

## **Chapter 28: Executives and Specialists**

### **Executives**

#### **28.1 Policy**

- 28.1.1. Ensure succession planning of Executives for smooth and seamless continuity in the event of leadership transition and prepare high potential executives for key positions.
- 28.1.2. Develop and enhance required leadership competencies in the Civil Service.
- 28.1.3. Enhance domain expertise required to execute responsibilities.
- 28.1.4. To monitor and manage performance of executives.

#### **28.2. Strategy:**

The Executives shall be:

- 28.2.1. Selected from the pool of P1 through open competition or appointed through open-competition or appointed from the existing executives to different positions.
- 28.2.2. Given targeted leadership training including mandatory training for enhancing both domain expertise based on the agency's mandate and leadership competencies based on Leadership Capability Framework.
- 28.2.3. Closely monitored in terms of their performance & leadership.

#### **28.3. Appointment**

- 28.3.1. The Royal Civil Service Commission shall recommend the nominees for executive positions (section 47 and 48) or select and appoint executives (section 67 and 68) as per the provisions in Chapter V and VIII of the Civil Service Act of Bhutan 2010, mandates

##### **28.3.2. Types of Appointment**

Based on the position title and the position levels, the following executive appointments shall be made:

- 28.3.2.1. **Government Secretary and Cabinet Secretary:** In line with Article 2 section 19 (p) of the Constitution of the Kingdom of Bhutan and section 48 (a) of the Civil Service Act of Bhutan 2010, His Majesty shall appoint

Government Secretary on the recommendation of the Prime Minister who shall obtain nominations from the Royal Civil Service Commission on the basis of merit and seniority and in accordance with other relevant rules and regulations.

28.3.2.2. In line with section 50 of the Civil Service Act of Bhutan, a Secretary to the Government shall be the highest position in the Civil Service (EX1 A) and may serve a maximum term of five years or until the superannuation age, whichever is earlier

28.3.3. **Dzongdag:** In line with Article 2 section 19 (q) of the Constitution of the Kingdom of Bhutan and section 48 (c) of the Civil Service Act of Bhutan 2010 (CSAB 2010), His Majesty shall appoint Dzongdag on the recommendation of the Prime Minister who shall obtain nominations from the Royal Civil Service Commission.

28.3.4. In line with section 73 of the CSAB 2010, the Lhyengye Zhungtshog shall determine and approve the inter-ministry and inter- dzongkhag transfer of secretaries and dzongdags in the same position in consultation with the Commission.

28.3.5. A candidate for the post of a Secretary to the Government or Dzongdag shall have a minimum of university degree, and other criteria determined by the Commission.

28.3.6. **Appointment of Secretary General of the two Houses:**

28.3.6.1. In line with Article 2 section 19 (n) of the Constitution of the Kingdom of Bhutan and section 48 (b) of the Civil Service Act of Bhutan 2010 (CSAB 2010), His Majesty shall appoint Secretary General of the Houses on the recommendation from the Royal Civil Service Commission.

28.3.7. **Appointment of Executives by Royal Civil Service Commission**

28.3.7.1. In line with Section 67 of the CSAB 2010, the Royal Civil Service Commission shall select and appoint all head of agencies of autonomous agencies and departments. Position levels of the Executive will be in line with the Position Directory.

28.3.7.2. In line with section 53 of the CSAB 2010, the Constitutional bodies shall recruit executives at EX3 and based on the following selection procedure.

28.3.8. **Appointment through Open Competition**

28.3.8.1. **Vacancy Announcement**

- i. Promotion based on post vacancy shall operate within an open competitive environment as follows:
- ii. The Royal Civil Service Commission shall announce the vacant position on its website and/or media as and when a vacancy arises and provide at least two weeks for candidates to submit their applications;

28.3.8.2. Vacancy announcement shall clearly define the following:

- i. Profile of the Position;
- ii. Position Title and Position Level;
- iii. Minimum educational qualification as defined in the Position Directory. Additional knowledge, skills and competency relevant to the post shall be given preference for the purpose of short-listing;
- iv. Relevant work experience requirement;
- v. Department/Agency and the place of posting for which the recruitment is being considered.
- vi. An applicant shall be required to submit Curriculum Vitae in the format provided to Executive Management Division.

28.3.9. **Eligibility Criteria for Shortlisting**

28.3.9.1. **Primary Criteria**

- i. Meet the minimum educational qualification requirement prescribed in the Position Directory;
- ii. Currently, in one Position Level lower than the Position Level announced.
- iii. Completed a minimum of two years of active service in current Position Level at the time of the announced application deadline;

- iv. Completed a minimum of two years of active service at the time of the announced application deadline after being appointed through Open Competition to the current position;
- v. Clean service record (Integrity Check);
- vi. A civil servant shall not be eligible to participate in an Open Competition while on long-term training.
- vii. To the extent possible, transfers, including through open competition, shall not result in the loss of professionals by an agency and appointment of such civil servants to positions where their specialized knowledge and skills are rendered irrelevant.
- viii. Shall not shortlist candidates with Ph.D to avoid wastage of specialized knowledge which otherwise can be used more meaningfully in technical/professional areas.
- ix. Minimum of 'Very Good' performance vetted through agency/department score based on agency type.
- x. Minimum of 'Very Good' in LFS score
- xi. Minimum No. of years in service required shall be **16 Year** (excluding EOL)
- xii. Shortlist P1 officers based on Strategic Movement of the Executives Framework as per super structure grouping; and
- xiii. A maximum number of 10 applicants shall be shortlisted for one vacant position announced (ratio 1:10). In the event the number of applicant crosses 10, the Commission will first use the primary criteria to shortlist 10 applicants. In case the list still remains more than 10, the following secondary criteria will be used.

28.3.9.2. **Secondary Criteria:** Following secondary criteria in order of sequence (i.e. performance score will be used first to arrive at the desired number of applicants. If using the performance score, the Commission is not

able to arrive at the desired number, then the following criteria in sequence shall be used:

- i. 50%Performance score +LFS score;
- ii. Seniority;
- iii. Gender: female candidate will be given preference.
- iv. Rural Posting only for the duration of P1 Position held will be used
- v. Any other criteria as decided by the Commission

- 28.3.10. Not shortlisted candidates shall be informed on the reason/s for not being shortlisted.
- 28.3.11. If there is no eligible candidate or only one eligible candidate, the RCSC shall announce the time extension of another two weeks for candidates to submit applications.
- 28.3.12. Further, if the RCSC is not satisfied even when the number of eligible candidates is more than one, RCSC shall have the option to extend the deadline to submit applications.
- 28.3.13. The RCSC shall make a direct appointment to a vacant EX position when there is a lack of eligible or suitable applicant, despite completing the recruitment process.
- 28.3.14. The RCSC shall proceed with the selection process even if there is only one eligible candidate despite the re-announcement.

#### **28.4. Selection Interview**

- 28.4.1. The panel member will be 4 Commissioners from the Royal Civil Service Commission and one representative from the concerned agency;
- 28.4.2. For constitutional bodies at least two panel member representative from RCSC or relevant agency.
- 28.4.3. The applicants will be assessed on domain expertise and on Leadership capability.
- 28.4.4. Each panel member will be provided with the ToR of job announced in order to familiarize with the domain knowledge required for the job.
- 28.4.5. To assess domain knowledge, Work Sample Method shall be used. This will be done as follows:
  - 28.4.5.1. 10 minutes presentation;

28.4.5.2. 20 minutes Q & A (this means max three questions). The question has to be short and to the point)

28.4.6. The applicants will be assessed on the domain expertise (25%) and the leadership skills (75%)

28.4.6.1. If shortlisted candidate's score by Majority of Panelist (3 and above) is not above 70%, s/he will not be allowed to sit for open-competitive selection interview for another one year;

28.4.6.2. Questions/Answers during the interview shall be bilingual (in both Dzongkha and English).

## **28.5. Result**

28.5.1. The scores awarded by the panel member will be compiled by the interview assistant;

28.5.2. No two or more candidate should get same scores from one panelist ;

28.5.3. These scores will be converted into ranking by the interview Assistant;

28.5.4. The candidate receiving the highest score, from 3 or more out of 5 panelist giving one candidate will be selected;

28.5.5. When there is no clear majority, sum of all ranking will be considered;

28.5.6. In the event there is a *tie* when considering sum of Ranking, average of marks of two tie candidates only will be used to determine the final selection;

28.5.7. Finally if all above 3 options are completed and if there is still a tie, then the selection committee will seek consensus on selection of candidate

## **28.6. Selection of Candidate**

28.6.1. The consolidated result shall be declared by the Chairperson to the other member of the panel;

28.6.2. Panel Member will check the consolidated list against the Reference Score Sheet and Panelist Preference Sheet; and

28.6.3. The consolidated result will be signed and sealed.

## **28.7. Declaration of Result**

- 28.7.1. The RCSC will declare the result on the website and/or media within two weeks of completion of the selection process;
- 28.7.2. The selected candidate shall be given a maximum of two weeks after the declaration of result, to submit the following documents:
  - 28.7.2.1. No Objection Certificate from the Parent Agency;
  - 28.7.2.2. Copy of online audit clearance
  - 28.7.2.3. Security Clearance
- 28.7.3. If the selected candidate fails to produce the documents within the stipulated time, the next candidate in order of merit ranking may be considered

## **28.8. Transfer**

- 28.8.1. As per Chapter VIII of the Civil Service Act of Bhutan 2010, the Royal Civil Service Commission shall administer the transfer of Executives.
- 28.8.2. **Criteria For Transfer**  
The following criteria will be used to determine transfer of Executive:
  - 28.8.2.1. **No. of years in current position:** the Executives shall be transferred to a new place of posting within 3 to 5 years.
  - 28.8.2.2. **Strategic Movement** of Executives to plan succession.
  - 28.8.2.3. **Types of Transfer:** In line with the criteria used for transfer, there will be two types of transfer
- 28.8.3. Normal Transfer: on completion of duration and strategic movement;
- 28.8.4. Interim Transfer: Executives will be on temporary transfer with RCSC under the following circumstances;
  - 28.8.4.1. Displacement because of appointment of new executive to his position;
  - 28.8.4.2. Completion of tenured assignment (e.g. secondment/foreign posting).
  - 28.8.4.3. Waiting List: Poor Performance: In this case, the Executives then will be put on the waiting list and the rules pertaining to waiting list on BCSR 2017 will be applicable.

## **28.9. Promotion**

- 28.9.1. As per section 63, 64, & 65 of Chapter VIII of the Civil Service Act of Bhutan 2010, the Royal Civil Service Commission shall administer the promotion of Executives.
- 28.9.2. **Categories of Promotion;**  
Following Executive Promotion Framework will be used to assess Executive promotion
- 28.9.3. **Promotion through appointment**
  - 28.9.3.1. **Appointment as Government Secretaries;**
  - 28.9.3.2. Appointment of all government secretaries will be at EX1A without sub-level.
- 28.9.4. All promotions to Executive positions irrespective of duration are considered as meritorious promotion.
- 28.9.5. Following Executive Promotion Assessment framework will be used:
  - 28.9.5.1. **Performance Score for past two years:**  
Performance of Executives should include substantive outputs indicating systemic changes firmly institutionalized as per Agency's annual performance targets identified;
  - 28.9.5.2. **Feedbacks collected for each Executives:**  
Minimum of "Very Good" and above score as per Online Leadership Feedback system;
  - 28.9.5.3. **Clean service record:** Executives need to have clean record with ACC, RAA and any other HR obligations including administrative penalty checked with the RCSC's and agency's record
  - 28.9.5.4. **Requirement of position held:** The level of expertise and experience required for the position held by executive will be assessed.
  - 28.9.5.5. **Any other assessment criteria determined by the Commission**

## **28.10. Training**

- 28.10.1. Under the Leadership Development Program, various targeted leadership trainings will be provided to all Executives. The effort will be to ensure that people in

leadership positions in the civil service have a clear idea of what is expected from the Executives, and receive the necessary trainings that cover development of desirable leadership traits as per Leadership Capability Framework and domain expertise required for the appointed position. For trainings not listed below shall be as per Chapter 9.

28.10.2. Training obligation shall not apply for training below.

**Type of Training**

28.10.2.1. Targeted Short Term training (tailor made/open enrolment) where the nomination will be done by RCSC.

28.10.2.2. Mandatory training: Following shall be the mandatory Leadership Development Training Programs:

- i. Executive Forum
- ii. Bhutan Executive Services Training (BEST)

**28.11. Separation:**

28.11.1. **Separation from Civil Service upon completion of tenure as Government Secretary:** Upon completion of tenure as Government Secretary, GS will be separated. **If** the tenure precedes the superannuation date, s/he will be eligible for separation with ERS and for Civil Service Awards for Lifetime Service.

28.11.2. For other types of separation chapter 20 on Separation will apply.

**28.12. Administrative Discipline**

28.12.1. For all Disciplinary Cases of the executives Chapter 19 will apply

**Specialist**

**28.13. Policy**

28.13.1. To retain, reward and motivate professionals to continue in the field of specialization

- 28.13.2. Provide smooth career progression opportunities to the best and brightest Civil Servants by incentivizing experts in their area of specialization.

#### **28.14. Strategy**

- 28.14.1. Performance and requirement of a Specialist shall be the basis for promotion.
- 28.14.2. The RCSC shall be highly selective while considering promotion of a civil servant to/within Specialist Positions based on the criticality of requirement of specialization.
- 28.14.3. **Agencies for respective specialist belonging to same technical categories are required to develop levels of competencies required at various levels: ES3, ES2 and ES1.**
- 28.14.4. A Civil Servant shall be promoted to ES3-ES1 without the need to compete for higher position so long he meets the eligibility criteria for promotion.
- 28.14.5. Following Specialist promotion assessment framework shall apply for promotion to and within specialist positions:
  - 28.14.5.1. Minimum performance of “very good” for the recent three years
  - 28.14.5.2. Completion of minimum of six years of active service in current Position Level except for Specialist as per **schedule XXX**
  - 28.14.5.3. Availability of vacant Specialist position as per specialist requirement as specified in staffing.
  - 28.14.5.4. Minimum of Master’s degree in the relevant field for the proposed specialist position with bachelors degree.
  - 28.14.5.5. For professionals in fields with no masters degree available, the Commission may approve/prescribe other requirements for their promotion.
  - 28.14.5.6. Clear additional responsibility specified compared to current job responsibility: Specific Job Description to be drawn for individual specialists based on generic RCSC job description prior to appointment to confirm the need and ensure proper utilization.
  - 28.14.5.7. Evidence of the minimum level of knowledge and skills identified for the higher Position Level where

greater responsibility and autonomy within the role is required.

- 28.14.5.8. Consistent practice in the field
  - 28.14.5.9. Clean service record.
  - 28.14.5.10. Work plan for next three years.
  - 28.14.5.11. Concept paper and publication.
  - 28.14.5.12. Eligibility as per other relevant documents of agency concerned.
- 
- 28.14.6. Placement in remote locations will be given due recognition for promotion.
  - 28.14.7. A civil servant promoted to a specialist position shall comply with the Job Description of the respective positions.
  - 28.14.8. For processing promotion to a specialist position, following documents shall be required:
    - 28.14.8.1. Specialist Promotion proposal form –Schedule 28.1
    - 28.14.8.2. Legal Undertaking- Schedule 28.2
  - 28.14.9. Once a civil servant opts to continue in his line of profession and avails promotion to P1 and above, he shall not be eligible to compete in Open Competitive selection process for a Management position and to this end, he shall be required to sign a legal undertaking.
  - 28.14.10. A civil servant in a Management position in P1 and above shall be eligible to move to his line of profession in a specialist position provided he meets all promotion criteria.
  - 28.14.11. The Agency shall be prudent on the promotion to Specialist posts and once the promotion is granted, the Agency shall take full responsibility in ensuring that their services are optimally utilized.
  - 28.14.12. Agency to take greater accountability for utilization of specialists.
  - 28.14.13. Specialists to take on the additional role of advisors, as Heads of the Centers/Programs/Projects where suitable, in Agencies but based on a transparent, term based selection system.
  - 28.14.14. Specialists may be included as members of HRC and relevant Panelist/ Committees to draw upon their expertise.

- 28.14.15. Placement of Specialist: Specialists shall be placed in the Agencies as follows
- 28.14.15.1. Ministries & larger Agencies
    - i. One specialist for each Department, who shall provide technical backstopping to Divisions under the Department and take on the additional role of Advisor to head of the Agency.
    - ii. Head of Center, Program and Project.
    - iii. Majority of the specialists will be placed at Regional Level to share their area of expertise and utilize the field of specialization.
  
  - 28.14.15.2. Autonomous Agencies
    - i. One specialist as Advisor to Head of Agency
    - ii. Technical Agency can have more than one subject specialists
  
  - 28.14.15.3. Constitutional Office
    - i. One specialist for each Department (Core function)
    - ii. One specialist for each Division (Core function)
- 28.14.16. All Specialists will be transferred by the working agency based on the requirement of their specialization.
- 28.14.17. Following protocol shall apply for Specialist transfer:
- 28.14.17.1. The selection of specialists as advisors and Heads of Centers/ Programs/ Projects shall be through Open Competition wherein Agency must seek prior approval of the RCSC before the announcement.
  - 28.14.17.2. The following conditions shall apply:
    - i. Position Title - "Specialist" (Head)/Specialist (Advisor).
    - ii. Position Level – ES3, ES2 & ES1.
    - iii. Term for 3 years and extendable.
    - iv. Open Competition without promotion (lateral transfer).
    - v. Eligible pool: ES3 & above

28.14.18. Agencies based on the broad TOR (Schedule 28 (c)) and Specialist Competency Framework developed by relevant agency should develop specific TOR for all Specialists and ensure compliance to their TOR.

28.14.19. All Specialists will report to Executive of the agency.

**Schedule 28 (a)**

| Sl. No. | Particulars | Specific information required |
|---------|-------------|-------------------------------|
|---------|-------------|-------------------------------|

|   |   |  |
|---|---|--|
| 1 | Name/EID<br>No./Position<br>Title/Position<br>Level/ of the<br>specialist whose<br>promotion is being<br>processed:   |  |
| 2 | Academic<br>qualification and<br>training of the<br>candidate   |  |
| 3 | Specific area of<br>specialization of<br>the person relevant<br>to specialist<br>position<br>recommended for<br>promotion (to be<br>supported by<br>academic<br>certificates) |  |
| 4 | Current<br>Responsibility   | Addition Responsibility (please note to<br>indicate additional responsibility as different<br>from current responsibility) |
|   |   |  |
| 5 | Existing place of<br>posting of the<br>candidate  | New proposed place of posting of the<br>candidate, if promoted to higher position  |
|   |   |  |

|    |  |  |  |
|----|--|--|--|
| 6  | Existing No. of people in the same area of specification     | No. of people required in the agency in the same area of specialization (to be linked with the staffing pattern/HRD plan or NKRA/SKRA/DKRA/TKRA of the agency) | Current gap (Required Number-Existing) |
| 7  | Existing supervisor (Name and Position)                      | New supervisor (if posted)   |  |
| 8  | Work plan for next three years in Performance Appraisal form |  |  |
| 11 | What is the main objective of the proposed promotion?        |  |  |

|    |   |  |
|----|---|--|
| 12 | <p>Is HR Committee fully convinced that this person has the full capacity to undertake higher responsibilities and will be fully utilized?</p> <p>Reference No. of HRC*</p> |  |
| 13 | <p>Clean service record:</p>  |  |
| 15 | <p>Competency level as per MOG Competency framework:</p>  |  |
| 16 | <p>Eligible as per relevant policy of agency concerned (if any)</p>   |  |

**Schedule 28 (b)**

**UNDERTAKING**

I, ....., bearing Citizenship ID Card No. .... and employee ID No. ...., currently working in ..... (*mention name of the Mnistry/Agency*) as ..... (*mention Position Title*) in Position Level ..... do hereby confirm the following:

- 1. **WHEREAS** *I have been briefed on this undertaking governing my promotion to ..... (mention proposed Position Title) in Position Level ..... with effect from ..... (Promotion effective date);*
- 2. **AND WHEREAS** I agree with the condition that I shall continue my service as a specialist and shall not appear for any open competitive selection for change of position title and position level under the Executive Category or request the Ministry/Agency/RCSC for any change of position/function to Executive (EX) in the event of my promotion;
- 3. **AND WHEREAS** I understand that in the event I do not adhere to the aforesaid condition, I shall be liable for appropriate administrative action by the RCSC; and
- 4. **IN WITNESS WHEREOF** I have hereunto signed this document in the presence of the following witnesses:

Place: .....

Date: .....

**Witnesses:**  **1. For the Ministry/Agency** Sd/ (Legal Stamp)

**1. For the Agency**

*(Secretary of Ministry/Head of Agency)  
RCSC)*

(Signature)

**2. For the RCSC**

*(HRO/EMD,*

(Signature)

Name: .....Official Seal; Name: .....Official Seal

**Schedule 28 (C)**

**GENERIC JOB DESCRIPTION**

**1. JOB IDENTIFICATION:**

|             |                                  |  |
|-------------|----------------------------------|--|
| 1<br>.<br>1 | <b>Position Title:</b>           | Specialist I/Specialist<br>II/Specialist III |
| 1<br>.<br>2 | <b>Major Occupational Group:</b> | Executive & Specialist<br>Services Group     |

|             |                        |                     |
|-------------|------------------------|---------------------|
| 1<br>.<br>3 | <b>Sub-Group:</b>      | Specialist Services |
| 1<br>.<br>4 | <b>Position Level:</b> | ES1, ES2 & ES3      |

The following is a generic Job Description for specialists under the Executive & Specialist Services Group. Based on the broad Job Description, specific Job Description has to be drawn which is more contextual and specific to the mandate of Agency which shall be prepared by the respective Specialist in consultation with the Head of the Agency and submit it to RCSC for endorsement.

## 2. ROLES & RESPONSIBILITIES

Recognizing the role of the Specialist to contribute towards Institutional and Policy development, the following duties & responsibilities have been developed:

|                                   |
|-----------------------------------|
| <b>Roles and Responsibilities</b> |
|-----------------------------------|

**1. Technical Advisor**

- 1.1 Advise and assist the Department and head of the Agency.
- 1.2 Review and recommend technical proposals of a complex nature pertaining to the professional field.
- 1.3 Provide technical backstopping for the regions/Dzongkhags, other departments and ministries.
- 1.4 Serve as members of various committees /task forces/working groups & Boards, as applicable.
- 1.5 Vet all technical proposals in one's field of specialization before approval by head of Agency
- 1.6 Act as a resource person in the capacity development.

*Note: Relevant technical proposals must be routed through specialist concerned for recommendation prior to approval by Head of Agency.*

**2. Strategic partner**

- 2.1 Guide and support in the formulation and implementation of national policies, plan and strategies.
- 2.2 Review and recommend improvements of the existing policies, plans & programs.
- 2.3 Represent the Agency in different technical forums including participation in meetings, workshops, and conferences.
- 2.4 Serve as member of HR Committee and GNHC Committee on rotational basis, as appropriate.

**3. Researcher**

- 3.1 Spearhead research on plans & programs.

**4. Head of Center/Program/Project, as appropriate**

