COMPETENCY BASED FRAMEWORK

For

Land Registrar

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Table of Contents

List of Tables

List of Figures

ABBREVIATION

CBF	Competency-Based Framework
DoLAM	Department of Land Administration and Management
DoSLR	Department of the Survey and Land Records
GIS	Geoinformation System
HLC	High-Level Committee
ICB	Institutional Capacity Building
KSA	Knowledge, Skills, and Abilities
LTT	Long Term Training
LUC	Land Use Certificate
NCRP	National Cadastral Resurvey Programme
NLCS	National Land Commission Secretariat
OJT	On Job Training
SL	State Land
SRFL	State Reserve Forest Land
STT	Short Term Training
TNA	Training Needs Analysis

1. Background

1.1. About the Department (Its origin, brief function, and milestones)

Before the enactment of the Land Act, 2007, the National Land Commission Secretariat (NLCS) office was under the Ministry of Agriculture as the then Department of the Survey and Land Records (DoSLR). Following the Land Act, 2007, the NLCS was established as an autonomous agency.

Accordingly, the Department of Land Administration and Management (DoLAM) was formed as one of the Departments under the NLCS. The DoLAM mandates the management, administration, and regulation of private registered lands and State Reserve Forest Land (SRFL) and State Land (SL).

The milestones of the DoLAM includes;

- Carried out National Cadastral Resurvey Programme (NCRP) for the whole nation.
- Issued new Lagthrams after the NCRP for both rural and urban.
- Launched the online land transaction system for both rural and urban to improve the efficiency and effectiveness of service delivery.
- Developed mortgage module systems for both rural and urban.
- Resolved excess/deficit land issues of urban areas through the High-Level Committee (HLC).
- Resolved informal settlements along the highway for the entire nation.
- Initiated to resolve and prevent encroachment on state land.
- Introduced Land Use Certificate (LUC) - It is an additional land tenure ship.
- Revised the Land Lease Rules and Regulations.

1.2. The vision of the Department

The vision of the DoLAM is to become a dynamic and professional organization that delivers excellent land governance services and provides reliable land information for the nation's well-being.

1.3. Missions of the Department

To fulfill the above vision, the Department is mandated to:

- Manage, regulate, and administer the ownership and use of land.
- Guarantee the security of land tenure.
- Ensure easy access to reliable land information.

1.4. Core Values

The Department is guided by the following set of core values to promote professionalism customer-driven services:

- Integrity
- Teamwork
- Professionalism
- Innovation
- Customer Driven

1.5. Organogram
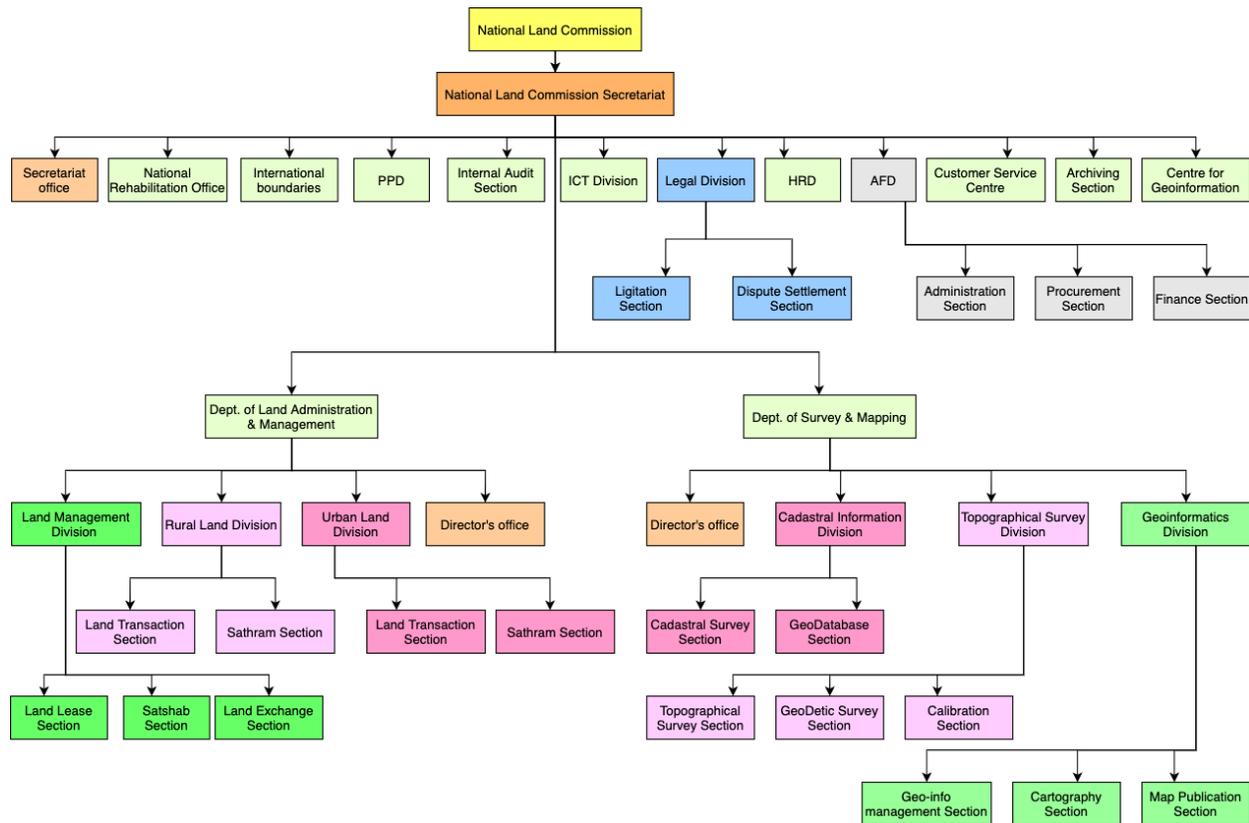
Figure 1: Organogram of the NLCS

1.6 Staff Strength

The following table shows the number of Land Registrars. The list of existing Land Registrars and the vacant positions are annexed in Annexure 3.1 and 3.2 respectively.

Table 1: Existing and vacant positions for Land Registrars

Sl.no	Agency	Approved	Existing	Gap
1	Department	45	19	26
2	Dzongkhag	21	18	3
3	Thromde	4	3	1
Total		**70**	**40**	**30**

1.7 Core Functions

The following services are available from the Department, Dzongkhag/Thromde, Gewog, Dungkhag Land Record Sector.

Table 2: Services provided by the DoLAM

Sl.#	Service		Department	Dzongkhag	Thromde	Gewog	Dungkhag
1	Land transactions	Online	✓	✓	✓	✓	✓
2	Chazhag Sathrams management	Online	✓				
3	Process private land acquisition for national interests	Online	✓	✓	✓	✓	✓
4	Process land substitutes and cash compensations	Online	✓	✓	✓	✓	✓
5	Process land allotment to Government Agencies and Religious Institutes	Online	✓	✓	✓	✓	✓
6	Process exchange of state land with rural registered land	Online	✓	✓		✓	✓
7	Implementations of the decisions of the Commission and Dispute Settlement Committee	Online	✓	✓	✓	✓	✓
8	Implementations of the directives received from the Office of the Gyalpoi Zimpon	Online	✓				
9	Printing and issuance of lagthrams	Online	✓				
10	Field verifications for resolving discrepancies	Offline	✓	✓			
11	Submit findings and reports to the Commission	Offline	✓				
12	Process for State Reserved Forest Land and State Land on Lease	Offline	✓	✓	✓		
13	Submit reports to the Courts and implement verdicts	Offline	✓				

2. Competency-Based Framework for Land Registrar

2.1. Introduction

Competency-Based Framework (CBF) is an integration of effective HR planning and capacity building. It enables an organization to assess its workforce capacity based on competencies. Through CBF, an organization can better plan for the workforce competencies and capacities that are needed to achieve its vision, mission, and goals. The Framework provides a structured way of developing an organization's workforce by incorporating the required values, capabilities, and competencies through identifying the right skills.

These are skills required for the continuous development of civil servants to deliver responsibilities effectively and efficiently. CBF also ensures that all civil servants have a common understanding of the values and expected performance behaviors.

2.2. Purpose

The CBF highlights the knowledge, skills, and abilities required for Land Registrars to achieve a high level of professional competence and deliver the highest standard of services. The framework is developed with the following aim and objectives.

2.3. Aim

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

2.4. Objectives

The framework is developed in pursuit of the following objectives:
   a. Provide greater role clarity of Land Registrars.
   b. Establish a benchmark for recruitment and career enhancement.
   c. Ensure succession planning.

d. Assess performance gaps and plan training programs for Land Registrars to optimize returns in terms of services.

e. Enhance competency and professionalism of Land Registrars to maximize the performance.

2.5. Framework Development Processes

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

Table 3: Framework development process

Sl.No.	Structure	Numbers
1	Key Roles and Role Profile	3
2	Competency Area	6
3	Key Competencies	17
4	Behavioral Indicators	59
5	BI for Proficiency Levels	177

2.6. Structure

The framework has identified clear key roles, competencies, and behavioral indicators of each proficiency level to achieve professional excellence. The framework comprises 3 Key Roles which have 6 Competency Areas. It is elaborated in 17 Key Competencies which are illustrated in 59 Behavioral indicators. The behavioral indicators are further defined across three proficiency levels which multiply to 177 behavioral indicators.
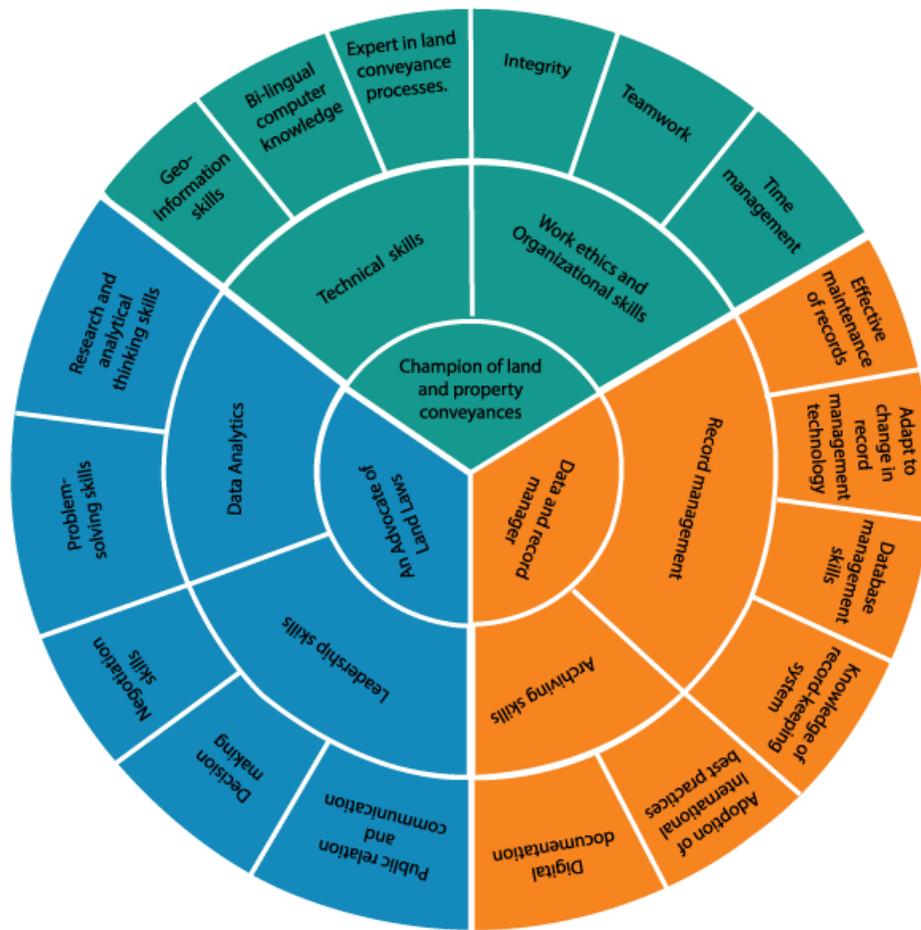
Figure 2: Diagrammatic overview of the CBF for Land Registrars

2.6.1. Identification of Role Profile

The key role is an organized set of behaviors that are crucial to achieving the current and future goals of the Department of Land Administration and Management. Following are the key roles expected to be performed by the Land Registrar:

a. Champion of land property conveyances
b. An advocate of land law
c. Data and record manager

2.6.1.1. Description of Role Profile

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

Table 4: Role profile of Land Registrars

SI #	Key Role	Role Description
1	Champion of land property conveyances	1. Provide effective and efficient land conveyance service to the public. 2. Liaise with the relevant stakeholders regarding land matters. 3. Ensure the security of land tenure ship. 4. Issue updated Lagthram.
2	An advocate of land law	1. Ensure that the land services are provided in line with the provisions of the land Act. 2. Conduct land law awareness. 3. Revise the existing land rules and regulations.
3	Data and record manager	1. Record all the land information. 2. Protect sensitive and confidential information. 3. Provide reliable land information to the relevant stakeholders.

2.6.2. Identification of Competency Areas

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

Table 5: Key Roles and Competency Areas for Land Registrars

Role #	Key Role	Competency Area
1	Champion of land property conveyances	1.1 Technical skills
		1.2 Work ethics and Organizational skills
2	An advocate of land law	2.1 Leadership skills
		2.2 Data analytics
3	Data and record manager	3.1 Record management
		3.2 Archiving skills

2.6.3. Identification of Key Competencies

The key competency is an observable behavior that indicates the presence of the particular competency. Generally, it is broadly divided into a core competency, leadership competency, and technical or functional competency. The framework has identified 17 key competencies are presented below:

Table 6: Key Roles, Competency Area, and Key Competencies for Land Registrars

Role #	Key Role	Competency Area	Key Competencies
1	Champion of land property conveyances	1.1 Technical Skills	1.1.1 Expert in land and property conveyance processes
			1.1.2 Bi-lingual computer knowledge
			1.1.3 Geo-Information skills
		1.2 Work ethics and organizational skills	1.2.1 Integrity
			1.2.2 Teamwork
			1.2.3 Time management
2	An advocate of land law	2.1 Leadership Skills	2.1.1 Public relation and communication skills
			2.1.2 Decision making
			2.1.3 Negotiation skills
		2.2 Data analytics	2.2.1 Problem-solving skills
			2.2.2 Research and analytical thinking skills

Role #	Key Role	Competency Area	Key Competencies
3	Data and record managers	3.1 Data and records management	3.1.1 Knowledge of record-keeping system
			3.1.2 Database management skills
			3.1.3 Adapt to change in record management technology
			3.1.4 Effective maintenance of records
		3.2 Archival of historical records	3.2.1 Digital documentation
			3.2.2 Adoption of International best practices

2.6.4. Identification of Behavioral Indicators

The Behavioral Indicators is the description of competencies based on various proficiency levels. It outlines a collection of desired and observable motives, traits, and behaviors when executing or carrying out the assigned task. It serves as a tool to guide evaluations of employee performance. The framework has identified 59 behavioral indicators.

Table 7: Number of Behavioural Indicators for the Key Roles

Key Role 1: Champion of land property conveyances		
Competency Area	**Key Competencies**	**No. of Behaviour indicators**
1.1 Technical Skills	1.1.1 Expert in land and property conveyances processes	3
	1.1.2 Bilingual computer knowledge	2
	1.1.3 Geo-information skills	2
1.2 Work ethics and organizational skills	1.2.1 Integrity	6
	1.2.2 Teamwork	5
	1.2.3 Time management	5
Sub Total of Behavior Indicator		**23**
Key Role 2: Advocate of Land Laws		
Competency Area	**Key Competencies**	**No. of Behaviour indicators**
3.1 Leadership skills	3.1.1 Public relation and communication skills	7
	3.1.2 Decision making	2
	3.1.3 Negotiation skills	2
3.2 Data analytics	3.2.1 Problem-solving skill	3

	3.2.2 Research and analytical thinking skills	2
Sub Total of Behavior Indicator		**16**
Key Role 3: Data and record manager		
Competency Area	**Key Competencies**	**No. of Behaviour indicators**
2.1 Record Management	2.1.1 Record-Keeping Knowledge	3
	2.1.2 Flexibility and Adaptability to Change	3
2.2 Archive	2.2.1 Digital documentation	5
	2.2.2 Knowledge of best practice standards	3
	2.2.3 Effective maintenance of records	6
Sub Total of Behavior Indicator		**20**
Total of Behavior Indicator		**59**

Table 8: Behavioural Indicators for each Key Competencies

Role: 1. Champion of Land Property Conveyances	
Competency Area: 1.1 Technical Skills	
Key competencies	**Behavioral Indicator**
1.1.1 Expert in land and property conveyance processes.	1. Well-versed with the standard operating procedures adhering to the Land Act of Bhutan 2007, Land rules and regulations, and relevant bylaws. 2. Aware and up-to-date on the functioning of the land transaction portal. 3. Understands basic IT skills to troubleshoot problems in the system.
1.1.2 Bi-lingual computer knowledge	1. Demonstrates writing and typing skills in Dzongkha and English for all official correspondences. 2. Demonstrates advanced knowledge of MS office.
1.1.3 Geo-Information skills	1. Understands basic Geoinformation System (GIS) knowledge to prepare comprehensive case reports. 2. Designs and publishes maps as per the requirement.

Role: 1. Champion of Land Property Conveyances
Competency Area: 1.1 Technical Skills

Key competencies	Behavioral Indicator
1.2.1 Integrity	1. Demonstrates consistent and uncompromising morals with adherence to ethical principles. 2. Promotes a professional culture to be more productive and motivated at work. 3. Provides high-quality service and maintains a positive reputation. 4. Takes responsibility for own work, including issues. 5. Inculcates constructive professional culture and delivers innovative services. 6. Displays the ability to manage change in the strategic or functional direction of the organization.

Role: 1. Champion of Land Property Conveyances	
Competency Area: 1.1 Technical Skills	
Key competencies	**Behavioral Indicator**
1.2.2 Teamwork	1. Demonstrates reliability to complete assigned tasks on time. 2. Provides viewpoints to the team member/colleagues clearly and honestly. 3. Listens actively to ensure the balance of unity, cooperation, and enhance productivity among the team members. 4. Collaborates with team members to resolve problems/issues and achieve common goals. 5. Demonstrates the ability to work and collaborate with colleagues with different backgrounds and capacities.
1.2.3 Time management	1. Stays organized to maintain a clear picture of what needs to be achieved. 2. Prioritizes which tasks to be accomplished by setting both short and long-term goals. 3. Avoids procrastination that might have negative consequences and affect productivity.

Role: 1. Champion of Land Property Conveyances	
Competency Area: 1.1 Technical Skills	
Key competencies	**Behavioral Indicator**
	4. Plans and controls how much time to spend on specific activities. 5. Exhibits the potential to examine situations or problems by making constructive plans and timely decisions to achieve optimal results.

Role: 2. Advocate of Land Laws	
Competency Area: 2.1 Leadership Skills	
Key competencies Role	**Behavioral Indicator**
2.1.1.Public relation and communication skills	1. Shares information through clear oral, written, and interpersonal communication skills. 2. Possesses communication skills in Dzongkha and other dialects. 3. Recognizes and understands the perspective of other people. 4. Establishes strong connections with people through communication. 5. Acknowledges the feedback received and learns from it. 6. Maintains professional decorum at all times.

Role: 2. Advocate of Land Laws	
Competency Area: 2.1 Leadership Skills	
Key competencies Role	**Behavioral Indicator**
	7. Ensures effective strategies are used while providing services to differently-abled people.
2.1.2. Decision making	1. Assess the situation and use relevant information when making decisions. 2. Takes responsibility for making a decision and understands the circumstances and consequences.
2.1.3. Negotiation skills	1. Clearly expresses ideas and suggestions and demonstrates the ability to successfully persuade and convince others. 2. Possesses skills to negotiate where there are opposing ideas and convey his/her opinion successfully in compliance with the agency's rules, regulations, and policies.

Role: 2. Advocate of Land Laws	
Competency Area: 2.1 Leadership Skills	
Key competencies Role	**Behavioral Indicator**
2.2.1 Problem-solving skills	1. Introduces various relevant mechanisms to identify issues/opportunities/fraud and its options to address them. 2. Ensures that options identified associate minimum risks. 3. Considers effective options to address the problems/opportunities considering the situation.
2.2.2 Research and analytical thinking skills	1. Gathers comprehensive information and data to support decision-making. 2. Extracts and generates data for statistical analysis and interpretation for publication.

Role: 3. Data and Record Manager	
Competency Area: 3.1 Record management	
Key competencies	**Behavioral Indicator**
3.1.1 Recordkeeping knowledge	1. Establishes and implements policies, systems, and procedures to streamline the record-keeping methodologies to increase the productivity of the organization. 2. Values and exhibits maintaining records in an accountable and reliable manner. 3. Demonstrates good information retrieval skills for sharing information with the relevant stakeholders.
3.1.2 Flexibility and adaptability to change	1. Contributes to the development and implementation of new records management systems. 2. Shows interest to learn new methods, procedures, or techniques to improve record management. 3. Adapts to change quickly and easily.

Role: 3. Data and Record Manager	
Competency Area: 3.2 Archive	
Key competencies	**Behavioral Indicator**
3.2.1 Digital documentation	1. Initiates digitizing of the old land records to safeguard the originals. 2. Initiates designing and planning to introduce ICT-based technology to store data and tracking systems to increase productivity in the organization. 3. Monitors and evaluates the effectiveness of the digital record management system periodically. 4. Maintains proper inventory and classification systems of the land records. 5. Ensures easy access to data to serve the clients efficiently.
3.2.2 Knowledge of best practice standards	1. Takes the initiative in suggesting/developing new/improved record management and archiving systems from international best practices. 2. Proposes innovative ideas and methods that can improve the safety of the land records and mitigate the risk. 3. Anticipates the needs of the customer and responds promptly to questions to improve service delivery.

Role: 3. Data and Record Manager	
Competency Area: 3.2 Archive	
Key competencies	**Behavioral Indicator**
3.2.3 Effective maintenance of records	1. Archives historical evidence and land information for the long term. 2. Updates and organizes the record inventory systems periodically. 3. Recognizes the possible new standards to meet the increasing technological demands. 4. Recognizes the possible gaps that need to be addressed to improve record maintenance. 5. Ensures safe and efficient storage and easy access to data 6. Helps the organization to achieve the best practices in records management.

2.6.5. Classification of Proficiency Levels

The proficiency level is categorized based on the level of expertise. It describes the levels of competency required to perform a specific job successfully. There is a progression of proficiencies at each level. The proficiency level of the Land Registrar is categorized into three levels as i) Entry (P5), ii) Experienced (P4-P3) and iv) Advance (P2- P1). The framework has identified 59 behavioral indicators across three levels of proficiency.

The proficiency will enable individual officials to distinguish the type of competencies expected in their career path, which will allow them to enhance competency in achieving current as well as future career goals. As the officials in position levels of (P4 & P3) and (P2 & P1) play similar roles, their proficiency levels are merged. Further, the proficiency level will set a benchmark for recruitment and deployment. The proficiency levels of each key competency are detailed below:

Table 9: Number of Behavioural Indicators for the Proficiency Level

Key Role 1: Champion of land property conveyances			
Competency Area	**Key Competencies**	**No. of Behaviour indicators**	**Proficiency Level Behavioral Indicator**
1.1 Technical Skills	1.1.1 Operation of land transaction portal	3	9
	1.1.2 Bilingual computer knowledge	2	6
	1.1.3 Geoinformation skills	2	6
1.2 Work ethics and	1.2.1 Integrity	6	18
	1.2.2 Teamwork	5	15

Key Role 1: Champion of land property conveyances			
Competency Area	**Key Competencies**	**No. of Behaviour indicators**	**Proficiency Level Behavioral Indicator**
organizational skills	1.2.3 Time management	5	15
Sub Total of Behavior Indicator		**23**	**69**
Key Role 2: Advocate of Land Laws			
Competency Area	**Key Competencies**	**No. of Behaviour indicators**	**Proficiency Level Behavioral Indicator**
2.1 Leadership skills	2.1.1 Public relation and communication skills	7	21
	2.1.2 Decision making	2	6
	2.1.3 Negotiation skills	2	6
2.2 Data analytics	2.2.1 Problem-solving skill	3	9
	2.2.2 Research and analytical thinking skills	2	6
Sub Total of Behavior Indicator		**16**	**48**
Role:3 Data and record manager			
Competency Area	**Key Competencies**	**No. of Behaviour indicators**	**Proficiency Level Behavioral Indicator**
3.1 Record management	3.1.1 Recordkeeping knowledge	3	9

Key Role 1: Champion of land property conveyances			
Competency Area	**Key Competencies**	**No. of Behaviour indicators**	**Proficiency Level Behavioral Indicator**
	3.1.2 Flexibility and adaptability to change	3	9
3.2 Archive	3.2.1 Digital documentation	5	15
	3.2.2 Knowledge of best practice standards	3	9
	3.2.3 Effective maintenance of records	6	18
Sub Total of Behavior Indicator		**20**	**60**
Grand total		**59**	**177**

Table 10: Behavioural Indicators for each Proficiency Level

Key competency	Key Role 1: Champion of land property conveyances		
	Competency Area 1.1 Technical Skills		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
Expert in land and property conveyance processes	Understands the standard operating procedures adhering to the Land Act of Bhutan 2007, Land rules and regulations, and relevant bylaws.	Understands and interprets the standard operating procedures adhering to the Land Act of Bhutan 2007, Land rules and regulations, and relevant bylaws.	Guides the colleagues to understand the standard operating procedures adhering to the Land Act of Bhutan 2007, Land rules and regulations, and relevant bylaws.
	Aware and up-to-date on the functioning of the land transaction portal.	Reviews on the functioning of the land transaction portal and suggestions for improvement in the portal system.	Ensures that the functioning of the land transaction portal is up to date.
	Understand the basic IT skills to troubleshoot the problem in the system.	Identifies and reviews the glitches in the system.	Oversee and leads colleagues to acquire basic IT skills to troubleshoot the problem in the system.
Bi-lingual computer knowledge	Able to compute all the official correspondence in both Dzongkha and English.	Be able to guide while computing in Dzongkha and English for all official correspondences.	Demonstrates high-caliber writing and typing skills in Dzongkha and English for all official correspondence.
	Demonstrates basic knowledge of MS office.	Be able to guide the junior colleagues on MS office.	Demonstrates advanced knowledge of MS office.
Geo-information skills	Understands basic Geoinformation System (GIS) knowledge to prepare comprehensive case reports.	Be able to analyze and interpret the Geoinformation System (GIS) knowledge to prepare comprehensive case reports.	Exhibits a high level of knowledge on the Geoinformation System (GIS) to prepare comprehensive case reports.
	Understands basic map reading.	Designs and interprets maps as per the requirement.	Guides and interpret maps as per the requirement.

Key competency	Role 1: Champion of Land Property conveyances		
	Competency Area: 1.2 Work ethics and organizational skills		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
Integrity	Demonstrates strong work ethics for consistent performance.	Fosters strong work ethics culture for consistent performance.	Displays and encourages strong work ethics for consistent performance.
	Adheres to the professional culture to be more productive and motivated at work.	Promotes/exhibits a professional culture to be more productive and motivated at work.	Models exemplary practices that motivate professional culture to be more productive at work.
	Provides high-quality services and maintains a positive reputation.	Ensures high-quality services are provided and a positive reputation is maintained.	Monitors and evaluates the service provided and the reputation maintained by the junior colleagues.
	Understand and takes responsibility for their work, including issues.	Fosters a culture of taking ownership of achievement and as well as issues.	Develops a systematic approach to make colleagues responsible for taking ownership of achievement and as well as issues.
	Inculcates constructive professional culture and delivers innovative services.	Plans a constructive professional culture to deliver innovative services.	Guides to develop a plan for constructive professional culture to deliver innovative services.
	Displays interest and willingness to adapt to change in the strategic or functional direction of the organization.	Displays the ability to manage change in the strategic or functional direction of the organization.	Ensures that the employees can withstand the change in the strategic or functional direction of the organization.

Key competency	Role 1: Champion of Land Property conveyances		
	Competency Area: 1.2 Work ethics and organizational skills		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
Teamwork	Demonstrates reliability to complete assigned tasks on time.	Ensures a constant trend to complete assigned tasks on time.	Manifests exemplary practices that motivate colleagues to complete the assigned task on time.
	Actively contributes viewpoints to the team clearly and honestly.	Recognizes the viewpoints and encourages teamwork in support of achieving the Department's objectives.	Motivates and inspires the team members to achieve the Department's objectives.
	Follows the directives and cooperates to ensure the balance of unity and cooperation among the team members to provide productive services.	Develops ways to direct and lead the team to ensure the balance of unity and cooperation among team members to provide productive services.	Inspires, invest time and ensures unity and cooperation among the team members to provide productive services.
	Collaborates with team members to resolve problems/issues and achieve common goals.	Takes a proactive approach in identifying team needs and provides appropriate support to finding solutions.	In consultation with the top management, build an effective management team to identify solutions.

Key competency		Role 1: Champion of Land Property conveyances		
		Competency Area: 1.2 Work ethics and organizational skills		
		Entry(P5)	Experienced(P4-P3)	Advanced (P2-P1)
Time management		Demonstrates the ability to plan and complete tasks within a deadline to deliver efficient service.	Sets clearly defined work for self and the team to meet the department's objectives.	Monitors the performance of the team in meeting the assigned deadlines and objectives.
		Realizes and understands a clear picture of what needs to be achieved.	Sets targets to be achieved in consultation with the supervisors.	Strategizes and monitors the employee to achieve the target.
		Possesses skills to prioritize and implements to accomplish tasks to meet both short and long-term goals.	Segregates and delegates tasks to be accomplished by setting both short and long-term goals.	Ensures the colleagues have all the required skills to prioritize tasks to be accomplished by setting both short and long-term goals.
		Avoids procrastination that might have negative consequences and affect productivity.	Ensures to assign tasks with achievable goals to avoid procrastination that might have negative consequences and affect productivity.	Monitors the performance of the team members and motivates them to pursue an innovative approach to prioritize the work.
		Demonstrates potentiality to plan and control to manage time on specific activities.	Plans and controls how much time to spend on specific activities.	Mentors the planning and control on how much time to spend on specific activities.
		Exhibits the potentiality to examine situations or problems by making constructive plans and timely decisions to achieve optimal results.	Examines situations or problems by making constructive plans and timely decisions to achieve optimal results.	Guides examining situations or problems and making constructive plans and timely decisions to achieve optimal results.

Key competency	Role: 2. An advocate of land law		
	Competency Area: 2.1 Leadership Skills		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
Public relation and communication skills	Displays skills in sharing information through clear oral, written, and interpersonal communication skills.	Demonstrates skills in sharing information through clear oral, written, and interpersonal communication skills.	Motivates and ensures information sharing through clear oral, written, and interpersonal communication skills.
	Possesses communication skills in Dzongkha and other dialects.	Demonstrates communication skills in Dzongkha and other dialects.	Exhibits sound communication skills in Dzongkha and other dialects.
	Listens, recognizes, and understands the perspectives of other people and deliberates accordingly.	Fosters right understanding and good listening skills to understand the perspectives of other people.	Encourages colleagues to foster listening skills to understand the perspectives of other people.
	Communicates openly, maintains politeness while interacting with clients.	Guides colleagues to promote client-friendly gestures and maintains politeness.	Leads and guides colleagues to promote client-friendly gestures and maintains politeness.
	Acknowledges and compiles the feedback and learns from it.	Reviews the feedback and develops a systematic mechanism to correct the issues.	Creates an enabling environment to support the feedback loop system to increase the productivity of the office.
	Displays potentiality to maintain professional decorum at all times.	Demonstrates and guides in maintaining professional decorum at all times.	Mentors and displays the highest level of maintaining professional decorum at all times.
	Understands the basic standard operating procedures while	Exhibits effective strategies while providing services to differently-abled people.	Ensures and guides in using effective strategies while providing services to differently-abled people.

Key competency	Role: 2. An advocate of land law		
	Competency Area: 2.1 Leadership Skills		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
	providing services to differently-abled people.		
Decision making	Assess and report the situation using relevant information.	Reviews and recommends the decisions.	Champions collaborative and sound decision-making.
	Understand the circumstances and consequences while taking a decision and be accountable.	Ensures and educates colleagues to understand the circumstances and consequences before making decisions.	Encourages colleagues to understand the circumstances and consequences while taking a decision.
Negotiation skills	Clearly expresses ideas and suggestions to persuade and convince others.	Demonstrates the ability to successfully persuade and convince others.	Instills in colleagues the ability to successfully persuade and convince others.
	Possesses skills to negotiate where there are opposing ideas and convey his/her opinion successfully in compliance with the agency's rules, regulations, and policies.	Demonstrates skills to negotiate where there are opposing ideas and convey his/her opinion successfully in compliance with the agency's rules, regulations, and policies.	Identifies and focuses on solutions to negotiate where there are opposing ideas and convey his/her opinion successfully in compliance with the agency's rules, regulations, and policies.

Key competency	Role: 2. An advocate of land law		
	Competency Area: 2.2 Data analytics		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
Problem-solving skills	Understands and learns various relevant mechanisms to identify issues/opportunities/fraud detection and its options to address them.	Introduces various relevant mechanisms to identify issues/opportunities/fraud detection and its options to address them.	Guides colleagues to develop various relevant mechanisms to identify issues/opportunities/fraud detection and its options to address them.
	Ensures that options identified associate minimum risks and outweigh the advantages and benefits that it brings along with it.	Takes multiple perspectives into account and evaluates their feasibility, effectiveness, and risks.	Reviews and analyzes the proposed options to minimize adverse consequences.
Research and analytical thinking skills	Explores considers and contributes effective options to address the problems/opportunities considering the situation.	Assists and suggests the colleagues explore effective options to address the problems/opportunities considering the situation.	Guides and encourages the colleagues to explore effective options to address the problems/opportunities considering the situation.
	Gathers comprehensive information and data to support decision-making.	Validates the collected comprehensive information and data to support decision-making.	Reviews and approves the appropriate comprehensive information and data to support decision-making.
	Extracts relevant data and examines to identify possible causes for the problem.	Identifies patterns, trends, and root causes to anticipate potential challenges and develops solutions and mitigation plans.	Provides the analytical means and resources to achieve the best goals.

Key competency	Role: 3. Data and record manager		
	Competency Area: 3.1 Record management		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
Record keeping knowledge	Understands and implements the policies, systems, and procedures to streamline the record-keeping methodologies to increase the productivity of the organization.	Establishes, interprets, and guides the implementation of the policies, systems, and procedures to streamline the record-keeping methodologies to increase the productivity of the organization.	Leads the establishment and implementation of the policies, systems, and procedures to streamline the record-keeping methodologies to increase the productivity of the organization.
	Values and exhibits maintaining records in an accountable and reliable manner.	Ensures the highest standard of maintaining records in an accountable and reliable manner.	Displays exemplary practices in maintaining records in an accountable and reliable manner.
	Demonstrates good information retrieval skills for sharing information with the relevant stakeholders.	Guides and ensures good information retrieval skills are instilled in colleagues for sharing with relevant stakeholders.	Monitors and assures that the colleagues have good information retrieval skills for sharing with relevant stakeholders.
Flexibility and adaptability to change	Contributes to the development and implementation of new records management systems.	Discovers and suggests improvements in the existing record management systems.	Encourages innovative ideas for the improvement of the record management systems.
	Shows interest to learn new methods, procedures, or techniques to improve record management.	Reviews new methods, procedures, or techniques to improve record management.	Develops and evaluates methods, procedures, or techniques to improve record management.

Key competency	Role: 3. Data and record manager		
	Competency Area: 3.1 Record management		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
	Adapts to change quickly and easily takes interest in new ideas in the record management system.	Makes suggestions for change and guides colleagues to adapt to new development.	Embraces innovation and consistently strives to change for the improvement of the record management system.

Key competency	Role 3: Data and record manager		
	Competency Area: 3.2 Archive		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
Digital documentation	Displays knowledge on digitizing the old land records to safeguard the originals.	Plans and executes the digitizing of the old land records to safeguard the originals.	Implements and monitors the proposed mechanism and system to digitize the old land records to safeguard the originals.
	Collaborates with the senior colleagues in designing and planning to introduce ICT-based technology to store data and tracking systems to increase productivity in the organization.	Initiates designs and plans to introduce ICT-based technology to store data and tracking systems to increase productivity in the organization.	Leads and reviews in designing and planning to introduce ICT-based technology to store data and tracking systems to increase productivity in the organization.

Competency-Based Framework for Land Registrars

Key competency	Role 3: Data and record manager		
	Competency Area: 3.2 Archive		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
	Displays the knowledge on assessing the effectiveness of the digital record management system periodically.	Guides in assessing and evaluating the effectiveness of the digital record management system periodically.	Monitors and evaluates the effectiveness of the digital record management system periodically.
	Maintains proper inventory and classification systems of the land records.	Guides to maintain proper inventory and classification systems of the land records.	Monitors and ensures proper inventory and classification systems of the land records are in place.
	Ensures easy access to data to serve the clients efficiently.	Reviews and proposes new mechanisms for easy access to data to serve the clients efficiently.	Monitors access to data to serve the clients and inspect it complies with the standard procedures and policy laid down by the organization.
Knowledge of best practice standards	Provides rationale suggestions in developing/ improving record management and archiving systems by referring to international best practices.	Takes the initiative in developing new/improved record management and archiving systems by referring to international best practices.	Leads colleagues in developing new/improved record management and archiving systems by referring to international best practices.

Page 22

Key competency	Role 3: Data and record manager		
	Competency Area: 3.2 Archive		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
	Suggest new innovative ideas and methods that can improve the safety of the land records and mitigate the risk.	Review and guides to propose new innovative ideas and methods safety etc of land records and mitigate the risk.	Assures innovative ideas and methods are implemented for the safety of the land records and mitigate the risk.
	Anticipates the needs of the customer and responds promptly to questions to improve service delivery.	Explores avenues to achieve the highest standard of public service delivery.	Reviews and submits the best practices that may be adopted for enhancing the public service delivery to the higher authority for approval and implementation.
Effective maintenance of records	Archives historical evidence and land information for the long term.	Ensures proper archiving of the historical evidence and land information for the long term.	Monitors the archiving of the historical evidence and land information for the long term.
	Maintains and updates the record inventory systems periodically.	Organizes and reviews the record inventory systems periodically.	Monitors and evaluates the inventory systems periodically.
	Understands and proposes the need for new standards to meet the increasing technological demands.	Reviews and supports the need for new standards to meet the increasing technological demands.	Monitors and evaluates the proposed standards to meet the increasing technological demands.

Key competency	Role 3: Data and record manager		
	Competency Area: 3.2 Archive		
	Entry(P5)	**Experienced(P4-P3)**	**Advanced (P2-P1)**
	Recognizes and reports the possible gaps that need to be addressed to improve record maintenance.	Leads and addresses the reported gaps to improve the record maintenance.	Monitors the record system to ensure that all the possible gaps are addressed.
	Understands and ensures the importance of safe and efficient storage and easy access to data.	Emphasizes the importance of safe and efficient storage and easy access to data.	Monitors and assures safe and efficient storage and easy access to data.
	Contributes to achieving the best practices in record management.	Leads and educates colleagues to contribute to achieving the best practices in record management.	Monitors and provides feedback to colleagues to achieve the best practices in record management.

2.7. Training Needs Analysis

The Training Needs are the differences between desired capability and current capability. The Training Needs Analysis (TNA) 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 Land registrars with knowledge and skills. It should be the shared responsibility of the employee and Department to build and enhance their capability and competency.

2.7.1. Assessment of Performance Gap

Table 11: Summary of the Land Registrars who responded to the questionaries for TNA

Sl.No	Proficiency level	No	Remarks
1	Advanced (P1 and P2)	5	Out of 6, only 5 responded
2	Experienced (P3 and P4)	21	Out of 24, only 21 responded
3	Entry (P5)	11	All responded
	Total	**37**	

To analyze the performance gap, questionnaires were sent out to the three proficiency level LRs in the Dzongkhag, Thromde, and at the HQ. The questionnaire consists of both closed and open-ended questions. The questionnaire is based on 59 behavioral indicators for the three proficiency levels on the Likert scale of "Strongly agree, agree, disagree and strongly disagree" followed by open-ended questions asking the likely reasons for 'Strongly disagreeing and disagreeing". The behavioral indicators were assessed by proficiency level to identify the performance gaps.

When using the criteria of 70 % as per the guide book of the RCSC to assess the particular Behavioral Indicator as NOT COMPETENT, all the behavioral indicators appeared to be COMPETENT and the responses received were not displaying a

definite result. To make a fair and just resolution, under the discretion of the task force members, and in consultation with the Land Registrars present during the assessment of the performance gap, a land registrar was considered as NOT COMPETENT if he/she does not exhibit a particular behavioral indicator. The performance gaps were then identified for all proficiency levels which were presented to the Management for their assessment and to reach a consensus. The proficiency level-wise assessment of performance gap and consolidated performance gap assessment is annexed under annexures 3.5 and 3.6 respectively.

2.7.1.1 Summary of Performance Gap across all Proficiency Level (as per the questionnaires)

Table 12: Performance Gap Analysis for the proficiency levels

No	Behavioral Indicator	Proficiency Level (% Not competent)		
		Entry	Experienced	Advanced
1	Well-versed with the standard operating procedures adhering to the Land Act of Bhutan 2007, Land rules and regulations, and relevant bylaws.	8.3	20	0
2	Demonstrates advanced knowledge of MS office.	16.7	15	20
3	Aware and up to date on the functioning of the land transaction portal.	25	15	0
4	Demonstrates writing and typing skills in Dzongkha and English for all official correspondences.	25	35	20
5	Understands Geoinformation System (GIS) knowledge to prepare comprehensive case reports.	58.4	70	60
6	Designs and publishes maps as per the requirement.	16.7	60	60

No	Behavioral Indicator	Proficiency Level (% Not competent)		
		Entry	Experienced	Advanced
7	Promotes a professional culture to be more productive and motivated at work.	25	15	0
8	Inculcates constructive professional culture and delivers innovative services.	50	35	0
9	Displays the ability to manage change in the strategic or functional direction of the organization.	8.3	15	0
10	Demonstrates the ability to work and collaborate with colleagues with different backgrounds and capacities.	25	10	0
11	Prioritizes which tasks to be accomplished by setting both short and long-term goals.	25	35	20
12	Exhibits the potential to examine situations or problems by making constructive plans and timely decisions to achieve optimal results.	33.3	20	0
13	Shares information through clear oral, written, and interpersonal communication skills.	16.7	15	0
14	Ensures effective strategies are used while providing services to differently-abled people.	33.3	45	0
15	Possesses skills to negotiate where there are opposing ideas and convey his/her opinion successfully in compliance with the agency's rules, regulations, and policies.	25	20	0
16	Introduces various relevant mechanisms to identify issues/opportunities and their options to address them.	16.6	25	0

No	Behavioral Indicator	Proficiency Level (% Not competent)		
		Entry	Experienced	Advanced
17	Considers effective options to address the problems/opportunities/fraud detection considering the situation.	16.6	15	0
18	Gathers comprehensive information and data to support decision-making.	25	15	0
19	Extracts and generates data for statistical analysis and interpretation for publication.	8.3	25	0
20	Establishes and implements policies, systems, and procedures to streamline the record-keeping methodologies to increase the productivity of the organization.	41.7	40	0
21	Values and exhibits maintaining records in an accountable and reliable manner.	8.3	45	0
22	Demonstrates good information retrieval skills for sharing information with the relevant stakeholders.	25	35	0
23	Initiates digitizing of the old land records to safeguard the originals.	41	45	0
24	Initiates designing and planning to introduce ICT-based technology to store data and tracking systems to increase productivity in the organization.	66.7	55	20
25	Takes the initiative in suggesting/developing new/improved record management and archiving systems from international best practices.	58.4	60	20
26	Archives historical evidence and land information for the long term.	25	35	20
27	Recognizes the possible new standards to meet the increasing technological demands.	50	30	0
28	Recognizes the possible gaps that need to be addressed to improve record maintenance.	50	40	0

2.7.2. Outcomes of Survey

The likely reasons for the performance gap were listed below based on the findings:

1. **No Training Need Assessment carried out:** It is important to spot the skill gaps and realize the specific knowledge and skills that employees require to be efficient and effective while performing their job. Inline training can be prioritized. However, the Department has not conducted a Training Need Analysis and Training Impact Assessment for Land Registrars.

2. **Shortage of Human Resources:** The Department is constrained by human resources. Currently, there are 41 LRs stationed in both HQ, Dzongkhags, and Thromdes. However, as per the approved ODE, there is still a shortage of 26 LRs. Although repeated vacancy announcements had been made to fill up this shortage no one has opted to join as LR from different departments.

3. **Lack of Standard Induction/Orientation Program:** Neither induction nor orientation program was conducted for most of the new appointees and employees on transfer. Thus, it becomes difficult for these employees to cope up with the work environment and understand the Land Acts and the relevant rules and regulations.

4. **Inadequate funds for capacity building:** Unless there are projects that support human capacity development LRs hardly get separate funds for capacity building.

5. **Lack of appropriate mechanism to attract and retain officials:** The Department faces a shortage of LRs to fill in the gap but this effort is being jeopardized by the number of LRs pursuing other career options given the opportunity. Yearly new appointees joining the Department are also very minimal. The likely cause for this is the absence of appropriate mechanisms that will help in attracting new appointees and retaining the existing LRs to pursue careers as LR.

6. **Advocacy and seminar:** The Department needs to institute a program that will disseminate critical information to all the LRs stationed in Dzongkhags and Thromdes to keep abreast of changes and to maintain uniformity in interpretation and application of the laws and bylaws.

7. **Limited/lack of knowledge and skills**

   The Land Registrars (LR) possess limited or lack the knowledge and skills in the following areas:

   a. **Demonstrates advanced knowledge of MS office:** A proficiency in MS office applications eg. MS Excel spreadsheet is one of the most valued technological skills required in the workforce. It enables staff to perform more efficiently. With the increase in data, it became very important for the staff to make use of the available information for analysis in any decision making. However, there are only a few staff with advanced MS office knowledge to perform any task independently.

   b. **Knowledge of Geographical Information System (GIS):** The LRs require GIS knowledge in the interpretation and use of cadastral data for map designing, publishing, and comprehensive case compilation. GIS technologies help in managing all aspects of land information and record including land tenure, value, management, and use of land. With all land information in a GIS-based land administration system, we can improve land information management, property valuation and analysis, and communication with the public. However, the LRs possess limited or lack knowledge in this area as the LRs have different educational backgrounds.

   c. **Database design and administration management:** The LRs should possess the capability to plan and design a standard system that can store data from the day-to-day activities which are not being captured by

the E-sakor. This system has to be aligned with the e-sakor system for historical record management.

d. **Record management and archiving of records:** It is the responsibility of the LRs to ensure an efficient and systematic control for the maintenance and use of records including processes for capturing and maintaining historical evidence of land information in the form of records. However, the LRs possess limited knowledge in maintaining the records, which hinders in creating an effective archiving of records. All information and records go through a lifecycle process. Knowing what stages records go through helps with identifying activities to protect and properly organize records. The LRs also lack the knowledge and skills to maintain a proper inventory and security classification system of the land records. Proper archiving of data ensures safe and efficient storage and easy access to data.

e. **Historical land information retrieval:** One of the integral parts of LRs is to possess sound knowledge to retrieve information from huge records and data that we house. Therefore, all the new appointees should have this knowledge to carry out the duties and mandates of LRs. However, these skills can be imparted only through attaching new appointees to senior officials as On Job Training (OJT) and through proper mentorship.

f. **Knowledge of Digitizing Historical documents:** There are huge records that merit preservation for future usage. However, frequently referring to these documents deteriorates the quality of these documents. Therefore, LRs should have more exposure to adopt best international practices to digitize these important documents.

g. **Professional writing skills:** As per the Government policies and proposal made by the Dzongkha Development Commission, all ministries, agencies, dzongkhags to accept and carry out Dzongkha implementation to ensure the responsibility of developing and promoting the Dzongkha language. Except while corresponding with foreigners,

and such technical correspondences that cannot be conveyed through Dzongkha. The department needs to ensure that all the staff especially the new appointees are well trained to carry out official correspondence in Dzongkha independently.

h. **Ensures easy access to data to serve the clients efficiently.** Ensuring easy access to reliable information is one of the missions of the NLCS**.** Making information easily available (transparency of information) is one of the five domains that measure the quality of land administration by Doing Business. Although Bhutan scored an overall index of 23 from a range of 0-30 as per the Doing Business 2020, Bhutan still scored less in the transparency of information which affects the land administration quality.

i. Hence, to improve the overall quality of land administration in Bhutan, making information easily accessible to the citizens is very vital however also protecting privacy and confidentiality while providing access to information.

j. **Research and analytical skills:** The research culture is not given much importance to the department. Good research that would look into the problems and find solutions to the identified problems can be an eye-opener to the Department. It is important to promote active thinking skills, the more an individual's critical thinking skills, the more one becomes inquisitive and creative. Currently, the LRs both in HQ and Dzongkhags have very limited know-how on research and analytical skills. The department also lacks LRs who are capable of doing statistics analysis despite having huge data that are hardly put into use. An opportunity to take basic courses in research and analytical skills needs to be provided by the Department.

k. **Fraud detection skills:** There are increasing advances in technology allowing organizations to implement automated controls to help prevent

and detect continuous, real-time fraud monitoring techniques. The department needs to obtain insights to identify fraudulent activities and periodic fraud awareness with training programs. In the past, numerous cases where people tried to manipulate the land information record to profit themselves came to light slowly. The lack of skills to identify such malpractices in LRs impede our joint effort to curtail such activities.

l. **Maintaining proper organizational behaviors:** The NLCS is a client-oriented agency. Maintaining proper organizational behaviors such as a positive attitude, teamwork, work ethics, good time management, leadership skills are essential for effective and efficient service delivery.

m. **Knowledge of ability to change**: The organization being customer-driven, the organization should explore the shift in paradigm which will ensure effective and efficient service delivery. However, the employees find it difficult to be flexible and adapt to change that could benefit the organization. Thus, the department needs to provide an appropriate course that shall prepare LRs to adapt to the change quickly and easily.

n. **Public relations and communication skills:** Public relations and good communication are about sending the right messages to the right place and the right people, creating a stronger organization reputation. However, there are many LRs who do not possess such skills that will assist them in providing efficient and effective services to the public. All the LRs should understand the importance of this crucial skill and the department shall ensure that LRs get this course.

o. **Strategies and skills to deal with differently-abled clients:** The Department should consider ways to advance in creating an enabling environment and accessible competent services. However, the LRs do not possess skills nor have strategies in place to deal with differently-abled clients. The LRs have never undergone training in serving

differently-abled clients which may hinder the department's ability to advance.

p. **Negotiation and compliant management:** In case of conflict between two landowners, the Land Registrars usually play the role of a mediator. To foster efficient and client-friendly services, the LRs need to possess knowledge and skills to intelligently evaluate the complaints lodged by the clients and assist in negotiating the disputed landowners.

2.7.3. Identifying Methods of Intervention

The list of mandatory competency development interventions includes short-term training, workshop, and seminars, conference, coaching and mentoring, on-the-job training, etc. These are determined from the training needs analysis (section 2.7 of this document). The most appropriate methods of intervention to address the gaps are identified at the Department & Ministry and RCSC levels.

2.7.3.1 Implementation at Department Level:

a) **Institute Standard OJT program and monitoring of new appointees and lateral transfer.**

As per Section 4.13.1 of BCSR 2018, there shall be an oriental program for all the new employees. This program will brief and induct the employee to the new post. However, there needs to be instituted a standard On Job Training program and monitoring for all the new appointees and lateral transfer. This program shall help prepare the new employees and officials on lateral transfer to understand the duties and responsibilities and provide firsthand experiences for performing tasks related to the role of a co-worker or supervisor.

b) **Institute Monitoring and Evaluation System:**

The Department shall institute a monitoring and evaluation system to assess training impact and make necessary interventions.

i) As per Section 9.6.5.3 of BCSR 2018, the employee shall share the learning, achievements, challenges, and other experiences and make a presentation to the Department/concerned agency upon completion of any short-term training.

ii) Further, under Section 9.7.6.10 of BCSR 2018, the employee shall be required to make an independent study as to how best s/he can contribute to the agency concerned and make a presentation to the Department upon completion of long term training.

To ensure successful implementation of these rules and to best contribute to the organization by the employee who has availed training, the concerned agencies shall strictly abide by the existing rules.

c) Establish Institutional Capacity Building (ICB) Program: The Department should introduce ICB programs and open opportunities to exchange/express ideas at the institutional level to improvise the existing land procedures and accordingly upgrade the skills for strengthening the Department.

d) Encourage Joint Ownership For Continuous Learning and Growth: The individual LR can be encouraged to take joint ownership of their competency development. The capacity development opportunities can be explored through online resources and also apply for scholarships such as ITEC, Orange Program, TICA, etc. Such opportunities will facilitate the Continuous Learning and Growth of LRs.

e) Collaboration and Linkages: The Department should establish strong links with associations such as the Disabled Persons' Association of Bhutan and other relevant Associations or institutions both within and outside the country and collaborate to comprehend the international standards of dealing with differently-abled persons.

f) Promote research culture in the Department: The Department may encourage and promote research culture in the Department and make good utilization of available data.

g) Recruitment of additional Human Resources: The Department and the Secretariat need to develop mechanisms that shall help attract officials joining as LRs on lateral transfer and propose increasing the yearly quotas for new appointees to fill up the vacant positions in HQ, Dzongkhags, and Thromdes as per the staffing pattern.

h) Advocacy and seminar: Besides the annual land conference, advocacy and seminar programs are important. This program shall help in disseminating critical information to all the LRs in Dzongkhags and Thromdes to keep abreast of changes and to maintain uniformity in interpretation and application of the laws and bylaws.

2.7.3.2 Support from Royal Civil Service Commission

a) Short Term Training (STT)

The LRs need to undergo the following STT:

1) Training on Land Administration and Management.
2) Training on Record Management System and Digital Documentation.
3) Database Design and Administration Management.
4) Training on Organizational behavior and professional writing skills.
5) Training on IT Fundamentals and Office Productivity Tools.
6) Orientation /induction for the recruits and refresher program.
7) Training on Customer Care Management.
8) Training on E-Sakor Portal.
9) Training on Dzongkha Unicode.
10) Workshop on Design Thinking.
11) Research and analysis using various statistical tools.
12) Certificate courses in Archival Studies.
13) Training on GIS (Map Reading, designing, and publication of map).
14) Training on Enhancing Leadership Skills.
15) Training on Fraud detection and investigation skills.
16) Workshop on effective interaction with differently-abled persons.

b) Long Term Training (LTT)

Opportunities for LRs to pursue a Master degree in the following specialization:

1) Land Governance and Management.

2) Land Administration with a GIS background.

3) Urban Management and Development.

4) Public Administration and Management.

5) Computer Science in Data Science.

6) Masters in Archival Science/Archival management.

2.7.4. Competency Development Program

Table 13: Short term training proposed for capacity development

Short Term Training				
SI #	Training	Duration	Target	Venue
1	e-Sakor Portal	14 days	All proficiency	In-Country/ SAARC
2	Training on Record Management System and Digital Documentation	14 days	Entry-level	In-country/ SAARC
3	Database Design and Administration Management	14 days	All proficiency	In-Country

SI #	Training	Duration	Target	Venue
	Short Term Training			
4	Tailor-made course on Land Laws	14 days	Entry	In-country
5	Dzongkha Unicode	14 days	Entry	In Country
6	Orientation /induction for the recruits and refresher program	14 days	Entry & Experienced	In-Country
7	IT Fundamentals and Office Productivity Tools	14 days	All Proficiency level	In-Country
8	Land Administration and Management	14 days	All Proficiency level	Ex-country
7	Certificate courses in Archival Studies	31 days	Entry and experience level	Ex-country
8	Customer Care Management	21 days	All proficiency level	In-Country

Short Term Training				
SI #	Training	Duration	Target	Venue
9	GIS (Map Reading, designing, and publication of maps)	14 days	Entry and experience Level	In-Country
10	Workshop on effective interaction with differently-abled persons	14 days	All proficiency	In-Country
11	Workshop on Design Thinking	14 days	Experienced Level	In-Country
12	Research and Analysis using statistic and various analysis tools	14 days	Experienced Level	In-Country
13	Enhancing Leadership skills	21 days	All proficiency Level	In-country
14	Fraud detection and investigation skills	3 months	All proficiency Level	In-country

Table 14: Long term training proposed for capacity development

Long Term Training						
SI #	Training	Duration	Target	No.of participants	Venue	FY
1	Masters in Land Governance and Management	18 months/ 24 months	Eligibility as per BCSR			
2	Masters in Land Administration with a GIS background	24 months	Eligibility as per BCSR			
3	Masters in Urban Management and Development	18 months/ 24 months	Eligibility as per BCSR			
4	Masters in Archival Science/Archival management	18 months/ 24 months	Eligibility as per BCSR			
5	Masters in Public Administration	18 months/ 24 months	Eligibility as per BCSR			
6	Masters in Computer Science in Data Science	18 months/ 24 months	Eligibility as per BCSR			

2.7.5. Developing Learning Objectives

The framework has highlighted the likely reasons for the gaps and interventions were proposed above. 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 training.

Table 15: Learning objectives against each intervention

SI #	Training	Learning Objective
1	eSakor Portal	1. Recognize and be able to give feedback on the system glitches. 2. Be up to date on the new features. 3. Be able to operate the e-sakor portal effectively and efficiently.
2	Dzongkha Unicode	1. Understand and learn the Dzongkha, *Choök*é Unicode text, and keyboard layout. 2. Be able to demonstrate writing and typing skills in Dzongkha for all official correspondences.
3	IT Fundamentals and Office Productivity Tools.	1. Understand the fundamentals of the computer and its applications, so the staff can use the computer as decision support and problem-solving tool. 2. To be aware and use the latest technologies and applications. 3. Demonstrates advanced knowledge of MS office. 4. Understands IT skills to troubleshoot problems in the system.
4	Land Administration and Management with GIS	1. Fundamental concepts and innovative approaches related to securing land tenure both in urban and rural. 2. Cadasters and land registration systems in the broader context of land policy and land management. 3. Creation and maintenance of scalable real-world land information systems. 4. Gain knowledge, hands-on experience, and implementation know-how in land informatics and

SI #	Training	Learning Objective
		3D Cadastre using possible innovation tools.
6	Customer Care Management	1. Learn how to communicate, deal with, and manage clients. 2. Learn how to deal with angry clients. 3. Learn how to respond to the client's grievances. 4. Learn how to cater to the clients' needs. 5. To recognize and understand the perspective of the clients. 6. To acknowledge the feedback received and learn from it. 7. To learn how to maintain professional decorum at all times.
7	Map Reading, designing, and publication of maps	1. Improve understanding of GIS and equip LRs with the knowledge and skills to provide the best services related to maps. 2. Understands basic Geoinformation System (GIS) knowledge to prepare comprehensive case reports. 3. Designs and publishes maps as per the requirement.
8	Design Thinking	1. To immerse into the world of innovation as a systematic process of tackling relevant organizational or social problems. 2. To provide stage-wise thinking space for innovative and design creative solutions e.g. hands-on approach, exercise foresight, and insight muscles. 3. This human-centered approach helps staff to focus on the clients instead of our assumptions

SI #	Training	Learning Objective
		about a problem.
		4. To analyze and synthesize the information to sift out the (real) problem to be solved.
		5. To create/ provide the most suitable solutions that are human-centered.
9	Research and Analysis using statistical and various tools and report Publication.	1. Be able to understand, demonstrate, and apply the research skills.
		2. Develop systematic approaches for the data collection process.
		3. Identify and utilize appropriate analytical research tools for data analysis.
		4. Promote and encourage the research culture in the organization.
		5. Be able to manage and utilize the data effectively and submit recommendations and way forward for decision making.
		6. Analyze and interpret land data for comprehensive report compilation and publication.
10	Certificate courses in Archival Studies	1. Provides staff with a solid foundation in the theory, methodology, and practice of archival science, and in archival history.
		2. Assists to develop critical thinking and decision-making skills related to all forms of records in the context of client's needs, scientific research, or the protection of historical records.
		3. To manage and preserve historical land records as well as other relevant materials.

SI #	Training	Learning Objective
11	Enhancing Leadership Skills/Leadership	1. Develop an understanding of change processes and be able to think critically about obstacles to change. 2. Understand and be able to use a process for decision making. 3. Learn to engage in controversy with civility. 4. Establish a negotiation framework for understanding the dynamics, steps, and skills for effective negotiation. 5. Receive peer feedback on negotiation skills and strategy. 6. Develop critical thinking skills.
12	Fraud detection and investigation skills	1. Demonstrate and apply investigation skills to detect fraud. 2. Be able to conduct investigations on land cases. 3. Devise a mechanism to gather unrestrained information from the community on fraud and deception cases.
13	Workshop on effective interaction with differently-abled persons.	1. Will enable the LRs to understand the issues and challenges faced while providing services. 2. Help develop strategies to interact with differently-abled persons. 3. Be able to create a conducive environment for differently-abled persons.
14	Training on Record Management System and Digital Documentation	1. Demonstrate and apply knowledge of inventory and classification systems. 2. Plan and design the record management system. 3. Promote effective use of 5S (Sort, Set in Order, Shine, Standardize, and Sustain) strategies.

SI #	Training	Learning Objective
		4. Develop and implement digitizing methods for maintaining the standards of record keeping.
		5. Establishes and implements policies, systems, and procedures to streamline the record-keeping methodologies to increase the productivity of the organization.
		6. Values and exhibits maintaining records in an accountable and reliable manner.
		7. Demonstrates good information retrieval skills for sharing information with the relevant stakeholders.

2.8. Recommendation

The following recommendations were proposed:-

a) Disseminate the Competency-Based Framework to all Land Registrars and create awareness of the importance of the acquisition of key competencies.

b) Implement the Competency-Based Framework concerning behavior indicators as to who is responsible for what.

c) Facilitate the acquisition of key competencies by making use of good practices to support the development of the key competencies as set out in the CBF for the Land Registrars.

d) The management to consider the training need assessment positively and recommend staff as per their performance need for training, workshop, etc.

e) The management to prioritize and implement the proposed interventions to strengthen the competency of the Land Registrars.

f) To review the implementation of the CBF annually.

g) Conduct Training Needs Analysis (TNA) for the Land Registrar periodically.

h) Use CBF for evaluation of the performance of employees and promotion by incorporating the competencies required for a Land Registrar.

i) Revisit and redesign the job descriptions of the Land Registrars as per the competencies required as per this CBF.

2.9. Conclusion

The National Land Commission Secretariat thrives towards achieving the vision of providing excellence in land governance services for the nation's well-being. The organization has to progress with the advancement of technologies and innovation to provide a transformative impact in improving the wider public needs. The modernization in providing public service is about focusing strategies to maximize opportunities to add value to the public service taking into account the wider impacts. For the staff, it is about learning, focusing on creating effective change, taking initiative, seeking out innovative opportunities, and growing together with the change. For the department, it is about creating an encouraging culture, taking informed decisions, and seeking out ways to improve policy, strategies, and approaches in building the capacity and performance of the staff.

Seeing the bigger picture, the Competency-Based Framework is a timely intervention initiated by the Royal Civil Service Commission. The framework has identified 3 Key Roles, 6 Competency Areas, 23 Key Competencies Areas, and 59 Behavioral Indicators under 3 Proficiency Levels. The framework has identified the competencies required by a Land Registrar and helped in assessing and identifying where the gaps are. Accordingly, short and long-term training was proposed that can help in acquiring skills, continuous development, and professionalization of the employees to deliver their responsibilities effectively and efficiently.

The Competency-Based Framework for the land Registrars will allow the organization to measure the current competency levels to make sure the employees have the expertise needed to add value to the profession and overall in achieving the department's vision. The framework will also help the supervisors/managers to make informed decisions about talent recruitment, retention, and succession strategies. And, identifying the specific behaviors and skills needed for each role, will help the organization in budgeting and plan for capacity building of the organization.

3. Annexure

3.1. Assessment of Performance Gaps

3.1.1. Assessment of Performance Gap for Entry Level (P5)

Key Competency	Key Role 1: Champion of land property conveyances		
	Competency Area 1.1 Technical Skills		
	Behavior Indicators	**Competent**	**Not Competent**
Expert in land and property conveyance processes	Understands the standard operating procedures adhering to the Land Act of Bhutan 2007, Land rules and regulations, and relevant bylaws.	10	1
	Aware and up to date on the functioning of the land transaction portal.	8	3
	Understand the basic IT skills to troubleshoot the problem in the system.	6	5
Bi-lingual computer knowledge	Able to compute all the official correspondence in both Dzongkha and English.	8	3
	Demonstrates basic knowledge of MS office.	9	2
Geo-information skills	Understands basic Geoinformation System (GIS) knowledge to prepare comprehensive case reports.	4	7
	Understands basic map reading.	9	2
Total		**54**	**23**

Key Competency	Key Role 1: Champion of land property conveyances		
	Competency Area: 1.2 Work ethics and organizational skills		
	Behavior Indicators	**Competent**	**Not Competent**
Integrity	Demonstrates strong work ethics for consistent performance.	10	1
	Adheres to the professional culture to be more productive and motivated at work.	8	3
	Provides high-quality services and maintains a positive reputation.	8	3
	Understand and takes responsibility for their work including issues.	11	0
	Inculcates constructive professional culture and delivers innovative services.	5	6
	Displays interest and willingness to adapt to change in the strategic or functional direction of the organization.	10	1
Teamwork	Demonstrates reliability to complete assigned tasks on time.	6	5
	Actively contributes viewpoints to the team clearly and honestly.	8	3
	Follows the directives and cooperates to ensure the balance of unity and cooperation among the team members to provide productive services.	11	0
	Collaborates with team members to resolve problems/issues and achieve common goals.	10	1
Key Competency	Key Role 1: Champion of land property conveyances		
	Competency Area: 1.2 Work ethics and organizational skills		
	Behavior Indicators	**Competent**	**Not Competent**
Time management	Demonstrates the ability to plan and complete tasks within a deadline to deliver efficient service.	8	3
	Realizes and understands the clear picture of what needs to be achieved.	11	0

	Behavior Indicators	Competent	Not Competent
	Possesses skills to prioritize and implements to accomplish tasks to meet both short and long term goals.	8	3
	Avoids procrastination that might have negative consequences and affect productivity.	10	1
	Demonstrates potentiality to plan and control to manage time on specific activities.	8	3
	Exhibits the potentiality to examine situations or problems by making constructive plans and timely decisions to achieve optimal results.	7	4
Total		**139**	**37**

Key Competency	Role 2: An advocate of land law		
	Competency Area: 2.1 Leadership Skills		
	Behavior Indicators	**Competent**	**Not Competent**
Public relation and communication skills	Displays skills in sharing information through clear oral, written, and interpersonal communication skills.	9	2
	Possesses communication skills in Dzongkha and other dialects.	8	3
	Listens, recognizes, and understands the perspectives of other people and deliberates accordingly.	11	0
	Communicates openly, maintains politeness while interacting with clients.	9	2
	Acknowledges and compiles the feedback and learns from it.	11	0
	Displays potentiality to maintain professional decorum at all times.	8	3
	Understands the basic standard operating procedures while providing services to differently-abled people.	7	4
Decision making	Assess and report the situation using relevant information.	10	1
	Understand the circumstances and consequences while taking a decision and be accountable.	10	1

	Behavior Indicators	Competent	Not Competent
Negotiation skills	Clearly expresses ideas and suggestions to persuade and convince others.	9	2
	Possesses skills to negotiate where there are opposing ideas and convey his/her opinion successfully in compliance with the agency's rules, regulations, and policies.	8	3
Total		**100**	**21**

	Role: 2. An advocate of the Land Law		
Key Competency	**Competency Area: 2.2 Data analytics**		
	Behavior Indicators	**Competent**	**Not Competent**
Problem-solving skills	Understands and learns various relevant mechanisms to identify issues/opportunities/fraud detection and its options to address them.	9	2
	Ensures that options identified associate minimum risks and outweigh the advantages and benefits that it brings along with it.	9	2
	Explores, considers, and contributes effective options to address the problems/opportunities considering the situation.	10	1
Research and analytical thinking skills	Gathers comprehensive information and data to support decision-making.	8	3
	Extracts relevant data and examines to identify possible causes for the problem.	9	2
Total		**45**	**10**

	Role: 3. Data and record manager		
Key Competency	**Competency Area: 3.1 Record management**		
	Behavior Indicators	**Competent**	**Not Competent**
Record keeping knowledge	Understands and implements the policies, systems, and procedures to streamline the record-keeping methodologies to increase the productivity of the organization.	6	5
	Values and exhibits maintaining records in an accountable and reliable manner.	10	1

Key Competency	Behavior Indicators	Competent	Not Competent
	Demonstrates good information retrieval skills for sharing information with the relevant stakeholders.	8	3
Flexibility and adaptability to change	Contributes to the development and implementation of new records management systems.	5	6
	Shows interest to learn new methods, procedures, or techniques to improve record management.	5	6
	Adapts to change quickly and easily takes interest in new ideas in the record management system.	11	0
Total		**45**	**21**
Key Competency	**Role: 3. Data and record manager**		
	Competency Area: 3.2 Archive		
	Behavior Indicators	**Competent**	**Not Competent**
Digital documentation	Displays knowledge on digitizing the old land records to safeguard the originals.	6	5
	Collaborates with the senior colleagues in designing and planning to introduce ICT-based technology to store data and tracking systems to increase productivity in the organization.	8	3
	Displays the knowledge on assessing the effectiveness of the digital record management system periodically.	6	5
	Maintains proper inventory and classification systems of the land records.	9	2
	Ensures easy access to data to serve the clients efficiently.	8	3
Knowledge of best practice standards	Provides rationale suggestions in developing/ improving record management and archiving systems by referring to international best practices.	4	7
	Suggest new innovative ideas and methods that can improve the safety of the land records and mitigate the risk.	5	6
	Anticipates the needs of the customer and responds promptly to questions to improve service delivery.	9	2

		Competent	Not Competent
Effective maintenance of records	Archives historical evidence and land information for the long term.	8	3
	Maintains and updates the record inventory systems periodically.	8	3
	Understands and proposes the need for new standards to meet the increasing technological demands.	5	6
	Recognizes and reports the possible gaps that need to be addressed to improve record maintenance.	5	6
	Understands and ensures the importance of safe and efficient storage and easy access to data.	10	1
	Contributes to achieving the best practices in record management.	5	6
Total		**96**	**58**

3.1.2 Assessment of Performance Gap for Experienced Level (P4-P3)

Key Competency	Key Role 1: Champion of land property conveyances		
	Competency Area 1.1 Work Ethics and Service delivery		
	Behavior Indicators	**Competent**	**Not Competent**
Expert in land and property conveyance processes	Understands and interprets the standard operating procedures adhering to the Land Act of Bhutan 2007, Land rules and regulations, and relevant bylaws.	17	4
	Reviews on the functioning of the land transaction portal and provide suggestions for improvement in the portal system.	17	4
	Identifies and reviews the glitches in the system.	13	8
Bi-lingual computer knowledge	Be able to guide while computing in Dzongkha and English for all official correspondences.	13	8
	Be able to guide the junior colleagues on MS office.	17	4
Geo-information skills	Be able to analyze and interpret the Geoinformation System (GIS) knowledge to prepare comprehensive case reports.	6	15

Key competency		Behavior Indicators	Competent	Not Competent
		Designs and interprets maps as per the requirement.	8	13
		Total	**91**	**56**
		Role 1: Champion of land property conveyances		
		Competency Area: 1.2 Work ethics and organizational skills		
Integrity		Fosters strong work ethics culture for consistent performance.	20	1
		Promotes/exhibits a professional culture to be more productive and motivated at work.	18	3
		Ensures high-quality services are provided and a positive reputation is maintained.	16	5
		Fosters a culture of taking ownership of achievement and as well as issues.	19	2
		Plans a constructive professional culture to deliver innovative services.	13	8
		Displays the ability to manage change in the strategic or functional direction of the organization.	17	4
Teamwork		Ensures constant trend to complete assigned tasks on time.	15	6
		Recognizes the viewpoints and encourages teamwork in support of achieving the Department's objectives.	17	4
		Develops ways to direct and lead the team to ensure the balance of unity and cooperation among team members to provide productive services.	15	6
		Takes a proactive approach in identifying team needs and provides appropriate support to finding solutions.	18	3
Time Management		Sets clearly defined work for self and the team to meet the department's objectives.	18	3
		Sets targets to be achieved in consultation with the supervisors.	19	2
		Segregates and delegates tasks to be accomplished by setting both short and long-term goals.	15	6

		Behavior Indicators	Competent	Not Competent
		Ensures to assign tasks with achievable goals to avoid procrastination that might have negative consequences and affect productivity.	13	8
		Plans and controls how much time to spend on specific activities.	16	5
		Examines situations or problems by making constructive plans and timely decisions to achieve optimal results.	16	5
Total			**265**	**71**
Key Competency		**Role: 2. An advocate of land law**		
		Competency Area: 2.1 Leadership Skills		
		Behavior Indicators	**Competent**	**Not Competent**
	Public relation and communication skills	Demonstrates skills in sharing information through clear oral, written, and interpersonal communication skills.	18	3
		Demonstrates communication skills in Dzongkha and other dialects.	17	4
		Fosters right understanding and good listening skills to understand other people's perspective.	17	4
		Guides colleagues to promote client-friendly gestures and maintains politeness.	15	6
		Reviews the feedback and develops a systematic mechanism to correct the issues.	17	4
		Demonstrates and guides in maintaining professional decorum at all times.	16	5
		Exhibits effective strategies while providing services to differently-abled people.	11	10
	Decision making	Reviews and recommends the decisions.	18	3
		Ensures and educates colleagues to understand the circumstances and consequences before making decisions.	18	3
	Negotiation skills	Demonstrates the ability to successfully persuade and convince others.	15	6
		Demonstrates skills to negotiate where there are opposing ideas and convey his/her opinion successfully in compliance with the agency's rules, regulations, and policies.	17	4
Total			**179**	**52**

Key competency	Role: 2. An advocate of Land laws		
	Competency Area: 2.2 Data analytics		
	Behavior Indicators	**Competent**	**Not Competent**
Problem-solving skills	Introduces various relevant mechanisms to identify issues/opportunities/fraud detection and its options to address them.	15	6
	Takes multiple perspectives into account and evaluates their feasibility, effectiveness, and risks.	17	4
	Assists and suggests the colleagues explore effective options to address the problems/opportunities considering the situation.	17	4
Research & analytical thinking skills	Validates the collected comprehensive information and data to support decision-making.	17	4
	Identifies patterns, trends, and root causes to anticipate potential challenges and develops solutions and mitigation plans.	15	6
Total		**81**	**24**
Key Competency	Role: 3. Data and record manager		
	Competency Area: 3.1 Record management		
	Behavior Indicators	**Competent**	**Not Competent**
Record keeping knowledge	Establishes, interprets, and guides the implementation of the policies, systems, and procedures to streamline the record-keeping methodologies to increase the productivity of the organization.	12	9
	Ensures the highest standard of maintaining records in an accountable and reliable manner.	11	10
	Guides and ensures good information retrieval skills are instilled in colleagues for sharing with relevant stakeholders.	13	8
Flexibility and adaptability to change	Discovers and suggests improvements in the existing record management systems.	16	5
	Reviews new methods, procedures, or techniques to improve record management.	14	7

Key competency		Makes suggestions for change and guides colleagues to adapt to new development.	14	7
		Total	**80**	**46**
		Role 3: Data and record manager		
		Competency Area: 3.2 Archive		
		Behavior Indicators	**Competent**	**Not Competent**
Digital documentation		Plans and executes the digitizing of the old land records to safeguard the originals.	11	10
		Initiates, designs, and plans to introduce ICT-based technology to store data and tracking systems to increase productivity in the organization.	9	12
		Guides in assessing and evaluating the effectiveness of the digital record management system periodically.	13	8
		Guides to maintain proper inventory and classification systems of the land records.	14	7
		Reviews and propose new mechanisms for easy access to data to serve the clients efficiently.	14	7
Knowledge of best practice standards		Takes the initiative in developing new/improved record management and archiving systems by referring to the international best practices.	8	13
		Review and guides to propose new innovative ideas and methods for the safety of land records and mitigate the risk.	11	10
		Explores avenues to achieve the highest standard of public service delivery.	15	6
Effective maintenance of records		Ensures proper archiving of the historical evidence and land information for the long term.	15	6
		Organizes and reviews the record inventory systems periodically.	10	11
		Reviews and supports the need for new standards to meet the increasing technological demands.	14	7
		Leads and addresses the reported gaps to improve the record maintenance.	12	9

Emphasizes the importance of safe and efficient storage and easy access to data.	15	6
Leads and educates the colleagues to contribute to achieving the best practices in record management.	13	8
Total	**174**	**120**

3.1.3 Assessment of Performance Gap for Advanced Level (P2-P1)

Key Competency	Key Role 1: Champion of land property conveyances		
	Competency Area 1.1 Work Ethics and Service delivery		
	Behavior Indicators	Competent	Not Competent
Expert in land and property conveyance processes	Guides the colleagues to understand the standard operating procedures adhering to the Land Act of Bhutan 2007, Land rules and regulations, and relevant bylaws.	4	1
	Ensures that the functioning of the land transaction portal is up to date.	5	0
	Oversee and leads the colleagues to acquire basic IT skills to troubleshoot the system problems.	4	1
Bi-lingual computer knowledge	Demonstrates high-caliber writing and typing skills in Dzongkha and English for all official correspondence.	4	1
	Demonstrates advanced knowledge of MS office.	4	1
Geo-information skills	Understands basic Geo-information System (GIS) knowledge to prepare comprehensive case reports.	2	3
	Understands basic map reading.	2	3
Total		**25**	**10**

Key Competency	Role 1: Champion of land property conveyances		
	Competency Area: 1.2 Work ethics and organizational skills		
	Behavior Indicators	Competent	Not Competent
Integrity	Displays and encourages strong work ethics for consistent performance.	5	0
	Model exemplary practices that motivate professional culture to be more productive at work.	5	0
	Monitors and evaluates the service provided and the reputation maintained by the junior colleagues.	5	0
	Guides to develop a plan for constructive professional culture to deliver innovative services.	4	1
	Ensures that the employees can withstand the change in the strategic or functional direction of the organization.	5	0
Teamwork	Manifests exemplary practices that motivate colleagues to complete the assigned task on time.	5	0
	Motivates and inspires the team members to achieve the Department's objectives.	5	0
	Inspires, invest time and ensures unity and cooperation among the team members to provide productive services.	5	0
	In consultation with the top management, builds an effective management team to identify solutions.	5	0
Time management	Monitors the performance of the team in meeting the assigned deadlines and objectives.	5	0
	Strategizes and monitors the employee to achieve the target.	5	0
	Ensures the colleagues have all the required skills to prioritize tasks to be accomplished by setting both short and long-term goals.	4	1
	Monitors the performance of the team members and motivates them to pursue an	5	0

		Competent	Not Competent
	innovative approach to prioritize the work.		
	Mentors the planning and control on how much time to spend on specific activities.	5	0
	Guides examining situations or problems and making constructive plans and timely decisions to achieve optimal results.	5	0
Total		**73**	**2**

Key Competency	**Role: 2. An advocate of land act**		
	Competency Area: 2.1 Leadership Skills		
	Behavior Indicators	**Competent**	**Not Competent**
Public relation and communication skills	Motivates and ensures information sharing through clear oral, written, and interpersonal communication skills.	5	0
	Exhibits sound communication skills in Dzongkha and other dialects.	5	0
	Encourages colleagues to foster listening skills to understand the perspectives of other people.	5	0
	Leads and guides colleagues to promote client-friendly gestures and maintains politeness.	5	0
	Creates an enabling environment to support the feedback loop system to increase the productivity of the office.	4	1
	Mentors and displays the highest level of maintaining professional decorum at all times.	5	0
	Ensures and guides in using effective strategies while providing services to differently-abled people.	5	0
Decision making	Champions collaborative and sound ddecision-making.	4	1
	Encourages colleagues to understand the circumstances and consequences while taking a decision.	4	1

	Behavior Indicators	Competent	Not Competent
Negotiation skills	Instills in colleagues the ability to successfully persuade and convince others.	5	0
	Identifies and focuses on solutions to negotiate where there are opposing ideas and convey his/her opinion successfully in compliance with the agency's rules, regulations, and policies.	5	0
Total		**52**	**3**

Key Competency		Role: 2. An advocate of Land laws		
		Competency Area: 2.2 Data analytics		
	Behavior Indicators	**Competent**	**Not Competent**	
Problem-solving skills	Guides colleagues to develop various relevant mechanisms to identify issues/opportunities/fraud detection and its options to address them.	5	0	
	Reviews and analyzes the proposed options to minimize adverse consequences.	5	0	
	Guides and encourages the colleagues to explore effective options to address the problems/opportunities considering the situation.	5	0	
Research and analytical thinking skills	Reviews and approves the appropriate comprehensive information and data to support decision-making.	5	0	
	Provides the analytical means and resources to achieve the best goals.	5	0	
Total		**25**	**0**	

Key Competency		Role: 3. Data and record manager	
		Competency Area: 3.1 Record management	
	Behavior Indicators	**Competent**	**Not Competent**
Record keeping knowledge	Leads the establishment and implementation of the policies, systems, and procedures to streamline the record-keeping methodologies to increase the productivity of the organization.	5	0

	Behavior Indicators	Competent	Not Competent
	Displays exemplary practices in maintaining records in an accountable and reliable manner.	5	0
	Monitors and assures that the colleagues have good information retrieval skills for sharing with relevant stakeholders.	5	0
Flexibility and adaptability to change	Encourages innovative ideas for the improvement of the record management systems.	5	0
	Develops and evaluates new methods, procedures, or techniques to improve record management.	5	0
	Embraces innovation and consistently strives to change for the improvement of the record management system.	5	0
Total		**30**	**0**
Key Competency	**Role 3: Data and record manager**		
	Competency Area: 3.2 Archive		
	Behavior Indicators	**Competent**	**Not Competent**
Digital documentation	Implements and monitors the proposed mechanism and system to digitize the old land records to safeguard the originals.	5	0
	Leads and reviews in designing and planning to introduce ICT based technology to store data and tracking systems to increase productivity in the organization.	4	1
	Monitors and evaluates the effectiveness of the digital record management system periodically.	5	0
	Monitors and ensures proper inventory and classification systems of the land records are in place.	5	0
	Monitors access to data to serve the clients and inspect it complies with the standard procedures and policy laid down by the organization.	5	0
Knowledge of best practice standards	Leads colleagues in developing new/improved record management and archiving systems by referring to the international best practices.	4	1
	Assures innovative ideas and methods are implemented for the safety of the land	5	0

	records and mitigate the risk.		
	Reviews and submits the best practices that may be adopted for enhancing the public service delivery to the higher authority for approval and implementation.	5	0
Effective maintenance of records	Monitors the archiving of the historical evidence and land information for the long term.	4	1
	Monitors and evaluates the inventory systems periodically.	5	0
	Monitors and evaluates the proposed standards to meet the increasing technological demands.	5	0
	Monitors the record system to ensure that all the possible gaps are addressed.	5	0
	Monitors and assures safe and efficient storage and easy access to data.	5	0
	Monitors and provides feedback to the colleagues to achieve the best practices in record management.	5	0
Total		**67**	**3**

3.2. Consolidated Performance Gap Assessment of all Proficiency Levels

3.2.1. Key Role 1: Champion of land property conveyances

Competency Area	Key Competency	Key Role 1: Champion of land property conveyances			
		Behavioral Indicator	**Proficiency Level (% Not competent)**		
			Entry	Experienced	Advanced
Technical Skills	Expert in land and property conveyance processes	Well versed with the standard operating procedures adhering to the Land Act of Bhutan 2007, Land rules and regulations, and relevant bylaws.	8.3	21.1	0
		Aware and up to date on the functioning of the land transaction portal.	25	21.1	0
		Understands basic IT skills to troubleshoot problems in the system.	41.7	36.8	20
	Bi-lingual computer knowledge	Demonstrates writing and typing skills in Dzongkha and English for all official correspondences.	25	31.6	20
		Demonstrates advanced knowledge of MS office.	16.7	15.8	20
	Geo-Information skills	Understands basic Geo-information System (GIS) knowledge to prepare comprehensive case reports.	58.4	68.4	60
		Designs and publishes maps as per the requirement.	16.7	57.9	60
Work ethics and organizational skills	Integrity	Demonstrates consistent and uncompromising morals with adherence to ethical principles.	8.3	5.3	0
		Promotes a professional culture to be more productive and motivated at work.	25	15.8	0
		Provides high-quality service and maintains a positive reputation.	25	21.1	0
		Takes responsibility for own work, including issues.	0	5.3	0

Competency Area	Key Competency	Key Role 1: Champion of land property conveyances			
		Behavioral Indicator	Proficiency Level (% Not competent)		
			Entry	Experienced	Advanced
		Inculcates constructive professional culture and delivers innovative services.	50	36.9	0
		Displays the ability to manage change in the strategic or functional direction of the organization.	8.3	15.8	0
	Teamwork	Demonstrates reliability to complete assigned tasks on time.	41.6	26.3	0
		Provides viewpoints to the team member/colleagues clearly and honestly.	25	21.1	0
		Listens actively to ensure the balance of unity, cooperation, and enhance productivity among the team members.	0	26.4	0
		Collaborates with team members to resolve problems/issues and achieve common goals.	8.3	10.6	0
		Demonstrates the ability to work and collaborate with colleagues with different backgrounds and capacities.	25	10.5	0
	Time Management	Stays organized to maintain a clear picture of what needs to be achieved.	0	5.3	0
		Prioritizes which tasks to be accomplished by setting both short and long-term goals.	25	26.3	20
		Avoids procrastination that might have negative consequences and affect productivity.	8.3	36.8	0
		Plans and controls how much time to spend on specific activities.	25	21	0
		Exhibits the potential to examine situations or problems by making constructive plans and timely decisions to achieve optimal results.	33.3	21.1	0

3.2.2. Key Role 2: Advocate of Land Laws

Competency Area	Key Competency	Key Role 2: Advocate of Land Laws			
		Behavioral Indicator	Proficiency Level (% Not competent)		
			Entry	Experienced	Advanced
Leadership Skills	Public relation and communication skills	Shares information through clear oral, written, and interpersonal communication skills.	16.7	15.8	0
		Possesses communication skills in Dzongkha and other dialects.	25	21.1	0
		Recognizes and understands the perspective of other people.	0	21.1	0
		Establishes strong connections with people through communication.	16.7	26.3	0
		Acknowledges the feedback received and learns from it.	0	15.8	20
		Maintains professional decorum at all times.	25	21.1	0
		Ensures effective strategies are used while providing services to differently-abled people.	33.3	47.4	0
	Decision making	Assess the situation and use relevant information when making decisions.	8.3	10.5	20
		Takes responsibility for making a decision and understands the circumstances and consequences.	8.3	15.8	20
	Negotiation skills	Clearly expresses ideas and suggestions and demonstrates the ability to successfully persuade and convince others.	16.7	26.3	0
		Possesses skills to negotiate where there are opposing ideas and convey his/her opinion successfully in compliance with the agency's rules, regulations, and policies.	25	21.1	0
Data analytics	Problem-solving skills	Introduces various relevant mechanisms to identify issues/opportunities and their options to address them.	16.6	26.3	0
		Ensures that options identified associate	16.7	15.8	0

Competency Area	Key Competency	Key Role 2: Advocate of Land Laws			
		Behavioral Indicator	Proficiency Level (% Not competent)		
			Entry	Experienced	Advanced
		minimum risks.			
		Considers effective options to address the problems/opportunities considering the situation.	16.6	15.8	0
	Research & analytical thinking skills	Gathers comprehensive information and data to support decision making.	25	15.8	0
		Extracts relevant data and critically examines to identify possible causes for the problem.	8.3	26.3	0

3.2.3 Key Role 3: Data and Record Manager

Competency Area	Key Competency	Key Role 3: Data and Record Manager			
		Behavioral Indicator	Proficiency Level (% Not competent)		
			Entry	Experienced	Advanced
Record management	Record keeping knowledge	Establishes and implements policies, systems, and procedures to streamline the record-keeping methodologies to increase the productivity of the organization.	41.7	42.1	0
		Values and exhibits maintaining records in an accountable and reliable manner.	8.3	47.4	0
		Demonstrates good information retrieval skills for sharing information to the relevant stakeholders.	25	36.9	0

Competency Area	Key Competency	Key Role 3: Data and Record Manager			
		Behavioral Indicator	Proficiency Level (% Not competent)		
			Entry	Experienced	Advanced
	Flexibility and adaptability to change	Contributes to the development and implementation of new records management systems.	50	26.3	0
		Shows interest to learn new methods, procedures, or techniques to improve record management.	50	31.6	0
		Adapts to change quickly and easily.	0	31.6	0
Archive	Digital documentation	Initiates digitizing of the old land records to safeguard the originals.	41	47.4	0
		Initiates designing and planning to introduce ICT based technology to store data and tracking systems to increase productivity in the organization.	66.7	57.9	20
		Monitors and evaluates the effectiveness of the digital record management system periodically.	41.7	36.9	0
		Maintains proper inventory and classification systems of the land records.	16.7	31.6	0
		Ensures easy access to data to serve the clients efficiently.	33.3	31.6	0
	Knowledge of best practice standards	Takes the initiative in suggesting/developing new/improved record management and archiving systems from international best practices.	58.4	63.1	20
		Proposes innovative ideas and methods that can improve the safety of the land records and mitigate the risk.	58.3	47.4	0
		Anticipates the needs of the customer and responds promptly to questions to improve service delivery.	16.7	26.4	0

Competency Area	Key Competency	Key Role 3: Data and Record Manager			
		Behavioral Indicator	Proficiency Level (% Not competent)		
			Entry	Experienced	Advanced
	Effective maintenance of records	Archives historical evidence and land information for the long term.	25	26.3	20
		Updates and organizes the record inventory systems periodically.	25	52.6	0
		Recognizes the possible new standards to meet the increasing technological demands.	50	31.6	0
		Recognizes the possible gaps that need to be addressed to improve record maintenance.	50	42.1	0
		Ensures safe and efficient storage and easy access to data.	8.3	26.4	0
		Helps the organization to achieve the best practices in records management.	31.7	36.9	0

4. References

a) Department of Civil Registration and Census (2020). *Competency-Based Framework for Civil Registration and Census Officer(1st ed).* https://www.rcsc.gov.bt/wp-content/uploads/2020/09/CBF-for-Civil-Registration-and-Census-Officer.pdf

b) Royal Civil Service Commission (2018). *Bhutan civil service rules and regulations.* https://www.rcsc.gov.bt/wp-content/uploads/2019/02/Readable-BCSR-2018.pdf

c) Royal Civil Service Commission (2019). *A Guidebook on Competency-based Framework for Civil Service.*