



MODULAR CURRICULUM

ETHICS, INTEGRITY AND PROFESSIONALISM

**Anti-Corruption Commission and Ministry of Labour
& Human Resources, Thimphu**



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Published by TVET Professional Services Division (TPSD)
Department of Technical Education
Ministry of Labour and Human Resources
Royal Government of Bhutan
Thimphu, Bhutan

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First Edition 2019

ISBN 978-99936-59-56-3



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**ROYAL GOVERNMENT OF BHUTAN
ANTI-CORRUPTION COMMISSION**
'NATION'S CONSCIENCE'
"LEAD BY EXAMPLE"
"If you care, you will dare"



7th February 2020

FOREWORD

The most fundamental and sustainable strategy to prevent and combat corruption is to promote a society that embraces values of integrity over everything. Corruption not only breeds inequality and injustice, impedes socio-economic development, undermines security and sovereignty of a nation but also deteriorates universal values which is an important aspect of a GNH society.

To promote a culture of integrity and instill a sense of intolerance to corruption at all levels, the Anti-Corruption Commission (ACC) has been reaching out to the general populace, employees of public and private institutions and youth to reinforce ethics and integrity through target-based thematic sessions, general advocacy, and behavioral change programs.

Recognizing our youth (over 45% of the Bhutanese population aged 24 years and less) as a critical resource and change agent, and as mandated by Chapter 3, Section 41 (c) of the Anti-Corruption Act of Bhutan 2011, efforts are on to mainstream integrity and anti-corruption measures in schools and institutes through development and implementation of appropriate curricula and other programs.

As part of the 12th Five Year Plan activities to promote credible and trustworthy workforce and build a strong value-laden social fence against corruption, the ACC in collaboration with the Ministry of Labour and Human Resources (MoLHR) has developed a module on *Ethics, Integrity and Professionalism* (EIP) for Technical and Vocational Education and Training (TVET) Institutions. The module was developed and validated using the DACUM (Developing A CurricULUM) process involving the subject experts from various institutions and industries.

The ACC is optimistic that with the implementation of the EIP curriculum in TVET institutes, trainees and graduates will become the "change agent" to renounce unethical behaviors, uphold the fundamental duty to act against corruption and become honest, responsible and productive citizens.

The ACC looks forward to a successful implementation of the EIP module and sustaining this fruitful collaboration between the two institutions in fulfilling His Majesty's Command that today's youth must "*climb higher on the shoulders of past achievements - your task is not to fill old shoes or follow a well-trodden path, but to forge a new road leading towards a brighter future*" (RIM Convocation, 2019).

Tashi Delek!

(Kinley Yangzom)
Chairperson

FIGHTING CORRUPTION IS A COLLECTIVE RESPONSIBILITY

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Royal Government of Bhutan
Ministry of Labour and Human Resources

FOREWORD FROM SECRETARY MoLHR

The Ministry of Labour and Human Resources (MoLHR) in collaboration with Anti-Corruption Commission (ACC) is pleased to present the first edition of modular course curriculum for Ethics, Integrity and Professionalism Module developed following the standard TVET curriculum development process.

The Modular curriculum for Ethics, Integrity and Professionalism Module is developed considering the importance of value education in our professional and personal life. The introduction of Ethics, Integrity and Professionalism Module course in the TTIs and IZCs is in-line with the Anti-Corruption Commission's strategy to integrate value education in the overall education system. This Modular Curriculum is an outcome of a participatory process of standard curriculum development. It is expected to provide training delivery with reformed approaches having its content being directly related to labour market needs, focusing on imparting of values, skills and assessment based on industry work standards. Thus, curriculum content consists of the topics and activities of value education which the learners can acquire during teaching learning process.

The Ministry acknowledges the valuable contributions made by institutes, officials, and experts from relevant stakeholders who were involved in the design and development of this curriculum. As the curriculum is a dynamic document which may need to be improved and revised based on the needs of the changing labour market and its users, the Department welcomes feedbacks and suggestions from the institutes and industries towards making the curriculum more responsive to the needs and aspiration of Bhutanese workforce.


SONAM WANGCHUK
SECRETARY

ACKNOWLEDGEMENT

Education Division, Department of Prevention and Education, ACC and TVET Professional Services Division, Department of Technical Education, MoLHR would like to express appreciation to the following subject experts and facilitators who have participated in the development of TVET Curriculum for Ethics, Integrity and Professionalism Module.

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TABLE OF CONTENTS

FOREWORD FROM ACC	I
FOREWORD FROM MOLHR	II
ACKNOWLEDGEMENT	III
COURSE INFORMATION	VI
COURSE STRUCTURE.....	VII
ASSESSMENT	8
CERTIFICATION	8
MODULE INFORMATION: APPLYING ETHICS, INTEGRITY AND PROFESSIONALISM	1
MODULE 1 ON APPLYING ETHICS, INTEGRITY AND PROFESSIONALISM	2
PRACTISE ETHICS	4
UPHOLD INTEGRITY	9
DEMONSTRATE PROFESSIONALISM	17
APPLY ETHICS AND INTEGRITY MANAGEMENT (EIM) TOOLS	27
ANNEXES	35
ANNEX I: EIM FORMS/CHECKLIST	36
ANNEX II: MODE OF ASSESSMENT	60
ANNEX III: LESSON PLAN	61
ANNEX IV: MARK SHEET	63
ANNEX V: MONTHLY/WEEKLY PLAN.....	64
ANNEXURE VI: TIME DISTRIBUTION.....	65
ANNEXURE VII:	67

Competency Profile

Competency Area	Sub-Competency Area	Competencies/Tasks			
A: Apply Ethics, Integrity and Professionalism a	A1 Practise ethics	A1.01 Adhere to ethical code of conduct	A1.02 Adhere to ethical societal norms	A1.03 Promote lawfulness	A1.04 Promote common good
		A1.05 Apply principle of cause and effect	A1.06 Address ethical dilemma/issues		
	A2 Uphold integrity	A2.01 Uphold honesty	A2.02 Keep promises	A2.03 Exercise right judgement of one's action	A2.04 Maintain consistency in adversity
		A2.05 Take ownership of public resources	A2.06 Uphold self-discipline	A2.07 Promote volunteerism	A2.08 Uphold patriotism
	A3 Demonstrate professionalism	A3.01 Enhance positive attitude	A3.02 Shoulder responsibility	A3.03 Exercise due diligence	A3.04 Exhibit transparency
		A3.05 Promote impartiality	A3.06 Maintain accountability	A3.07 Demonstrate responsiveness	A3.08 Enhance productivity
		A3.09 Demonstrate professional conduct	A3.10 Embrace dignity of labour		
	A4 Apply Ethics and Integrity	A4.01 Declare Conflict of Interests (COI)	A4.02 Apply gift rules	A4.03 Declare asset, income and liabilities	A4.04 Adhere to debarment rules

Competency Area	Sub-Competency Area	Competencies/Tasks 			
	Management (EIM) Tools	A4.05 Outline concept and tools of Business Integrity Initiative of Bhutan (BIIB)	A4.06 Outline concepts and processes of Integrity Diagnostic Test (IDT)	A4.07 Outline concepts and processes of Corruption Risk Management (CRM)	A4.08 Address workplace grievances

COURSE INFORMATION

COURSE TITLE	Ethics, Integrity and Professionalism Module
CERTIFICATE LEVEL	Modular Certificate
AIMS	To promote ethics, integrity and professionalism as a social fence against corruption.
OBJECTIVE	<p>Upon completion of Ethics, Integrity and Professionalism Module, the trainee will be able to:</p> <ul style="list-style-type: none"> • Practise ethics • Uphold integrity • Demonstrate professionalism • Apply Ethics and Integrity Management (EIM) Tools
COURSE DESCRIPTION	<p>Ethics, Integrity and Professionalism are the core values required in the wide range of professions that guide professionals to carryout day to day responsibilities in an ethical manner.</p> <p>This modular course is designed to provide conceptual clarity and acquaint the learners with ethical dilemma & ethical decision making. This modular course aims to provide knowledge, skills and attitude required by individuals to apply and uphold Ethics, Integrity and Professionalism in daily life.</p> <p>Upon completion of this modular course, the graduates will be able to practise ethics, uphold integrity, demonstrate professionalism and apply Ethics and Integrity Management (EIM) Tools. To obtain certification of this modular course, all learning outcomes prescribed in this course must be achieved.</p>
INSTITUTE TRAINING DURATION	68 Hours
TRAINER TRAINEE RATIO	<p>1:12 (Practical)</p> <p>1:20 (Theory)</p>
TARGET GROUP	¹ Trainees of NC II Course
TRAINER QUALIFICATION	<ul style="list-style-type: none"> • Must have undergone Training of Trainers (ToT) -Technical Instruction and Pedagogy or B.Ed graduates • Must have undergone ToT in Occupational Skills Development (Ethics, Integrity and Professionalism) • Should have good moral character • Must² have at least 2 years job/industry experience in relevant field

¹ This course is designed for NC II Level, however it may also be offered to other relevant target groups based on requirement

² Applicable only if institutes hire instructor or guest lecturer from industry

COURSE STRUCTURE

Module Title	Learning outcomes	Nominal Duration
1. Applying Ethics, Integrity and Professionalism	1.1 Practise ethics 1.2 Uphold integrity 1.3 Demonstrate professionalism 1.4 Apply Ethics and Integrity Management (EIM) Tools	68 Hours

ASSESSMENT

Continuous assessment will be done through class performance, assignments, observations, oral questioning/viva voce, log book and written test. The trainees should acquire pass marks in CA³.

Summative assessment will be the aggregate of continuous assessment and terminal exam. A trainee must obtain minimum aggregate mark of **50%** to pass the summative assessment.

The modes of assessment for Terminal Exam are as prescribed below:

1. Continuous assessment – 70%
 - Attendance – 10%
 - Class participation – 10%
 - Assignment – 10%
 - Class test – 20%
 - Log book of one's conduct - 50%
2. Terminal exam – 30%
3. Summative assessment – Aggregate of Continuous assessment and Terminal exam

CERTIFICATION

On the successful completion of the modular course, the institutes will award a certificate of completion to the trainees.

³ The trainer must ensure to give timely intervention when required

**MODULE INFORMATION:
APPLYING ETHICS, INTEGRITY AND
PROFESSIONALISM**

MODULE 1

ON

APPLYING ETHICS, INTEGRITY AND

PROFESSIONALISM

MODULE INFORMATION

Trade	Ethics, Integrity and Professionalism
Competency Area	Apply Ethics, Integrity and Professionalism
Module Title	Applying Ethics, Integrity and Professionalism
Module Code	EIP-M1
Module Description	This module is structured to provide trainees with the knowledge, skills and right attitude required to practise ethics, uphold integrity, demonstrate professionalism and apply Ethics and Integrity Management (EIM) Tools
Nominal Duration	68 Hours
Certificate Level	Modular Certificate
Pre-requisite	Class X pass
Learning Outcome	<ol style="list-style-type: none"> 1. Practise ethics 2. Uphold integrity 3. Demonstrate professionalism 4. Apply Ethics and Integrity Management (EIM) Tools

Module Title	Applying Ethics, Integrity and Professionalism		
Module Code	EIP-M1		
Learning Outcome 1	Practise ethics		
Duration	Theory: 6.5 hours	Practical: 4 hours	Total: 10.5 hours
Assessment Criteria	<ul style="list-style-type: none"> • Ethical behaviour exhibited as per the ethical code of conduct • Societal norms are practised considering the ethicality of the action • Lawfulness is promoted by adhering to rules & regulations • Common good is promoted considering the cost efficiency and benefits for society • Principles of cause and effect are applied through internalization • Ethical dilemma/issues are addressed by rationalizing the best option 		
Content	<p>A1.00 Introductory Knowledge</p> <ul style="list-style-type: none"> • Definition of ethics • Attributes of ethics • General Theory of Ethics <ul style="list-style-type: none"> ➤ Consequentialist ethics ➤ Deontological ethics ➤ Virtue ethics • Types of ethics <ul style="list-style-type: none"> ➤ Personal ethics ➤ Common ethics ➤ Professional ethics • Importance of ethics <p>A1.01 Adhering to ethical code of conduct</p> <p>Knowledge</p> <ul style="list-style-type: none"> • Definition of ethical code of conduct • Importance of ethical code of conduct • Consequences of breaching ethical code of conduct • Challenges to abide by ethical code of conduct (factor : situational circumstances such as leadership, peer pressure, culture, diligence, discipline and work environment) <p>Skills</p> <ul style="list-style-type: none"> • Comprehension skills • Communication skills • Analytical skills <p>Attitude, safety and environmental concern</p> <ul style="list-style-type: none"> • Being adaptable • Being obedient • Being time conscious • Being open 		

<ul style="list-style-type: none">• Being accountable• Ensuring proper disposal of waste <p>A1.02 Adhering to ethical societal norms</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none">• Concept of ethical societal norms• Importance of adhering to ethical societal norms• Benefits of adhering to ethical societal norms• Consequences of not adhering to ethical societal norms• Challenges in adhering to ethical societal norms (conventional societal culture) <p><i>Skills</i></p> <ul style="list-style-type: none">• Communication skills• Analytical skills• Decision making skills• Leadership skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being sensible• Being vigilant• Being assertive• Being sociable• Being a role model• Being truthful• Being responsible• Being positive• Ensuring proper disposal of waste <p>A1.03 Promoting lawfulness</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none">• Concept of lawfulness• Importance of being lawful• Importance of participation in advocacy programs• Promotion of culture of Lawfulness• Reporting mechanisms for unlawful and unethical act <p><i>Skills</i></p> <ul style="list-style-type: none">• Communication skills• Analytical skills• Interpersonal skills• Leadership skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being diligent• Being obedient• Being vigilant

- Being responsible
- Being credible
- Being role model
- Being calm and confident
- Having sense of ownership
- Ensuring proper disposal of waste
- Ensuring adherence to rules to promote lawfulness

A1.04 Promoting common good

Knowledge

- Concept of common good
- Importance of common good
- Relationship between theory of consequentialist ethics and common good
- Selection of action (Total Cost + Benefits for society)
- Standard setting and result assessment of action
- Challenges in promoting common good (fixed mind-set and conventional societal culture)

Skills

- Communication skills
- Analytical skills
- Critical thinking skills
- Ethical decision making skills
- Comprehension skills
- Leadership skills
- Negotiation skills
- Interpersonal skills
- Creative thinking skills

Attitude, safety and environmental concern

- Being altruistic
- Being efficient in using resources
- Being time conscious
- Being sensible
- Being sociable
- Being a role model
- Being truthful
- Being responsible
- Ensuring proper disposal of waste

A1.05 Applying Principle of Cause and Effect

Knowledge

- Concept of cause and effect (*Lay-Judrey*)
- Principle of cause and effect

- Cause and effect scenario (case study)
- Definition of corruption
- Corruption offenses
- Causes of corruption
- Consequences of corruption
- 3Rs (Refrain, Resist and Report corruption)

Skills

- Communication skills
- Comprehension skills
- Analytical skills
- Ethical decision-making skills

Attitude, safety and environmental concern

- Being rational
- Being open
- Being a role model
- Having right aptitude
- Being diligent
- Being honest and truthful
- Ensuring proper disposal of waste

A1.06 Addressing Ethical Dilemmas/Issues

Knowledge

- Concept of ethical dilemma
 - Right vs right
 - Wrong vs wrong
- Different situations of ethical dilemma
- Rationalization of options to address ethical dilemma (Example: Truth vs loyalty, loyalty vs honestly loyal, justice vs mercy, individual interest vs community interest and short term goal vs long term goal)
- Ethical decision-making checklist
- Factors affecting to address ethical dilemma (preconceived mind-set and external pressure)

Skills

- Communication skills
- Analytical skills
- Negotiation skills
- Interpersonal skills
- Problem solving skills
- Ethical decision-making skills
- Creative thinking skills

Attitude, safety and environmental concern

- Being open

	<ul style="list-style-type: none"> • Being critical • Being creative • Being proactive • Being mindful • Having sense of fortitude • Ensuring proper disposal of waste
Learning Conditions	<p>Learning Materials</p> <ul style="list-style-type: none"> • Competency Based Learning Materials (CBLM) • Handouts • Audiovisual • Reference books • Anti-Corruption Act of Bhutan <p>Learning Facilities and Infrastructure</p> <ul style="list-style-type: none"> • Classroom with adequate facilities • Information Technology (IT) lab • Library <p>Materials</p> <ul style="list-style-type: none"> • Anti-Corruption Act of Bhutan • Institute Policy document • Institute code of conduct document for trainees • Ethical code of conduct document • Complaint Management System document • Ethical standard documents • Ethical decision-making checklist • Infographic on Corruption offenses • Case Studies document
Instructional Methodologies	<ul style="list-style-type: none"> • Lecture • Discussion • Demonstration/Role play • Guided practice • Group practice • Individual practice • Case studies
Method of Assessment	<ul style="list-style-type: none"> • Practical observation • Oral questioning/viva-voce • Written test • Assignment • Log book of one's conduct

Module Title	Applying Ethics, Integrity and Professionalism		
Module Code	EIP-M1		
Learning Outcome 2	Uphold Integrity		
Duration	Theory: 6.5 hours	Practical: 7.5 hours	Total: 14 hours
Assessment Criteria	<ul style="list-style-type: none"> • Honesty is upheld in all circumstances by imbibing its attributes in workplace • Promises are kept and maintained as per the commitment and plan • Right judgement of one's action is exercised based on one's conscience and proper analysis of information • Consistency of positive behaviour is maintained in the face of adversity, temptation or challenges • Ownership of public resources is ensured through judicious use and effective management • Self-discipline is upheld by being mindful of one's impulses, emotions, desires and behaviours • Volunteerism is promoted through active participation in social & community services and emergencies • Volunteerism is promoted through collective responsibilities in preventing corruption • Patriotism is upheld by shouldering natural responsibilities 		
Content	<p>Introductory Knowledge</p> <ul style="list-style-type: none"> • Concept of integrity • Importance of integrity • Principles of integrity <ul style="list-style-type: none"> ➤ Discerning what is right and what is wrong ➤ Acting on what you have discerned to be right, even at personal cost ➤ Saying openly that you are acting on your understanding of right and wrong <p>A2.01 Upholding Honesty</p> <p>Knowledge</p> <ul style="list-style-type: none"> • Definition of honesty • Importance of honesty • Attributes of honesty <ul style="list-style-type: none"> ➤ Truthfulness ➤ Uprightness ➤ Fairness ➤ Sincerity ➤ Faithfulness ➤ Commitment ➤ Open to feedback ➤ Courage ➤ Reliability 		

	<ul style="list-style-type: none">➤ Lead by example• Benefits of being honest• Consequences of not being honest• Challenges in upholding honesty (situational circumstances and external pressure) <p>Skills</p> <ul style="list-style-type: none">• Communication skills• Analytical skills• Life skills (Self-awareness) <p>Attitude, safety and environmental concern</p> <ul style="list-style-type: none">• Being adaptable• Being time conscious• Being sincere• Being open• Being truthful• Ensuring proper disposal of waste <p>A2.02 Keeping promises</p> <p>Knowledge</p> <ul style="list-style-type: none">• Concept of promise and commitment• Importance of keeping promise• Benefits of keeping promise• Consequences of breaking promise• Rationalization of commitment and planning of action• Challenges in keeping promise (inevitable circumstances) <p>Skills</p> <ul style="list-style-type: none">• Communication skills• Analytical skills• Decision making skill• Critical thinking skills• Interpersonal skills <p>Attitude, safety and environmental concern</p> <ul style="list-style-type: none">• Being truthful• Being trustworthy• Being sensible• Being obedient• Being altruistic• Being time conscious• Being a role model• Being responsible• Being consistent• Ensuring proper disposal of waste
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	<p>A2.03 Exercising right judgement of one’s action</p> <p>Knowledge</p> <ul style="list-style-type: none"> • Concept of right judgement of one’s action • Importance of exercising right judgement of one’s action • Differences among fact, observation and opinion • Difference between individual and common interest • Challenges in exercising right judgement (external influence) <p>Skills</p> <ul style="list-style-type: none"> • Communication skills • Analytical skills • Problem solving skills • Decision making skills • Self – awareness • Critical thinking skills <p>Attitude, safety and environmental concern</p> <ul style="list-style-type: none"> • Being honest • Being critical • Being responsible • Being accountable • Being truthful • Being sensible • Being a role model • Being consistent • Ensuring proper disposal of waste <p>A2.04 Maintaining consistency in adversity</p> <p>Knowledge</p> <ul style="list-style-type: none"> • Concept of adversity • Attributes of consistency in adversity <ul style="list-style-type: none"> ➤ Adaptable ➤ Perseverance/Tenacious ➤ Optimistic ➤ Intelligent ➤ Courageous ➤ Sense of belongingness ➤ Assimilative • Importance of maintaining consistency in adversity • Strategies of facing adversity • Challenges in maintaining consistency in adversity (individual differences) <p>Skills</p> <ul style="list-style-type: none"> • Communication skills • Analytical skills • Ethical Decision-making skills • Comprehension skills
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	<ul style="list-style-type: none">• Critical thinking skills• Management skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being consistent• Being resilient• Being sensible• Being adaptable• Being optimistic• Being calm• Being decisive• Being time conscious• Being a role model• Being responsible• Ensuring proper disposal of waste <p>A2.05 Taking Ownership of Public Resources</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none">• Concept of ownership of public resources• Types of public resources• Importance of public resources• Benefits of taking ownership of public resources• Consequences of misusing public resources <p><i>Skills</i></p> <ul style="list-style-type: none">• Communication skills• Negotiation skills• Leadership skills• Resource management skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being judicious• Being responsible• Being efficient in using public resources• Having sense of ownership• Being prudent• Being loyal• Being exemplary• Being accountable• Being transparent• Ensuring proper disposal of waste <p>A2.06 Upholding Self-Discipline</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none">• Concept of self-discipline• Attributes of self-discipline<ul style="list-style-type: none">➤ Mindfulness
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	<ul style="list-style-type: none">➤ Commitment➤ Caring➤ Persistence➤ Courage➤ Resistance➤ Optimism➤ Patience➤ Determination• Importance of self - discipline• Approaches to self – discipline• Benefits of self - discipline <p><i>Skills</i></p> <ul style="list-style-type: none">• Communication skills• Analytical skills• Problem solving skills• Decision-making skills• Self – awareness• Coping with emotions <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being mindful• Being honest• Being critical• Being content• Being responsible• Being persistent• Being respectful• Being passionate• Being exemplary• Being time conscious• Being diligent• Being optimistic• Being obedient• Being proactive• Being open• Being resilient• Ensuring proper disposal of waste <p>A2.07 Promoting Volunteerism</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none">• Concept of volunteerism• Attributes of volunteerism<ul style="list-style-type: none">➤ Energetic➤ Flexibility➤ Creativity➤ Patience
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	<ul style="list-style-type: none">➤ Hard working➤ Efficiency➤ Commitment➤ Selflessness➤ Passion➤ Synergy➤ Determination➤ Positivity• Importance of volunteerism• Areas of volunteerism<ul style="list-style-type: none">➤ Social services➤ Community services➤ Emergencies➤ SUPW➤ Club activities➤ Scouting• Collective responsibility to prevent corruption (3Rs) and its benefits• Benefits of volunteerism <p><i>Skills</i></p> <ul style="list-style-type: none">• Communication skills• Negotiation skills• Interpersonal skills• Problem solving skills• Leadership skills• Management skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being sociable• Being vigilant• Being adaptable• Being efficient• Being time conscious• Being team player• Being persuasive• Being flexible• Being rational• Being sensible• Being passionate• Being proactive• Being optimistic• Being creative• Being committed• Being responsible• Having sense of ownership• Ensuring proper disposal of wastes
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	<p>A2.08 Upholding Patriotism</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Concept of patriotism • Concept of “Be Somebody” in relation to patriotism <ul style="list-style-type: none"> ➤ Be useful to oneself ➤ Be useful to one’s parents ➤ Be useful to community ➤ Be useful to <i>Tsa Wa Sum</i> • Importance of patriotism • Attributes of patriotism • Approaches to uphold patriotism <ul style="list-style-type: none"> ➤ Respect King, country and people (<i>Tsa Wa Sum</i>) ➤ Volunteer in times of need ➤ Take good care of public resources ➤ Abide by the laws of the land ➤ Exhibit exemplary role ➤ Conserve the environment ➤ Promote the national identities, culture and tradition • Civic education <p><i>Skills</i></p> <ul style="list-style-type: none"> • Communication skills • Leadership skills • Analytical skills • Interpersonal skills • Comprehension skills • Decision-making skills • Critical thinking skills • Management skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none"> • Being sensible • Being resilient • Being adaptable • Being vigilant • Being time conscious • Being efficient in using public resources • Being responsible • Being prudent • Being loyal • Being exemplary • Being accountable • Being transparent • Being proactive • Being optimistic • Being lawful
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	<ul style="list-style-type: none"> • Ensuring proper disposal of waste
Learning Conditions	<p>Learning Materials</p> <ul style="list-style-type: none"> • CBLM • Handouts • Audiovisual • Reference books (<i>Integrity Basic Book by Stephen L. Carter, 1995, Professor of Law at Yale University</i>) <p>Learning facilities and infrastructure</p> <ul style="list-style-type: none"> • Classroom with adequate facilities • Information Technology (IT) lab • Library <p>Materials</p> <ul style="list-style-type: none"> • Constitution of Kingdom of Bhutan • BCSR 2018 • Institute Policy document • Disciplinary Policy document • Institute code of conduct document • Service Standard document • Scout guideline • Club guideline • SUPW guidelines • Public Resource Management document • Red Cross Act • De-suung Honour Code • National Internal Control Framework, Ministry of Finance (MoF) • Civil Society Organization (CSO) Act
Instructional Methodologies	<ul style="list-style-type: none"> • Lecture • Interactive discussion • Demonstration/Role play • Guided practice • Group practice • Individual practice • Case studies
Method of Assessment	<ul style="list-style-type: none"> • Practical observation • Oral questioning/viva-voce • Written test • Assignment • Log book of one's conduct

Module Title	Applying Ethics, Integrity and Professionalism
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Module Code	EIP-M1		
Learning Outcome 3	Demonstrate Professionalism		
Duration	Theory: 10.5 hours	Practical: 10 hours	Total: 20.5 hours
Assessment Criteria	<ul style="list-style-type: none"> • Positive attitude is enhanced through positive thinking and practices • Responsibility is shouldered as per the expectation with keen interest and willingness • Due diligence is exercised following policies and standards • Due process is followed as per laws • Transparency is exhibited as per standards and procedures • Impartiality is promoted through internalization and practice of its attributes in workplace • Accountability of one's own action and decision is maintained as per standard and guideline • Professional responsiveness is demonstrated following the professional ethics • Responsiveness is demonstrated to service recipient following turn-around time and due process • Productivity is enhanced through implementation of suitable strategies • Professional conduct is demonstrated in line with professional code of conduct and service standards • Dignity of labour is embraced by exhibiting positive attitude, equity and equality towards work 		
Content	<p>A3.00 Introductory Knowledge:</p> <ul style="list-style-type: none"> • Concept of professionalism • Attributes of professionalism • Importance of professionalism • Professionalism in workplace – anecdotes • Trinity of professionalism (relationship among ethics, integrity and professionalism) <p>A3.01 Enhancing positive attitude</p> <p>Knowledge</p> <ul style="list-style-type: none"> • Concept of positive attitude • Importance of being positive • Development of positive attitude <ul style="list-style-type: none"> ➤ Focus on good things, however small ➤ Find goodness even in worst situation ➤ Turn failures/set-backs into lessons/opportunities • Advantages of being positive • Challenges in enhancing positive attitude (low self-esteem and influence of social circle) <p>Skills</p>		

	<ul style="list-style-type: none">• Communication skills• Analytical skills• Decision-making skills• Interpersonal skills• Comprehension skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being adaptable• Being optimistic• Being calm• Being open• Being flexible• Being forthcoming• Being constructive• Being persistent• Being kind, humble and generous• Being courageous• Ensuring proper disposal of waste <p>A3.02 Shouldering Responsibility</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none">• Definition of responsibility• Importance of taking up responsibility• Benefits of taking up responsibility• Concept of 3Rs (Refrain, Resist and Report corruption) and its benefit• Process of Complaint Management System <p><i>Skills</i></p> <ul style="list-style-type: none">• Interpersonal skills• Communication skills• Leadership skills• Analytical skills• Critical thinking skills• Problem-solving skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being responsible• Being adaptable• Being calm and confident• Being trustworthy• Being accountable• Having sense of ownership• Taking initiative• Being team player• Ensuring proper disposal of waste <p>A3.03 Exercising due diligence</p>
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	<p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Concept of due diligence • Importance of due diligence • Attributes of due diligence <ul style="list-style-type: none"> ➤ Accountability ➤ Responsibility ➤ Efficiency ➤ Transparency ➤ Lawfulness ➤ Timeliness ➤ Attention to details • Types of due diligence <ul style="list-style-type: none"> ➤ Administrative ➤ Financial ➤ Human Resource ➤ Legal ➤ Environmental ➤ Customer ➤ Commercial • Consequences of failure to uphold due diligence • Approaches to uphold due diligence • Challenges in upholding due diligence (situational circumstances: external or internal) <p><i>Skills</i></p> <ul style="list-style-type: none"> • Communication skills • Management skills • Leadership skills • Analytical skills • Interpersonal skills • Comprehension skills • Decision-making skills • Critical thinking skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none"> • Being sensible • Being sincere • Being responsible • Being collaborative • Being perseverant • Being consistent • Being open • Being diligent • Being time conscious • Ensuring proper disposal of waste <p>A3.04 Exhibiting Transparency</p>
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	<p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Definition of transparency • Attributes of transparency • Importance of being transparent • Extent and stages of transparency (areas of transparency: need to know and need to share basis) • Benefits of maintaining transparency • Consequences of not being transparent • Factors influencing transparency (work culture, system and fear of repercussion) <p><i>Skills</i></p> <ul style="list-style-type: none"> • Communication skills • Analytical skills • Leadership skills • Management skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none"> • Being open • Being adaptable • Being vigilant • Being reliable • Being responsible • Being positive • Being time conscious • Being accountable • Being efficient in using resources • Ensuring proper disposal of waste <p>A3.05 Promoting impartiality</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Definition of impartiality • Importance of impartiality • Concept of service standards • Importance of service standards • Benefits of e-services • Introduction to Integrity promotion tools • Exercising individual rights with responsibilities <p><i>Skills</i></p> <ul style="list-style-type: none"> • Communication skills • Analytical skills • Problem-solving skills • Leadership skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none"> • Being responsible • Being fair
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- Having sense of ownership
- Taking initiative
- Being trustworthy
- Being team player
- Ensuring proper disposal of waste

A3.06 Maintaining Accountability

Knowledge

- Definition of accountability
- Attributes of accountability
- Types of accountability
 - Personal accountability
 - Professional accountability
- Importance of maintaining accountability
- Benefits of maintaining accountability
- Introduction to Integrity promotion tools
- Consequences of not maintaining accountability

Skills

- Communication skills
- Analytical skills
- Leadership skills
- Management skills
- Problem solving skills

Attitude, safety and environmental concern

- Being responsible
- Being accountable
- Being assertive
- Being vigilant
- Being positive
- Being time conscious
- Being efficient in using materials
- Being team player
- Ensuring proper disposal of waste
- Ensuring proper delegation of responsibility with authority

A3.07 Demonstrating Responsiveness

Knowledge

- Concept of responsiveness
- Attributes of responsiveness
 - Responsibility
 - Accountability
 - Competency
 - Commitment
 - Efficiency
 - Reliability

	<ul style="list-style-type: none">➤ Moral and ethics➤ Proactive➤ Empathy➤ Inclusiveness• Importance of responsiveness• Approaches to responsiveness• Benefits of responsiveness• Challenges in demonstrating responsiveness (inadequate competencies, bureaucratic system and unreasonable expectation from service recipients) <p><i>Skills</i></p> <ul style="list-style-type: none">• Communication skills• Analytical skills• Decision-making skills• Leadership skills• Interpersonal skills• Comprehension skills• Critical thinking skills• Management skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being sensible• Being adaptable• Being obedient• Being vigilant• Being time conscious• Being efficient in using public resources• Being responsible• Being prudent• Being loyal• Being exemplary• Being accountable• Being transparent• Being proactive• Being optimistic• Being lawful• Being open• Being flexible• Being reliable• Being empathetic• Being self-disciplined• Ensuring proper disposal of waste <p>A3.08 Enhancing productivity</p>
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	<p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Concept of productivity • Attributes of productivity <ul style="list-style-type: none"> ➤ Competency ➤ Result driven ➤ Time management ➤ Initiative ➤ Feedback ➤ Work discipline ➤ Punctuality • Strategies of enhancing productivity <ul style="list-style-type: none"> ➤ Efficient use of resources ➤ Effective management of time ➤ Maintaining quality of products and services ➤ Innovation and creativity <p><i>Skills</i></p> <ul style="list-style-type: none"> • Communication skills • Analytical skills • Interaction skills • Interpersonal skills • Problem solving skills • Time management skills • Decision making skills • Critical thinking skills • ICT skills • Quality management skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none"> • Being creative/innovative • Being professional • Being open • Being critical • Being honest • Being responsible • Being truthful • Being sensible • Being a role model • Being consistent • Being determined • Being time conscious • Being efficient in using resources • Ensuring proper disposal of waste • Ensuring rectification/report of systemic flaws <p>A3.09 Demonstrating professional conduct</p>
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	<p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Concept of professional conduct and service standards • Importance of demonstrating professional conduct and service standards • Benefits of maintaining professional conduct • Consequences of breaching professional code of conduct • Challenges in demonstrating professional conduct (situational circumstances and individual differences) <p><i>Skills</i></p> <ul style="list-style-type: none"> • Communication skills • Analytical skills • Ethical Decision-making skills • Leadership skills • Interpersonal skills • Comprehension skills • Critical thinking skills • Management skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none"> • Being sensible • Being adaptable • Being positive • Being decisive • Being open • Being accountable • Being time conscious • Being transparent • Being fair • Being humble • Being selfless • Being exemplary • Being responsible • Being lawful • Ensuring proper disposal of waste <p>A3.10 Embracing Dignity of Labour</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Concept of dignity of labour • Importance of dignity of labour • Attributes of dignity of labour <ul style="list-style-type: none"> ➤ Positive outlook ➤ Equity ➤ Equality ➤ Humility ➤ Respect
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	<ul style="list-style-type: none"> ➤ Self-esteem ➤ Self-confidence ➤ Inclusiveness • Approaches to embrace dignity of labour • Challenges in embracing dignity of labour (social stigma and low financial incentives) <p>Skills</p> <ul style="list-style-type: none"> • Communication skills • Analytical skills • Decision-making skills • Leadership skills • Comprehension skills • Critical thinking skills <p>Attitude, safety and environmental concern</p> <ul style="list-style-type: none"> • Being sensible • Being adaptable • Being obedient • Being time conscious • Being flexible • Being open • Being positive • Being humble • Being resilient • Ensuring proper disposal of waste
<p>Learning Conditions</p>	<p>Learning Materials</p> <ul style="list-style-type: none"> • CBLM • Handouts • Audiovisual • Reference books <p>Learning Facilities and infrastructure</p> <ul style="list-style-type: none"> • Classroom with adequate facilities • Information Technology (IT) lab • Library <p>Materials</p> <ul style="list-style-type: none"> • Existing Labour and Employment Act • Institute Policy document • Service delivery standards document • Relevant Meditation document • Disciplinary document • Professional Ethics document • Ethical Leadership Document/Module

Instructional Methodologies	<ul style="list-style-type: none">• Lecture• Interactive discussion• Demonstration/Role play• Guided practice• Group practice• Individual practice• Case studies
Method of Assessment	<ul style="list-style-type: none">• Practical observation• Oral questioning/viva-voce• Written test• Assignment• Log book of one's conduct

Module Title	Applying Ethics, Integrity and Professionalism		
Module Code	EIP-M1		
Learning Outcome 4	Apply Ethics and Integrity Management (EIM) Tools		
Duration	Theory: 13 hours	Practical: 10 hours	Total: 23 hours
Assessment Criteria	<ul style="list-style-type: none"> • Conflict of Interest is declared as per the existing Model Guideline on Managing Conflict of Interest in the public sector • Gifts are declared and managed as per the existing Gift Rules • Income, assets and liabilities are declared as per the existing Asset Declaration Rules • Debarment proceedings are adhered to as per the existing Debarment Rules • Concept and tools of Business Integrity Initiative of Bhutan (BIIB) is outlined in accordance with BIIB Guideline • Concept and processes of Integrity Diagnostic Test (IDT) is outlined by understanding four pillars of Integrity and its processes • Concept and processes of Corruption Risk Management (CRM) is outlined by understanding the framework and its steps • Grievances in the workplace are addressed as per the instituted grievance redressal mechanisms 		
Contents	<p>A4.00 Introductory Knowledge</p> <ul style="list-style-type: none"> • Ethics and integrity management approaches <ul style="list-style-type: none"> ➤ Individual Level ➤ Organizational Level ➤ Environment Level • Concept and processes of Integrity Vetting Report (IVR) • Importance of IVR <p>A4.01 Declaring Conflict of Interest (CoI)</p> <p>Knowledge</p> <ul style="list-style-type: none"> • Definition of Conflict of Interest • Types of Conflict of Interest <ul style="list-style-type: none"> ➤ Personal and private interest ➤ Financial and non-financial interest ➤ Actual, potential and perceived • Importance of declaring Conflict of Interest • Process to declare Conflict of Interest • Management of Conflict of Interest <ul style="list-style-type: none"> ➤ Recuse ➤ Divest ➤ Waive the conflict • Monitoring and compliance of Conflict of Interest • Challenges in declaring Conflict of Interest (close knit society and external pressure) <p>Skills</p> <ul style="list-style-type: none"> • Communication skills 		

	<ul style="list-style-type: none">• Comprehension skills• Analytical skills• Problem solving skills• Decision-making skills• Leadership skills• Management skills <p><i>Attitude, Safety and environmental concern</i></p> <ul style="list-style-type: none">• Being sensible• Being honest• Being open• Being responsible• Being critical• Being accountable• Ensuring proper disposal of waste <p>A4.02 Applying Gift Rule</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none">• Concept of gifts• Importance of gift declaration• Applicability of Gift Rule• Gift prohibitions• Gift consideration• Gift disclosure• Gift disposal• Penalty for breach of Gift Rule• Challenges in abiding by the existing Gift Rules (cultural factors) <p><i>Skills</i></p> <ul style="list-style-type: none">• Communication skills• Management skills• Leadership skills• Comprehension skills• Decision-making skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being sensible• Being lawful• Being responsible• Being vigilant• Being informed• Being loyal• Being trustworthy• Being committed• Being time conscious• Being open• Being honest
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	<ul style="list-style-type: none"> • Being accountable • Ensuring proper disposal of waste <p>A4.03 Declaring Income, Assets and Liabilities</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Concept of Asset Declaration (AD) • Importance of AD • Types of declaration • Period of declaration • Benefits of declaration • Features of AD Form • Online declaration • Importance of asset declaration follow up • Consequences of breaching existing AD Rules <p><i>Skills</i></p> <ul style="list-style-type: none"> • Using AD form • ICT skills • Communication skills • Comprehension skills • Time management skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none"> • Being sensible • Being adaptable • Being obedient • Being vigilant • Being honest • Being accountable • Being time conscious • Being responsible • Ensuring proper disposal of waste <p>A4.04 Adhering to Debarment Rules</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Concept and principle of Debarment • Importance of Debarment Rules • Causes and sanctionable practices for Debarment • Process of Debarment • Consequences of breaching existing Procurement Rules and Regulation • Challenges in adhering to existing Debarment Rules (enforcement by oversight agencies) <p><i>Skills</i></p> <ul style="list-style-type: none"> • Comprehension skills • Communication skills
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	<ul style="list-style-type: none">• Analytical skills• Problem solving skills• Decision-making skills• Coordination skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being sensible• Being honest• Being critical• Being responsible• Being lawful• Being committed• Being vigilant• Being accountable• Ensuring proper disposal of waste <p>A4.05 Outlining concept and tools of Business Integrity Initiative of Bhutan (BIIB)</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none">• Concept of BIIB• Corporate Integrity Pledge• Business Code of Conduct• Importance of BIIB• Recognition of practicing ethical business• Monitoring and compliance of BIIB <p><i>Skills</i></p> <ul style="list-style-type: none">• Comprehension skills• Analytical skills• Communication skills• Problem solving skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none">• Being trustworthy• Being open• Being sincere• Being loyal• Being responsible• Being reliable• Being honest• Being committed• Being accountable• Being team player• Ensuring proper disposal of waste
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	<p>A4.06 Outlining concept and process of Integrity Diagnostic Test (IDT)</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Concept of IDT • Importance of IDT • Four pillars of Organizational Integrity <ul style="list-style-type: none"> ➤ Compass ➤ Character ➤ Conscience ➤ Control • Process of IDT <ul style="list-style-type: none"> ➤ IDT questionnaire <p><i>Skills</i></p> <ul style="list-style-type: none"> • Comprehension skills • Communication skills • Analytical skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none"> • Being honest • Being open • Being sincere • Being trustworthy • Being responsible • Being reliable • Being committed • Being accountable • Ensuring proper disposal of waste <p>A4.07 Outlining concept and process of Corruption Risk Management (CRM)</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Concept of CRM • Importance of CRM • CRM Framework • Seven Steps of CRM <ul style="list-style-type: none"> ➤ Risk identification ➤ Risk assessment ➤ Select major risk ➤ Cause analysis ➤ Strategic solution ➤ Choosing and implementing the course of action ➤ Monitoring the implementation of action plan • Challenges in comprehending CRM (complexity of the process) <p><i>Skills</i></p> <ul style="list-style-type: none"> • Comprehension skills • Analytical skills
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	<ul style="list-style-type: none"> • Communication skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none"> • Being honest • Being open • Being sincere • Being trustworthy • Being responsible • Being receptive • Being reliable • Being committed • Being accountable • Ensuring proper disposal of waste <p>A4.08 Addressing Workplace Grievances</p> <p><i>Knowledge</i></p> <ul style="list-style-type: none"> • Concept of grievance redressal mechanism • Importance of grievance redressal mechanism • Nature of grievances • Process to lodge grievances • Approaches of grievance redressal • Benefits of addressing grievances • Consequences of not addressing grievances • Challenges in addressing grievances (fear of retaliation and repercussion) • Internal Service Rules (ISR) <p><i>Skills</i></p> <ul style="list-style-type: none"> • Communication skills • Leadership skills • Analytical skills • Comprehension skill • Interviewing techniques • Critical thinking skills • Problem solving skills • Decision making skills • Mediation skills <p><i>Attitude, safety and environmental concern</i></p> <ul style="list-style-type: none"> • Being responsible • Being vigilant • Being time conscious • Being proactive • Being sensitive • Being open • Being committed • Being constructive
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	<ul style="list-style-type: none"> • Being honest • Being lawful • Being accountable • Being courageous • Being impartial • Ensuring proper disposal of waste
Learning Conditions	<p>Learning Materials</p> <ul style="list-style-type: none"> • CBLM • Handouts • Audiovisual • Reference books <p>Learning Facilities and Infrastructure</p> <ul style="list-style-type: none"> • Classroom with adequate facilities • Library • IT Lab <p>Materials</p> <ul style="list-style-type: none"> • Model Guideline on Managing Conflict of Interest in the Public Sector • BCSR • The Gift Rules • The Asset Declaration Rules • AD Manual • AD Form • Debarment Rules • Grievance Redressal Mechanism guideline • Corporate Integrity Pledge • Business Code of Conduct Model • Procurement Rules & Regulation • IDT Guideline • IDT Questionnaire • CRM Manual and Framework • Ethics and Integrity Management Guideline
Instructional Methodologies	<ul style="list-style-type: none"> • Lecture • Discussion • Demonstration/Role play • Guided practice • Group practice • Individual practice • Case studies
Method of Assessment	<ul style="list-style-type: none"> • Practical observation • Oral questioning/viva-voce • Written test

	<ul style="list-style-type: none">• Assignment• Log book of one's conduct
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ANNEXES

Annex I: EIM Forms/Checklist

1. Conflict of Interest Declaration Form

Part A-Declaration of Conflicts of Interest

I,[*name*], bearing CID No.....,[*Position/ Title*].....[*Agency*], hereby declare that:

I do not have any pecuniary interest or other personal interest, (actual or potential) in any matter that raises or may raise a conflict with my duties as a Member of[*Committee/Board*] of.....[*Agency*]. I shall notify the Management or Committee concerned immediately in the event when such interest arise in the course of discharging my duty as a.....[*Committee/Board*] Member.

OR

I have pecuniary interest or other personal interest (actual or potential) in certain matter that may raise or raises a conflict with my duty as a Member of[*Committee/Board*] of[*Agency*].

If (yes)

i. Briefly describe the nature of interest:

.....
...
.....
...

ii. Do you think you would be able to take decisions impartially despite the Conflicts of Interest?

Yes No

I confirm that the above information is true to the best of my knowledge. In the event the above declaration is found to be incorrect, I shall be liable for administrative/legal action as per the Anti-Corruption Act of Bhutan 2011 and other relevant Rules and Laws of the land.

Signature of the Employee: _____

Date: _____

Part B- Record of Resolution

With respect to the above declaration, the Chairperson of the Committee concerned has passed the following resolution:

The declarant shall:

- Refrain from getting involved or participate in performing his or her duty, as described in Part A, which may raise or raises conflicts.

- Continue to participate in performing his or her duty as described in Part A, provided that there is no change in the information declared above.

- Others (Please specify).

Signature of the Chairperson: _____

Date: _____

2. Gift Declaration Form

Gift Recipient Information

Name of the gift recipient (public servant, spouse and/or dependent):
.....

Relationship to the public servant (if gift receiver is spouse and/or dependent):
.....

Designation of the recipient public servant:

Agency of the recipient public servant:

Address:

Phone:

Gift Information

Description of the gift:

Value of the gift (based on a receipt or the estimated fair market value):
.....

Date of receipt of the gift:

Gift Giver's Information

Name of the gift giver:

Designation:

Agency:

Address:

Phone:

Gift Acceptance Circumstances (*Please provide circumstances justifying the gift acceptances*):

.....

Retention or Disposal of Gift

- (1) Gift will be retained/used by the recipient.

Date of Return:

- (2) In accordance with Rule 33 (b) of the Gift Rules, the gift has been returned to the giver. *(Please attach the receipt or acknowledgment of the deposit)*

Date of Return:

- (3) In accordance with Rule 33 (c) of the Gift Rules, gift from foreign source is disposed off in accordance with the procedures in force for disposal of government properties.

- (4) In accordance with Rule 33 (d) of the Gift Rules, the gift from foreign government is used for official purposes or disposed off in accordance with the procedures in force for disposal of government properties.

Name of organization:

Address:

Date of Deposit:

(Please attach the receipt or acknowledgment of the deposit)

Affidavit

I affirm that all the information that I have written in this form is true, correct and complete to the best of my knowledge, information and belief. I understand that I am liable for penalty under the Gift Rules if I have knowingly hidden or falsely disclosed the gift.

.....
(Signature of the Recipient) (Date)

I have determined that this gift is appropriate for use/retention/return in accordance with the Gift Rules and that this gift was not solicited by the recipient.

.....
(Name and Signature of the Head of Agency) (Date)

In the case of the HoA

.....
(Name and Signature of the Committee Chair) (Date)

3. Asset Declaration Form

ASSET DECLARATION FORM IMPORTANT INFORMATION ON FILING ASSET DECLARATION

Why must I file? Section 38 (1) of the Anti-Corruption Act of Bhutan (ACAB) 2011 requires all covered persons to file their Asset Declaration (AD). This is to promote transparency and accountability in the public service.

What must I file? You are required to file your assets, income and liabilities as per the prescribed form of the AD Rules 2017.

- (a) **Annual Declaration:** Declare your assets, income and liabilities for the reporting year
(1st January to 31st December) only.
- (b) **Assumption of office:** Declare all your assets and liabilities acquired before the assumption of office. You are not required to declare your income and expenditure.
- (c) **Vacation of office:** Declare your assets, income and liabilities for the period between annual declaration and vacation of office.

When must I file? You are required to file your declarations in accordance with the Rule 10 (a, b & c) of the AD Rules 2017:

- (a) **Annul Declaration:** 1st February to 31st March;
- (b) **Assumption of office:** Within three months after becoming a covered person; and
- (c) **Vacation of office:** Within one month before ceasing to be a covered person for planned exit and within one month after ceasing to be a covered person for unforeseen exit.

What are the penalties? Failing to file your AD or filing false information in the AD may subject you to penalty and/or disciplinary action as per the ACAB 2011 and AD Rules 2017. Willful falsification of information may subject you to criminal prosecution.

What if I have Questions? If you have any queries, kindly contact AD Administrators of your Agency or Central AD Administrator of the Anti-Corruption Commission @ 02-337423 or login to www.acc.org.bt

Proceed

I. Reason for the Declaration

Tick the appropriate box

- 1. Annual Declaration *Instruction: Declare your assets, income and liabilities for the reporting year (1st January to 31st December) only.*
- 2. Assumption of office *Instruction: Declare all your assets and liabilities acquired before the assumption of office. You are not required to declare your income and expenditure.*
- 3. Vacation of office *Instruction: Declare your assets, income and liabilities for the period between annual declaration and vacation of office.*

II. Your personal information including your spouse and dependent (s)

Please indicate if your spouse and /or dependent (s) are filing their declarations separately.

Name	Relationship (Self/Spouse/Dependent(s))	CID No.	EID No. (if applicable)	Date of Birth (dd/mm/y)	Employing Agency	Permanent Address (Village, Gewog, Dzongkhag)	Phone/Mobile number	Declaring separately
								Yes*/ No

* Do not include in your declaration the assets, income and liabilities of your spouse and /or dependent (s) if they are required to file declarations

III.Details of additional job/employment (Outside position)

Please provide the details, if you have held any additional job/employment apart from the position held in the current office, whether paid or unpaid.

Sl. No.	Agency Name	Position Title	Income, if any

IV.Details of your Post Employment Arrangement/ Plan

Please provide the following information on any post-employment arrangement/plans for other jobs/employment you have made after your separation from the current office.

Sl. No.	Agency Name	Any offer or acceptance made

V. Declaration of Assets, Income and Liabilities

1. Immovable properties such as land and building/house/flat

In your declaration, also include the details of immovable properties acquired by your spouse and / or dependent (s) *only if they are not required to file declarations separately.*

Type of property	Property Details			How was it acquired? (<i>Eg. Purchased/ inherited/ gifted/ constructed/ exchanged</i>)	Who acquired it? Name & Relationship	From whom was it acquired? (<i>Name & CID</i>)	When was it acquired? (<i>Please mention the Date</i>)	Total Cost (Nu.)	Actual Payment made during the declaration period (Nu.)	Source of finance	Transaction status (<i>Completed/ Under-process</i>)	In whose name is the property registered?
	Thram No./Plot No./House No.	Size/Qty.	Location									

3. Vehicles/machineries

In your declaration, also include the details of vehicles / machineries (which requires registration) acquired by your spouse and/or dependent (s) *only if they are not required to file declarations separately.*

Type of vehicles / machineries	Vehicle/machineries Details			How was it acquired? (<i>Eg. Purchased/ inherited/gifted/ exchanged</i>)	Who acquired it? Name & Relationship	From whom was it acquired? (<i>Used - Name & CID; New - Company Name</i>)	When was it acquired? (<i>please mention the date</i>)	Total Cost (Nu.)	Actual Payment made during the declaration period (Nu.)	Source of finance	Transaction status (<i>Completed/ Under-process</i>)	In whose name is the Vehicle/machinery registered?
	Model (Year)	Registration No.	New/Used									

4. Personal Savings

Please provide the details of all savings whether cash in hand (including foreign exchange), money lent or in bank deposits (domestic or abroad) if the total amount (Ngultrum) exceeds your one month's gross salary. Also include the details of Personal Savings of your spouse and / or dependent (s) only if they are not required to file declarations separately.

Type of savings (<i>Cash in hand / Bank Deposits/Money lent</i>)	Amount (Nu.)	Where are the savings held? (<i>If Bank - Provide Name, address, deposit type & account No.; If money lent – Provide Name & CID of Borrower</i>)	Source of savings

5. Convertible asset

Please provide the details of all convertible assets acquired such as works of art, jewelry, gold and other objects which exceeds a value of **Nu.100, 000.00 in total**. Also include the details of convertible assets acquired by your spouse and / or dependent (s) **only if they are not required to file declarations separately**.

Type/Name of convertible assets	How was it acquired? (Eg. Purchased / inherited/ gifted/ exchanged)	Who acquired it? Name & Relationship	From whom was it acquired? (If individuals - Name & CID; If Company -Name & Address)	When was it acquired? (please mention the Date)	Total Cost (Nu.)	Actual Payment made during the declaration period (Nu.)	Source of finance	Who is owning the convertible assets?

VII. Liabilities

In your declaration, also include the details of liabilities of your spouse and / or dependent(s) **only if they are not required to file declarations separately**. Liabilities may also include the borrowings made from private individuals. **However, DO NOT include the loan amount received and declared in your last declaration.**

Type of liabilities (<i>Bank Loan/Overdraft / Private Borrowings</i>)	Total Amount (Nu.)	Amount actually received during the declaration period (Nu.)	Details of lender <i>(If Bank - provide Name, Address & type of loan; If individuals - provide Name & CID)</i>	Details of borrower Name & Relationship <i>(self/spouse/dependent)</i>	Date of borrowing

VIII. Declaration of Expenditure

1. Educational Expenditure

Please provide education expenditures if it exceeds Nu. 5000.00 per individual.

Name & Relationship <i>(self/spouse/dependent(s))</i>	Amount (Nu.)	Name of school/institute/college/ university & place	Course / level

2. Other expenditure

Please provide your expenditure incurred for rental, insurance, loan repayment and others. Under **(d) others, except for utilities** (*expenses on food, electricity and transport*), please provide expenditures like *travel, purchase of computer, Smartphone, vacation, donations, wedding, maintenance, medical treatment, gifts, religious rituals etc. if the total amount exceeds your one month's gross salary.*

	Expenditure	Amount	Remarks, if any
(a)	House rent		
(b)	Insurance premium		
(c)	Loan repayment (<i>indicate separately for different lenders</i>)		(Loan balance)
(d)	Others		

AFFIDAVIT I swear or affirm that all the information that I have written on this form is true, correct and complete to the best of my knowledge, information and belief. I understand that I shall be liable as per section 64 of ACAB 2011, if I have intentionally given false information. I also know that I may be asked to show proof of any information I have given. I also hereby authorize the Commission or its duly authorized agency to obtain and secure from all appropriate agencies, including the Department of Revenue and Customs, such documents that may show such income, assets, and liabilities, including those of my spouse, children and dependents, covering previous Annual declaration (s) and Assumption office declaration.



(Signature of the Declarant) Name
.....
Date
Designation/ position level / grade if applicable
.....
E-mail address:
.....CUT.....
.....

OFFICIAL ACKNOWLEDGEMENT RECEIPT

We acknowledge with thanks the receipt of Mr./Ms
..... asset declaration for the year
..... received on date
Please retain this receipt for your record and future reference
.....
.....
.....

(SIGNATURE)
ASSET DECLARATION ADMINISTRATOR

4. Corporate Integrity Pledge

Company Logo



བདེ་སྤྲོད་བཀག་སྡོམ་ལྷན་ཚོགས།
ACC
ANTI-CORRUPTION COMMISSION

Corporate Integrity Pledge

RECOGNISING:

The business sector as an engine of economic growth in Bhutan;
The vulnerability of the public-private interface to corruption; and
The shared Constitutional duty of each and every person to act with integrity and do our best for the country;

OUR COMPANY HEREBY PLEDGES ITS COMMITMENT to prevent corruption for correct, honorable and proper conduct of business, for promotion of good commercial practice, and in the contractual relations of business with the Government, as per Section 37 of the Anti-Corruption Act of Bhutan 2011.

ON THE BASIS OF THIS COMMITMENT WE WILL:

Refuse to engage in corrupt practices, no matter what form they take;
Comply willingly and honestly with the laws and regulations of the country;
Act wholeheartedly according to the Business Code of Conduct in all our dealings;
Strengthen our internal systems with respect to business integrity, in line with international best practice;
Partner with the Government, our fellow companies and other stakeholders to drive the integrity agenda; and
Conduct our business with integrity, honesty, responsibility and good governance.

Signed by: _____ Witnessed by: _____

Name & Designation

Name & Designation

Date

Date

5. Integrity Diagnostic Test Questionnaire

Organizational Integrity Questionnaire

The questionnaire survey aims to assess your organization’s integrity practices to help develop plans for improvement. The responses and comments of all participants will be treated as confidential. Please read the following instructions before completing the questionnaire.

1. Rate your organization in terms of the state it is in currently, not as you would like it to be.
2. Choose one of the ratings that best fits the statements in the questionnaire and mark “✓” in the box.
3. Refer the Appendix on the next page for definition of some terms in the questionnaire.

No.	Statements about the Organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A	COMPASS: THE VISION AND mission of the organization which defines its strategic direction.					
A1	My organization has a clearly defined vision and mission.					
A2	Top leaders of my organization set directions that are consistent with the vision and mission.					
A3	Management of my organization plan activities that are consistent with the vision and mission.					
A4	I know the Vision and Mission of my organization.					
A5	My work contributes towards achieving the vision and mission of my organization.					
B	CHARACTER: Elements of organizational culture that shape members’ behavior, work environment and public image of the organization.					
B1	My organization practices transparency in the workplace.					
B2	Top leaders of my organization follow core values that guide their behavior.					
B3	Management of my organization consult the members of the organization in its plans.					
B4	Employees of my organization have a strong sense of responsibility towards the organization.					
B5	Employees of my organization are honest in their dealings with the stakeholders/clients.					
C	CONSCIENCE: Regard for the rights and interests of others (employees/stakeholders) and the observance of laws and rules in the society and workplace.					
C1	My organization respects the rights of its employees.					
C2	Top leaders of my organization treat employees with professionalism.					
C3	Management of my organization keep their promises.					
C4	Employees of my organization are law abiding.					
C5	Employees of my organization are responsive to the stakeholders/clients.					

4.

D	CONTROLS: Policies, systems and procedures to prevent and detect unethical behaviour/misconduct.					
D1	My organization has effective policies, systems and procedures to prevent and detect unethical behavior/misconduct.					
D2	Top leaders of my organization have established checks and balances mechanism to prevent and detect unethical behavior/misconduct.					
D3	Management of my organization ensure the implementation of policies, systems and procedures in place.					
D4	Employees of my organization adhere to the policies, systems and procedures in place.					
D5	I use my organization's grievance redress channels to raise my concerns.					

Organization: _____

Department/Division or Equivalent: _____

Years of Service in the present organization: **Years.**

Gender:	Male	<input type="checkbox"/>
	Female	<input type="checkbox"/>
Position Category:	EX/ES or Equivalent	<input type="checkbox"/>
	P1-P2 or Equivalent	<input type="checkbox"/>
	P3-P5 or Equivalent	<input type="checkbox"/>
	S1 and below or Equivalent	<input type="checkbox"/>
	Others	<input type="checkbox"/>
Education level:	Post Graduate	<input type="checkbox"/>
	Undergraduate	<input type="checkbox"/>
	Diploma/Certificate	<input type="checkbox"/>
	High School	<input type="checkbox"/>
	Primary	<input type="checkbox"/>
	Others	<input type="checkbox"/>

Appendix:

Vision: An aspirational expression of what an organization would like to achieve or accomplish in the long-term future.

Mission: A description of an organization's purpose and its overall intention.

Top Leaders: Secretary/Head of agency and above position.

Management- Decision makers in an organization which includes Chief and above or equivalent position.

Core values: Values that the organization holds which form the foundation on which employees and management perform work and conduct themselves.

Stakeholders/Clients: Agencies/individuals that the organization deals with.

Professionalism: Treating employees professionally (objectivity, impartiality, decency, respectful, etc)

Transparency: Openness and communication in the organization including decision making for building trust, honesty and fairness.

Checks and Balances: Mechanisms over and above the policies, procedures and systems.

Sense of Responsibility: Awareness of one's obligations; doing what one is supposed to do.

Grievance Redress channels: Procedure/channels that is intended to facilitate the effective handling of grievances that may from time to time present themselves in the working environment.

Grievance: A grievance is any dissatisfaction or sense of injustice, or unfairness felt by a staff member in connection with his/her work or employment.

Thank you for your participation

6. Ethical Decision Making checklist

Ethical decision making checklist

Ask Yourself:



The Legal Test: Is it legal?

The Publicity Test: How would I feel if this action were to become public?

The Sunshine Test: Can I discuss it openly without feeling ashamed?

The Intuition Test: Does this action go against the grain of my moral principle?

Annex II: Mode of Assessment

Continuous Assessment

Category	Marks	Remarks
Attendance	10	70 % weightage will be taken for summative assessment.
Class Participation	10	
Assignment	10	
Class Test	20	
Log Book of one's conduct	50	

Summative Assessment for Each National Certificate

Category	Marks	Remarks
Continuous Assessment	70	Terminal Exam will be conducted as written exam.
Terminal Exam	30	
Total	100	

Annex III: Lesson Plan

Course Title:				NC Level:
Module Code:				Duration:
Module Title:				
Learning Outcome:				
Skill/Task/Topic:				
Terminal Performance Objective:				
<i>(Note: Write narrative statement extracted from TPO of Task Sheet)</i>				
Enabling Objectives (Related knowledge):				
<i>By the end of the lesson trainees will be able to:</i>				
<ul style="list-style-type: none"> i) ii) iii) 				
What (Content/Activity)	Who (T/L)	How (Methods/ Media)	Duration (Min.)	Questions
<i>Introduction:</i>				
<i>Main body</i>				
<i>Conclusion</i>				
Projects/Problems:				

Instructional Resources Plan				
Skills/Task/Topic:				
No. of Trainees:				
Sl. No.:	Instructional materials/resources	Specifications	Qty.	Remarks
Prepared by :		Signature	Date:	
Revised by:		Signature	Date:	
Approved by:		Signature	Date:	

Annex V: Monthly/Weekly Plan

Month:

Module:

Trainer:

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 01							
Week 02							
Week 03							
Week 04							
Week 05							

Developed by:

Approved by:

Date

Annexure VI: Time Distribution						
Ethics, Integrity and Professionalism						
Module Title	Learning outcomes	Competencies/Tasks	Theory (hours)	Practical (hours)	Total (hours)	
A: Apply Ethics, Integrity and Professionalism	A1 Practise ethics	A1.00 Introductory knowledge	1.5	0	1.5	
		A1.01 Adhere to ethical code of conduct	0.5	0.5	1	
		A1.02 Adhere to societal norms	0.5	1	1.5	
		A1.03 Promote lawfulness	1	1	2	
		A1.04 Promote common good	1	0.5	1.5	
		A1.05 Apply principle of cause and effect	1	0.5	1.5	
		A1.06 Address ethical dilemma/issues	1	0.5	1.5	
	Sub Total Duration			6.5	4	10.5
	A2 Uphold integrity	A2.00 Introductory knowledge	1	0	1	
		A2.01 Uphold honesty	0.5	1	1.5	
		A2.02 Keep promise	0.5	0.5	1	
		A2.03 Exercise right judgement	0.5	1	1.5	
		A2.04 Maintain consistency in adversity	0.5	1	1.5	
		A2.05 Take ownership of public resources	1	1	2	
		A2.06 Uphold self-discipline	1	1	2	
		A2.07 Promote volunteerism	0.5	1	1.5	
		A2.08 Uphold patriotism	1	1	2	
	Sub Total Duration			6.5	7.5	14
	A3 Demonstrate professionalism	A3.00 Introductory knowledge	1	0	1	
		A3.01 Enhance positive attitude	1	1	2	
		A3.02 Shoulder responsibility	0.5	1	1.5	
		A3.03 Exercise due diligence	1	1	2	
		A3.04 Exhibit transparency	1	1.5	2.5	
		A3.05 Promote impartiality	1	1.5	2.5	
		A3.06 Maintain accountability	1	1	2	

	A3.07 Demonstrate responsiveness	1	1	2
	A3.08 Enhance productivity	1	0.5	1.5
	A3.09 Demonstrate professional conduct	1	0.5	1.5
	A3.10 Embrace dignity of labor	1	1	2
Sub Total Duration		10.5	10	20.5
A4 Practise Ethics and Integrity Management	A4.00 Introductory knowledge	1	0	1
	A4.01 Declare Conflict of Interests (COI)	2	1	3
	A4.02 Apply Gift Rules	2	1	3
	A4.03 Declare asset, income and liabilities	2	2	4
	A4.04 Adhere to Debarment Rules	1	1	2
	A4.05 Comply with BIIB	1	2	3
	A4.06 Conceptualize IDT	1.5	1	2.5
	A4.07 Conceptualize CRM	1.5	1	2.5
	A4.08 Address workplace grievances	1	1	2
Sub Total Duration		13	10	23
Grand Total Duration(hours)		36.5	31.5	68

Annexure VII:



TASK ANALYSIS DATA SHEET

TASK ANALYSIS – DATA SHEET

Trade: Ethics, Integrity and Professionalism

Competency Area: Apply ethics, Integrity and Professionalism

Sub Competency Area: Practise ethics

TASK Reference:

Task: Adhere to ethical code of conduct

Code	Serial No.
A	1.01

S/N	STEPS	PERFORMANCE STANDARDS
1.	Attend orientation on ethical code of conduct	<ul style="list-style-type: none"> Ethical behaviour exhibited as per the ethical code of conduct
2.	Comprehend ethical code of conduct	
3.	Follow ethical code of conduct	
4.	Exhibit ethical code of conduct	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Comprehension skills Communication skills Analytical skills 	<p>Introductory knowledge:</p> <ul style="list-style-type: none"> Definition of ethics Attributes of ethics General Theory of Ethics <ul style="list-style-type: none"> Consequentialist ethics Deontological ethics Virtue ethics Types of ethics <ul style="list-style-type: none"> Personal ethics Common ethics Professional ethics Importance of ethics 	<ul style="list-style-type: none"> Being adaptable Being obedient Being time conscious Being open Being accountable 	<p>Materials</p> <ul style="list-style-type: none"> Ethical code of conduct document 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Ethical dilemma due to situational circumstances

	Task: <ul style="list-style-type: none">• Definition of ethical code of conduct• Importance of ethical code of conduct• Consequences of breaching ethical code of conduct• Challenges to abide by ethical code of conduct (factor : situational circumstances such as leadership, peer pressure, culture, diligence, discipline and work environment)					
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Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Practice Ethics

Task: Adhere to ethical societal norms

Competency Area: Apply Ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	1.02

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend societal norm	<ul style="list-style-type: none"> Societal norms are practised considering the ethicality of the action
2.	Internalize the importance of societal norms	
3.	Assess the ethicality of societal norms	
4.	Exhibit conducts in accordance to ethical societal norms	
5.	Uphold ethical societal norms	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Decision making skills Leadership skills 	<ul style="list-style-type: none"> Concept of ethical societal norms Importance of adhering to ethical societal norms Benefits of adhering to ethical societal norms Consequences of not adhering to ethical societal norms 	<ul style="list-style-type: none"> Being sensible Being vigilant Being assertive Being sociable Being a role model Being truthful Being responsible Being positive 	<p>Materials</p> <ul style="list-style-type: none"> Bhutanese Etiquette Manual 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace and Community 	<ul style="list-style-type: none"> Difficulty in adhering to ethical societal norms due to conventional societal culture

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Practise ethics

Task: Promote lawfulness

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	1.03

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend lawfulness	<ul style="list-style-type: none"> Lawfulness is promoted by adhering to rules & regulations
2.	Internalize the importance of being lawful	
3.	Adhere to institution’s rules and regulations	
4.	Participate in advocacy programs that enhance lawfulness	
5.	Exhibit attitude and behavior that enhances culture of lawfulness	
6.	Promote public participation in advocacy programs that enhance lawfulness	
7.	Report on activities that are in contravention to lawfulness	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Interpersonal skills Leadership skills 	<ul style="list-style-type: none"> Concept of lawfulness Importance of being lawful Importance of participation in advocacy programs Promotion of culture of Lawfulness Reporting mechanisms for unlawful act 	<ul style="list-style-type: none"> Being diligent Being obedient Being vigilant Being responsible Being credible Being role model Being calm and confident Having sense of ownership 	<p>Materials</p> <ul style="list-style-type: none"> Constitution of Kingdom of Bhutan and Institute Policy Document. 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Repeated breaching of rules due to behavioural problem and vested interest

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Practise ethics

Task: Promote common good

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	1.04

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend concept of common good (Public interest)	<ul style="list-style-type: none"> Common good is promoted considering the cost efficiency and benefits for society
2.	Internalize the importance of common good	
3.	Identify the expected outcomes/impact of an action	
4.	Select the action considering the efficiency of cost and benefits for society <i>Note: Common good actions include volunteering in community services, taking up individual responsibility in creating corruption free society, paying taxes honestly, etc.</i>	
5.	Practice common good action	
6.	Assess the outcome of action	
7.	Maintain the common good practices	
8.	Cascade the common good practices	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Analytical skills • Critical thinking skills • Ethical decision making skills • Comprehension skills • Leadership skills • Negotiation skills • Interpersonal skills • Creative thinking skills 	<ul style="list-style-type: none"> • Concept of common good • Importance of common good • Relationship between theory of consequentialist ethics and common good • Selection of action (Total Cost + Benefits for society) • Standard setting and result assessment of action 	<ul style="list-style-type: none"> • Being altruistic • Being efficient in using materials • Being time conscious • Being sensible • Being sociable • Being a role model • Being truthful • Being responsible 	<p>Materials</p> <ul style="list-style-type: none"> • Ethics of Business Part II (Chapter 2) 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in effective implementation due to fixed mind-set and conventional societal culture

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Practise ethics

Task: Apply principles of cause and effect

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	1.05

S/N	STEPS	PERFORMANCE STANDARDS
1.	Establish cause and effect scenario	<ul style="list-style-type: none"> Principles of cause and effect are applied through internalization
2.	Comprehend principles of cause and effect	
3.	Appreciate the principles of cause and effect (<i>layjumdrey</i>)	
4.	Relate principles of cause and effect to corruption	
5.	Refrain from corrupt practices	
6.	Resist to corrupt practices	
7.	Report any forms of corruption	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Comprehension skills Analytical skills Ethical decision-making skills 	<ul style="list-style-type: none"> Concept of cause and effect (<i>Lay-Judrey</i>) Principle of cause and effect Cause and effect scenario (case study) Definition of corruption Corruption offenses 	<ul style="list-style-type: none"> Being rational Being open Being a role model Having right aptitude Being diligent Being honest and truthful 	<p>Materials</p> <ul style="list-style-type: none"> Anti-Corruption Act of Bhutan, Infographic on Corruption offenses and Case Studies 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Difficulty in applying the principles of cause and effect due to ignorance and philosophical nature of concept

	<ul style="list-style-type: none">• Causes of corruption• Consequences of corruption• 3Rs (Refrain, Resist and Report corruption)					
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Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Practise ethics

Task: Address ethical dilemma/issues

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	1.06

S/N	STEPS	PERFORMANCE STANDARDS
1.	Establish a situation involving an ethical dilemma	<ul style="list-style-type: none"> Ethical dilemma/issues are addressed by rationalizing the best option.
2.	Identify the ethical dilemma	
3.	Decide whether the situation involved is legal or ethical issue	
4.	Identify options to address ethical dilemma	
5.	Rationalize the best option	
6.	Implement the best option	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Negotiation skills Interpersonal skills Problem solving skills Ethical decision-making skills Creative thinking skills 	<ul style="list-style-type: none"> Concept of ethical dilemma <ul style="list-style-type: none"> ➤ Right vs right ➤ Wrong vs wrong Different situations of ethical dilemma Rationalization of options to address ethical dilemma (Example: Truth vs loyalty, justice vs mercy, individual interest vs community interest) 	<ul style="list-style-type: none"> Being open Being critical Being creative Being proactive Being mindful Having sense of fortitude 	<p>Materials</p> <ul style="list-style-type: none"> Code of conduct document and Ethical decision-making checklist 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Difficulty in choosing the best option due to preconceived mind-set and external pressure

	and short term goal vs long term goal) <ul style="list-style-type: none">• Ethical decision-making checklist					
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Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Uphold integrity

Task: Uphold honesty

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	2.01

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend honesty	<ul style="list-style-type: none"> Honesty is upheld in all circumstances by imbibing its attributes in workplace
2.	Internalize the attributes and importance of honesty	
3.	Practise honesty <i>Note: The practice may include keeping your word, commitment, telling truth in all circumstances, being open to feedback, etc.</i>	
4.	Assess behaviors	
5.	Correct mistakes	
6.	Promote honesty	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Analytical skills • Life skills (Self-awareness) 	<p>Introductory Knowledge</p> <ul style="list-style-type: none"> • Concept of integrity • Importance of integrity • Principles of integrity <ul style="list-style-type: none"> ➢ Discerning what is right and what is wrong ➢ Acting on what you have discerned to be right, even at personal cost ➢ Saying openly that you are acting on your understanding of right and wrong <p>Task</p> <ul style="list-style-type: none"> • Definition of honesty • Importance of honesty • Benefits of being honest 	<ul style="list-style-type: none"> • Being adaptable • Being time conscious • Being sincere • Being open • Being truthful 	<p>Materials</p> <ul style="list-style-type: none"> • Institute code of conduct and disciplinary policy document 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Failure to uphold honesty due to situational circumstances and external pressure

	<ul style="list-style-type: none">• Attributes of honesty<ul style="list-style-type: none">➤ Truthfulness➤ Uprightness➤ Fairness➤ Sincerity➤ Faithfulness➤ Commitment➤ Open to feedback➤ Courage➤ Reliability➤ Lead by example• Consequences of not being honest					
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Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Uphold Integrity

Task: Keep promises

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	2.02

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend concept and importance of promise	<ul style="list-style-type: none"> Promises are kept and maintained as per the commitment and plan
2.	Rationalize one's commitment	
3.	Create a concrete plan to fulfill the promise	
4.	Commit on keeping one's promise	
5.	Maintain consistency in keeping promises	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Decision making skill Critical thinking skills Interpersonal skills 	<ul style="list-style-type: none"> Concept of promise and commitment Importance of keeping promise Benefits of keeping promise Consequences of breaking promise Rationalization of commitment and planning of action 	<ul style="list-style-type: none"> Being truthful Being trustworthy Being sensible Being obedient Being altruistic Being time conscious Being a role model Being responsible Being consistent 		<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace and community 	<ul style="list-style-type: none"> Failure in keeping promises due to inevitable circumstances

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Uphold integrity

Task: Exercise right judgement of one's action

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	2.03

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend right judgement <i>Note: Judgement of action based on one's conscience</i>	<ul style="list-style-type: none"> Right judgement of one's action is exercised based on one's conscience and proper analysis of information
2.	Identify fact, observation and opinion	
3.	Examine the situations linked to individual and common interest	
4.	Practice rational thinking (information gathering and analysis)	
5.	Consider the options weighing risks and impacts	
6.	Make judgement	
7.	Communicate the judgement clearly	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Problem solving skills Decision making skills Self – awareness Critical thinking skills 	<ul style="list-style-type: none"> Concept of right judgement of one's action Importance of exercising right judgement of one's action Differences among fact, observation and opinion 	<ul style="list-style-type: none"> Being honest Being critical Being responsible Being accountable Being truthful Being sensible Being a role model Being consistent 	<p>Materials</p> <ul style="list-style-type: none"> Penal Code of Bhutan 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Difficulty in exercising right judgement of one's action due to improper analysis of the situation and external influence

	<ul style="list-style-type: none">• Difference between individual and common interest					
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Trade: Ethics, Integrity and Professionalism

Competency Area: Apply ethics, Integrity and Professionalism

Sub Competency Area: Uphold integrity

TASK Reference:

Code	Serial No.
A	2.04

Task: Maintain consistency in adversity

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend consistency in adversity	<ul style="list-style-type: none"> Consistency of positive behaviour is maintained in the face of adversity, temptation or challenges
2.	Internalize attributes and importance of consistency in adversity	
3.	Maintain unchanging behavior in the face of unpleasant situation, temptation or challenges	
4.	Stand up for the rational beliefs even when one has something to lose	
5.	Keep positive mindset <i>Note: Cultivate positivity and refuse to pessimistic voices and naysayers invading in one's mind</i>	
6.	Believe in one's capabilities <i>Note: Be open minded and willing to leverage one's talent, know-how and ingenuity to overcome adversity</i>	
7.	Refuse to give up <i>Note: Create a mindset where one look at adversity as something to be overcome and solved, not passively accepted</i>	
8.	Embrace adversity as a chance for opportunity	
9.	Make peace with situation <i>Note:</i> <ul style="list-style-type: none"> Accept the situation for what it is, and then move on Accept/admit the mistake and get on with improvement 	
10.	Practice consistency in adversity	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Analytical skills • Ethical Decision-making skills • Comprehension skills • Critical thinking skills • Management skills 	<ul style="list-style-type: none"> • Concept of adversity • Attributes of consistency in adversity <ul style="list-style-type: none"> ➤ Adaptable ➤ Perseverance/Tenacious ➤ Optimistic ➤ Intelligent ➤ Courageous ➤ Sense of belongingness ➤ Assimilative • Importance of maintaining consistency in adversity • Strategies of facing adversity 	<ul style="list-style-type: none"> • Being consistent • Being resilient • Being sensible • Being adaptable • Being optimistic • Being calm • Being decisive • Being time conscious • Being a role model • Being responsible 		<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in maintaining consistency in adversity due to individual differences

Trade: Ethics, Integrity and Professionalism

Competency Area: Apply ethics, Integrity and Professionalism

Sub Competency Area: Uphold integrity

TASK Reference:

Code	Serial No.
A	2.05

Task: Take ownership of public resources

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend ownership	<ul style="list-style-type: none"> Ownership of public resources is ensured through judicious use and effective management
2.	Identify public resources	
3.	Internalize the importance of taking ownership of public resources	
4.	Manage public resources judiciously and responsibly	
5.	Take care of public resources like one's own	
6.	Report on misuse of public resources	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Negotiation skills Leadership skills Resource management skills 	<ul style="list-style-type: none"> Concept of ownership of public resources Types of public resources Importance of public resources Benefits of taking ownership of public resources Consequences of misusing public resources 	<ul style="list-style-type: none"> Being judicious Being responsible Being efficient in using public resources Having sense of ownership Being prudent Being loyal Being exemplary Being accountable Being transparent 	<p>Materials</p> <ul style="list-style-type: none"> Institute Policy, Code of conduct document, document and Public resource management document 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Misuse of public resources due to weak sense of ownership

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Uphold integrity

Task: Uphold self-discipline

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	2.06

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend self-discipline	<ul style="list-style-type: none"> Self-discipline is upheld by being mindful of one's impulses, emotions, desires and behaviours
2.	Internalize attributes and importance of self-discipline	
3.	Avoid temptations	
4.	Acknowledge one's weaknesses	
5.	Set clear goals	
6.	Develop plan to improve self-discipline	
7.	Develop courage, willpower and persistence	
8.	Make a whole hearted commitment	
9.	Practice mindfulness	
10.	Enhance self-disciplined mindset	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Problem solving skills Decision-making skills Self – awareness 	<ul style="list-style-type: none"> Concept of self-discipline Attributes of self-discipline <ul style="list-style-type: none"> ➤ Mindfulness ➤ Commitment ➤ Caring ➤ Persistence ➤ Courage ➤ Resistance ➤ Optimism ➤ Patience ➤ Determination 	<ul style="list-style-type: none"> Being mindful Being honest Being critical Being responsible Being persistent Being respectful Being passionate Being exemplary Being time conscious Being diligent Being optimistic Being obedient 	<p>Materials</p> <ul style="list-style-type: none"> Institute code of conduct, Meditation guideline and disciplinary document 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Difficulty in displaying self-discipline due to lack of self-awareness and resistance to change

<ul style="list-style-type: none">• Coping with emotions	<ul style="list-style-type: none">• Importance of self-discipline• Approaches to self – discipline• Benefits of self-discipline	<ul style="list-style-type: none">• Being proactive• Being open• Being resilient• Being adaptable				
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Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Uphold integrity

Task: Promote volunteerism

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	2.07

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend volunteerism	<ul style="list-style-type: none"> • Volunteerism is promoted through active participation in social & community services and emergencies • Volunteerism is promoted through collective responsibilities in preventing corruption
2.	Internalize the attributes and importance of volunteerism	
3.	Identify the areas of volunteerism	
4.	Participate in SUPW, scouting and club activities	
5.	Participate in social and community services	
6.	Volunteer during emergencies	
7.	Advocate volunteerism	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Negotiation skills • Interpersonal skills • Problem solving skills • Leadership skills 	<ul style="list-style-type: none"> • Concept of volunteerism • Attributes of volunteerism <ul style="list-style-type: none"> ➢ Energetic ➢ Flexibility ➢ Creativity ➢ Patience ➢ Hard working ➢ Commitment ➢ Selflessness ➢ Passion ➢ Synergy ➢ Determination 	<ul style="list-style-type: none"> • Being sociable • Being vigilant • Being adaptable • Being time conscious • Being team player • Being persuasive • Being flexible • Being rational • Being sensible • Being passionate • Being proactive • Being optimistic 	<p>Materials</p> <ul style="list-style-type: none"> • Constitution of the Kingdom of Bhutan, Scout guideline, Club guideline and SUPW guidelines 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in volunteering due to time constraint, personal obligations and weak sense of volunteerism • Difficulty in carrying out collective responsibility due to

<ul style="list-style-type: none"> • Management skills 	<ul style="list-style-type: none"> ➤ Positivity • Importance of volunteerism • Areas of volunteerism <ul style="list-style-type: none"> ➤ Social services ➤ Community services ➤ Emergencies ➤ SUPW ➤ Club activities ➤ Scouting • Collective responsibility to prevent corruption (3Rs) • Benefits of volunteerism 	<ul style="list-style-type: none"> • Being creative • Being committed • Being responsible • Having sense of ownership 				<p>normalization of corruption and fear of repercussion</p>
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Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Uphold Integrity

Task: Uphold patriotism

Competency Area: Apply Ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	2.08

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend patriotism	<ul style="list-style-type: none"> Patriotism is upheld by shouldering natural responsibilities
2.	Internalize the attributes and importance of patriotism	
3.	Take pride in being citizen of the Nation	
4.	Respect King, country and people (<i>Tsa Wa Sum</i>)	
5.	Volunteer in times of need	
6.	Take good care of public resources	
7.	Abide by the laws of the land	
8.	Exhibit exemplary role	
9.	Conserve the environment	
10.	Promote the national identities, culture and tradition	
11.	Promote patriotism	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Leadership skills • Analytical skills • Interpersonal skills • Comprehension skills • Decision-making skills • Critical thinking skills • Management skills 	<ul style="list-style-type: none"> • Concept of patriotism • Concept of “Be Somebody” in relation to patriotism <ul style="list-style-type: none"> ➢ Be useful to oneself ➢ Be useful to one’s parents ➢ Be useful to community ➢ Be useful to <i>Tsa Wa Sum</i> • Importance of patriotism • Attributes of patriotism • Approaches to uphold patriotism <ul style="list-style-type: none"> ➢ Respect King, country and people (<i>Tsa Wa Sum</i>) ➢ Volunteer in times of need ➢ Take good care of public resources ➢ Abide by the laws of the land ➢ Exhibit exemplary role ➢ Conserve the environment ➢ Promote the national identities, culture and tradition • Civic education 	<ul style="list-style-type: none"> • Being sensible • Being resilient • Being adaptable • Being vigilant • Being time conscious • Being efficient in using public resources • Being responsible • Being prudent • Being loyal • Being exemplary • Being accountable • Being transparent • Being proactive • Being optimistic • Being lawful 	<p>Materials</p> <ul style="list-style-type: none"> • Constitution of the Kingdom of Bhutan and Institute Policy document 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Failure to uphold patriotism due to ignorance

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Demonstrate professionalism

Task: Enhance positive attitude

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	3.01

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend positive attitude	<ul style="list-style-type: none"> Positive attitude is enhanced through positive thinking and practices
2.	Internalize attributes and importance of positive attitude	
3.	Start the day with positive thinking and affirmation	
4.	Embrace workplace’s vision, mission, values, goals and strategies	
5.	Embrace importance of one’s contribution	
6.	Be part of the solution <i>Note:</i> <ul style="list-style-type: none"> Focus on good things, however small Find goodness even in worst situation Turn failures into lessons Transform negative talks into positive talks 	
7.	Associate with positive people	
8.	Build positive relationship with leaders and colleagues	
9.	Provide constructive feedback	
10.	Maintain consistency of practice	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Analytical skills • Decision-making skills • Interpersonal skills • Comprehension skills 	<p>Introductory knowledge:</p> <ul style="list-style-type: none"> • Concept of professionalism • Attributes of professionalism • Importance of professionalism • Professionalism in workplace – anecdotes • Trinity of professionalism (relationship among ethics, integrity and professionalism) <p>Task</p> <ul style="list-style-type: none"> • Concept of positive attitude • Importance of being positive • Development of positive attitude <ul style="list-style-type: none"> ➤ Focus on good things, however small ➤ Find goodness even in worst situation ➤ Turn failures/set-backs into lessons/opportunities • Advantages of being positive 	<ul style="list-style-type: none"> • Being adaptable • Being optimistic • Being calm • Being open • Being flexible • Being forthcoming • Being constructive • Being persistent • Being kind, humble and generous • Being courageous 	<p>Materials</p> <ul style="list-style-type: none"> • Institute Policy document 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in enhancing positive attitude due to low self-esteem and influence of social circle

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Demonstrate Professionalism

Task: Shoulder responsibility

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	3.02

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend responsibility	<ul style="list-style-type: none"> Responsibility is shouldered as per the expectation with keen interest and willingness.
2.	Take up ownership of responsibility	
3.	Take initiatives in the work	
4.	Stop complaining	
5.	Avoid excuses	
6.	Overcome challenges with appropriate solutions	
7.	Adapt collective responsibilities (3Rs) <i>Note: 3Rs includes Refrain, Resist and Report corruption</i>	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Interpersonal skills Communication skills Leadership skills Analytical skills Critical thinking skills 	<ul style="list-style-type: none"> Definition of responsibility Importance of taking up responsibility Benefits of taking up responsibility Concept of 3Rs (Refrain, Resist and Report corruption) and its benefit Process of Complaint Management System 	<ul style="list-style-type: none"> Being responsible Being adaptable Being calm and confident Being trustworthy Being accountable Having sense of ownership Taking initiative Being team player 	<p>Materials</p> <ul style="list-style-type: none"> Complaint Management System document 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Failure in taking up responsibility due to fear of repercussion

• Problem-solving skills						
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Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Demonstrate Professionalism

Task: Exercise due diligence

Competency Area: Apply Ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	3.03

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend due diligence	<ul style="list-style-type: none"> • Due diligence is exercised following policies and standards • Due process is followed as per laws
2.	Internalize the attributes and importance of due diligence	
3.	Identify one’s duties and responsibilities	
4.	Comprehend due process	
5.	Follow due process while performing tasks	
6.	Accept feedback on tasks performed	
7.	Review the tasks performed	
8.	Communicate the outcomes	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Management skills • Leadership skills • Analytical skills • Interpersonal skills • Comprehension skills • Decision-making skills 	<ul style="list-style-type: none"> • Concept of due diligence • Importance of due diligence • Attributes of due diligence <ul style="list-style-type: none"> ➢ Accountability ➢ Responsibility ➢ Efficiency ➢ Transparency ➢ Lawfulness ➢ Timeliness ➢ Attention to details 	<ul style="list-style-type: none"> • Being sensible • Being sincere • Being responsible • Being collaborative • Being consistent • Being open • Being diligent • Being time conscious 	<p>Materials</p> <ul style="list-style-type: none"> • Policy documents, Professional ethics document 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in upholding due diligence due to situational circumstances (external or internal)

<ul style="list-style-type: none"> ● Critical thinking skills 	<ul style="list-style-type: none"> ● Types of due diligence <ul style="list-style-type: none"> ➤ Administrative ➤ Financial ➤ Human Resource ➤ Legal ➤ Environmental ➤ Customer ➤ Commercial ● Consequences of failure to uphold due diligence ● Approached to uphold due diligence 					
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Trade: Ethics, Integrity and Professionalism

Competency Area: Apply Ethics, Integrity and Professionalism

Sub Competency Area: Demonstrate Professionalism

TASK Reference:

Code	Serial No.
A	3.04

Task: Exhibit transparency

S/N	STEPS	PERFORMANCE STANDARDS
1.	Establish open communication channels	<ul style="list-style-type: none"> Transparency is exhibited as per standards and procedures
2.	Delegate responsibilities openly	
3.	Take responsibilities openly	
4.	Involve colleagues to make decision	
5.	Give access to information	
6.	Follow standard operating procedures	
7.	Share results	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Leadership skills Management skills 	<ul style="list-style-type: none"> Definition of transparency Attributes of transparency Importance of being transparent Extent and stages of transparency (areas of transparency: need to know and need to share basis) Benefits of maintaining transparency 	<ul style="list-style-type: none"> Being open Being adaptable Being vigilant Being reliable Being positive Being time conscious Being efficient in using materials 	<p>Materials</p> <ul style="list-style-type: none"> Policy documents and Code of Conduct 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Difficulty to exhibit transparency due to work culture, system and fear of repercussion

	<ul style="list-style-type: none">• Consequences of not being transparent• Factors influencing transparency (work culture, system and fear of repercussion)					
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Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Demonstrate Professionalism

Task: Promote impartiality

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	3.05

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend impartiality	<ul style="list-style-type: none"> Impartiality is promoted through internalization and practice of its attributes in workplace
2.	Internalize the characteristics and importance of impartiality	
3.	Practice impartiality <i>Note: Practice includes service standards, e-services, integrity promotion tools, SOP, access to information, etc.</i>	
4.	Assess behaviors	
5.	Correct mistakes	
6.	Uphold impartiality	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Problem-solving skills Leadership skills 	<ul style="list-style-type: none"> Definition of impartiality Importance of impartiality Concept of service standards Importance of service standards Benefits of e-services Introduction to Integrity promotion tools Exercising individual rights with responsibilities 	<ul style="list-style-type: none"> Being responsible Being fair Having sense of ownership Taking initiative Being trustworthy Being team player 	<p>Materials</p> <ul style="list-style-type: none"> Constitution of Kingdom of Bhutan and Service standard document 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Failure to promote impartiality due to close knit society

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Demonstrate Professionalism

Task: Maintain accountability

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	3.06

S/N	STEPS	PERFORMANCE STANDARDS
1.	Own up one’s responsibilities	<ul style="list-style-type: none"> Accountability of one’s own action and decision is maintained as per standard and guideline
2.	Plan to carryout responsibilities	
3.	Shoulder responsibilities with commitment	
4.	Review the result	
5.	Accept result and feedbacks	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Leadership skills Problem-solving skills 	<ul style="list-style-type: none"> Definition of accountability Attributes of accountability Types of accountability Personal accountability Professional accountability Importance of maintaining accountability Benefits of maintaining accountability Introduction to Integrity promotion tools 	<ul style="list-style-type: none"> Being responsible Being accountable Being assertive Being vigilant Being positive Being time conscious Being efficient in using materials Being team player Being flexible 	<p>Materials</p> <ul style="list-style-type: none"> Code of conduct document 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Difficulty in fixing accountability due to improper delegation of responsibility Reluctance to take accountability due to lack of authority in taking decision at one’s level while carrying out responsibility

	<ul style="list-style-type: none">• Consequences of not maintaining accountability					
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Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Demonstrate Professionalism

Task: Demonstrate responsiveness

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	3.07

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend responsiveness	<ul style="list-style-type: none"> Professional responsiveness is demonstrated following the professional ethics Responsiveness is demonstrated to service recipient following turn-around time and due process
2.	Internalize the attributes and importance of responsiveness	
3.	Identify areas that require immediate attention	
4.	Develop plan of the work	
5.	Respond promptly with humility	
6.	Update status of the work	
7.	Accept feedback	
8.	Review feedback	
9.	Improve the service delivery	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Analytical skills • Decision-making skills • Leadership skills • Interpersonal skills • Comprehension skills • Critical thinking skills • Management skills 	<ul style="list-style-type: none"> • Concept of responsiveness • Attributes of responsiveness <ul style="list-style-type: none"> ➢ Responsibility ➢ Accountability ➢ Competency ➢ Commitment ➢ Efficiency ➢ Reliability ➢ Moral and ethics ➢ Proactive ➢ Empathy ➢ Inclusiveness • Importance of responsiveness • Approaches to responsiveness • Benefits of responsiveness 	<ul style="list-style-type: none"> • Being sensible • Being adaptable • Being obedient • Being vigilant • Being time conscious • Being efficient in using public resources • Being responsible • Being prudent • Being loyal • Being exemplary • Being accountable • Being transparent • Being proactive • Being optimistic • Being lawful • Being open • Being reliable • Being self-disciplined 	<p>Materials</p> <ul style="list-style-type: none"> • Professional Ethics document, Institute Policy document, Service delivery standards document 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in demonstrating responsiveness due to inadequate competencies, bureaucratic system and unreasonable expectation from service recipients

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Demonstrate Professionalism

Task: Enhance productivity

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	3.08

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend productivity and its importance	<ul style="list-style-type: none"> Productivity is enhanced through implementation of suitable strategies
2.	Internalize the attributes of productivity	
3.	Identify strategies to enhance productivity <i>Note: Strategies of enhancing productivity includes efficient use of resources, effective management of time, maintaining quality of products and services, etc.</i>	
4.	Implement the strategies to enhance productivity	
5.	Assess productivity	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Analytical skills • Interaction skills • Interpersonal skills • Problem solving skills • Time management skills • Decision making skills • Critical thinking skills • ICT skills • Quality management skills 	<ul style="list-style-type: none"> • Concept of productivity • Attributes of productivity <ul style="list-style-type: none"> ➤ Competency ➤ Result driven ➤ Time management ➤ Initiative ➤ Feedback ➤ Work discipline ➤ Punctuality • Strategies of enhancing productivity <ul style="list-style-type: none"> ➤ Efficient use of resources ➤ Effective management of time ➤ Maintaining quality of products and services ➤ Innovation and creativity 	<ul style="list-style-type: none"> • Being creative/innovative • Being professional • Being open • Being critical • Being honest • Being responsible • Being truthful • Being sensible • Being a role model • Being consistent • Being determined • Being time conscious • Being efficient in using resources 	<p>Materials</p> <ul style="list-style-type: none"> • Bhutan Schedule Rate (BSR) 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in enhancing productivity due to systemic flaws (tendering process and weak monitoring) and lack of professionalism

Trade: Ethics, Integrity and Professionalism

Competency Area: Apply ethics, Integrity and Professionalism

Sub Competency Area: Demonstrate professionalism

TASK Reference:

Code	Serial No.
A	3.09

Task: Demonstrate professional conduct

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend professional conduct	<ul style="list-style-type: none"> Professional conduct is demonstrated in line with professional code of conduct and service standards
2.	Embrace vision, mission, goals and values of the organization	
3.	Internalize importance of professional conduct	
4.	Adhere to professional code of conduct	
5.	Perform duties as per the service standards	
6.	Maintain the consistency of professional conduct	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Ethical Decision-making skills Leadership skills Interpersonal skills Comprehension skills Critical thinking skills Management skills 	<ul style="list-style-type: none"> Concept of professional conduct and service standards Importance of demonstrating professional conduct and service standards Benefits of maintaining professional conduct Consequences of breaching professional code of conduct 	<ul style="list-style-type: none"> Being sensible Being adaptable Being positive Being decisive Being open Being accountable Being time conscious Being transparent Being fair Being humble Being selfless Being exemplary Being responsible Being lawful 	<p>Materials</p> <ul style="list-style-type: none"> Professional Code of Conduct Document 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Difficulty in demonstrating professional conduct due to situational circumstances and individual differences

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Demonstrate Professionalism

Task: Embrace dignity of labour

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	3.10

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend dignity of labour	<ul style="list-style-type: none"> Dignity of labour is embraced by exhibiting positive attitude, equity and equality towards works
2.	Internalize attributes and importance of dignity of labour	
3.	Exhibit positive outlook towards work	
4.	Enhance self-esteem and self-confidence	
5.	Embrace inclusiveness	
6.	Promote equity and equality	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Communication skills Analytical skills Decision-making skills Leadership skills Comprehension skills Critical thinking skills 	<ul style="list-style-type: none"> ➤ Concept of dignity of labour ➤ Importance of dignity of labour ➤ Attributes of dignity of labour ➤ Positive outlook ➤ Equity ➤ Equality ➤ Humility ➤ Respect ➤ Self-esteem ➤ Self-confidence ➤ Inclusiveness • Approaches to embrace dignity of labour 	<ul style="list-style-type: none"> • Being sensible • Being adaptable • Being obedient • Being time conscious • Being flexible • Being open • Being positive • Being humble • Being resilient 	<p>Materials</p> <ul style="list-style-type: none"> • Institute policy document 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in embracing dignity of labour due to social stigma and low financial incentives

Trade: Ethics, Integrity and Professionalism

Sub Competency Area: Practise Ethics and Integrity Management

Task: Declare Conflict of Interest (COI)

Competency Area: Apply ethics, Integrity and Professionalism

TASK Reference:

Code	Serial No.
A	4.01

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend Conflict of Interest	<ul style="list-style-type: none"> Conflict of Interest is declared as per the Model Guideline on Managing Conflict of Interest in the public sector
2.	Identify areas of Conflict of Interest <i>Note: It includes personal and private interest, financial and non-financial interest</i>	
3.	Determine Conflict of Interest situation <i>Note: It includes actual, potential and perceived</i>	
4.	Disclose Conflict of Interest	
5.	Manage the declared information	
6.	Perform monitoring and compliance of Conflict of Interest	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Comprehension skills • Analytical skills • Problem solving skills • Decision-making skills • Leadership skills • Management skills 	<p>Introductory Knowledge</p> <ul style="list-style-type: none"> • Ethics and Integrity Management approaches <ul style="list-style-type: none"> ➤ Individual Level ➤ Organizational Level ➤ Environment Level • Concept of Integrity Vetting Report (IVR) • Importance of IVR <p>Task</p> <ul style="list-style-type: none"> • Definition of Conflict of Interest • Types of Conflict of Interest <ul style="list-style-type: none"> ➤ Personal and private interest ➤ Financial and non-financial interest ➤ Actual, potential and perceived • Importance of declaring Conflict of Interest • Process to declare Conflict of Interest • Management of Conflict of Interest <ul style="list-style-type: none"> ➤ Recuse ➤ Divest ➤ Waive the conflict • Monitoring and compliance of Conflict of Interest 	<ul style="list-style-type: none"> • Being sensible • Being honest • Being open • Being responsible • Being critical • Being accountable 	<p>Materials</p> <ul style="list-style-type: none"> • Model Guideline on Managing Conflict of Interest in the public sector, 2017 and BCSR, 2018 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in declaring Conflict of Interest due to close knit society and external pressure

Trade: Ethics, Integrity and Professionalism

Competency Area: Apply ethics, Integrity and Professionalism

Sub Competency Area: Practice Ethics and Integrity Management

TASK Reference:

Code	Serial No.
A	4.02

Task: Apply gift rules

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend Gift Rules	<ul style="list-style-type: none"> • Gifts are declared and managed as per the existing Gift Rules
2.	Examine the source of gifts	
3.	Declare the gifts	
4.	Manage the gifts	
5.	Perform monitoring and compliance of Gift Rules	
6.	Promote Gift Rules	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Management skills • Leadership skills • Comprehension skills • Decision-making skills 	<ul style="list-style-type: none"> • Concept of gifts • Importance of gift declaration • Applicability of Gift Rule • Gift prohibitions • Gift consideration • Gift disclosure • Gift disposal • Penalty for breach of Gift Rule 	<ul style="list-style-type: none"> • Being sensible • Being lawful • Being responsible • Being vigilant • Being informed • Being loyal • Being trustworthy • Being committed • Being time conscious • Being open • Being honest • Being accountable 	<p>Materials</p> <ul style="list-style-type: none"> • The Gift Rules 2017 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in applying Gift Rules due to lack of adequate awareness • Failure to abide by Gift Rules due to cultural factors

Trade: Ethics, Integrity and Professionalism

Competency Area: Apply ethics, Integrity and Professionalism

Sub Competency Area: Practice Ethics and Integrity Management

TASK Reference:

Code	Serial No.
A	4.03

Task: Declare income, assets and liabilities

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend Asset Declaration (AD) Rules 2017	<ul style="list-style-type: none"> Income, assets and liabilities are declared as per the existing Asset Declaration Rules
2.	Obtain AD form	
3.	Disclose income, assets and liabilities	
4.	Follow up on assets declared	
5.	Perform monitoring and compliance of AD	

Core Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Using AD form ICT skills Communication skills Comprehension skills Time management skills 	<ul style="list-style-type: none"> Concept of AD Importance of AD Types of declaration Period of declaration Benefits of declaration Features of AD Form Online declaration Importance of asset declaration follow up Consequences of breaching AD Rules 2017 	<ul style="list-style-type: none"> Being sensible Being adaptable Being obedient Being vigilant Being honest Being accountable Being time conscious Being responsible 	<p>Materials</p> <ul style="list-style-type: none"> The Asset Declaration Rules 2017, AD Manual, AD form 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Failure to declare income, assets and liabilities due to ignorance and being irresponsible Difficulty in declaring income, assets and liabilities due to technical glitches of system

Trade: Ethics, Integrity and Professionalism

Competency Area: Apply ethics, Integrity and Professionalism

Sub Competency Area: Practise Ethics and Integrity Management

TASK Reference:

Code	Serial No.
A	4.04

Task: Adhere to debarment rules

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend Debarment rules	<ul style="list-style-type: none"> Debarment proceedings are adhered to as per the existing Debarment Rules
2.	Determine sanctionable practices	
3.	Identify process of debarment rules	
4.	Comply with debarment rules	
5.	Refrain from sanctionable practices	
6.	Promote debarment rules	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> Comprehension skills Communication skills Analytical skills Problem solving skills Decision-making skills Coordinate skills 	<ul style="list-style-type: none"> Concept of Debarment rules Importance of Debarment rules Causes/sanctionable practices for Debarment Process of Debarment Consequences of breaching Procurement Rules and Regulation 2019 	<ul style="list-style-type: none"> Being sensible Being honest Being critical Being responsible Being lawful Being committed Being vigilant Being accountable 	<p>Materials</p> <ul style="list-style-type: none"> Debarment Rules 2018 and Procurement Rules & Regulation 2019 	<ul style="list-style-type: none"> Ensuring proper disposal of waste 	<ul style="list-style-type: none"> Workplace 	<ul style="list-style-type: none"> Failure in adhering to Debarment rules due to weak enforcement by oversight agencies

Trade: Ethics, Integrity and Professionalism

Competency Area: Apply ethics, Integrity and Professionalism

Sub Competency Area: Practice Ethics and Integrity Management

TASK Reference:

Task: Outline concept and tools of Business Integrity Initiative of Bhutan (BIIB)

Code	Serial No.
A	4.05

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend Business Integrity Initiative of Bhutan	<ul style="list-style-type: none"> • Concept and tools of Business Integrity Initiative of Bhutan (BIIB) is outlined in accordance with BIIB Guideline
2.	Sign Corporate Integrity Pledge	
3.	Develop Business Code of Conduct in consultation with ACC	
4.	Implement Business Code of Conduct	
5.	Review its compliance	
6.	Promote Business Code of Conduct	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Comprehension skills • Analytical skills • Communication skills • Problem solving skills 	<ul style="list-style-type: none"> • Concept of BIIB • Corporate Integrity Pledge • Business Code of Conduct • Importance of BIIB • Monitoring and compliance of BIIB 	<ul style="list-style-type: none"> • Being trustworthy • Being open • Being sincere • Being loyal • Being responsible • Being reliable • Being honest • Being committed • Being accountable • Being team player 	<p>Materials</p> <ul style="list-style-type: none"> • The Companies Act of the Kingdom of Bhutan 2000, Corporate Integrity Pledge, Business Code of Conduct Model and BIIB Assessment Tools 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficult to implement BIIB due to lack of motivation and incentives

Trade: Ethics, Integrity and Professionalism

Competency Area: Apply ethics, Integrity and Professionalism

Sub Competency Area: Practice Ethics and Integrity Management

TASK Reference:

Task: Outline concepts and processes of Integrity Diagnostic Test (IDT)

Code	Serial No.
A	4.06

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend Integrity Diagnostic Test	<ul style="list-style-type: none"> • Concept and processes of Integrity Diagnostic Test (IDT) is outlined by understanding four pillars of Integrity and its processes
2.	Internalize the importance of Integrity Diagnostic Test	
3.	State the four pillars of Integrity <i>Note: Four pillars are Compass, Character, Conscience and Control</i>	
4.	Explain the process of Integrity Diagnostic Test	
5.	Familiarize with IDT questionnaire	
6.	Promote Integrity Diagnostic Test	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Comprehension skills • Communication skills • Analytical skills 	<ul style="list-style-type: none"> • Concept of IDT • Importance of IDT • Four pillars of Organizational Integrity <ul style="list-style-type: none"> ➤ Compass ➤ Character ➤ Conscience ➤ Control • Process of IDT <ul style="list-style-type: none"> ➤ IDT Questionnaire 	<ul style="list-style-type: none"> • Being honest • Being open • Being sincere • Being trustworthy • Being responsible • Being reliable • Being committed • Being accountable 	<p>Materials</p> <ul style="list-style-type: none"> • IDT Guidelines and questionnaire 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in understanding in-depth concept of IDT due to lack of hands-on experience

Trade: Ethics, Integrity and Professionalism

Competency Area: Apply ethics, Integrity and Professionalism

Sub Competency Area: Practice Ethics and Integrity Management

TASK Reference:

Code	Serial No.
A	4.07

Task: Outline concepts and processes of Corruption Risk Management (CRM)

S/N	STEPS	PERFORMANCE STANDARDS
1.	Comprehend Corruption Risk Management	<ul style="list-style-type: none"> • Concept and processes of Corruption Risk Management (CRM) is outlined by understanding the framework and its steps
2.	Internalize the importance of Corruption Risk Management	
3.	Familiarize with Corruption Risk Management framework	
4.	Explain the steps of Corruption Risk Management	
5.	Promote Corruption Risk Management	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environm ent concern	Practical Applicatio n	Probable problems
<ul style="list-style-type: none"> • Comprehension skills • Analytical skills • Communication skills 	<ul style="list-style-type: none"> • Concept of CRM • Importance of CRM • Seven Steps of CRM <ul style="list-style-type: none"> ➤ Risk identification ➤ Risk assessment ➤ Select major risk ➤ Cause analysis ➤ Strategic solution ➤ Choosing and implementing 	<ul style="list-style-type: none"> • Being honest • Being open • Being sincere • Being trustworthy • Being responsible • Being receptive • Being reliable • Being committed • Being accountable 	<p>Materials</p> <ul style="list-style-type: none"> • CRM Manual and Framework 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workpl ace 	<ul style="list-style-type: none"> • Difficult to comprehend CRM due to complexity of the process • Reluctance to identify the corruption risk due to fear of repercussion

	the course of action ➤ Monitoring the implementation of action plan					
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Trade: Ethics, Integrity and Professionalism

Competency Area: Apply Ethics, Integrity and Professionalism

Sub Competency Area: Practise Ethics and Integrity Management

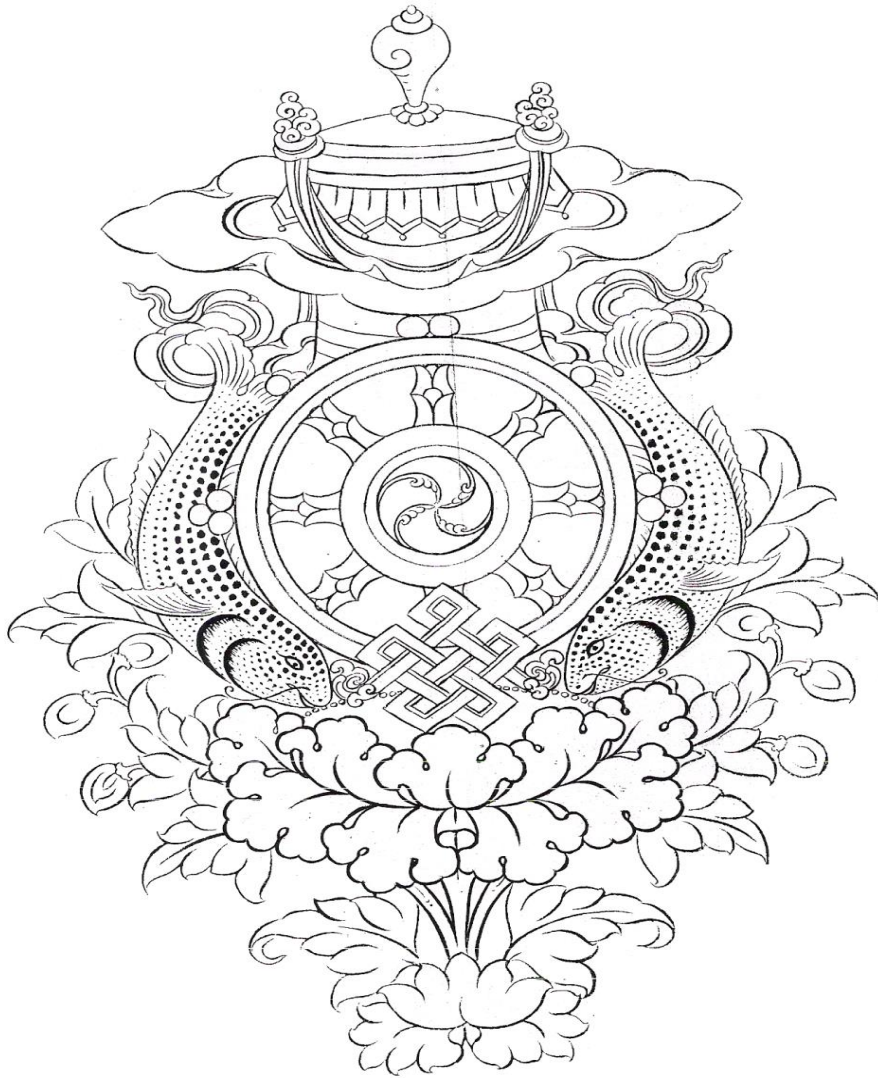
TASK Reference:

Code	Serial No.
A	4.08

Task: Address workplace grievances

S/N	STEPS	PERFORMANCE STANDARDS
Lodge grievance		<ul style="list-style-type: none"> Grievances in the workplace are addressed as per the instituted grievance redressal mechanisms
1.	Comprehend grievance redressal system	
2.	Assess the grievance to be lodged	
3.	Submit the grievance through proper avenues	
4.	Follow up on the lodged grievance	
Manage grievances		
1.	Create avenues to lodge grievances	
2.	Appoint focal person to receive the grievance(s) <i>Note: At least two focal persons must be appointed</i>	
3.	Form a grievance redressal committee	
4.	Respond to grievance promptly	
5.	Assess the detail of grievances	
6.	Communicate the findings	
7.	Take appropriate action <i>Note: Action will include but not limited to discipline, training or a referral depending on the situation</i>	
8.	Maintain grievance records	
9.	Monitor the situation to ensure that further incidents do not occur	

Skills Required	Related Knowledge	Related Attitude	Tools/Equipment/ Materials required	Safety/Environment concern	Practical Application	Probable problems
<ul style="list-style-type: none"> • Communication skills • Leadership skills • Analytical skills • Comprehension skill • Interviewing techniques • Critical thinking skills • Problem-solving skills • Decision making skills • Mediation skills 	<ul style="list-style-type: none"> • Concept of grievance redressal mechanism • Importance of grievance redressal mechanism • Nature of grievances • Process to lodge grievances • Approaches of grievance redressal • Benefits of addressing grievances • Consequences of not addressing grievances 	<ul style="list-style-type: none"> • Being responsible • Being vigilant • Being time conscious • Being proactive • Being sensitive • Being open • Being committed • Being positive • Being constructive • Being honest • Being lawful • Being accountable • Being courageous • Being impartial 	<p>Materials</p> <ul style="list-style-type: none"> • BCSR 2018 and Grievance redressal mechanism manual 	<ul style="list-style-type: none"> • Ensuring proper disposal of waste 	<ul style="list-style-type: none"> • Workplace 	<ul style="list-style-type: none"> • Difficulty in lodging grievances due to fear of retaliation and repercussion



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