

Annexure

Performance Dashboard of HR Officers

The objectives of developing standard template for HR Officers are:

1. To ensure that HROs contribute to the Business delivery of the organization as an strategic advisor and a partner.
2. Change the perception on the roles of HR officers from mere administrative roles.
3. To ensure Civil Servants are adequately informed and services facilitated through the existing rules and regulations.

Overall guide on the PD are:

1. Out of the four roles, through the "Administrative Expert" role the minimum required services from HR Officers will be evaluated through relevant KPI to which the information will be provided by the relevant division in RCSC.
2. For the remaining 3 roles (Strategic partner, Change agent and Employee champion), indicative KPIs are shared, which the relevant supervisor in consultation with the HR Officers are required to customise, and use to ensure optimal utilization of HR Professionals in the agencies

Roles	Objective	Key Result Areas	Key Performance Indicator (KPI)	Performance Standard
1. Administrative Expert	As an Administrative Expert, to be engaged in the improvement of all HR processes to optimize operational efficiencies	Reduction in HR audit observations/ Greater compliance to BCSR	HRD/S to maintain a minimum of 85% compliance vis-a-vis the major HR audit observations	HRD/S to maintain atleast 100% compliance vis-a-vis the Major HR audit observations
			HRD/S to maintain an Annual attendance of atleast 60% for every Webinar session conducted by RCSC.	HRD/S to maintain atleast 100 % attendance for every Webinar session conducted by RCSC.
		All HR Audit observations are resolved/implemented	90% of past HR audit recommendations to be implemented	HRD/S to ensure 100% of past compliance recommendations implemented
			60% of past strategic HR audit recommendations to be implemented	HRD/s to atleast ensure 100% of past strategic recommendations implemented
		Recruitment and Promotion aligned to the BCSR/ HR Manual	Percentage of recruitment and promotion against the approved staffing and guidelines	100% of recruitment and promotions conducted against the approved staff strength or as per the BCSR/ HR Manual
		Conduct of Pre-employment drug test for BCSE Selected graduates (for Dzo/Thromde HROs only)	Timeline of BCSE / Drug test conducted for BCSE selected graduates	Conduct the test within the schedule dates and issue the Drug test Certificate with proper sign/seal and name of the tester.
		Successfully digitize all HR functions for all civil servants in the working agency	100% of HR functions digitized	100% of the HR Functions are digitized in DMS for all employees recruited after 2021
		Accuracy and reliability of civil service information in ZEST maintained	Percentage of accurate information in ZEST	95% of the CVs of the civil servants are accurate at the end of the fiscal year
		Financial obligation paid by exiting CS	Percentage compliance to the undertaking by undergraduate scholarship and LTT recipients	100% of scholarship recipients who resign within the FY have paid or are paying their financial obligation for both undergraduate scholarship and LTT as per the agreed payment schedule
		Implementation of the planned and prioritised HRD initiatives.	Timeline for the annual prioritised HRD plan (both LTT and STT) approved by RCSC	Execute all HRD programs as per the Annual prioritized HRD plan by the end of FY
			All Long term study leave completed as per the SoP/TAT	100% adherence to all LTT as per SoP/TAT Initiate completion of study leave processes within 3-5 working days
		All HR requirements are aligned to the CBF	Percentage of HRD initiatives aligned with CBF.	Attain a 100% alignment with the Competency Based Framework (CBF) as outlined in the proposed course.
		Build a resilient, flexible and adaptable civil servants by inculcating a culture of lifelong learning	Percentage of employees at ESP and GSP trained through Skills4Life programme.	90-95% of interested ESP/GSP trained through skilling, upskilling and reskilling programmes.
		CS awards are implemented in a timely and accurate manner	Percentage of accuracy and timeliness in the submission for nomination of civil service awards	100% accuracy and timeliness in the submission for nomination of civil service awards
		All positions recruited through open competition are efficiently and effectively implemented	All vacant positions for P1 M and Specialist Head are filled in as per the SoP/TAT	100% Appointment to be completed within as per the SoP/TAT
		Ensured sustained Talent Sourcing and Attraction by identifying potential successor as 1:3 (position: successor for P1M)	Talent Management Strategy developed for their respective agency within FY	At least one strategy per agency
		MaX system instituted	All Supervisors do the planning and evaluation on time through technical backstopping through out appraisal period.	Planning Completed within one month of start of Fiscal Year/Acadamic Year.
Evaluation completed within 2 weeks of completion of assessment year				
All CS are continuously using PD as the tool for updating their performance	100% Supervisors have provided their performance monitoring feedback in the PD			
	100% of CS have provided their performance update in the PD			
	Moderation result updated within 2 weeks of conduct of moderation Moderation Exercise completed latest by 15th of August every FY			

2. Strategic Partner	As a strategic partner, be well versed about Agency's plans and programs and designing HR plans and activities accordingly	Carried out workforce planning as per the agency's plans and targets .	The 5 year staffing plan, annual requisition of HR, SOPs and TORs for the agency developed.	1. Annual HR requisition is planned and submitted by April (as required by RCSC). 2. 5 years staffing is planned and submitted within 2 weeks of the start of new FYP. 3. SOPs and ToRs of the agency developed within 2 months of the FY.
		Designed HR development plans including competency training and skills development critical to deliver organizational programs/projects/activities.	1. Implement HR budget. 2. implement the minimum capacity building hours. 3. Institute competency trainings. 4. Number of annual HR plan developed and implemented based on the prioritized annual work plans.	1. Designed HR Development plans with strategic focus on CBF and FYP Priorities. 2. Ensure Conduct of monthly Coaching and Mentoring session with the supervisor, and direct reports 3. Review Training implementation based on the competency training provided to all positions at different position level during the FY 4. 2 HR plan developed aligning with the organizational goals are implemented annually
		Initiated Organizational Development Exercise as per the directives of the management/RCSC	Recommendation of OD Report implemented	Planned OD Report within 2 weeks of the assignment and submitted the Report within 1 month of assigning
		People Analytics & Cost Management: Utilize data-driven insights to optimize HR processes and manage costs effectively.	Number of Training Hours Delivered: Measures investment in employee development.	Design and deliver training programs that enhance employee skills and knowledge.
3. Change Agent	As a Change Agent, facilitate collaboration within the agency and enhanced organizational readiness to implement change to achieve agency objectives	Effective Communication: Ensure all employees are informed, understand the reasons for change, and are on board with the new processes.	Employee Communication Satisfaction Survey Results: Measure employee understanding and perception of the change communication.	Develop a communication plan that reaches all employees and ensures clear understanding of the change.
		Change Management Capability: Develop and implement a structured change management plan to minimize disruption and resistance.	Employee Engagement Survey Results: Track changes in employee morale, motivation, and commitment during the change process Time to Achieve New Performance Goals: Measure how quickly employees adapt and achieve new performance expectations after the change.	Conduct surveys to gauge employee sentiment and address concerns proactively. Collaborate with leadership to define new performance metrics aligned with the change goals. Track and report on KPIs to measure the success of the change management efforts.
		Positive employee experience and engagement enhanced	Conduct Organizational Climate Survey (OCS) to assess motivation and engagement of staff Annually	OCS finding implemented in the following areas: 1. Innovative programs adopted for teambuilding and enhancing conducive workplace environment 2.Regular advocacy programs on civil service values and code of conduct implemented 3. Robust Grievance Redressal mechanism implemented 4. Score of "above average" for FY 2023-24
4. Employee Champion	As an Employee Champion, recognized and addressed employee concerns and needs to boost morale, increase commitment, and enhance performance	Work-Life Balance & Flexibility: Implement programs and practices that support a healthy work-life balance for employees.	Work-Life Balance Survey Results: Measures employee perception of work-life balance options.	Review policies and framework proactively related to work life balancee
		Employee Recognition & Reward: Implement a system to recognize and reward employee contributions.	Retention Rate of High Performers: Monitors ability to retain top talent.	Implement a transparent system for employee recognition and rewards.