



# HUMAN RESOURCE MANUAL 2023

**ROYAL CIVIL SERVICE COMMISSION**

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# HR POLICY MANUAL

## Introduction

A well structured Human Resource (HR) Framework plays a pivotal role in ensuring the efficient management of the Civil Service, with the competence of Human Resources Officers being of paramount importance in driving the implementation of this framework within the Civil Service. Therefore, the Royal Civil Service Commission has developed the Human Resource Manual in the year 2023, hereafter referred to as the HR Manual 2023, with the overarching goal of establishing uniformity, consistency, and parity in HR policies and practices, all of which are essential for the effective governance of the Civil Service. This is in pursuance of Chapter 1, Section 1.6 of the BCSR 2023.

Towards this effort, the HR manual aims to achieve the following objectives:

1

To offer clear and comprehensive guidance to HR officers, enhancing their efficiency in fulfilling their roles.

2

To provide guidance specifically tailored for new HR Officers and Administrative Assistants.

The HR Manual 2023 will become effective on December 17, 2023 and periodic reviews will be conducted as deemed necessary to ensure alignment with the BCSR. The RCSC holds the authority to interpret any provision within the HR Manual 2023, and such interpretations by the RCSC shall be considered definitive and binding.



# Parent and Working Agency

## Objectives of the Parent Agency Concept



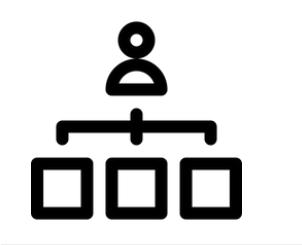

In order to promote transparency and eliminate redundancy in HR responsibilities, the RCSC has the authority to appoint certain agencies as Parent Agencies, in accordance with the established Parent Agency Framework for HR functions outlined in Schedule 2/B of BCSR.

## Definition

**Parent Agency** An agency designated to oversee a specialised professional group, with the primary objectives of facilitating their professional growth and offering technical assistance to another agency.



**Working Agency** An agency in which the civil servant is presently employed.

## Roles and responsibilities of Parent Agency




	<p>Develop competencies specific to various professions, conducting succession planning, establishing staffing standards, and defining service delivery standards.</p>
	<p>Identify and retain a group of experts for providing technical support when needed.</p>
	<p>Assuming a leadership position in proposing post creations across the Civil Service to the RCSC.</p>
	<p>Execute staff transfers in accordance with the RCSC's approved staff strength and transfer guidelines.</p>

# Parent and Working Agency

## Roles and responsibilities of Parent Agency



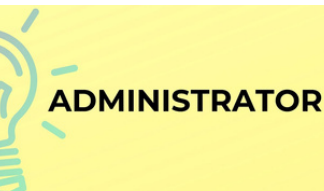

	<p>Evaluate vacancies recommended by the working agency for in-service recruitment through open competition, specifically up to the P2 level.</p>
	<p>Incorporate mandatory activities and objectives into the performance dashboards, ensuring alignment with the parent agency's objectives. This should be carried out in consultation with the relevant working agencies during the planning phase. Subsequently, furnish the performance evaluations of these mandatory activities and targets as input to the working agency for their moderation exercise.</p>

## Roles and responsibilities of Working Agency

	<p>Propose staffing needs based on mutually established standards with the Parent Agency, and directly submit the proposal to the RCSC.</p>
	<p>Conduct regular recruitment for positions up to the S1 level in accordance with the annual recruitment plan. In situations where the working agency is unable to conduct recruitment, they may request the parent agency to oversee the selection process.</p>
	<p>Carry out contract recruitment and extension for PMC, SSC and OC as per the approved staffing.</p>

# Parent and Working Agency

## Roles and responsibilities of Working Agency

	<p>Recommend Meritorious promotions for out of turn by one year to the RCSC, recognizing and advancing outstanding employees.</p>
	<p>Submit Annual HRD priority areas to the RCSC, outlining areas of focus for training and development within the Agency.</p>
	<p>Shall have full control and authority over various administrative functions, including retirement processes, leave management, recruitment, promotion, training, suspension, and disciplinary actions, as delegated within the relevant sections of the BCSR .</p>
	<p>In consultation with the Parent Agency:</p> <ul style="list-style-type: none"> <li>• Process Long Term Training proposals directly with the RCSC;</li> <li>• Carry out open competition for positions up to the P2 level; and</li> <li>• Carry out lateral transfers within the Civil Service.</li> </ul>

<p>Ministry of Infrastructure and Transport</p> <p><b>Parent</b> Ministry of Home Affairs</p> <p>National Statistics Bureau Cabinet Secretariat</p> <p>GovTech <b>Agency</b></p> <p>Royal Civil Service Commission</p>	<p><b>Working</b></p> <p>Cabinet Secretariat Samdrup Paro Dzongkhag</p> <p>Jongkhar Haa</p> <p>Thromde <b>Agency</b></p> <p>Royal Institute of Management</p>
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# Human Resource Committee (HRC) and HRC Meeting

## Responsibilities of HRC

It is crucial for the members of the HRC to have a clear understanding of their roles and responsibilities. Their primary duties encompass the following areas:

### 1. Enforcement of Legal Provisions

Ensure the effective enforcement of the provisions stipulated in the Constitution, the Civil Service Act of Bhutan 2010, the BCSR, and any other directives issued by the RCSC.

### 2. Formulation and Review of HR Matters

Engage in the formulation and review of human resources-related policies, procedures, and strategies.

### 3. Review of HR Appeals

Assess appeals made regarding HR actions, including both HR-related decisions and performance appraisals.

### 4. Disciplinary Committee Functions

Act as a Disciplinary Committee or establish an independent Disciplinary Committee when necessary.

### 5. Adjudication of Disciplinary Cases

Review and adjudicate disciplinary cases, ensuring fair and lawful proceedings.

### 6. Formation of Selection Committees

Form Selection Committees for recruitment and long-term training, and delegate the responsibility for shortlisting and conducting selection interviews or exams.

# Human Resource Committee (HRC) and HRC Meeting

## 7. Endorsement of Selection Result

Review and endorse the results of the Selection Committee for recruitment and long-term training interviews.

## 8. Delegation of HR Functions

Delegate specific HR functions to the HR Division/Services for Operational Category and GSP/ESP, with the exception of administrative disciplinary cases.

## 9. Appellate Role in Moderation Exercise

Participate in the moderation exercise as an appellate body.

## 10. HR Planning and Recommendations

Be involved in HR planning, including the review and recommendation of matters such as:

- a. Structure, staffing pattern & strength.
- b. HRD Plans.

## 11. Induction and Mentoring

Establish proper induction and mentoring programs for newly recruited personnel joining the agency.

## 12. Training

1. Serve as the highest authority for approving training within the agency in accordance with the BCSR.
2. All ex-country travel shall be approved by the HRC.



# Human Resource Committee (HRC) and HRC Meeting

## Responsibilities of HRC

### 13. Promotion Functions

1. Review and approve promotions within broad-banded positions;
2. Recommend meritorious, fast-track, and Specialist promotions;
3. Review applications and short list eligible candidates for promotions against post vacancies; and
4. Conduct selection interviews and approve or recommend as per delegation of authority.

### 14. Transfer decisions

1. Review and approve intra-Agency transfers that do not involve a change in Position Title; and
2. Review and approve intra/inter-Agency transfers involving changes in Position Title, SG, or MoG within the Super Structure.

### 15. Leave Approvals

Approve/recommend, as per delegated authorities, the following:

1. Extraordinary Leave;
2. Medical Leave beyond 14 days;
3. Medical escort leave; and
4. Study leave.

## Accountability

HRC Members shall be accountable:

- 1 For timely and effective conduct of the HRC Meeting;
- 2 For regular attendance of the HRC Meeting; and
- 3 For efficient and effective HR management

# Conduct of HRC Meeting

## Proceedings

Depending on the organisation's size, requirements, and the urgency of the agenda, the HRC shall decide the frequency of its meetings. The HRC has the authority to establish its own procedural rules.

### Prior to HRC



Member Secretary

The Member Secretary shall:

- 1 Prepare, compile, and distribute the meeting agenda to the HRC members.
- 2 Organize the meeting, including setting the time and location, in accordance with the established rules and procedures outlined by the HRC.

### During HRC



Chairperson

The Chairperson shall:

- 1 Set the agenda, lead and preside over the HRC meeting.
- 2 Not delegate their chairmanship of the HRC unless they are absent from the station (except by the Head of the Constitutional Office)

- 3 Prioritize sufficient time for comprehensive discussion of all agenda items and encourage active participation and constructive deliberations among committee members.
- 4 Assume responsibility for the regular convening of HRC meetings, lead with objectivity, and oversee accurate documentation of meeting proceedings to ensure effective and efficient operations.
- 5 Ensure that the members disclose any existing, potential, or apparent conflicts of interest as stipulated in [Form 3/2](#). The HRC will decide whether to exclude members with conflicts based on the nature and context of the conflict.
- 6 HRC decisions rely on majority votes, with the Chairperson breaking ties. In agencies with a single Executive whose perspective differs, the Executive's view prevails, documented in the minutes, including dissenting opinions, and the Executive is held accountable.

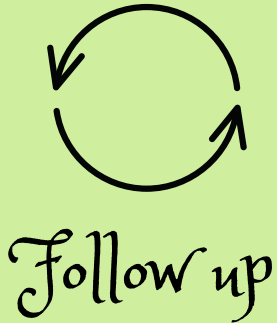


Member Secretary

The Member Secretary shall maintain minutes and records of the meetings.

# Conduct of HRC Meeting

## Post HRC



- 1** The minutes recorded by the Member Secretary shall be signed by every attending member, except those on approved leave of absence from the meeting.
- 2** The Chairperson shall ensure the implementation of the decisions taken during the meeting; and
- 3** The Member Secretary shall coordinate, follow up on, and report on all HRC decisions.

## Delegation of Authority to the Agency

The RCSC has the authority to delegate its functions in writing, subject to conditions specified in the rules and regulations, to an individual, Agency, Authority, or entity, which includes its Secretariat, as deemed appropriate and necessary.



# Recruitment, Selection and Appointment

The RCSC and agencies shall be guided by the following steps in conducting recruitment, selection, and appointment into the civil service:

## 1 RECRUITMENT PLANNING

- Assess and prioritise the vacant positions/ Vacancies.
- Obtain approval from the HRC.
- For Single Window Recruitment (PMC), submit the requisition ([Template](#)) to the RCSC against the approved position(s).
- For recruitment at SSC level, the Agency as per the delegation of authority shall carry out recruitment based on the approved staffing pattern.
- The annual recruitment exercise shall take into consideration civil servants identified as excess and those civil servants returning from study, EOL, Medical Leave etc.
- In case of positions that are parented, the Working Agency shall consult with the Parent Agency concerned prior to initiating the annual recruitment.
- In the event of any change to the approved staffing plan or the recruitment plan, the Working Agency shall submit the updated five year's annual recruitment plan to RCSC by the month of May for approval.
- For additional post creation, agencies shall carry out the due diligence on HR needs assessment based on the following process:
  - Review the mandate of Section/Division/Department/Agency;
  - Review opportunity to multitask by the approved existing staff; and
  - Review SOP, TAT, HR Standards and log of activities.
- The recruitment against a vacant position shall be filled either by direct recruitment of a new employee or in-service recruitment.

### Other Requirements

- Consult with the Parent agency/Departments/Division/Services; and
- Submit to the RCSC, no later than the month of May for recruitment of PMC on regular.

# Recruitment, Selection and Appointment

## 2

## VACANCY ANNOUNCEMENT

- Advertise the approved vacant positions through mainstream media, including online platforms.
  - Use the Zhiyog Recruitment System (ZRS) [Link](#)
  - Provide at least 10 working days to applicants for registration
- Include the following information in addition to the specific requirement of the agency in the advertisement :

### OC/SSC/PMC

1. Profile of the position, including details on Super Structure, Position Title, and Position Level.
2. Required skills/qualifications for the position;
3. Type of recruitment;
4. List of documents required for application;
5. Registration process, including schedule and venue;
6. Shortlisting criteria, if applicable; and
7. Contact number and address for inquiries and further information.



### ESP/GSP

1. Position Title;
2. Brief job description if multi-tasked;
3. General or Elementary Service;
4. Skills/Qualification required, if any;
5. Documents required; and
6. Contact number and address

## 2.1

## RE-ANNOUNCEMENT

- Re-announce if there is no eligible candidate or when it does not fulfill the ratio of 1:3, the Agency shall announce the time extension of five working days for more candidates to submit applications.
- Extend the deadline to submit applications, if the Agency is not satisfied even when the number of eligible candidates is more than three.
- Proceed with the selection process even if there is only one eligible candidate despite the time extension of five working days or more.

# Recruitment, Selection and Appointment

## 3

### DOCUMENT VERIFICATION

- Collect the following documents from the candidates

#### DOCUMENTS REQUIRED

- Civil Service Employment Application [Form 4/1](#);
- Contract Agreement Form ([Form 4/2](#)) for contract positions [[Form 4/3](#) for ESP/GSP];
- Resume (not applicable for ESP/GSP positions);
- Copies of academic transcripts;
- Copies of relevant training transcripts, if required;
- Copy of the Bhutanese citizenship identity card;
- Copy of Medical Fitness Certificate issued by a competent RGoB medical doctor;
- Security Clearance Certificate which shall be verified online; and
- No Objection Certificate (NOC), if currently employed.

- Instruct the candidates to bring original documents to the interview for verification purposes.

## 4

### SHORTLISTING

- Screen the applicants based on the fulfilment of the Academic and/or relevant Training as per the minimum requirement specified in the Position Directory, the vacancy announcement, eligibility and disqualification as per BCSR Section 4.4.3 and 4.4.4 respectively.
- Shortlist the applicants based on the criteria decided by the HRC.
- In the event, vacancies for multiple positions are announced requiring the same entry qualification, any applicant fulfilling the criteria shall be considered as eligible for all the vacant positions.

# Recruitment, Selection and Appointment

## 5 NOTIFY SHORTLISTED CANDIDATES

- Obtain the approval from the HRC on the shortlisted candidates along with date and venue for selection interview and/ or written examination.
- Announce shortlisted candidates

## 6 SELECTION

- Depending on the requirement of the position, following methods to be followed:
  - Panel interview which shall be mandatory; and
  - Weightage for academic/relevant training; or
  - Written/ practical examination.
- The HRC shall determine the methods and the weightage to be assigned.

## 7 SELECTION COMMITTEE

- The HRC shall nominate a Selection Committee composed of at least three relevant members.
- The Committee members shall be properly briefed on the eligibility criteria for the position and the applicant's resume details prior to the interview.
- Conduct the interview in bi-lingual, Dzongkha and English ([Form 4/2](#))
- The Committee shall observe the Civil Service Values and Conduct as provided in the Rule including the declaration of Conflict of Interest [Form 3/2](#).
- The Selection Committee shall pre-determine the cut off percentage to be eligible for selection to ensure quality of candidates. The cut off should be higher than 50%.
- The Interview Assistant shall compile the result sheet based on the selection method adopted, which shall be verified and signed by the Selection Committee.

# Recruitment, Selection and Appointment

## 8 POST SELECTION PROCEDURE

- The HRC will review and endorse the consolidated result sheet signed by the Selection Committee.
- Declare the result and notify the successful candidate.
  - Within two weeks from conduct of Interview
- Along with the declaration of the selection result, the Agency will inform the candidates on the reporting date for placement and appointment.
- Give an opportunity to appeal to the Appellate Authority (within 3 working days from the date the result was declared).
- The recruitment process shall be completed within three months from the date of the vacancy announcement.

## 9 APPOINTMENT PROCEDURE AND PLACEMENT

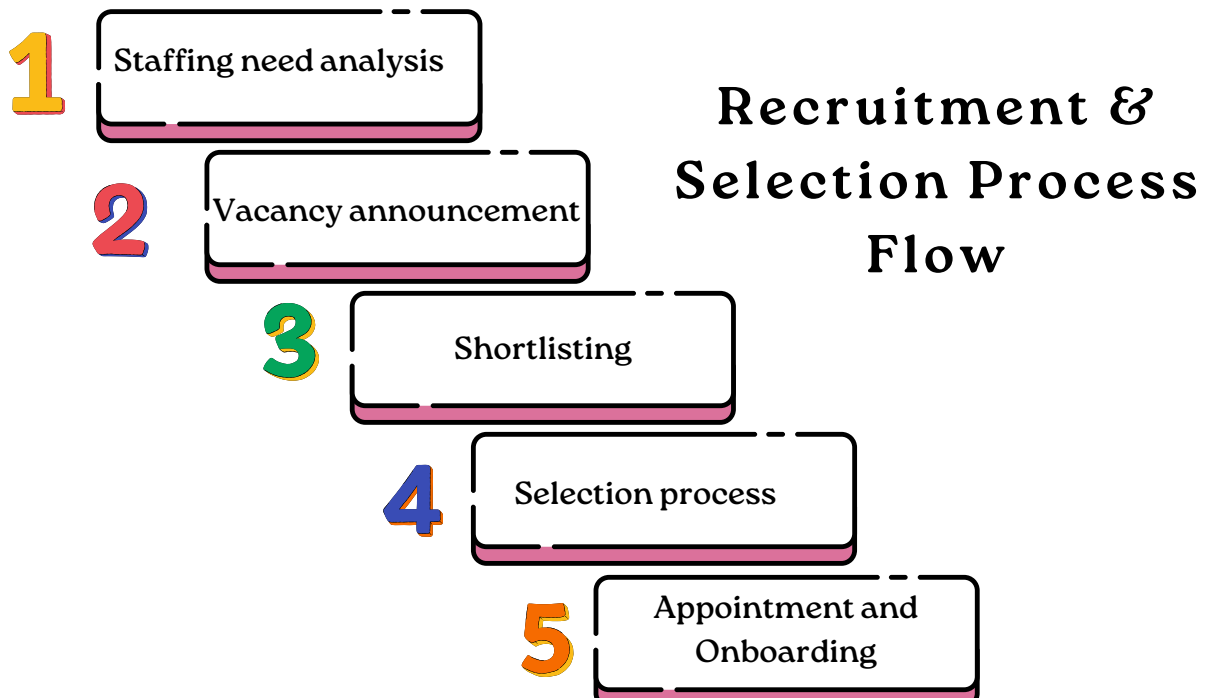
- The Agency shall appoint the successful candidates against approved vacant positions in the order of merit ranking of the selection result.
- A selected candidate shall submit a drug test report prior to appointment.
- If a selected candidate fails the drug test, the position shall be offered to the next candidate in order of merit ranking.
- His pay shall be fixed at the minimum pay scale prescribed for the position. Seniority and Position Level for in-service candidates selected shall be protected and accordingly his pay shall be fixed as per Chapter 11.
- The Agency as per the delegation of authority shall submit online the details of selected candidate(s) as required through the online system.
- If in-service candidates selected involve inter-Agency transfer/Change in MOG/Change in Super Structure, the authority to approve and issue the inter-Agency transfer order shall vest with the RCSC for which, the following documents in addition to the documents specified above shall be submitted to the RCSC:
  - No Objection Certificate from Parent Agency endorsed by the HRC; and
  - Application ID of an approved Audit Clearance Certificate which shall be verified online.



# Recruitment, Selection and Appointment

## 9 APPOINTMENT PROCEDURE AND PLACEMENT..

- Agencies shall allot Employee Identity (EID) Number upon completion of the recruitment process (*Not applicable for ESP/GSP*).
- The Agency shall then generate the appointment order of the candidates from the ZESr.
- The HR Division of the Agency concerned shall:
  - Open a Personal File and Service Book for each new employee;
  - Collect the duly filled form in Chapter 18 of the Rule ([Form 18/1](#)) for regular recruitment;
  - Execute an Undertaking of adherence to the Civil Service Values and Conduct for each new employee as per [Form 3/1](#); and
  - Execute an Undertaking of Oath of Allegiance as per [Form 4/6](#) for each new employee.
- In the event the selected candidate withdraws his candidature or a similar vacancy arises in the same Agency within a period of three months from the endorsement of the result by the HRC, the post may be offered to the next candidate in order of merit of the selection result subject to fulfilling the predetermined minimum cut-off percentage.
- BCSE selected candidate who has already completed the PGD course prior to being selected through the BCSE shall be appointed only when his BCSE batch mates complete the PGD course.



# Guideline for Substitute Teachers

The recruitment of Substitute Teachers will be replacement for teachers on Maternity Leave

<b>Recruitment Type</b>	<ul style="list-style-type: none"> <li>• Consolidated Contract</li> </ul>
<b>Qualification Requirement</b>	<ul style="list-style-type: none"> <li>• General graduates available in the job market based on the qualification required.</li> <li>• Teachers who have voluntarily resigned from the Civil Service. The age limit is as per the BCSR.</li> </ul>
<b>Recruitment Agency</b>	<ul style="list-style-type: none"> <li>• The Dzongkhag/Thromde concerned shall carry out the recruitment through open selection</li> </ul>
<b>Placement</b>	<ul style="list-style-type: none"> <li>• The selected candidates will be placed based on the merit ranking in the schools one week before the incumbent teacher avails Maternity Leave.</li> <li>• His contract may be extended if the service is required further i.e. if he is needed to replace another teacher who avails Maternity Leave immediately within the Dzongkhag or Thromde provided the subject matches and the applicant has the required qualification.</li> </ul>
<b>Contract Duration</b>	<ul style="list-style-type: none"> <li>• The duration shall be maximum of nine months or less depending on the closure of the academic year whichever is early.</li> <li>• However, recruitment for replacement one and half months prior to the closure of the academic year is not recommended.</li> <li>• If a teacher rejoins work prior to completion of the availed Maternity Leave, the substitute teacher shall be deployed to school(s) where his service is required. The contract shall not be terminated on the ground of a teacher joining early.</li> <li>• Depending on the performance of the substitute teacher, his term is subject to termination and the candidate next in line shall be selected.</li> </ul>
<b>Remuneration and Benefits</b>	<ul style="list-style-type: none"> <li>• For general graduates, the pay shall be as determined by the Government from time to time.</li> <li>• For Teachers who voluntarily resigned from the Civil Service, the pay shall be fixed at the last basic pay before separation or P5B whichever is higher.</li> </ul>

# Guideline for Substitute Teachers

## Detailed Procedure For Teacher Replacement:

- A** The placement of substitute teacher shall begin at least a week before the teacher avails her leave and leave within a week after she joins from the Maternity Leave. An overlap of a week would be allowed for a smooth transition between the two teachers, both in the beginning (to an extent possible) and at the time of exit.
- B** If the incumbent leaves one week prior to the appointment of the substitute teacher, he/she shall ensure proper handing-taking over to the school management.
- C** A teacher after having conceived for six months shall inform the Principal of the school in order to provide adequate time for school to plan for recruitment on contract if needed.
- D** The Principal of the school concerned should study the actual need of teachers in the particular subject of the incumbent (if any) prior to recruitment of teacher(s) on contract.
- E** The Principal of the school must carry redeployment within the school (if feasible).
- F** The proposal for contract recruitment must be submitted to the School Management Committee for review and decision.
- G** The Principal shall fill in the information and submit the justification with the details of the applicants to DEO/TEO within two weeks as per [Form 4/7](#) with recommendation of the School Management Committee with copy to the Dzongkhag or Thromde HRO concerned.
- H** The DEO/TEO and the HRO will study the need of teachers in the particular subject based on the proposal received from the respective school based on [Form 4/7](#).
- I** The HRO shall submit the proposal to Dzongkhag/Thromde HRC for further review and directives/approval.
- J** The Dzongkhag/Thromde Administration should inform the Ministry of Education and Skills Development if the recruitment is approved.

# Guideline for Substitute Teachers

## Recruitment Process

- ✓ In the event the selected candidate withdraws his candidature or a similar vacancy arises within a period of six months, the post may be offered to the next candidate in order of merit of the Selection Result subject to fulfilling the predetermined minimum cut-off percentage.
- ✓ The Dzongkhags or Thromdes within the same Dzongkhag can recruit the stand-by candidates interviewed by either one of them in consultation with each other provided it conforms to the validity of six months of the selection result and matches the subject requirement.

## Documents Required

The substitute Teacher at the time of reporting for duty to the Dzongkhag/Thromde shall produce the following documents:

- ✓ Original Medical Fitness Certificate from a qualified Medical Officer
- ✓ Copy of online Security Clearance Certificate, HRO shall verify;
- ✓ Attested copies of certificates and mark sheets;
- ✓ Copy of Citizenship Identity Card; and
- ✓ Copy of Separation Order if voluntarily retired from the service as teacher.
- ✓ Upon joining duty in the school concerned, the substitute teacher shall send a copy of his joining report through the Principal concerned to the Dzongkhag/Thromde.
- ✓ The substitute teacher shall sign an oath of adherence to the Civil Service Values and Conduct and Confidentiality in the prescribed format.

Analyze Vacancies and Confirm with MoESD:

- Number of slots;
- Duration of contract; and
- Qualification requirement (specify the subject requirement).



Announce Vacancy (2 weeks)



Re-announce Vacancy (1 week)



Shortlist

Employed is not eligible as substitute



Interview

Chairperson: Head of the Agency



Interview Result

- Endorsement of result by the Selection Committee
- Accountability for any lapses in selection interview



Issue Appointment Order from ZES (with QR code)

- Send a copy to MoESD



Orientation by Education Sector



Selected Candidates reports to respective schools

*The recruitment process to be completed within 2 months from the date of first vacancy announcement*

# Recruitment of international volunteer

## General Terms

- 1 International volunteers are subject to the terms and conditions outlined in the relevant Memorandum of Understanding (MoU).
- 2 The RCSC shall ensure that recruitment and placement of volunteers align with the priorities or areas specified in the MoU.
- 3 The RCSC shall provide feedback to the MoFAET regarding any new MoUs or amendments to existing ones related to volunteer programs.
- 4 The RCSC may organise or participate in the Volunteer Orientation Programme.
- 5 Volunteers are entitled to casual leave and Travel Allowance/Daily Allowance (TA/DA) for travel within Bhutan in accordance with the rules applicable to the PMC civil servants, unless the MoU specifies otherwise.
- 6 Counterpart agencies shall submit feedback on the performance of the volunteer at the end of their term/assignment.
- 7 Requests for term extensions should be submitted at least three months before the term's expiry, or as stipulated in the MoU.
- 8 Volunteers are required to have an end term call on with the RCSC before completing their assignment and departing the country.

## Responsibilities of RCSC

- 1 Identifying volunteer needs through consultation with relevant Agencies;
- 2 Notify the relevant Agencies to submit volunteer requisitions;
- 3 Review and prioritise the submitted requisitions;
- 4 Inform the proposing Agencies about the potential arrival dates and volunteer details;
- 5 Conduct reviews of the volunteer program in collaboration with foreign partner agencies; and
- 6 Monitor the utilisation of volunteers and collect periodic feedback on their performance.

# Recruitment of International Volunteer

## Responsibilities of Receiving/Proposing Agency

The Receiving/Proposing Agency shall:

- 1 Submit volunteer requests based on the volunteer requisition requisition guideline within the specified time;
- 2 Make provisions to budget the travel and house rent expenses for the volunteer, based on the volunteer type;
- 3 Make necessary pre-arrival arrangements, including accommodation, office space, visa, work permit, and transportation (if required).
- 4 Identify a volunteer counterpart and develop a proper work plan and ToR for both the volunteer and counterpart.
- 5 Conduct a comprehensive orientation/induction program for the volunteer.
- 6 Provide ongoing support and hold periodic meetings with the volunteer.
- 7 Ensuring the transfer of knowledge and the continuity of programs initiated by the volunteer;
- 8 Conduct a review of the volunteer assignment and submit feedback to the RCSC upon the assignment's completion; and
- 9 Conclude the volunteer's term with a courtesy call to the RCSC.

## Responsibilities of the Volunteer

- Execute their duties in accordance with the Terms of Reference (ToR).
- Adhere to the terms and conditions outlined in the MoU and uphold the Civil Service Values and Conduct.

## Other volunteers and interns

Agencies may recruit and place temporary attachments or interns, including field attachments for university graduates, or specific and time-bound activities, with a maximum duration of one year. However, such recruitments or placements are subject to approval by the HRC.

## Authority

The RCSC as the central personnel Agency of the Royal Government shall hold the final authority for the approval, recruitment, extension, and alteration of volunteer assignments, in consultation with the volunteer coordinating Agencies.

# Guidelines for the Dedicated Civil Service Award

## Nomination procedure

- 1 The Agencies in February of each year shall submit a list of civil servants eligible for the Award as on 15 November of the same year.
- 2 All nominations should be verified individually before submitting to RCSC.
- 3 Do not include those who have been already awarded the medals & certificate in the same category.
- 4 EOL availed period (days/months/years) shall not be counted for calculating the "Actual no. of years served".
- 5 CID number and Contact Number of the nomination is compulsory.
- 6 Correct/full name and designation of the nominees in both Dzongkha and English.
- 7 For the Public Service employee, if a nominee is a civil servant before joining the public service, his/her services in the civil service will be counted for the actual number of his service, therefore, an evidence document (appointment order and separation order from civil service should be indicated alongside the list).
- 8 For Lifetime Service Award, nominations need to be submitted for civil/public servants who will be superannuating in the following year.
- 9 All nominations for the award should be endorsed by the HR Committee of the Agency and should be submitted through the ZEST.

## Distribution of Awards

- 1 All distributions must be completed on or before December 16 of each year.
- 2 All distribution must take place in a formal function in the respective offices attended by all senior officers of the agency.
- 3 Each function must have three portraits in the background- a portrait of His Majesty the Druk Gyalpo (at the centre) with the portrait of His Majesty the Fourth Druk Gyalpo (right) and the JeKhenpo (left) at the sides.
- 4 A ceremony of Marchang followed by Solja Desi.

# Guidelines for the Dedicated Civil Service Award

## Distribution of Awards

- 5 While receiving the awards, the recipients are to follow proper Driglam Namzha and bow to the portraits.
- 6 A brief address to be made by the Head of the Agency on the Royal Civil Service Awards, citing in particular the following:

མི་དུ་བདེ་མཚའ་བདག་སྲིད་མོ་ཆེ་ལོ་ བཀའ་བཞིན་དུ་ དྲོ་ཚུན་ཚོད་ ཚེ་བ་གསུམ་ལུ་ ལྷན་སྦྲོམ་གྱི་འཕྲིན་གྱི་སྲིད་སྲོལ་ ལུ་བཟོ་བཟོ་དུ་གཤམ་ཚོས་དཔེ་བཅུ་ལོ་སྐོར་ལས་ ལྷན་ལྷན་ལུ་ཞི་གཡོག་ག་ཟེངས་བཟོ་བཟོ་ལྷན་སྦྲོམ་མ་འདྲི་ གནད་མ་ལོན། དུ་ལས་མཉམ་འབད་དུ་ ལྷན་ལས་ལྷན་གྱི་ འགན་ཁུར་ཆེ་དུ་གཤམ་ཚོ་འབག་དུ་གོ་མཉམ་ལུ་ རྟོད་མཉམ་ བཟོ་བཟོ་ལྷན་སྦྲོམ་མཉམ་དུ་བཟོ་བཟོ་དེ་ ལྷན་སྦྲོམ་ལུ་དགོ་མཉམ་ལྷན་ལྷན་གྱི་ལྷན་སྦྲོམ་ལུ་

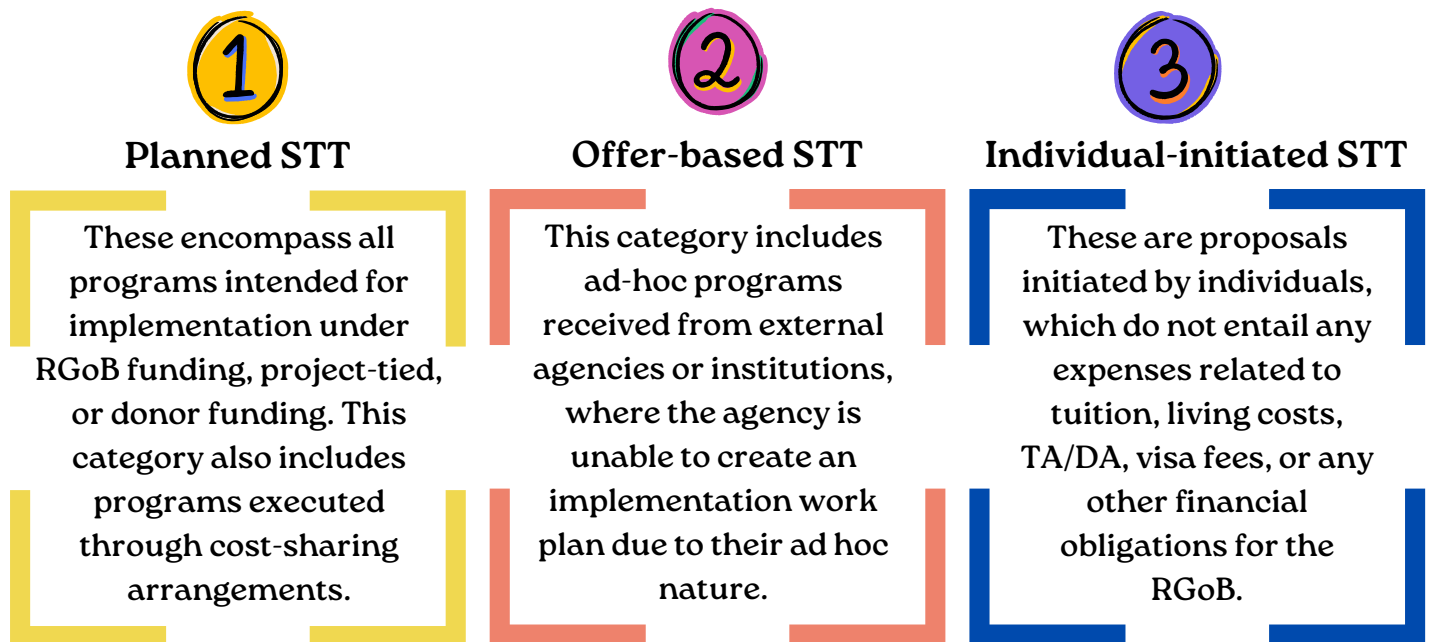
- 7 The youngest award recipient with kabney/rachu lowered offers (on a tray and khaddar) the medals and certificate (where available) to the senior most award recipient, i.e Head of the Agency.
- 8 The senior most award recipient awards the medals and certificates to others.
- 9 All the recipients are asked to wear the medals at least on 17th December during the National Day celebrations.
- 10 Implement the Lifetime service award ceremony on the day of their superannuation from the service.



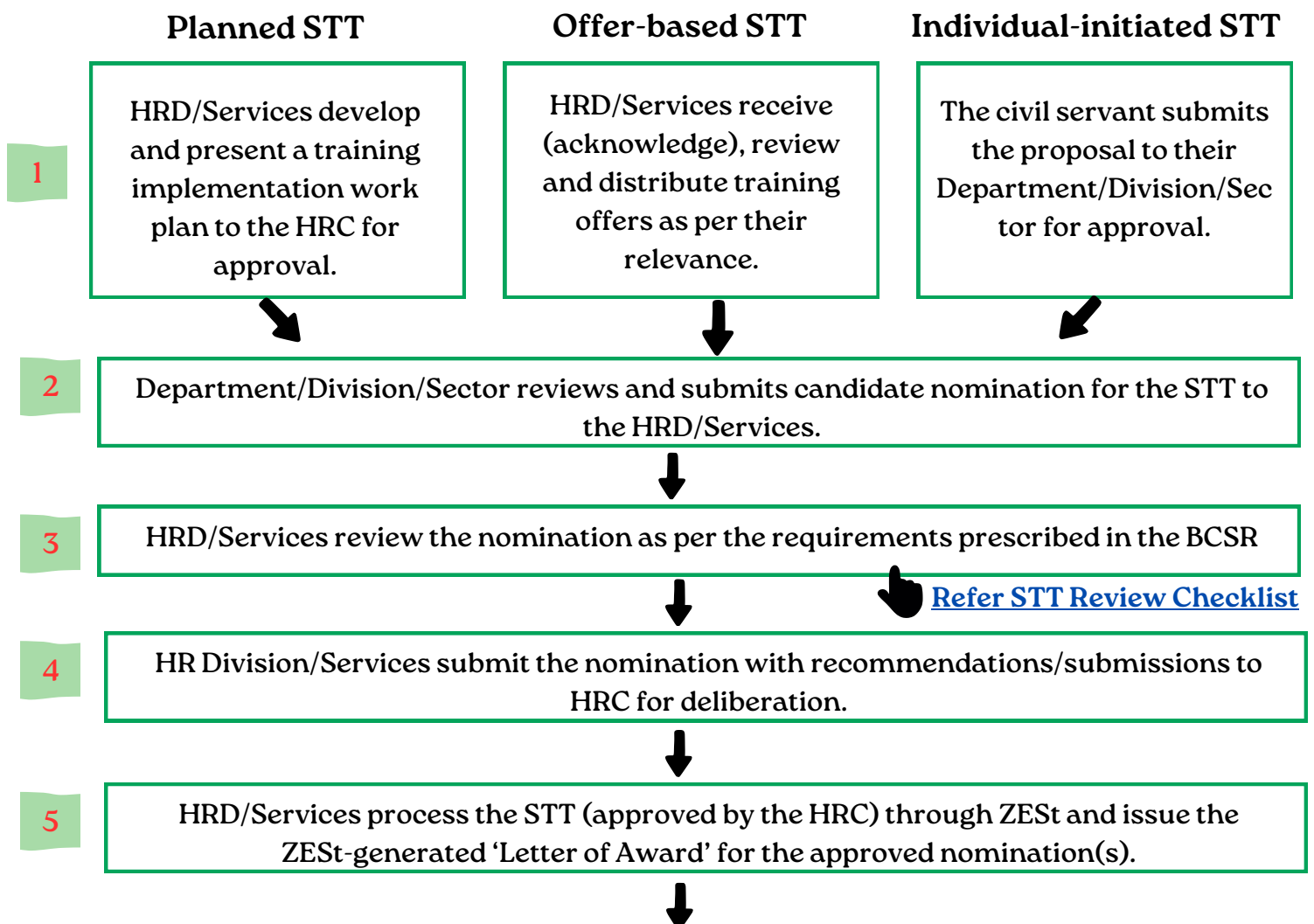


# Short Term Training Implementation

The agency shall be implementing three distinct types of STT proposals:



## Process



# Short Term Training Implementation



6

HRD/Services monitor timely completion and reporting of civil servant(s) on STT, to the Agency.



7

Upon the candidate's joining of office on completion of STT, HRD/Services facilitate sharing of knowledge/experience by the candidate, wherever applicable.\*



*\*A candidate, upon completion of STT, shall be required to share his STT-related learnings, achievements, and recommendations with his Agency.*

8

HRD/Services issue an office order based on the Training Report and Feedback Form received from the candidate [Form 7/A\\*\\*](#).



*\*\*A candidate, upon completion of STT, shall report back to the Agency with a Training Report & Feedback Form.*



*\*\*HRD/Services also review the Training Report and Feedback Form for any appropriate recommendations.*

8

HR Division/Services update the STT record in ZEST

## Types of STT

7.3.2. Types of STT shall be as follows:

- 7.3.2.1. In-country or ex-country in-class Training/Certificate/Diploma course
- 7.3.2.2. Ex-country Attachment/Internship/Counterpart training
- 7.3.2.3. Ex-country Study Tour/Institutional visit
- 7.3.2.4. Ex-country Inspection/Procurement visit
- 7.3.2.5. Ex-country Workshop/Conference/Seminar/Symposium/ Forum/ Meeting
- 7.3.2.6. Ex-country Negotiation for Conventions/International representation
- 7.3.2.7. Any other ex-country official travels including participation as a Resource Person.

# Long Term Training Implementation

## Scope

The agency shall be implementing three distinct types of LTT study leave proposals as per the approving authority for LTT specified in Section 7.7.3 of BCSR 2023.

### LTT Approval with RCSC

This category encompasses LTT categories for which the approving authority vests with the RCSC.

### LTT approval with Parent Agency

This category encompasses LTT categories for which the approving authority vests with the Parent Agency.

### LTT Approval with Working Agency

This category encompasses LTT categories for which the approving authority vests with the Working Agency.

## Approving authorities for LTT

Sl. No	LTT Mode and Type/Level	Approving Authority
i.	Full-Time In-country LTT (Master's degree for teaching professions)	MoESD
	Full-Time Bachelor's degree	Working Agency
	Full-Time other types of LTTs	RCSC
ii.	Mixed-Mode In-country LTT for the teaching profession	MoESD
iii.	In-country Continuing Education to attend classes after office (Class X & XII, Bachelor Degree & Masters Degree)	Working Agency

## Study Leave Application Process

1

After securing a scholarship and/or securing admission into the University, a civil servant shall submit a duly filled in 'Study Leave Application Form' to their Department/Division/Sector through with all the required documents.

2

Department/Division/Sector shall review and submit the candidate's study leave proposal to the HRD/Services with appropriate recommendations/submissions

3

HRD/Services shall review the nomination and the candidate's eligibility for LTT as per BCSR criteria. [Refer LTT review checklist](#)

# Long Term Training Implementation

- 4** HR Division/Services shall submit the study leave application/proposal, with appropriate recommendations/submissions, to the HRC for deliberation.
- 5** Based on HRC's decision, the respective HRD/Services shall process the study leave proposal through ZEST.
- \*Regardless of the LTT approving authority, the LTT processing agency shall facilitate consultation between the WA and PA of the candidate. Study leave proposals shall only be advanced for approval once they receive mutual endorsement from both the WA and PA.*
- |          |                |   |
|----------|----------------|---|
| <b>6</b> | RCSC           | shall review the study leave proposal received via ZEST, and if approved, issues the ZEST-generated Provisional LTT Approval Letter |
|          | Parent Agency  | Issue the ZEST-generated Provisional LTT Approval Letter  |
|          | Working Agency | Issue the ZEST-generated Provisional LTT Approval Letter  |
- 7** HRD/Services of the Agency processing the study leave shall conduct a drug test for the candidate and upload the drug test report on ZEST.
- 8** Approving Authority shall download the following documents from ZEST for the pre-departure briefing (PDB):
- Letter of Award
  - Legal Undertaking
- 9** The Approving Authority shall consult and schedule the PDB. The candidates will be communicated the following:
- *Time, date and location of PDB*
  - *A guarantor (as deemed acceptable as per the BCSR), his/her CID copy*
  - *4 legal stamps*
- 10** The Approving Authority shall complete the PDB briefing and procedures as follows:
1. *Execute signing of the Legal Undertaking (two copies) by the candidate and their guarantor after briefing them on the Undertaking clauses; and*
  2. *Issue the Letter of Award*
- |           |                |  |
|-----------|----------------|--|
| <b>11</b> | RCSC           | Shall monitor timely completion of the LTT and reporting to the RCSC       |
|           | Parent Agency  | Shall monitor timely completion of the LTT and reporting to the PA and WA. |
|           | Working Agency | Shall monitor timely completion of the LTT and reporting to the WA.        |

# Long Term Training Implementation

12

HRD/Services, WA shall in collaboration with the PA shall develop and implement a post-LTT deployment plan for the candidate.

13

Candidate shall report to the Approving Authority after completion of the study leave period and the Approving Authority shall review the Training Report & Feedback Form submitted by the candidate

14

Based on above documents, the Approving Authority shall complete the following:

- Update the candidate's LTT status in ZEST;
- Issue the ZEST-generated "Reporting Letter" in respect of the candidate.

15

The WA shall implement the post-LTT deployment plan developed for the candidate and ensure required facilities (e.g. work station, computer, chair, etc) are provided to carry out the duties effectively.

16

Upon joining the office, the candidate shall make an independent study as to how best he can contribute to his agency and make a presentation to share learnings, achievements, and recommendations. HRD/Services, WA shall facilitate sharing of knowledge/experience by the candidate, wherever applicable.

## Notes for Withdrawal from Studies on Medical Ground cases:

1

For medical considerations, candidates are required to furnish pertinent medical documentation, which may include certificates, prescriptions, or related records.

2

Ideally, medical documents issued by medical professionals within the candidate's place of study are preferred in cases where a medical condition has been diagnosed during the study period.

3

In situations where the severity of the medical condition is evident, such as in the case of major procedures like brain surgery, a medical prescription may suffice. On the contrary, if upon the assessment of the medical records, the severity of the medical condition is not clearly discernible, candidates are required to provide a medical certificate issued by a board of Doctors.

4

It is important to highlight that not all mental health conditions are eligible for waiver consideration.

# LTT obligation review process

As per BCSR 2023, a civil servant availing study leave to pursue are required to serve a minimum period of service as obligation to ensure return on investment.

## Process

### 1 Verify the type of studies availed (UG/Pre-service PG/In-service LTT)

HR first needs to check the CV of the civil servant to see what types of LTT the candidate has availed. For any additional information requirement, the HR shall contact the relevant divisions at RCSC, based on the type of LTTs availed by the civil servant: is required.

- For Pre-Service obligation details related to UG scholarships, contact HRMD at [hrmd@rcsc.gov.bt](mailto:hrmd@rcsc.gov.bt)
- For Pre-Service PG obligation details, contact CSES at [bcse@rcsc.gov.bt](mailto:bcse@rcsc.gov.bt)
- For In-Service obligation details related to civil servants (P2 & below), contact HRDD at [hrdd@rcsc.gov.bt](mailto:hrdd@rcsc.gov.bt)
- For In-Service obligation details related to civil servants (P1 & above), contact LTD at [ld@rcsc.gov.bt](mailto:ld@rcsc.gov.bt)

### 2 Compute Service Obligation

There are two types of obligations for availing LTT study leave:

- Service obligations and
- Financial obligations.
- Check the number of years served by the candidate since the completion of the LTT (but exclude study leave/LTT duration, secondment duration, etc when calculating no. of years served- refer BCSR to check what all to exclude).
- Candidate shall be liable for service obligation as follows:
  - For the 1st LTT: 2 times the approved duration of study
  - For the 2nd progressive LTT: 3 times the approved duration of study
  - For the 3rd progressive LTT: 4 times the approved duration of study
- If the candidate has fulfilled their entire service obligation, there is no requirement to calculate any financial obligation. However, in cases where the service obligation has not been entirely met, agencies are responsible for verifying and computing the associated financial obligation (proceed with Step 3)

# LTT obligation review process

## 3 Verify financial obligation cost details based on LTT funding types

There will be two types of financial costs to consider:

- Scholarship-related financial costs; and
- Employment-related financial costs
- Open scholarship/University scholarship/Private Funding/Self Funding  
Will entail only 'Employment-related financial costs'
- RGoB funded (partial or full scholarship):  
Will entail both 'Employment-related financial costs' and Scholarship-related financial costs

Note:

All types of costs to be included in Scholarship-related financial cost are specified in BCSR (under definition)

Source of information for details on financial costs incurred

Sl. No	Financial obligation	Source of information on cost incurred	
1	Scholarship-related financial cost	RCSC if funding is under RCSC administered scholarships	Agency if funded under RGoB budget/through donor
2	Employment-related financial cost i.e. pay and benefits received during study leave	Agency as pay and benefits are disbursed by the respective agencies	

Note:

If RGoB Scholarships are provided in terms of slots by the donor, cost details are requested from the donor through MoFAET.

## 4 Apply LTT obligation calculations based on BCSR versions

- All LTT with start date falling on 1 January 2018 and after will have full obligation irrespective of the number of years served.
- For LTT with start date falling before 1 January 2018, obligation will be prorated based on the number of years served.

However, for civil servants who have availed Bachelors Degree on or after 1 January 2018, they do not have any study obligation. Check Section 7.7.7.6 (iv) of BCSR.

# LTT obligation review process

5

## Process separation offline and in ZEST

- For processing in ZEST, there are three options:
  1. Paid off
  2. Waived off
  3. Transfer

## Action to be taken by agency:

- For Bachelor Degree (if the start date is on or after 1st January 2018)  
*The agency is required to choose 'waived off'*
- For all other LTTs:
  - If there is an obligation and the candidate has paid the full financial obligation, the agency needs to select the option 'paid off' and upload evidence\* (receipt of the financial obligation paid by the candidate).
  - If the RCSC (HRMD) had approved the candidate's obligation to be transferred to either KGUMSB or RUB, the agency needs to select the option 'transfer' and upload evidence\* (RCSC's obligation transfer approval letter).
  - If the candidate has completed his service obligation but the system bars separation, the agency needs to select the option 'paid off' (as an interim measure as GovTech is working on the 4th option) and upload a writeup\* specifying that the candidate has completed his service obligation.

\*Currently, the system does not have an avenue for the agency to upload evidence/documents when selecting any of the three options (GovTech is working on it). Therefore, agencies need to file the evidence/document (that needs to be uploaded in the system) in the candidate's PF for future record and for Audit purposes.

## Important notes for calculation of LTT Obligation

- LTT duration reflected on the candidate's CV in ZEST must be cross-verified with the candidate's Letter of Award (for the start date), course extension letter (if any) and the Reporting (after completion of LTT) Letter for the correct computation of course duration.
- The Source of Funding must be cross-verified with the candidate's Letter of Award and the Undertaking.
- Agency can get all LTT related documents through DMS (when DMS is down, agency may ask for the documents from RCSC).



# LTT Scholarship Implementation Guidelines

## Scope

Any LTT scholarship with financial implication on RGoB (including partial funding) or scholarship support provided in terms of slots, shall be advertised to uphold meritocracy and transparency as required by Section 7.7.9.1 of BCSR 2023.

## Objective of the selection process

- General competencies (such as communication skills, and general awareness), content knowledge, skills to undergo studies, and commitment to do well in his/her studies and profession; and
- Potential to use the skills and knowledge gained from the proposed areas/studies to progress in his/her career and positively contribute to the country's developmental goals.

## Selection Procedures for LTT Scholarship

### Announcement

- The time between advertisement and application deadline shall be a minimum of four weeks.
- Agency may re-announce the scholarship for another two weeks, to ensure a minimum of two applicants against each slot, failing which time extension may be considered.

### Shortlisting

- Agency shall carry out the shortlisting as per [Form 7/8](#).
- An applicant shall be required to submit the following documents for shortlisting purposes:

1. A copy of academic transcripts;
2. CV from ZEST where the accuracy is assured as of the application submission date; and
3. Any other documents that may be required as per the shortlisting criteria/ announcement.

- The Agency nominating the candidate shall:

1. Verify eligibility and relevance;
2. Verify all documents; and
3. Compile all applications as per announcement and submit for shortlisting/Selection.

# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Shortlisting

- Applicants shall be shortlisted based on eligibility criteria in Section 9.7.3, scholarship announcement requirement and shortlisting criteria. However, a candidate shall not be shortlisted if he had availed RGoB Scholarship and was unsuccessful in completing the course for reason within his control.

- Calculation of academics marks shall be:

1. For Ph.D. - Aggregate marks of Master's degree;
2. For Postgraduate degree - 60% of Bachelor's degree + 40% of Cl. XII (English + four best subjects)/Diploma/Certificate\*\*
3. For Diploma/Certificate:
  - For non-technical: Cl. XII (English + four best subjects) or Cl. X (Aggregate); and
  - For technical: 50% of Cl. XII (English + four best subjects) or Cl. X (Aggregate) + 50% of Certificate/Diploma.

**\*\*Aggregate marks for those without Class XII/Diploma**

- A minimum of two applicants shall be shortlisted against each slot, failing which time extension may be considered for another two weeks.
- The Agency shall proceed with the Selection Interview even if there is only one eligible candidate despite the extension.
- The Agency shall announce the shortlisted applicants at least one week before the Selection Interview.
- For scholarships targeting civil servants as well as non-civil servants, the RCSC and MoESD shall agree on a separate shortlisting and selection criteria.

### Post Shortlisting Requirements

- The HRC of the respective Agency shall conduct or nominate relevant panel members for the Selection Committee to conduct the interview as per the Panel Requirements.
- RCSC shall reserve the right to participate in such selection processes.

# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Selection Interview

#### ● Viva-Voce

- The interview shall be for 30 minutes with a break of at least 2 minutes between interviews to allow enough time for the panel members to complete the score sheet, make preferential ranking and refocus on the next candidate. The selection process shall be conducted in a two-phased process: A 10-minute presentation on a common topic followed by a 20-minute Q&A session.
- The presentation topic shall be shared with all the candidates at the same time via email on the day of the interview with 1 hour of preparation time.
- All presentation slides shall be compiled by the Focal Officer via email as per the deadline set and submitted to the panel members before the start of the interview.
- In addition to the parameters reflected in the interview score sheet, questions may be asked related to the candidate's applied study area and profession, the developmental needs of the country, and the write-up submitted with the candidate's CV.
- Candidates shall be assessed by the panel members as per the criteria laid down in **Form 7/9** of HR Manual (for the candidates from the civil service sector) and the HRD Rules and Regulations (for the candidates from the non-civil service sector).
- The panellists shall record comments and observations for each candidate in the [reference sheet](#) which shall be shared with the panel during the interview.

#### ● Panel Preference

- The candidates should achieve the set minimum threshold to be considered for the scholarship and must get a score of at least 70% from three or more panellists to qualify for the scholarship.
- At the end of the interview, the candidates shall be put in a common pool based on their Area of Study and ranked as per the marks awarded by each panellist for the viva.
- The panel members should have clear preference over the candidates which should lead to sequential ranking. For eg: If there are 3 candidates in each area of study, the panel members must not rank 2 or 3 candidates equally. Each panellist should have different preferences (mark/rank) by at least a marginal point or so.

# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Selection Interview

#### ● Panel Preference

- The outliers (highest and lowest marks) shall not be removed.
- The sum total of the ranks for each candidate by all panellists shall be drawn and the candidates with the lowest total rank from each area of study shall be selected.
- If there are no candidates fulfilling the threshold requirements for an area of study, the slots shall be extended to candidates with the highest scores in other study areas from the non-selected pool provided that the candidates meet the minimum threshold.

#### ● Tie-Breaker

- The tie shall be broken through panellist preference voting or majority voting where consensus shall be drawn if a minimum  $\frac{3}{5}$  of the Committee approves or disapproves.

#### ● Selection Panel recommendations

- Regardless of the number of scholarships available, scholarships should only be recommended to candidates capable of successfully undertaking the award and returning home to contribute to development. This includes candidates that may be put on standby.

#### ● Standby candidate

- In case the selected candidates withdraw from the scholarship due to various reasons, the scholarship shall be offered to the standby candidate;
- The number of standby candidates should be a minimum of 2 or 10% of the slots announced, whichever is higher.

# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Result Notification

- All applicants shall be notified of the outcome of their application through email, whether successful ([Congratulatory Mail](#)) or not ([Regret Email](#)) taking note of the following:
  - All messaging regarding successful outcomes should notify the candidates that the acceptance from the institution/University identified is pending and should be made aware that the scholarship itself does NOT guarantee admission;
  - The applicants are to adhere to the timeframe in proceeding with the next steps that are required to progress the scholarships;
  - All selected applicants must be advised that they should not be making major changes to their home life (such as leaving their jobs or moving out of their homes) until their admission, visas, and required arrangements are confirmed.

**Note:** Respective FOs to customise the email content based on the scholarship selection modality as the selected candidates for some scholarships are only on the recommended list and need to undergo further selection by the donor (for eg, MEXT Scholarship, JICA funding)

### Result Announcement

- While uploading the result of the selected candidates, mention only the Name, EID/CID, and Working Agency of the candidates selected on the website ([template link](#))
- The result shall be declared on the website and/or media within five working days from the completion of the Selection Interview.

### Conditions for withdrawal from the scholarship once selected

- Candidates withdrawing from the scholarship once selected will be required to maintain a cooling period of 2 years to be eligible for study leave for dishonouring the scholarship after signing the Scholarship Acceptance Letter.
- If the financial payment (such as tuition fees, and airfare) has been made, the candidate will have to refund the actual expenditure incurred as well irrespective of the withdrawal reasons (beyond/within the candidate's control).

# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Additional Requirements

#### ● Selection Interview Modality

- The modality of the interview is encouraged to be in Hybrid Mode (Panel members will be seated in a common room and the candidates will join the interview virtually):
  - To not impact the service delivery
  - For individual safety especially if travel involved
  - To lessen the administrative burden and cost efficiency.

#### ● Secretariat support for the interview process

The Secretariat administering the scholarship shall:

- Organise a pre-briefing session for the panellists and the candidates separately to:

1. Explain the context and purpose of the Scholarship.
2. Explain the process of the interview.
3. Explain the interview forms/criteria and marking modalities.
4. Explain the roles and responsibilities of panel members and the Secretariat.
5. Explain conflict of interest declaration.
6. Explain the importance of confidentiality.

- Support during interview

1. Ensure that the timetable is adhered to
2. Collect scores from the panel members
3. Verify and record scores
4. Confirm the candidate's identity
5. Provide candidates with notepaper and drinking water (if required)

- Write a summary report and seek feedback from the panel members at the end of the interview.
- Advise the panel of any special requirements a candidate may have, prior to the interview and organise to address them.

# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Additional Requirements

#### ● Requirements for the interview panel

- The interview panel shall comprise no more than 5 members including a Chairperson.
- The panel members shall declare a conflict of interest (about any actual or apparent conflict of interest) in the Form shared. Declaring a conflict of interest avoids claims of nepotism, patronage, or the appearance of unfair practice.
- One of the panel members shall be identified as the timekeeper prior to the start of the interview to ensure a smooth transition of the interview process.
- When starting the interview, the Chairperson shall:

1. Welcome the candidate and introduce the panel members;
2. Explain the context and purpose of the Scholarship;
3. Invite candidates to seek clarifications from the panel, or make notes if they wish before giving their responses to the questions asked by the panel.

- The Chairperson is a resource to the panel and must:
  - Ensure that panel members understand:
    1. merit selection;
    2. privacy and confidentiality obligations; and
    3. conflict of interest and prior knowledge;
  - Ensure that the roles of the panel members are clearly understood and agreed upon prior to the commencement of the interviews;
  - Guide the panel, especially if a candidate requires special consideration;
  - Ensure that the questions asked by the panel members focus on a candidate's ability to meet the outcomes of a scholarship and are not off track; and
  - Establish an atmosphere that places candidates at ease.

# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Additional Requirements

- Requirements for the interview panel
  - The panel members shall avoid the following while interviewing a candidate:
    - First impressions: making 'snap' judgments based on what a person looks like or sounds like when first meeting them;
    - Stereotyping: making decisions based on impressions of a person because of factors such as social status, ethnicity, disability, pregnancy, etc.;
    - Cloning: favourably considering a candidate because they 'are like me';
    - Inequitable interview processes: favouring some candidates by guiding their responses, and
    - Other factors contribute to unfair decisions for the candidate.
  - The panel members are expected to:
    - Be familiar with merit selection procedures.
    - Review the materials provided on each candidate shared prior to the scheduled interview;
    - Maintain confidentiality of the information/materials shared, and
    - Foster an atmosphere that helps candidates respond to the questions.
  - The panel members are to ensure:
    - Assessment is based on facts (information provided at the interview), not personal opinions about a candidate;
    - Recorded behaviours are factual, not impressions; and
    - The complexity, length, and the number of questions accord with the time allocated for the interview.



# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Additional Requirements

- Documents/Materials for Panel Members
  - A file containing the following shall be handed over to each panel member:

1. Panel Member Details
2. Conflict of Interest Form
3. Guide for Interview with a summary of the scholarship announced
4. Presentation Topic
5. Interview Schedule
6. Score Sheet with NAME & EID of the candidates
7. Panellist Reference Sheet
8. Candidate's Curriculum Vitae with photo
9. Application writeup

### Financial provisions for Scholarship Awardees

- Stipend
  - The scholarship Implementing Agency shall establish its own schedule for disbursing stipends for optimal effectiveness, ensuring that stipend payments occur a minimum of twice annually.
- Airfare
  - A civil servant on completion of approved course, where applicable, shall procure return air ticket in the economy class (the most direct and economical route) or request the Agency concerned to procure the air ticket with adequate notice.
- Field Trips and [Thesis Grant](#) for RCSC/Agency administered Scholarships
  - Field trips for RCSC/Agency administered Scholarships shall include the following:

1. Conference/workshop/seminar/Congress/Symposium: shall be for candidates to get exposure to new/cutting edge knowledge, technology and skills and poster/paper presentations relevant and mandatory part of their course.
2. Thesis/Dissertation requiring movement outside campus but within the host country and Bhutan which shall include Data collection
3. Thesis/Dissertation shall be for candidates to carry out independent research on areas of their specialisation, a mandatory component of LTT.
4. Clinical Attachment/Elective posting: shall be for hands-on practice/observership in clinical fields (specialisation and sub specialty) which are not available in the host institute/country.

# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Financial provisions for Scholarship Awardees

#### ● Field Trips and Thesis Grant for RCSC/Agency administered Scholarships

##### ● Approving Authority:

- The respective scholarship implementing agency shall be vested with the right to review and approve/regret field trip proposals for RCSC/Administered Scholarships.
- A candidate pursuing LTT in clinical fields or research based course shall be eligible for field trip, provided;

1. It is a requirement as per the curriculum/course content;
2. It is approved in principle during the approval of the study leave by RCSC/Agency as per the delegation of the authority.

- A candidate pursuing LTT by coursework shall not be eligible for field trip.
- Candidates pursuing LTT in the clinical field shall be eligible for clinical attachment/Elective posting if it is a mandatory requirement of the course. A letter must be furnished from the supervisor which is verified by both Head of the Dept and Dean of the College/University.
- Those pursuing clinical courses in Thailand shall not be allowed to undertake elective posting/clinical attachment in Bhutan/other countries.
- All field trips shall be within the host country or Bhutan except for LTT implemented in KGUMSB (as specified in Table I).
- All LTT shall be categorised as Research-based or Coursework-based, based on the Curriculum/Course content work when processing for Study Leave.
- A candidate shall be entitled to the following financial benefits, provided that they are not covered by the host country/other funding agency;
  - One time to and fro travel cost from host country to Bhutan as per the financial/procurement rule
  - 50% DSA for the duration of the approved Field Trip based on BCSR 2018/MoF

# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Financial provisions for Scholarship Awardees

- Field Trips and Thesis Grant for RCSC/Agency administered Scholarships
- Field trip and clinical attachment/Elective Posting shall be of duration as indicated in two Tables below:

**Table I: Field trip and attachment requirement as per curriculum for LTT at KGUMSB, Bhutan**

Category of Field Trip	Visiting Country		
	Bhutan	Within Region	Others
Clinical Attachment	Max. 2 times for 28 days per attachment in the entire LTT duration	Max.2 times for 1 month per attachment in entire duration (within SAARC countries)	Not Applicable
Conference/works hop/seminar/Congress/Symposium	Not Applicable	Once in a year for not more than 5 days	
Thesis/ Dissertation Data Collection	Once in a year for a maximum of 14 days	Not Applicable	

**Table II: Field trip and attachment requirement as per curriculum for LTT in Institutes outside Bhutan**

Category of Field Trip	Visiting Country	
	Bhutan or within the same country	Remarks
Clinical Attachment	Up to 1 month in the entire LTT duration	Those pursuing clinical courses in Thailand shall not be allowed to undertake elective posting/clinical attachment in Bhutan/other countries

# LTT Scholarship Implementation Guidelines

## Selection Procedures for LTT Scholarship

### Financial provisions for Scholarship Awardees

Table II: Field trip and attachment requirement as per curriculum for LTT in Institutes outside Bhutan

Category of Field Trip	Visiting Country	
	Bhutan or within the same country	Remarks
Field trip (for clinical courses pursued by Doctors)	Once in a year for maximum of 21 days OR Two times for 5 days per trip if staggered	Field trips shall include: Conference/workshop/seminar/Congress/Symposium and/or Thesis/Dissertation/Data Collection
Field trip (for other courses)	Once in a year for maximum of 14 days OR Two times for 5 days per trip if staggered	

- For health professionals other than Doctors pursuing clinical courses shall be eligible for field trip up to maximum of 14 days within the region in entire duration. Not applicable outside the region.
- Within the region shall include (SAARC and SEAR countries) and Mongolia (for those Medical Professionals in the field of traditional medicine).
- The total prescribed duration of the field trip shall include the duration of data collection.
- Candidates pursuing LTT in clinical fields or research-based LTT shall be eligible for Thesis Grant which shall not exceed Nu. 100,000/- and payment shall be made based on the submission of original receipts.
- Thesis Grant shall cover costs for the following:
  - Printing and binding: questionnaire, related documents, and final thesis copies;
  - Thesis related equipment/materials and reagents (if any Data analysis and thesis writing); and
  - Translation costs, if applicable

# Annual Priority Exercise

## Scope

Commencing from the year 2021, the HRD fund allocation to civil service agencies has become contingent upon RCSC's approval. Support from the Ministry of Finance (MoF) for the HRD fund will be extended (within the overall resource determined by the government for the FY) on the condition that the agencies have duly sought and obtained approval from the RCSC for their proposed HRD programs prior to the initiation of concrete budgetary processes. This strategic linkage has been established based on the following objectives:

- 1 To ensure harmonised coordination between RCSC and MoF concerning the strategic planning, allocation, and evaluation of the HRD fund and associated interventions.
- 2 To align the HRD requirements of respective agencies with the overall priorities and plans of the Civil Service.
- 3 To consolidate information on HRD spending for review, to strengthen annual allocations.

This procedural framework is expected to ensure the effective execution of need-driven capacity building programmes, consequently augmenting the value derived from the HRD fund.

- 1 As per the stipulated timeline for budgetary procedures established by the Ministry of Finance (MoF), the RCSC will proceed to issue a formal communication to all Agencies regarding the submission of critical HRD plans and priorities for the upcoming Fiscal Year. The letter will also encompass a prescribed template for the submission of the HRD plans and priorities.
- 2 All Agencies are expected to conclude the formulation of their critical HRD plans and priorities through internal consultations, adhering to the following guidelines:
  - All HRD components intended for funding under the RGoB or ongoing projects are to be submitted for RCSC's endorsement during this annual priority exercise. However, HRD components stemming from new projects finalised after the budget approval, and emerging HRD requirements may be submitted to the RCSC for endorsement, beyond the regular annual exercise.
  - All HRD initiatives shall be aligned with the Competency Based Framework (CBF) developed for that profession. For professions with no CBF, the RCSC will undertake a thorough assessment of the HRD proposals.

# Annual Priority Exercise

- The financial allocation categories applicable to these programs are as follows:
  - HRD programs (LTT & STT) proposed under secured RGoB funding (provided there exists a committed fund from the RGoB for the designated program).
  - HRD programs (LTT & STT) proposed under secured project/donor funding (provided there exists a committed fund from projects/donors for the designated program).
  - HRD programs (LTT & STT) proposed without any earmarked/committed funding, for which the concerned Agency is actively seeking potential funding sources (such as scholarships administered by the RCSC or funding from the RGoB).
- All ex-country travel related to bilateral and multilateral engagements are mandated to be endorsed by the Ministry of Foreign Affairs and External Trade (MoFAET).

3

Agencies shall submit their finalised plans and priorities to the RCSC within the designated time frame.

## Note:

Any supplementary incorporations of HRD related components during the FY shall be submitted to the RCSC for necessary endorsement. Supplementary incorporation shall include the following:

- New HRD (STT & LTT) proposals due to project signing after the budget cycle/Annual Priority Exercise; and
- HRD requirements stemming from emerging needs or change in Agency's plans and mandates.

priority  
areas

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# Seniority weightage

Criteria for awarding marks for seniority for open competition.

Criterion (Total years of active service divided by 5 marks)	Marks awarded (Maximum marks: 5)
7 years	1.4
8 years	1.6
9 years	1.8
10 years	2.0
11 years	2.2
12 years	2.4
13 years	2.6
14 years	2.8
15 years	3.0
16 years	3.2

Criterion (Total years of active service divided by 5 marks)	Marks awarded (Maximum marks: 5)
17 years	3.4
18 years	3.6
19 years	3.8
20 years	4.0
21 years	4.2
22 years	4.4
23 years	4.6
24 years	4.8
24 years and above	5.0

*Range of 1 year (Every year = 0.20 mark)*

**Note:**

- Service duration of six months or more shall be considered a full year for the purpose of calculating marks for seniority.

# Rural posting weightage calculation

## A. Assignment of rank and point for rural areas

C1	C2	C3	C4	C5
Rank of rural areas	No. of years for Max. Point	Maximum Point	Point per year	Rural Posting Weightage
8	5	5	1	C2 X C4
7	6	5	0.83	
6	7	5	0.71	
5	8	5	0.63	
4	9	5	0.56	
3	10	5	0.50	
2	11	5	0.45	
1	12	5	0.42	

\* Serving 5 years in a place ranked 8 = 5 points

\* Serving 12 years in a place ranked 1 = 5 points

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dzongkhag / Thromde / Geog	Rank
1	Bumthang	2	Chummey	2
			Chokhor	2
			Ura	3
			Tang	3



# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
2	Chukha	2	Chapcha	3
			Phuentsholing	0
			Darla	2
			Sampheling	2
			Bjapchho	2
			Bongo	4
			Gelling	4
			Dungna	5
			Getana	6
			Logchina	4
			Metakha	6
3	Dagana	3	Goshi	3
			Tashiding	3
			Tsendagang	3
			Drujegang	3

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
3	Dagana	3	Tseza	4
			Kana	3
			Khibisa	4
			Tshangkha	4
			Karmaling	4
			Geserling	4
			Nichula	4
			Laja	4
			Lhamoizingkha	3
			Dorona	4
4	Gasa	3	Khamey	3
			Khatey	3
			Laya	6
			Lunana	8

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
5	Haa	2	Uesu	2
			Bjee	2
			Katsho	2
			Samar	3
			Gakiling	5
			Sombekha	5
6	Lhuentse	4	Metsho	5
			Minjey	4
			Kurtoe	5
			Menbi	4
			Tsenkhar	4
			Gangzur	4
			Jarey	5
			Khoma	4

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
7	Mongar	2	Werringla	5
			Ngatshang	3
			Chaskhar	3
			Dramitse	3
			Balam	4
			Chali	3
			Shermung	4
			Drepong	3
			Saling	3
			Silambi	5
			Gongdue	5
			Jurmey	5
			Kengkhar	5
			Narang	4
			Thangrong	4
Tsakaling	4			
Tsamang	4			

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
8	Paro	0	Dotey	1
			Hungrel	0
			Lamgong	1
			Naja	2
			Shaba	1
			Wangchang	1
			Dogar	1
			Tsento	1
			DopShari	1
			Lungnyi	1
9	Pema Gatshel	4	Nganglam	3
			Shumar	4
			Zobel	4
			Khar	4
			Urung	5
			Nanong	5

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
9	Pema Gatshel	4	Choekhorling	5
			Chimung	5
			Chongshing	4
			Dechenling	5
			Dungmin	5
			Norbugang	5
10	Punakha	1	Barp	1
			Talo	2
			Toeb	2
			Dzomi	1
			Gumma	1
			Chubu	2
			Shengana	2
			Toewang	2
			Goenshari	3
			Kabjisa	2
			Limbukha	2

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
11	Samtse	2	Tashichoeling	2
			Dorokha	3
			Sa-ngagchhoeling	2
			Phuentshog Pelri	2
			Ugyentse	2
			Yoeseltse	2
			Norbugang	2
			Norgaygang	4
			Pemaling	3
			Namgay Choeling	3
			Tading	2
			Tendu	3
			Dophuchen	3
			Denchukha	4
Dumtoe	4			

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
12	Samdrup Jongkhar	2	Jomotshangkha	4
			Samdrup Choeling	3
			Samdrup Jongkhar Thromde	1
			Deothang	1
			Pemathang	3
			Phuentshothang	3
			Martshalla	4
			Serthi	5
			Wangphu	3
			Gomdar	3
			Orong	3
			Langchenphu	3
			Samrang	4
Lauri	6			



# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
13	Sarpnag	2	Gelephu Thromde	0
			Dekiling	2
			Jigmecholing	3
			Shompangkha	2
			Bhur	2
			Hilley	2
			Taraythang	3
			Sengye	3
			Chuzagang	2
			Sershong	2
			Umling	3
			Doban	4
14	Thimphu		Thimphu Thromde	0
			Lingzhi	8
			Kawang	0
			Mewang	0

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
14	Thimphu	0	Genekha	1
			Chang	0
			Dagala	1
			Soey	6
			Naro	6
15	Trashigang	3	Thrimshing	4
			Wamrong	4
			Sakteng	6
			Kanglung	3
			Bidung	4
			Bartsham	4
			Phongmey	4
			Khaling	4
			Radhi	4
			Lumang	4
			Yangner	4
			Merak	6

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
16	Trashi Yangtse	4	Taetsho	5
			Jamkhar	4
			Khamdang	4
			Ramjar	4
			Tongzhang	4
			Yalang	5
			Bumdeling	5
			Yangtse	4
17	Trongsa	2	Langthel	3
			Tangsibi	3
			Nubi	2
			Drakteng	3
			Korphu	4
18	Tsirang	2	Kilkhorathang	2
			Goseling	2
			Rangthangling	2

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
18	Tsirang	2	Tsholingkhar	2
			Semjong	3
			Sergithang	4
			Dunglagang	3
			Mendrelgang	2
			Tsirangtoe	3
			Barshong	4
			Phuentenchu	4
			Patshaling	2
19	Wangdue Phodrang	1	Gasetshog Gom	2
			Gasetshog Wom	2
			Khazhi	2
			Nahe	2
			Nisho	2
			Phangyul	2
			Rubisa	2

# Rural posting weightage

## B. Ranking of Dzongkhags and Gewogs

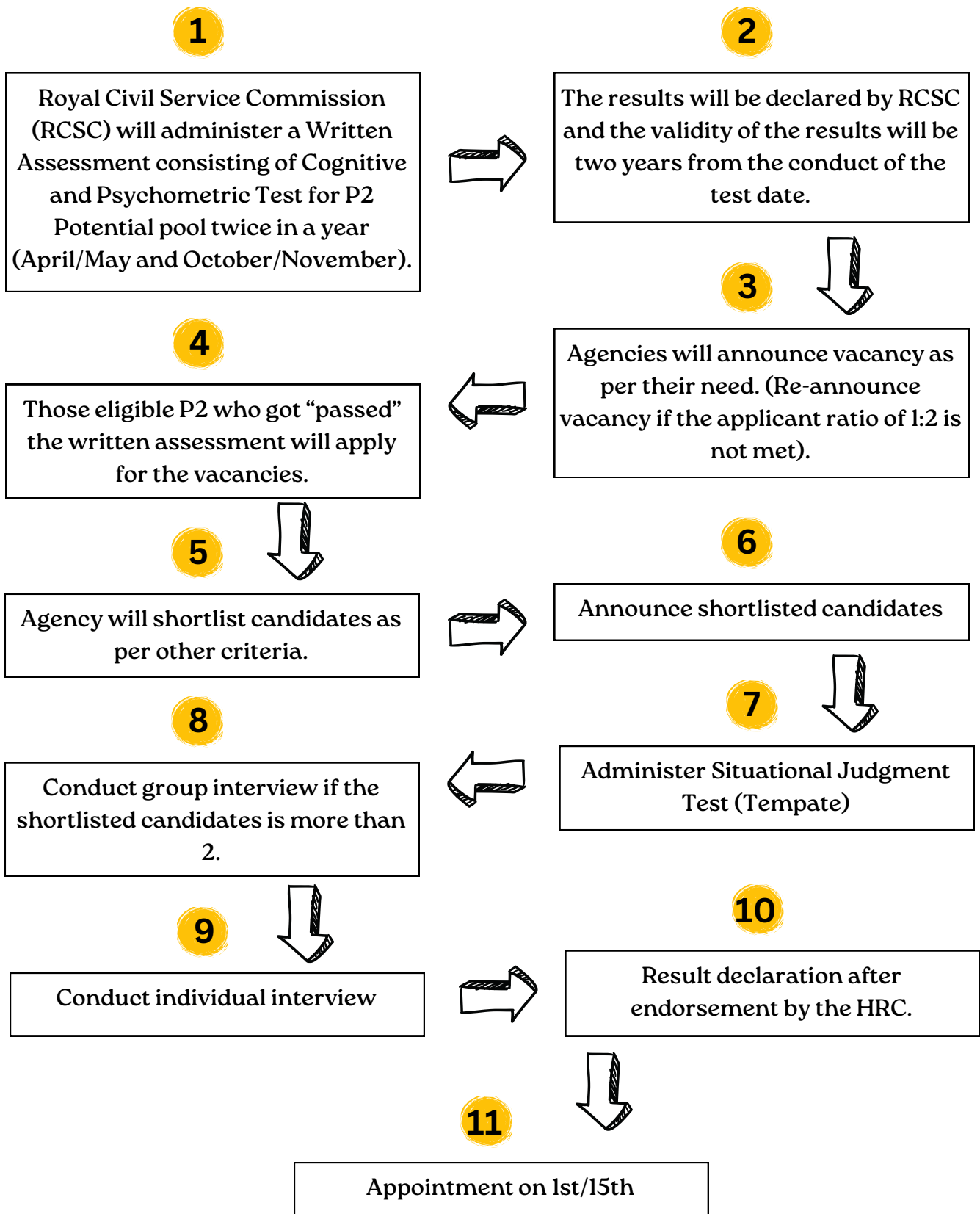
Sl. No	Dzongkhag	Rank	Dungkhag / Thromde / Geog	Rank
19	Wangdue Phodrang	1	Thetsho	1
			Bjena	2
			Dangchu	3
			Gangtey	3
			Phobjikha	3
			Sephu	3
			Daga	4
			Athang	5
20	Zhemgang	4	Panbang	4
			Trong	4
			Goshing	5
			Nangkhor	5
			Ngangla	4
			Phangkhar	5
			Bardo	5
			Bjoka	6
Shingkhar	5			

# Performance Management calendar

Schedule 10/A

Sl. No	To do	Responsible	Timeline (General)	Timeline (School)
1	Notify Staff to develop performance Dashboard by Identifying KPI in MaX online System	HRD, Agency	June end	February
2	Develop Performance Dashboard by Identifying KPI in MaX online System	All civil servants	July/August	February / March
3	Continuous monitoring update	All civil servants	Throughout appraisal period	Throughout appraisal period
4	Performance Evaluation Self reporting +supervisor assessment	All civil servants	1-31 July	By 15 December
5	Conduct Moderation of Performance	HRD, Agency for all staffs except Executives LTD, RCSC for executives	1-31 August	By March
6	Update Moderation result and initiate HR Actions as necessary	HRD, Agency/ LTD RCSC	By 15th September	By 15th April

# P1 Management Selection Process



View Templates [HERE](#)

# Specialist Management Framework

## Staffing

- Specialist Staffing Matrix (refer [Annexure 1](#)) shall be used to determine number of eligible Specialist for an Agency.
- For Medical professionals and Teaching services, the promotion of Specialists will be based on the actual approved staff strength based on relevant framework/ approved HR Standards. In view of this, the determination of the number of Specialist positions as per subsequent formula shall not apply.
- Secretariat Services shall not have Specialists. These entities will seek specialized support as and when required from the relevant Parent Agency.
- All departments in the Ministry, Sectors in Dzongkhag and Autonomous Agency will be grouped either as a “Technical Agency” or “Non-Technical Agency” based on its composition of civil servants in Professional & Management Category (PMC).
- For an Agency to be grouped as a “Technical Agency”, the number of PMC Civil Servants belonging to Technical Services should be higher than or equal to the Administrative Services.
- For an Agency to be grouped as “Non- Technical Agency”, the number of PMC civil servants belonging to Administrative Services should be higher than the Technical Services.
- For a “Technical Agency”, 20% of total approved regular staff of Professional and Management Category (including the chief of Division) shall be the approved number of Specialists. For the Ministries, one Specialist from the total number can be identified as the advisor to the department.
- In a similar manner, 3% of total approved regular staff of Professional and Management Category (including the chief of Division) shall be the approved number of Specialists for a “Non-Technical Agency”.
- The eligible number of Specialists shall be accounted for within the total approved PMC strength.
- Sectors in Dzongkhags shall have Specialists at P1 position level only.
- Specialists staffing shall be based on the approved Five Year Plan (FYP) staffing of the Agency. The promotion career progression for Specialists shall be planned over the five years of the FY Plan.
- The promotion of/into Specialist for a particular year should not exceed the planned/indicated number for that year.



# Specialist Management Framework

## Area of Specialization (AoS)

- All Agencies shall submit a list of specialized areas for Specialists to the Commission for approval at the beginning of the Five-Year Plan as per the format in [Annexure 2](#). Number of eligible specialist aligned to Area of Specialization shall be reviewed on an annual basis.
- This AoS can be based on the Agency's legal framework, its mandate, its FYP, and Competency Based Framework.
- All recommendation and approval of Specialists shall be based on the approved AoS.
- Based on AoS, if more than one is required in a particular area of specialization, then the "staffing TAT of 1603 hours" shall be used to determine the required number. This shall not, however, exceed the ceiling determined under SSM.

## Requirements for Publication

- Peer reviewed: "Peer reviewed" is defined as the vetting of the publication by a "Peer Review Committee " at National Level.
- The composition of the Committee shall be minimum of three individuals and it shall be endorsed by HRC of the relevant Agency.
- The Committee shall submit a report on how the publications were used in the Agency.

## Process for RCSC Level (ES3-1)

Sl. No	Activities	Responsible
1	Check the for SSM (availability of the gap)	Agency HROs
2	Collect the required documents (Check-List)	
3	The individual must have AoS aligned to agency KPI	
4	Fill up the Specialist Promotion Form	
5	Put to HRC for endorsement	

# Specialist Management Framework

Sl. No	Activities	Responsible
6	Update the recommended individuals in ZEST	Agency HROs
7	Compile the list and submit to Commission	LTD, RCSC
8	Commission to make decision	
9	Segregate promotion approved and regret list	
10	Update decision in ZEST (Approved/Regret)	
11	Dispatch Promotion Order	
12	Dispatch Regret Order	

## Process for Agency Level (P1)

Sl. No	Activities
1	Consolidate the list of eligible civil servants for P1 promotion
2	Collect the required documents for P1 promotion
3	Verify the eligibility of the Civil Servants as per BCSR
4	Ensure that the proposed AoS is aligned to agency KPI
5	Consolidate the AoS and send to RCSC in the prescribed form for updation in ZEST via ltd@rcsc.gov.bt
6	Submit promotion proposal to HRC for endorsement
7	RCSC will validate the AoS requirements accordingly, update the information and inform the Agencies.
8	Update the approved promotions in ZEST
9	Dispatch Promotion Order (with QR code)
10	Dispatch Regret Order
11	Upload the Promotion Order (with QR code) in DMS

# Staffing Guideline

## OBJECTIVES OF THE GUIDELINE

- To have an overall guideline and a reference point
- To align the staffing with the PD, Structure and organogram
- To maintain uniformity on the staffing process across the agencies

## GENERAL RULES

- Validate the structure of the Organization before starting the Objectives
- Approved OD Reports
- Organization structure till division/services level shall be approved by RCSC
- Staffing will be done upto Division level. However, for Divisions under which the staff are located in different places or have different areas of Specialisation (Eg. Centres), such units will be reflected.
- Name of the agency shall not be abbreviated.
- Number of the staff required will be ascertained using the Standard Operating Procedure (SOP)/ Turn around time (TAT).
- Activities proposed should be aligned to the vision and mandates of the respective Ministries/Agencies.

## CREATION/DISSOLUTION OF DIVISION

- Division level, shall have a position of Chief of Management level.
- Parent Agency's staffing should also include staffing for the working agency.
- If OD Exercise is being carried out in an Agency, the staffing focal from HRMD should either be a member of the taskforce or attend meetings/presentations done by the OD Team in order to ensure common understanding of mandates of the division/department/agency (Footnote) Specialist positions will not be reflected in the staffing. It shall be as per the specialist staffing matrix (SSM). For medical professionals and teaching services, it shall be based on predetermined ratio (TRE and Health Standard).

# Staffing Guideline

## Format for staffing

Following format shall be used for developing staffing for the agencies based on agency type:

### A. Ministry/Autonomous Agency with department

\*\* Office of the Minister/Secretary shall be reflected under Department

Department	Division	Section ** if staff are located in different places or have different areas of Specialisation	Position Title	Position Level	Approved Strength

### B. Dzongkhag

Sector	Section **If Staff are located in different places or have different areas of Specialisation	Position Title	Position Level	Approved Strength

# Staffing Guideline

## Format for staffing

### C. Autonomous Agency

Division	Section ** If Staff are located in different places or have different areas of Specialisation	Position Title	Position Level	Approved Strength

## Steps for staffing

The following staffing steps is recommended based on the reference documents:

**1** Refer organogram with PPPD from OD Exercise/Agency, which is approved by the Commission/Receive proposal from Agency.

- All staffing should start from the Head of the Agency and sequence should follow hierarchy as per the organogram eg. Office of Minister for Ministry.
- After the staffing for the levels of hierarchy is completed, for same level department/sector/division based on the agency, staffing for the support function should be one.
- Following this staffing of department/sector/division based on alphabetical order should be done.

**2** Refer latest updated Position Directory (PD) for inclusion of Position Title and level

- All position titles and levels should be in line with the Position Directory.
- All departments will be headed by Executive at EX3/EX2 and Division by Chief of Management at P1.
- If the position reflected can be appointed with more than one category of MoG, then the details on eligible categories of SSG/MoG should be reflected in the remarks column as multi-entry.
- If mix of position titles have been approved, specify the number of position titles for each approved post.

# Staffing Guideline

## Steps for staffing

### 3 Refer SOP/TAT of 1603 hrs (Include the procedures)

3.1 Agency shall work out SOP/TAT for the proposal of Division and Post creations as per the framework given below:

Product/Service	Step No.	SOP	TAT (in hour)	FOSPY (in number)	TIPY (in number)	TIPS (in hour)		Remarks
						P	S	

Sl. No.	Job Type (Five mandates)		Job Size (no. of staff depending on work)			Job Span (cascaded mandate to other Agencies)		Division Creation
	1	2 ≤ 5	< 4	4 ≤	11 ≤	3 ≤	≤ 3	
1	✓			✓		✓		✓
2		✓	✓				✓	✓
3		✓		✓		✓		✓
4	✓				✓		✓	✓

Note: Services with less staff number but fulfilling the above criteria will be eligible for Chief.

# Staffing Guideline

## Steps for staffing

**3** Refer SOP/TAT of 1603 hrs (Include the procedures)

**3.2** For every new post/position requested, Standard Operating Procedures (SOP) and Turn Around Time (TAT) will have to be reviewed to justify additional requests.

- 1** SOP and TAT will have to be determined for a Division/office/services as a whole and not on individual staff/position based;
- 2** First determine the key products, services and activities (not ad-hoc) required to be delivered by the Division/service/unit in the five year or longer term.
- 3** Against each Product and services then determine processes or standard operating procedure (SOP) of achieving it.
- 4** For each process determine the Turnaround Time (TAT). The time has to be determined in hours.
- 5** While determining TAT, the waiting period should not be included. Only the actual time taken for the actual work/process (actual act of doing not any other) should be considered.
- 6** Ultimately determine the sum total of TAT.
- 7** The total time taken should be then divided by 1603 hours per year to determine the HR requirement.
- 8** For larger Division, where staff number is more than or equal to 11, while reviewing, the Chief should not be included in the SOP/TAT and for smaller Division, where the staff number is less than 11, Chief can be included in the calculation of staff (all the activities of Chief should be included).
- 9** For calculation of staff in the Division, the requirement of staff in the larger Division (more than or equal to 11) comes in decimal (even if the decimal is equal to or greater than 5), no additional staff would be provided. For example, the calculated number is 11.5, then approved staffing provided would be 11, irrespective of the decimal number.
- 10** For smaller Division (less than 11), additional staff to be provided if the decimal number is equal to or greater than 5. For example, the calculated number is 8.5, then approved staffing provided would be 9.
- 11** However, the Commission directed HRMD to take into consideration the number of PMC staff vis-a-vis the SSC staff under the Division while categorizing as large or small Division as the Chief is unlikely to be directly supervising SSC and therefore SSC could make the division strength large but the job size for the Chief could remain equivalent to a small division.

# Staffing Guideline

## Steps for staffing

- 4** General standard on Staffing
  - 4.1 One Personal Secretary and Personal Assistant each for Hon'ble Lyonpos.
  - 4.2 One Personal Assistant each for Secretaries and Directors or any other Executive positions (e.g. Chairpersons and Commissioners).
  - 4.3 One Administrative Assistant for one Department. However, in client services oriented offices where there are more front desk; service delivery and support level works, more than one Administrative Assistants are provided as specified below/after assessing the SOP/TAT of the Division:
    - 1 HR services (HRO: Assistant ratio of 1:1)
    - 2 Employment services
    - 3 Licensing services
  - 4.4 Exception to the 4.3, even when there are standalone Divisions outside the main Ministry campus (at least 1.5 km away) one Administrative Assistant will be provided to give all support and secretarial services. No additional operational or support staff is provided.
  - 4.5 On Operation Level to multitask as Tele Operator, Reception and Dispatcher. Earlier, One telephone operator; one receptionist and one dispatcher were provided for a Ministry if they are housed in one building like the MoH. On a case by case basis, if it is scattered, accordingly more than three Operational staff are also provided if the Ministry is spread out for instance like in MoENR and MoIT. They require a set of two operational staff each with either 2 – 3 staff.
  - 4.6 Messenger will not be recruited hereafter across the agencies. Earlier, one messenger were recruited for Office of the Lyonpo and Secretary and one in each department and AFD/AFS.
  - 4.7 As a general standard One Procurement Officer and one Store keeper for all Ministries. However, depending on the need additional store keepers are provided for managing huge stocks of equipment and machineries.



# Staffing Guideline

## Steps for staffing

### 5 Protocol for updation of staffing

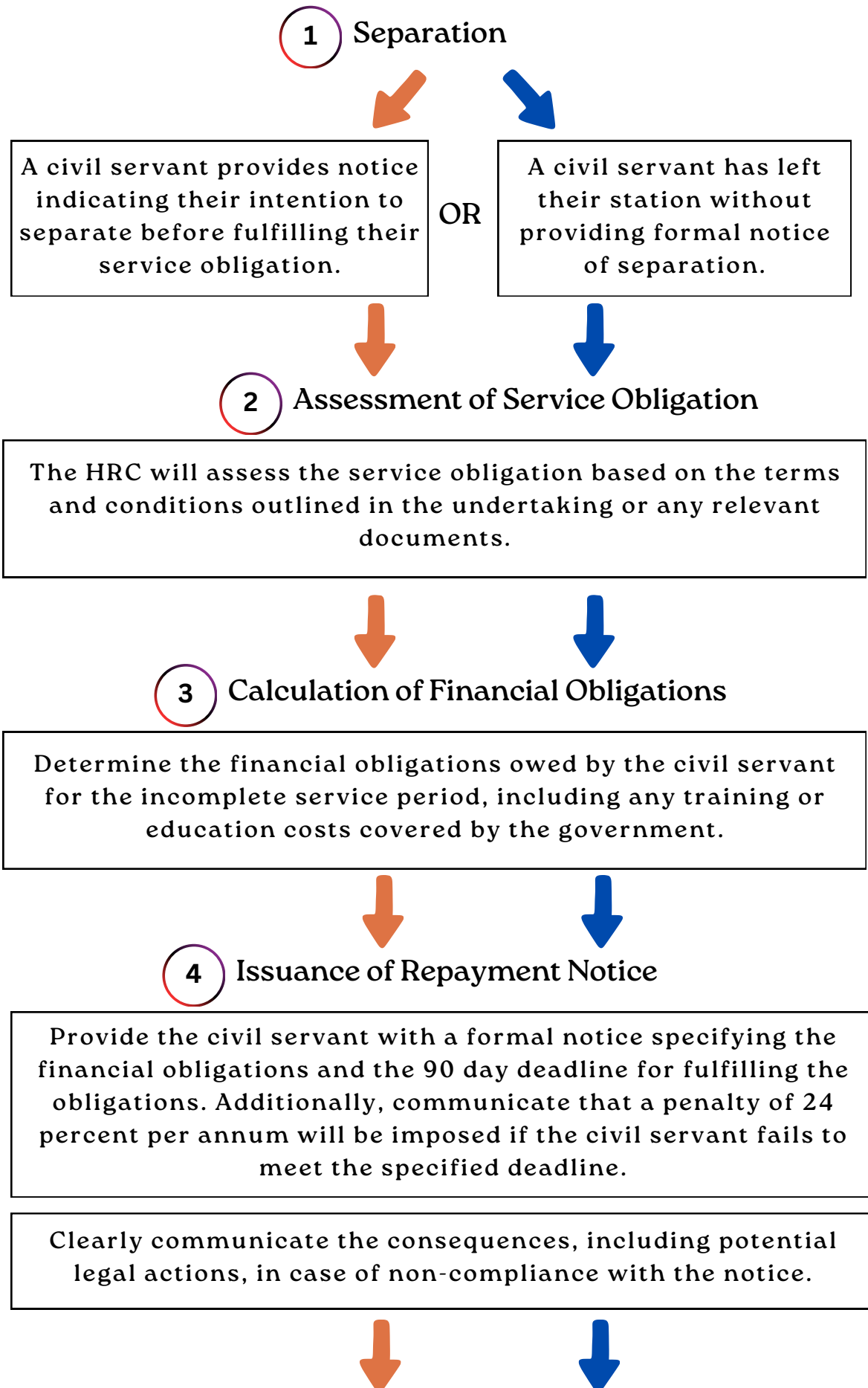
5.1 The Commission shall be the final authority to approve the staffing.

5.2 Submit to MIS for updating in the ZESSt with the following document

- 1 Approved Organogram;
- 2 Approved Staffing; and
- 3 List of Staff (if bifurcation or merger of Agency/Division)

5.3 Update the staffing strength information in HRMD and PPS.

# Procedure for financial obligation



# Procedure for financial obligation



## 5 Legal Actions for Non-Compliance

In the event of non-compliance with the notice by the civil servant, the agency will be required to initiate legal action for the repayment of financial obligations.



## 6 Recordkeeping

Maintain accurate records of the entire process and issue acknowledgments upon successful fulfillment of financial obligations.

