



**BHUTAN**  
*Believe*

# **National Career and Occupational Framework 2025 for the Tourism and Hospitality Sector**

Strengthening Skills, Careers,  
and Service Excellence in  
Bhutan's Tourism Industry

**December 2025**

**Department of Tourism  
Ministry of Industry, Commerce &  
Employment  
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## FOREWORD

The tourism and hospitality sector is a cornerstone of Bhutan's economy, contributing significantly to our GDP and creating vital employment opportunities for our youth. This sector not only showcases our rich culture and natural beauty but also drives economic growth and fosters social development. Despite its importance, the sector faces challenges. The current workforce lacks standardized skill recognition, training alignment, and career pathways while employers struggle with staff retention and finding qualified talent. The "National Career and Occupational Framework (NCOF) 2025 for the Tourism and Hospitality Sector" is a milestone initiative addressing these challenges.

Developed collaboratively by MoICE, MoESD, BQPCA, and industry stakeholders, this framework creates clarity and confidence for workers, employers, and training institutions. It defines clear career pathways, recognizes prior learning, and aligns with the Bhutan Qualifications Framework 2023, making career advancement more accessible, fair and transparent. By setting clear career pathways, improving working conditions, and enhancing skills development, we aim to make the tourism and hospitality sector a thriving and attractive career choice for our youth.

The framework is also an important step toward strengthening service quality and professionalism across the sector. As Bhutan positions itself as a high-value destination, our competitiveness will depend on the competence, commitment, and motivation of our workforce. The NCOF 2025 provides employers with a clear reference for workforce planning, training, and fair remuneration, while helping training institutions design programs that are relevant, practical, and industry-driven.

The success of this framework will however, depend on the shared responsibilities among the government agencies, industry associations, training providers, and service providers to translate it into practice. Only through diligent implementation will the NCOF 2025 become a living guide that supports people, strengthens institutions, and elevates the tourism and hospitality sector, not just a document on the shelf.

I extend my sincere appreciation to the Taskforce Members: Mr. Rinzin Jamtsho (Department of Tourism), Mr. Jigme Dorji (Department of Workforce Planning and Skills Development), Mr. Tandin Dorji (Bhutan Qualifications and Professionals Certification Authority), Ms. Dechen Wangmo Dorji (Department of Labor), and Mr. Sherab Zangpo (Department of Employment and Entrepreneurship), for their dedicated work on this document over the past several months. I also thank stakeholders, particularly senior executives of the Hotel and Restaurant Association of Bhutan, Association of Bhutanese Tour Operators, Guide Association of Bhutan, and Tourism and Hospitality Training Institutes, for their valuable contributions and support.

May the NCOF 2025 help shape a skilled, professional, and workforce for Bhutan's tourism and hospitality sector for today and generations to come.



**Tashi Wangmo**  
**Secretary**  
Ministry of Industry, Commerce, and Employment

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# CHAPTER 1

## INTRODUCTION

### 1.1. Background

The **National Career & Occupational Framework (NCOF) 2025** for Tourism and Hospitality Sector has been developed in pursuance of the **Tourism Levy Act of Bhutan 2022**, Sections 11 and 13, which mandates the Department of Tourism as the Competent Authority to “*regulate and monitor the quality of tourism services, including hotels, and to determine, promulgate, and enforce requirements and codes of conduct for all tourism service providers.*”

The framework is aligned with key national policy and regulatory instruments governing Tourism and Hospitality Sector. It is guided by the the **Tourism Policy of the Kingdom of Bhutan 2021** (Sections 57, 7.3, 7.6, and 7.7) and the **Tourism Rules and Regulations 2024** (Sections 5, 71, and 72), which collectively emphasize the importance of professional standards, service quality, good governance, institutional strengthening, and human resource development in ensuring the long-term sustainability of Bhutan’s tourism sector

In addition, the framework is guided by the section 21, chapter 3 of the Labour and Employment Act 2007 which mandates employment promotion, labour protection, labour relation, vocational education and training and occupational standards setting and certification. Together, these policy and legal provisions provide a coherent foundation for strengthening workforce competency, enhancing service excellence, and ensuring the long-term sustainability of the sector.

Within this legal and policy context, the NCOF 2025 has been promulgated as the central instrument for defining qualifications, competency benchmarks, and professional standards across the tourism and hospitality sector. It provides structured guidance for qualifications, skills training, and certification, ensuring that the tourism workforce remains responsive to industry needs while adhering to international benchmarks of best practices.

The overarching objective of the NCOF 2025 is to strengthen the capacity of tourism and hospitality service providers, elevate service quality, and promote professionalism whilst also promoting retention of staff in the industry.

The framework also serves as a **structured and systematic model** that defines and standardizes occupations, roles and responsibilities, skill development, and career pathways within the sector. It provides a coherent mechanism to classify and articulate industry-relevant occupations and qualifications, functioning as a national guide for the development of training programs, curricula, occupational standards, and assessments aligned with the **Bhutan Qualifications Framework (BQF) 2023**.

Ultimately, the NCOF 2025 supports the creation of a cohesive and competent workforce capable of driving economic diversification, generating employment, and delivering high-quality visitor experiences in alignment with Bhutanese values and national development priorities.

## **1.2. Purpose**

The primary purpose of the Framework is to provide a nationally coherent structure that:

- Provide a unified national reference for mapping occupations, defining competencies, and guiding qualification pathways across all levels of the tourism and hospitality workforce;
- Foster synergy among government agencies, industry bodies, and training institutions for responsive and demand-driven workforce development
- Align training and certification systems with the Bhutan Qualifications Framework(BQF) to ensure consistency, recognition, and quality assurance;
- Support the professionalization and global competitiveness of Bhutan's tourism and hospitality sector while maintaining its authenticity, and sustainability in line with Tourism Policy of the Kingdom of Bhutan 2022.

This Framework is intended to be used by the Tourism and Hospitality Service Providers, Training Institutions, and other relevant Stakeholders as a guiding reference for skills development, occupational classification, and strategic workforce planning in the tourism and hospitality sector.

## **1.3. Objectives**

The objectives of the framework are to:

1. Standardize occupations, career pathways for upward mobility & specialization and competency requirements across the tourism and hospitality sector;
2. Support the design and delivery of responsive training programs with technical and soft skills aligned with BQF levels;
3. Inform workforce planning and training institutions for curriculum development, certification, and funding priorities;
4. Strengthen collaboration between government, industry, and training providers, fostering a coordinated approach to human resource development;
5. Facilitate Recognition of Prior Learning (RPL) for experienced workers seeking formal certification and career advancement;
6. Ensure that wages and benefits are Fair, Transparent, and commensurate with job responsibilities, competencies, and position levels, thereby promoting decent work standards and employee motivation;
7. Ensure the workforce is competitive, professional, and capable of delivering high-quality services that enhance visitor experience and reflect Bhutan's unique values and
8. Provide clear guidelines to the Accommodation Classification System in terms of Human Resource requirements both in terms of numbers and qualifications in different categories.

## **1.4. Scope**

The National Career & Occupational Framework 2025 encompasses a wide range of occupational roles and competencies across the entire tourism and hospitality sector in Bhutan. It covers sub-sectors such as accommodation, food and beverage, event management, travel and tour operations, guiding services, wellness tourism, and support related functions. The framework identifies and classifies occupations from entry-level to managerial roles and maps them against the Bhutan Qualifications Framework (BQF) levels.

It is designed to guide the development of national competency standards, training curricula, and assessment methodologies. It provides clear direction for the Recognition of Prior Learning (RPL), workforce certification, and standardization of employment practices. The framework applies to both formal and informal sector employment, including small and medium enterprises (SMEs), community-based tourism initiatives, and emerging sectors such as eco-tourism and mindfulness tourism.

This document is intended for use by a wide range of stakeholders including government agencies, training and education providers, employers, industry associations, learners, and job seekers. It supports evidence-based policy formulation, institutional planning, and capacity building to enhance the quality and relevance of tourism and hospitality training in the country.

## **1.5. Guiding Principles**

This framework is developed based on the following key principles:

- 2. Industry Relevance and Demand-Driven:** The framework reflects the current and anticipated skills needs of the tourism and hospitality sector, developed in consultation with industry stakeholders to ensure practical relevance and application.
- 3. Alignment with National Policies and Qualifications Frameworks:** It is aligned with the Bhutan Qualifications Framework (BQF), the National Education Policy 2024, and the Tourism Policy of Kingdom of Bhutan 2021, ensuring consistency in tourism and hospitality standards, assessment, and certification.
- 4. Inclusivity and Accessibility:** The framework promotes equal access to training and employment opportunities across genders, regions, and social groups, including provision for Recognition of Prior Learning (RPL) and flexible learning pathways.
- 5. Progression and Career Mobility:** It emphasizes clear vertical and horizontal mobility through defined career pathways and qualification levels, enabling lifelong learning and workforce development.
- 6. Sustainability and Cultural Integrity:** The framework supports the development of skills that align with Bhutan's Gross National Happiness values, cultural preservation, and sustainable regenerative tourism vision and goals.
- 7. Quality and Competency-Based Approach:** It ensures that qualifications and training are competency-based, performance-oriented, and benchmarked against international quality standards.

## **1.6. Current Issues and Challenges**

The Tourism and Hospitality sector in Bhutan is confronted with multiple challenges affecting workforce quality and sector growth. There is a lack of certified trainers and structured training programs, resulting in a shortage of skilled workers and limited specialization. Regular upskilling and refresher courses are NOT available, hindering continuous professional development. Additionally, there is a shortage of qualified managerial staff and weak alignment with international standards, limiting global competitiveness.

Human resource systems are underdeveloped, with undefined job roles, multi-tasking, and high staff turnover due to limited career stability and unclear career pathways. The absence of a clear

labour market information system makes workforce planning difficult, and monitoring and reporting mechanisms are weak.

The tourism and hospitality careers suffer from low societal recognition, lack of remuneration and incentives for career advancement, discouraging long-term commitment. The sector also lacks linkages with international standards, limiting global mobility and collaboration.

Finally, the absence of research and development for the sector is reactive rather than forward-looking, restricting innovation. These challenges highlight the urgent need for a sector-specific qualifications framework to standardize qualifications, training, define career paths, improve certification, and align with national and global standards.

## CHAPTER 2 GOVERNANCE

The effective implementation of the Tourism and Hospitality Sector Skills and Occupational Framework require strong governance and collaboration among stakeholders. Overall ownership and policy direction rest with the Department of Tourism (DoT), MoICE, which acts as the custodian of the framework, ensuring alignment with national qualifications, labor market needs, and tourism policies.

The Tourism and Hospitality Sector Committee, guided by DWPSD, provides technical support, validation, and periodic review, working closely with key stakeholders such as BQPCA, ABTO, HRAB, Training Providers, and others. DoT also manages the secretariat function, coordinating framework dissemination, data management, stakeholder engagement, capacity building, and reviews.

This shared governance approach ensures the framework remains dynamic, demand-driven, and nationally owned, supporting skills development and professionalization across the tourism and hospitality sector.

### Responsibilities

#### 2.1 Department of Tourism (DoT), MoICE

Key Role: *Framework Custodian and Policy Lead*

##### Responsibilities:

- Serve as the custodian of the Tourism and Hospitality Qualifications Framework (THQF).
- Provide overall policy direction, strategic leadership, and governance oversight.
- Ensure alignment of occupational standards and qualifications with national tourism policies, strategies, and the Bhutan Qualifications Framework (BQF).
- Coordinate among all stakeholders, ensuring coherence and collaboration across the sector.
- Host and manage the Secretariat responsible for:
  - Dissemination of the framework and standards
  - Data and information management
  - Stakeholder engagement and communication
  - Planning and implementation of capacity-building initiatives
  - Coordinating periodic framework reviews and updates
- Provide support for funding, resource mobilization, and public-private partnerships.
- Promote sustainable regenerative and high-quality skills development in the tourism and hospitality sector.

## 2.2 Department of Workforce Planning and Skills Development

Key Role: Skills Development Planning, and Strategic Coordination through the Tourism and Hospitality Sector Skills Committee (SSC)

### Responsibilities:

- Ensure alignment of national competency standards and qualifications with the Bhutan Qualifications Framework (BQF) and national skills development priorities.
- Facilitate demand-driven curriculum design and development in partnership with industries, training institutions, and regulatory agencies.
- Monitor emerging industry trends and recommend updates to curricula and training standards.
- Facilitate collaboration between government, industry, and training providers.
- Advise DoT and relevant agencies on policy measures to address skills gaps and future workforce needs in the tourism and hospitality sector.
- Develop curriculum and learning materials in close coordination with industries and regulatory bodies.
- Facilitate practical training, internships, and workplace learning (OJT).
- Promote sustainable and high-quality skills development in the tourism and hospitality sector.
- Planning, organizing, certifying Trainers of Trainers (ToT) and conducting capacity development programs for trainers of training (ToT) providers.

## 2.3. Bhutan Qualifications and Professional Certification Authority

Key Role: *Quality Assurance and Qualification alignment*

### Responsibilities:

- Ensure alignment of tourism and hospitality qualifications with the Bhutan Qualifications Framework (BQF).
- Accredit and recognize training providers based on established quality criteria.
- Certify professionals and skilled workers according to competency standards.
- Support the development and validation of competency-based assessment tools.
- Monitor the quality and integrity of training delivery and assessment.
- Provide technical guidance for integrating tourism-related qualifications into the national certification system.

## 2.4 Association of Bhutanese Tour Operators (ABTO)

Key Role: Industry representation and technical input for tour operations

### Responsibilities:

- Represent the interests of tour operators in the framework development process.

- Provide sector-specific feedback on skill gaps, competencies, and workforce needs.
- Facilitate industry exposure, internships, and work-integrated learning opportunities for trainees.
- Collaborate with training providers by sharing industry insights to inform curriculum design.
- Promote adherence to quality and ethical standards among tour operators.
- Identify emerging market trends and innovations relevant to tour operations.
- Maintain up to date HR data and information.

## 2.5. Hotel and Restaurant Association of Bhutan (HRAB)

**Key Role:** Industry representations and technical input for hospitality sector

**Responsibilities:**

- Represent the hospitality sector in the framework development and review process.
- Identify workforce needs, skill shortages, and service trends in hotels and restaurants.
- Facilitate on-the-job training, apprenticeships, and industry attachments.
- Provide feedback to training providers to ensure curricula reflect industry practices.
- Promote continuous professional development within member establishments.
- Advocate for customer service excellence and high standards of service delivery.
- Maintain up to date HR data and information
- Liaise with relevant Department (s) (DoL, DWPSD, DoEE)

## 2.6. Guide Association of Bhutan (GAB)

**Key Role:** Industry Representation and Technical Input for Tour Guiding

**Responsibilities:**

- Represent the tour guides in the framework implementation and review processes.
- Provide technical input on competencies, occupational standards, and qualification levels required for professional tour guiding.
- Identify skills gaps, training needs, and professional development priorities within the guiding occupations
- Collaborate with training providers, DoT, and BQPCA to ensure that training programs and curricula reflect current industry practices, cultural values, and tourism standards.
- Promote continuous professional development (CPD) and lifelong learning among member guides.
- Support the recognition and certification of guides through competency-based assessment systems.

- Provide insights on emerging tourism trends, visitor expectations, and language/cultural requirements to strengthen the quality of guiding services.
- Maintain up to date HR data and information

## 2.4 Training Providers

Key Role: Skills Development and Training Delivery

**Responsibilities:**

- Deliver competency-based training aligned with approved occupational standards.
- Develop curricula and learning materials in consultation with industry and regulatory bodies.
- Provide practical training, internships, and workplace-based learning opportunities.
- Conduct assessments in alignment with national certification standards under BQPCA oversight.
- Ensure trainers are industry-competent and certified with relevant qualifications.
- Participate in periodic program reviews and incorporate feedback from industry and regulators.

## 2.5 Department of Employment and Entrepreneurship (DoEE)

Key Role: Employment Linkages and Entrepreneurship Promotion

**Responsibilities:**

- Facilitate employment opportunities for graduates through job matching services, career fairs, and partnerships with employers.
- Integrate entrepreneurship training into tourism and hospitality curricula.
- Promote self-employment and enterprise development in areas such as eco-tourism, guiding, homestays, and adventure tourism.
- Provide labor market intelligence on workforce demand and skills shortages.
- Track employment outcomes and assess the effectiveness of training programs.
- Encourage youth innovation and enterprise creation in the tourism and hospitality value chain.

## 2.6. Department of Labour (DoL)

Key Roles: Labour Regulation, Standard Enforcement and Workforce Protection

**Responsibilities:**

- Formulate and enforce labour regulations specific to the tourism and hospitality sector.
- Monitor compliance with occupational health and safety (OHS) and decent work standards.
- Protect workers' rights, including fair wages and ethical recruitment practices.
- Provide data and insights on workplace conditions and emerging labor issues to inform policy.

- Collaborate with DoTr, BQPCA, and employers to integrate labor rights and safety standards into training and competency frameworks.
- Support the development of workplace-based learning policies, including internships and apprenticeships.

## 2.7. Minimum Wage for Hospitality and Tourism Sector

In accordance with **Section 138 of the Labour and Employment Act of Bhutan 2007** and **Chapter 5 of the Regulation on Working Conditions 2022**, the Framework establishes minimum wage rates corresponding to each position category and occupational level within the Tourism and Hospitality Sector. These wage rates serve as a national reference for fair remuneration, ensuring consistency across the sector and promoting decent work standards. These wage rates are intended to be dynamic, allowing employers and employees to negotiate higher rates within each category. However, the agreed-upon wage rate can not fall below the minimum specified herein. These rates will also be subject to periodic review, as and when necessary.

The table below outlines the minimum monthly wage rate fixed through an Executive Order by the Ministry (25 December 2025). These wage rates were approved and recommended by the Sector Specific Wage Committee in consultation with the government, employers and employees.

### Minimum Wage Rates

Position Level	Position Category	Minimum Monthly Salary/Wage	Minimum Daily Wage Rate	Increment Rate	Allowances/Benefits	Remarks
E2-E1	Executive	45,000-	1,500	The minimum annual increment rate is 2% for all categories.	Any allowances provided to employees must not be included as part of the minimum salary/wage. 1. House rent /Housing 2. Food 3. Uniform 4. Communication	Experience will be considered for higher salary/wage.
M2-M1	Manager	35,000-45999	1,167			
S2-S1	Supervisor	30,000-34999	1,000			
P3-P1	Professional & Technical	20,000-2999	667			
O3-O1	Operational	15,000-19,999	500			

*Note: Service Charge is not included as either allowance or wage.*

## CHAPTER 3

### OCCUPATIONAL LEVELS AND FUNCTIONS

#### 3.1. Introduction

The occupational levels and functions provide a structured framework for classifying roles within the tourism and hospitality sector, capturing the varying degrees of responsibility, decision-making authority, and specialized job functions associated with each position. This classification system serves as a clear reference for understanding the general scope of work at every level, from executive and managerial roles to supervisory and frontline positions.

By defining these levels, the framework facilitates career progression, supports targeted training and professional development, and enables effective workforce planning. Furthermore, it helps organizations align human resource strategies with operational needs, ensures clarity in job expectations, and promotes consistency in performance standards across the sector.

BQF Level	Position Level	Position Category
5-6	E2-E1	Executive
4-5	M2-M1	Manager
3-4	S2-S1	Supervisor
2-3	P3-P1	Professional/Technical
2	O3-O1	Operational

Competency -Based Career Progression

#### 3.2. Occupational Levels in the Tourism and Hospitality Sector

The Tourism and Hospitality sector comprises various occupational levels that define the hierarchy of roles, responsibilities, and competencies required for effective performance across organizations. The following summarizes the key occupational levels:

##### Executive level

Top-level leaders who make decisions for the whole organization. They set goals, plan long-term strategies, and represent the company at the national or international level.

### **Managerial level**

Middle-level leaders who manage departments or teams. They plan budgets, ensure smooth operations, and make sure quality and customer satisfaction are maintained.

### **Supervisory level**

Team leaders who guide and monitor frontline staff. They assign daily tasks, solve problems, and ensure safety, hygiene, and service standards are followed.

### **Specialist Level**

Highly experienced professionals with deep expertise in a specific technical area. They provide advanced technical guidance, lead innovation, support quality improvement, and mentor others to enhance industry standards and practices.

### **Professional level**

Experts with specialized skills who carry out day-to-day tasks to support guests, ensuring smooth operations and a clean, safe, and welcoming environment.

### **Operational level**

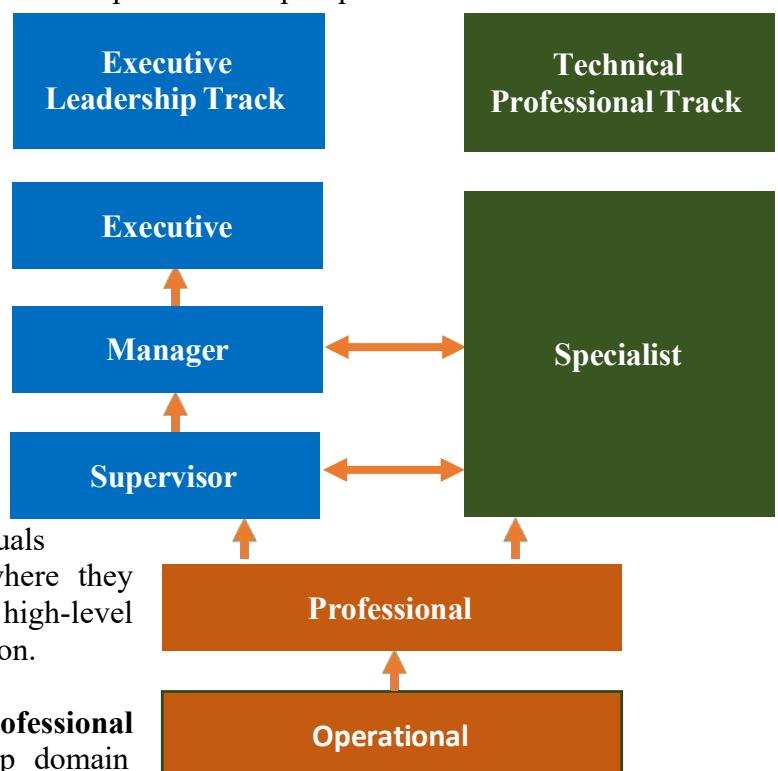
Staff responsible for executing routine, hands-on tasks that ensure the seamless functioning of hospitality and tourism services.

## **3.3. Career Progression in Tourism and Hospitality Sector**

The Tourism and Hospitality sector offers dual career progression across two main tracks: the **Executive Leadership Track** and the **Technical Professional Track**, enabling individuals to progress from entry-level roles to executive or specialized expert positions.

In the **Executive Leadership Track**, individuals may begin his/her careers at the **Operational (O-level)**, where they perform frontline and support roles, delivering essential services. With experience and skill development, they can advance to the **Supervisory (S-level)**, where they manage daily team operations and ensure service quality. Further progression leads to the **Managerial (M-level)**, involving mid to senior-level responsibilities, such as overseeing departments, managing resources, and ensuring operational efficiency. At the highest level, individuals may reach the **Executive (E-level)**, where they provide strategic leadership, make high-level decisions, and steer organizational direction.

Parallel to this, the **Technical Professional Track** recognizes individuals with deep domain



knowledge and professional specialization. Starting at the **Professional (P-level)**, individuals are certified experts delivering specialized services in areas such as culinary arts, tour operations. With continued development and recognition of expertise, they may advance to the **Specialist (SP-level)**, where they contribute to improving industry practices, mentoring others, and supporting quality assurance through their advanced knowledge and leadership in a specific technical area.

Together, these career levels provide a comprehensive framework for growth and progression in the Tourism and Hospitality sector, accommodating both managerial positions and technical mastery.

### 3.4. Career pathways to Tourism and Hospitality Qualifications

Individuals seeking qualifications in the Tourism and Hospitality sector have two clearly defined pathways:

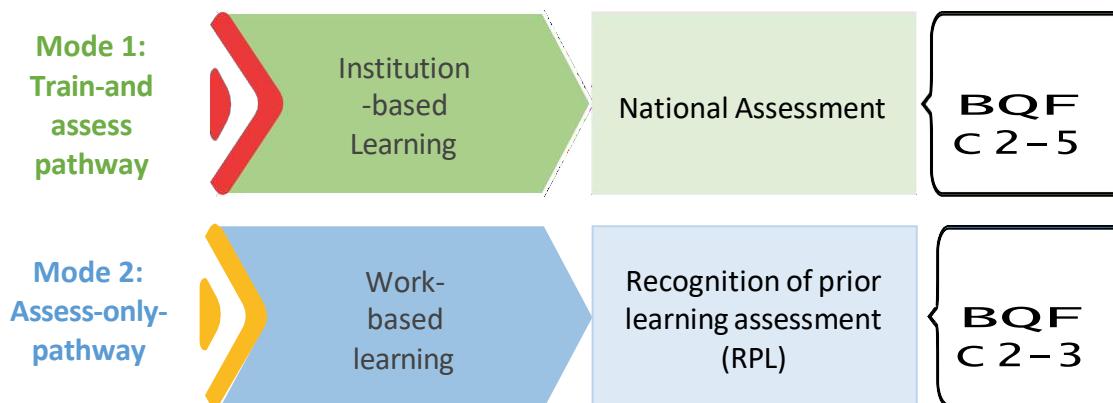
#### Mode 1 – Train-and-Assess Pathway

**Mode 1** follows a structured, institution-based learning approach, whereby training providers must have their programs accredited by the TVET Quality Council (TVET QC) in accordance with the accreditation standards. This mode is aligned with the Bhutan Qualifications Framework (BQF) and supports the award of qualifications across **Certificate Levels 2 to 5**.

#### Mode 2 – Assess-Only Pathway.

**Mode 2** is intended for individuals with a **minimum of three years of relevant work experience** and certified based on the Recognition of Prior Learning (RPL) approach. Candidates are required to first complete a self-assessment against the approved competency standards, followed by a formal competency assessment conducted by certified assessors at an accredited assessment center. This pathway applies only to selected occupations and facilitates the award of **Certificate Levels 2 and 3**. For **Certificate Levels 4 and 5**, institutional training is mandatory and therefore not covered under this mode.

Both pathways offer flexible options to recognize skills and knowledge acquired through formal training or work experience. Candidates may select the most appropriate pathway based on their experience, learning preferences, and long-term career aspirations.



### **3.5. Recognition of prior learning (RPL)**

Recognition of Prior Learning (RPL) provides individuals with an opportunity to obtain a formal qualification based on the assessment of their prior learning and work experience, whether acquired through formal, non-formal or informal means. Employees with a minimum of three years of substantial work experience in a specific occupation but who have not had the opportunity to pursue formal training, may pursue the RPL pathways to gain qualifications in the tourism and hospitality sector, up to BQF level 3.

The RPL assessment shall be conducted at an accredited assessment centre by a registered assessors with expertise in the tourism and hospitality sector. Qualifications obtained through RPL are considered equivalent to those earned through institution-based learning pathways. However, RPL shall NOT apply to occupations that lead to professional licensing, such as Culture Tour Guide, Trekking Guide, where regulatory requirements demand formal training and structured assessment.

### **3.6. Core Domains of Competence in the Tourism and Hospitality Sector**

In the **Tourism and Hospitality sector**, workforce development emphasizes three domains of competence: **Technical Skills, Generic Skills, and Values**. To ensure **service quality, guest satisfaction, and operational efficiency**, it is essential that **training institutes** design and deliver programs that effectively **impart these critical skills**. Furthermore, these skills must be **integrated into the National Competency Standards (NCS)** to align with industry requirements and ensure consistent competency development across all levels of training.

At the same time, **employers** play a vital role in strengthening the workforce by **promoting and nurturing these three skill sets** through **in-house training, on-the-job learning, and professional development programs**. By embedding these skills into both formal training and workplace learning, the industry can build a highly skilled, service-oriented, and values-driven workforce capable of meeting the evolving demands of the tourism and hospitality sector.

#### **1. Technical Skills (Job-Specific Skills)**

These are **practical, hands-on skills** required to perform specific tasks in tourism and hospitality operations. They are directly related to **service delivery, operations, and customer experience**.

#### **2. Generic Skills (Transferable / Employability Skills)**

These are **cross-functional skills** that are **not job-specific** but are **critical for performance across roles** in the tourism and hospitality industry. They enhance professionalism, teamwork, and adaptability.

#### **3. Work Values (Professional Attitudes & Work Ethics)**

Values refer to **personal attributes, ethical behavior, and professional attitudes** that define the **quality of service and guest experience** in the tourism and hospitality sector.

### 3.7. Competency Areas by Position Level

#### 1. Executive Level (Policy & Strategic Leadership)

Position category: CEO, MD, GM.

- **Technical Skills:**
  - Strategic Leadership – Vision setting, brand positioning, long-term growth.
  - Market & Destination Knowledge – Understanding global tourism trends, hospitality benchmarks, competitor analysis.
  - Financial Acumen – Revenue management, investment decisions, financial sustainability.
  - Stakeholder Engagement – Government, travel agencies, investors, communities, and global partners.
  - Crisis & Risk Management – Handling disasters, pandemics, cancellations, or reputational risks.
  - Sustainability & Ethics – Green tourism, cultural preservation, community integration
- **Generic Skills:**
  - Leadership, negotiation, and diplomacy
  - Public communication, advocacy, and stakeholder management
  - Critical thinking, innovation, and evidence-based decision-making
- **Work Values:**
  - Integrity, transparency, and accountability in governance
  - Commitment to Gross National Happiness (GNH) and sustainability
  - National representation, cultural preservation, and ethical tourism

#### 2. Manager Level (Operations & Organizational Management)

Position category: Department Head

- **Technical Skills:**
  - Operational Management – Translating executive vision into departmental action plans.
  - Revenue & Yield Management – Hotel pricing, tour packages, upselling.
  - Analytical Skills – Customer feedback analysis, cost control, revenue forecasting.
  - People Management – Recruiting, coaching, motivating teams.
  - Service Excellence – Ensuring guest satisfaction, complaint handling, service recovery.
  - Marketing & Sales – Digital marketing, partnerships with OTAs, corporate contracts, tour promotions.
  - Compliance & Safety – Food safety, workplace safety, travel insurance, legal compliance.
- **Generic Skills:**
  - Leadership and team motivation
  - Problem-solving, negotiation, and conflict resolution
  - Analytical and data-driven decision-making

- **Work Values:**
  - Professionalism, fairness, and accountability
  - Guest-centric mindset with respect for diversity
  - Environmental and social responsibility

### 3. Supervisor Level ((Team & Service Coordination)

Position Category: Departmental Supervisor and Tour Coordinators

- **Technical Skills:**
  - Team Supervision – Scheduling, assigning duties, monitoring frontline staff.
  - Guest Interaction – Handling special requests, complaints, VIP services.
  - Operational Efficiency – Monitoring check-ins/check-outs, tours, dining service standards.
  - Problem-Solving – Handling day-to-day challenges (overbooking, transport delays, last-minute changes).
  - Training & Mentoring – Coaching new staff in SOPs and guest service.
  - Reporting – Daily reports to managers (occupancy, tour satisfaction, service issues).
  -
- **Generic Skills:**
  - Communication and interpersonal skills
  - Team coordination, coaching, and mentoring
  - Customer handling and conflict resolution
- **Work Values:**
  - Responsibility, punctuality, and reliability
  - Respect for colleagues, guests, and workplace hierarchy
  - Commitment to continuous improvement in service

### 4. Professional Level ( Specialized Expertise)

Position category: Specialists: Chefs, Guides, Sales Executives, IT, Finance Officers, HR Specialists, Frontline Staff

- **Technical Skills:**
  - Technical Expertise – Culinary mastery, guiding knowledge, digital marketing, accounting, HR policies, front office systems, POS, housekeeping, food service and SOPs
  - Cultural & Destination Knowledge – Heritage, languages, flora and fauna, local customs, storytelling for tour guides.
  - Project & Event Management – Organizing banquets, MICE tourism, group tours.
  - Professional Standards – Ethical conduct, industry certifications, specialized training.
  - Innovation – Designing new guest experiences, creative packages, or tech-driven solutions.
  - Customer Service Excellence – Courtesy, hospitality, handling diverse guests.
  - Workplace Safety & Hygiene – Adhering to food safety, hygiene, and guest safety protocols.

- **Generic Skills:**
  - Collaboration across departments
  - Continuous learning and adaptability to new technologies
  - Professional communication (oral, written, digital)
- **Work Values:**
  - Pride in jobs and service excellence
  - Ethical practice and respect for intellectual property/standards
  - Cultural sensitivity and customer empathy

## 5. Operational Level (support services and daily tasks)

Position category: Security guide, Drivers, Support Staff

- **Technical Skills:**
  - Customer Service Excellence – Courtesy, hospitality, handling diverse guests.
  - Technical Skills – SOPs, Guest safety & Security, Safe driving.
  - Communication Skills – Clear and polite interaction with guests and colleagues.
  - Workplace Safety & Hygiene – Adhering to food safety, hygiene, and guest safety protocols.
  - Teamwork – Collaborating across departments
  - Workplace Safety & Hygiene – Adhering to hygiene, and safety protocols
- **Generic Skills:**
  - Communication, teamwork, and time management
  - Adaptability, problem-solving in day-to-day situations
  - Customer interaction and basic IT use (POS, reservations)
- **Work Values:**
  - Discipline, honesty, and courtesy
  - Respect for guests, co-workers, and superiors
  - Service-oriented mindset, cultural respect, and sustainability practices

## CHAPTER 4

# TOURISM

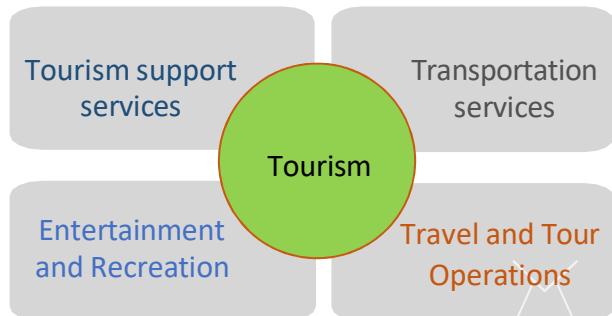
### 4.1. Sector Background

Tourism in Bhutan is a high-value, low-volume sector that plays a vital role in promoting cultural preservation, environmental sustainability, and socio-economic development. As the country positions itself as a premium destination, there is a growing demand for skilled professionals in areas such as culture guiding, trekking, ecotourism, and wellness tourism. Currently, certification in the tourism sector is provided through short-term training programs and national certification by the TVET Quality Council, BQPCA, with limited alignment to the Bhutan Qualifications Framework (BQF).

However, as the industry evolves, there is a pressing need to develop a structured sector qualifications framework for tourism that defines clear career pathways from operational roles to executive leadership and integrates technical and professional competencies. This will not only enhance the quality and recognition of skills but also open up diverse job opportunities for Bhutanese youth and ensure the sector is future-ready, aligned with national visions such as the Gelephu Mindfulness City and Bhutan's sustainable development goals.

### 4.2. Sector services

Tourism services in Bhutan encompass a wide range of interrelated areas including transportation, travel and tour operations, tourism support services, and entertainment and recreation. Transportation services such as airport handling, vehicle operations, and trekking logistics play a crucial role in facilitating visitor mobility. Travel and tour operators are responsible for itinerary planning, bookings, guiding services, and overall guest experience management. Tourism support services include information centers, ticketing, insurance, and visa processing, while entertainment and recreation cover cultural performances, wellness activities, adventure sports, and eco-tourism experiences. Each of these areas requires a diverse set of skilled human resources—from drivers, guides, and tour managers to cultural performers, customer service agents, and digital travel consultants. To ensure consistent delivery of high-quality services, there is a growing need for trained professionals with strong communication, cultural knowledge, safety awareness, and service excellence, supported by a structured competency framework and continuous professional development.



### 4.3. Career and Qualification structure for a Tour Operations

Tourism services	Position Title	Position category	Position Level	Qualification/Certification
Management & Administration	CEO/MD	Executive	E1	Equivalent to BQF 6
	General Manager	Executive	E2	Equivalent to BQF 6
	Finance Manager	Managerial	M2	Equivalent to BQF 6
	Finance & Accounts Officer	Professional	P3	Equivalent to BQF 6
	HR & Admin Officer	Professional	P3	Equivalent to BQF 6
Sales & Marketing	Marketing & Sales Manager	Managerial	M2	Equivalent to BQF 6
	Customer Relations Officer	Professional	P3	BQF 2
Operations	Tour Operations Manager	Managerial	M2	Equivalent to BQF 6
	Reservation Officer	Professional	P1	BQF4
	Transport & Logistics Coordinator/Officer	Professional	P3	BQF 2
	Tour Leader	Professional	P1	BQF 4
	Tour Guide(specializations)	Professional	P2	BQF 3
	Cultural Tour Guide(s)	Professional	P3	BQF 2
	Driver(s)	Operational	O1	PD licensed
	Office Support Staff	Operational	O1	

**Note:** The position of CEO/MD (Position Level E1 – Executive) shall apply only to posts appointed by the company.

#### 4.4. Career Progression and Promotion Criteria

Position category	Position Level	Normal Promotion		Fast Track Promotion		Clean Service record	Qualification Requirement
		Min. no. of Yrs in each position	Performance Rating	Min. no. of Yrs in each position	Performance Rating		
Executive (E)	E1-E2	Four Years	Good and above	Two Years	OT for at least two Yrs	No adverse record	As per the min. qualification requirement
Managerial (M)	M1-M2	Four Years	Good and above	Two Years	OT for at least two Yrs	No adverse record	Framework
Specialist (S)	S1-S2	Four Years	Good and above	Two Years	OT for at least two Yrs	No adverse record	
Professional and Technical (P)	P1-P2-P3	Four Years	Good and above	Two Years	OT for at least two Yrs	No adverse record	
Operational (O)	O1-O2-O3	Four Years	Good and above	Two Years	OT for at least two Yrs	No adverse record	

OT=Outstanding

# CHAPTER 5

## HOSPITALITY

### 5.1. Sector background

The hospitality services in Bhutan is a key enabler of the tourism industry, contributing to guest experiences through accommodation, food and beverage services, front office operations, and event management. With the country's focus on high-end, sustainable tourism, there is increasing demand for a skilled workforce capable of delivering international-quality service while preserving Bhutanese values of hospitality. At present, skills development in hospitality is delivered through institute-based training, and certification is provided by TVET Quality Council, BQPCA, with limited alignment to the Bhutan Qualifications Framework (BQF).

To ensure professional growth and enhance service standards, there is a critical need to develop a structured qualifications framework for hospitality. This framework would define progressive career pathways—from operational staff to specialist and managerial roles—ensuring competency-based training, recognition of skills, and expanded job opportunities in the country. It would also strengthen the sector's capacity to meet the needs of emerging markets, luxury eco-lodges, and the broader vision of Bhutan's sustainable and inclusive development.

### 5.2. Sector services

The hospitality services in Bhutan plays a vital role in delivering memorable and high-quality guest experiences, aligning closely with the principles of the Bhutan Tourism Policy, which emphasizes high-value, low-volume tourism and authentic Bhutanese service. The sector encompasses a wide range of interrelated services and departments including accommodation, food and beverage, front office operations, housekeeping, culinary arts, event management, and guest relations. Accommodation services cover the provision of rooms and guest facilities in hotels, resorts, homestays, and lodges, requiring attention to comfort, cleanliness, and cultural ambiance. Food and beverage operations involve restaurants, cafés, and bars that offer traditional and international cuisines, focusing on hygiene, presentation, and service efficiency. Front office and reception services are responsible for guest check-ins, reservations, and handling inquiries, often being the first point of contact that shapes a visitor's impression. Housekeeping ensures cleanliness, aesthetics, and room readiness, while culinary services contribute to guest satisfaction through well-prepared meals. Event and banquet management includes organizing functions, meetings, and celebrations, which demand precision, creativity, and coordination. To uphold Bhutan's hospitality standards and deliver consistent, high-quality services, the sector requires a workforce that is not only technically trained, certified and also equipped with strong interpersonal skills, cultural sensitivity,



professionalism, and adherence to safety and sustainability standards. This requires a robust occupational framework, structured assessment and certification, and continuous professional development to build a pool of competent and service-oriented hospitality professionals.

### 5.3. Career and Qualification Structure for Hospitality Sector Professionals

Hospitality Services	Position Title	Position Category	Position Level	Qualification/ Certificate
Administration (Department)	General Manager	Executive	E1	BQF-6
	Operations Manager		E2	BQF-5
Administration (Human Resource)	HR Manager	Managerial	M1	BQF-4
	HR Assistant	Professional	P3	BQF-3
	Training coordinator	Professionals	P3	BQF 3
	Driver	Operational	O1	PD License
Administration (Finance, sales and marketing)	Finance Manager	Managerial	M1	BQF-5
	Accounts Manager		M2	BQF-4
	Accountant	Professional	P3	BQF-2
	Procurement Officer	Operational	O3	BQF-4
	Store Assistant	Operational	O3	BOF-4
	Sales & Marketing Manager	Managerial	M1	BQF-4
Administration (Security)	Sales & Marketing Assistant	Professional	P3	BQF-2
	Security Head/Supervisor	Supervisory	S2	BQF-4
	Security Guard	Operational	O1	Institute Certificate
Administration (Maintenance)	Maintenance Head/Supervisor	Supervisory	S2	BQF-4
	Technician I (Electrical/Plumbing/AC)	Professional	P3	BQF 2
Front Office	Front Office Manager	Managerial	M1	BQF-4
	Front Office Supervisor	Supervisory	S2	BQF-3
	Front Office Associate	Operational	P3	BQF-2
	Reservationist		P3	BQF-2
	Concierge		P3	BQF-2
	Bell Person		O3	Class VIII
Food & Beverage (Department)	F& B Manager	Managerial	M1	BQF-5
Food & Beverage (Restaurant)	Restaurant Manager	Managerial	M2	BQF-4
	Restaurant Supervisor	Supervisor	S1	BQF-3
	F&B Associate	Operational	P3	BQF-2
	Barista	Operational	P3	Institute Certificate
Food & Beverage (Bar)	Bar Manager	Managerial	M2	BQF-4
	Bar Supervisor	Supervisor	S3	BQF-3
	Bartender	Operational	P3	Institute Certificate
Food & Beverage (Event Management)	Event Manager	Managerial	M2	BQF-4
	Event Supervisor	Supervisory	S2	BQF-3

Food & Beverage Production	Executive Chef	Managerial	M1	BQF-5
	Sous Chef		M2	BQF-4
	CDP	Supervisory	S1	BQF-3
	Demi Chef de Partie	Supervisory	S2	BQF-3
	Commis Chef I	Professional	P1	BQF-2
	Commis Chef II	Professional	P2	BQF-2
	Commis Chef III	Professional	P3	Institute Certificate
	Baker & Pastry Chef	Managerial	M2	BQF-4
	Baker I	Professional	P2	BQF-3
	Baker II	Professional	P3	BQF-2
	Steward/Dishwasher	Operational	O1	Nil
Housekeeping	Housekeeping Manager	Managerial	M1	BQF-5
	Housekeeping Supervisor	Supervisory	S1	BQF-4
	Housekeeper	Operational	O1	BQF-2
	Laundry Supervisor	Supervisor	S1	BQF-3
	Laundry Attendant	Operational	O2	Nil
Recreation and Wellness	Spa Manager	Managerial	M1	BQF-5
	Spa Supervisor	Supervisor	S1	BQF-3
	Spa Therapist	Professional	P3	BQF-2
	Beautician	Professional	P3	BQF-2
	Meditation Instructor	Professional	P3	Institute Certificate
	Pool Attendant	Professional	P3	Institute Certificate
	GYM Instructor	Professional	P3	Institute Certificate

#### 5.4. Minimum Staffing & Qualifications requirement for 3 Star Hotels (3-shifts format)

Department	Position	Qualification	# of Staff	Criticality	Mandatory
Management	General Manager/Operation Managers	BQF 4/5 (Diploma in Hotel Management)	1	High	Yes
Front Office	Front Office Supervisor	BQF 2 in Front Office	1	High	Yes
	Receptionist	BQF level certificate not required but basic front office training (in- house) /institute certificate	3	High	Yes
	Reservationist	BQF level certificate not required but basic reservation training /institute certificate	1	High	Yes
Housekeeping	Housekeeping Supervisor	BQF 2 in Housekeeping	1	High	Yes
	Housekeeper	BQF level certificate not required but basic housekeeping training /institute certificate	3	High	Yes
	Laundry	Certification not required but basic laundry training/experience			Optional
Food & Beverage (F&B)	Restaurant Supervisor	BQF 2 in Food and Beverage	1	High	Yes
	Wait Staff	BQF level certification not required but basic F&B training /institute certificate	3	High	Yes
Kitchen	Head Chef/Executive Chef	BQF 2 in Culinary/Food Production	1	High	Yes
	Pastry/baker	BQF2 in Bakery			Optional
	Commis	BQF level certification not required institute certificate / experience	2	High	Yes
	Dishwasher	Certificate not required but in-house training	1	High	Yes
Engineering & Maintenance	Technicians (Electrical/Plumbing)	BQF 2 certification	O		

<b>Accounts &amp; Admin</b>	Accounts Officer	BQF 2 (Diploma/certificate in accounting)	1	High	Yes
	HR/Admin Officer	Diploma/certificate in HR/Office mgt.	1	High	Yes
<b>Security</b>	Security Guards	Basic security training/experience	2	High	Yes
<b>Recreation</b>	Spa/Fitness/Wellness/Pool Staff	BQF 2 in respective field	Certified personnel are required if service is provided		
<b>Total staffs</b>			<b>Min 23 staffs or 1:0.7 (room: staff)</b>		

## 5.5. Minimum Staffing and Qualification for 4 Star Hotel

<b>Department</b>	<b>Position</b>	<b>Qualification</b>	<b># of Staff</b>	<b>Criticality</b>	<b>Mandatory</b>
<b>Management</b>	General Manager	BQF 6/Degree in Hotel Management /relevant field	1	High	Yes
	Assistant/Operation Manager	BQF 5/Advance Diploma in Hotel Management			Optional
<b>Front Office</b>	Front Office Manager	BQF3/4/Diploma in Hotel/Front office Management	1	High	Yes
	Front Office Supervisor	BQF 2 in Front Office	1	High	Yes
	Receptionist	BQF2/Institute Certificate	3	High	Yes
	Bell Boy/Person	Institute Certificate/basic hospitality training (in-house)	2	High	Yes
<b>Housekeeping</b>	Housekeeper manager	BQF3/4/Diploma in Hotel/Housekeeping Management	1	High	Yes
	Housekeeping Supervisor	BQF 2 in Housekeeping	1	High	Yes
	Housekeeper	BQF 2/Institute Certificate	4	High	Yes
	Laundry/Linen Staff	Certification not required			Optional

<b>Food &amp; Beverage (F&amp;B)</b>	F&B Manager	BQF 3/4/Diploma in F&B/Hotel Management,	1	High	Yes
	F&B Supervisor	BQF 2 in Food & Beverage	1	High	Yes
	Wait Staff	BQF 2/Institute Certificate	4	High	Yes
	Bartender	BQF2/Institute Certificate in Bartending	1	High	Yes
<b>Kitchen</b>	Executive Chef	BQF 4/5/Diploma in Culinary/ Hotel Management/Higher Qualification	1	High	Yes
	Chef de Partie (CDP)	BQF 3/Diploma in Culinary/ Hotel Management	1	High	Yes
	Commis	BQF 2/ Institute Certified in Culinary/Food Production	4	High	Yes
	Baker	BQF 2/ Institute Certified in Bakery	2	High	Yes
	Kitchen Stewards/Dishwashers	Certification not required	2	High	Yes
<b>Engineering &amp; Maintenance</b>	Maintenance Supervisor	BQF3/4/Diploma in Electrical/Mechanical			Optional
	Technicians (Electrical/Plumbing/AC)	BQF 2 Certification	1	High	Yes
<b>Accounts</b>	Accounts/Finance Officer	BQF 4/ Diploma in Accounting	1	High	Yes
	Procurement	BQF 2 Certificate /Basic training/experience	1	High	Yes
	Store	Class 10 with basic training/experience			Optional
<b>Administration</b>	HR Manager	BQF 4/5 in HR/Business/Hotel	1	High	Yes
	HR Assistant	Class 12	1	High	Yes
	Driver	Licensed	2	High	Yes
<b>Sales &amp; Marketing</b>	Sale & Marketing Manager	BQF 4/5 in S&M/Business/Hotel	1	High	Yes
	Sale & Marketing Associates/Reservation	BQF 2/ Institute Certified	1	High	Yes

<b>Security</b>	Security Supervisor	Basic security training/ex-army	1	High	Yes
	Security Guards	Security training	2	High	Yes
<b>Recreation</b>	Spa Manager/Supervisor	BQF4 in relevant field	1	High	Yes
	Spa Therapist	Certification in respective field	2	High	Yes
	Gym Instructor	Certification in respective field	1	High	Yes
<b>Total staffs</b>			<b>Min 47 staffs or 1:0.9 (room: staff)</b>		

## 5.1. Minimum Staffing and Qualification for 5 Star Hotel

Department	Position	Qualification	# of Staff	Criticality	Mandatory
<b>Management</b>	General Manager	BQF 6 in relevant field	1	High	Yes
	Assistant/Operation Manager	BQF 5/6 in relevant field			Optional
<b>Front Office</b>	Front Office Manager	BQF4/5 in relevant field	1	High	Yes
	Front Office Supervisor	BQF 2 in relevant field	2	High	Yes
	Receptionist	BQF2/institute certificate	4	High	Yes
	Bell Boy/Person	In-house training/institute certificate	3	High	Yes
<b>Housekeeping</b>	Housekeeper manager	BQF4/5 in relevant field	1	High	Yes
	Housekeeping Supervisor	BQF 3 in relevant field	2	High	Yes
	Housekeeper	BQF 2/Institute Certificate in relevant field	6	High	Yes
	Laundry Supervisor	BQF 3 in relevant field			Optional
	Laundry/Linen Staff	Certification not required			Optional

<b>Food &amp; Beverage (F&amp;B)</b>	F&B Manager	BQF 4/5 in relevant field	1	High	Yes
	F&B Supervisor	BQF 3 in relevant field	2	High	Yes
	F&B Associate/Server	BQF 2/ institute certificate in relevant field	6	High	Yes
	Bar Supervisor	BQF 3 institute certificate in relevant field	1		Optional
	Bartender	BQF 2/institute Certificate in Bartending	1	High	Yes
<b>Kitchen</b>	Executive Chef	BQF 5/6 in relevant field	1	High	Yes
	Sous Chef	BQF 4/5 in relevant field	1		Optional
	Chef de Partie (CDP)	BQF 3 in relevant field	2	High	Yes
	Commis	BQF 2/ Institute Certificate in relevant field	4	High	Yes
	Pastry Chef	BQF 4 in relevant field	1	High	Yes
	Baker	BQF 2/ Institute Certificate in relevant field	2	High	Yes
	Kitchen Stewards/Dishwashers	Certification not required	2	High	Yes
<b>Engineering &amp; Maintenance</b>	Maintenance Head	BQF4/5 in relevant field	1	High	Yes
	Maintenance Supervisor	BQF 3 certification in relevant field	1		Optional
	Technicians (Electrical/Plumbing/AC)	BQF 2 certification in relevant field	2	High	Yes
<b>Accounts</b>	Accounts/Finance Manager	BQF 5/6 in relevant field	1	High	Yes
	Accountant	BQF 2/Institute Certificate	1	High	Yes
	Procurement In-charge	Class 12 with basic training/experience	1	High	Yes
	Store In-charge	Class 10 with basic training	1	High	Yes
<b>Administration</b>	HR Manager	BQF 5/6 in relevant field	1	High	Yes
	HR Assistant	Class 12 with basic training	1	High	Yes
	Driver	Licensed	3	High	Yes

<b>Sales &amp; Marketing</b>	Sale & Marketing Manager	BQF5/6 in relevant field	1	High	Yes
	Sale & Marketing Associates/Reservation	BQF 2/Institute Certificate	1	High	Yes
<b>Security</b>	Security Head	Training in relevant field	1	High	Yes
	Security Guide	Basic security training/ex-army	4	High	Yes
<b>Recreation</b>	Spa Manager	BQF5/6 in relevant field	1	High	Yes
	Spa Therapist	Certification in respective field	3	High	Yes
	Gym Instructor	Certification in respective field	1	High	Yes
	Pool Attendant	Certificate in relevant field	1	High	Yes
<b>Total staff</b>			<b>Min 65 staff or 1:1 (room: staff)</b>		

## 5.2. Promotion Criteria

Position category	Position Level	Normal Promotion		Fast Track Promotion		Clean Service record	Qualification Requirement
		Min. no. of Yrs in each position	Performance Rating	Min. no. of Yrs in each position	Performance Rating		
Executive (E)	E1-E2	Four Years	Good and above	Two Years	OT for at least two Yrs	No adverse record	As per the min. qualification requirement
Managerial (M)	M1-M2	Four Years	Good and above	Two Years	OT for at least two Yrs	No adverse record	Framework
Supervisory (S)	S1	Four Years	Good and above	Two Years	OT for at least two Yrs	No adverse record	
Professional and Technical (P)	P1-P2-P3	Four Years	Good and above	Two Years	OT for at least two Yrs	No adverse record	
Operational (O)	O1-O2-O3	Four Years	Good and above	Two Years	OT for at least two Yrs	No adverse record	

OT=Outstanding

## 6. Key Success Indicators (KSIs)

To ensure the effective implementation and continuous improvement of the National Career and Occupational Framework (NCOF) 2025, the following **Key Success Indicators** have been identified. These indicators will serve as measurable benchmarks to monitor institutional progress, workforce competency development, and alignment between education, training, and industry needs.

### 1. Institutional Capacity and Governance

- All Tourism and Hospitality Service Providers establish functional Human Resource Departments responsible for workforce planning, training, and performance development aligned with the NCOF 2025.
- **MoICE and MoESD** jointly conduct annual Human Resource Needs Assessments to identify emerging skill gaps and inform policy and training priorities.
- A database of qualified and certified professionals in the Tourism and Hospitality Sector is developed, maintained, and updated regularly by the relevant agency.
- The **Department of Tourism (DoT)** conducts periodic reviews of framework implementation progress, ensuring coordination among stakeholders and alignment with national tourism policies.

### 2. Human Resource Development and Capacity Building

- By 2027, at least 80% of tourism and hospitality training providers have aligned their training with the NCOF 2025 competency standards. BQPCA
- **Career progression pathways** for tourism and hospitality occupations are clearly defined, disseminated, and applied in recruitment, promotion, and performance management systems across the sector. (Service Providers)
- **Recognition of Prior Learning (RPL) mechanisms** are institutionalized and implemented, benefiting at least 500 workers annually by 2026 through certification or upskilling opportunities. (MoICE, BQPCA)

### 3. Employment and Industry Linkages

- MoICE supports youth employment and internship programs, including YELP and other pre-employment engagement schemes, to enhance job placement in key positions.
- Industry partners and training institutes sign partnership agreements (MoUs) to provide structured internship and dual training opportunities.
- Training institutes conduct tracer studies every two years to monitor graduate employability, skill relevance, and labor market demand, and use findings to improve training quality.

## 7. Implementation Plan

The implementation plan outlines the key activities to be carried out, identifies responsible agencies, timelines, and performance indicators to ensure coordinated, timely and effective rollout of the framework.

### Phase 1: 2025-2026

Sl no	Activity	Responsibility	Timeline	Indicator
1	Endorsement of the NCOF 2025	DoT/MoICE	31 <sup>st</sup> Dec 2025	Published in website/circular issued
2	Conduct awareness and advocacy on the NCOF 2025	DoT	Jan 2026	Number of awareness sessions held, media coverage
3	Conduct needs assessment of individual employees (upskilling and RPL assessment) for 3 star and above	DoT and HRAB	15 <sup>th</sup> Jan 2026	Compiled list of employees of all hotels (3star and above)
4	Design the training modality and assessment system (RPL) through consultative approach	DWPSD, DoT, HARAB/Training Providers	30 <sup>th</sup> Jan 2026	Training plan developed for skill upgradation and Assessment Plan developed for RPL assessment
5	Conduct skills upgradation training and certify employees through RPL assessment	DWPSD, DoT, Training Providers	1 <sup>st</sup> Feb-31 <sup>st</sup> Dec.2026	Number of employees trained and certified

6	Conduct RPL Assessment of employees and certify with BQF certificate	DWPSD, DoT, Training Providers	1 <sup>st</sup> Feb-31 <sup>st</sup> Dec.2026	Number of employees assessed and certified with BQF certificate
7	Align existing job positions/titles as per NCOF 2025	DoT, HRAB, ABTO, Private sectors	Dec 2026	Number of positions and job categories aligned with NCOF 2025
8	Interim review and evaluate the progress, issues and challenges	Taskforce	Quarterly	Conducted review and report presented to MoICE and relevant agency

## Phase 2: 2026-2030

Sl no	Activity	Responsibility	Timeline	Indicator
1	Develop NCS for new occupations	DWPSD, DoT and BQPCA	2026- 2027	Number of NCS developed
2	Develop new curriculum for tourism and hospitality training programs in line with NCQF 2025	DoT and DWPSD	2026-2027	Number of new CBT curriculum endorsed
3	Continue Recognition and Prior Learning assessment and certification for Tourism and	HRAB, DoT, TVET QC, RPL	2027 onwards	Number of RPL candidates certified

	Hospitality workers	centre		
4	Accredit Tourism and Hospitality Programs in line with the framework	BQPCA, Training providers	2026-2030	Number of programs accredited as per framework
5	Build capacity of Trainers and other related professionals in Tourism and Hospitality Sector	DoT, HRAB, GAB, DWPSD	2026-2030	Number of trainers trained and certified
6	Facilitate revision/development of Internal service rule with clear occupational/positions details, minimum salary for each position, annual increment and minimum duration required for promotion	DoL, HRAB, ABTO and private sectors	2026 onwards	Number of ISR approved by DOL with clear HR component.
7	Develop non-credit training curriculum	Training Providers	2026-2030	Number of non-credit training curriculum endorsed and implemented
8	Monitor and evaluate implementation progress	DoT	2027 onwards	M&E Reports submitted to MoICE and relevant agencies

## 8. Definition

1. **Bhutan Qualification Framework** means a National Qualifications Framework that provides a structured system for classifying, recognizing, and comparing qualifications in Bhutan. The framework will ensure that qualifications across education and training sectors are coherent, consistent, and quality-assured.
2. **Career Pathway** means a roadmap, outlining the necessary qualifications, credentials, skills, and experiences needed to progress from entry-level positions to executive roles, within the sector.
3. **Executive Leadership Track** means a career path specifically designed to develop high-potential employees into top-tier executives capable of leading an entire organization. The track focuses on building strategic decision-making and visionary skills rather than just operational management.
4. **Internal Service Rules** means an official document in line with the Labour and Employment Act of Bhutan, 2007, which outlines the terms and conditions of service, employee responsibilities, code of conduct, organizational structure, disciplinary procedures, and operational policies within an enterprise in Bhutan.
5. **National Competency Standards:** means a competency standards that defines skills, knowledge, and attitudes required for specific occupations developed and endorsed by the BQFCA
6. **Position Category** means a classification of job positions within the sector.
7. **Position Level:** means the hierarchical ranking of a job position within a given position category.
8. **Position Title:** means the designated name of a job role that identifies the type of work performed, the functional responsibilities, and the position level within an organizational structure.
9. **Technical Expertise Track** means a structured career development pathway that allows professionals to advance based on their technical or specialized competencies.
10. **Qualifications:** means an officially recognized certification awarded/recognised by a competent authority (BQPCA) that confirms a person has met defined standards of learning or competency in a given field, trade, or occupation.



**DEPARTMENT OF TOURISM**

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