



ANNUAL REPORT

JULY 2022-JUNE 2023

ROYAL CIVIL SERVICE COMMISSION

ROYAL GOVERNMENT OF BHUTAN



“As King, I have pledged my life and service for the wellbeing of our country and people. If I had the slightest doubt that our goals were far beyond our reach, I would not encourage our people to pursue them. I am fully confident in the capabilities of our people. I believe that we can achieve everything we set out to do.”

His Majesty the Druk Gyalpo
*Address to the 8th Session of the Third Parliament
(4th November 2022)*

This Annual Report is prepared and submitted as per Article 26, Section 9 of The Constitution of the Kingdom of Bhutan and as specified under Section 19 of the Civil Service Act of Bhutan 2010.

ACRONYM

AAS	: Australia Awards Scholarship
ACC	: Anti-Corruption Commission
AKRA	: Agencies Key Result Areas
APA	: Annual Performance Agreement
APT	: Annual Performance Target
AQAF	: Agency Quality Assessment Framework
BCSE	: Bhutan Civil Service Examination
BCSR	: Bhutan Civil Service Rules and Regulations
C4CS	: Committee for Coordinating Secretaries
CAS	: Commonly Aailed Services
CATI	: Computer Assisted Telephone Interview
CBF	: Competency Based Framework
CCA	: Central Coordinating Agency
CFT	: Critical Feedback Team
CSAB	: Civil Service Act of Bhutan
CSR	: Civil Service Reform
CSSD	: Civil Service Support Desk
CSWS	: Civil Servants' Welfare Scheme
DITT	: Department of Information, Technology and Telecom
EEA	: Executive Eligibility Assessment
EMCs	: Embassies, Mission and Consulates
EOL	: Extraordinary Leave
ePEMS	: electronic Public Expenditure Management System
ESP	: Elementary Service Personnel
EST	: Empathy Skills Training
ETT	: Executive Transformation Team
FIT	: Foundational In-service Training
FLMP	: Future Leadership Mentoring Programme
FY	: Fiscal Year
FYP	: Five Year Plan
GIS	: Group Insurance Scheme
GovTech	: Government Technology Agency
GPMS	: Government Performance Management System
GSP	: General Service Personnel
HR	: Human Resources
HRC	: Human Resource Committee
HRD	: Human Resource Development
HRM	: Human Resource Management
ICAO	: International Civil Aviation Organisation
IWP	: Individual Work Plan
JDS	: Japanese Grant Aid for Human Resource Development Scholarship
JICA	: Japan International Cooperation Authority

KPI	: Key Performance Indicators
LCF	: Leadership Capability Framework
LDP	: Leadership Development Programme
LTD	: Leadership and Talent Division
LTT	: Long-term Training
MAF	: Monitoring and Assessment Framework
MaX	: Managing for Excellence
MMF	: Manpower Management Framework
MoAF	: Ministry of Agriculture and Forests
MoE	: Ministry of Education
MoEA	: Ministry of Economic Affairs
MoENR	: Ministry of Energy and Natural Resources
MoF	: Ministry of Finance
MoFA	: Ministry of Foreign Affairs
MoFAET	: Ministry of Foreign Affairs and External Trade
MoHA	: Ministry of Home Affairs
MoHCA	: Ministry of Home and Cultural Affairs
MoIC	: Ministry of Information and Communications
MoICE	: Ministry of Industry, Commerce and Employment
MoIT	: Ministry of Infrastructure and Transport
MoLHR	: Ministry of Labour and Human Resources
MoWHS	: Ministry of Works and Human Settlement
NA	: National Assembly
NC	: National Council
NCD	: Non-communicable Diseases
NCHM	: National Center for Hydrology and Meteorology
NEC	: National Environment Commission
NLC	: National Land Commission
NLP	: Nurturing Leadership Program
NPPF	: National Pension and Provident Fund
OAG	: Office of the Attorney General
OC	: Operational Category
ODE	: Organisational Development Exercise
PBI	: Performance Based Incentives
PE	: Preliminary Examination
PhD	: Doctor of Philosophy
PMC	: Professional and Management Category
PMS	: Performance Management System
PSD	: Public Service Delivery
PTA	: Project Tied Assistance
RAA	: Royal Audit Authority
RCSA	: Royal Civil Service Award
RICBL	: Royal Insurance Corporation of Bhutan Ltd.

RIM	:	Royal Institute of Management
RUB	:	Royal University of Bhutan
SCS	:	Senior Civil Servants
SSC	:	Supervisory and Support Category
STT	:	Short-term Training
ZES	:	Zhiyog Electronic System
ZRS	:	Zhiyog Recruitment System

Note: In the report, erstwhile agencies have been mentioned against activities that were undertaken before the restructuring of the Civil Service.



Executive **22-23** Summary

This Annual Report 2022-2023 of the Third Commission features the strategic outcomes and key activities initiated towards the Civil Service transformation exercise. The Royal Civil Service Commission worked closely with the Government and the Executive Transformation Team to accelerate transformation efforts through restructuring exercises aimed at establishing and strengthening Ministries as the foundational structure of governance for a more effective role in policy setting and enforcement. The objectives were to reposition Ministries and Agencies strategically with allied mandates and common objectives for greater synergy and collaboration; leverage technology for improved service delivery and productivity; cluster common services to provide support functions such as Finance, HR, Procurement

for optimal HR utilisation; and outsource and consolidate services where feasible, for cost efficiency.

The RCSC also continued with the implementation of reforms and priorities from the previous years. A report on 'Restructuring of the Civil Service Agencies', along with a review of its impact on existing laws, was carried out with support from the ETT and the OAG. The report was submitted to the Cabinet in August 2022 and received the Cabinet's endorsement in September 2022. Subsequently, the Cabinet decided to table an "Omnibus" Bill titled "Civil Service Reform Act 2022" to the

Executive 22-23 Summary

“With changing times we will confront new challenges, but if we pledge to work together in an intelligent, resourceful manner, we will overcome every difficulty.”

*His Majesty the Druk Gyalpo
Address to the Nation on the 107th National Day
17th December, 2014*

Parliament as an Urgent Bill as the restructuring proposal impacted 46 existing Acts. The Omnibus Bill was enacted by the Parliament on 15th December 2022 as the “Civil Service Reform Act 2022” enlisting RCSC as its custodian. Some of the significant highlights from the Act include the reduction in the number of Ministries from 10 to nine, the folding of autonomous agencies with the relevant line ministries, the delinking of Judicial Service personnel from the Civil Service and the empowerment of RCSC to determine the tenure and terms of reference of Senior Civil Servants (SCS).

A core priority area for RCSC is leadership development initiatives and talent identification. The year-long Nurturing Leadership Program for executives concluded in November 2022, with over 60 Heads of Schools and 65 Executives trained in core areas of management. This programme facilitated executives in honing their management skills in their respective work settings and developing change projects in collaboration with their stakeholders. Additionally, a potential assessment exercise was also carried

out to identify the talent pool for executives among civil servants in P1 management positions. For P2 positions, Leadership Development Programmes were imparted to 264 civil servants (97 completed and 167 ongoing) as an opportunity to develop their leadership competencies and identify potential talent.

The performance evaluation system underwent significant changes, decoupling from the Annual Performance Agreement score and proxy score to the implementation of the Bell Curve with the objective of bringing about behavioural change among civil servants and driving a culture of performance management and accountability in the Civil Service. To support a successful roll out, all executives were trained to facilitate and conduct the annual assessments, including mock moderation exercises. The performance

evaluation for 2022-23, based on the new format, will be completed in August 2023.

Unlike in the past, select Civil Service executive positions were opened to all candidates, including those from the private corporate sector, based on the professional competencies required for the proposed positions. This move is expected to expand the talent pool, providing a wider choice of better candidates and facilitating the exchange of management ideas and practices to enhance efficiency.

To promote periodic rejuvenation and a healthier work-life balance for civil servants, the RCSC introduced annual leave in addition to the existing leave options.

Furthermore, taking into account the current life expectancy and the importance of experience and expertise, the superannuation age was increased to 63, 60, 59 and 57 for civil servants at Executives/Specialists, in Professional and Management Category, in Supervisory and Support Category (SSC), and Operational Category respectively.

A major challenge for the Civil Service during the period of the report was the high attrition rate due to voluntary resignations. To address this issue, the RCSC has adopted a multi-pronged approach, including removal of limits on the number of attempts for entry exams, raising the superannuation age, and opening certain key positions to technical and non-career civil servants.

An additional recruitment window has been introduced to the existing single-window recruitment, to recruit regular staff (SSC and below) at mid-year, aiming to help agencies acquire the necessary manpower. These initiatives will contribute to creating a better work environment and a

competitive edge in the Civil Service, enabling the attraction and retention of talent in the Civil Service.

As we transition into the next plan period, the implementation of structural changes and reform initiatives will continue. Although the organisational restructuring and deployment/redeployment of staff resulting from the Civil Service Reform Act 2022 have been completed, the 46 Acts affected by the restructuring require review and revision to align with the Civil Service Reform Act 2022. While the restructuring of central agencies has been completed, the structure of the LG Administrations is yet to be reviewed.

Going forward, the RCSC has several initiatives planned, including the implementation of contractual tenure arrangement for SCS, providing performance-based incentives to civil servants, decentralising staff management to respective agencies through the Manpower Management Framework, revamping Career Progression and Exit Management and revising the BCSR 2018. The RCSC remains committed to exploring innovative methods to modernise and enhance efficiency and effectiveness within the Civil Service, ultimately working towards the attainment of “a developed country” status as envisioned by His Majesty The Druk Gyalpo.

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Introduction

In accordance with the Constitution of the Kingdom of Bhutan, the RCSC was established as the central personnel agency of the government. This Annual Report is prepared and submitted as mandated by Article 26, Section 9 of The Constitution of the Kingdom of Bhutan and as specified under Section 19 of the Civil Service Act of Bhutan 2010 which requires the Commission to submit an Annual Report on its policies and performance to His Majesty the Druk Gyalpo and the Prime Minister.

The Commission - Key highlights

The Third Commission, appointed in April 2019 and currently in its fourth year of service, has been dedicated to enhancing the professional capability of civil servants and ensuring the delivery of quality services guided by the highest ethical and integrity standards. The Commission has also diligently worked towards ensuring uniform rules and regulations governing recruitment, appointment, staffing, training, transfers, and promotions across the Civil Service

besides remaining steadfast in its commitment to maintaining a small, compact and an efficient Civil Service.

During the period from 1 July, 2022 to 30 June, 2023, the Commission convened a total of 44 meetings, typically holding one meeting per week. Every Tuesday was dedicated to Commission meetings to ensure timely decision-making, with additional meetings being convened as required.

After being bestowed with the Royal Kasho of February 2021, the Commission undertook a mid-course correction, leading to the realignment of its strategic focus areas into four outcome areas: i) Enhanced Leadership; ii) Strengthened Governance Systems; iii) Dynamic Civil Servants; and iv) Robust Structures Instituted.

Networking and Linkages

Networking and linkages play a crucial role in fostering collaboration, cooperation and coordination, which leads to enhanced efficiency and effectiveness. By providing opportunities to share expertise and knowledge, such connections facilitate the pooling of diverse perspectives and insights from various stakeholders. This, in turn, enables the framing of more comprehensive and well-informed plans and policies. Moreover, establishing linkages with relevant stakeholders within the country allows for optimum utilisation of limited resources through complementary efforts and the avoidance of duplication, resulting in sustainable efforts. During this reporting period, RCSC signed a Memorandum of Understanding with National Pension and Provident Fund (NPPF) and Royal Insurance Corporation of Bhutan Ltd. (RICBL), to establish a streamlined system for the onboarding and separating of members. This initiative is designed to ensure the accuracy and reliability of data, contributing to more effective processes and outcomes. In order to continue and strengthen productive collaborations with external partners, RCSC maintains MoUs with several esteemed institutions, including the Lal Bahadur Shastri National Academy of Administration in India, the Austrian Development Agency, and the Temasek Foundation-Singapore Polytechnic International. Additionally, RCSC upholds effective partnerships with donors for HR development, such as the Japanese Grant Aid (JDS), the Thailand International Cooperation Agency (TICA), Rangsit University, and Her Royal Highness Princess Maha Chakri Sirindhorn in Thailand. These alliances help foster the exchange of expertise, knowledge, and resources, further enhancing the capabilities and effectiveness of the Civil Service.

Annual Performance Plans

The annual performance plan for the financial year (FY) 2022-23 encompassed key priorities within the identified themes, aligning them with the Civil Service Reform (CSR) plans initiated after the Royal Kasho of February 2021. To effectively realise the Commission's overall plans and programmes, the Annual Performance Target was harmonised with the initiative plans within four overarching objectives as follows:

- Enhanced Leadership
- Strengthened Systems
- Dynamic Civil Servants
- Robust Structure

Budget Report

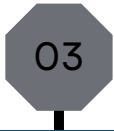
For the FY 2022 - 23, a total budget of Nu. 356.709 million was approved, of which Nu. 296.596 million was allocated for capital expenses and Nu. 61.304 million for current expenses. The budget utilisation for the reporting year stood at 59.06%. Nu. 146.514 million worth of planned activities could not be undertaken, which also includes savings achieved through the implementation of stringent cost-cutting measures in budget utilisation.



Introduction



Four Strategic Outcomes for CST



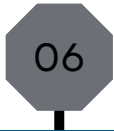
HR Management & Development



Civil Service Statistics



Issues & Challenges



Annexures

Four Strategic Outcomes for Civil Service Transformation



Enhanced Leadership

3



Strengthened Systems

8



Dynamic Civil Servants

13



Robust Structures

17

2.1

Enhanced Leadership

Senior Civil Servants (SCS) are critical to employee engagement and superior sustained organisational performance that contributes to national socio-economic well-being. Enhanced Leadership aims at transforming the Civil Service to institute world-class professional and strategic leaders spearheading future-ready Civil Service organisations.

85 Eligible Executives Assessed

Assessment by Commission and Panel

41

39 executives in the Ministries and NLC were assessed by their respective supervisors (Secretaries), and two executives were assessed by the Government Secretaries as the Chairperson of Boards.

Assessment by Head of Agency (Secretaries)

44

executives were assessed by different panelists from September 5-9, 2022.

2.1.1 SCS SELECTION SYSTEMS REVAMPED



The RCSC revised the Executive Selection Framework to expand the talent pool for leadership positions in the Civil Service. The key changes include the following:

- Candidates from the specialist category and outside the Civil Service have been considered for select Civil Service Executive positions. The selection process now entails assessing the candidates' domain knowledge and leadership competencies through various means of assessments such as situational judgement tests, group and individual interviews that evaluate candidates' skills, experience, and qualifications required for each position.
- To ensure the selection of the most suitable candidates, the RCSC has increased the involvement of relevant agencies to develop job descriptions, and in exceptional circumstances to consider compensating factors for candidates who may not fully meet the criteria. Moreover, the selection panel now includes a higher representation from the relevant agencies and independent members or experts to further enhance the selection process.

2.1.2 SCS PMS REVIEWED AND STREAMLINED



With the removal of proxy scores, the performance of executives were moderated at various levels. A total of 83 eligible executives were assessed. Individual scorecards and a standard letter explaining the overall goals and the significance of

PMS were sent to the individuals. The individual report included in-depth remarks that individuals could use to further their own development.

2.1.3 P1 ASSESSMENT ✓

Commissioned by the RCSC, the Royal Institute for Governance and Strategic Studies (RIGSS) completed the Executive Eligibility Assessment (EEA) for P1 management officials.



The EEA, which consists of both group and individual evaluations, was conducted to identify outstanding candidates for Executive-level positions and is part of RCSC's efforts to strengthen leadership selection. This year's assessment panel comprised senior local and international assessors from the public and private sectors. The RCSC will be making the EEA an integral part of its rigorous process to select Executives for the Civil Service.

These officers subsequently participated in the Leadership Course for Executive Candidates (EXCEL) programme and had to work on stretch assignments and expanded roles to further test their suitability for Executive-level positions.

2.1.4 LEADERSHIP CAPABILITY DEVELOPED ✓

a. Nurturing Leadership Program (NLP)

Rather than simply attending a conventional training course, leaders began the year-long programme by actively focusing on systems thinking and participatory stakeholder engagement.

125 Civil Service Executives and School Principals were trained to teach over 625 civil servants to conduct over 6,800 face-to-face interviews and gather survey data from internal and external stakeholders. Leaders were then asked to conduct 125 "North Star"

Executive Eligibility Assessment



230

officers participated



74

1/3rd of the applicant pool were shortlisted



34

identified as promising group of officers

15%

of total applicant pool identified as the most outstanding and promising officers.

NLP

Initiated on 19 October, 2021 and concluded on 27 September, 2022



125

65 Executives & 60 School Principals



6800

face-to-face interviews



125

North Star Workshop

workshops where they worked with teams to analyse stakeholder input and identify stakeholder-priority initiatives.

Leaders were also given a practical leadership toolkit deployed via microlearning e-modules, with tools supporting performance accountability, strategic sensing, decision making, trust, agile problem solving, collaboration, and change management.

Content of the NLP that was implemented by RCSC in collaboration with the Ulrich Allen Leadership Capital from 2021-2022 is now available on ZEst where P2, P1, Specialist and the Executives have been given access to the content.

b. Specialists Trained on Management Skills

As part of the NLP, a two-day leadership training was initiated for the Managers in Hospitals across the Country. The topics covered over the two-day workshop are leadership mindset, TOPP (*Target, Outcomes, Possibilities and Plan*) Performance Coaching Model for Performance Coaching, Performance Accountability, Decision Driver and Spin session.

The training was delivered through a mix of lectures, role plays, case studies and discussions. A total of 28 clinicians attended the training and they were given access to the materials in the Learning Management System: TalentLMS to continue to learn and practice. The training was facilitated by Justin Allen and Justin Paulsen from the Ulrich Allen Leadership Capital.

Nurturing Leadership Program (NLP)

- Leaders reported:
 - 74% increase in their stakeholder engagement capability
 - 90% improvement in their coaching skills
 - 94% increase in high-impact team building
 - 108% increase in collaboration
 - 98% increase in agile problem solving
 - 85% increase in performance accountability
 - 97% increase in change management capability.
 - 125 projects completed with results ranging from better waste management practices to improved health outcomes to accelerated academic performance for secondary students.
 - Over 96% of 2,500+ stakeholders surveyed at the end of the programme agreed that project efforts improved the situation, and stakeholder satisfaction increased by an average of over 24%.

96% *“more effective than other leadership training programs they have attended.”*
 of participants indicated that the programme was

c. Mock Moderation Conducted with Facilitation by an HR Expert

To prepare the Executive moderation committee members for objective moderation exercises, RCSC conducted mock exercises from 30 January, 2023. These dry-runs, facilitated by an international HR expert, took place in-person and virtually. The objectives were to familiarise the committee with the revised approach to performance moderation and prepare them for the actual exercises in July and August of 2023.

The moderation exercise is expected to help institute organisational and system-wide culture of performance differentiation and enhanced accountability in the Civil Service. As a priority reform agenda, the PMS is expected to address challenges relating to employee engagement, talent management and an overall shift in mindset vis-à-vis performance standards. The performance moderation exercises should also enhance staff engagement through the introduction of meaningful conversations and practices including coaching, mentoring and managing staff and organisational performance.

2.1.5 TALENT MANAGEMENT SCHEMES

With the aim of nurturing and grooming talents in the Civil Service, schemes have been instituted to identify and induct young talent directly from schools, assess potential talents among in-service civil servants, and provide further opportunities for their development.

a. King's Scholarship

The prestigious King's Scholarships was instituted in June 2022 to tap the potential of promising young candidates and build a talent pool for the Civil Service. The scholarships are awarded to exceptional individuals, who undergo a rigorous selection process, involving announcements,

Moderation dry-runs

- **Phase I - 30 January to 3 February 2023**
 - mock exercises were carried out with RCSC members and Chairperson, four cluster coordinating secretaries, all government secretaries and executives of five Ministries.
- **Phase II - 13 to 27 February 2023**
 - mock exercises extended for the rest of the Ministries, Thromdes, Dzongkhags and Autonomous Agencies.

Reported by the Expert

“All participants benefited from the experience of the mock moderation discussions through presentation of employee cases, clarification and critique of performance claims with much effort expended to justify with real examples and critical incidents or circumstantial evidence.”

78

executives participated in the mock moderation exercises and a separate session with HR officials in all agencies was held through HR webinar.

psychometric tests, written tests, video submissions, and selection interviews. Academic excellence (minimum 81%) is assessed alongside co-curricular activities, awards, achievements, and leadership track records.

Unlike conventional scholarships, Kings Scholarship recipients are already assigned to specific Ministries/Agencies and undergo internships before and during their undergraduate studies. This ensures a deep understanding of policies and work culture, enabling a better fit within the same agency upon completion of the studies. Interns maintain journals and submit weekly reports to RCSC to track their engagement. During the semester breaks, candidates will be assigned to intern with relevant agencies to enhance their connection to their future roles. In the 2022-23 cohort, nine candidates were selected, with seven females and two males pursuing various fields of study in different universities. The 2023-24 intake includes seven candidates, with six females and one male studying subjects and economics at prestigious colleges in Canada, Singapore, UK and the US.

b. Leadership Development Training

In order to enhance the leadership skills and competencies of the mid-level officers which is the pool for the upcoming Executives, training programmes have been designed to help them build leadership skills in terms of decision-making, navigating through challenging situations, problem-solving and transformation of services in their agencies. The training requires the participants to reflect on their learning journey and their leadership and work on leadership change projects which are expected to result in transforming the services and working systems in their workplace. They have been encouraged to consciously use the concepts and tools learned in their leadership change projects. The top performers in such training will be identified in order to further engage and groom them through talent management schemes.



c. Potential Assessment in the PMS

A new feature in the Managing for Excellence (MaX) is the assessment of future potential of staff by their supervisor. This will help RCSC and agencies to spot and groom talent. Agencies must evaluate and identify employees who possess the capabilities and potential for assuming leadership positions who then will go on to receive the necessary capacity-building and grooming interventions to assume leadership positions in future.

2.2 Strengthened Systems

Strengthening governance systems aims at promoting meritocracy, accountability, integrity, efficiency, and effectiveness in the Civil Service through various interventions.

Summary

- The performance bell curve will not be assigned based on the GPMS score which was inflated and inaccurate.
- Two categories of uniform bell curve will be applicable for P1 Management category and Executives, and for PMC, Specialists and SSC.
- SCS will be subject to performance evaluation and moderation, eliminating proxy performance scores which led to complacency.
- Online MaX system is updated with dynamic features to allow for continuous monitoring and feedback update which is a good performance management practice.
- The absolute scoring of IWP in the scale of 1-4 is replaced by qualitative remarks, and replaced by a final score based on the performance category.

The MaX Manual 2023 Edition III was launched on 26 May, 2023 as the updated guiding document for PMS in the Civil Service.

2.2.1 PERFORMANCE MANAGEMENT SYSTEM REVISED



An effective Performance Management System (PMS) is the cornerstone to bring about desired behavior change in the Civil Service that promotes accountability and productivity. The effectiveness of the MaX framework, which was introduced in July 2016 to bring about differentiation, was impacted due to inflated GPMS scores. Analysis of the performance ratings since 2016 by supervisors shows that 97% of the staff were rated in the Outstanding and the Very Good performance categories which indicates the lack of accurate and honest assessments. Differentiation to an extent, was brought about only through the moderation/forced distribution of performance carried out by the Moderation Committee. To address the flaws encountered in the system, the following changes were introduced with the Max Manual of 2023.

MaX System reviewed and rationalised

The revamped MaX has two major components:

1 Comprehensive Performance Management System

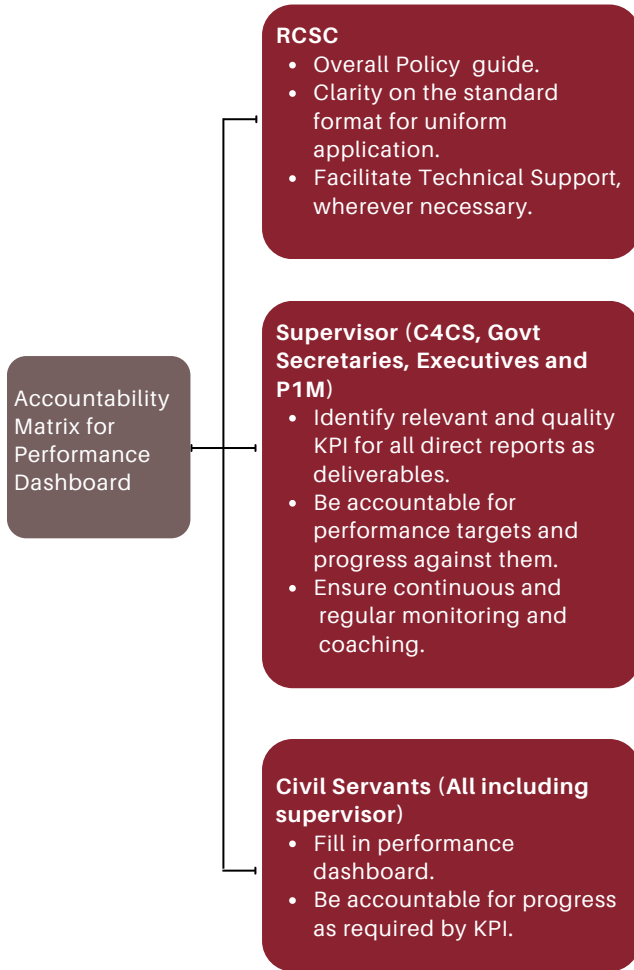
- Assessment of annual performance targets vis-a-vis competency of profession/position.
- Assessment of potential for future leadership position
- Delinked the bell curve/MaX from APA score.
- Introduced continuous monitoring.

- Moderation from the national level (C4CS) down to staff within divisions
- Option to conduct ModEx at agency or division level

2 Leaders are empowered with clear line of accountability

a. MaX System Reviewed and Revamped

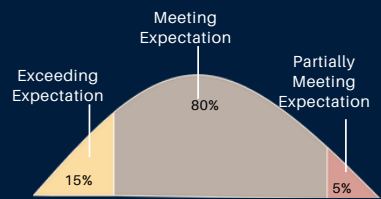
The PMS is revamped and aligned to the new accountability matrix as summarised below:



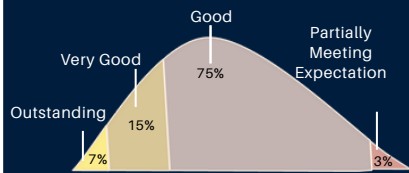
Two bell curves

Two areas of assessments are introduced: Performance assessment to assess achievement of result and Potential assessment to assess individual's suitability to take up higher responsibility.

Bell curve for SCS: Executives and P1 Managers



Bell curve for other categories (including specialists)



The nomenclature for performance category of Need Improvement is replaced with Partially Meeting Expectation.

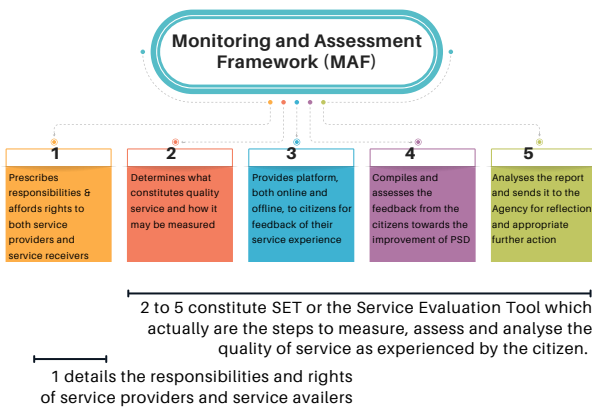
MaX Online System

- KPI planning flexibility to add, delete and edit KPI throughout the year until 30 June.
- Provision to update achievement continuously without requiring to wait for year-end.
- Quality of KPIs should represent expected performance standards vis-à-vis position levels and indicate the direction set by organisations. Hence, focus on output/outcome instead of activities.

2.2.2 CITIZEN SERVICE DELIVERY IMPROVED ✓

A new approach to public service delivery (PSD) involving citizens has been implemented to enhance its effectiveness and efficiency. The Monitoring and Assessment Framework (MAF) has been developed to support this initiative. MAF employs an ecosystem approach, involving both service providers and receivers, to address service delivery issues. It recognises citizens as critical stakeholders and emphasises their rights and responsibilities in the service delivery loop. By giving citizens the authority to provide feedback on service delivery, MAF aims to co-create ideas for improved public services.

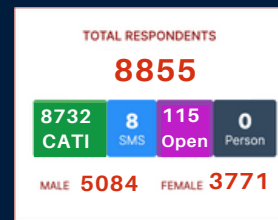
This process of service evaluation begins with the *RCSC Call Executive* getting in contact with users of specific services, at random from a list generated by the Service Evaluation Tool (SET), to obtain their feedback on the service experience from a series of structured questions administered via computer-assisted telephone interview (CATI).



SET, a crucial part of the MAF that focuses on citizen feedback, marks a paradigm shift in our approach to PSD. Citizen feedback is emphasised for formal recognition and value in the service delivery ecosystem. We have observed a growing trust in the SET platform from both citizens and agencies, and we anticipate this trust to continue increasing. Monthly SET reports are shared with the onboarded Agencies, who then implement

Key metrics

- 30 Commonly Aailed Services (CAS) onboarded to the SET
- Formal onboarding with 1199 Call Centre, Public Service Delivery Division for the conduct of CATI
- 8,732 service users were called and interviewed
- 32 SET reports shared with Agencies onboarded starting June 2022



General Service Delivery Guideline



Provide feedback on <https://set.rcsc.gov.bt/>



intervention strategies to address service shortcomings.

As a result, we have seen an increase in positive feedback for the agencies and a decrease in negative client experiences. Currently, the SET ratings are advisory in nature, as not all services are onboarded to the system. However, in the future, SET

scores/ratings will have a significant impact on the APA/APT of the agency.

As part of the PSD initiative, Empathy Skills Training (EST) has been imparted to 250 (10 cohorts) civil servants to hone their skills for better public service delivery. However, to mainstream this as a critical skill in Civil Service, we will, hereafter, be collaborating with the RIM to conduct the EST.

2.2.3 TRANSITIONING FROM COMPLIANCE TO STRATEGIC HR AUDITING ✓

In order to promote organisational excellence and inculcate a culture of continuous improvement and for providing greater HRM autonomy, HR auditing will be transitioning from compliance to more strategic HR auditing.

Strategic auditing will use the Agency Quality Assessment Framework (AQAF). AQAF is a self-assessment system for organisational development and change, which helps to embed public governance and values based on evidence-based improvement. These strategic audits will lay down the groundwork for future Organisational Development Exercises (ODE), which should translate into less investment of time and effort in the conduct of ODEs.

Aligned to the objectives of improving service delivery and doing it more cost-effectively, the Human Resource Audit Division (HRAD) has implemented a remote HR auditing strategy. This is being done by leveraging technology to extract data from online HR systems like the ZES and Zhiyog Recruitment System (ZRS). As of July 2022, the HRAD has started implementing the concept of remote auditing in 10 Agencies for the three main HR functions namely recruitment, promotion and transfer. This has helped to reduce the number of audit team members fielded. Going forward, once

the Zhiyog Record System is stabilised, we expect a substantial reduction in the HR auditing duration as well.

2.2.4 HRM AUTONOMY THROUGH MANPOWER MANAGEMENT FRAMEWORK ✓

RCSC is currently working on a framework to introduce HRM autonomy in agencies, allowing management to manage HR within a designated budget. This policy shift will empower agencies to determine staff quantity and quality based on HR allocation, with flexibility to adjust HR strength and utilise savings for staff incentives and capacity development programmes. If implemented successfully, it will eliminate the need for time-consuming Five Year Plan (FYP) and annual staffing processes. The proposal builds on the existing staffing structure as the foundation for HR planning and recruitment.

Currently, a detailed analysis has been conducted on the recurrent HR management costs incurred by each agency over the past five years. This data analysis aims to provide insights and serve as the foundation for the framework. Additionally, the working group has already discussed preliminary recommendations based on this analysis.

2.2.5 BHUTAN CIVIL SERVICE RULES AND REGULATIONS REVISION



In accordance with Chapter 11, Section 87 of the CSAB 2010, the RCSC shall, in conjunction with Agencies, create rules and regulations, known as the Bhutan Civil Service Rules and Regulations (BCSR), for the efficient administration of the Civil Service. The BCSR 2018 requires revision to accommodate the systemic and policy changes that have been rolled out over the course of the last four years. The revision of the BCSR will follow the approach of being less prescriptive and more user-friendly.

Given the significance of stakeholders' input, starting in April 2023, the RCSC launched a series of CSR awareness-raising sessions with the agencies where feedback on the BCSR 2018 was sought together with the option to submit it later. Civil servants across the country will be given ample opportunity to provide their feedback and comments before the document is finalised by the year's end.



2.2.6 CAREER PROGRESSION AND EXIT MANAGEMENT



While the Career Progression and Exit Management (CaPE) has been drafted, it has been kept on hold pending the developments in the revamped MaX and the review of job sizes of all position levels and position categories in the Civil Service.





2.3

Dynamic Civil Servants

Civil servants are vital for national development and efficient PSD. It is crucial that they possess the required skills, behaviors, and dedication which are instrumental in fostering organisational growth and development. The goal is to cultivate a dynamic civil servant workforce characterised by high capabilities, engagement, and adherence to strong values, all in service of the Tsawa-Sum.

2.3.1 THE FOUNDATIONAL IN-SERVICE TRAINING

In order to build a dynamic and agile Civil Service with the requisite competencies, the right mindset, and the behavioral characteristics required in the Civil Service, the course content, teaching pedagogy and assessment for both the preservice and in-service training have been reviewed and overhauled. Since the 2023 intake, the one-year PG Diplomas in Administrative and Financial Services have been discontinued given their academic nature. All BCSE selected candidates (except teachers) underwent the Foundational In-service Training (FIT) programme at RIM which is geared towards skills and competency building, followed by additional service-specific training.

The erstwhile PG programmes for BCSE-selected candidates (under Administrative and Finance Services) were revamped and restructured into the new FIT programme. The restructuring was guided by the following principles:

- a. Shift from academic knowledge to competencies required at the workplace;
- b. Learning to be driven by self-reflection, curiosity and growth mindset for progressive development through the pursuit of life-long learning;
- c. Learning processes to integrate on-the-job and classroom learning to optimise time;
- d. Assessments to be an integral part of the learning and development to ensure commitment to learning;
- e. Targeted and specialised skills development required for the job families;
- f. Prepare for a career path in the Civil Service.

Key metrics

- The erstwhile PG Diploma for BCSE-selected officers has been revamped and restructured into FIT programme.



270

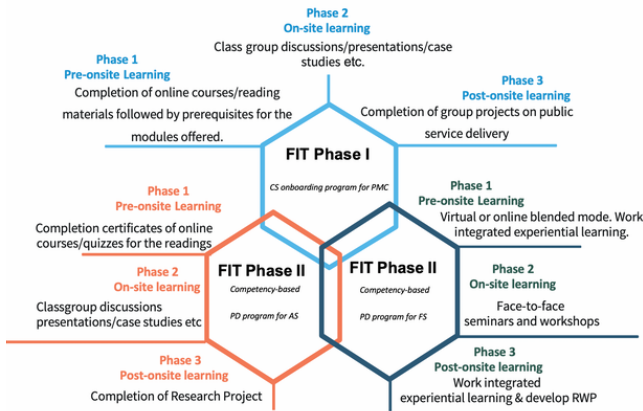
FIT Phase I



60

FIT Phase II

Designed in three phases namely Pre-onsite, Onsite, and Post-onsite learning, the programme was designed considering the needs of 21st century and to encourage lifelong learning. The revamped programme was first implemented for the BCSE-selected candidates of 2022 in January 2023.



Foundational In-service Training programme

2.3.2 LEADERSHIP DEVELOPMENT PROGRAMME

As a part of the CSR and in line with the Leadership Assessment and Development policy, RCSC in collaboration with the Royal Institute of Management (RIM) launched the Leadership Development Programme (LDP) for civil servants in the Professional and Management Category (PMC) in April, 2022. Since the launch, a total of 10 cohorts of PMC level civil servants have been trained. In this fiscal year eight cohorts have completed this training programme and a total of 180 civil servants have been trained since July, 2022.

The main objective of the programme is to bring the desired mindset and behavioural change in the future leaders as required by the Leadership Capability Framework (LCF), while also using it to spot talent. The training for the first two cohorts was facilitated by Ms Eliza Quek, a consultant of Terrific Mentors International Pte Ltd, Singapore and

co-facilitated by five RIM faculty members. From the 3rd cohort, the RIM faculty successfully took over the training.

LDP training is designed to be implemented in phases to enable the participants to have the opportunity to explore the key concepts before they come for the course and share and practice learning during the course to optimise classroom learning. They will also develop and share their self-development plans and leadership change projects which they will implement in their respective workplaces. The participants will get to apply the skills and work on key development challenges of the country when implementing their leadership change project with the support of their supervisors.

The LDP consists of the following three modules:

1. Value-based Leadership
2. Leading for Strategic Impact
3. Leading Transformational Change

The first component is on 'value based leadership' focusing on Moral DNA in making decisions, seismic shifts to transition to leadership roles and managing paradoxes. This component is expected to help the civil servants hone their values and make better decisions, enabling them to better

navigate complex issues and improve their problem-solving skills.

As the participants move on to the second and other components, they will build on their Leadership Change Project. Upon the completion of the training programme, the participants will present their Leadership Change Project to a committee focusing on the learning journey with a summative assessment.

The committee will assess each component on:

- Reflection/Insights
- Personal Development Planning
- Skills Application
- Action Planning - transfer of learnings

The leadership change project requires the participants to reflect on their learning journey, their leadership, identify and work on a project designed to bring about service transformation. They are encouraged to consciously apply the concepts and tools that they have learnt, explore how they can bring about improvement or value addition to the lives of their fellow citizens.

RCSC will use the data from the LDP to design interventions to build and support talent in the Civil Service. In the initial years, participation in the LDP is voluntary and will be left to the individual. However, after sufficient numbers have undergone this training, LDP will gradually evolve into mandatory training that civil servants have to undergo to progress in their careers.

2.3.3 REWARD AND RECOGNITION STRENGTHENED



Reward and recognition play a vital role in an organisation's PMS. They serve as powerful motivators that reinforce desired behaviours, boost employee morale, and enhance overall performance. Effective rewards and recognition programmes acknowledge and

celebrate individual and team achievements, encouraging a culture of excellence and continuous improvement.

The enactment of the Pay Reform Act of Bhutan 2022, provides the legal basis for Performance Based Incentives (PBI) which is one way of rewarding employees who perform and contribute to their agencies, in monetary terms. PBI must be hinged on a robust PMS to translate and reward performance into PBI payouts through an objective and transparent process.

Reward and recognition do not have to be only in monetary terms but can also be implemented through many formal and informal mechanisms. The MaX and LDP provide many entry points to reward and recognise staff to make them feel motivated and empowered to excel in their roles.

2.3.4 UNDERGRADUATE RGOB SCHOLARSHIP



As a part of the CSR and to better align the demand and supply of the undergraduate requirements in the Civil Service, particularly in the critical areas, the groundwork on transfer of undergraduate programme managed by the MoESD to the RCSC is being carried out and will be effective from 1 July, 2023.

2.3.5 COMPETENCY BASED FRAMEWORK ▼

The Competency-Based Frameworks (CBF) will guide HR development programmes and ensure that they are strategic, structured and linked with career advancement and competencies required for each profession.

As an integral component of the ongoing efforts to strengthen professional capabilities within the Civil Service and establish a foundation for strategic HR capacity development, profession-specific performance assessment, career progression, and strategic recruitment and selection practices, the Commission sanctioned the development of 105 CBF for 118 distinct positions. Since the initiation of CBF development in 2018, a total of 55 CBFs have been successfully formulated, while 24 CBFs are currently being developed. The remaining 26 CBFs are scheduled for completion by the conclusion of the 13th FYP. This comprehensive initiative aims to strengthen the HR framework and foster a more proficient and efficient Civil Service.

2.3.4 SKILLS4LIFE PROGRAMME ▼

It is His Majesty The Druk Gyalpo's vision that the Bhutanese workforce should be able to achieve their full potential through opportunities for lifelong learning, upskilling and reskilling. The Skills4Life programme was initiated with the objective of providing targeted skills training programmes for staff in the SSC, OC, GSP and ESP levels to support them to be resilient, flexible and adaptable for the 21st century challenges by inculcating a culture of lifelong learning through skilling, upskilling and reskilling programmes. It has been spearheaded initially by the erstwhile Ministry of Labour and Human Resources (MoLHR) and later handed over to the Ministry of Education and Skills Development (MoESD), with RCSC and DHI being partner agencies.

Their skill sets are minimal with little opportunities for lifelong learning to adapt to the changing environment. Such individuals are very vulnerable to the rapidly changing world of work brought on by technological disruptions. The overall objective of the programme is through a very decentralised and collaborative approach, respective agencies have led and implemented their own staff training. From a total target group of 8283, 5514 have expressed interest in the training. Among these, 2140 have received various skilling interventions until the end of June. The programme has been cost-effective, utilising existing resources from agencies and collaborations with the Department of Workforce Planning and Skills Development and other creative means.

Skills4Life

Sectors	ESP/ GSP Nos.	Training Completed	Ongoing
Civil Service	7,315	988	253
DHI Companies	790	441	0
Under SOEs	178	0	0
Total (ESP/GSP)	8,283	1,429	237

Most Undertaken Course

- Tailoring (608)
- House wiring (462)
- Plumbing (341)
- Mushroom Cultivation (229)
- Baking (160)

2.4

Robust Structure Instituted

To achieve long-term strategic policies and goals, embrace evolving technology, and improve PSD, the Civil Service Agencies had to be restructured. This transformational change aimed at reducing redundancies, consolidating services, and sharpening delivery focus. The RCSC and a group of executives initiated these strategic reform initiatives and agency restructuring in March 2022 in line with the national goals of People, Prosperity, and Progress

Key Principles on restructuring

KP 1: Ministries as the Foundation

All Regulatory bodies, Councils, and National Centres are administratively under a Ministry to ensure coordination in policy and regulatory functions.

KP 2: Ministries working together

Agencies with similar mandate are put together into the four clusters of Governance, Economic, Security, Social.

KP 3: Optimization-doing more with less

Shared Services:

- Centralised Common Services for scale and cost reduction (Finance /HR/Procurement).
- Outsource services to third party.
- Innovate & use Technological solutions.

2.4.1 AGENCIES REORGANISED ▼

a. Civil Service Reform Act of Bhutan 2022

The Civil Service Reform Act of Bhutan 2022 was enacted on December 16, 2022. Subsequently, Ministries had to be reorganised, agencies had to be folded within the Ministries, and the staff had to be transferred/remapped in the IT system (ZEST) aligned to the Civil Service transformation.

b. Implementation of Agency Restructuring

To ensure minimal disruption to service delivery, RCSC developed a Standard Protocol to implement the restructuring activities. Various task forces were formed within and across the agencies to carry out the restructuring activities. To expedite the process, the Commission earmarked every Wednesday to review and approve the proposals submitted by the task forces. All the changes of the structure, names, and deployment of people were then expeditiously updated in the ZEST to avoid disruptions in HR actions such as promotions, transfers, training, etc for affected staff. Every effort was made to redeploy staff optimally without a single civil servant being retrenched. All the restructuring and redeployment of people were completed within June, 2022. More than 7,000 civil servants were re-mapped, redeployed and de-linked from the Civil Service.

c. Accountability Matrix

An accountability matrix has been developed to enhance coordination and accountability within the system. Agencies are categorised into clusters based on their involvement in Governance, Economics, Security, and Social issues. Similar agencies are grouped together within a cluster to foster collaboration and coordination towards a shared objective.

Each cluster is led by a Coordinating Secretary chosen from the Secretaries within that cluster. The Coordinating Secretaries form the Committee for the Coordinating Secretaries (C4CS) who are responsible for facilitating efficient coordination within the Civil Service and implementing comprehensive national policies. They report to both the Cabinet and the Ministers, ensuring accountability at the highest levels of governance.



Restructuring

- Ministries reduced from ten to nine
- Regulatory bodies are administratively under a Ministry

List of Ministries

- Ministry of Agriculture and Livestock
- Ministry of Education and Skills Development
- Ministry of Energy and Natural Resources
- Ministry of Finance
- Ministry of Foreign Affairs and External Trade
- Ministry of Health
- Ministry of Home Affairs
- Ministry of Industry, Commerce and Employment
- Ministry of Infrastructure and Transport



Introduction



Four Strategic Outcomes for CST



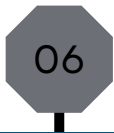
HR Management & Development



Civil Service Statistics



Issues & Challenges



Annexures

HR Management & Development

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3.1

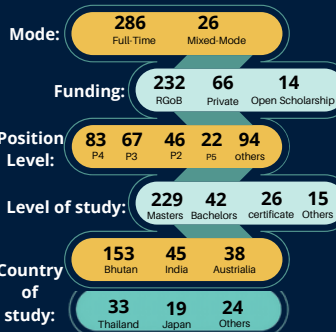
Human Resource Development

The CSAB 2010 mandates the RCSC to: develop Strategic HRD Plans and Policies; facilitate capacity development of civil servants through Long Term Training and Short-Term Training programmes; regulate training as per the BCSR; develop and maintain institutional linkages; and manage the fund allocated to HRD of the Civil Service.

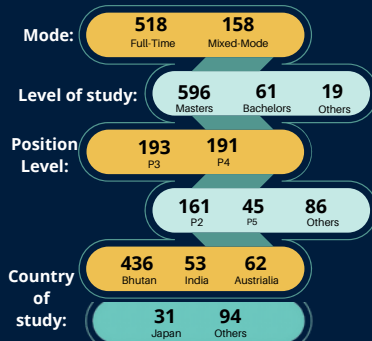
3.1.1 MAJOR HR DEVELOPMENT PROGRAMMES IMPLEMENTATION STATUS

The RCSC administers a number of HRD programmes, some of which are received in kind as scholarships and as financial allocations specifically designated for scholarship initiatives. Annually, these scholarships are distributed among various sectors and agencies, taking into consideration the crucial nature of the programmes for each respective agency. The prioritised fields of study announced for each scholarship programme are subject to change based on the emerging and critical needs of the agencies, as well as the availability of relevant courses. Primarily, these scholarships have been allocated to sectors such as education, health, and vocational sectors, including engineering and technology. The subsequent sections of this report provide a detailed overview of the status of the major scholarship programmes administered by the RCSC in the reporting year (refer [Annexure III](#) for details).

LTT implementation status



Civil servants undergoing LTT



a. GoI-supported HRD Programmes

As part of the 12th FYP, to enhance the professionalism of the Civil Service, the RCSC has implemented various HRD programmes. The Government of India stands as the largest donor for these programmes, initially allocating an amount of Nu. 800 million. However, Nu. 200 million was later redirected towards COVID-19 intervention and the Economic Stimulus Plan. Following that, the total outlay was revised to Nu. 220 million, subject to a potential increase depending on utilisation status. In addition to the complete utilisation of

Nu. 220 million, an additional sum of Nu. 12 million was also utilised for HRD initiatives, bringing the total utilised amount for the 12th FYP to Nu. 232 million.

Of Nu. 74 million utilised in the reporting year, Nu. 68.3 million was utilised for the implementation of STTs based on CBFs and other emerging training needs of the Agencies (refer to [Annexure IV](#) for details) as follows:

- CBF-aligned STT: 33
- LCF-aligned STT: 2
- Training aligned to ICAO requirements: 7
- Skills4life Training: 2
- Emerging needs based Training: 2

A shift in priority within HRD placing greater emphasis on STT, also coupled with the absence of any scholarship applicants for the Gol scholarship (2023 intake), the funds designated for new LTT slots were redirected towards STT programmes. Nonetheless, an amount of Nu. 5.7 million was utilised to support civil servants who are currently pursuing their studies under this scholarship.

b. HRD Scholarships Administered by RCSC

Within the context of this reporting period, the RCSC undertook the management of additional scholarship opportunities, which were accessible to both civil servants and individuals outside the Civil Service. Furthermore, civil servants received supplementary learning and development support through programs initiated by their respective parent or working agencies. These initiatives were funded by RGoB and its Development Partners.

For comprehensive information regarding the scholarship programmes administered during this reporting period (refer [Annexure V](#) for details).

Positive cost saving under GOI-PTA

An aggregate amount exceeding Nu. 14 million has been realised in positive savings through the implementation of various cost-cutting measures, as outlined below:

- Encouraging the implementation of the training via virtual modes; or at locations where the majority of participants were located;
- Assessing the criticality of the training; relevance of the training to nominated participants; and rationalising training components to reduce the overall duration without compromising training effectiveness; and
- Proposing joint coordination and implementation of training initiatives by two or more agencies.

c. Other HRD Programmes

9 NEHRU-WANGCHUCK SCHOLARSHIP

In the reporting year, 9 slots (6 for civil servants & 3 for non-civil servants) were implemented. To date, 124 (73 civil servants and 51 non-civil servants) candidates have benefitted from this scholarship.

10 AUSTRALIA AWARDS SCHOLARSHIPS

In the reporting year, 10 candidates (7 for civil servants & 3 for non-civil servants) were selected for 2023 intake. At present, there are 22 civil servants who are actively pursuing long-term studies as part of the Australian Awards Programme.

5 TRONGSA PENLOP SCHOLARSHIP

In the reporting year, five slots were announced for teachers teaching primary classes to pursue a Master of Education in Curriculum and Teaching at Rangsit University, Thailand. To date, a total of 68 civil servants have benefitted from this scholarship.

10 JAPANESE GRANT AID FOR HRD SCHOLARSHIP

In the reporting year, 10 slots were implemented under the JDS Scholarship. To date, a total of 29 civil servants have benefitted from the Scholarship.

0 THAILAND INTERNATIONAL COOPERATION SCHOLARSHIP

With the conclusion of the 4th Technical Development Cooperation Programme, no new scholarship slots under the scholarship were implemented in the reporting year. A Joint Review Meeting between RCSC and TICA took place on 23 November, 2022, where the progress of ongoing projects under the 4th Programme were reviewed. It was agreed during the meeting that a comprehensive review of the programme would be conducted prior to initiating the 5th Technical Development Cooperation Programme, and the terms of the programme would be determined accordingly. Over the years, more than 300 civil servants have benefitted from the TICA scholarship, and presently, there are 8 civil servants who are pursuing their studies through this scholarship.

3 RGOB-RIM SCHOLARSHIP

In the reporting year, three civil servants were selected to pursue the Master of Business Administration (MBA) programme at RIM under the scholarship. To date, a total of 163 civil servants have benefitted from the scholarship.

3.2

Human Resource Management

In order to realign structure and staff requirements in Agencies to their changing organisational mandates and increasing upgradation of socio-economic structures, structure and staffing reviews for all the Ministries, nine Autonomous Agencies and nine Ministries were carried out in the FY 2022-23.

Key metrics

- Details of staffing approval in [Annexure VI](#)
- 2,109 Contracts and 1,135 regular recruitment
- 72 civil servants redeployed
- 4,862 separated
- 547 transfers facilitated
- 34 International volunteers



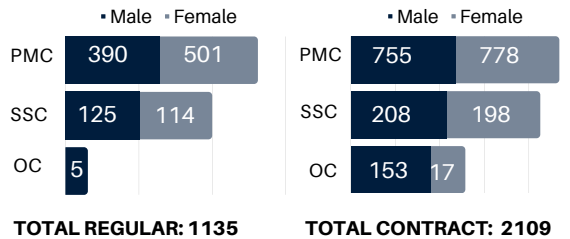
3,244
Recruitment



4,891
Promoted

3.2.1 ANNUAL RECRUITMENT

The RCSC recruits civil servants annually through Single Window Recruitment to fill critical gaps and support succession planning. This aligns with two AKRA of the 12th FYP, aiming to right-size the Civil Service and ensure its effective deployment in local governments.



3.2.2 PROMOTIONS

As an integral part of performance management, promotions are awarded to reward and motivate performing civil servants. All broad banded promotions including for P1 Specialist are approved at Agency level. Meritorious promotions are reviewed and approved by the Commission in January and July of every year.

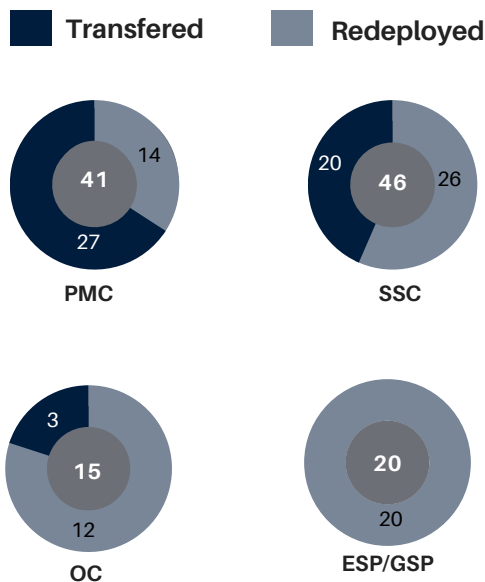
Position Category	Promotion Type			Total
	Meritorious	Broad Banded	Fast Track	
PMC	65	2,405	0	2,470
SSC	13	2,243	7	2,263
OC	2	156	0	158
Total	80	4,804	7	4,891

In Agencies that do not conduct the moderation exercise, meritorious promotions are assessed by the Commission based on whether the person has served above and beyond the call of duty. The table above provides information on the different promotions granted to civil servants on 1 July, 2022 and 1 January, 2023. During the reporting period, a total of 4,891 civil servants received various categories of promotions.

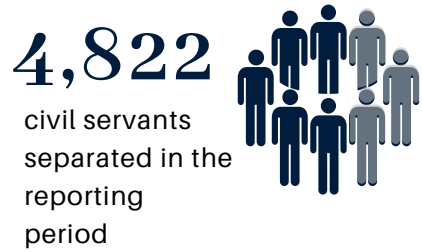
3.2.3 TRANSFER AND REDEPLOYMENT ▼

In order to uphold Civil Service values of transparency and meritocracy in transfers, except for the routine transfers by parent Agencies, the RCSC has made it mandatory for Agencies to announce all vacancies on their websites for at least two weeks for lateral inter-agency transfer. This provides equal opportunity for all civil servants to access and tap such opportunities based on their merit.

The RCSC also collaborated with agencies to redeploy surplus staff to fill vacant positions, optimising resource utilisation and avoiding new hires.



3.2.4 SEPARATION ▼



3.2.5 INTERNATIONAL VOLUNTEERS ▼

Volunteers remain an extremely important resource and their services have supported the critical needs of skills and experience in selective and highly technical and professional fields in the Civil Service. Volunteers also help to promote Bhutan’s relations with her development partners. The RGoB receives International Volunteers from four programmes as stated below

- **Japan International Cooperation Agency (JICA)**
- **Australian Volunteers Programme (AVP)**
- **Friends From Thailand (FFT)**
- **Fulbright Programme**

Under the Japan International Cooperation Agency (JICA) programme, there are currently 27 volunteers placed in various agencies. During the reporting period, a total of 10 individuals served as volunteers under the

FFT programme. Out of these volunteers, two departed prematurely, resulting in a total of eight remaining FFT volunteers as of 2023. Moreover, within the current year, a total of seven FFT volunteers have concluded their service. However, it is worth noting that one Thai volunteer has chosen to extend her volunteer tenure with the Wangsel Institute for the Deaf in Paro, committing to an additional period of one year. In relation to the Fulbright volunteers, it is presently noted that there is only one volunteer working at Royal Thimphu College. The volunteer has chosen to continue his voluntary service beyond the expiration of the grant in May 2023.

Further, some volunteers have been providing their services through remote volunteering. The AVP programme came up with an option to provide remote volunteering and continued services to the following agencies from 2021. Currently, there are no volunteers affiliated with AVP through remote volunteering. Nevertheless, since the outbreak of the COVID pandemic, the first in-country volunteer arrived in Bhutan on 13 May, 2023 who is assigned to the National Biodiversity Centre, Thimphu.



Observed the "International Volunteer Appreciation Day" on 25 September, 2022

3.2.6 SECONDMENT ▼

In order to promote Bhutan's presence and contribution to the international community as well as to fulfill the obligations of the Government as a member of various international and regional bodies, RCSC facilitates civil servants on secondment. The secondment also provides opportunities to civil servants to acquire diverse expertise and experiences that will be beneficial to the Civil Service upon their return. During the reporting period, eight civil servants were on secondment as shown below:

- Agro Processing Plant, BAIL, Lingmithang 1
- Bhutan Development Bank 1
- Border Patrol Forces Schools in North Thailand, NGO 2
- Punatsangchu Hydroelectric Project Authority 2
- World Health Organization 1
- World Bank 1

3.3

Civil Service Well-being

Towards enhancing Civil Service Well-being, the RCSC launched the CSWS on 11 November, 2015 coinciding with the 60th Birth Anniversary of His Majesty The Fourth Druk Gyalpo. The following Civil Service Well-being programmes were instituted and services under them continue to be provided.

CSSD

- The Future Leadership Mentoring Programme (FLMP) was initiated in 2017.
- 16 mentors includes four superannuated executives
- Health Screening conducted for executives and civil servants within the Dzong area.
- "Hoops for Health" every friday from 6-7PM at Chang Basketball center
- No cases of sexual harassment reported

d. Go-to-Person

"Go-to-Person" programme was introduced since 2018 to respond to sexual harassment and provide psychological safety at the workplace. The BCSE 2023 recruits were oriented on "Understanding and Prevention of Sexual Harassment."

3.3.1 CIVIL SERVICE SUPPORT DESK (CSSD) ▼

The CSSD is an avenue for civil servants to raise issues and concerns in the workplace.

a. Mentoring Services

The FLMP was initiated to guide the development of young civil servants early in their careers so that they receive the necessary guidance to help develop their full potential.

The RCSC conducted the 6th FLMP with 16 mentors for 30 mentees for a mentoring period of six months. FLMP programme is conducted every year depending on the feedback received on the positive impact from the mentees as a result of the initiative.

b. Health Screening Programme

In collaboration with the MoH, RCSC organised a one-day NCD Screening Programme for all the Executives across 10 ministries and agencies on 7 July, 2022, at the RUB hall in Motithang. Further, the basic health screening programme for civil servants near the Tashichhodzong area was coordinated from 28 to 30 November, 2022 where approximately 772 civil servants attended the screening.

c. Hoops for Health

The "Hoops for Health" (basketball) programme since its initiation on 16th November, 2018 with the objective to promote networking and healthy lifestyle among civil servants. Women civil servants from various agencies in Thimphu are invited to play the basketball game on Fridays from 6-7 p.m. at the Chang Basketball Center.

3.3.2 CIVIL SERVICE RETIREMENT SERVICES

The RCSC continues to provide retirement services through the facilitation of separation services after superannuation. In the reporting period, retired civil servants were engaged for their experience and skills, especially in areas of mentorship, welfare fund committee and the BCSE selection committees.

3.3.3 CIVIL SERVANTS' WELFARE SCHEME

The CSWS was established to:

- provide financial assistance to civil servants in difficult times like death in the family;
- take care of civil servants while in service and after superannuation; and
- instill a sense of purpose, dedication and focus on one's duty.

The CSWS continues to explore sustainable ways to support civil servants' well-being. Starting 11 November, 2022, the childbirth benefit coverage was introduced where a lump sum amount of Nu. 10,000 each is provided to members for the birth of a child. The details of the CSWS fund are as detailed below:

Sl. No.	Bank	Account Type	Amount (Nu. in m)	Rate of Interest
1	BoBL	Fixed	113.8	8.5% +5% on the interest accrued
2		Recurring	16.0	8.5%
3	BNBL	Term Deposit	81.47	7.5%
4		Current	0.299	NA
Total			211.569	


CSWS Fund corpus status as of 30 June, 2023

Civil Service Retirement Services

- Seven superannuated executives and specialists were appointed as mentors, Fund Management Committee members and panelists for BCSE 2022.


Civil Servants' Welfare Scheme

- CSWS was launched in 2015
- Childbirth incentive introduced on 11 November, 2022. Nu. 10,000 per incidence of birth.

 **Nu. 211.6M**
Corpus as of 30 June, 2023

 **Nu. 19.9M**
Total payout

 **961**
Claims till June 2023

 **581**
Birth claims

Claim Type	No. of Claims	Payouts (Nu. in million)
Members	26	1.950
Superannuated Member	1	0.050
Dependents	335	11.725
Medical Referral	18	0.360
Childbirth	581	5.810
Total	961	19.895

Status on CSWS payouts 2022-23

3.4

Leadership and Talent Management

Leadership and Talent Development (LTD) provides professional HR and support functions of Senior Civil Servants and Specialists placed at various agencies.

3.4.1 LEADERSHIP AND TALENT MANAGEMENT

The LTD provides professional HR and support functions covering HR planning, recruitment, appointment, transfer, promotion, secondment, development, and separation of Senior Civil Servants (SCS) placed in agencies including specialists. The LTD is also leading the work related to the Performance Management System in the Civil Service.

As part of the secretarial services to the SCS, in the reporting year, four Executives were promoted, 24 were appointed, 10 were selected through open competition, 10 transferred, and 11 were separated.

A total of 21 P1 Managers were appointed through open competition as detailed in Annexure XI. Details on the promotion, including promotion to P1 Specialist, and separation of Specialist are shown below:

Sl. No.	Particulars	Numbers
1	Promoted	29
2	Promoted to P1 Specialist	288
3	Separated	27

3.4.2 TALENT MANAGEMENT

The RCSC will leverage the PMS, the LDP, the King's Scholarship and other undergraduate scholarship schemes to spot, develop and retain talent in the Civil Service.

Executive Metrics



3.5

Human Resource Audit

Over a period of time, many HR functions have been delegated to the agencies and this makes the role of HR audit all the more critical in ensuring compliance and uniform application of CSAB 2010 and BCSR. In this way, the Good Governance principles of Meritocracy, Transparency and Equity in HRM are upheld.

Key metrics

- 21 Agencies audited under compliance HR auditing
- Strategic recommendations provided for 20 agencies
- AQAF rolled out in 6 agencies for FY 2022-23 (3 Dzongkhags and 3 Thromdes)
- 84 staffs trained on AQAF
- 60 agencies identified to be audited biennially



21

Agencies Audited



58,903

Total HR Actions Audited



181

Major Observations

3.5.1 AGENCY QUALITY ASSESSMENT FRAMEWORK



Agency Quality Assessment Framework (AQAF) is a self-assessment tool to be used by the management and staff to bring about better quality in the Civil Service by enhancing performance. The objective of AQAF is to promote organisational excellence and to inculcate a culture of continuous improvement in organisations.

AQAF was rolled out in six agencies. Work Implementation Team were formed in agencies and were provided with two days of training on the tools and approaches of AQAF. The Work Implementation Team will roll out AQAF in their respective Agencies. 84 staff have been trained on AQAF tools as shown below:

Sl. No.	Dzongkhag/Thromde	Staff trained
1	Samdrupjongkhar Dzongkhag	13
2	Sarpang Dzongkhag	13
3	Samdrupjongkhar Thromde	16
4	Zhemgang Dzongkhag	16
5	Gelephu Thromde	14
6	Thimphu Thromde	12

3.5.2 STRATEGIC HR AUDIT



The strategic recommendations provided during the last HR auditing in 20 Agencies were assessed. All Agencies have implemented more than 60% of the recommendations as shown in Annexure XIII.

3.5.3 OTHER STRATEGIC INITIATIVES

- The staff of the HR Division/Services were familiarised with the most recurring HR audit observations for the purpose of creating awareness and ensuring minimal observation in the future.
- Assessed the capacity of HRS of Agencies against five criteria namely; documentation, promptness (Coordination /Communication/Follow-up), rules clarity (BCSR/Notifications), application of ZEST and past implementation status of strategic HR audit recommendations. The assessment of the quality of HR Services of the Agency is carried out as an effort to promote accountability in HR management. This is also to provide recognition for good work and to recommend a way forward for improvement if required.

3.5.4 COMPLIANCE HR AUDIT

The compliance HR Audit identifies gaps and limitations, alongside recommending appropriate interventions as required. A risk-based compliance HR Auditing approach was adopted from 2021-22 onwards. With the risk-based framework, various HR functions of the Agencies are categorised into high, medium and low risk categories and corresponding auditing periods ranging from one to three years are determined.

A total of 21 Agencies were audited during the FY 2022-23 under Compliance HR auditing. The status of Compliance HR auditing is shown in [Annexure XIV.](#)

Good HR Practices

- Consolidated Conflict of Interest forms adopted.
- Induction programmes and familiarisation programmes for new appointees and transferred civil servants.
- Promotion ceremony held for civil servants.
- Coaching and mentoring frameworks developed for the agencies.
- Appreciation certificates are awarded by the head of the agency to civil servants under Outstanding (OS) category.
- HR Services organises farewell for transferred and superannuating civil servants.
- Games and sports are organised for staff engagement and team building.
- Employee feedback is generated through an Organisational Climate Survey.
- Implemented terms of reference and guidelines for recruitment selection committee.
- Terms of reference have been developed for optimal utilisation of ESP/GSP.

3.5.5 MAJOR HR AUDIT OBSERVATIONS ✓

A total of 181 major observations were noted under HR areas such as promotion, training, recruitment, leave, administrative discipline, transfer, HRC and separation.

Some major observations noted are:

- Commission’s decision not implemented.
- Wrong tabulation of viva-voce scores resulting in distortion of final results.
- Excess staff existing beyond approved staffing.
- Civil servants are being transferred without serving three years in the initial place of posting.
- Granting ineligible promotion.
- Civil servants being wrongly promoted post mixed-mode study.
- Recruitment beyond the prescribed age and at the wrong position levels.
- Contract staff being sanctioned leave encashment of more than 30 days upon separation.
- HRC is being conducted without meeting the quorum.
- Amount not being refunded for promotion revokes.
- Availing STT without HRC approval.
- Granting EOL without fulfilling LTT obligation.
- Administrative action not implemented.
- Ineligible gratuity sanctioned.
- Documents missing cases.



3.6

Administrative Action

Section 27(n) of CSAB 2010 states that “The Royal Civil Service Commission as the Central Personnel Agency of the Royal Government shall exercise general disciplinary control over civil servants through the enforcement of all rules, regulations and relevant laws”.

Key metrics

- 32 appeal cases received
- 132 administrative actions taken
- 12 notification sent
- 1 court case

Type of Administrative penalties imposed by Agencies	No. of Civil Servant/ Cases
Demotion	5
Promotion withheld	19
Withholding of salary	6
Reprimand	73
Termination	2
Withheld increment	24
Compulsory Retirement	3
Total	132

3.6.1 ADMINISTRATIVE ACTION



The CSAB 2010 mandates the Commission to ensure parity, consistency and uniformity of personnel actions throughout the Civil Service. It also empowers the Commission to exercise general disciplinary control over civil servants through the enforcement of rules, regulations and relevant laws and act as the appellate authority for appeal cases from Ministries and Agencies. A civil servant aggrieved by a decision of the Disciplinary Committee has the right to the appellate Authority and in the absence of an administrative tribunal, RCSC acts as the highest appellate authority in the Civil Service.

In order to be consistent in the implementation of disciplinary penalties, RCSC developed Rules for Administrative Disciplinary Action on 15 July, 2022. The penalties have been drawn up aligned with the Principle of Deterrence. This is an expansion on the provisions of Chapter 19 of the BCSR 2018 and to ensure that the Administrative Discipline Regulations are interpreted correctly and uniformly by the Agencies, and also to impart best practices on the exercise of discipline and the conduct of disciplinary hearings by Disciplinary Committees in the respective agencies.

3.7

Bhutan Civil Service Examination

The RCSC carries out the recruitment and selection of university graduates into the Civil Service annually through BCSE in accordance with the provisions of the CSAB 2010 and the procedures laid down in the BCSR 2018.

Key metrics

- 3486 registered for PE and 468 were absent
- 100% tested negative in drug test
- 839 applicants were recruited into the Civil Service (including BCSE 2021 selected who underwent PG Courses)



54.7%

Passed Preliminary Exam



839

New Recruitment in PMC

3.7.1 PRELIMINARY EXAMINATION



PE was conducted on 9 August, 2022, in Thimphu and Mongar. 3,486 graduates registered for Preliminary Examination (PE). Out of which 468 were absent. With the cut-off percentage at 50%, 1,650 graduates who sat for the PE qualified for the Main Examination (ME).

99.4%

of students under RGoB Scholarship got through the preliminary examination.

3.7.2 MAIN EXAMINATION



The ME tests the candidate’s core competencies and subject/general knowledge for final selection. Candidates appearing in the ME are grouped under the following categories:

Category	Registered	Selected
General (AS, FS, PGDE)	797	132
B.Ed	350	253
Technical	447	195
Dzongkha	208	42
Total	1,802	622

3.7.3 RESULT OF THE DRUG TEST



The result of the mandatory Drug Test for selected graduates for appointment in 2023 had **ZERO** positive cases.

3.7.4 OATH OF ALLEGIANCE



On 30 December, 2022, the selected graduates of 2022 and PG Diplomas (Administration and Finance) of 2021 were bestowed the great privilege of receiving a Royal Audience from His Majesty The Druk Gyalpo right at the start of their career. This was followed by the administering of the Oath of Allegiance at Tendrel Thang, Tashichhodzong. Their appointment into the Civil Service was effective from 1 January, 2023.

3.7.5 SELECTION OF LAW GRADUATES



In order to bring coherence and harmonisation of the two Acts i.e. the CSAB 2010 and the Jabmi Act of The Kingdom of Bhutan 2003, the ME of BCSE conducted by the RCSC and the Jabmi Selection Examination of the Bar Council of Bhutan was merged commencing from BCSE 2023 onward for the selection and appointment of the law graduates into the Civil Service.

The examination which is named “Common Examination for Law Graduates” will be conducted by the Bar Council of Bhutan in collaboration with the RCSC. This single examination will help in achieving the mandate and will help to reduce and rationalise financial and administrative costs for all agencies concerned namely the RCSC, Judiciary, and Bar Council.



3.7.6 PROFILE OF BCSE 2022 TOPPERS



General Category (Admin, Finance & Education Services)



Sonam Tobgay
72.72%
Royal Thimphu College
(Administrative Services)



Nima Yangchen
71.28%
Sherubtse College
(Administrative Services)



Karma Wangmo
70.71%
Royal Thimphu College
(Administrative Services)

Technical Category



Tashi Norbu
83.46%
JSW School of Law
(Law)



Chimi Wangmo
79.44%
K.S. HMA, Karnataka
(Medical Lab Technology)



Dema
79.21%
KGUMSB
(Clinical Counselling)

B. Ed Dzongkha



Kinga Cheki
69.38%
Paro College of Education



Ugyen Tshering
67.55%
Paro College of Education



Dorji Wangchuk
67.35%
Paro College of Education

B. Ed General



Tshering Euden
75.47%
Paro College of Education



Dechen Wangmo
74.57%
Paro College of Education



Tshechi Wangmo
73.94%
Paro College of Education

Dzongkha Category (Cultural, Dzongkha Development & PGDE)



Kezang Duba
82.78%
College of Language &
Cultural Studies



Rinchen Penjor
80.49%
Sherubtse College



Nidup Norbu
77.25%
Institute of Science of Mind

3.8

Efficient, Effective & Transparent HR Service Delivery

In its efforts to be a model organisation, RCSC has reorganised the RCSC Secretariat; improved work processes through leaning, delegation, and automation of services; and as parent agency, continued to provide outreach programs to coordinate and build capacity of HR personnel.

Key metrics

- The ZEST-ePEMS integration was officially launched in March 2023



Benefits of integration includes

- Informed decision making
- Increased efficiency & effectiveness of services
- Intelligent features with inbuilt validation
- Improved service delivery
- Self service portal

3.8.1 ICT INITIATIVES FOR THE YEAR



Technology initiatives are continuously undertaken to leverage ICT for enhancing efficiency and effectiveness of service delivery by RCSC to civil servants. For the reporting year, the technology initiatives are elaborated below:

a. ZEST and e-PEMS Integration

The integration of Zhiyog Electronic System (ZEST) and Electronic Public Expenditure Management System (e-PEMS) a Digital Drukgyul Flagship project sponsored by DITT, MoIC has been officially launched in March, 2023.

The integration marks a significant milestone in the digitalisation efforts in the Civil Service, offering a host of benefits, namely:

- Informed decision making: generation of accurate and comprehensive real-time reports that provide insights into workforce metrics and facilitate accurate data-based decisions.
- Increased efficiency and effectiveness of HR and Finance functions by removing duplicating functions, freeing up HR and finance professionals to focus on strategic initiatives.
- Intelligent feature with inbuilt validation: The system ensures compliance with HR and payroll processes and applicable regulations.
- Improved service delivery: Integration with NPPF and RICBL systems will enable seamless access to pension and GIS services without visiting agencies in person.
- Self-service portal: Employees can easily access their payroll and HR data, reducing the need for requests for information to the HR or Accounts.

b. ZEST System Enhancement

The ZEST system has been enhanced to incorporate changes in the reporting and accountability framework and agencies’ structure aligned to the CS Act, 2022. Furthermore, in line with RCSC’s efforts to digitise our services, applications to avail benefits for medical referral cases and childbirth incentives under the well-being services, have been made online.

c. PMS System Enhancement

The MaX system has been upgraded with the introduction of numerous new features to enhance user experience and system functionality. The new features allow staff to make regular updates, and supervisors to monitor and provide inputs at their convenience. It also incorporates the critical institutional and governance changes arising from the CSR, including the C4CS and Cluster Secretary concepts. The assessment of potential and performance has also been integrated into the system.

d. Systems Updation

With RCSC making all-out efforts to drive digitisation, the MaX and LFS have been upgraded to .NET 6 platform. This has improved the performance as well as the stability of the systems.

e. Zhiyog Records System

The RCSC has also initiated the Zhiyog Records System to digitise all personal files of civil servants currently housed in hard copy at RCSC. Digital personal files will enhance efficiency in managing and accessing information and records in real-time from any location. Once completed, this will enable flexi-working, reducing the time and cost of accessing records for HR auditors and HR staff. Additionally, it will address issues related to physical record storage, such as the need for large storage space, disaster risks, security concerns, access limitations and hardcopy file mismanagement.

Digitalisation of Zhiyog Records Status as of 30 June, 2023

Following is an overview of the scanning that has been completed so far. The list is inclusive of all those who were active till April 2023

Position Level	No. of files scanned	Status
EX	122	Completed
ES	149	Completed
P1	1296	Completed
P2	2304	Completed
P3	3611	Completed
P4	3041	Completed
P5	2575	Completed
SS1-SS4	3815	Ongoing for SS4
S1-S5	8556+	2023-2024
O1-O4	2239+	2024-2025

3.8.2 CRITICAL FEEDBACK TEAM



The team gathers feedback from coworkers and presents it to the Chairperson for any necessary interventions. These interventions often center on four areas: workplace culture, physical environment, health and lifestyle practices, and supporting workplace environment. The CFT's membership is voluntary and changes annually to provide everyone with an opportunity to participate and serve.

3.8.3 CAPACITY BUILDING OF HR

The RCSC continues to explore meaningful and cost-effective strategies to build capacities of HR Officers and HR Assistants. HR foundational course for 13 new HR Officers was conducted with the amendment of Probation Rules and Regulations of the BCSR 2018, the newly appointed HR Officers have been assigned with Supervisors and Mentors for assessment of their one-year probation period.

a. Monthly Webinars with HR Officials

The RCSC, as the Parent Agency for HR Officers/Assistants started the monthly virtual meetings with all the HR Officers in 67 Agencies from June 2020 to maintain regular communication. The webinars have proven to be helpful in resolving pending HR issues, establishing uniformity and clarity in the interpretation of the BCSR and strengthening coordination between the Dzongkhags/Thromdes, Central Parent Agencies, and RCSC. The RCSC has conducted twelve such meetings during the FY 2022-2023 which also serves as an “on-the-job training” for new recruits.

3.8.4 ADVOCACY AND SENSITISATION ON THE CSR INITIATIVES

With the endorsement of the CSR Act of Bhutan, 2022, the Commission recognised the importance of sensitising civil servants across all the Civil Service Agencies on the CSR initiatives to dispel any confusion and provide civil servants with opportunities to interact and seek clarifications first hand from the Commission. Approximately 4,000 civil servants participated in the sensitisation meetings conducted from April 2023 to June 2023. The meetings were largely conducted in person, and some virtually to accommodate participants outside the country. Subsequently, the issues and clarification sought have been taken forward with relevant

agencies, and many of the issues raised by participants are being actively pursued or have already been addressed.

3.8.5 HR SOLUTION HUB

An HR Solution Hub under the Policy and Planning Services has been formed. The Solution Hub will serve as a centralised point of contact for all queries and provide comprehensive support to civil servants and stakeholders. With increasing decentralisation of HR functions to Agencies, this initiative aims to provide backstopping of HR services, streamline HR processes, and optimise overall organisational efficiency.

The HR Solution Hub will assume the following responsibilities:

- **First Point of Contact:** the primary, convenient and accessible contact for all RCSC queries.
- **Issue Resolution:** resolve first-level issues efficiently and coordinate with divisions and GovTech to resolve deeper and technical issues.
- **System Testing:** diligently test HR systems to identify and resolve issues or bugs.
- **Data Integrity:** continuously monitor and improve data integrity across all HR systems.
- **Feedback:** provide valuable feedback to management on the ground-level implementation of rules and regulations.
- **Media Support:** actively respond to all queries received from the media.

3.8.6 WASTE MANAGEMENT AND MONTHLY ZERO WASTE HOUR



The RCSC continues upholding the noble initiative of the Zero Waste Hour for Zero Waste Society by 2030 initiated by Her Majesty the Queen Jetsun Pema Wangchuck for the 2nd day of every month to act responsibly towards waste management. The RCSC is also the coordinator for Zero Waste Hour in the Tashichhodzong area. The Head, AFS, RCSC coordinates the programme in close consultation with the agency focal identified from the offices located adjacent to Tashichhodzong. This initiative sprang from the Commonly Used Service (CUS), for example, office cleaning services and beautification of the office premises.



Beautification of the office surrounding (18 March, 2023)

3.8.7 ADDRESSING ATTRITION



Given the exponential rise in attrition, the RCSC undertook a number of initiatives to address attrition.

Strategies to Address Attrition

- 1 Providing flexibility for HR recruitment
- 2 Rationalising the recruitment processes for quicker turn-around in recruiting staff
- 3 Enhancing substantially the staff recruitment figures for the 2024 intake
- 4 Extending superannuation age
- 5 Hiring resigned and retired individuals on contract
- 6 Proposing better remuneration and incentives
- 7 Enhanced supervision and staff engagement through improved performance management
- 8 Increasing opportunities to enter into the Civil Service through unlimited BCSE attempts with protection of seniority and position level for contract staff and opening up regular recruitment for SSC through two windows.

3.9

Royal Civil Service Award

3.9.1 ROYAL CIVIL SERVICE AWARD



The RCSC instituted the Royal Civil Service Award (RCSA) in 2013 based on His Majesty The Druk Gyalpo's command and the CSAB 2010 to recognise, reward, and motivate the civil/public servants for their dedicated service to the Tsawa-Sum.



A total of 4,772 RCSA were awarded to eligible civil servants on the 115th National Day, 2022.

3.9.2 VARIOUS CATEGORIES OF AWARDS



a. Lifetime Service Award

296 civil servants and 60 public servants, a total of 356 were conferred with the Lifetime Service Award.



b. Gold (30+ Years)

251 civil servants and 104 public servants, a total of 355 were conferred with the Gold Medals for serving 30 years.



c. Silver (20+ Years)

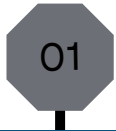
1,091 civil servants and 354 public servants, a total of 1,436 were conferred with the Silver Medals for serving 20 years.



d. Bronze (10+ Years)

1,894 civil servants and 731 public servants, a total of 2,625 were conferred with the Bronze Medals for serving 10 years.





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Civil Service Statistics from July 2022 - June 2023



General Statistics

40



Civil Servants by Location

42

4

Civil Service Statistics (July 2022 - June 2023)

4.1 GENERAL STATISTICS

60%

Male (17,549)

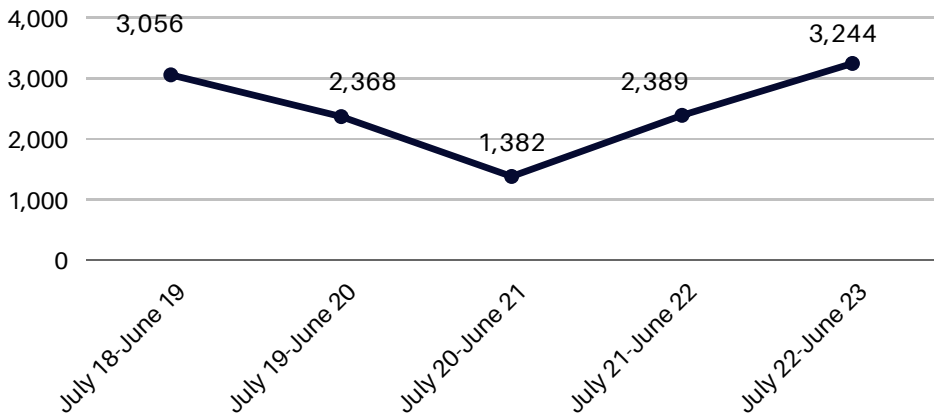
29,241

Total Civil Servants

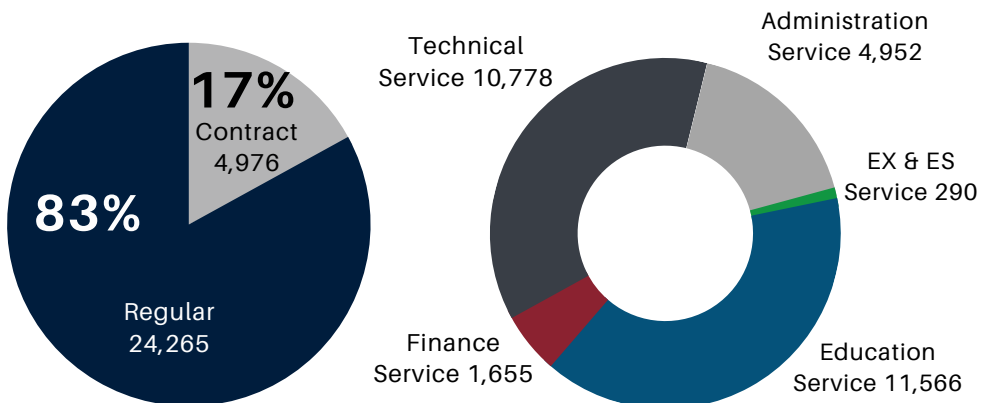
40%

Female (11,692)

4.1.1 Recruitment for last 5 years

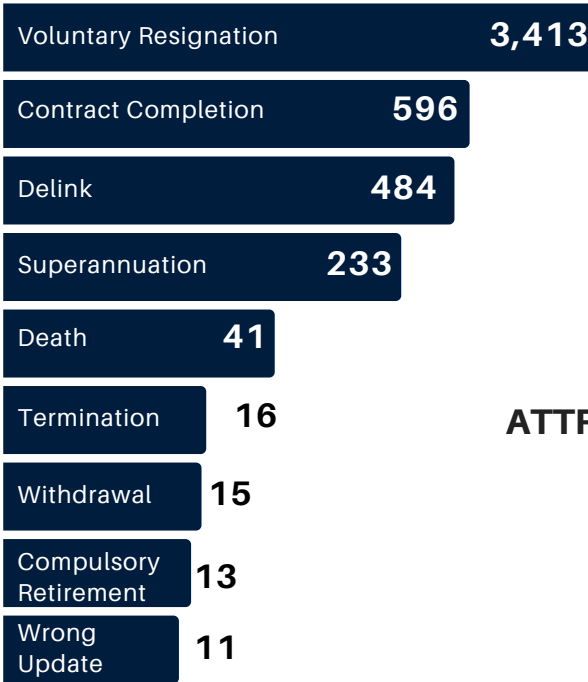


4.1.2 Civil Servants by Employment Type and Super Structure



4.1.3 Civil Servants Separated by Types and Position Categories

a. By Separation Type



16%

**ATTRITION RATE FOR THE
FY 2022-2023**

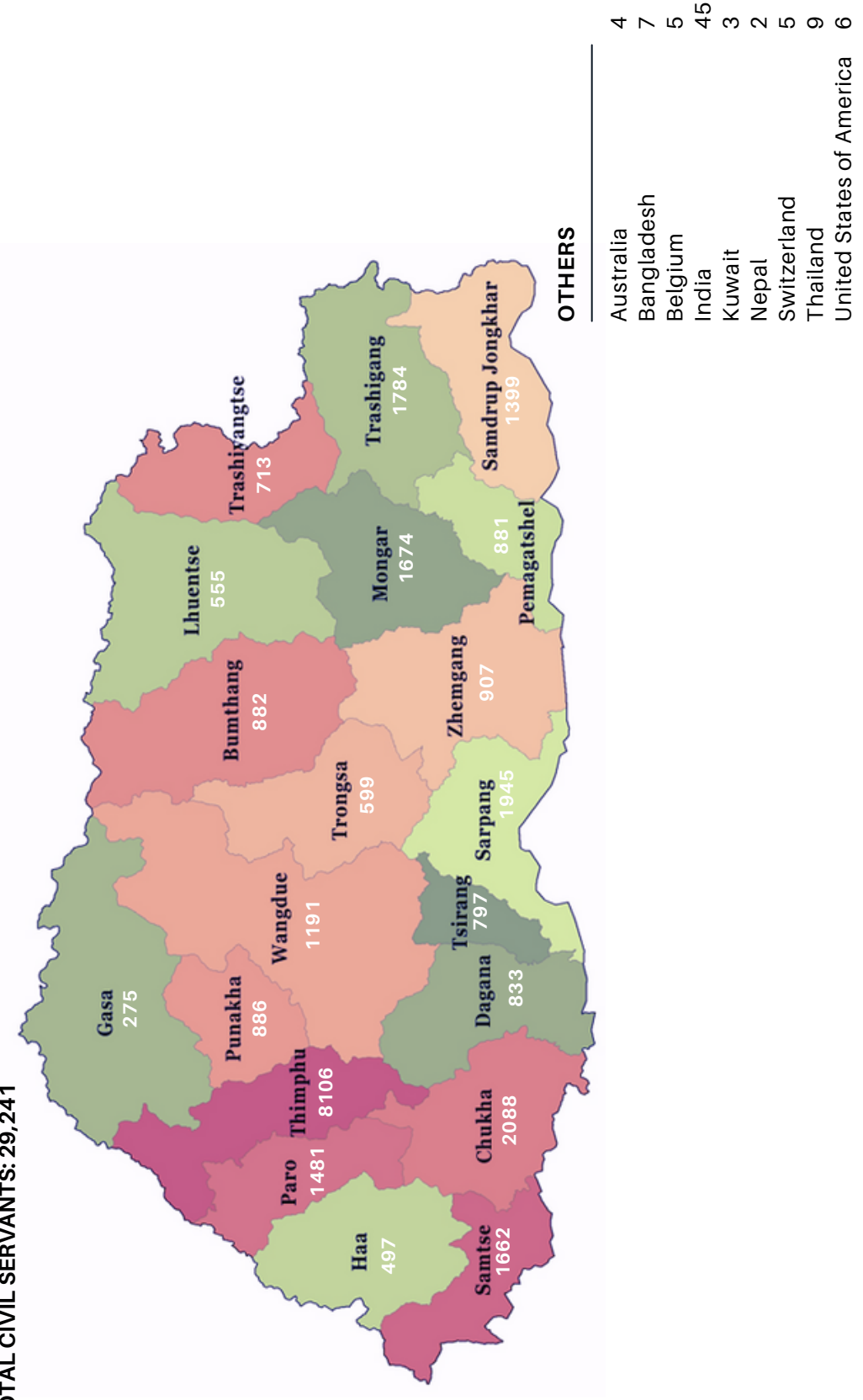
b. By Position Categories

Position Category	Employment Type		Grand Total
	Contract	Regular	
Executive & Specialist	2	36	38
Professional & Management	948	1,652	2,600
Supervisory & Support	402	1,424	1,826
Operational	190	168	358
Grand Total	1,542	3,280	4,822

4.2 CIVIL SERVANTS BY LOCATION



TOTAL CIVIL SERVANTS: 29,241





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Issues and Challenges

RCSC aims for efficiency, accountability, and improved public services, fostering trust in the government. Some of the challenges foreseen in the process during the year are discussed here.

List of issues and challenges

- 1 Service delivery amidst rising attrition
- 2 Improving the Performance culture through the revamped MaX
- 3 Enacting legislation to support reform
- 4 Rationalising/restructuring of the local government

5.1 SERVICE DELIVERY AMIDST RISING ATTRITION

For the reporting period, attrition in the Civil Service rose exponentially to 16%. This included over 10% voluntary resignations, particularly among senior positions and teachers. The causes of attrition are multi-faceted but largely driven by economic factors. The departure of experienced staff creates gaps in agencies and affects service delivery.

As indicated in Section 2.8.6, RCSC undertook a number of initiatives to address attrition. RCSC is currently working on the MMF, which aims to provide greater flexibility to Agencies in terms of HR management. Additionally, RCSC submitted proposals for better pay and incentives to the 6th Pay Commission.

Furthermore, many issues pertaining to staff shortages can be addressed if health and education institutions, which are manned by a significant number of civil servants, and many of which are sub-optimally utilised, can be consolidated for a more efficient allocation of human resources. While these measures may solve some immediate staff shortages, identifying a single-lasting solution is challenging as attrition is largely attributed to the lack of economic opportunities. As a result, HR policies can only support indirectly in addressing the root causes of attrition in the Civil Service.

5.2 IMPROVING THE PERFORMANCE CULTURE THROUGH THE REVAMPED MAX



Bureaucracies in developed countries aim to prioritise public trust, agility, collaboration, responsiveness, resource efficiency, user-oriented service, and individual performance. PMS is at the heart of catalysing positive behavioural changes through changes in the performance culture that include ongoing, timely feedback; emphasis on continuous learning; strong employee engagement; inclusion and appreciation of a diverse workforce; and accountability for results.

As part of the reform, the PMS, or MaX, has been revamped. This new system grants supervisors greater responsibility in assessing their subordinates' performance and categorising them in alignment with a predetermined bell curve. To prepare supervisors and HR staff for this new approach, mock drills and expert-led training sessions have been conducted.

With limited staff engagement and a weak performance management culture, resistance is expected both from the supervisor and staff. Weak performance culture is evident from the data, with supervisors generally inflating performance scores and having a very limited conversation around performance, including a great deal of aversion to providing feedback, especially the negative variety.

The revamped MaX aims to bring about positive behavioural change through a system that drives supervisors to provide continuous feedback, helps staff understand and commit to the purpose and meaning of their jobs, and promotes accountability through the involvement of employees in their work and workplace. The success of Max depends on each and every civil servant, particularly the SCS.

5.3 ENACTING LEGISLATION TO SUPPORT REFORM



The governance transformation in the bureaucracy has been completed through the restructuring of Ministries and government agencies, accompanied by the enactment of the CSR Act 2022, which repealed 46 existing Acts to enhance collaboration, role clarity, and accountability. While the necessary changes have been implemented and the Ministries/Agencies are operational, the consolidation of affected Acts into new legislation requires the proposal and enactment of fresh Bills by the Parliament. However, due to the time-consuming legislative process, the RCSC must wait until early 2024 to work on this.



5.4 RATIONALISING/RESTRUCTURING OF THE LOCAL GOVERNMENT

While structural changes in the Ministries and other central government Agencies have now been completed, the review for structural changes at the local government agencies is yet to be carried out. The bulk of the public services are provided by these agencies, and they face the burden of attrition the most. While it is important to ensure that enough physical, financial, and human resources are available in these agencies to serve the public, there is also a need to review the existing institutions and their arrangements for service delivery in line with the ideals of service clustering and onboarding of services on the electronic platform.

There is ample room to affect greater collaboration, higher efficiency, and better optimisation of resources through

rationalising the number of local government agencies and other service providers. However, the entire process will be complex and pose challenges due to public sentiments of having service providers closer in proximity despite cost viability, as well as existing legal instruments that provide a legitimate basis to retain some of the agencies. Since the task would entail a thorough groundwork, this may have to be taken up by the next commission.



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Annexure I: Summary of Executive Assessment Report



Panellist	Total	(EE)		(ME)		(PME)	
		Eligible	Actual	Eligible	Actual	Eligible	Actual
Commission +Panel	42	4	2	34	38	4	4
Head of Agency (Secretaries)	41	4	14	33	11	4	1

Annexure II: Summary of P1M Moderation Report



Agency Type	No. of Agency	EE	ME	NME	Total
Ministry	10	20	179	23	222
Local Governments	24	11	67	2	80
Autonomous Agencies	25	13	51	3	67
Grand Total	59	44	297	28	369

Annexure III: Scholarship Implementation Status



Name of Scholarship/Course	No. of candidates	Remarks
<i>Nehru-Wangchuck Scholarship</i>		
Masters in Nursing Programme	3	Civil servants (6 slots)
Masters in Economics	2	
Masters in Data Analytics	1	
Masters in Professional Accounting	2	Non-civil servants (3 slots)
Masters in Human Resource Management	1	
<i>Australia Awards Scholarships</i>		
Master of Science (Mineral and Energy Economics)	1	Civil servants (7 slots)
Master of International Law and Diplomacy	1	
Master of Taxation	1	
Master of Science (Mineral and Energy Economics)	1	
Master of International Law and Diplomacy	1	
Master of Economics	1	
Master of Human Resource Management	1	
Master of Information System Management	1	Non-Civil servants (3 slots)
Master of Engineering (Electrical Engineering)	1	
Master of Engineering Technology (Renewable Energy and Electrical Power Systems)	1	
<i>Japanese Grant Aid for Human Resource Development Scholarship</i>		
Economic Policy Development	2	5 civil servants selected
Public Policy/Administration	3	
International Relations	1	
Agriculture and Rural Development Policy	1	
Countermeasures for Climate Change and Disaster Risk Management	2	
PhD (Economics/Engineering/Seismology/Flood Disaster/Data Analytics/Mining/AI)	1	None



Annexure IV: GoI funded STTs Implemented

Sl. No.	Title of the Training/ Programme	Agency	Target Participants	Total Slots	Remarks
1	Advanced Patient Care	MoH	Clinical Nurse	42	Aligned to CBF
2	Advanced geospatial processing technique	NLC	Survey Engineer	11	Aligned to CBF
3	Anti-Money Laundering and Countering the Financing of Terrorism	ACC	P level	20	Aligned to CBF
4	Basic training course for rescue's firefighting services	MoIC (DoAT)	Fire & rescue crew & CFT operator	4	Required as per ICAO
5	Bhutan Emergency Care and Life Support	MoH	Medical Officers	20	Aligned to CBF
6	Compartment Fire Behavior Training (CFBT)	MoIT	P, S & O level, DoAT	38	Required as per ICAO
7	Search and Rescue Training (SAR)	MoIT	P, S & O level, DoAT	60	Required as per ICAO
8	Training on animal biosecurity principles and practices, biosecurity continuum, risk of transmission/ infection strategies for risk mitigation	BAFRA	Biosecurity & Food Safety Managers	12	Aligned to CBF
9	Training on diagnosis, clinical management of common health problems, basic nursing care, lab investigation and Basic Life support	MoH	Health Assistants	25	Aligned to CBF
10	Training on Financial Risk Analysis & Mgt and Financial Data Analysis	MoF	Finance Officers	69	Aligned to CBF
11	Training on Image Classification	NLC	Survey Engineer/ GIS Officer	5	Aligned to CBF
12	Training on map reading, designing and publication	NLC	Land Record Assts	137	Aligned to CBF
13	Training on Physical Examination of Patient for effective Nursing Intervention	MoH	Staff Nurse	25	Aligned to CBF
14	Construction Quality Management	MoIT	Engineers (Assts)	60	Emerging
15	FIT Phase I & II	RCSC Coordinated (HRDD)	Adm/ Finance/ IT Services	343	Aligned to CBF

16	Geoscientific Data Acquisition, Analysis and Interpretation using modern techniques and technologies	MoENR	Geologists	17	Aligned to CBF
17	Hot Fire Drill	MoIT	P, S & O level, DoAT	38	Required as per ICAO
18	Junior Fire Officer course	MoIC (DoAT)	Fire & Rescue crew & CFT operator	20	Required as per ICAO
19	Leadership Development Programme	RCSC Coordinated (HRDD)	P2 Level	170	Aligned to LCF
20	OJT for licensing of ATC's	MoIC (DoAT)	ATC	10	Required as per ICAO
21	R Programming	ACC	P level	15	Aligned to CBF
22	Leadership training for hospital managers	RCSC Coordinated (ESMD)	Hospital managers (P4 & above)	28	Aligned to CBF
23	Social Protection in Globalised Economy	MoICE (DoL)	Labour Officers	21	Aligned to CBF
24	Training on Basic Life Support	MoH	Clinical Nurse	25	Aligned to CBF
25	Artificial Insemination	Haa Dzongkhag	P&S level	14	Emerging need
26	Training on Project Management	MoWHS	Civil Engineers	24	Aligned to CBF
27	AQAF Familiarisation Workshop	RCSC Coordinated (HRAD)	All levels	150	Aligned to CBF
28	Training on Research Methodology, Digital documentation and Inventory	MoHCA (DoC)	Cultural Officers	18	Aligned to CBF
29	Training on Taxonomic Skills (Flora & Fauna)	MoAF	Forestry Officer	25	Aligned to CBF
30	Table Top Exercise (AEP)	MoIT	P, S & O level, DoAT	12	Required as per ICAO
31	Court-Annexed Mediation Training	BNLI	Bench Clerks	108	Aligned to CBF
32	Database Design, Administration and Management	NLC	Land Registrar	42	Aligned to CBF
33	Extensive Training on Data System and Analysis & Tools	MoLHR	Employment Officers	8	Aligned to CBF

34	Mandatory Training: Policies, Laws, Procedures, Systems and Technologies	ACC	New recruits	36	Aligned to CBF
35	Search Inside Yourself	RCSC Coordinated (HRDD)	All levels	30	Aligned to LCF
36	Project Management	MoHCA (DLG)	GAOs	107	Aligned to CBF
37	Finance for Non-Finance Personnel	ACC	Integrity Promotion Officers	20	Aligned to CBF
38	Competency based training for Accounts Assts: FM/Accounting/Reporting/ Budgeting	MoF	Accounts Assts.	165	Aligned to CBF
39	CBF aligned and PD training for Audit officials	RAA	Audit officials	113	Aligned to CBF
40	Core Competency: Immigration Policies, Laws and Operating Procedures	MoHA	P & S level	19	Aligned to CBF
41	HR Foundational Course to newly recruited Asst. HROs 2023	RCSC Coordinated (HRCS)	Asst. HROs	13	Aligned to CBF
42	CBF Cascading Training cum ToT Programme	RCSC Coordinated	Focal officers, various agencies	61	Aligned to CBF
43	Smart Assistant Training	RCSC Coordinated (HRDD)	Administrative Assistants	256	Aligned to CBF
44	Accounting Standards of BAS	MoF	Tax officials	37	Aligned to CBF
45	Driving (skilling programmes)	HMS	ESP/ GSP	22	Skills4life
46	Basic tailoring course (skilling programmes)	HMS	ESP/ GSP, OC & SSC	70	Skills4life

Annexure V: Details of Additional Scholarships Programmes Administered by RCSC



Sl. No.	Programme Particulars	Slots
1	JICA - SDGs Global Leader Scholarship	Up to 3
2	JICA - Universal Health Coverage Scholarship	1
3	MEXT (Teacher Training) Scholarship Programme 2023	Up to 9
4	Government of Japan (MEXT) Scholarship (2024 intake)	Up to 26
5	JICA Knowledge Co-Creation Programme Scholarship for 2023 intake to study Flood disaster and Seismology	2
6	Indian Administrative Service	Up to 3
7	Indian Revenue Service	Up to 7
8	Indian Audit and Accounts Service	Up to 2
9	Indian Forestry Service	Up to 2
10	Fulbright Fellowship Programme 2024	Open
11	Hubert H. Humphrey Fellowship 2024-2025	Up to 6
12	PhD studentships from September 2023 offered by the University of Westminster	Open
13	Excellence of the Government of Mexico Scholarships for Foreigners 2022	Open
14	BARTC Pediatric Anesthesia Fellowship (BARTC-Peds), Thailand	Open
15	Scholarship for Government Officials - AIELPO in Athens, Greece	Open
16	Scholarship on M.Sc in Global Environment and Development	Open
17	Austrian Embassy Scholarship: Diploma in Hospitality and Tourism Management at ITH, Klessheim 2023-2024 intake	Up to 15
18	WMO Education and Training Opportunities	Open
19	UNESCO/Poland Co-Sponsored Fellowships Programme in Engineering (2023 Edition)	Open
20	M.Sc Nursing in Kumudini Nursing College (KNC), Bangladesh	Open
21	BIMSTEC Scholarship to pursue Master and PhD programme in Agriculture	Open



Annexure VI: Details of Staffing Approval for FY 2022-23

Ministry of Agriculture and Livestock
<p>The 163rd Commission Meeting held on 6 December, 2022 approved to merge the post of Economic Development Officer and Marketing Officer as Economic Development and Marketing Officer. The Department of Agricultural Marketing and Cooperatives (DAMC) to parent the Economic and Marketing Officer/Marketing Officer/Business Development Officer.</p>
<p>The 165th Commission Meeting held on 20 December, 2022 accorded the interim approval for the following post-transfer as detailed below:</p> <ul style="list-style-type: none"> • Approved transfer of 1 Livestock supervisor from RLDC, Zhemgang to NDDC, Yusipang • Approved transfer of 1 Vet. Officer, 3 Livestock Supervisor, 2 Lab. Technician, 1 Admin. Asst. and 2 lab Utility from RLDC Tsimasham to RVHEC, Pling. • Approved transfer of 1 Vet. Officer, 2 Livestock Supervisor, 2 Lab. Technician, 1 Admin. Asst. and 1 lab Utility from RLDC Zhemgang to RVHEC, Gelephu. • Approved transfer of 1 Livestock Production Officer and 1 Livestock Supervisor from RMBF, Wangduegang to NMBF, Arong, Samdrupjongkhar. • Approved transfer of 1 Livestock Production Officer and 1 Livestock Supervisor from National Goat Nucleus Farm to National Sheep Farm, Bumthang. • Approved transfer of 2 Feed and Fodder Officers from RLDC Tsimasham & Wangdi and 1 Livestock Supervisor from NJBC, Samtse to RCAN, Dekiling, Sarpang. • Approved transfer of 2 Livestock Supervisors from NJBC, Samtse and RMBF, Arongang to RCA, Phuntshothang, Samdrupjongkhar. <p>The 165th Commission Meeting also approved the establishment of National Livestock Research Centre at Bumthang with the interim approval of post-transfers as detailed below:</p> <ul style="list-style-type: none"> • Approved transfer of 1 Accounts Asst. and 1 Admin. Asst. from NJBC, Samtse. • Approved transfer of 1 Livestock Production Officer and 1 Livestock Supervisor each from NHLDC, NJBC, Samtse, NPDC, Gelephu, NPDC, Sarpang and NDCA, Gelephu.
<p>The 171st Commission Meeting held on 7 February, 2023 decided the following</p> <ul style="list-style-type: none"> • Repealed the Division of Support Service across the Ministry, thus structuring the Five Divisions, Policy and Planning Division, Finance Division, Human Resource Division, Legal Division and ICT Division and Internal Audit Unit under the Office of the Secretary, whereby each Divisions independently reporting to the Secretary. The Commission also revised the Procurement Service as Adm & Procurement Service under the Human Resource Division. • Reduced the approved number of Planning Officers from 7 to 3 under the Policy and Planning Division. • Removed the position of Chief Legal Officer and reduced the approved number of Legal Officers from 3 to 2 under the Legal Division. • Reduced the approved number of HROs from 7 to 4 and Admin. Asst. from 8 to 5 under the HR Division.
<p>The 172nd Commission held on 14 February, 2023 approved to merge four position titles: Livestock Health Supervisor II, Livestock Production Supervisor II, Livestock Extension Supervisor II, and Feed & Fodder Supervisor II.</p>
Ministry of Education and Skills Development
<p>The 155th Commission Meeting held on 20 September, 2022 approval for establishing Technical Trainers Training and Resource Center at TTI, Dekiling, Sarpang under MoLHR.</p>
<p>The 165th and 168th Commission Meetings held on 20 December, 2022, and January, 2023 respectively reviewed the proposal and approved the Transfer Guidelines of the Ministry of Education and Skills Development.</p>

Ministry of Energy and Natural Resources
The 150th Commission Meeting held on 16 August, 2022 approved to change the entry qualification and Position level of Met/Hyd Technician as Class X with NC3 at S3 level for new recruit.
The 171st Commission Meeting held on 7 February, 2023 repealed the Division of Support Service across the Ministry, thus structuring the Five Divisions: Policy and Planning Division, Finance Division, Human Resource Division, Legal Division and ICT Division and Internal Audit Unit a under the Office of the Secretary, whereby each Divisions independently reporting to the Secretary. The Commission also revised the Procurement Service as Adm & Procurement Service under the Human Resource Division.
The 178th Commission Meeting held on 11 April, 2023 approved the transfer of Namgay Bidha (EID: 2002029), Legal Asst. II of Department of Environment and Climate Change, MoENR to Dagana Dzongkhag as Civil Registration Asst with post conversion from Technical to Administrative Service on marital ground.
The 180th Commission Meeting held on 25 April, 2023 approved the post conversion of Technician (S3A) to Junior Engineer (S2A) at Early Warning System (EWS) Control Room, Wangdue, under NCHM.
The 182nd Commission Meeting held on 17 May, 2023 approved the Post Creation for Two Meteorology/Hydrology Technicians at Gakiling Flood Monitoring Office on Ammochu at Haa, NCHM.
Ministry of Finance
The 147th Commission Meeting held on 26 July, 2022 approval to remove the post of Administrative Officer under AFD, Ministry of Finance.
The 171st Commission Meeting held on 7 February, 2023 repealed the Division of Support Service across the Ministry, thus structuring the Five Divisions: Policy and Planning Division, Finance Division, Human Resource Division, Legal Division and ICT Division and Internal Audit Unit a under the Office of the Secretary, whereby each Divisions independently reporting to the Secretary. The Commission also revised the Procurement Service as Adm & Procurement Service under the Human Resource Division.
The 179th Commission held on 18 April, 2023 endorsed the consolidation of internal audit services given that the Ministry of Finance will have a Central Coordinating Agency (CCA) under to cater the services for all the Ministries, Agencies and Dzongkhags. Each division will be headed by their respective Chief Internal Auditor and approved staffing will be based on the current existing and will be consolidated under CCA.
Ministry of Foreign Affairs and External Trade
The 171st Commission Meeting held on 7 February, 2023 repealed the Division of Support Service across the Ministry, thus structuring the Five Divisions: Policy and Planning Division, Finance Division, Human Resource Division, Legal Division and ICT Division and Internal Audit Unit a under the Office of the Secretary, whereby each Divisions independently reporting to the Secretary. The Commission also revised the Procurement Service as Adm & Procurement Service under the Human Resource Division.
The 181st Commission Meeting held on 10 May, 2023 approved and endorsed the Post CSR staffing for the Department of Economic and Tech Diplomacy and Department of Protocol and Consular Affairs, Ministry of Foreign Affairs and External Trade.

Ministry of Health
The 171st Commission Meeting held on 7 February, 2023 repealed the Division of Support Service across the Ministry, thus structuring the Five Divisions: Policy and Planning Division, Finance Division, Human Resource Division, Legal Division and ICT Division and Internal Audit Unit a under the Office of the Secretary, whereby each Divisions independently reporting to the Secretary. The Commission also revised the Procurement Service as Adm & Procurement Service under the Human Resource Division.
The 177th Commission held on 28 March, 2023 approved the name change of the division as the Clinical Services Division under the Department of Clinical Services, National Medical Services.
The 181st Commission Meeting held on 10 May, 2023 approved the following: <ul style="list-style-type: none"> • Approved to upgrade from BHU II to BHU I with additional HR as per the Health HR Standard for Autsho BHU II • Approved Post creation of newly constructed Thromde Health Centers, BHU I and BHU II in the Dzongkhag. <ol style="list-style-type: none"> 1. Pangbesa BHU I, Paro Dzongkhag 2. Dotey BHU II, Paro Dzongkhag 3. Karmaling BHU II, Dagana 4. Lingdhen BHU II, Chukha 5. Kamji BHU II, Chukha 6. Depsi Health Centers, Thim Throm 7. Simtokha Health Centers, Thim Throm 8. Babena Health Centers, Thim Throm
Ministry of Home Affairs
The 155th Commission Meeting held on 20 September, 2022 approval for the post-creations of 3 Asst. Immigration Officer under the Department along with the transfer of two Geog Administration Officers as Asst. Immigration Officer under Department of Immigration.
The 160th Commission Meeting held on 9 November, 2022 approved the deployment of one Personal Asst. as Library Asst. MoHCA.
The 171st Commission Meeting held on 7 February, 2023 repealed the Division of Support Service across the Ministry, thus structuring the Five Divisions: Policy and Planning Division, Finance Division, Human Resource Division, Legal Division and ICT Division and Internal Audit Unit a under the Office of the Secretary, whereby each Divisions independently reporting to the Secretary. The Commission also revised the Procurement Service as Adm & Procurement Service under the Human Resource Division.
The 175th Commission Meeting held on 14 March, 2023 approved and endorsed the post creation of 55 Immigration Personnel at Regional Immigration Office, Phuentsholing under Department of Immigration, Ministry of Home Affairs.
The 181st Commission Meeting held on 10 May, 2023 approved and endorsed the Post CSR staffing for the Department of Culture and Dzongkha Development, Ministry of Home Affairs.
Ministry of Infrastructure and Transport
The 171st Commission Meeting held on 7 February, 2023 decided the following <ul style="list-style-type: none"> • Repealed the Division of Support Service across the Ministry. • Structured the Ministry into five divisions: Policy and Planning Division, Finance Division, Human Resource Division, Legal Division, and ICT Division. • Established the Internal Audit Unit under the Office of the Secretary. • Each division now independently reports to the Secretary.

In addition, specific changes were made to the staffing:

- The number of Planning Officers under the Policy and Planning Division was reduced from 6 to 5.
- The number of Human Resource Officers under the Human Resource Division was increased from 4 to 5.
- The number of Administrative Assistants under the Human Resource Division was increased from 4 to 6.

The 177th Commission Meeting held on 28 March, 2023 approved the following Divisions under the Departments as detailed below:

Department of Surface Transport	Department of Air Transport	Department of Human Settlements	Bhutan Construction and Transport Authority	Department of Infrastructure Development Division
1. Construction Division 2. Maintenance Division 3. Bridge Division 4. Design and Geo-Technical Division 5. Transport Planning & Development Division	1. Air Navigation services Division 2. Aerodrome Planning & Maintenance Division 3. Airport Emergency & Security Division	1. Geomatics & Logistics Division 2. Spatial & Strategic Planning Division 3. Infrastructure Planning & Flood Adaptation Division 4. Housing & Urban Affairs Division 5. Sustainable and Resilient Building Division	1. Safety Standard Division 2. Regulatory and Compliance Division 3. Services and Management Division 4. Regional Offices	1. Central Coordination & Cluster Management Division 2. Infrastructure Design Division 3. Building Construction Division 4. Water & Sanitation Division 5. Irrigation Division 6. Specialised Engineering & Innotech Division (Interim Approval)

The 177th Commission Meeting also approved the post-creations of Interior Designer and Landscape Architect under Infrastructure Design Division, Department of Infrastructure Development.

The 178th Commission Meeting held on 24 April, 2023 approved the Legal Division and Procurement Division under the Office of the Secretary as detailed below:

Legal Division

- 1 Chief legal Officer
- 3 Legal Officer
- 1 Legal Asst.

Procurement Division

- 1 Chief Procurement Officer
- 3 Asst. Procurement Officer
- 3 Engineer
- 2 Store Keeper

Anti-Corruption Commission

The 151st Commission Meeting held on 23 August, 2022 approval for Renaming and restructuring of the Technical Support Division to Division of Research and Analysis.

The 165th Commission Meeting held on 20 December, 2022 approved the establishment of Regional Office in Phuentsholing with 11 staff including a Chief.

Royal Audit Authority
The 153rd Commission Meeting held on September 6, 2022 approved the position transfer of one accounts assistant from one of the Regional Offices to the Head Office and removing the other four approved Accounts Asst. positions from the three Regional Offices & PDC, Tsirang.
Royal Civil Service Commission
The 145th Commission Meeting held on 12 July, 2022 approved the post conversion of one Sr. ICTA II to Sr. Record Asst II and also converted the post of Record Officer to Record Asst. under the MISD.
The 162nd Commission Meeting held on 29 November, 2022 approval the Outsourcing of cleaning services in the offices near Tashichodzong, HRMD clustered 17 ESP/GSP including three caretakers from different offices near Tashichodzong.
The 181st Commission Meeting held on 10 May, 2023 merger of Scholarship and Student Support Division, under Ministry of Education and Skills Development, with that of Civil Service Examination Service under RCSC as Civil Service Examination and Scholarship Division.
Office of Attorney General
The 167th Commission meeting held on 3 January, 2023 approved Legal clustering in the Dzongkhags.
Government Technology Agency
The 152nd Commission Meeting held on 30 August, 2022 approved the post creation of 15 positions against the approved staffing under the Air Navigation Services Division, Department of Air Transport (DoAT).
During the 7th CSR Meeting held on 8 February, 2023, the Commission has approved one Department headed by a Director and 11 divisions as proposed.
The 169th Commission Meeting held on 17 January, 2023 approved 14 post creations under Secretarial Services of Government Technology (GovTech) and transfers of positions from MoIC to GovTech.
The 182nd Commission Meeting held on 17 May, 2023, Commission approved the post creation of 2 Technicians under Telecom and Space Division, GovTech.
The 185th Commission Meeting held on 6 June, 2023, Commission approved two Departments (Department of Digital Infrastructure and Department of Digital Transformation) as recommended by C4CS and submit to Cabinet for further approval. Also, Commission approved the Staffing and recommended Tech industry Development Division and Emerging Technology Division to be under digital transformation division since there are about 6 divisions under Secretary which will be over burdening to the Secretary. Thus, regarding the structure, C4CS approved the recommended structure on June 23, 2023.
Privy Council of Bhutan
The 153rd Commission Meeting held on 6 September, 2022 approved for redeployment of the Messenger as a Care Taker (ESP) by creating a caretaker position at Privy Council of Bhutan.
National Land Commission
The 175th Commission Meeting held on 14 March, 2023 endorsed the NLCS Parenting Guidelines for Land and Survey personnel.

Annexure VII: List of Executives Appointed



Sl. No.	Name, Position Title, Agency	Promoted Position Level	Promotion effective date
1	Thinley Wangchuk, Director, Department of Civil Registration and Census, Ministry of Home and Cultural Affairs	EX3 A	1-Aug-22
2	Tashi Wangmo/Dzongdag II, Samdrupjongkhar Dzongkhag	EX3 A	21-Sep-22
3	Tenzin Chopel, Dzongdag II, Gasa Dzongkhag	EX3 A	23-Sep-22
4	Sonam, Dzongdag II, Tsirang Dzongkhag	EX3 A	12-Oct-22
5	Ratna Bahadur Gurung, Dzongdag II, Bumthang Dzongkhag	EX3 A	12-Oct-22
6	Lungten Jamtsho, Dzongdag II, Mongar Dzongkhag	EX3 A	12-Oct-22
7	Tashi Tobgay, Dzongdag II, Dagana Dzongkhag	EX3 A	12-Oct-22
8	Ugyen Dorji, Dzongdag I, Trashigang Dzongkhag	EX2 A	12-Oct-22
9	Kesang Deki, Secretary, Cabinet Secretariat	EX1 A	12-Oct-22
10	Leki Wangmo, Acting Secretary, Ministry of Finance	EX3 A	1-Nov-22
11	Phub Dorji, Dzongdag II, Thimphu Dzongkhag	EX3 A	23-Nov-22
12	Tashi Dawa, Dzongdag II, Pemagatshel Dzongkhag	EX3 A	23-Nov-22
13	Pema Choden, Cluster Secretary (Security), Ministry of Foreign Affairs and External Trade	EX1 A	25-Nov-22
14	Karma Tshering, Cluster Secretary (Economic), Ministry of Energy & Natural Resources	EX1 A	25-Nov-22
15	Tshering Gyaltsen Penjor, Cluster Secretary (Social), National Land Commission	EX1 A	25-Nov-22
16	Kesang Deki, Cluster Secretary (Governance), Cabinet Secretariat	EX1 A	25-Nov-22
17	Pema L Dorji, Ambassador (II), Permanent Mission of Bhutan, New York, Ministry of Foreign Affairs and External Trade	EX3 A	29-Jan-23
18	Tshoki Choden, Ambassador (III), Royal Bhutanese Embassy, Brussels, Ministry of Foreign Affairs and External Trade	EX3 A	29-Jan-23
19	Tashi Penjore, Consul General (II), Royal Bhutan Consulate, Kolkata, Ministry of Foreign Affairs and External Trade	EX3 A	16-Feb-23
20	Norbu Dendup, Director, Department of Treasury and Accounts, Ministry of Finance	EX3 A	15-Mar-23

21	Tshering Wangmo, Director, Department of Immigration, Ministry of Home Affairs	EX3 A	1-Apr-23
22	Wangdi Gyeltshen, Dzongdag II, Trongsa Dzongkhag	EX3 A	30-Apr-23
23	Jigme Namgyel, Dzongdag II, Gasas Dzongkhag	EX3 A	30-Apr-23
24	Mimi Lhamu Mynak, President(S), National Medical Services	ES1 A	1-May-23

Annexure VIII: List of Executives Appointed through Open Competition



Sl. No.	Name, Position Title, Agency	Position Level	Promotion effective date
1	Tshoki Choden, Director, Department of Bilateral Affairs, Ministry of Foreign Affairs and External Trade	EX3 A	15-Jul-2022
2	Jigme Choden, Dzongdag II, Lhuntse Dzongkhag	EX3 A	29-Jan-2023
3	Kesang Jigme, Dzongdag II, Zhemgang Dzongkhag	EX3 A	29-Jan-2023
4	Melam Zangpo, Dzongdag II, Haa Dzongkhag	EX3 A	29-Jan-2023
5	Tenzin Jamtsho, Director, Druk Gyalpo's Institute, His Majesty's Secretariat	EX3 A	8-Feb-2023
6	Karma Jamtsho, Director, Department of Public Health, Ministry of Health	EX3 A	15-Feb-2023
7	Dago Zangmo, Director, Ministry of Infrastructure and Transport	EX3 A	1-Apr-2023
8	Dechen Yangden, Director, Ministry of Energy and Natural Resources	EX3 A	1-Apr-2023
9	Kuenzang Wangdi, Medical Director, National Medical Services, Department of Clinical Services, Ministry of Health	ES3 A	15-Jun-2023
10	Tshering Lhadn, Director, Department of Economic and Tech Diplomacy, Ministry of Foreign Affairs and External Trade	EX3 A	15-Jun-2023

Annexure IX: List of Executives Transferred

Sl. No.	Name, Position Title, Agency	Position Level	Date of Appointment
1	Duba, Interim Director, Bhutan Medical Health Council	EX3 A	01-Nov-2022
2	Tenzin Thinley, Officiating Secretary General, National Council Secretariat	EX3 A	01-Nov-2022
3	Pasang Dorji, Director General, Department of Law and Order, Ministry of Home Affairs	EX2 A	1-Apr-2023
4	Duba, Director, Bhutan Qualifications and Professionals Certification Authority, Ministry of Education and Skills Development	EX3 A	1-Jan-2023
5	Tashi Pem, Director General, Department of Environment and Climate Change, Ministry of Energy and Natural Resources	EX2 A	1-Jan-2023
6	Sonam Jamtsho, Director General, Department of Revenue and Custom, Ministry of Finance	EX2 A	15-Jan-2023
7	Sonam Pelden Thaye, Director, Royal Civil Service Commission	EX3 A	1-Mar-2023
8	Phub Rinzin, Dzongdag I, Wangduephodrang Dzongkhag	EX2 A	20-Apr-2023
9	Tenzin Chophel, Dzongdag II, Chukha Dzongkhag	EX3 A	20-Apr-2023
10	Minjur Dorji, Dzongdag I, Samtse Dzongkhag	EX2 A	26-Apr-2023

Annexure X: List of Executives Promoted

Sl. No.	Name, Position Title, Agency	Position Level	Date of Promotion
1	Pemba Wangchuk, Acting Secretary, Ministry of Health	EX1 A	1-Nov-2022
2	Tshewang Chophel Dorji, Acting Secretary, Ministry of Education	EX1 A	1-Nov-2022
3	Tshering Gyaltsen Penjor, Secretary, National Land Commission	EX1 A	23-Nov-2022
4	Jigme Tenzing, Acting Secretary, Government Technology (GovTech)	EX1 B	21-Dec-2022

Annexure XI: List of P1 Management Appointed Through Open Competition



Sl. No.	Name, Position Title, Agency	Position Level	Appointment effective date
1	Sonam Tobgay, Chief Survey Engineer, Thimphu Thromde, Land Record & Survey Services	P1 A	1-Jul-2022
2	Jamyang Tashi Wangdi, Chief Livestock Production Officer, Department of Livestock, Livestock Production Division, Ministry of Agriculture and Livestock	P1 A	1-Jan-2023
3	Rinzin Wangchuk, Chief Agriculture Officer, Department of Agriculture, Agriculture Research and Innovation Division, Ministry of Agriculture and Livestock	P1 A	1-Jan-2023
4	Dupchu Dorji, Chief Immigration Officer, Department of Immigration, Regional Immigration Office, Samdrupjongkhar, Ministry of Home Affairs	P1 A	1-May-2023
5	Kinga Pelden, Chief Immigration Officer, Department of Immigration, Regional Immigration Office, Samtse, Ministry of Home Affairs	P1 A	1-May-2023
6	Norbu Wangchuk, Chief Immigration Officer, Department of Immigration, Immigration Services Division, Ministry of Home Affairs	P1 A	1-May-2023
7	Ramesh Kumar Katwal, Regional Director, Phuntsholing Regional Office, Anti-Corruption Commission	P1 A	1-May-2023
8	Thinley Norbu, Regional Director, Bumthang Regional Office, Anti-Corruption Commission	P1 A	1-May-2023
9	Tsheten Tshering, Regional Director, Trashigang Regional Office, Anti-Corruption Commission	P1 A	1-May-2023
10	Samdrup Dorji, Chief Survey Engineer, Department of Survey and Mapping, Geo-informatics Division, National Land Commission	P1 A	15-May-2023
11	Tenzin Norbu, Chief Survey Engineer, Department of Survey and Mapping, Topographical Survey Division, National Land Commission	P1 A	15-May-2023
12	Thinley Dorji, Chief Program Officer, Survey and Data Processing Division, National Statistics Bureau	P1 A	15-May-2023
13	Kiba, Chief Survey Engineer, Department of Survey and Mapping, Cadastral Information Division, National Land Commission	P1 A	15-May-2023
14	Dorji Lethro, Chief Statistical Officer, Coordination, Information and Research Division, National Statistics Bureau	P1 A	15-May-2023
15	Sangye Gyeltshen, Principal II, Schools, Radi Middle Secondary School, Trashigang Dzongkhag	P1 A	1-Jun-2023
16	Tashi, Chief Dzongkhag Education Officer, Education Sector, Trashigang Dzongkhag	P1 A	1-Jun-2023
17	Tshochu, Chief Dzongkhag Education Officer, Education Sector, Paro Dzongkhag	P1 A	1-Jun-2023

18	Ugyen Tshering, Chief Forestry Officer, Department of Forests and Park Services, Forest Monitoring and Information Division, Ministry of Energy and Natural Resources	P1 A	1-Jun-2023
19	Karma Yeshey, Registrar of Companies, Office of the Registrar of Companies, Ministry of Industry Commerce and Employment	P1 A	1-Jun-2023
20	Phuntsho Tobgay, Chief Forestry Officer, Department of Forests and Park Services, Territorial Divisional Office - Tsirang, Ministry of Energy and Natural Resources	P1 A	1-Jun-2023
21	Tashi Wangchuk, Chief Forestry Officer, Department of Forests and Park Services, Territorial Divisional Office - Zhemgang, Ministry of Energy and Natural Resources	P1 A	1-Jun-2023

Annexure XII: List of Executives Separated



Sl. No.	Name, Position Title, Agency	Position Level	Separation effective date
1	Dorji Tshering, Dzongdag I, Thimphu Dzongkhag, Ministry of Home and Cultural Affairs	EX2 A	01-Aug-2022
2	Chencho Dorji, Secretary, Ministry of Works and Human Settlement	EX1 A	15-Aug-2022
3	Chitem Tenzin, Ambassador (III), Royal Bhutanese Embassy, Kuwait, Ministry of Foreign Affairs	EX3 A	15-Sep-2022
4	Chencho Tshering, Consul General (I), Royal Bhutan Consulate, Kolkota, Ministry of Foreign Affairs	EX2 A	07-Nov-2022
5	Pema Chewang, Secretary, National Land Commission	EX1 A	21-Nov-2022
6	Rinchen Wangdi, Director, Ministry of Finance	EX3 A	30-Nov-2022
7	Jamyang Choeden, Director, Bhutan Council for School Examination and Assessment	EX3 A	31-Dec-2022
8	Sonam Phuntsho Wangdi, Secretary, National Environment Commission	EX1 A	31-Dec-2022
9	Tenzin Namgay, Director, National Land Commission	EX3 A	31-Dec-2022
10	Chhimmy Pem, Director, Office of the Chairperson, Royal Civil Service Commission	EX3 A	01-Feb-2023
11	Doma Tshering, Ambassador (III), Office of the Chairperson, Royal Civil Service Commission	EX3 A	15-Apr-2023

Annexure XIII: Summary of Implementation of Strategic Recommendations of HR Audit



Sl. No.	Agency	No. of Recommendations	No. of Recommendations Implemented	Implemented (%)
1	Ministry of Works and Human Settlement	37	35	94.59%
2	Ministry of Information and Communications	38	35	92.11%
3	Ministry of Home and Cultural Affairs	37	34	91.89%
4	Ministry of Economic Affairs	34	31	91.18%
5	Ministry of Foreign Affairs	22	16	72.73%
6	Samdrupjongkhar Dzongkhag	35	33	94.29%
7	Zhemgang Dzongkhag	42	33	78.57%
8	Sarpang Dzongkhag	32	27	84.38%
9	Gelephu Thromde	45	45	100.00%
10	Samdrupjongkhar Thromde	38	34	89.47%
11	Thimphu Thromde	24	19	79.17%
12	Samtse Dzongkhag	46	43	93.48%
13	Punakha Dzongkhag	31	30	96.77%
14	National Assembly	38	38	100.00%
15	Office of the Attorney General	24	16	66.67%
16	Bhutan Civil Aviation Authority	NA	NA	NA
17	Chukha Dzongkhag	18	17	94.44 %
18	Paro Dzongkhag	27	23	85.2 %
19	National Centre for Hydrology and Meteorology	27	27	100.00%

Annexure XIV: Status of Compliance Human Resource Audit in FY 2022-23



Sl. No.	Agencies	Current Auditing			Past Auditing		
		HR Actions	Major Observation	%	HR Actions	Major Observation	%
1	MoWHS	1627	4	0.25	4942	119	2.41
2	MoIC	2251	2	0.09	2556	8	0.31
3	MoHCA	1617	1	0.06	4911	240	4.9
4	MoEA	1442	1	0.069	5135	7	0.14
5	MoFA	675	3	0.44	1298	26	2
6	Samdrupjongkhar	4800	39	0.81	571	1	0.18
7	Zhemgang	5594	57	1.02	612	9	1
8	Sarpang	5731	18	0.31	929	15	1.61
9	Gelephu Thromde	1758	2	0.11	258	7	2.71
10	Samdrupjongkhar Thromde	1093	3	0.27	156	0	0
11	Thimphu Thromde	6442	10	0.16	2968	3	0
12	Samtse	8087	9	0.11	2144	2	0
13	Punakha	5042	1	0	1721	4	0.23
14	NA	383	0	0	654	33	5.05
15	OAG	434	7	1.61	361	2	0.55
16	BCAA	337	0	0	NA	NA	NA
17	NCHM	1113	0	0	880	26	2.96
18	NEC	32	28	87.5	835	86	10.3
19	NC	323	0	0	426	0	0
20	Chukha	5039	0	0	1121	36	3.21
21	Paro	5083	2	0.04	3031	15	0.49

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