

COMPETENCY FRAMEWORK FOR PERSONNEL WORKING ON HUMAN-WILDLIFE CONFLICT MITIGATION IN INDIA



Imprint

Competency Framework for Personnel working on Human-Wildlife Conflict Mitigation In India

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1. BACKGROUND AND INTRODUCTION TO COMPETENCY FRAMEWORK:

For institutions looking to deliver consistently and to grow, it is very important to deploy and align people efforts and energies towards achieving goals in the most effective way. Most organisations use the traditional job descriptions with tasks, qualifications, skills and experience defined, to manage job performance. However, job descriptions by itself are often limiting in predicting successful work performance. For example, there can be two people with similar qualifications, skills and experience deployed on the same job or assignment, who perform differently. This difference is because of personal attributes that individuals bring to the job, over and above the knowledge, skills and experience detailed in the job description. This combination of knowledge, skill, experience and attributes that leads to consistently successful performance is known as **competencies**. Competencies are demonstrated behaviours that lead to success.

They are more enduring than job tasks and reflect the unique characteristics or behavioural attributes a person can bring to the table.

Competencies have been described in the National Training Policy (2012) of India to encompass knowledge, skills and behaviour, which are required in an individual for effectively performing the functions of a post. The Policy categorizes competencies into

1. core skills which civil servants would need to possess with different levels of proficiency for different functions or levels. Some of these competencies pertain to leadership, financial management, people management, information technology, project management and communication.
2. professional or technical or specialized skills, which are relevant for specialized functions such as building roads, irrigation projects, taking flood control measures, civil aviation, medical care, forest management, etc. The Policy stipulates that each Government Department/Ministry should classify each post with a clear job description and competencies required, and carry out competency mapping of all employees working in the Ministry/ Department.

This document makes an attempt to define the professional competencies required for human-wildlife conflict mitigation for forest service professionals in India. In the process, the document also re-arranges and describes the core skills needed for the overall job of a forest service professional in India. This competency framework will be used to conduct Training Needs Assessment, subsequently guiding the way to develop curriculum and training material on human-wildlife conflict mitigation in India.

2. WHY USE A COMPETENCY-BASED APPROACH?

The frame of reference in a competency-based approach are behaviours that lead consistently to successful performance. They are associated with the best performers in a job. For organisations looking to build a consistently high-performance environment, competencies provide a clear and objective basis to groom, guide and predict performance.

Competencies can be used as a common language across an organisation to tie in many interventions across an employee life-cycle, from recruitment, to induction, performance planning and review, capability strengthening and succession planning.

For organisations, it can be used as a guide to plan and budget human resource requirements, further strengthen the personnel recruitment processes, plan and manage capacity development measures (including training, coaching, job exposure, peer-to-peer mentoring etc) and conduct performance reviews. It can also be used to assess the readiness of forest department personnel for job postings and career progression.

For managers, supervisors and trainers, competencies provide a structured method of communicating expectations to individuals and teams and guiding them towards better performance. It facilitates more objective and effective feedback conversations.

For individuals, it provides an objective basis for understanding capabilities required to succeed in a job, planning how to leverage existing capabilities, and charting their own development. It can help an average performer understand what they can do to rise to the next level of performance.

Specifically, in the context of HWC mitigation, competencies can facilitate the following processes:

Developing capacity development approaches

- It provides a comprehensive and consistent framework for identifying capacity development needs and priorities, in relation to the requirements of HWC management.
- Developing training curriculum on HWC at the National and State level institutions
- National & State level training Institutions can design curriculum, courses and lesson plans and deliver focused programmes, working to common standards that reflect the real needs of HWC. Employees/ other participants are better able to assess the scope of courses offered to them.
- Adopting competency standards also moves the focus from teaching to learning. It promotes the adoption of new methods such as 'learning by doing', job shadowing, mentoring, coaching, peer-to-peer learning and communities of practice. These approaches can be highly effective and much more cost-efficient than conventional training in the area of HWC.
- Identifying personnel with the required expertise to be placed in relevant positions to drive HWC mitigation goals
- Using common competency standards can make qualifications 'portable' and allows skills and qualifications to be recognised across States in the forest division. Thus, enabling professional mobility, transferability and regional recognition of skills that can potentially be deployed across locations.
- Efficient engagement of stakeholders, including local community members, NGO personnel, volunteers and private landowners.
- Competency-based approaches make it possible to have a common standard to support the training needs of all stakeholders involved in the area of HWC mitigation.
- Motivating forest staff and other practitioners.
- People who understand clearly what is expected of them may be more motivated to do a good job and improve their competence where they have gaps. This can help to improve overall performance and outputs in the HWC mitigation.

3. WHAT IS A COMPETENCY FRAMEWORK?

A Competency framework is essentially a structured compilation of competencies that are relevant for successful performance in an organisation. It defines behaviours that are required to effectively manage both current and emerging work challenges in the organisation. A competency framework is specific to a context – a framework for government department dealing with public services (for e.g., a local municipality) will be different from that of a department dealing with policy and governance matters. For e.g., an important competency in a public services department would be consumer empathy, in policy and governance an orientation towards strategic and analytic thinking is critical.

A framework not only defines the competencies but also states how they will be used within an organisation. It usually has the following elements:

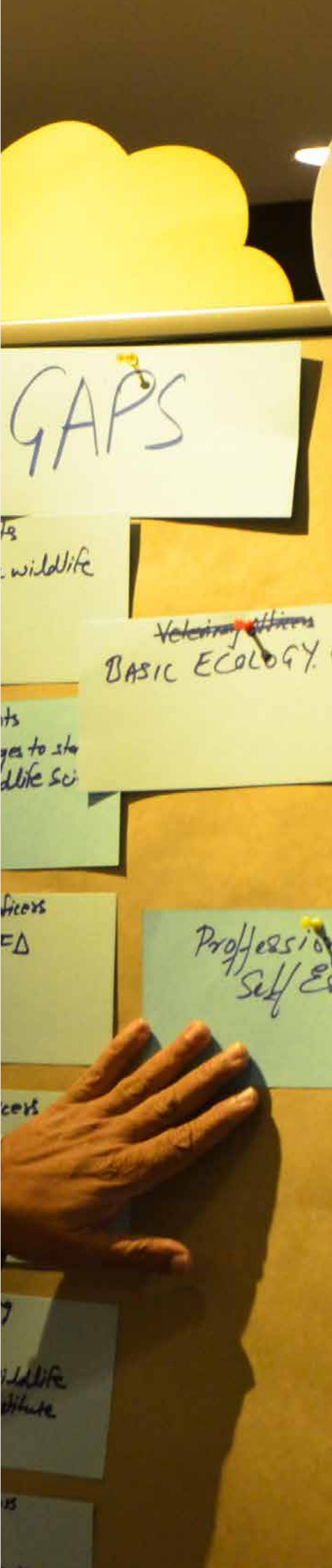
A Competency Title: The name of the competency

Competency Definition: A definition of the competency. It describes the competency to provide greater clarity and a common understanding of what it means.

Behavioural Indicators: These describe typical behaviours associated with that competency--What do people do when they have this competency? These behaviours are generally described across different levels of progression (typically there are 4 to 5 levels) from basic/ novice to strategic/ expert. Each level can be associated with job levels or job families within an organisation. These behaviours are observable and measurable. They are by no means exhaustive as they vary depending on the nature and circumstances of the role/ position. The behavioural indicators are provided to help better understand the progression scale in strengthening the particular competency.

Often competencies are grouped in clusters (or pillars) to help individuals more easily associate competencies in relation to the defined goals of the organisation. This helps in strengthening individual sensitivity to how their behaviours can impact the achievement of the overall goals of the organisation.

A framework generally covers a range of competencies across multiple roles within an organisation. All the competencies in a framework, however, do not necessarily apply to all roles: each role typically has 8 to 12 key competencies that are relevant for successful performance in the role.



4. PROCESS OF DEVELOPING A COMPETENCY FRAMEWORK FOR HWC MITIGATION IN INDIA

4.1 Context and reference frameworks

This Competency Framework seeks to create a common language and shared understanding among the forest sector personnel to reinforce the department's vision and goals on Human-Wildlife Conflict (HWC) mitigation. It facilitates exploring the behaviours that can help to achieve the goals of Human-Wildlife Conflict mitigation and to strengthen awareness among personnel of the State Forest Departments of their roles and their ability to effectively contribute to overall goals of the State Forest Department.

The National Training Policy 2012, DoPT competency framework for Civil Services, has served as base reference documents for this framework

Global best practices as reflected in the IUCN competence register, and the draft Management Effectiveness Evaluation framework for coastal and marine protected areas in India, provided the framework to work on the competencies specific to the field of conservation management.

Key National guidelines, including the National Wildlife Action Plan, State-specific rules related to HWC and job descriptions of the forest department personnel were analysed to understand the expectations from the officials and understand the overall context and goals of the Forest department concerning HWC mitigation.

Planning workshops conducted under the Indo-German project provided important inputs on the capacity needs and the challenges faced by forest personnel in managing the human-wildlife conflicts.

When developing the framework, we considered the inter-relationships to be managed with a larger community of stakeholders (including other state-line departments; State Government; Central Ministries; Scientific institutions; private businesses, farmers and plantation owners, NGOs, local community institutions, etc).

REFERENCE FRAMEWORK – 1

The Competency Framework for HWC Mitigation draws from the Competency framework defined by the Department of Personnel and Training (DoPT).

The DoPT has moved from the current system of rule-based Personnel Administration to competency-based system of Strategic Human Resource Management so as to bring about a more efficient and effective public administration.

The DoPT in collaboration with the UNDP has developed a Competency Dictionary that is to guide various Human Resource Management functions such as training, recruitment, performance management, placement and promotions).



4.2 Key steps involved:

A 5 step process was adopted in developing this framework. These steps are as follows:

- Understanding the goals of the Forest department with respect to HWC mitigation.
- Understanding the context within which the department operates and the challenges it faces.
- Considering the desired culture and values of the organisation.
- Identifying behaviours relevant to successful performance (i.e., the behaviours required to deliver the goals of HWC mitigation successfully).
- Designing a competency framework that supports organisation goals & strategy.
- Deliberations and discussions with personnel from the MoEFCC and State Forest Departments over a series of workshops and meetings conducted at different locations helped in receiving valuable inputs and feedback during all of the above 5 stages in the competency framework building process.

4.2.1 PERCEIVED GOALS

Following perceived goals of the State Forest departments concerning HWC mitigation, provide the foundation for further development of the competency framework:

- Conservation of the natural habitat, using a landscape approach to address the driver of the HWC.
- Creating awareness among all stakeholders to understand the impact of HWC and mitigation strategies, and to bring them on board to participate in the implementation of mitigation measures.
- Effective and efficient monitoring and evaluation of HWC relevant parameters, based on scientific evidence as well as feedback from local communities; and use of the results for innovative HWC mitigation measures, as well as overall decision-making about wildlife management in the State.
- Engagement of communities in understanding the scope and potential of HWC and their respective roles in managing risks relating to HWC; Community Confidence Building measures (CCBM) to build confidence among communities and as a measure towards reducing conflict situations.
- Constructive & negotiated engagement with relevant cross-sector stakeholders in understanding the importance of habitat conservation for wild animals, connectivity and corridors, the potential impact of infrastructure development activities on HWC, and reaching a common understanding on mainstreaming HWC mitigation into their projects and plans.

REFERENCE FRAMEWORK - 2

The Competency Framework for HWC Mitigation draws from the **Competence Register published by IUCN (Appleton, 2016)**.

In 2003, the Capacity Development stream at the Vth IUCN World Parks Congress recommended that the World Commission on Protected Areas (WCPA) should move towards common competence standards by:

Agreeing generic global competence standards for protected areas staff, which can be adapted at local, regional and national levels; and

Encouraging and enabling use of standards and self-assessments to support improved effectiveness of protected area staff and training.

The Competence Register published by IUCN is a culmination of the work initiated in this regard. It is a near-comprehensive list of 300 skills and associated knowledge and global set of competences for protected area professionals.

The competences are organised according to functions of modern protected area work and defined for four levels of staff, from senior officials to field workers.

Information management on human-wildlife conflict in the state; effective use of social/print/electronic media so that the guidelines and success stories reach the people.

- Skill development of forest department staff, i.e., staff to be equipped properly in handling specific situations; effective training management system in HWC management.
- Availability of resources, effective methods and skills to assess & reduce the negative impacts of human-wildlife conflict on wildlife as well as on the local community.
- The above goals serve as a unifying focal point for all that is to be achieved by Forest personnel, both individually and collectively, in the area of HWC mitigation.

4.2.2 KEY ROLES IN FOREST SECTOR VIS-A VIS HWC MITIGATION

Based on our information from the documents, and understanding of the roles within the department (MoEFCC 2021a,b; MoEFCC 2022; MoEFCC 2023 a-n), we classified the various roles engaged in HWC, for the purpose of this competency framework as follows.

Decision maker – i.e., roles that provide policy-level interventions and direction & sets goals, and have the overall responsibility of implementing the National guidelines and coordination with key sectors and departments. The department includes roles like Principal Chief Conservator of Forests and Additional Principal Chief Conservator of Forests.

Senior manager - i.e., roles that are responsible for effective deployment of resources and for implementation of specific modules, viz. coordination of specific projects and management of protected areas and/or overall responsibility of the forest circles. The department includes roles like Chief Conservator of Forests and Conservator of Forests.

Manager – i.e., roles that are responsible for effective implementation of activities and measures, direct supervision of the front-line officers, and day-to-day measures for maintaining the natural habitat and

managing human-wildlife conflict and/or overall responsibility of the forest division. Within the department, it includes roles like Deputy Conservator of Forests and Assistant Conservator of Forests.

Front line officer - i.e., roles responsible for all the day-to-day work in the field, such as patrolling forest and adjoining areas, ensuring that relevant laws, rules & regulations are complied with, and implementing the rapid response and rescue work in case of a conflict. They are the first responders in case of a human-wildlife conflict. These roles are also responsible for direct contact with the local communities and other local stakeholders such as plantation owners and also the field staff of key departments such as railways, agriculture, etc. These roles collect field information on HWC and maintain the information and database. These roles prepare budgets & manage day-to-day implementation. Within the department, it includes roles like Range Forest Officer, as well as (the nomenclature varies across states) Dy. Ranger / Forester / Beat Officer/ Head Forest Guard/ Forest Guard.

It is important to note that the job classification above need not only to be associated with conventional management structures of the Forest department or with conventional job titles such as “Principal Chief Conservator of Forests”, “Director” or ‘Manager’ or ‘Ranger’. The levels can equally be applied to local government officials, local communities, civil society organisations or private sector organisations.

REFERENCE FRAMEWORK – 1

The work done by GIZ in collaboration with the MoEFCC in developing the **Management Effectiveness Evaluation (MEE) framework** for coastal and marine protected areas in India has also served as a reference point in developing the competency framework for HWC mitigation in India.

The MEE framework has been designed specifically for Indian Coastal and Marine Protected Areas (MPAs). It attempts to assist the managers of MPAs (and MEE assessors) by providing them with a structure to assess MPA Management on six elements of Context, Planning, Inputs, Processes, Outputs and Outcomes.

4.3 Consultations and workshops

The project organised five workshops at national and regional levels, for developing the draft competency.

- Consultation workshop on Capacity Needs Assessment for North Bengal region under the project 'Human-Wildlife Conflict Mitigation in India' (HWC) organized in Siliguri, West Bengal, 25 -26 June 2018 at Hotel Sinclairs, Siliguri [Report](#)
- Curriculum Development workshop on Human Wildlife Conflict Mitigation, September 18-19, 2018: Delhi [Report](#)
- Further Development of a Competency Framework and Curriculum on Human Wildlife Conflict Mitigation, November 20-21, 2018: Haridwar, Uttarakhand [Report](#)
- Effective Implementation of Workshop for Developing a Competency Framework and Curriculum on Human-Wildlife Conflict in Karnataka, November 26-27, 2018: Karnataka [Report](#)
- Final Workshop to Strengthen Competency Framework and Curriculum on Human-Wildlife Conflict in West Bengal, November 29-30, 2018: West Bengal [Report](#)

The workshops aimed at:

- Further refining the competency framework
- Developing and further refining the zero draft of module-wise training material for all target groups
- identify case studies and examples from States to be included in the curriculum as good practices and learnings
- integrate the knowledge and experiences of the front-line officers into the curriculum
- finalizing the plan for pilot testing and further development of the training materials

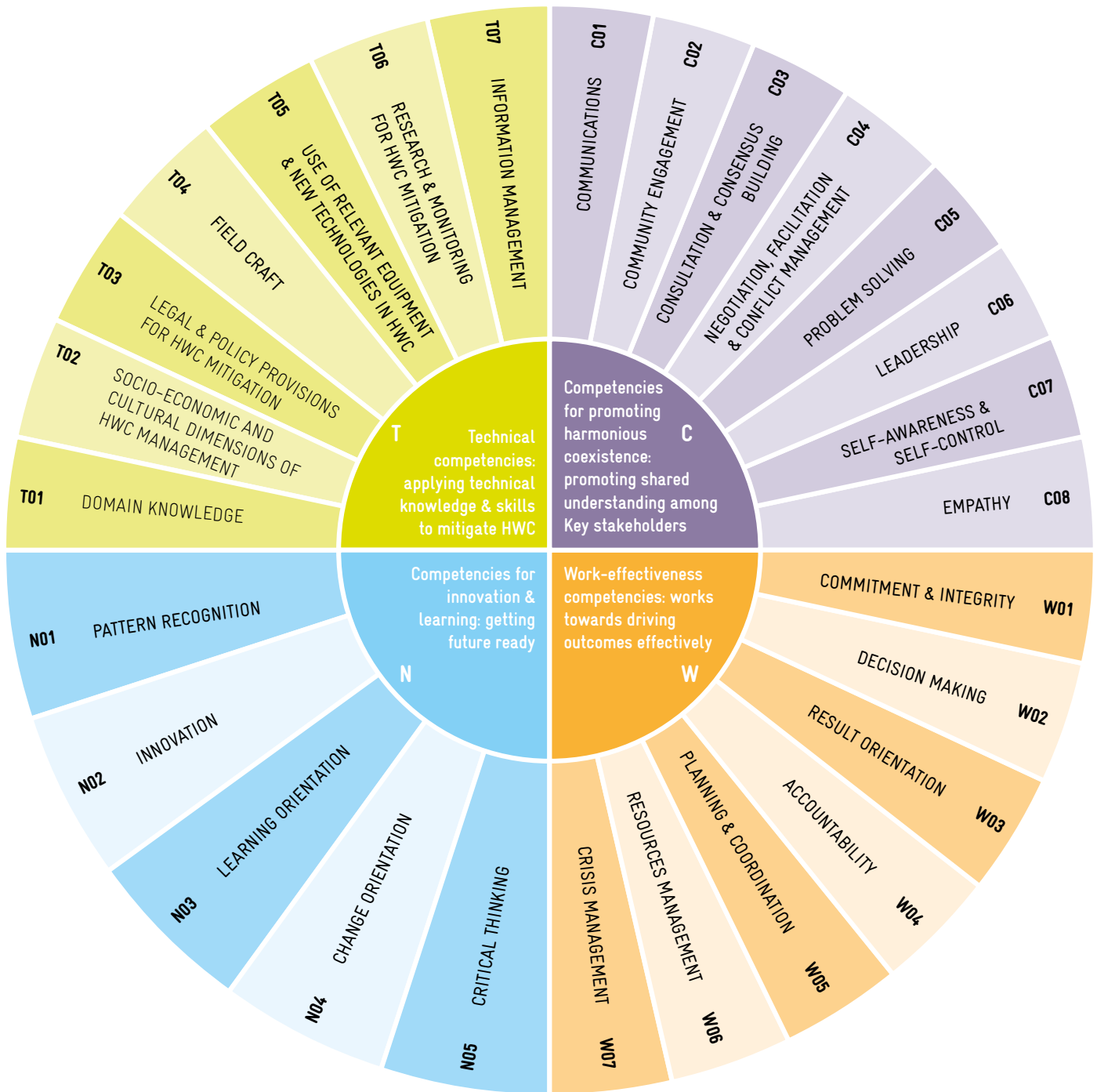
All five workshops had active participation from more than 92 International and National experts representing wildlife, veterinary, media and communications, private sector, social sciences as well as officials from the MoEFCC as well as State Forest Departments of Karnataka, Uttarakhand and West Bengal.

The workshops were facilitated using participatory facilitation methods dedicated to receiving inputs from all participants and reaching joint agreements. The last three workshops also included a field visit to develop a common understanding of the training needs and identify specific topics / cases/ methods for curriculum.

The Competency Framework

Competency Cluster	Technical Competencies Applying technical knowledge & skills to mitigate HWC
Competencies under the cluster 'Technical Competencies'	Technical/ scientific credibility
	Socio-economic orientation
	Legal & policy orientation
	Field craft
	Effective use of relevant equipment & new technology
	Research & monitoring
	Information management
Competency Cluster	Competencies For Promoting Harmonious Coexistence: Promoting Shared Understanding Among Key Stakeholders
Competencies under the cluster 'Competencies for promoting harmonious coexistence'	Communications
	Consultation & consensus building
	Community-engagement orientation
	Negotiation & conflict management
	Teamwork
	Facilitation & problem solving
	Leadership
	Self-awareness & self-control
Empathy	
Competency Cluster	Work Effectiveness Competencies: Works Towards Driving Outcomes Effectively
Competencies under the cluster 'Work effectiveness Competencies'	Commitment & integrity
	Decision making
	Result orientation
	Accountability
	Planning & coordination
	Resources management
	Crisis management
Competency Cluster	Competencies For Innovation & Learning Getting Future Ready
Competencies under the cluster 'Competencies for Innovation & Learning'	Pattern recognition
	Innovation
	Learning orientation
	Change orientation
	Critical thinking

THE COMPETENCIES IDENTIFIED FOR HWC MITIGATION



6. COMPETENCY DEFINITIONS FOR DIFFERENT FUNCTIONAL GROUPS

Technical Competencies

Applying technical knowledge & skills to mitigate HWC

Technical/ Scientific Credibility

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti- poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests)	Decision-maker (PCCF/ APCCF)
Definition	Applies knowledge, skills and ability to use technical information for mitigating human-wildlife conflicts	Has knowledge, understanding and ability to use technical information to mitigate human-wildlife conflicts. Provides guidance and advice, and facilitates the front-line staff in applying their knowledge, skills and ability in the field.	Has knowledge, understanding and ability to use technical and information for mitigating human-wildlife conflicts. Facilitates knowledge management and scientific and technical rigour in the system	Demonstrates vision, expertise and resourcefulness in developing strategies, establishes structures and systems for effective and systematic knowledge management on vital relevant issues
Behavioural Indicators	<ul style="list-style-type: none"> • Applies knowledge of basic technical/scientific methods and tools; • collects reliable technical/ scientific information and data • applies safeguards to ensure that the mitigation measures are effective and wildlife-friendly • Stays informed about current knowledge developments in their area of expertise and acquires new skills to keep up to date; • Proposes new procedures and techniques in response to changing needs and field evidence in their area of work 	<ul style="list-style-type: none"> • Maintains and provides authoritative technical/ scientific information in their area of jurisdiction • Carries out or leads technical/ scientific endeavours adopting the latest trends and practices; • Carries out periodic assessments of work performed by the front-line staff • works towards implementing the required training measures for the front-line staff • Ensures that work adheres to the legal and policy framework of the state and union governments and is in line with the guidelines and advisories issued by the government; • Implements and documents HWC mitigation measures that are accepted and recognized in their credibility and trustworthiness based on best practices, professional theories and standards. 	<ul style="list-style-type: none"> • Keeps abreast of the latest developments in the field of their expertise; • Provides authoritative information and management recommendations to senior management for their area of jurisdiction/ expertise; • Guides operational practices and advises senior management on the effectiveness and wildlife-friendliness of the mitigation measures • Acts as a technical/scientific resource and supports the development of new skills by staff; • Encourages the staff to undertake research and publish articles in peer-reviewed publications and to make presentations at scientific/technical meetings • Shares the technical information from their field in conferences, meetings, policy dialogues, and management workshops to ensure that the field evidence is integrated into management practices and policy-making. 	<ul style="list-style-type: none"> • Is recognized among the key stakeholders on HWC Mitigation for their expertise; • Demonstrates vision and identifies emerging issues relevant to operationalizing national and state plans and guidelines for effective HWC mitigation • Identifies trends and opportunities for securing the necessary resources and stakeholder support for HWC mitigation.

Technical Competencies

Applying technical knowledge & skills to mitigate HWC

Socio-Economic Orientation

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti-poaching/ Anti-predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests and Conservator of Forests)	Decision-maker (PCCF/ APCCF)
Definition	Applies knowledge, skills and ability to use socio-economic information of the critical stakeholders for mitigating human-wildlife conflicts	Has knowledge, understanding and ability to use socio-economic information for mitigating human-wildlife conflicts. Provides guidance and advice, and facilitates the front-line staff in applying their knowledge, skills and proficiency in the field.	Has knowledge, understanding and ability to contextualise socio-economic information for mitigating human-wildlife conflicts in their area of operation. facilitates knowledge management and integration of social and economic approaches in mitigating HWC	Demonstrates vision, openness and resourcefulness in adopting an inclusive and holistic approach to HWC mitigation
Behavioural Indicators	<ul style="list-style-type: none"> • Applies knowledge of basic socio-economic methods and tools; • Collects reliable socio-economic information and data • applies an inclusive approach to ensure that the mitigation measures are accepted by the local community and other key stakeholders • Stays informed about cultural practices and local economic trends and acquires new skills to keep up to date; • Identifies and gathers field evidence on socio-economic, cultural or ethical issues in current HWC mitigation practices and shares a resolution plan with superiors. 	<ul style="list-style-type: none"> • Maintains and provides authoritative socio-economic information in their area of jurisdiction • Carries out periodic stakeholder mapping and analysis in their area of jurisdiction • Works towards implementing the required training measures for the local communities and other key stakeholders • Ensures that HWC mitigation adheres to the social and cultural norms of the local community • Implements and documents HWC mitigation measures, together with front-line staff, that are accepted by the key stakeholders based on their social and cultural credibility, and mitigation measures that are cost-efficient and sustainable. 	<ul style="list-style-type: none"> • Keeps abreast of the latest developments in the socio-economic situation vis-à-vis HWC; • Provides authoritative information on the socio-economic and cultural situation vis-à-vis HWC mitigation and recommendations to senior management for the required changes in plans and procedures; • Facilitates bringing the necessary socio-economic expertise from other countries/states/regions to their area of operation • Shares the cases and examples of HWC mitigation from their field in conferences, meetings, policy dialogues, and management workshops to seek feedback and inputs from experts from socio-economic sectors. 	<ul style="list-style-type: none"> • Is recognized among the key stakeholders on HWC Mitigation for their openness to and expertise on the inclusion of socio-economic considerations into HWC mitigation in their area of influence; • Demonstrates vision and identifies emerging socio-economic issues relevant to further strengthening the plans and guidelines for effective HWC mitigation • Identifies trends and opportunities for securing the necessary stakeholder support for HWC mitigation.

Technical Competencies

Applying technical knowledge & skills to mitigate HWC

Legal & Policy Orientation

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests)	Decision-maker (PCCF/ APCCF)
Definition	<ul style="list-style-type: none"> Applies knowledge, skills and ability to use legally appropriate mitigation measures for human-wildlife conflict 	<ul style="list-style-type: none"> Applies knowledge, skills and ability to use legally appropriate mitigation measures for human-wildlife conflict that are in line with the national, state and division-level plans and guidelines 	<ul style="list-style-type: none"> Has knowledge, understanding and ability to contextualise the national and state-level plans and guidelines on HWC mitigation in their area of operation. Facilitates capacity development of the divisional and field staff to enable them to comply with the legal provisions while mitigating HWC 	<ul style="list-style-type: none"> Demonstrates vision and expertise in the development of appropriate strategies and institutional structures for operationalizing the national plans and guidelines at state and field levels
Behavioural Indicators	<ul style="list-style-type: none"> Applies knowledge of introductory legal provisions relevant to HWC mitigation; collects reliable information and data from the field to establish compliance with the existing legal and policy provisions applies safeguards to ensure that the mitigation measures are in line with the existing legal provisions Stays informed about current developments in law, policies, guidelines, standard operating procedures, etc., Proposes the need for customisation of existing guidelines, standard operating procedures (SOPs), etc., based on her/his field experience and collects field-evidence to support such proposals. 	<ul style="list-style-type: none"> Maintains a repository of all required documents such as laws, plans, guidelines, SOPs, toolkits, etc., relevant to HWC mitigation in their area of jurisdiction Provides authoritative legal and policy-relevant information to the field staff for carrying out HWC mitigation measures Carries out periodic reviews of work performed by the front-line staff vis-à-vis compliance with legal and policy provisions and shares the synthesis to the senior management for necessary actions Works towards implementing the required capacity development measures for the front-line staff to ensure their ability to comply with the legal and policy provisions 	<ul style="list-style-type: none"> Keeps abreast of the latest developments in the field of their expertise; Provides authoritative information and management recommendations to senior management for their area of jurisdiction/expertise; Guides operational practices and advises senior management on the effectiveness and wildlife-friendliness of the mitigation measures Acts as a technical/scientific resource and supports the development of new skills by staff; Encourages the staff to undertake research and publish articles in peer-reviewed publications and to make presentations at scientific/technical meetings 	<ul style="list-style-type: none"> Is recognized among the key stakeholders on HWC Mitigation for their expertise; Demonstrates vision and identifies emerging issues relevant to operationalizing national and state plans and guidelines for effective HWC mitigation Identifies trends and opportunities for securing the necessary resources and stakeholder support for HWC mitigation.

Technical Competencies

Applying technical knowledge & skills to mitigate HWC

Legal & Policy Orientation

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti-poaching/ Anti-predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests)	Decision-maker (PCCF/ APCCF)
		<ul style="list-style-type: none"> Ensures that work adheres to the legal and policy framework of the state and union governments, and is in line with the guidelines and advisories issued by the government Implements and documents HWC mitigation measures that are accepted and recognized for their credibility and trustworthiness based on best practices, professional theories and standards. 	<ul style="list-style-type: none"> Shares the technical information from their field in conferences, meetings, policy dialogues, and management workshops to ensure that the field evidence is integrated into management practices and policy-making. 	

Technical Competencies

Applying technical knowledge & skills to mitigate HWC

FIELD CRAFT

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti-poaching/ Anti-predation), RFO (Range Forest Officer)	Manager (ACF(Asst Cons of Forest), Divisional Forest Officer (DFO)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests)	Decision-maker (PCCF/ APCCF)
Definition	Applies knowledge, skills and ability to implement HWC mitigation measures in the field with efficiency and precision.	Plans and implements HWC mitigation measures and supervises the field staff in implementing the measures, bring in the state-of-the-art knowledge and skills	Facilitates the field staff and officers in acquiring the necessary knowledge, skills and ability to implement HWC mitigation measures in the field with efficiency and sustainability.	Demonstrates vision and expertise in creating an enabling environment for the personnel to acquire and maintain state-of-the-art knowledge, skills and ability to implement HWC mitigation measures in the field

Technical Competencies

Applying technical knowledge & skills to mitigate HWC

FIELD CRAFT				
	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti-poaching/ Anti- predation), RFO (Range Forest Officer)	Manager (ACF(Asst Cons of Forest), Divisional Forest Officer (DFO)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests)	Decision-maker (PCCF/ APCCF)
Behavioural Indicators	<ul style="list-style-type: none"> • Applies knowledge of basic field practices and skills relevant to HWC mitigation; • Ensures sufficient proficiency in implementing HWC mitigation measures in field by participating in mock drills and other such measures • Proposes need for customization of field implementation of HWC mitigation measures based on their field experience and collects field-evidence to support such proposals. 	<ul style="list-style-type: none"> • Stays informed about current developments in field interventions and practices in HWC mitigation; • Maintains a repository of all field-level mitigation measures and good practices and their respective effectiveness and wildlife friendliness in their area of jurisdiction • Provides authoritative information to the field staff for carrying out HWC mitigation measures • Carries out periodic reviews of work performed by the front-line staff vis-à-vis proficiency and sustainability • Works towards implementing the required capacity development measures for the front-line staff to ensure their ability to implement field measures • Implements and documents HWC mitigation measures based on their effectiveness and wildlife friendliness and provide regular feedback to the appropriate forum. 	<ul style="list-style-type: none"> • Keeps abreast of the latest developments in the field of their expertise; • Provides authoritative information and management recommendations to senior management for their area of jurisdiction/ expertise; • Guides operational practices and advises senior management on the effectiveness and wildlife-friendliness of the mitigation measures • Acts as a technical/ scientific resource and supports the development of new skills by staff; • Encourages the staff to undertake research and publish articles in peer-reviewed publications and to make presentations at scientific/technical meetings • Shares the impacts of mitigation measures being practiced in their in conferences, meetings, policy dialogues, and management workshops to ensure that the field evidence is integrated into management practices and policy-making. 	<ul style="list-style-type: none"> • Identifies opportunities for capacity development of person issues relevant to operationalizing national and state plans and guidelines for effective HWC mitigation • Identifies trends and opportunities for securing the necessary resources and stakeholder support for HWC mitigation.

Technical Competencies

Applying technical knowledge & skills to mitigate HWC

EFFECTIVE USE OF RELEVANT EQUIPMENT & NEW TECHNOLOGY

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti -poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests)	Decision-maker (PCCF/ APCCF)
Definition	Is proficient in the use of HWC mitigation relevant equipment and new technology in different HWC scenarios in their area of operation	Plans and implements HWC mitigation measures using new technology and equipment and supervises the field staff in use and maintenance of the equipment	Facilitates the field staff and officers in effectively acquiring the necessary equipment and new technology to implement HWC mitigation measures in the field.	Demonstrates vision and expertise in creating an enabling environment for the personnel in acquiring and maintaining state-of-the-art equipment and new technology to implement HWC mitigation measures in the field
Behavioural Indicators	<ul style="list-style-type: none"> • Applies knowledge and skills to learn to use and maintain the required field equipment and new technology • Proposes the need for modification in the type of equipment, new equipment, or discontinuation of any equipment and technology based on their field experience and collects field-evidence to support such proposals. 	<ul style="list-style-type: none"> • Stays informed about current developments in the use of new technology in HWC mitigation; • Maintains a repository of all equipment in their area of jurisdiction • Provides authoritative information to the field staff for the use and maintenance of equipment and new technology for carrying out HWC mitigation measures • Carries out periodic reviews of the equipment maintenance and any technical challenges in the use of new technology • Works towards implementing the required capacity development measures for the front-line staff to ensure their ability to implement field measures • Implements and documents HWC mitigation measures based on their effectiveness and wildlife friendliness and provide regular feedback to the appropriate forum. 	<ul style="list-style-type: none"> • Keeps abreast of global developments in new technology for HWC mitigation; • Provides authoritative information and recommendations for the use of new technology to senior management for their area of jurisdiction/ expertise; • Acts as a technical/ scientific resource and supports the development of new technology and effective use of equipment by staff; • Encourages the staff to document the field-evidence on using equipment and new technology and provides them with the necessary tools and expertise. 	<ul style="list-style-type: none"> • Identifies opportunities for capacity development of person issues relevant to operationalizing national and state plans and guidelines for effective HWC mitigation • Identifies trends and opportunities for securing the necessary resources and stakeholder support for HWC mitigation.

Technical Competencies
Applying technical knowledge & skills to mitigate HWC

RESEARCH & MONITORING

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti-poaching/ Anti-predation), RFO (Range Forest Officer)	Manager (ACF(Asst Cons of Forest), DFO, Director of a protected area	Senior Manager (Chief Conservator of Forests, and Conservator of Forests)	Decision-maker (PCCF/APCCF)
Definition	Conducts management-oriented research activities and consistently monitors relevant measures on HWC mitigation to create field-evidence for management interventions for HWC mitigation.	Reviews and analyses data and information to study HWC and develops hypothesis that are relevant to and can be applied for developing strategies for HWC mitigation.	Facilitates the field staff and officers in acquiring the necessary capacities for conducting research and monitoring HWC mitigation, and support senior decision makers in using the field-evidence for policymaking	Demonstrates vision and expertise in using the results of the research and monitoring from the field to make informed policy decisions
Behavioural Indicators	<ul style="list-style-type: none"> • Applies knowledge and skills to conduct basic field research and monitoring of HWC • Maintains a systematic record of the data and information collected in the field. 	<ul style="list-style-type: none"> • Stays informed about current developments in research on HWC mitigation; • Maintains a repository of all relevant research and monitoring conducted in their area of operation • Facilitates synthesis of the research for trend analysis and provides regular feedback to the appropriate forum for appropriate management interventions and policy formulation • provides authoritative information to the field staff for the use and maintenance of equipment and new technology for carrying out HWC mitigation measures • Carries out a periodic review of the research and monitoring being conducted in their areas of operation and provides their feedback / takes corrective measures as and when required • Works towards implementing the required capacity development measures for the front-line staff to ensure their ability to implement management-oriented field research and monitoring . 	<ul style="list-style-type: none"> • Keeps abreast of the global developments in research and monitoring on HWC mitigation and seeks support from senior decision-makers for creating an enabling environment for management-oriented research in their area of influence. 	<ul style="list-style-type: none"> • Creates appropriate platforms and anchoring opportunities for synthesis of the results from field research and monitoring on HWC mitigation and use the information for formulating policy in alignment with the national framework • Identifies the gaps in policy-relevant information and provides the framework conditions to conduct research and monitoring to fill the gaps • provides framework conditions for human resources management to enable a cadre of personnel proficient in management-oriented research and monitoring of HWC mitigation.

Technical Competencies
Applying technical knowledge & skills to mitigate HWC

INFORMATION MANAGEMENT

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests)	Decision-maker (PCCF/APCCF)
Definition	Collects and monitors data and information from relevant sources to support long-term management interventions and emergency response of HWC mitigation.	Reviews, synthesises, and analyses data and information from relevant sources, and disseminates the information to support long-term management interventions and emergency response of HWC mitigation.	Facilitates the field staff and officers in reviewing, synthesising, and analysing data and information coming from relevant sources, and disseminating it/ using it to support both long-term management interventions and emergency response of HWC mitigation, and support senior decision makers in using the field-evidence for policy making	Demonstrates vision and expertise in facilitating framework conditions where HWC-relevant information exchange between forest and other agencies and departments is effective
Behavioural Indicators	<ul style="list-style-type: none"> • Collect HWC-relevant information from the field in a consistent and structured manner • follows procedures for information management, documentation, reporting and monitoring of HWC mitigation. 	<ul style="list-style-type: none"> • Seeks consistent and structured flow of information from the field staff • Coordinates with other stakeholders to seek timely information required for long-term management interventions and for emergency response • implements procedures for information management, documentation, reporting and monitoring of HWC mitigation. 	<ul style="list-style-type: none"> • Establishes procedures for information management, documentation, reporting and monitoring of HWC mitigation. 	<ul style="list-style-type: none"> • Facilitates the developing strategic alliances with key stakeholders to facilitate information management and joint monitoring of HWC mitigation.

Competencies For Promoting Harmonious Coexistence:
Promoting Shared Understanding Among Key Stakeholders

COMMUNICATIONS

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti- poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests)	Decision-maker (PCCF/APCCF)
Definition	Displays ability to communicate orally and in writing in a clear, concise and impartial manner. Takes time to listen to and understand the perspectives of others and proposes solutions.	Has knowledge, understanding and ability to articulate information to others in a language that is clear, concise, and easy to understand. Listens and understands unspoken feelings and concerns of others. Creates non-threatening spaces where opinions and views can be shared openly for shared intentions to emerge. Creates an inclusive environment of co-learning	Has knowledge, understanding and ability to encourage open communication and build consensus. Uses tact and discretion in dealing with sensitive information, and keeps staff informed of decisions and directives as appropriate.	Demonstrates vision, awareness and expertise to promote an environment of open communication within and outside of the organisation, ensuring that sensitive information is protected. Inspires staff at all levels through their communication.
Behavioural Indicators	<ul style="list-style-type: none"> Speaks and writes clearly and concisely by effectively identifying key points relevant to the subject matter; Actively listens, shares information, and proposes suggestions and solutions; Consults with supervisor/manager to gather their views in support of the message to be communicated; Expresses their views and concerns impartially and constructively with the intent to resolve issues. 	<ul style="list-style-type: none"> Actively shares information and ideas and encourages others to share their views and concerns; Uses tact and discretion in dealing with sensitive information or resolving delicate issues, paying attention to non-verbal cues; Provides constructive and positive feedback to the team. 	<ul style="list-style-type: none"> Provides constructive and positive feedback to the team; Identifies and presents conflicting points of view to others fairly and constructively and works toward achieving consensus. Makes themselves visible to staff by listening to them and by communicating at all levels within the organisation and with external counterparts. 	<ul style="list-style-type: none"> Creates an environment that fosters open communication within and across organisational boundaries and converts controversial or sensitive situations into opportunities; Applies the utmost discretion and judgement in dealing with susceptible issues, taking into consideration the potential risks resulting from the improper use of information, Uses professional judgement consistent with the organisation's rules and policies on confidentiality requirements to determine the information to be disclosed on activities to be implemented.

CONSULTATION & CONSENSUS BUILDING

	Front-line staff (Dy. Ranger/ For- ester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Person- nel- Rapid Response Teams/Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of For- est), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Displays ability to express ideas and suggestions in a clear manner and demonstrates the ability to successfully persuade and influence others.	Has knowledge, understanding and ability to foster friendly, trustworthy and open, internal and external, relationships and networks with people who are, or might become, important actors in achieving strategic goals. Builds consensus through dialogue, persuasion, reconciliation of diverse views/ interests and trusting relationships	Has knowledge, understanding and ability to Develop consensus on ideas and recommendations affecting own teams or Sections and other teams. Facilitates discussions and considers a range of interests, options and possibilities.	Demonstrates vision, awareness and expertise to build internal and external support for programme strategies and initiatives by promoting ideas and initiatives. Successfully persuades and influences partners and other stakeholders to gain commitment to decisions and direction in the best interest of the organisation
Behavioural Indicators	<ul style="list-style-type: none"> • Uses arguments constructively and presents evidence in a transparent manner to gain support for their ideas. • Ensures transparent implementation of programmes, policies and procedures consistent with the Organisation's regulations, rules and policies; • Keeps abreast of developments in their area of expertise and uses this knowledge to support their arguments. 	<ul style="list-style-type: none"> • Constructively addresses differences of opinions, resolving conflicting situations by being cognizant of different perspectives and ways of working • identifies and presents conflicting points of view to others fairly and constructively and works toward achieving consensus. • Persuades and influences partners and stakeholders, and gains their commitment to delivering effective results • Gains the trust of others by providing information and advice professionally and credibly. 	<ul style="list-style-type: none"> • Motivates and builds commitment of peers, supervisors, and supervised staff members to participating in and contributing to activities and projects; • Creates a broad consensus around strategies and plans by adopting a collaborative approach; • Constructively addresses differences of opinions, resolving conflicting situations by being cognizant of different perspectives and ways of working. 	<ul style="list-style-type: none"> • Gains commitment and buy-in for strategies and programmes by demonstrating their impact on organisational results; • Obtains the cooperation of partners and stakeholders through an understanding of the organisational culture; • Generates commitment to and support for the role of the Department/Division in the organisation's strategic priorities <p>Uses knowledge of relationships between different functions to develop and implement solutions.</p>

COMMUNITY-ENGAGEMENT ORIENTATION

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests)	Decision-maker (PCCF/APCCF)
Definition	Displays ability to adopt a wide range of communication techniques to ensure maintenance of good relations with communities	Has knowledge, understanding and ability to work with and support local communities whose lives and livelihoods interact with the forest area and who are impacted by HWC	Has knowledge, experience and ability to link solutions to strategy and communicate in an inspiring manner to gain the support needed for the adoption of proposed solutions in communities	Demonstrates vision, awareness and expertise to create a sense of common purpose aligned with communities and model collaborative practices, to engage everyone in the process and foster commitment
Behavioural Indicators	<ul style="list-style-type: none"> • Takes local politics and other realities into account when implementing decisions • Works across boundaries to build networks and alliances • Treats others as important • Recognising traditional rights. 	<ul style="list-style-type: none"> • Takes local politics and other realities into account when dealing with issues and making decisions • Uses positive influence rather than fear, manipulation, or pressure • Builds networks of support based on competence and integrity. 	<ul style="list-style-type: none"> • Earns the respect of others through authenticity, integrity, and relationship-building • Monitoring and implementation of agreements and observance of regulations • Uses positive influence rather than fear, manipulation, or pressure. 	<ul style="list-style-type: none"> • Builds relationships that will support accomplishing mutual goals • Removes barriers and promotes harmonious coexistence among respective authorities and communities • Influences others to support the work group's objectives • Promotes a spirit of mutual support amongst members of workgroups.

Competencies For Promoting Harmonious Coexistence:

Promoting Shared Understanding Among Key Stakeholders

NEGOTIATION & CONFLICT MANAGEMENT

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti-poaching/ Anti-predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Displays ability to engage in participatory negotiating and execution of formal agreements with communities	Has knowledge, understanding and ability to work with communities, groups and HWC mitigation teams to negotiate agreements and respective regulations of a protected area.	Has knowledge, understanding and ability to mitigate conflicts among teams, work groups involved and provide solutions to challenges at a strategic level	Demonstrates vision, awareness and expertise to collaboratively monitor progress towards goals and enable removal of barriers and potential conflicts across functions and departments within the organisation as well as external entities
Behavioural Indicators	<ul style="list-style-type: none"> • Responds to problems promptly • Keeps the focus on the problem instead of placing blame on other people • Actively seeks feedback from others. 	<ul style="list-style-type: none"> • Uses techniques to identify and address the root cause of problems • Engages in stakeholder analysis to negotiate effective agreements and alliances • Invites the input and feedback of others • Demonstrates valuing others' knowledge and expertise. 	<ul style="list-style-type: none"> • Builds credibility by operating with integrity and acting fairly and appropriately in all situations • Motivates others to support and enact the agreed-upon solution • Demonstrates valuing others' knowledge and expertise. 	<ul style="list-style-type: none"> • Advocates for others and the organisation, not just for self • Role models by inspiring, enabling and resolving disagreements among the teams • Initiates open and candid dialog with people at all levels of the organisation • Motivates others to support and enact the agreed-upon solution.

Competencies For Promoting Harmonious Coexistence:
Promoting Shared Understanding Among Key Stakeholders

TEAMWORK

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti-poaching/ Anti-predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Actively contributes to achieving team results. Supports team decisions. Identifies key issues, goals, and stakeholder expectations	Has knowledge, understanding and ability to build effective teams and resolve problems by creating a supportive and collaborative team spirit, remaining mindful of the need to collaborate with people outside the immediate area of responsibility	Has knowledge, understanding and ability to encourage teamwork. Promotes building effective teams and problem solving by creating a supportive and collaborative team spirit. Motivates and empowers staff	Demonstrates vision, awareness and expertise to foster a collaborative approach across the Department/ Division and the organisation as a whole. Acts as a role model when handling disagreements Removes barriers to the group's progress
Behavioural Indicators	<ul style="list-style-type: none"> • Works collaboratively with team members to create team spirit; • Understands and supports the decision of the team or the supervisor even when it is not his/ her preferred solution. • In consultation with the supervisor, recognizes and seizes opportunities to create a collaborative team in support of achieving Agency objectives. 	<ul style="list-style-type: none"> • Builds effective teams, bringing together individuals with diverse backgrounds, skills and expertise; • Fosters a culture of authentic communication, as well as mutual respect and support • Takes a proactive approach in identifying team needs and provides appropriate support • Advocates for the group's decisions and needed resources. 	<ul style="list-style-type: none"> • Builds a sense of shared accomplishment; • Takes action to resolve tensions and problems by identifying suitable solutions that are in compliance with the applicable regulations and rules of the organisation • Provides guidance and support to team members • Facilitates a climate and working environment sensitive to the needs of all team members. 	<ul style="list-style-type: none"> • Fosters team spirit and contributes to a collaborative approach across the Department/ Division; • Acts as a role model by inspiring, enabling and empowering staff; and resolving disagreements; • Creates an enabling environment within the Department/Division and other areas within the Organisation.

Competencies For Promoting Harmonious Coexistence:

Promoting Shared Understanding Among Key Stakeholders

FACILITATION & PROBLEM SOLVING

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti-poaching/ Anti-predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Displays ability and determination to overcome problematic issues and challenges	Has knowledge, understanding and ability to address situations by breaking them into smaller parts, organizing information systematically and setting priorities.	Has knowledge, understanding and ability to address situations by breaking them into smaller parts, organizing information systematically and setting priorities.	Demonstrates vision, awareness and expertise to Identify potential problems at a strategic level and recommend sound solutions, consistent with the organisation's regulations and rules;
Behavioural Indicators	<ul style="list-style-type: none"> • Taking appropriate action to investigate problems and respond where necessary. • Identifying changes or unusual factors that may indicate threats or problems • Dealing with problems in a rational and systematic way. 	<ul style="list-style-type: none"> • Ability to Recognise threats and potential human-wildlife conflict areas in the field and recommends solutions; • Working with those affected to develop practical and sustainable solutions to problems such as crop raiding, livestock predation, animal pests, dangerous animals • Develops and applies effective approaches to programme development and implementation. 	<ul style="list-style-type: none"> • Taking appropriate action to prevent and address problems and incidents. • Taking a positive approach to dealing with problems. Exploring creative and innovative solutions to problems. • Keeps the focus on the problem, versus placing blame on the people. 	<ul style="list-style-type: none"> • Moderate and help the teams find common ground to arrive at effective solutions • Motivates others to support and enact the agreed-upon solution Keeps the focus on the problem, versus placing blame on the people • Developing and exploring alternative approaches and strategies for problem-solving.

Competencies For Promoting Harmonious Coexistence:
Promoting Shared Understanding Among Key Stakeholders

LEADERSHIP

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel-Rapid Response Teams/Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Displays ability and initiative and proactively works toward supporting an achievement-oriented culture and performance excellence.	Has knowledge, understanding and ability to engage, energise and enable the team to excel. Provides a clear organisation vision and sense of purpose, motivates to move in the desired direction.	Has knowledge, understanding and ability to serve as a role model when leading and supervising others. Provides their team with clear direction, promotes a dynamic working climate and empowers others. Is open to new ideas and demonstrates creativity in search of excellence.	Serves as a role model to managers as well as to staff members in general. Demonstrates leadership, inspires others and provides clear direction to achieve the organisation's mandate and priorities. Motivates and empowers staff, and recognizes individual and team contributions to the organisation's success
Behavioural Indicators	<ul style="list-style-type: none"> • Invests time and effort in managing staff members under their supervision (if applicable); • Ensures that staff members under their supervision are clear on their role and responsibility (if applicable); • Contributes to and supports the overall performance of the team or Section. 	<ul style="list-style-type: none"> • Takes initiative in supervising staff members under their responsibility (if applicable); • Ensures that roles and responsibilities within the team are clear, plans and reviews work, and assesses others' performance (if applicable); • Remains alert to emerging issues and global trends that might benefit or otherwise impact individual and team's work; • Creates regular opportunities for peers, colleagues, partners and stakeholders to contribute towards enhancing service quality. 	<ul style="list-style-type: none"> • Develops strategies and plans that have a positive impact and add value for all partners and stakeholders; • Provides direction, guidance and clarity on roles and responsibilities; • Promotes a culture of learning and development, with a focus on continuous improvement; • Empowers the team to generate creative ideas and solutions; identifying and securing support to improve organisational capacity. 	<ul style="list-style-type: none"> • Acts as a role model and motivates others to achieve the highest standards of quality and efficiency; • Ensures that power and authority are not abused and demonstrates leadership and credibility in interactions with all partners and stakeholders; • Provides clear direction and creates an enabling environment for others to reach their full potential; • Promotes resilience and responsiveness to emerging strategic issues and opportunities for the Department/Division; Monitoring the performance of the organisation.

Competencies For Promoting Harmonious Coexistence:

Promoting Shared Understanding Among Key Stakeholders

SELF AWARENESS & SELF CONTROL

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti- poaching/ Anti-predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Displays the understanding of how one's emotional responses to situations influence one's actions and how one is perceived	Has knowledge, understanding and ability to identify one's own emotional triggers, and controls one's emotional responses. Maintains a sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress.	Has knowledge, understanding and ability to identify one's own emotional triggers, and controls one's emotional responses. Maintains a sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress.	Demonstrates resilience and stamina despite prolonged adversities and comfort with ambiguity.
Behavioural Indicators	<ul style="list-style-type: none"> • Willingly adapts one's approach if the situation requires it, • Recognizes and admits mistakes, • Does not use self-awareness as an excuse for one's behaviour, • Uses self-awareness to make conscious choices about one's behaviour • Uses self-awareness to avoid emotional triggers. 	<ul style="list-style-type: none"> • Handles challenging workloads, competing demands, ambiguity, interruptions, and unplanned changes with calm and self-assuredness, • Demonstrates the capacity for self-reflection, learning from past experiences • Avoids reactivity in challenging situations. 	<ul style="list-style-type: none"> • Able to handle several problems or tasks at once without becoming frustrated, • Manages own attitude and actions to prevent or reduce feelings of stress, • Acknowledges emotional reactions in others while controlling one's own emotional state. 	<ul style="list-style-type: none"> • Maintains focus and emotional equilibrium in turbulent, threatening, or emergency situations • Demonstrates willingness to test assumptions by seeking input from a diverse set of people • Controls own response when criticised or provoked.

Competencies For Promoting Harmonious Coexistence:

Promoting Shared Understanding Among Key Stakeholders

EMPATHY

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti-poaching/ Anti-predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Adjusts their and/or the team's approach to embrace changing circumstances	Has knowledge, understanding and ability to hear out and understand the thoughts, feelings and concerns of others, even when these are not made explicit.	Has knowledge, understanding and ability to adjust their and/or the team's approach to embrace emotionally volatile circumstances	Demonstrates vision and awareness and accurate assessment of how one's emotional state, attitude, and behaviour affects others
Behavioural Indicators	<ul style="list-style-type: none"> • Avoids reactivity in emotionally challenging situations • Takes an interest in listening to other's ideas and new ways of doing things, • Makes an effort to understand reasons for changes and their impact on operations; 	<ul style="list-style-type: none"> • Acknowledges emotional reactions in others while controlling one's own emotional state • Constructively addresses differences of opinions, resolving conflicting situation by being cognizant of different sensitivities, perspectives and ways of working. 	<ul style="list-style-type: none"> • Responds to challenges with logic and reason, avoiding emotional reactions; • Acknowledges emotional reactions in others while controlling one's own emotional state. 	<ul style="list-style-type: none"> • Maintains focus and emotional equilibrium in turbulent, threatening, or emergency situations • Uses understanding of the organisational culture to persuade partners and stakeholders, and to gain their support.

COMMITMENT & INTEGRITY

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti- poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/ APCCF)
Definition	Behaves consistently in an open, fair, and transparent manner; honours one's commitments; and works to uphold Public Service Values. Earns the trust and respect of others through consistently truthful and principled behaviour.	Has knowledge, understanding and ability to consistently imbibe a culture that supports fair and ethical conduct, giving teams confidence in the intentions of the organisation and works to uphold Public Service Values. Provides guidance and advice, and facilitates the front-line staff in applying their knowledge, skills and ability in the field.	Has knowledge, understanding and ability to consistently imbibe a culture that supports fair and ethical conduct, giving teams confidence in the intentions of the organisation. Provides guidance and advice, and facilitates the front-line staff in applying their knowledge, skills and ability in the field.	Demonstrates vision, expertise and resourcefulness to create a culture that supports fair and ethical conduct, giving teams confidence in the intentions of the organisation.
Behavioural Indicators	<ul style="list-style-type: none"> Is committed to and inspired by the organisation's mandate; Is accountable for actions taken and ensures that they are in full compliance with the Agency's regulations and rules Displays competence and mastery in a field of specialization and is motivated to achieve results Meets commitments effectively and efficiently and delivers results on time; 	<ul style="list-style-type: none"> Resists all undue pressures in decision-making and in the performance of duties; Takes prompt and effective action to deal with unprofessional or unethical behaviour; Displays ability and determination in overcoming problematic issues and challenges <p>Works constructively with people from diverse backgrounds;</p> <ul style="list-style-type: none"> Demonstrates respect for and understanding of different points of view. 	<ul style="list-style-type: none"> Treats all people fairly and equally, and does not discriminate against any individual or group. Treats colleagues, partners, stakeholders, clients and counterparts with dignity and respect, and works without bias; Questions own assumptions and avoids stereotypes. 	<ul style="list-style-type: none"> Demonstrates and abides by the core values of the organisation in activities and behaviour; Being approachable and accessible to colleagues and stakeholders <p>Makes decisions in the best interest of the organisation and without any consideration of personal gain.</p>

Work Effectiveness Competencies:

Works Towards Driving Outcomes Effectively

DECISION MAKING

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti- poaching/ Anti-predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Applies knowledge, skills and ability to execute timely decisions that take into account relevant facts, tasks, goals, constraints, risks and conflicting points of view.	Has knowledge, understanding and ability to make timely decisions that take into account relevant facts, tasks, goals, constraints, risks and conflicting points of view.	Has knowledge, understanding and ability to make timely decisions that take into account relevant facts, tasks, goals, constraints, risks and conflicting points	Demonstrates vision, expertise and resourcefulness to Make timely decisions that take into account relevant facts, tasks, goals, constraints, risks and conflicting
Behavioural Indicators	<ul style="list-style-type: none"> Working strategically towards defined goals. Consulting with and listening to others when implementing decisions. Embraces differing opinions, seeing them as opportunities for implementing effective decisions. 	<ul style="list-style-type: none"> Learning from successes, mistakes and failures and adapting plans and activities accordingly. Taking responsibility for decisions made. Distinguishes between relevant and irrelevant information to make effective decisions Involves others in decisions that affect them. 	<ul style="list-style-type: none"> Identifying best courses of action based on analysis of alternatives, rational assessments and experience. Able to win concessions while also maintaining relationships Empowers others to make decisions Anticipates the impact and implications of decisions. 	<ul style="list-style-type: none"> Assessing the effectiveness and impact of decisions Aligns decisions with strategy and goals Empowers others to make decisions Strategic analysis of issues and exploring alternatives versus direct approach to decision-making Clearly articulates why a decision is the best course of action.

Work Effectiveness Competencies:*Works Towards Driving Outcomes Effectively***RESULT ORIENTATION**

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti-poaching/ Anti-predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Applies knowledge, skills and ability to drive target achievement and completion against a standard of excellence.	Has knowledge, understanding and ability to drive target achievement and completion against a standard of excellence.	Has knowledge, understanding and ability to drive target achievement and completion against a standard of excellence	Demonstrates vision, expertise and resourcefulness to define strategic targets and achievement and completion against a standard of excellence
Behavioural Indicators	<ul style="list-style-type: none"> • Maintains dialogue with others on their work and the results • Gathers data to objectively evaluate progress and identify areas at risk 	<ul style="list-style-type: none"> • collaboratively monitors progress towards goals and takes proactive steps and quick action to address barriers to goal attainment. • Is comfortable letting others manage their work without intervening • Helps others maintain focus on goals. 	<ul style="list-style-type: none"> • Sets clear and appropriately challenging expectations for self and others • Collaborates to identify ways to reduce roadblocks to successful goal attainment • Keeps focus on collaborative problem-solving, versus blame-placing, when addressing goal shortfalls. 	<ul style="list-style-type: none"> • Sets clear and appropriately challenging goals and defines standards and measures • Sets clear and appropriately challenging goals and defines standards and measures.

Work Effectiveness Competencies:

Works Towards Driving Outcomes Effectively

ACCOUNTABILITY

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti- poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Takes accountability and ownership for actions and the respective outcomes in the field.	Has knowledge, understanding and ability to take ownership of outcomes (successes or failures) while addressing performance issues fairly and promptly..	Has knowledge, understanding and ability to take ownership of outcomes (successes or failures) while addressing performance issues fairly and promptly..	Demonstrates vision, expertise and resourcefulness to assign responsibilities and outcomes and inspires to take ownership
Behavioural Indicators	<ul style="list-style-type: none"> • Focuses on solution-finding rather than placing blame • Willingly and proactively accepts responsibility for mistakes • Learns from mistakes • Is motivated by a sense of ownership. 	<ul style="list-style-type: none"> • Holds self and others responsible for adhering to the organisation's values and policies • Anticipates and manages barriers to successful goal completion. 	<ul style="list-style-type: none"> • Sets appropriately challenging standards for one's own performance and the performance of others • Accounts for one's activities and discloses results in an authentic and transparent manner . 	<ul style="list-style-type: none"> • Empowers others to take ownership, such as by clearly assigning responsibility for tasks and decisions, and communicating standards for performance • Holds others accountable for results.

Work Effectiveness Competencies:

Works Towards Driving Outcomes Effectively

PLANNING & COORDINATION

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel-Rapid Response Teams/Anti-poaching/ Anti-predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Implements Plans to organize their own work in support of achieving the team or Section's priorities. Takes into account potential changes and proposes contingency plans. Coordinates and maintains harmonious working relationship in field.	Has knowledge, understanding and ability to set clearly defined objectives for himself/herself and the team or Section.	Has knowledge, understanding and ability to Plan, organize and monitor work with effective utilization of resources such as time, money, and people to achieve a goal. Promotes coordination amongst teams	Demonstrates vision, expertise and resourcefulness to clearly define objectives for the Department/ Organisation in line with the identified priorities. Strengthens and harmonizes planning systems and capacities at the top level, to maximize organisational efficiencies and coordination
Behavioural Indicators	<ul style="list-style-type: none"> • Collaborates with others, inside and outside of the organisation, to explore emerging technologies, changing people's preferences, and other trends, as well as their potential impact on strategy • Reacts to changes and emerging trends with determination and Optimism. 	<ul style="list-style-type: none"> • Identifies themes and recurring patterns in the past to predict future outcomes • Researches emerging trends and their implications for the organisation • Displays curiosity about the future and emerging trends. 	<ul style="list-style-type: none"> Identifies the team's capabilities that will be necessary to address emerging trends and takes steps to help teams to begin developing them now • Communicates the relationship between past themes/patterns or emerging trends, and required actions. 	<ul style="list-style-type: none"> • Inspires others to embrace new possibilities • Conveys a compelling vision of what is possible • Identifies where the organisation must go to remain successful • Monitors organisation's performance in meeting the assigned deadlines and milestones.

RESOURCES MANAGEMENT

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Demonstrates comfort with ambiguity in deployment of resources	Has knowledge, understanding and ability to Coordinate and organize need based resource deployment, taking into account possible changing circumstances.	Has knowledge, understanding and ability to Coordinate and organize need based resource deployment, taking into account possible changing circumstances.	Demonstrates vision, expertise and resourcefulness to ensures that works in areas of HWC are adequately financed and resourced and that resources are effectively and efficiently deployed and used. Ensures availability of adequate and competent workforce for HWC mitigation
Behavioural Indicators	<ul style="list-style-type: none"> • Volunteers to identify work areas, resources, and finances required • Identifies what needs to be done and takes appropriate action to accomplish desired results • Proactively acts without being asked or required to do so • Identifies appropriate opportunities and initiates steps to fulfill the desired gaps. 	<ul style="list-style-type: none"> • Demonstrates the confidence and conviction to initiate action without specific directions • Goes above and beyond what needs to be done without being directed to do so. 	<ul style="list-style-type: none"> • Assumes responsibility for decisions and outcomes • Takes responsibility for the work of the entire workgroup. 	<ul style="list-style-type: none"> • Proactively identifies work areas, resources, finances and acts on problems and opportunities • Operates with a sense of personal conviction and purpose, taking the stakeholders along. • Takes responsibility for the work of the entire workgroup.

Work Effectiveness Competencies:

Works Towards Driving Outcomes Effectively

CRISIS MANAGEMENT

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Applies a set of procedures for handling, containment, and resolution of an emergency, in planned and coordinated steps.	Has knowledge, understanding and ability to exhibit resilience while applying a set of procedures in handling, containment, and resolution of an emergency, in planned and coordinated steps.	Has knowledge, understanding and ability to exhibit resilience and composure, even in difficult or adverse circumstances. Is prepared and able to make difficult decisions in the best interest of the organisation and remains committed to seeing them through	Demonstrates vision, expertise and resourcefulness to take the necessary action to ensure that the work of the Department/ Division is realized and that its staff members are able to overcome the challenges that are presented to them.
Behavioural Indicators	<ul style="list-style-type: none"> • Maintains composure and remains calm under pressure by keeping a sense of perspective when faced with difficult situations; • Remains constructive in dealing with setbacks; • Adapts positively to changing circumstances or other constraints and is determined to complete tasks under the existing conditions; • Acknowledges their emotional and professional limits and seeks help when necessary; • Complies with the Organisation's regulations, rules and policies. 	<ul style="list-style-type: none"> • Maintains a high level of performance when facing pressure and uncertainty. Able to remain calm and self-controlled, and to respond logically and decisively in difficult situations. • Remains calm, composed and focused during a crisis or challenging period. • Monitors their emotional reactions and is able to always act in a controlled manner; • Withstands criticism from stakeholders and remains composed under pressure; • Complies with the Organisation's regulations, rules and policies; • Recovers rapidly from setbacks and persists in realizing work objectives, even in difficult or adverse circumstances; • Is not discouraged by challenges and uncertainty • Identifies ways to overcome stressful situations jeopardizing the achievement of project goals. 	<ul style="list-style-type: none"> • Makes and carries through unpopular or difficult decisions that are in the best interest of the Agency; • Is able to resist the pressure to make quick decisions where due consideration is required; • Stands firmly by a position protecting the best interest of the organisation and the need to comply with the regulations, rules and policies, in spite of the resistance and pressures faced; • Responds to challenges with logic and reason, avoiding emotional reactions; • Manages conflicting pressures and tensions. 	<ul style="list-style-type: none"> • Provides leadership and guidance in difficult or crisis situations by demonstrating composure and calmness; • Recognizes the strategic pressures on staff members and, accordingly, works toward the development of their resilience; • Creates an enabling environment to support the enhancement of skills to overcome challenges faced by staff members in their daily work; • Strives for a culture of integrity that does not compromise the HWC mandate, priorities, regulations, rules and policies, notwithstanding the pressure and challenging circumstances.

PATTERN RECOGNITION

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel-Rapid Response Teams/Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Gathers and analyses information, identifying critical relationships and patterns among data and proposes workable solutions.	Has knowledge, understanding and ability to Recognise connections or patterns that are not obvious, and identifies central, underlying issues in complex situations or problems.	Has knowledge, understanding and ability to identify critical relationships and patterns among data and proposes workable solutions. Makes rational judgements from the available information and analysis.	Demonstrates vision, expertise and resourcefulness to identify critical relationships and patterns for building strategies across the organisation and translate them into strategic programmatic plans for HWC mitigation.
Behavioural Indicators	Identifies synergies or inconsistencies between various patterns and data in reaching conclusions; <ul style="list-style-type: none"> Analyses data and related trends, patterns and gaps; <p>In consultation with the supervisor, determines priorities for action, focusing on activities with a direct and/or long-term impact.</p>	Evaluates potential consequences of different courses of action, anticipating future developments and impact; <ul style="list-style-type: none"> Presents findings and recommends evidence-based solutions; <p>Uses pattern recognition to decide on a strategy to leverage organisation's resources effectively.</p>	Identifies patterns, trends and root causes to anticipate potential challenges, and develops solutions and HWC mitigation plans. Takes multiple perspectives into account and evaluates their feasibility, effectiveness and risks <ul style="list-style-type: none"> Uses pattern recognition to decide on a strategy to leverage organisation's resources effectively. 	Reviews and analyses the Department/Division's direction according to emerging trends and feedback from partners and stakeholders. Builds a shared vision and identifies strategic directions based on the organisation's mandate and priorities, taking into account the identified critical relationships and patterns.

INNOVATION

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Demonstrates flexibility in thinking and openness to change	Has knowledge, understanding and ability to approach issues differently, offers alternate or out of box solutions and strives for efficiency by working smartly.	Has knowledge, understanding and ability to approach issues differently, offers alternate or out of box solutions and strives for efficiency by working smartly.	Demonstrates vision, expertise and resourcefulness to encourage others to question existing methods, practices, and assumptions to come up with new and valuable ways of doing things, and effectively balances risks and opportunities.
Behavioural Indicators	<ul style="list-style-type: none"> • Uses mistakes as opportunities to learn and improve • Draws upon multiple and diverse sources for ideas and inspiration • Combines ideas in unique ways. 	<ul style="list-style-type: none"> • Draws upon multiple and diverse sources for ideas and inspiration • Is not constrained by the thoughts or approaches of others while also taking their perspectives into consideration • Tolerates risk. 	<ul style="list-style-type: none"> • Draws upon multiple and diverse sources for ideas and inspiration • Views situations from multiple perspectives and encourages others to do the same • Examines a range of possibilities and evaluates each before accepting anything. 	<ul style="list-style-type: none"> • Challenges paradigms by identifying assumptions in the way issues are defined and encourages others to do the same • Makes connections between seemingly disparate ideas • Views situations from multiple perspectives and encourages others to do the same • Tolerates risk.

LEARNING ORIENTATION

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Actively seeks learning opportunities and actively shares knowledge and information with others; shares specialized knowledge, skills and learning from experience across different situations and contexts effectively	Has an underlying curiosity to know more about things, people, or issues. This includes “digging” for information and keeping up-to-date with relevant knowledge and technology. Shares latest developments with others and advocates the application of acquired knowledge.	Has knowledge, understanding and ability to identify and establish systems and mechanisms to facilitate development of best practice and knowledge management.	Demonstrates vision, expertise and resourcefulness to role model continuous learning and promotes the sharing and preservation of knowledge across the Department/Division.
Behavioural Indicators	<ul style="list-style-type: none"> • Seeking and learning new information and skills and learning from others. • Pursuing personal and professional development opportunities. • Being an active participant in training and learning activities. 	<ul style="list-style-type: none"> • Engaging in ‘non-formal’ learning activities such as mentoring and communities of practice. • Acknowledges others’ skill sets and expertise, encourages and contributes to the sharing of knowledge, and creates learning opportunities for others; • Ensures that the team keeps abreast of scientific and technological developments. 	<ul style="list-style-type: none"> • Identifies critical areas and develops methods to manage, share and preserve knowledge in accordance with the HWC mitigation guidelines • Pursues relevant learning opportunities for the team; • Identifies, develops and nurtures learning networks and communities. 	<ul style="list-style-type: none"> • Encourages staff members to participate in coaching, cross-training and knowledge-sharing activities, and dedicates the required resources • Encourages staff members to learn continuously and to share knowledge through mentoring, networking and development, and training opportunities. • Institutionalizes coaching and mentoring as part of Departmental practice; • Creates an enabling environment and opportunities for staff development and growth.

CHANGE ORIENTATION

	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/ Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Demonstrates openness to new situations. Contributes with ideas and innovative approaches to enhance work processes and procedures. Displays a sense of ownership when involved in change	Has knowledge, understanding and ability to challenge the “status quo” and drive for effective change. Identifies the need for change & maintains effectiveness during transitions. Views situations from different perspectives. Shows empathy for the range of emotions teams express during change	Has knowledge, understanding and ability to anticipate the need for change, dedicates the required resources, and fosters innovation and creativity. Facilitates and leads change management initiatives and monitors their implementation.	Demonstrates vision, resilience persistence, and a willingness to step outside of one's comfort zone to address needed changes. Creates an open climate fostering creativity, innovation and acceptance. Sets the agenda for change and foresees the impact of change on their Department/ Division
Behavioural Indicators	<ul style="list-style-type: none"> • Adjusts approaches and responses to reflect the urgency of situations and changing circumstances • Makes an effort to understand reasons for changes and their impact on operations; • Embraces change when presented with them. • Readily accepts conditions of uncertainty or unpredictability, and remains productive in difficult situations. 	<ul style="list-style-type: none"> • Being transparent about decisions and decision-making. Identifying and engaging stakeholders with an interest in resources, plans and decisions. • Being approachable and accessible to colleagues and stakeholders • As a project manager, understands the principles of change management and develops approaches that suit the business situation and are consistent with the HWC mitigation regulations, rules and policies. 	<ul style="list-style-type: none"> • Anticipates the need for change and dedicates the required resources; • Promotes and fosters acceptance of changes and addresses the concerns of staff members; • Monitors the implementation of change activities; • Adjusts their and/or the team's approach to embrace changing circumstances. 	<ul style="list-style-type: none"> • Sets the agenda for change in their Department/Division, in line with the project's strategic priorities, and ensures steady progress toward achievement of goals; • Personally leads change initiatives; • Remains abreast of technological, scientific and social developments that have an impact on management.

CRITICAL THINKING

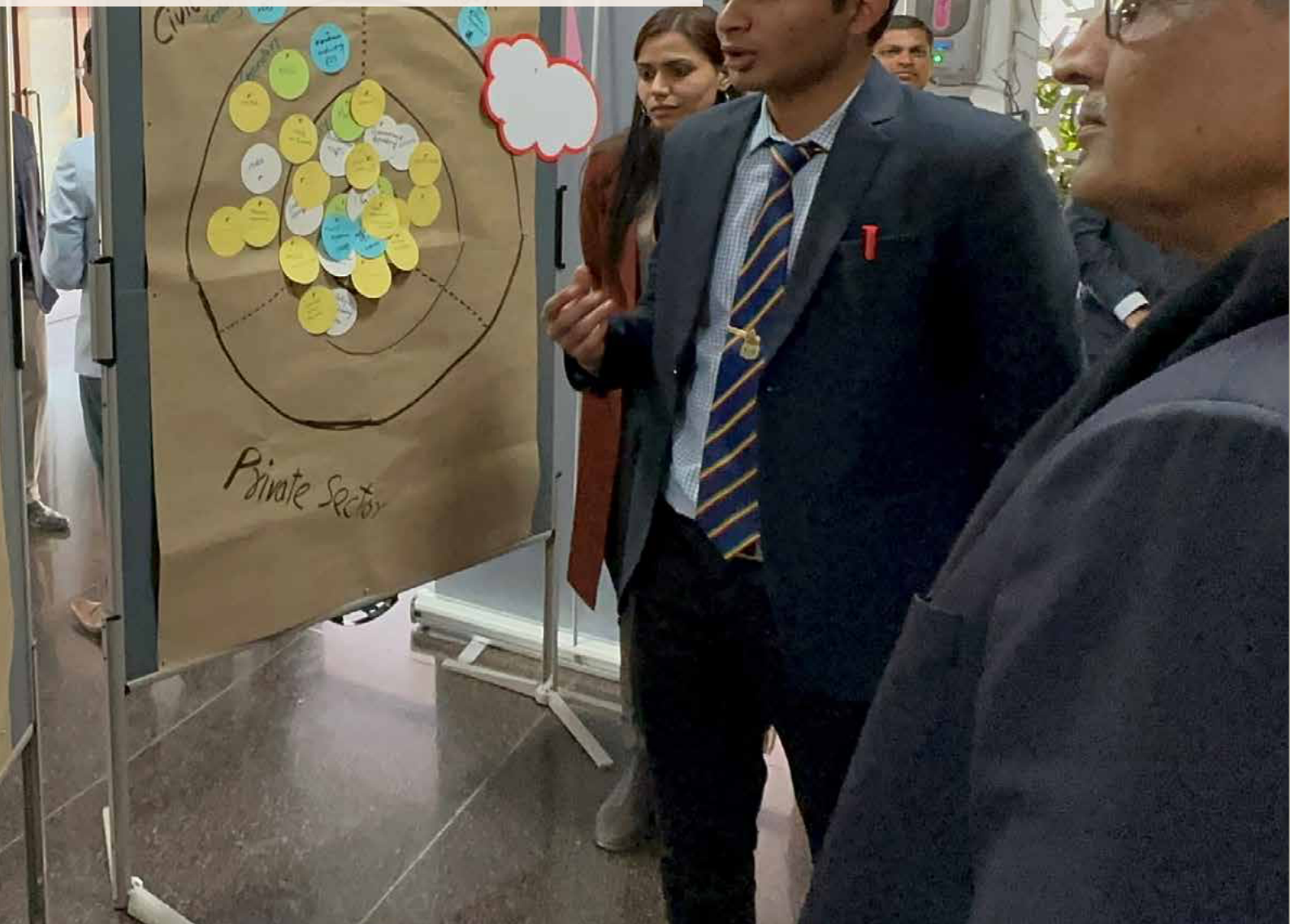
	Front-line staff (Dy. Ranger/ Forester/ Beat Officer/ Head Forest Guard/ Forest Guard/ Personnel- Rapid Response Teams/Anti-poaching/ Anti- predation)	Manager (ACF(Asst Cons of Forest), RFO (Range Forest Officer)	Senior Manager (Chief Conservator of Forests, and Conservator of Forests, DCF)	Decision-maker (PCCF/APCCF)
Definition	Applies methods to differentiate between logical options and getting all the facts, before taking an action	Has knowledge, understanding and ability to look at situations from multiple perspectives. Examines issues and ideas and identifies good and bad reasoning with differing assumptions, contents and methods.	Has knowledge, understanding and ability to look at situations from multiple perspectives. Examines issues and ideas and identifies good and bad reasoning with differing assumptions, contents and methods.	Demonstrates vision, expertise and resourcefulness to simplify complex problems. Critically examine and evaluate various options from a strategic perspective.
Behavioural Indicators	<ul style="list-style-type: none"> • Apply strategies for categorizing information to promote critical thinking. • Maintaining focus • Apply decision-making techniques to choose effective solutions. 	<ul style="list-style-type: none"> • Follow the Critical Thinking Process to encourage logical decision-making. • Utilize defined processes to identify and analyse challenging problems • Utilize logic trees to identify feasible solutions. 	<ul style="list-style-type: none"> • Asking the right questions • Balancing novelty and utility • Critically evaluate alternatives using reasoning strategies. 	<ul style="list-style-type: none"> • Develop a vision of what “Should-Be” based on goals and objectives • Analyse opportunities for improvement by examining critical factors • Optimizing Information load.

7. HOW IS THIS COMPETENCY FRAMEWORK USED?

This framework may be used both for self-assessment and for Manager assessment of the competencies of forest officials at the National and State levels. The inputs received through the assessments will help to identify specific competency areas where the capacity development efforts need to be further intensified, to achieve the desired goals.

These competencies may be the starting point to assess training needs, and to design the curriculum and training courses on HWC mitigation.

The framework may be used to strengthen competencies in HWC mitigation in an objective, planned, structured and managed way.



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