange views and promote healthy working relation between supervisor and subordinates	A	A	A	A	A
2.4 Leadership skill	2.4.1 Inculcate the negotiation and conflict management skills in the subordinates	A	A	A	A	A
	2.4.2 Punctuality, respect and commitment to the assigned responsibility	A	A	A	A	A
	2.4.3 Identify the diversity of the working group and understand their capability and needs	A	A	A	A	A

Key Role: Transport Regulator

Key Competencies	Description of Proficiency Level	Performance (competent /Not competent)	Likely reason for performance gap	Competency Building Intervention	Training Needs	Learning Objectives
3.1 Advocacy and pedagogical skills	3.1.1 Guide and/or provide advocacy and awareness program with varying content complexity and length based on target audience	A	A	A	A	A
	3.1.2 Design and publish audience-oriented advocacy and training materials, and course contents and assessment papers for driving training institutes	A	A	A	A	A
3.2 Adaptation to emerging technology	3.2.1 Develop policies and framework for monitoring leveraging on new traffic monitoring equipment	A	A	A	A	A
	3.2.2 Develop policies and framework for monitoring leveraging on new technology	A	A	A	A	A
	3.3.1 Develop manual and guidelines for RSA,	A	A	A	A	A

3.3 Monitoring and enforcement skills	vehicle roadworthiness, vehicle crash data system, post crash trauma care etc. and other methods for vehicle crash risk assessment, training course etc, guide the conduct of the same					
	3.3.2 Propose target based capacity building program in safe system approach	A	A	A	A	A
	3.3.3 Propose revision of RST Act, Regulation and other related laws to adapt to the changing transport sector landscape to enhance effective enforcement of relevant provisions.	A	A	A	A	A
	3.3.4 Lead, conduct and supervise traffic control measures	A	A	A	A	A
3.4 Professionalism, Integrity and ethics	3.4.1 Ensure provision of code and conduct is implemented uniformly	A	A	A	A	A
	3.4.2 Commits adaptability and conflict resolution with professionalism while monitoring and inspecting drivers/vehicles	A	A	A	A	A
	3.4.3 Prepare, supervise and coordinate periodical schedule for driver/vehicle inspection, and resolve	A	A	A	A	A

	issues highlighted in reports					
3.5 Communication Skills	3.5.1 Extends empathy and understands other person(s) and their situation and provides appropriate directions.	A	A	A	A	A
	3.5.2 Provides positive statements against any customer's approach for every public service.	A	A	A	A	A

2.7 Mandatory Short-term Programmes and Learning Objectives

Entry Proficiency Level			
Sl. #	Training/Intervention	Methods of Intervention	Learning Objectives
1	Orientation on RST Act and Regulation	In-house orientation	Implant knowledge on provisions of RST Act and Regulations for new recruits and recruits from lateral transfer.
2	Training on electronic Registration and Licensing Information System (eRaLIS) user training.	In-house workshop	Train new recruits on the system use
3	Training on Safe system approach for road transport	Formal Classroom training	Understand the safe system approach and be able to deliver the Agency's mandates.
4	Training on Intelligent Transport System	Formal Classroom training	To train and understand creative and innovative transport system due to the changes in the technology/system
5	Training on Road crash investigation	Formal Classroom training	To learn new idea/method to investigate the road crash accident as per the new technological and geographical landscape
6	Training Road safety audit	Formal Classroom and Practical training	To train in new ideas in terms of the different system approach in the auditing
	Training on Traffic management system and emergent technologies in transport sector	Formal Classroom and Practical training	To learn how to curve and mitigate the traffic congestion by using new ideas and technology

	Training on public transport administration and management	Formal Classroom training	To train and upgrade knowledge in developing vibrant public transport system
	Training on vehicle roadworthiness inspection	Formal Classroom and Practical training	To train and develop new skills in inspection of different types of vehicles as per emerging technology
	Training on crash data analysis and reporting	Formal Classroom and Practical training	To learn new system approaches/methods in analysing the data
	Training on customer care	Formal Classroom training	To update knowledge in office management
	Training on leadership	Formal Classroom training	To learn new skills in leadership to effectively manage and encourage co-workers

Experienced Proficiency Level

Sl. #	Methods of Intervention/Training Requirement	Methods of Intervention	Learning Objectives
1	Refresher's Course on RST Act and Regulation	In-house workshop	To update the latest changes in RST Regulation, if any.
2	Refresher's Course on eRaLIS user training	In-house workshop	To update and train the latest changes in eRaLIS system
3	Training on safe system approach for road transport	Classroom training (theory and practical site visit)	To learn the holistic view which provides a framework to assess, guide and improve travel safety
4	Training on intelligent transport system	Classroom training (theory and practical site visit)	To learn the latest technologies in transport sector and learn the international best practices
5	Training on road crash investigation	Classroom training (theory and practical site visit)	To learn objective methods to reconstruct road crashes, deduce causes and make corrective

			measures/recommendations for education, enforcement and engineering.
6	Training on road crash investigation	Classroom training (theory and practical site visit)	To learn objective methods to reconstruct road crashes, deduce causes and make corrective measures/recommendations for education, enforcement and engineering.
7	Training road safety audit	Classroom training (theory and practical site visit)	To learn various methods of addressing traffic congestion and incident detection for timely and effective implementation of corrective recommendations.
8	Training on traffic management system and emergent technologies in transport sector	Classroom training (theory and practical site visit)	To learn various methods of addressing traffic congestion and incident detection for timely and effective implementation of corrective recommendations.
9	Training on public transport administration and management	Classroom training (theory and practical site visit)	To learn objective methods to reconstruct road crashes, deduce causes and make corrective measures/recommendations for education, enforcement and engineering.
10	Training on vehicle roadworthiness inspection	Classroom training (theory and practical site visit)	To understand and develop new skills in inspection of different types of vehicles as per emerging technology
11	Training on crash data analysis and reporting	Classroom training (theory and practical site visit)	To learn objective methods to reconstruct road crashes, deduce causes and make corrective measures/recommendations for education, enforcement and engineering.

12	Training on customer care	Classroom training (theory and practical site visit)	To update knowledge in office management and give new ideas in resolving the issues with customer
13	Training on leadership	Classroom training (theory and practical)	To learn new skills in leadership to effectively manage and encourage co-workers.

Pre-Advanced Proficiency Level

Sl. #	Methods of Intervention/Training Requirement	Methods of Intervention	Learning Objectives
1	Refresher's course on RST Act and Regulation	In-house training	To update the latest changes in RST Regulation, if any.
2	Refresher's course on eRaLIS user training	In-house training	To update and train the latest changes in eRaLIS system
3	Training on safe system approach for road transport	Classroom training (theory and practical site visit)	To learn the latest development in safe system techniques and methods which can be tailored for application in local situation in Bhutan
4	Training on intelligent transport system	Classroom training (theory and practical site visit)	To learn the latest technologies in transport sector and learn the international best practices
5	Training on road crash investigation	Classroom training (theory and practical site visit)	To learn objective methods to reconstruct road crashes, deduce causes and make corrective measures/recommendations for education, enforcement and engineering.
6	Training road safety audit	Classroom training (theory and practical site visit)	To learn objective methods to reconstruct road crashes, deduce causes and make corrective measures/recommendations

			for education, enforcement and engineering.
7	Training on traffic management system and emergent technologies in transport sector	Classroom training (theory and practical site visit)	To learn various methods of addressing traffic congestion and incident detection for timely and effective implementation of corrective recommendations.
8	Training on public transport administration and management	Classroom training (theory and practical site visit)	To learn various methods of addressing traffic congestion and incident detection for timely and effective implementation of corrective recommendations.
9	Training on crash data analysis and reporting	Classroom training (theory and practical site visit)	To learn objective methods to reconstruct road crashes, deduce causes and make corrective measures/recommendations for education, enforcement and engineering.
10	Training on leadership	Classroom training (theory and practical)	To learn new skills in leadership to effectively manage and encourage co-workers.

Advanced Proficiency Level

Sl. #	Methods of Intervention/Training Requirement	Methods of Intervention	Learning Objectives
1	Refresher's Course on RST Act and Regulation	In-house training	To update the latest changes in RST Regulation, if any.
2	Refresher's Course on eRaLIS user training	In-house training	To update and train the latest changes in eRaLIS system
3	Training on Intelligent Transport System	Classroom training (theory and practical)	To learn the latest technologies in transport sector and learn the international best practices

4	Training on leadership	Classroom training (theory and practical)	To learn new skills in leadership to effectively manage and encourage co-workers.
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The framework has highlighted the likely reasons for the gaps and interventions proposed above. In order to provide a capacity building program, the following are the expected learning objectives. The respective proficiency level officials will be able to achieve the objectives mentioned against each of the training.

Mandatory Short-term training/workshops/seminars on:

- RST Act and Regulation
- eRaLIS user training and Refresher Course
- Safe system approach for road transport
- Intelligent Transport System
- Road crash investigation
- Road safety audit
- Traffic management system and emergent technologies in transport sector
- Public transport administration and management
- Roadworthiness inspection
- Crash data analysis and reporting
- Customer care
- Data analytics
- Modern leadership

2.8 Proposed Long-term Programme (Specialization)

Programme	Eligibility
Masters in Transport Development/Administration/Policy/Planning	Managerial (P5-P1)
Masters in Urban & Regional Planning	Managerial (P5-P1)
Masters in Transportation Economics	Managerial (P5-P1)
Masters in Transport Management	Managerial (P5-P1)
Masters in Traffic, Mobility and Road Safety	Managerial (P5-P1)

2.9 Implementation of Competency Based Framework

The implementation of training and other intervention has to be based on the mandatory **programmes/interventions** listed under section under the training needs analysis (Section 2.8) of this document. The mandatory list of training/intervention includes all the programmes against the behavior indicators that are found to be “Not Competent” under the Training Needs Analysis. However, for implementation, it has to be prioritized based on the following:

Sl. No	Training required	Rationale	Funding	Remarks
1	Workshop on RST Act and Regulation	To update transport officers on the existing/updated legislative documents in transport sector	RGoB	In-Country
2	eRaLIS user training and Refresher Course	Awareness on eRaLIS and update on the enhanced system	RGoB	In-Country
3	Training on safe system approach for road transport	To update on new system in relation to the road transport	RGoB	Ex-Country
4	Training on road crash investigation	To update the knowledge on how to do road crash investigation and formulate recommendations for mitigating the solutions/findings	RGoB	In-Country with resource person/expert from ex-country
5	Training on road safety audit	To identify potential safety hazards within a scheme design that could affect road users, and formulate recommendations for mitigating these hazards.	RGoB	In-Country with resource person/expert from ex-country
6	Training on traffic management system and emergent technologies in transport sector	Planning & adaptation to new technological innovation relating to transport	RGoB	Ex-Country
7	Training on public transport administration and management	To determine how to improve the passengers flow, better understand demand, and offer policy solutions to respond to the emerging challenges	RGoB	In-Country with resource person/expert from ex-country

8	Training on roadworthiness inspection	To ensure key components of the vehicle are in good condition for safe road use	RGoB	Ex-Country
9	Training on crash data analysis and reporting	To bring out the measures to reduce vehicle crashes	RGoB	Ex-Country
10	Training on customer care	Improving the quality of customer service resulting in customer satisfaction, retention and loyalty.	RGoB	In-Country
11	Training on vehicle crash data collection and analysis	To understand problems facing an organisation, and to explore data in meaningful ways to bring about measures to curb the issues.	RGoB	In-Country with resource person/expert from ex-country
12	Training on modern leadership	To manage officials/people and office	RGoB	In/Ex-Country
13	Training on Intelligent Transport System	Equip the TOs with latest development in the transport sector in use of AI, IOT, Big Data etc.	RGoB	Ex-Country

Implementation has to be initiated and spearheaded by the concerned department or parent agency in close coordination and collaboration with the respective HR Division.

2.10 Recommendations

- Training of Transport Officers - Identify officials within the agency who should be given specialized training on specific discipline such as on public administration, policy formulation, data analytics. Further, these officials should be provided Training of Trainers and/or accreditation. Thus, new recruits can be given inhouse training by these master trainers reducing cost on capacity development.
- The RSTA shall get into bilateral agreements with reputed institutes for periodic capacity building of transport officers where the former is granted.
- RSTA shall seek membership to multi-national, regional and international organizations on road safety and transport management to avail technical and financial assistance, update the agency on the latest developments in the sector and international best practices.
- Given the scare resources, the RSTA may explore providing online courses on recommended training on virtual platforms hosted by reputed institutes or on online course repositories such as Udemy, Coursera etc.

- As a cost cutting measure, the RSTA may invite resource persons/experts from other countries or institutes to provide training and capacity building to Transport Officers for theoretical modules where it may not be necessary to travel outside the country.

2.11 Conclusion

The Competency Based Framework of the Transport Officer has been developed to further enhance the capacity and capabilities of the Transport Officer to be effective and efficient in delivering the Transport related functions while deliberating the agency's mandates. It highlights the Knowledge, Skills and Abilities (SKA) required for Transport Officers at various levels to achieve a high level of professional competence and deliver the highest standard services.

The competency framework has identified 3 role profiles, 2 competency areas, 14 key competencies and 43 behavioral indicators. Further, each 43 Behavior Indicators are further classified into four proficiency levels- Foundation (P5&P4), Intermediate (P3), Experienced (P2) and Advanced (P1). The Framework is developed with the aim to provide a structured approach/Road-map to build competencies required for the Transport Officers at different position levels.

At individual level, this CBF will provide opportunities for the Transport Officers to enhance their technical and behavioral competencies thereby envisioning a clear performance expectation by RSTA in operational, strategic and succession planning of overall organizational performance to attain its goals and objectives.