



# **BHUTAN CIVIL SERVICE RULES AND REGULATIONS 2012**

**ROYAL CIVIL SERVICE COMMISSION  
ROYAL GOVERNMENT OF BHUTAN**

## **Editions of the Bhutan Civil Service Rules and Regulations**

1<sup>st</sup> Edition : Civil Service Rules 1990 (Black Book)

2<sup>nd</sup> Edition : Bhutan Civil Service Rules 1998

3<sup>rd</sup> Edition : Bhutan Civil Service Rules and Regulations 2002

4<sup>th</sup> Edition : Bhutan Civil Service Rules and Regulations 2006

5<sup>th</sup> Edition : Bhutan Civil Service Rules and Regulations 2010

6<sup>th</sup> Edition : Bhutan Civil Service Rules and Regulations 2012



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ROYAL GOVERNMENT OF BHUTAN  
ROYAL CIVIL SERVICE COMMISSION



## FOREWORD

The Royal Civil Service Commission has now been in existence for the past three decades, since its establishment in 1982 by His Majesty the Fourth Druk Gyalpo through a Royal Charter. Ever since then, the RCSC and the civil servants have played pivotal roles occupying centre stage in Bhutan’s many strides towards modernization and development as well as in strengthening the country’s security and sovereignty. We feel proud that Bhutan today can boast of having a good pool of professional and dedicated civil servants, who are considered, by many of our development partners and visiting intellectuals, amongst the best in the world. It may be noted that most of the current successful private sector proprietors, consultants, and more recently the politicians are also the products of our Civil Service.

Recognising its importance under a democratic Bhutan, with the adoption of the Constitution of the Kingdom of Bhutan, the RCSC has been given even more special place. It is now one of the only four Constitutional Offices of Bhutan and mandated to be the Central Personnel Agency of the Royal Government, amongst others, to promote and ensure an independent and apolitical Civil Service, and fully capable of ‘implementing the policies and programmes of the Government’, good governance, and uniform rules and regulations on HR actions throughout the Civil Service.

His Majesty the Fourth Druk Gyalpo in one of the Kashos had commanded the RCSC to ensure:

*“A good system of the Government that is not dependent on any individual or personalities, a system that will function efficiently because of its in-built merits, that is a legacy we must create for our future generations.”*

We believe that we are now well on track in fulfilling this precious Command of His Majesty the Fourth Druk Gyalpo pertaining to our Civil Service in view of the following:



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### ROYAL GOVERNMENT OF BHUTAN ROYAL CIVIL SERVICE COMMISSION

- i. The Constitution of the Kingdom of Bhutan establishes the RCSC as a Constitutional Office mandated to function as the Central Personnel Agency of the Royal Government.
- ii. On 20 May 2011, the Parliament had enacted the Civil Service Act of Bhutan 2010, thus updating the Royal Charter for Civil Service of 1982, and further clarifying the role of RCSC and the Civil Service under democratic Bhutan.
- iii. The Constitution and the Civil Service Act of Bhutan 2010 requires the RCSC and the Civil Service to be independent and apolitical to discharge public duties in an efficient, transparent and accountable manner.
- iv. The appointment of five fulltime and independent Commissioners, who are required to function without fear, favour or prejudice by law, has enabled the RCSC to focus on its mandates and provide necessary leadership, dispense fair, unbiased and faster decisions.
- v. As required by the Constitution and the Act, the Civil Service provides equal opportunity for employment and career advancement in the Civil Service on the basis of merit, qualification, fair and open competition without discrimination on the grounds of race, sex, language, religion, and other status as well as mandated application of uniform rules and regulations on recruitment, appointment, staffing, training, transfers and promotions throughout the Civil service.
- vi. Collective decision making on HR matters through the HR Committees instituted in all the Civil Service Agencies has enhanced the merit based system and good governance, eliminating the practice of one man taking unilateral decisions based on personal biases, favouritism, nepotism and patronage.
- vii. The Civil Service now provides opportunity for the professionals to advance in their career as Specialists to Position Level ES1 that is



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**ROYAL GOVERNMENT OF BHUTAN  
ROYAL CIVIL SERVICE COMMISSION**



equivalent to the Position Level of a Secretary to the Government at EX1, which is the highest in the Civil Service.

- viii. The establishment of Civil Service Award System based on the Royal Command of His Majesty the Fifth Druk Gyalpo and fulfillment of Section 88 of the Civil Service Act of Bhutan 2010, would immensely motivate the civil servants and achieve overall service excellence enhancing merit based Civil Service.
- ix. The institution of Human Resource Audit in the Civil Service would provide opportunity to monitor and further improve our Civil Service system to function efficiently and effectively.

Therefore, even Lyonchhen Jigme Y. Thinley, the first Hon'ble Prime Minister of democratic Bhutan in his public addresses likes to refer to our Civil Service or the Bureaucracy as the '*Tenzha gi Zhung*' or the 'permanent element of the Royal Government'.

The Royal Civil Service Commission is now happy to bring out the Bhutan Civil Service Rules and Regulations (BCSR) 2012 which is even more in line with the requirements of the Constitution and the Civil Service Act of Bhutan 2010. The current BCSR 2012 is the sixth edition of the BCSR since its first publication in 1990 and has two new additional Chapters on Civil Service Award and Human Resource Audit. More importantly, the BCSR 2012 is the culmination of our efforts during the last four years, particularly since the enactment of the Civil Service Act of Bhutan 2010, involving numerous consultations with over 4,000 of our senior civil servants not only those serving in the Ministries and other central Agencies in Thimphu but also those in the 20 Dzongkhags and the four Thromdes.

The BCSR 2012 would subsume all the past circulars/notifications that might have been issued by the RCSC and in fact, henceforth, only three documents would govern the management of our Civil Service, namely,

- i. the Constitution of the Kingdom of Bhutan,
- ii. the Civil Service Act of Bhutan 2010, and



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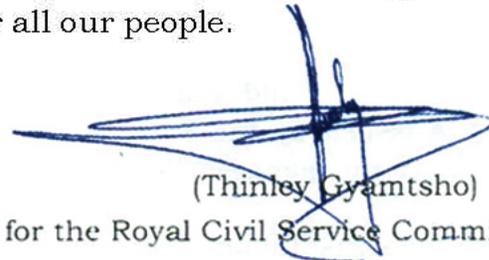
iii. the Bhutan Civil Service Rules and Regulations, 2012.

The BCSR 2012 aims to provide even more fair, transparent, accountable and effective uniform rules and regulations in managing the Civil Service of Bhutan. Ultimately, the impact of stringent application of the BCSR is expected to bring about professionalism, dedication, and efficiency of the civil servants in the service of our Tsawa-Sum as well as equity and justice thus eliminating the scourges of nepotism, favouritism and patronage.

In His address to the 7<sup>th</sup> session of the Parliament on 20 May, 2011, His Majesty the King had commanded:

*“As we move forward, we must be guided by the most sacred and unchanging national goals – the security and sovereignty of our Nation, the peace, unity and harmony of our People. Today, as I have said before, our immediate and foremost duty is the success of democracy. That is our foundation for the future success of Bhutan. But democracy can only flourish if all Bhutanese uphold **the rule of law**; if there is **good governance**; if **corruption is eradicated** and if the **delivery of public service is fair and effective**”. (bold added)*

In conclusion, the Commission would like to solicit all our civil servants to fully familiarise themselves with and adhere to the provisions of the Constitution, the Civil Service Act of Bhutan 2010 and BCSR 2012, and accordingly ensure that all the HR actions are taken without fear, favour or prejudice. Also, let us all pledge that we shall always uphold the Civil Service values of being Civil Servants to our Tsa-Wa-Sum, serve with utmost Tha Dhamtsig and Ley Jumdrey, observe Driglam Namzhag, and individually and collectively contribute towards realising peace, prosperity and security of our Nation, success of democracy, and thus the welfare and Gross National Happiness for all our people.



(Thinley Gyamtsho)  
for the Royal Civil Service Commission

Dated : 17 December, 2012

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## **CHAPTER 1: PRELIMINARY**

In pursuance of Article 26 of the Constitution of the Kingdom of Bhutan, the Royal Charter of the Royal Civil Service Commission, 1982 and Civil Service Act of Bhutan 2010, the Royal Civil Service Commission, hereafter referred to as the RCSC, has revised BCSR 2010 and promulgated the Bhutan Civil Service Rules and Regulations 2012.

### **1.1 Title**

This Rule shall be known as the Bhutan Civil Service Rules and Regulations 2012, hereafter referred to as the BCSR 2012.

### **1.2 Extent and Commencement**

1.2.1 This Rule shall extend to the employees of all Agencies within the Civil Service inclusive of personnel on contract, General Service Personnel (GSP) and Elementary Service Personnel (ESP).

1.2.2 This Rule shall not apply to:

1.2.2.1 Elected representatives;

1.2.2.2 Holders of Constitutional Offices and members or Commissioners;

1.2.2.3 Drangpons and Drangpon Rabjams of all Courts under the Judiciary;

1.2.2.4 Attorney General;

1.2.2.5 Personnel of Armed Forces and Royal Bhutan Police; and

1.2.2.6 Any other as may be determined by the Parliament from time to time.

1.2.3 This Rule shall come into effect on 17 December, 2012.

### **1.3 Purpose**

The purpose of this Rule shall be to ensure parity, consistency and uniformity of personnel actions in the Civil Service.

### **1.4 Rule of Construction**

In this Rule, unless the context indicates otherwise, the singular shall include plural and the masculine gender shall include the feminine gender and vice versa.

### **1.5 Supersession**

All existing rules, regulations, notifications and circulars in force concerning the subjects, which are covered by the BCSR 2012, shall be deemed to have been superseded from the effective date of this Rule.

### **1.6 Supplementary Order**

The RCSC shall issue Executive Orders consistent with this Rule as may be necessary from time to time.

### **1.7 Authority for Amendment and Interpretation**

The authority for amendment and interpretation of any provision under the BCSR 2012 shall vest with the RCSC and its interpretation shall be final and binding.

### **1.8 Procedure for revision of the BCSR**

As per the CSAB 2010, the RCSC shall revise BCSR in consultation with Agencies. Activities carried out, for revision of BCSR 2010 and formulation of BCSR 2012, are at ***Annexure 1/1***.

**Calendar of Activities for the  
Briefing on Civil Service Act of Bhutan 2010 and Consultations  
on draft BCSR 2012**

1. 20 May 2011 : His Majesty granted Royal Assent to the Civil Service Act of Bhutan, 2010.
2. 14 July 2011 : Tshokpoen of the National Assembly of Bhutan handed over the copy of the Royal Kasho on the Civil Service Act of Bhutan 2010 (CSAB 2010) to the RCSC Chairman and agreed to print 5,000 copies of the Act at the Parliament Press.
3. 1 Aug. 2011 : Orientation of the Officers and Staff of the RCSC Secretariat on the CSAB 2010.
4. 5 Aug. 2011 : 2<sup>nd</sup> Meeting of the Holders of Constitutional Offices where initial briefings on CSAB 2010 and plans for BCSR 2012 were provided.
5. 1-10 Aug. 2011 : RCSC Chairman handed over copies of CSAB 2011 and briefed the 10 Secretaries in the Ministries on its various provisions during a series of bilateral meetings. Copies of the CSAB 2010 were distributed to other Agencies.
6. 12 Aug. 2011 : Last date for the 5 RCSC Commissioners for submitting their lists of changes they wished to be included in the BCSR to the Chairman of BCSR Committee.
7. 16 Aug. 2011 : BCSR Committee under the Chairmanship of Commissioner Policy and Planning was reconstituted.
8. 25-26 Oct. 2011 : Debriefing on the Civil Service Act of Bhutan 2010 and Workshop on Leadership, with officers of EX 3

- and above based in Thimphu, with Mrs. Meiko Nishimizu as the Resource Person for the latter.
9. 2 Nov. 2011 : 3<sup>rd</sup> Meeting of the Holders of Constitutional Offices where, amongst others, the Civil Service Act of Bhutan 2010 and the BCSR 2012 were discussed.
  10. 28 Nov. 2011 : 2<sup>nd</sup> Meeting between the RCSC Commissioners and the Secretaries to the Government, when, amongst others, section by section discussions on the CSAB 2010 were held.
  11. 18 Nov. 2011 : BCSR Committee submitted the draft BCSR 2012 to the RCSC Commission.
  12. 22-30 Nov. 2011 : RCSC Commission carried out chapter-wise deliberations on the draft BCSR 2012.
  13. 13 Dec. 2011 : RCSC Commission adopted the first draft of the BCSR 2012.
  14. 1 Jan. 2012 : The first draft of the BCSR 2012 was put on RCSC webpage and consultation processes on the draft formally began. Simultaneously, RCSC circulated the draft BCSR to all the Ministries, Dzongkhags and the other Agencies with the request to review and submit comments by 30 September, 2012.
  15. 1<sup>st</sup> March 2012 : Meeting with all the 20 Dzongdags, who were briefed on CSAB 2010 and their inputs on the BCSR 2012 were sought.
  16. 29 March-2<sup>nd</sup> April : 1st HR Conference was convened amongst all the HRO(s) and other participants on the theme 'Managing Civil Service in Democratic Bhutan', amongst others, to discuss CSAB 2010, the draft BCSR 2012 and other HR issues.
  17. April/June 2012 : Tours to the Dzongkhags undertaken by the RCSC Commissioners to brief the Dzongkhag/Thromde civil servants (S5 and above), amongst others, on

the relevant provisions of the Constitution, CSAB 2010 and seek their consultations on the draft BCSR 2012:

- (i) 06.04.2012 - Thimphu Dzongkhag and  
Thromde
- (ii) 11.04.2012 - Sarpang Dzongkhag and  
Gelephu Thromde
- (iii) 13.04.2012 - Samdrup Jongkhar  
Dzongkhag and Thromde
- (iv) 16.04.2012 - Pema GatsHEL Dzongkhag
- (v) 25.04.2012 - Chhukha Dzongkhag
- (vi) 27.04.2012 - Phuntsholing Dungkha  
&Thromde
- (vii) 03.05.2012 - Samtse Dzongkhag
- (viii) 07.05.2012 - Lhuentse Dzongkhag
- (ix) 09.05.2012 - Monggar Dzongkhag
- (x) 11.05.2012 - Trashiyangtse Dzongkhag
- (xi) 15.05.2012 - Trashigang Dzongkhag
- (xii) 24.05.2012 - Haa Dzongkhag
- (xiii) 25.05.2012 - Paro Dzongkhag
- (xiv) 28.05.2012 - Tsirang Dzongkhag
- (xv) 30.05.2012 - Dagana Dzongkhag
- (xvi) 06.06.2012 - Trongsa Dzongkhag
- (xvii) 08.06.2012 - Zhemgang Dzongkhag
- (xviii) 11.06.2012 - Bumthang Dzongkhag
- (xix) 19.06.2012 - Gasa Dzongkhag
- (xx) 21.06.2012 - Wangdiphodrang Dzongkhag
- (xxi) 22.06.2012 - Punakha Dzongkhag

18. 13 July 2012 : Meeting with senior civil servants (P5 to P1) of  
Ministries and other central agencies in Thimphu

- to brief them on CSAB 2012 and seek consultations on the draft BCSR 2012.
19. 20 July 2012 : Meeting with officers of EX3 & ES3 and above based in Thimphu to brief them on CSAB 2010 and seek their consultations on BCSR 2012.
  20. 27 July 2012 : Meeting with the Secretaries to the Government to seek their consultations on BCSR 2012.
  21. 6 August 2012 : 5<sup>th</sup> Meeting amongst Constitutional Offices where feedbacks were sought on the draft BCSR 2012.
  22. 10 Aug.-30 Sept.2012 : BCSR Committee in retreat to prepare the final draft of BCSR 2012 based on the feedbacks received during the various consultations processes.
  23. 6 Sep. 2012 : Workshop involving the members of the BCSR Review Committee and the officers of the MoIC, including its Singaporean consultant, on parenting of ICT professionals.
  24. 20 Sep. 2012 : MoE officers made a presentation to the members of the BCSR Review Committee on 'Education Human Resources Policy Implementation Guidelines'.
  25. 9 Sept. to 9 Oct.2012 : RCSC Commission carried out chapter-wise reviews of the final draft of the BCSR 2012.
  26. 30 October 2012 : RCSC Commission adopted the BCSR 2012, and orders for printing.
  27. 17 December 2012 : Bhutan Civil Service Rules and Regulations (BCSR) 2012 launched.

## **CHAPTER 2: CIVIL SERVICE STRUCTURE**

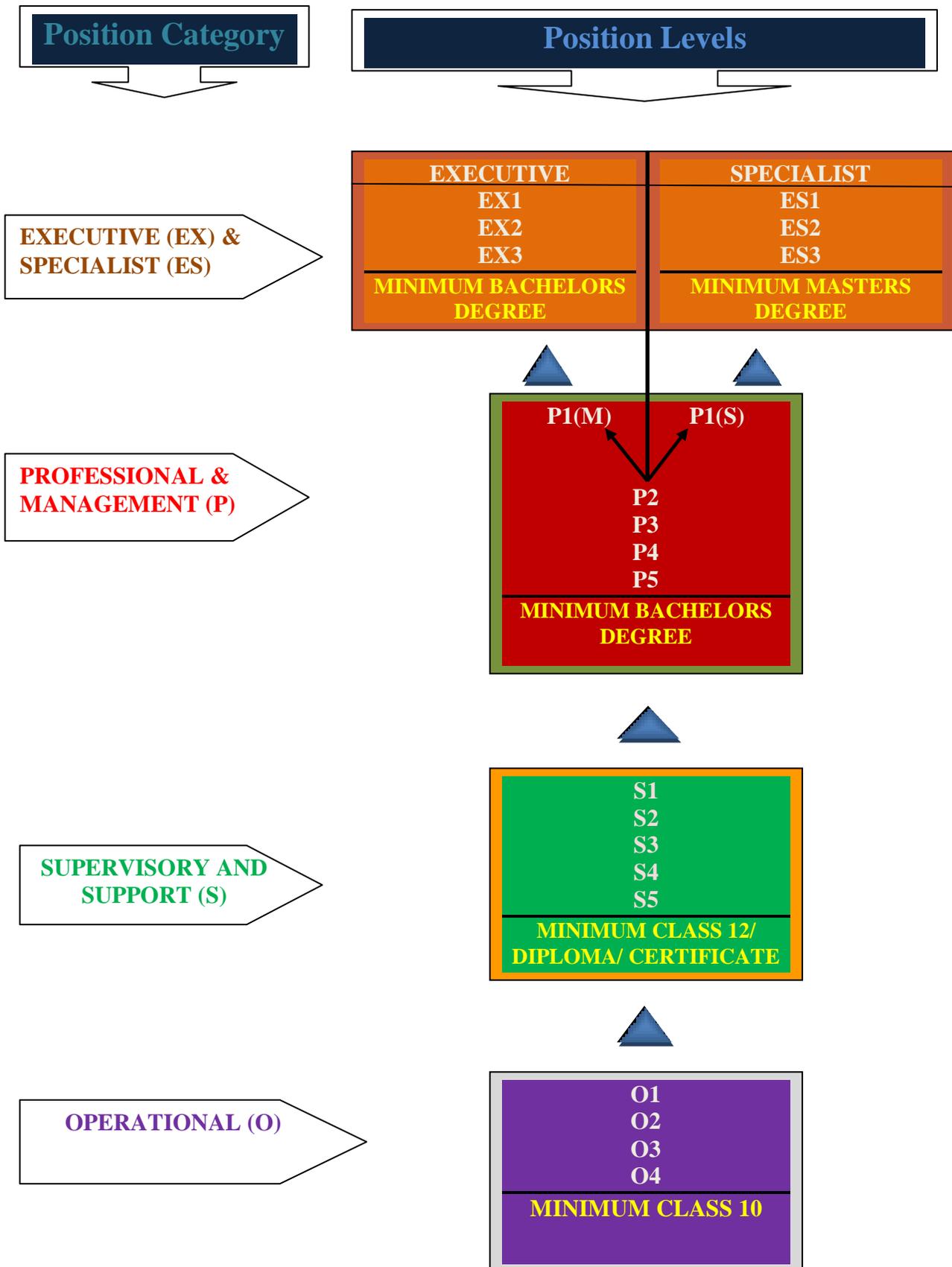
### **2.1 Policy**

- 2.1.1 Professionalise the Civil Service towards efficient and effective delivery of quality public service.
- 2.1.2 Ensure proper classification of Civil Service by Position Category, Position Levels, Major Occupational Groups and Sub-Groups.
- 2.1.3 Delineate a clear career path and hierarchy.

### **2.2 Position Category and Structure**

- 2.2.1 A position is the smallest functional unit of an Agency and determines the tasks that need to be undertaken within the overall organisational strategy.
- 2.2.2 A Position Title shall indicate the broad function of the position and to a certain extent, the level of the position in the Civil Service hierarchy.
- 2.2.3 The Civil Service shall have 17 Position Levels, which are grouped into the following four Position Categories:
  - 2.2.3.1 Executive and Specialist – 3 Position Levels
  - 2.2.3.2 Professional and Management – 5 Position Levels
  - 2.2.3.3 Supervisory and Support – 5 Position Levels
  - 2.2.3.4 Operational – 4 Position Levels

2.2.4 The structure and hierarchy of the positions shall be as follows:



2.2.5 All positions shall be aligned with one of these Position Categories based on the overall functional responsibilities and its associated Position Level and shall fall within one of the Major Occupational Groups and Sub-Groups.

2.2.6 Qualifications stated in Section 2.2.4 are the minimum requirements to enter into that Position Category. However, a civil servant with a minimum two-year Diploma, entering at S1 and S2, shall be eligible to progress to the highest Position Level of P3 in the Diploma Career Track.

2.2.7 The definition of each Position Category is outlined below:

2.2.7.1 **Executives and Specialists**

a. **Executives (EX):**

Executive's scope of authority and impact is significant both within and outside of Government. These positions have the authority to make decisions, and develop, influence or otherwise affect policy. Responsibility and accountability are focused primarily at the strategic level with appropriate tactical overview and action. Executive positions can negotiate the scope of an entire Agency's responsibilities and can define goals and objectives of their Departments and Agencies.

A Secretary to the Government is the highest Position in the Civil Service.

b. **Specialists (ES):**

Specialists are recognised as experts in their fields. These positions are responsible for carrying out research, analysis and tasks requiring top-level

expertise which can develop, influence or otherwise affect organisational and/or national policies and processes. All Specialists shall report to a management executive.

#### 2.2.7.2 **Professional and Management (P)**

The work-scope of the Professional and Management category goes beyond the day-to-day issues/activities towards influencing larger-range outcomes. It provides input to major policy issues and decisions. Its focus is primarily on determining tactical level issues and/or decisions. Its decision-making scope is within broad guidelines established within existing policies. The category relies on precedent, but may be required to undertake some original thinking and planning tasks. It implements decisions as determined by the EX/ES; and develops and recommends changes in policies and procedures. It supervises work, conducts performance appraisals, and has the responsibility of initiating disciplinary action of the Supervisory & Support and Operational Categories.

Position Level P2 shall be the deciding point for a civil servant on his future career ladder. He shall decide whether to continue service in his field of specialisation/profession or move to a management position.

#### 2.2.7.3 **Supervisory and Support (S)**

Responsibilities for this category comprises of supervising and supporting employees including scheduling and assigning of work, training and making decisions

impacting daily job functions. It implements day-to-day decisions determined by the P category. Its decision-making scope is within defined guidelines established within existing policies. It can conduct performance appraisals of direct reporting employees and has input into disciplinary actions.

#### 2.2.7.4 **Operational (O)**

Responsibilities of this category may include initial public contact responding to and routing phone calls to appropriate respondents. It may also include typing and use of computers and other office equipments to input information/data and prepare reports. Duties of the category are routine and often repetitive. Some duties may involve confidentiality. Overall, the staff under this category is required to comply with set objectives, methodology and specific task assignments.

### **2.3 Occupational Groups**

2.3.1 Civil Service positions shall be grouped into Major Occupational Groups where each group represents a broad occupational category. These are further classified into Sub-Groups based on the similarities in the nature of jobs performed by the positions within them. Every position shall be codified using three levels viz. major group, sub group and Position Level.

2.3.2 Subject to incorporation or removal of one or more groups by the RCSC, there shall be 19 Major Occupational Groups and 94 Sub-Groups in the Civil Service as listed hereunder:

	<b>Major Occupational Groups</b>	<b>Sub-Groups</b>
<b>01</b>	<b>Administration &amp; Support Services Group</b>	1. Administration Services
		2. Property & Procurement Management Services
		3. Programme Services
		4. Secretarial Services
		5. Palace Services
<b>02</b>	<b>Agriculture &amp; Livestock Services Group</b>	1. Agriculture Production Services
		2. Horticulture Development Services
		3. Post Production Services
		4. Biodiversity Services
		5. Extension Services
		6. Livestock Health Services
		7. Livestock Production Services
		8. Feed & Fodder Development Services
		9. Dairy Development Services
		10. Plant Protection Services
		11. Soil Survey & Land Evaluation Services
		12. Soil Fertility & Plant Nutrition Services
		13. Mushroom Development Services
		14. Agriculture Regulatory Services
<b>03</b>	<b>Architectural, Engineering &amp; Land Services Group</b>	1. Architectural Services
		2. Heritage Sites Conservation Services
		3. Engineering Services
		4. Farm Mechanization Services
		5. Geology and Mines Services
		6. Meteorology/Hydrology Services
		7. Land Services

		8. Map Production Services
		9. Survey Engineering Services
		10. Urban Planning Services
		11. Urban Design Services
		12. Urban Development Control Services
		13. Geographic Information System Services
		14. Technical Support Services
		15. Sanitary Services
<b>04</b>	<b>Arts, Culture &amp; Literary Services Group</b>	1. Arts & Culture Services
		2. Literary and Translation Services
<b>05</b>	<b>Education &amp; Training Services Group</b>	1. Education Management & Administration Services
		2. Vocational Education & Management Services
		3. Education Support Services
		4. Teaching Services
		5. Training/Tertiary Teaching Services
<b>06</b>	<b>Executive and Specialist Services Group</b>	1. Executive Services
		2. Specialist Services
<b>07</b>	<b>Finance &amp; Audit Services Group</b>	1. Audit Services
		2. Finance, Accounting & Budgets Services
		3. Internal Audit Services
		4. Revenue Services
<b>08</b>	<b>Foreign Services Group</b>	1. Embassy, Missions & Secretariat Services
		2. Consular Services
		3. Protocol Services
<b>09</b>	<b>Forestry &amp; Environment Protection Services Group</b>	1. Environment Services
		2. Forestry Services
<b>10</b>	<b>Human Resource</b>	1. Civil Registration & Census Services

	<b>Services Group</b>	2. Immigration Services
		3. HR Management & Development Services
		4. Training Services
		5. Industrial Relations Services
<b>11</b>	<b>Information Communication &amp; Technology Services Group</b>	1. Development Communication Services
		2. ICT Services
		3. Media Services
<b>12</b>	<b>Laboratory &amp; Technical Services Group</b>	1. Analytical Services
		2. Laboratory Support Services
		3. Diagnostic Services
<b>13</b>	<b>Legal, Judiciary and Legislative Services Group</b>	1. Judiciary Services
		2. Judiciary Support Services
		3. Legal Services
		4. Legislative Services
		5. Integrity Promotion Services
		6. Election Services
		7. Registration Services
<b>14</b>	<b>Library, Archives &amp; Museum Services Group</b>	1. Archives & Cultural Properties Services
		2. Library Services
<b>15</b>	<b>Medical and Health Services Group</b>	1. Medical and Dental Services
		2. Medical Technical Services
		3. Physiotherapy & Rehabilitation Services
		4. Radiology & Technical Services
		5. Nursing Services
		6. Public Health Services
		7. Pharmaceutical Services
		8. Traditional Medicine Services
<b>16</b>	<b>Planning &amp; Research</b>	1. Planning Services

	<b>Services Group</b>	2. Research Services
		3. Statistical Services
<b>17</b>	<b>Sports &amp; Youth Services Group</b>	1. Counseling Services
		2. Scouts Services
		3. Sports Services
<b>18</b>	<b>Trade, Industry &amp; Tourism Services Group</b>	1. Trade Services
		2. Marketing Services
		3. Industries Services
		4. Intellectual Property Services
		5. Tourism Services
<b>19</b>	<b>Transportation &amp; Aviation Services Group</b>	1. Aviation Safety Services
		2. Aviation Communication & Navigation Services
		3. Land Transport Services

## 2.4 Job Description

A Job Description is a statement of duties and responsibilities, with an outline of their relative importance which will help clarify accountabilities, determine the qualification and skill requirements, and define relationships of the position with other positions.

2.4.1 A Job Description shall contain the following details:

- 2.4.3.1 Job identification;
- 2.4.3.2 Job purpose, duties and responsibilities;
- 2.4.3.3 Minimum qualifications and experience;
- 2.4.3.4 Complexity of work;
- 2.4.3.5 Nature, scope and effect of work;
- 2.4.3.6 Instructions and guidelines available;
- 2.4.3.7 Work relationships;
- 2.4.3.8 Supervisory/Management responsibilities (if any); and
- 2.4.3.9 Job environment.

2.4.2 There shall be a clear job description for every position in the Civil Service.

2.4.3 There shall be two kinds of job descriptions as follows:

2.4.3.1 A 'generic' job description that covers the basic duties and responsibilities shared by all civil servants fulfilling the same position in whichever organisation they are employed; and

2.4.3.2 A 'specific' job description that is more contextual and outlines duties and responsibilities specific to the needs of the Agency, to which the position is affiliated.

## **2.5 Position Directory**

2.5.1 There shall be a Position Directory showing all the position titles and levels, position hierarchy including broad-banded and non broad-banded positions, minimum qualification, and entry level within Sub-Groups of all the Major Occupational Groups.

2.5.2 All civil servants shall use the assigned position titles prescribed in the Position Directory only.

2.5.3 Any change in the Position Directory shall require approval of the RCSC.

2.5.4 Addition of position in the Position Directory on need basis shall be incorporated after completing the required processes of: job identification, job description, job analysis and evaluation, and approval.

2.5.5 Position Directory shall be the main reference for recruitment, transfers, training and promotion.

## **2.6 Organisational Structure**

2.6.1 Based on decision of the Lhengye Zhungtshog the RCSC shall create, abolish, upgrade or alter organisational structures in the Civil Service, including names in consultation with Agencies concerned, except for Legislature, Judiciary and Constitutional Bodies.

2.6.2 Agencies shall consult the RCSC on any changes being proposed on the organisational structure.

2.6.3 Legislature and Constitutional Bodies shall carry out organisational changes in consultation with the RCSC.

2.6.4 The Judiciary shall create, abolish, upgrade or alter courts or tribunals while other organisational changes shall be carried out in consultation with the RCSC.

## **2.7 Staffing Pattern and Strength**

The RCSC in consultation with Agency concerned shall:

2.7.1 Determine staffing pattern and Strength;

2.7.2 Create, abolish or classify positions; and

2.7.3 Carry out Organisational Development reviews at regular intervals.

## **2.8 Parent Agencies**

2.8.1 The RCSC shall be the final authority for all the HR actions in the Civil Service as 'the central personnel agency of the Government' except for the positions mentioned in the Constitution and the Civil Service Act of Bhutan 2010.

2.8.2 The RCSC may designate appropriate agencies as Parent Agencies, on case by case basis, to look after certain professions in the Civil Service on its behalf.

2.8.3 Purpose

2.8.3.1. To enhance the Royal Government's decentralisation policy.

2.8.3.2. To enhance clarity and streamline specific HR roles to avoid duplications and confusions between the Dzongkhag /Thromde Administrations and the Central Agencies.

2.8.3.3. To focus on the professional and capacity development of civil servants belonging to certain specific profession.

2.8.4 Power and authority

A Parent Agency shall have the following authority and responsibilities:

2.8.4.1 Carry out succession planning for training and transfer of Professionals in consultation with Dzongkhags/Thromde and other Working Agencies;

2.8.4.2 Carry out transfers in accordance with Sections 14.4.6 and 14.4.7 of Chapter 14 on Transfer;

2.8.4.3 Implement Inter-Agency transfers of professionals in consultation with the other Working Agencies;

2.8.4.4 In addition to the efforts of the Working Agency, the Parent Agency shall spearhead in the development of certain profession and carry out professional

development such as training, both short-term and long-term, and both in-country and ex-country;

- 2.8.4.5 Coordinate and conduct in-service recruitment at Professional & Management position category for the Agencies;
- 2.8.4.6 Coordinate and conduct new recruitments into the Civil Service at the Supervisory and Support Position Category for the Agencies;
- 2.8.4.7 Coordinate submission of fast-track, meritorious and Specialist promotions to the RCSC;
- 2.8.4.8 Issue guidelines for the performance management, in accordance with the provisions of the BCSR, which shall be taken into account by the implementing Agencies;
- 2.8.4.9 A Parent Agency shall not:
  - i. Carry out transfers without first consulting the Working Agency, if a civil servant is yet to complete the minimum years of eligibility as per Sections 14.4.6 and 14.4.7 of Chapter 14 on Transfer;
  - ii. Depute a civil servant on training without first consulting the Working Agency;
  - iii. Carry out inter-Major Occupational Group transfer; and

- iv. Transfer Professionals to Embassies/Missions/ Consulates, except those under the MoFA, in contravention to Section 14.4.9 of Chapter 14 on Transfer.

2.8.4.10 Withdrawal of Parent Agency system

Any abuse of the Parent Agency system or non compliance of the provisions of this Rule may result in the eventual withdrawal of the Parent Agency-ship.

2.8.4.11 The Parent Agency system

a. A Civil Servant working in a Dzongkhag/Thromde shall be with a Parent Agency as follows:

- i. Civil Servants working in Dzongkhag/ Drungkhag/ Thromde Headquarters:

<b>Services/Sub-Group</b>	<b>Parent Agency</b>
Extension Services (Agriculture & Livestock)	Ministry of Agriculture & Forests
Forestry Services	
Education Support Services	Ministry of Education
Revenue Services	Ministry of Finance
Finance, Accounting and Budget Services	
Internal Audit Services	
Property & Procurement Management Service (procurement only)	
Public Health Services	Ministry of Health
Civil Registration & Census Services	Ministry of Home & Cultural Affairs
Arts and Culture Services	
Property & Procurement Management Service (other than	

procurement)	
Administration Services (pool staff)	Ministry of Home & Cultural Affairs/Thromde concerned
Secretarial Services	
ICT Services	Ministry of Information & Communications
Engineering Services	Ministry of Works & Human Settlement
Urban Planning Services	
Urban Development Control Services	
Technical Support Services	
Planning Services	Gross National Happiness Commission
HR Management & Development Services (excluding Employment Officers)	RCSC
Land Record Services	National Land Commission
Survey Engineering Services	
Legal Services	Office of Attorney General
Environment Services	National Environment Commission
Statistical Services	National Statistics Bureau
Election Services	Election Commission of Bhutan

- ii. Civil Servants working in the Field Offices/ establishments under the Dzongkhag/Thromde Administration, except those mentioned under Section 2.8.4.11(b):

<b>Field Office</b>	<b>Parent Agency</b>
Schools	Ministry of Education
Hospitals/BHUs	Ministry of Health

RNR Centers/Extension Offices	Ministry of Agriculture & Forests
Veterinary Hospitals	
Geog Administration Officers	Ministry of Home & Cultural Affairs
Accounts Assistants	Ministry of Finance

iii. Similar to Civil Servants working in the Dzongkhag/Thromde/ Field Offices/ establishments, civil servants working in the following shall belong to a particular Parent Agency, except those mentioned under Section 2.8.4.11(b):

- National Centres
- Regional Offices
- Research Institutes
- Training Institutes
- Tertiary Institutes

b. In addition to the above, the following shall be the Parent Agencies for selected cross sector services of all Ministries and Autonomous Agencies:

<b>Services/Sub-Group</b>	<b>Parent Agency</b>
Finance, Accounting and Budget Services	Ministry of Finance
Internal Audit Services	
Property & Procurement Management Service (procurement only)	
ICT Services	Ministry of Information & Communications
Legal Services including legal professionals (i.e. Legislative Services) working in the National Assembly and National Council Secretariats	Office of Attorney General

Survey Engineering Services and Land Record Services	National Land Commission
HR Management & Development Services (excluding Employment Officers)	RCSC

Note: For those not specified above, their Working Agency shall also be Parent Agency.

### 2.8.5 Responsibilities of the Working Agencies

2.8.5.1 Power and authority shall be as per the delegation prescribed in the BCSR.

2.8.5.2 All civil servants posted to an Agency shall be within the staff strength of that Agency and be fully accountable to the Agency.

2.8.5.3 All Agencies shall have full control and authority for suspension, retirement, leave, recruitment, promotion, training, suspension and disciplinary actions as delegated in the BCSR.

2.8.5.4 The power shall be exercised only through the Human Resource Committee/Council.

## 2.9 Human Resource Committee

2.9.1 Every Agency shall institute a HR Committee.

2.9.2 Purpose

2.9.2.1 HR Committee shall guide and address all Human Resource actions within an Agency to promote broader participation, ensure fair and transparent HR decisions based on merit.

2.9.2.2 HR Committee shall ensure that all HR actions are in line with the Constitution of Bhutan, the CSAB 2010, the BCSR, the Government policies and the organisational development goals and objectives.

### 2.9.3 Composition

2.9.3.1 An HR Committee shall have a minimum of five members including the Chairperson. Further, the RCSC reserves the right to participate in the Committee if necessary.

2.9.3.2 The composition of HR Committee at various levels shall be as follows:

#### I. Ministry

a. Chairperson: Secretary

b. Members:

i. All Directors/Director Generals;

ii. Chief Administration Officer;

iii. Chief Planning Officer;

iv. Senior most Legal Officer;

v. Other relevant officers;

vi. A representative of RCSC for in-service recruitment of civil servants to positions in P1;  
and

vii. Senior most HR Officer – Member-Secretary.

#### II. Judiciary

Judiciary shall constitute HR Committee to execute HR actions which are not covered by the Judicial Council.

#### III. Constitutional Offices

a. Chairperson: Head of Constitutional Office

- b. Members:
  - i. Director(s);
  - ii. All Division Chiefs/Service Heads;
  - iii. Other relevant officials;
  - iv. A representative of RCSC for in-service recruitment of civil servants in P1 & above;  
and
  - v. HRO – Member-Secretary.

However, the Head of the Constitutional Office may delegate the HR Committee Chairpersonship to a Commissioner /Director/Deputy Auditor General.

#### IV. Autonomous Agency

- a. Chairperson: Head of Agency/Executive Secretary for Thromdes
- b. Members:
  - i. All Division Chiefs/Service Heads;
  - ii. Other relevant officials;
  - iii. A representative of RCSC for in-service recruitment of civil servants in P1; and
  - iv. HRO – Member-Secretary.

#### V. Dzongkhag

- a. Chairperson: Dzongdag
- b. Members:
  - i. Dzongrab;
  - ii. Senior most Administration Officer;
  - iii. Senior most Planning Officer;
  - iv. Senior most Legal Officer;
  - v. Relevant Sector Heads; and
  - vi. Senior most HRO – Member-Secretary.

2.9.4 Members shall declare Conflict of Interest as per ***Annexure 3/1***

2.9.5 Responsibilities of HR Committee

2.9.5.1 General:

- a. Ensure effective enforcement of the provisions of the Constitution, Civil Service Act of Bhutan 2010 and the BCSR;
- b. Formulate/review HR matters;
- c. Review appeals on HR actions;
- d. Review appeals on performance appraisal; and
- e. Review and adjudicate disciplinary cases.

2.9.5.2 Specific:

- a. HR Planning:  
Review and recommend:
  - i. Structure, staffing pattern & strength; and
  - ii. HRD plans.
- b. Recruitment, Selection & Appointment:  
Recruit, select and appoint qualified and suitable candidates as per the provisions of the BCSR.
- c. Promotion:
  - i. Review and approve promotions within broad-banded positions;
  - ii. Review and recommend meritorious, fast-track and Specialist promotions;
  - iii. Review applications and shortlist eligible candidates for promotions against post vacancies; and
  - iv. Conduct selection interview and approve or recommend as per delegation of authority.

- d. Transfer:
  - i. Review and approve intra-Agency transfer that does not involve change of Position Title or Major Occupational Group; and
  - ii. Review and recommend intra/inter-Agency transfer involving change of Position Title or Major Occupational Group or Sub-Group.
  
- e. Induction:

Institute proper induction programmes for candidates newly joining the Agency.
  
- f. Training :

In keeping with the delegation of authorities on training under the BCSR, the HR Committee is the highest approving authority within an Agency.
  
- g. Leave  

In keeping with the delegation of authorities under the BCSR, the HR Committee shall approve/recommend the following:

  - i. Extraordinary Leave;
  - ii. Medical Leave beyond one month; and
  - iii. Study Leave.
  
- h. Early Retirement Scheme (ERS):

Review and approve/recommend civil servant opting for ERS.
  
- i. Responsibilities of the Chairperson:

The Chairperson shall be accountable for regular convening of the HR Committee meetings.

- j. Responsibilities of Member-Secretary:
  - i. Preparation of Agenda
  - ii. Coordination of Meetings
  - iii. Keeping minutes and records of Meetings
  - iv. Coordinate and follow-up on all HR Committee decisions.

2.9.6 In Ministries, chairmanship of HR Committee may be delegated to a member at EX Position Level for recruitment, promotion, transfer, training and ERS for civil servants of S3 and below.

## **2.10 Delegation of Authority to the Agency**

The RCSC may delegate its functions in writing and subject to such condition to be prescribed in the rules and regulations to a person, Agency, Authority or entity including its Secretariat from time to time as appropriate.

## **2.11 Human Resource (HR) Audit**

As required by the CSAB 2010, the RCSC shall carry out HR Audit in the Civil Service as prescribed in Chapter 23.

## **CHAPTER 3: CIVIL SERVICE CODE OF CONDUCT AND ETHICS**

### **3.1. Policy**

- 3.1.1 Establish desired standard of behavior amongst the civil servants.
- 3.1.2 Promote and maintain trust and respect.
- 3.1.3 Inform general public and stakeholders on the Civil Service Code of Conduct and Ethics.

### **3.2. Code of Conduct and Ethics**

A civil servant bestowed with the unique privilege and honour to serve the *Tsa-Wa-Sum* and with confidence and trust reposed in him shall abide by the following Code of Conduct and Ethics:

- 3.2.1 A civil servant shall be conversant with and uphold all the provisions of the Constitution, CSAB 2010 and BCSR.
  - 3.2.1.1 A civil servant SHALL:
    - i. Read, understand and abide by all provisions of the Constitution, CSAB 2010 and BCSR;
    - ii. Share with and guide his superiors, peers and subordinates if they are not aware of any of the provisions;
    - iii. Abide by the laws and rules of the country; and
    - iv. Undertake courses on code of conduct and ethics as and when made available.
  - 3.2.1.2 A civil servant SHALL NOT:
    - i. Remain apathetic about the provisions of the Constitution, CSAB 2010 and BCSR; and

- ii. Breach or attempt to breach any of the laws or rules of the country.

3.2.2 A civil servant shall cherish, subscribe and promote the values of *Tha Damtsi and Ley Jumdrej* while serving the *Tsa-Wa-Sum*.

3.2.2.1 A civil servant SHALL:

- i. Always be loyal and faithful to the *Tsa-Wa-Sum*; and
- ii. Uphold both explicit and implicit terms and understandings he has with the Royal Government, public, family, agency, superiors, peers, subordinates and clients.

3.2.2.2 A civil servant SHALL NOT:

- i. Disrepute the Royal Government, Agencies, superiors, peers and subordinates;
- ii. Engage in any irrational decision-making and behaviour; and
- iii. Breach the norms and values of the society.

3.2.3 A civil servant shall maintain *Driglam Namzhag*, official decorum and refrain from indulging in gambling or other habits and behaviour that affect one's performance of official duties and/or tarnishes the image of the Civil Service.

3.2.3.1 A civil servant SHALL:

- i. Be punctual and regular at work;
- ii. Deal with clients in a manner that befits his position;
- iii. Demonstrate exemplary behaviour and actions at all times; and

- iv. Respect others and acknowledge, when others respect him.

3.2.3.2 A civil servant SHALL NOT:

- i. Indulge in gambling or similar activities that may jeopardize his official reputation and performance;
- ii. Engage in individual or group altercation in public, related to official duty or otherwise; and
- iii. Speak and act in a way that is not in conformity to the civil service values of integrity, professionalism, honesty, impartiality, accountability, loyalty, and leadership.

3.2.4 A civil servant shall render services with due respect, courtesy, sincerity and to the best of his knowledge and abilities.

3.2.4.1 A civil servant SHALL:

- i. Welcome and treat his clients with dignity and humility;
- ii. Always realise that he is a civil “servant” and paid to serve;
- iii. Be genuine in his behaviours, thoughts and actions;
- iv. Provide services with right frame of mind and as per established rules and procedures; and
- v. Respect the “Rights and Duties” of the client.

3.2.4.2 A civil servant SHALL NOT:

- i. Falsely bring down the honour, reputation and dignity of another civil servant or client;
- ii. Insult or disclose personal aspects of another civil servant or a client in public;

- iii. Constantly criticise or unreasonably humiliate someone with whom he has dealings;
- iv. Resort to unreasonable argument or violence with clients while carrying out his duty; and
- v. Intentionally delay a service or ignore a client.

3.2.5 A civil servant shall maintain the highest standard of, amongst others, **integrity, honesty, fortitude, selflessness, loyalty, right attitude, right aptitude, patriotism** and **endeavour** to maintain **professional excellence** in service of the *Tsa-Wa-Sum*.

3.2.5.1 **Integrity** means possessing high moral and professional standards while performing duty. For this purpose, it means maintaining integrity at work.

- a. A civil servant SHALL:
  - i. Be conscientious at all times;
  - ii. Fulfill his duties and responsibilities reliably;
  - iii. Act in a way that is ethical and that deserves and retains confidence of all those with whom he deals;
  - iv. Uphold administration of justice;
  - v. Deal with the public and their affairs fairly, efficiently, promptly, effectively and sensitively;
  - vi. Intend all his thoughts and actions at benefiting the system, society and country;
  - vii. Recognise and reward only those who truly deserve;
  - viii. Maintain self-discipline and self-respect at all times; and
  - ix. Be loyal to his Agency and Royal Government, and industrious at work.

- b. A civil servant SHALL NOT:
  - i. Harbour any personal propaganda while discharging official duty;
  - ii. Claim merit or have expectations beyond what he deserves or is entitled to;
  - iii. Indulge in sycophancy and superfluous behaviour;
  - iv. Engage in nepotism, favouritism or patronage;
  - v. Neglect his duties and responsibilities;
  - vi. Hold malicious intent or vengeance against a client;
  - vii. Resent an admonishment or punishment he deserved;
  - viii. Use **office** time and resources for personal purposes; and
  - ix. Criticise his Agency and Royal Government.

3.2.5.2 **Honesty** means being truthful and trustworthy.

- a. A civil servant SHALL:
  - i. Declare private interests relating to his official duties and take steps to resolve conflicts arising in a way that protects the public interests;
  - ii. Display all facts and figures truthfully and completely;
  - iii. Admit his mistake and rectify it immediately;
  - iv. Provide sincere and complete advices, feedback and suggestions to superiors, peers and subordinates;
  - v. Admit when he does not possess authority to decide;

- vi. Communicate openly and effectively with clients; and
- vii. Give due acknowledgement for the work done by others, including subordinates.

b. A civil servant SHALL NOT:

- i. Be impolite while being honest;
- ii. Be deceptive and propagandistic;
- iii. Hide or tamper facts and figures;
- iv. Blame others for his mistake;
- v. Intentionally mislead by giving half-truth, fib or an omission of part or whole of information; and
- vi. Make decisions he is not authorised to.

3.2.5.3 **Fortitude** means being strong and courageous in carrying out duties.

a. A civil servant SHALL:

- i. Be bold, firm and consistent in carrying out duties; and
- ii. Be upright in pointing out what is right and wrong.

b. A civil servant SHALL NOT:

- i. Fear consequences for being honest and sincere in his duties;
- ii. Change his position or stand upon unfair pressure; and
- iii. Lose focus of his Agency's mandates, and his duties and responsibilities.

3.2.5.4 **Selflessness** means giving priority to the nation's interests and his official duty.

- a. A civil servant SHALL:
  - i. Always take decisions solely in terms of the public interest;
  - ii. Put official obligations before personal interests;
  - iii. Always be kind and extend full cooperation and support;
  - iv. Be a team player;
  - v. Always be aware and mindful of the needs, aspirations and hopes of his colleagues;
  - vi. Rejoice in his colleagues' achievements; and
  - vii. As Head of Agency or Supervisor, be considerate of the needs of his staff to the extent possible.
  
- b. A civil servant SHALL NOT:
  - i. Be influenced by ulterior motives while carrying out duties; and
  - ii. Intentionally disadvantage a colleague for own benefits.

3.2.5.5 **Loyalty** means being true, loyal and faithful to the *Tsa-Wa-Sum* at all times.

- a. A civil servant SHALL:
  - i. Defend and implement the policies and programmes of the Royal Government and his Agency;
  - ii. Work towards achieving the objectives of his Agency;

- iii. Be economical and pragmatic about his Agency's resources;
- iv. Continuously learn and develop himself to benefit his Agency;
- v. Be reliable, diligent and responsible in his duties;
- vi. Handle and use office equipment carefully; and
- vii. Be prudent in use of public resources.

b. A civil servant SHALL NOT:

- i. Criticise in public the policies, programmes and actions of his own Agency;
- ii. Engage in corrupt activities;
- iii. Obstruct the success of his Agency;
- iv. Steal or vandalize office properties; and
- v. Embezzle.

3.2.5.6 **Right Attitude** means having positive way of thinking and perception.

a. A civil servant SHALL:

- i. Uphold the right attitude about his work and people at all times;
- ii. Build and maintain smooth and effective interpersonal relationships;
- iii. Accept his weaknesses positively and work on improving them;
- iv. Understand other's weaknesses and help them improve;
- v. Be motivated and work hard not only for his Agency, but also for his own job satisfaction;
- vi. Be accountable for his actions;

- vii. Respect seniors and elders;
- viii. Promote organisational harmony; and
- ix. Respect views, initiatives and contributions of subordinates.

b. A civil servant SHALL NOT:

- i. Resent when he is called for accountability;
- ii. Resent or be intolerable to disagreements; and
- iii. Think he is doing his clients a favour by doing his job.

3.2.5.7 **Right aptitude** means possessing appropriate ability and values that support it.

a. A civil servant SHALL:

- i. Try to be creative and productive;
- ii. Take interests to learn every day and do it better each day; and
- iii. Know his strengths to uphold them and weaknesses to improve on them.

b. A civil servant SHALL NOT:

- i. Complain about his job, and remain apathetic and unproductive; and
- ii. Influence others with his isolated values about the job and make them ineffective.

3.2.5.8 **Patriotism** means loving and being proud of one's country, and serving the nation's interests with heart and soul.

- a. A civil servant SHALL:
  - i. Love and serve the *Tsa-Wa-Sum*;
  - ii. Be happy and proud of being Bhutanese;
  - iii. Do things that will strengthen peace, prosperity and happiness in the country;
  - iv. Be a Goodwill Ambassador of the country while on study/training or otherwise abroad;
  - v. Be sincere during trainings/visits outside and bring back maximum information, knowledge and skills to benefit the nation; and
  - vi. Be willing to volunteer to serve the nation in times of need.
  
- b. A civil servant SHALL NOT:
  - i. Engage in any thought or action that would undermine peace, security and sovereignty of the nation;
  - ii. Say things or involve in activity that would tarnish the image of the country; and
  - iii. Engage in thoughts or actions that would undercut his motivation to be sincere and hardworking.

3.2.5.9 **Professional excellence** means possessing right attitude and aptitude supported by strong values.

- a. A civil servant SHALL:
  - i. Serve with competence, efficiency, timeliness and truthfulness in his duty;
  - ii. Carry out his duty ethically and responsibly;
  - iii. Maintain an acceptable standard of behaviour; and

iv. Gain and maintain respect of all stakeholders.

b. A civil servant SHALL NOT:

- i. Engage in unethical behaviour and substandard skills while carrying out duty; and
- ii. Discriminate his clients while performing duty.

3.2.6 A civil servant shall not misuse his official position and authority.

3.2.6.1 A civil servant SHALL:

- i. Lead and manage human resources effectively and responsibly;
- ii. Use his position and resources to fulfill mandates of his Agency;
- iii. Be the role model within and outside his Agency;
- iv. Respect the public interests while making decisions; and
- v. Declare Conflict of Interests.

3.2.6.2 A civil servant SHALL NOT:

- i. Engage in patronage, favouratism, and nepotism;
- ii. Show any irrational behaviour that would unfairly disadvantage a subordinate;
- iii. Expect, or make subordinate do things, which may not be part of his official duty;
- iv. Attempt to influence staff and clients for personal gains;
- v. Act in contravention to the prevailing rules and other legal requirements; and
- vi. Misuse human resources and Government properties.

3.2.7 A civil servant shall maintain confidentiality of official information and decisions.

3.2.7.1 A civil servant SHALL:

- i. Uphold the duty of confidentiality at all times.
- ii. Be as open as he is required with his immediate official colleagues about decisions and actions;
- iii. Restrict certain information to protect wider interest; and
- iv. Maintain confidentiality of information discovered in the course of duty, both while in service and after separation.

3.2.7.2 A civil servant SHALL NOT:

- i. Disclose information to an inappropriate person or system;
- ii. Share information with anyone including his family until it is brought to public by the authority concerned or an authorised person; and
- iii. Use information for personal gains.

3.2.8 A civil servant shall ensure efficiency, effectiveness, professionalism, meritocracy and accountability.

3.2.8.1 A civil servant SHALL:

- i. Be economical and result-oriented while carrying out his duty;
- ii. Uphold principles of ethics and morality associated with his job;
- iii. Be accountable for decisions he makes and other actions and behaviours; and
- iv. Make decisions based on merit of the case.

3.2.8.2 A civil servant SHALL NOT:

- i. De-motivate his subordinates by withholding important information about the Agency's objectives, priorities and decisions;
- ii. Leave his tasks incomplete; and
- iii. Make decisions which are not in line with the Government's policy and his Agency's objectives.

3.2.9 A civil servant shall ensure cooperation within the Civil Service and judicious use of resources.

3.2.9.1 A civil servant SHALL:

- i. Extend support and cooperation within as well as beyond his own Agency;
- ii. Make efforts to minimise waste of his Agency and nation's resources; and
- iii. Communicate effectively and on time within his own Agency as well as with others.

3.2.9.2 A civil servant SHALL NOT:

- i. Engage in incitement and conflicts;
- ii. Mislead or give false information; and
- iii. Ignore instructions and established norms and guidelines.

3.2.10 A civil servant shall avoid all forms of discrimination and favour in discharging official responsibilities.

3.2.10.1 A civil servant SHALL:

- i. Treat his clients objectively and fairly; and
- ii. Make decisions based on the merit of the case.

3.2.10.2 A civil servant SHALL NOT:

- i. Favour, show or intend disfavour towards anyone based on personal relationships, gender, appearance, region, ethnicity and family background, being rich or poor, health and physical condition and religion; and
- ii. Make decisions, pass judgments or comments, based on the aforementioned attributes of a person.

3.2.11 A civil servant shall declare and avoid Conflict of Interest in the process of official decision-making and while discharging all other official responsibilities.

3.2.11.1 A civil servant SHALL:

- i. Honestly and voluntarily declare, and avoid Conflict of Interest as per **Annexure 3/1**;
- ii. Encourage others to declare Conflict of Interest; and
- iii. Enable an environment conducive to making fair and objective decisions.

3.2.11.2 A civil servant SHALL NOT:

- i. Participate in a decision-making process where he cannot respect the merit of the case because of his own personal interests and/or relationship with stakeholders;
- ii. Participate in any Committee Meeting when the Committee is required to make decisions pertaining to someone with whom he may have positive or negative relationships;

- iii. Lobby his Agency or others to promote the business or trade of his family or relatives; and
- iv. Borrow money, materials, equipments or any other resources from his clients by which his objective judgment would be compromised.

3.2.12 A civil servant shall not accept, for self or family members, favours, gifts, benefits or donations which can be construed by the authority as affecting the decisions and performance of his duties except as permitted by laws.

3.2.12.1 A civil servant SHALL:

- i. Be aware of prevailing rules and regulations concerning gifts;
- ii. Declare to immediate supervisor/manager when the gift he has received is worth more than permissible; and
- iii. Ensure that his decisions are not influenced by gifts, favours or benefits he may have received.

3.2.12.2 A civil servant SHALL NOT:

- i. Accept gifts that would be construed as affecting the objectivity of the decisions he makes; and
- ii. Extend unethical or illegal favours to anyone, which is obligated by gifts he has received.

3.2.13 A civil servant shall not accept titles or decorations from foreign States or Organisations without the approval of the Royal Government.

3.2.13.1 A civil servant SHALL:

- i. Judge, rationalise, analyse and convince himself that such title or decoration does not have any negative implication to his Agency and the nation;
- ii. Be sure that it is not in conflict with his official duties and responsibilities; and
- iii. Communicate to the Royal Government or any appropriate authority, and obtain prior approval.

3.2.13.2 A civil servant SHALL NOT:

- i. Accept title or decoration that may not be in the interest of his Agency and the nation;
- ii. Seek or accept a title or decoration that may entail Conflict of Interests; and
- iii. Accept a title or decoration without prior approval of the Royal Government or an appropriate authority.

3.2.14 A civil servant shall be apolitical, non-partisan and not stand for election under electoral laws of the Kingdom and engage in proselytisation.

3.2.14.1 A civil servant SHALL:

- i. Remain and uphold the political neutrality of the Civil Service at all times; and
- ii. Respect the country's religious and cultural heritage.

3.2.14.2 A civil servant SHALL NOT:

- i. Be a candidate for any election conducted under the electoral laws of the Kingdom or hold any paid or unpaid post in any political party;

- ii. Canvass for a political party or a candidate in an election conducted under the electoral laws of the Kingdom;
- iii. Attend political party meetings and carry out activities related to such parties;
- iv. Perform or neglect his duty based on his political view; and
- v. Impose or influence another person or group to change political views or religion.

3.2.15 A civil servant shall not engage in sexual harassment.

Sexual harassment means an “unwelcome verbal, visual, or physical conduct of a sexual nature that is severe or pervasive and affects working conditions or creates a hostile work environment.”

3.2.15.1 A civil servant SHALL:

- i. Demonstrate to clients behaviour that befits his position;
- ii. Treat everyone professionally;
- iii. Avoid and discourage using words and gestures that may be sexually offensive or suggest sexual interest;
- iv. Openly communicate and provide feedback if what his superiors and colleagues/subordinates do or say is professionally or morally unacceptable; and
- v. Report to appropriate authority without fear or prejudice if situation does not improve.

3.2.15.2 A civil servant SHALL NOT:

- i. Pass lewd remarks to his colleagues and customers;
- ii. Engage in physical gestures or activities that may suggest sexual interests;
- iii. Use his position to gain or force sexual favour; and

- iv. Take undue advantage of innocent villagers while on tours.

3.2.16 A civil servant shall appear before Disciplinary Committee or Administrative Review Committee or Administrative Tribunal or Court of Law or other Appellate Authority, as and when summoned.

3.2.16.1 A civil servant SHALL:

- i. Respect and attend the summons of the Court of law;
- ii. Respect and attend the call of his Agency's Disciplinary Committee;
- iii. Respect and attend the call of the Administrative Tribunal; and
- iv. Produce all information of facts and figures before the Court, Administrative Tribunal or Disciplinary Committee or Administrative Review Committee or Appellate Authority, without fear or favour.

3.2.16.2 A civil servant SHALL NOT:

- i. Excuse himself from appearing the Court, Administrative Tribunal or Administrative Review Committee or Disciplinary Committee, except in emergency; and
- ii. Hide or tamper records of information related to the case in question.

3.2.17 A civil servant shall refrain from unauthorised communication of information, which shall be detrimental to the smooth and efficient functioning of the Royal Government and the prestige, territorial integrity, national security and stability of the Kingdom as a sovereign and independent nation.

3.2.17.1 A civil servant SHALL:

- i. Maintain confidentiality of information that is critical in the interest of the nation's security;
- ii. Be able to understand the importance and necessity of not disclosing certain information;
- iii. Realise that the first priority of every Bhutanese is the security and sovereignty of the nation; and
- iv. Ensure he has the necessary authority to disclose important official information.

3.2.17.2 A civil servant SHALL NOT:

- i. Disclose critical information to inappropriate person or audience; and
- ii. Use such information to incite disorder in the community and nation.

3.2.18 A civil servant shall refrain from making any statement of fact or opinion in the media or in any document which may have adverse effects against policies or actions of the Royal Government.

3.2.18.1 A civil servant SHALL:

- i. Maintain the integrity of the position he is holding;
- ii. Always support the Royal Government in furthering its policies and programmes; and
- iii. Give all his expertise and feedback in-house.

3.2.18.2 A civil servant SHALL NOT:

- i. Criticise or undermine policies, programmes and actions of the Royal Government in public and/or media.

3.2.19 A civil servant shall abstain from indulging in any activity or association that adversely affects an institution, national sovereignty and integrity of the country.

3.2.19.1 A civil servant SHALL:

- i. Be aware of the purpose of an activity or Association before becoming part of it;
- ii. Be sure joining an activity or Association is not in conflict with his official position;
- iii. Consult appropriate authority prior to joining a significant activity or Association; and
- iv. Bring to the notice of relevant authority if he knows of any such inconsistent and inappropriate activity.

3.2.19.2 A civil servant SHALL NOT:

- i. Be a member of, belong to or take part in a society, assembly or association that is:
  - a) Not in the interest of the nation's security and sovereignty, and development processes.
  - b) Not legally and formally established/registered with approval of Competent Authority.
  - c) Profit making in nature.
  - d) Aligned with political parties.
  - e) Established for the purposes of collective bargaining or pressure group against the policies and plans of the Royal Government rather than to promote professional and ethical standards, proficiency, knowledge and skills.
- ii. Indulge in the sabotage of his Agency's and the nation's plans and programmes;

- iii. Aid or cover another person or group engaged in anti-Agency or anti-social activities; and
- iv. Breach the Civil Service Code of Conduct and Ethics for being a member of an association.

3.2.20 A civil servant shall not instigate, involve or participate in a strike, demonstration, marches or other similar activities except those required as a part of his direct official functions.

3.2.20.1 A civil servant SHALL:

- i. Be aware of his 'rights and duties' as a civil servant;
- ii. Fully concentrate on serving the *Tsa-Wa-Sum*;
- iii. Make efforts to dissuade such events; and
- iv. Ensure that participation in any type of peace marches/parades directly related to his official functions has prior approval of the Working Agency.

3.2.20.2 A civil servant SHALL NOT:

- i. Initiate, support or participate in any form of demonstration or similar other activities; and
- ii. Coerce or be coerced to be part of such activities.

3.2.21 A civil servant shall not provide any wrong information to the Royal Government.

3.2.21.1 A civil servant SHALL:

- i. Exercise an honest, informed and sincere judgment at all times while discharging his duty;
- ii. Be professional and expert in his field of work; and

- iii. Provide correct information and realistic recommendations.

3.2.21.2 A civil servant SHALL NOT:

- i. Mislead his superiors, peers and subordinates; and
- ii. Conceal or tamper any information of facts and figures.

3.2.22 A civil servant shall not coerce, attempt to coerce, order or advise an individual to pay, lend or contribute anything of value to a party, association, Non-Governmental Organisation (NGO), Agency or person whose activities are prejudicial to the *Tsa-Wa-Sum*.

3.2.22.1 A civil servant SHALL:

- i. Ensure that his Agency is free of adverse activities; and
- ii. Attempt to deal or report an adverse activity in his Agency or other Agencies to an appropriate authority on time.

3.2.22.2 A civil servant SHALL NOT:

- i. Support an individual, group or Organisation whose presence and activities are contentious;
- ii. Ask for donation to support such institutions; and
- iii. Lobby for or do things to promote such institutions.

3.2.23 A civil servant shall not undertake any activity, private trade/commercial activity or additional employment that causes Conflict of Interest with his official duties and responsibilities.

3.2.23.1 A civil servant SHALL:

- i. Sincerely and fully dedicate his energy and time to fulfill his official duties;
- ii. Be available for duty beyond official time if required; and
- iii. Honestly declare when his spouse is in some business or trade, particularly when it is related to his roles and responsibility.

3.2.23.2 A civil servant SHALL NOT:

- i. Engage in any work or activity outside his official duty during office time;
- ii. Carry out a business or trade that would need him to apportion or compromise his loyalty and integrity;
- iii. Involve with his spouse's business or trade; and
- iv. Use his official position to promote family's business or trade.

3.2.24 A civil servant shall declare assets and liabilities periodically to the authorities concerned as prescribed by law/rule.

3.2.24.1 A civil servant SHALL:

- i. Maintain a proper record of his wealth and assets and liabilities; and
- ii. Be aware of and strictly abide by the assets declaration rule.

3.2.24.2 A civil servant SHALL NOT:

- i. Acquire assets through unethical or illegal means;
- ii. Make false declaration; and

- iii. Aid or conceal such vices happening in his environment.

3.2.25 A civil servant shall refrain from imbibing intoxicating substances within the duty premises and consuming alcoholic drinks and related intoxicants after office hours that may affect his normal behaviour or endanger the safety of other people. Further, a civil servant shall totally abstain from use of psychotropic or habit-forming drugs, unless prescribed by a competent medical officer.

3.2.25.1 A civil servant SHALL:

- i. Be competent with the right state of mind, speech and action at all times; and
- ii. Be mindful of the need to maintain acceptable image of a civil servant.

3.2.25.2 A civil servant SHALL NOT:

- i. Consume drugs, alcoholic drinks or any other substance that may weaken his personal integrity;
- ii. Engage in buying and selling or transportation of any intoxicants; and
- iii. Come to work intoxicated or bring such things and consume at work.

3.2.26 A civil servant shall not victimize or discriminate another civil servant who reports breaches or alleged breaches of the Civil Service Code of Conduct and Ethics.

3.2.26.1 A civil servant SHALL:

- i. Report to authorities concerned on corrupt practices; and

- ii. Maintain confidentiality of identity and ensure protection of the informant.

3.2.26.2 A civil servant SHALL NOT:

- i. Initiate or take actions without verifying the case;
- ii. Covertly or overtly victimize the informant; and
- iii. Support or conceal information related to corrupt practices.

3.2.27 A civil servant shall always be proactive especially while delivering services to the public and always make his best efforts in terms of *lue nga yi sum* (body, speech and mind) in all his official duties, in particular, and for the cause of *Tsa-Wa-Sum*, in general.

3.2.28 A civil servant is *in principle* on official duties for twenty four hours a day and seven days a week and is accordingly paid for and, as such, is liable for call to duty anytime. Otherwise, a civil servant shall generally follow the following official working time from Mondays to Fridays, inclusive of a lunch break of half an hour:

3.2.28.1 From 9 AM to 5 PM in Summer from the month of March to October;

3.2.28.2 From 9 AM to 4 PM in Winter from the month of November to February; and

3.2.28.3 The above shall not apply to Civil Servants required by profession to work on Saturdays or provide continuous service round the clock which the respective agencies shall determine.

### **3.3. Accountability**

- 3.3.1 A civil servant concerned shall be accountable and liable for administrative actions for breach of Civil Service Code of Conduct and Ethics;
  
- 3.3.2 A civil servant in Managerial and Supervisory Positions shall be accountable to provide necessary leadership and control over his subordinates, amongst others, to ensure that there is no corruption or serious official misconduct amongst his subordinates; and
  
- 3.3.3 A civil servant, particularly in a Managerial and Supervisory position, shall be accountable and liable for administrative actions for corruption or serious official misconduct of his subordinates even when he is not directly involved.

**ROYAL CIVIL SERVICE COMMISSION  
ROYAL GOVERNMENT OF BHUTAN**

**DECLARATION OF CONFLICT OF INTEREST**

I, .....(name), bearing CID/EID No..... ,  
(Position Title).....(Agency) ..... as  
per the provisions of Sections 3.2 and 3.2.11 of Chapter 3 of the BCSR 2012, I  
declare that in serving as a member of .....(Committee) in  
..... (Agency):

I do not have or anticipate any Conflict of Interest. I shall notify the Agency  
concerned immediately in the event such interests arise in the course of or before  
discharging my duty; OR

I do have Conflict of Interest in view of the following reason(s):

- Family Member:.....
- Close Relative: .....
- Close Friend:.....
- In-Laws:.....
- Enemy:.....
- Others:.....

I hereby confirm that the above information is true to the best of my knowledge.  
In the event the above declaration is found to be incorrect, I shall be liable for  
administrative/legal action.

Signature

Place:  
Date:



## **CHAPTER 4: RECRUITMENT, SELECTION AND APPOINTMENT - REGULAR CIVIL SERVICE**

### **4.1 Policy**

- 4.1.1 Recruit the most qualified and capable candidate with right attitude for the right job.
- 4.1.2 Ensure professionalism in the Civil Service.
- 4.1.3 Maintain a small, compact, efficient and effective Civil Service.

### **4.2 Strategy**

- 4.2.1 Determine existing as well as emerging vacant positions in the Civil Service through a periodic Organisational Development (OD) exercise;
- 4.2.2 Provide equal opportunity to all eligible Bhutanese citizens for employment and career advancement in the Civil Service on the basis of merit, qualification, fair and open competition without discrimination on the grounds of race, sex, language, religion, and other status; and
- 4.2.3 Provide orientation to the selected candidate into the Civil Service.

### **4.3 Recruitment Planning Process**

- 4.3.1 The RCSC in consultation with the Agency shall determine the staffing pattern and strength required for the Agency for the plan period.
- 4.3.2 The Agency concerned shall initiate annual human resource recruitment plan and carry out recruitment as per the approved staffing pattern and strength, and delegation of authority.

- 4.3.3 The Agency shall identify recruitment needs against vacant positions in consultation with the Divisions/Sections, obtain approval from the HR Committee. The Agency shall submit graduate requisition to the RCSC as per Section 7.8.1 of Chapter 7 on BCSE.
- 4.3.4 The RCSC in consultation with the Agency shall determine the vacant positions and recruitment needs for the Executive and Specialist Category in the Civil Service.
- 4.3.5 The recruitment against a vacant position shall be made either by direct recruitment of a new employee or in-service recruitment through Open Competition and/or transfer.

#### **4.4 Authority**

- 4.4.1 The RCSC shall be the central personnel agency for recruitment and selection of a candidate in consultation with the employing Agency, and for approving the appointment against a position.
- 4.4.2 The recruitment of University Graduates to Professional and Management Position Category shall be conducted by the RCSC through the BCSE as per Chapter 7 of this Rule.
- 4.4.3 The recruitment of University Graduates to S1 positions in the Supervisory & Support Position Category shall be conducted by the Agencies for those with valid "Certificate of Eligibility" issued by the RCSC as provisioned under Chapter 7 on BCSE for recruitment of university graduates rules and regulations of the BCSR.
- 4.4.4 Any new recruitment into the Civil Service shall only be in the entry Position Level.

4.4.5 The authority to recruit, select and appoint new civil servants at the entry Position Level shall be as follows:

<b>POSITION CATEGORY</b>	<b>AUTHORITY</b>
Professional & Management	RCSC
Supervisory & Support	Legislature, Judiciary, Ministry, Constitutional Office, and Autonomous Agency.
	Thromde for non-professional positions
Operational	Legislature, Judiciary, Ministry, Constitutional Office, Autonomous Agency, Dzongkhag and Thromde.

4.4.6 The RCSC shall monitor all appointments carried out by an Agency as well as subject to regular HR Audit.

#### **4.5 Eligibility**

A candidate shall:

- 4.5.1 Be a Bhutanese citizen;
- 4.5.2 Meet all qualification requirements specified for the particular position as per the Position Directory and Job Description;
- 4.5.3 Have attained at least 18 years of age and not more than 40 years on the date of appointment; and

- 4.5.4 If in-service, possess the minimum qualification required and have no service obligation to the Agency.

#### **4.6 Disqualification**

A candidate shall not be eligible to apply for employment in the Civil Service if he has:

- 4.6.1 Been convicted of a criminal offence or is under investigation or prosecution for a criminal offence;
- 4.6.2 Been terminated or compulsorily retired from the Civil Service or a Government Corporation/Project;
- 4.6.3 Voluntarily resigned from the Civil Service;
- 4.6.4 Been previously selected for the Civil Service but has dishonoured the selection/appointment;
- 4.6.5 Been adjudged medically unfit for employment by a competent RGoB medical doctor;
- 4.6.6 Intentionally provided false information in the application for employment or used fraudulent practices in the recruitment examination;
- 4.6.7 Furnished fake/forged testimonials/documents;
- 4.6.8 Failed to furnish testimonials as required under the Civil Service Rules;
- 4.6.9 Not been issued "Certificate of Eligibility" by the RCSC for recruitment to S1 positions in case of University Graduates;

- 4.6.10 Participated in politics and not completed the minimum 'cooling – off period' of three years; and
- 4.6.11 Been otherwise disqualified by the Government for appointment in the Civil Service.

## **4.7 Guidelines**

### 4.7.1 Recruitment Procedure

4.7.1.1 As per the delegation of authority, the Agency shall advertise the approved vacant positions through media with sufficient time of at least two weeks for registration. If required, time extension may be granted for another two weeks.

4.7.1.2 The vacancy announcement shall clearly define the eligibility criteria, including:

- i. Profile of the position, including Position Title and Position Level;
- ii. Qualification required;
- iii. Documents required;
- iv. Registration process, schedule and venue;
- v. Short-listing criteria; and
- vi. Contact number and address.

4.7.1.3 A candidate applying for a vacant position in the Civil Service shall be required to submit the following documents:

- i. RCSC Employment Application Form (**Annexure 4/1**);
- ii. Resume;
- iii. Attested copies of academic transcripts;

- iv. Attested copies of relevant training transcripts, if required;
- v. Attested copy of the Bhutanese citizenship identity card;
- vi. Attested copy of Medical Fitness Certificate issued by a competent RGoB medical doctor; and
- vii. No Objection Certificate, if employed.

4.7.1.4 For attesting of documents, applicant shall produce original documents along with photocopies to the recruiting agency at the time of submitting application.

4.7.1.5 A candidate applying for a vacant position shall have applied for Security Clearance online, which the official Focal Person of recruiting Agency shall be responsible for its verification.

4.7.1.6 In addition to the above, a university graduate applying for S1 position, shall be required to submit the following documents:

- i. Valid “Certificate of Eligibility” issued by the RCSC in original.

4.7.1.7 The Agency concerned shall:

- i. Register the application;
- ii. Verify all original documents using the checklist and attest;
- iii. Short-list applicants; and
- iv. Notify short-listed candidates on the status of applications.

#### 4.7.1.8 Short-listing of applicants

- i. Short-list applicants based on the eligibility criteria for the position;
- ii. For short-listing, ratio of vacancy to candidate shall be at least 1:3;
- iii. If the number of applicants is still large even after the short-listing, the HR Committee shall further short-list applicants based on the merit ranking of marks obtained in the Academic/relevant Training as per the requirement specified in the Position Directory;
- iv. Academic Marks of Class X and XII shall be computed as follows:  
Class X - All Subjects  
Class XII - English, Dzongkha and three best subjects
- v. The short-listing criteria for graduates with Eligibility Certificate shall be BCSE ranking and subject relevance.
- vi. Academic and/or relevant training weightage shall be considered only on the minimum qualification required for the position. All relevant transcripts shall be required as documentary evidence.
- vii. The Agency shall announce short-listed candidates along with date and venue for interview and declaration of results.

#### 4.7.2 Selection Procedure

4.7.2.1 Depending on the requirement of the position, the competitive selection process shall include the following methods:

- i. Panel interview which shall be mandatory; and
- ii. Academic/relevant training; and/or
- iii. Written/Practical examination.

4.7.2.2 If the selection process involves only two methods, weightage shall be assigned as follows:

- i. Interview – 50%
- ii. Academic/relevant training OR Written/Practical examination – 50%

4.7.2.3 If the selection process involves all the three methods, weightage shall be assigned as follows:

- i. Interview – 50%
- ii. Academic/relevant training – 25%
- iii. Written/Practical examination – 25%

4.7.2.4 The HR Committee comprising at least five relevant members as per Section 2.9 of Chapter 2 on Civil Service Structure shall constitute the Interview Committee and conduct the interview in bi-lingual, Dzongkha and English (***Annexure 4/2: Sample Form***). The Committee members shall be properly briefed on the eligibility criteria for the position and the applicant's resume details prior to the interview. The Committee shall observe the Civil Service Code of Conduct and Ethics as enshrined in this Rule including declaration of "Conflict of Interest" as per format ***Annexure 3/1***.

- 4.7.2.5 The Interview Committee shall pre-determine the cut off percentage to be eligible for selection.
- 4.7.2.6 The Interview Committee shall compile, verify and sign on the result sheet.
- 4.7.2.7 The HR Committee shall review and endorse the result.
- 4.7.2.8 On endorsement of the result by the HR Committee, the Agency shall declare the result and notify the successful candidates.
- 4.7.2.9 Along with the declaration of the selection result, the Agency shall provide the candidates with information on the reporting date for placement and appointment.
- 4.7.2.10 A candidate shall be given opportunity to appeal to the Appellate Authority/Administrative Tribunal for review of the selection result within 10 working days from the date of declaration of the result.
- 4.7.3 Recruitment from In-country Training Institutes
  - 4.7.3.1 This Rule on recruitment, selection and appointment shall apply to all non Bachelors' degree holders including those passing out from the in-country institutes.
- 4.7.4 Appointment Procedure
  - 4.7.4.1 The Agency shall appoint successful candidates against approved vacant positions in the order of merit ranking of the selection result, placement preference of the candidates and fulfillment of other requirements.

- 4.7.4.2 The appointment shall be effected from either 1<sup>st</sup> or 15<sup>th</sup> day of a month after the completion of all requirements.
- 4.7.4.3 His pay shall be fixed at the minimum of the scale prescribed for the position.
- 4.7.4.4 If an in-service candidate is selected involving inter-agency/MOG transfer, the authority to approve shall vest with the RCSC for which the recruiting Agency shall submit documents as per Sections 13.7.21 & 13.7.26.
- 4.7.4.5 The Agency as per the delegation of authority shall submit online the details of selected candidate(s) as required, along with interview result.
- 4.7.4.6 The RCSC shall verify details of the recruitment carried out by the Agency and allot Employee Identity (EID) Number.
- 4.7.4.7 Only upon the allotment of EID Number, shall the appointment be considered endorsed by the RCSC.
- 4.7.4.8 The Agency as per the delegation of authority shall issue appointment order and forward the following documents of the selected candidates to the RCSC:
  - i. Appointment Order;
  - ii. Copy of the vacancy announcement;
  - iii. Compiled selection result; and
  - iv. Documents specified under Section 4.7.1.3.
- 4.7.4.9 If in-service candidates from Agencies are selected, the authority to issue the inter-agency transfer order shall

vest with the RCSC for which, the following documents shall be submitted by recruiting Agency:

- i. A copy of the vacancy announcement;
- ii. Compiled selection result; and
- iii. No Objection Certificate.

4.7.5 In the event the selected candidate withdraws his candidature or a similar vacancy arises within a period of three months, the post may be offered to the next candidate in Order of Merit of the Selection Result subject to fulfilling the pre-determined minimum cut-off percentage.

#### **4.8 Probation**

4.8.1 A candidate selected for appointment shall initially be placed on probation for a period of one year before his appointment to regular service is confirmed.

4.8.2 If performance of a candidate is poor, his service shall not be regularized and shall be relieved from the service

4.8.3 Upon completion of the probation, the Agency concerned shall issue an Office Order stating that the probation period has been successfully completed and his service has been regularized.

4.8.4 A civil servant shall not be eligible for training while on probation, except for in-country orientation programme.

4.8.5 The probation period shall not be considered as part of active service for the purpose of promotion and long term study leave.

4.8.6 A civil servant, during probation, shall be eligible only for casual leave, medical leave, bereavement leave, paternity leave and maternity leave and shall not earn any other form of leave.

4.8.7 A civil servant shall not be eligible for LTC during probation.

#### **4.9. Oath of Allegiance**

Every candidate selected for appointment in the Civil Service shall sign an Oath of Allegiance (**Annexure 4/3**) upon joining the Civil Service, which shall be maintained in the Personal File.

#### **4.10. Orientation**

4.10.1. Orientation of a new employee shall be compulsory and it shall be the responsibility of the Agency concerned to conduct the orientation programme.

4.10.2. The programme shall aim to properly induct the candidate into the Civil Service at large and in particular integrate and assimilate the candidate as a team player in the organisation. Depending on the need, an Orientation Programme shall include the following:

4.10.2.1. Introduction to the organisation – physical, work culture and organisation values;

4.10.2.2. Familiarization with organisation policies, plans & programmes, BCSR and Financial Rules; and

4.10.2.3. Understanding of his position job description and the expectations of the Agency.

#### **4.11. Obligation**

- 4.11.1. Once appointed, a civil servant shall be obliged to serve a minimum of two years of active service provided there is no other service obligation.
- 4.11.2. A civil servant resigning before fulfilling the above obligation shall forfeit his post-service benefits, except Provident Fund and Group Insurance Scheme benefits.

#### **4.12. Accountability**

- 4.12.1. An appointment, which does not conform to this Rule, shall be treated as unauthorised and hence, it shall be revoked by the RCSC.
- 4.12.2. The authority responsible for violation shall be accountable and liable for administrative actions.

**Royal Civil Service Commission**  
**Royal Government of Bhutan**

**CIVIL SERVICE EMPLOYMENT APPLICATION FORM**

*(Fill in BLOCK letters only)*

Affix Passport size Photograph
---

1. Full Name: \_\_\_\_\_ Sex:  M  F  
 Religion: \_\_\_\_\_

2. Village/ Thromde: \_\_\_\_\_ Gewog: \_\_\_\_\_  
 Dzongkhag: \_\_\_\_\_ Thram No: \_\_\_\_\_ House No: \_\_\_\_\_

3. Date of Birth: \_\_\_\_\_ Day  \_\_\_\_\_ Month  \_\_\_\_\_ Year  \_\_\_\_\_  
 Nationality: \_\_\_\_\_ Citizenship ID No.: \_\_\_\_\_

4. Post Applied For: \_\_\_\_\_

5. Mailing Address: \_\_\_\_\_

6. Contact Tel. No.: \_\_\_\_\_

7. Family Details:

	Name	Nationality	Occupation	Address
(a) Father				
(b) Mother				
(c) Guardian				
(d) Spouse				

8. I have:

- i. Not been convicted of a criminal offence;

- ii. Not been terminated or compulsorily retired from the Civil Service, a Government Corporation or Project;
- iii. Not voluntarily resigned from the Civil Service;
- iv. Not been previously selected for the Civil Service and dishonoured the selection/appointment;
- v. Not been adjudged medically unfit for employment by a competent medical doctor;
- vi. Not intentionally provided false information in the application for employment or used fraudulent practices in the recruitment examination;
- vii. Not furnished fake/forged testimonials/documents;
- viii. Not failed to furnish testimonials as required under the BCSR;
- ix. Not participated in politics/completed the minimum 'cooling off period' of three years; and
- x. Not been otherwise disqualified by the Government for appointment in the Civil Service.

9. Academic Qualification: (please start with the Institute last attended).

Name of Institute	Country	Subjects	Year of Completion	Div.	Degree	Certificate (VIII/X/XII)

10. Marks obtained in percentage in the BCSE (for graduates only):

- i. Exam category: .....
- ii. Marks obtained: .....
- iii. Position/Ranking: .....

11. Training:

Name of Institute	Country	Field of Study	Duration	Yr. of Passing	Div.	Dip.	Certificate


12. Employment History (if applicable):

Organisation	Position Held	Post	Period		Appt. Status	Place Served	Reason for Change
			From	To			
<b>Past Employment:</b>							
<b>Present Employment:</b>							

13. Extra Curricular Activities: (please tick appropriate ones and attach attested copies of relevant certificates)

- (a) Literary ( )
- (b) Sports ( )
- (c) Leadership ( )
- (d) Membership in Community/Association ( )
- (e) Awards received ( )
- (f) Social and Cultural ( )
- (g) Others ( ).

14. Declaration: I hereby declare that the information given herein is true and complete to the best of my knowledge. In the event of detection of false or misleading information, I understand that the RCSC shall withdraw/terminate my service without any recourse; confiscate all my transcription/testimonials; debar from seeking employment in the Civil Service; and prosecute in the Court of Law for legal actions. I also undertake to abide by all Rules and Regulations.

---

15. Oath Of Allegiance: I pledge to serve His Majesty the King, Country and People with **Lue Nga Yi Sum**.

---

Date:

**Signature of Applicant**

(Affix Legal Stamp)

**Note:** This form should be accompanied by attested copies of academic, training, medical fitness certificate, passport size photograph, security clearance certificate and citizenship card.

**For use by the recruiting Agency**

Verified by:

Agency:

Name:

Remarks:

Position Title:

EID. No.:

Signature:

## Interview Form

## ROYAL CIVIL SERVICE COMMISSION

Name of Candidate: \_\_\_\_\_ CID No. : \_\_\_\_\_

Post applied for: \_\_\_\_\_ Agency: \_\_\_\_\_

Sl. No.	Factors	Marks	Marks Awarded
1.	<b>MANNER AND DISPOSITION</b>	5	
2.	<b>LANGUAGE PROFICIENCY</b>		
	a) Dzongkha	10	
	b) English	10	
	c) Major Bhutanese dialects/languages*	05	
3.	<b>INTELLIGENCE, ABILITY &amp; COMPETENCE</b>		
	a) Professional subject knowledge	15	
	b) General awareness	10	
	c) Presentation skills (organisation of thoughts)	10	
	d) Analytical ability	10	
	e) Promptness in comprehension and clarity in expression	10	
	f) Confidence	05	
4.	<b>EXTRA-CURRICULAR ACTIVITIES**</b>	05	
5.	<b>ACADEMIC &amp; OTHER INDIVIDUAL ACHIEVEMENTS**</b>	05	
	<b>Total marks</b>	<b>100</b>	

\* Marking based on consensus \*\* Marking based on documentary evidence and consensus.

Place: \_\_\_\_\_

Date: \_\_\_\_\_

(Name of the Committee Member &amp; Signature)

**Note:** The HR Committee may adapt this form to the specific needs of the Agency, if required.

**OATH OF ALLEGIANCE**

On this auspicious day, having the privilege of receiving the honour of the trust of His Majesty the King, Government and the People of Bhutan to serve in the capacity of a civil servant, I take this opportunity to offer my sincere gratitude.

**Beginning today, I \_\_\_\_\_ holding CID No. \_\_\_\_\_ from Village \_\_\_\_\_ Gewog \_\_\_\_\_ Dzongkhag \_\_\_\_\_ pledge to serve His Majesty the King, Government and People of Bhutan with *Lue Nga Yi Sum* upholding values of *Tha Damtsi* and true Patriotism. I also pledge to abide by the Constitution of the Kingdom of Bhutan, laws and rules & regulations including Civil Service Code of Conduct and Ethics while discharging my responsibilities.**

In doing so, I also declare that I have obtained a place in the service of the *Tsa-Wa-Sum* on the basis of my own merit. In the event I am found guilty of furnishing false or forged testimonials, I shall be liable:

1. For termination from the civil service and lose the right to apply again in future;
2. To forfeit all my testimonials to the Royal Civil Service Commission; and
3. For prosecution in the Court of Law.

In witness, this day the ..... of the month of ..... of ..... Year in the name of **Kencho Sum** and the guardian deities of the Kingdom of Bhutan and in the presence of representatives of the Government, I take this Oath of Allegiance accordingly, not to dishonour it at any time. I append my name in writing hereto.

Date:

Place:

(Affix Legal Stamp)

**Signature**

**(Name of the Candidate)**



## **CHAPTER 5: CONTRACT APPOINTMENT**

### **5.1 Policy**

5.1.1 Recruit and retain personnel with the requisite qualifications, experience and skills for the following:

5.1.1.1 Time bound projects and programmes;

5.1.1.2 Meeting short-term HR requirements in the Civil Service;  
and

5.1.1.3 Long-term positions, where there is an acute shortage of human resources.

5.1.2 Recruitment of expatriates to be considered only when Bhutanese citizens with requisite qualification, experience and skills are not available.

### **5.2 Category**

Contract service shall be categorised as:

5.2.1 Regular

Recruitment of employees against the approved staff strength to address the shortage of human resources.

5.2.2 Special

Recruitment of employees with highly specialised knowledge and skills against approved staff strength with special pay package within normal retirement age limit.

### **5.3. Authority**

5.3.1 All contract appointments in the Civil Service shall require approval of the RCSC. However, exceptions to this section may be made for:

5.3.1.1. Specialised fields for time bound assignments by the HR Committee with approval of the Minister concerned for a maximum period of one year or until completion of the assignment whichever is earlier; and

5.3.1.2. Specialised fields by the Constitutional Offices against approved staff strength.

5.3.2 Agencies may appoint on contract in place of civil servants on study leave without pay and EOL.

#### **5.4. Recruitment Procedure**

5.4.1 Agency shall process recruitment only against a post approved by the RCSC.

5.4.2 Agency shall obtain prior approval of RCSC for recruitment.

5.4.3 The recruitment of personnel on contract shall be based on merit through a fair, open and competitive selection process.

5.4.4 Ex-Civil/Public Servant who has been terminated or compulsorily retired from service or superannuated shall not be eligible for appointment on contract.

5.4.5 A candidate shall submit duly filled Civil Service Employment Application Form as provided at **Annexure 4/1**.

5.4.6 A candidate appointed under this Rule shall execute a contract agreement with the employing Agency in the prescribed form given at **Annexure 5/1**.

- 5.4.7 The authority concerned shall issue work permit to an expatriate selected for appointment in the Civil Service only upon confirmation of his appointment, through an Office Order to be issued to this effect.
- 5.4.8 Agency shall submit to the RCSC relevant documents, including details of contract appointments for issuance of EID No.
- 5.4.9 Only upon the allotment of EID No., shall the appointment on contract be considered endorsed by the RCSC.

## **5.5. Orientation**

- 5.5.1 Every expatriate appointed shall be oriented by the Agency on the culture, traditions, Government policies and the Code of Conduct and Ethics and properly inducted into the position.
- 5.5.2 A Bhutanese citizen selected for contract appointment shall be briefed by the employing authority concerned and properly inducted into the position.

## **5.6. General Terms**

A contract employee shall:

- 5.6.1 Initially be appointed for a maximum period of three years;
- 5.6.2 Be appointed for a Contract term aligned to coincide with the end of the academic session in case of Teaching Profession;
- 5.6.3 Abide by the Civil Service Code of Conduct and Ethics;
- 5.6.4 Abide by the terms and conditions specified in the Contract;

- 5.6.5 Be liable to be posted or transferred to any Agency or any part of the country, except during the last six months of the contract term;
- 5.6.6 Have completed the required 'cooling-off period' of three years, if he has participated in politics;
- 5.6.7 Not be placed on probation;
- 5.6.8 Be eligible for short-term in-country training; and
- 5.6.9 Be subject to Performance Appraisal by the Agency concerned as per Chapter 12 of this Rule.

**5.7. Terms and conditions for employment of ex-politicians**

- 5.7.1 For the purpose of employment in the Civil Service, 'politicians' shall be those persons having actively involved in party politics, either as members or party workers, as well as candidates participating in any form of elections under the electoral laws of Bhutan.
- 5.7.2 Ex-politicians may be hired for Civil Service consultancy services for a specific term.
- 5.7.3 Employment of ex-politicians shall be generally on contract service.
- 5.7.4 Ex-politicians may be hired on contract services in the Civil Service on fulfilling the following terms and conditions:
  - 5.7.4.1 A minimum 'Cooling Off Period' of 3 years from the day of discontinuation of all party and other political activities;

- 5.7.4.2 The applied post is approved in the Agency's staff strength, which could not be filled through open-competition by in-service candidates;
- 5.7.4.3 The post is not a managerial post; and
- 5.7.4.4 The recruitment is done through Open Competition.

## **5.8. Remuneration and Benefits**

### 5.8.1 Remuneration

- 5.8.1.1 A contract employee shall normally be appointed in the entry position and be paid the basic salary of the position to which he is recruited and contract allowance and any other allowances attached to the position at the rates approved by the Government, unless specified otherwise through separate orders.
- 5.8.1.2 The RCSC may consider payment of a higher salary or higher contract allowance based on qualification and relevant work experience.
- 5.8.1.3 The Civil Service promotion rules shall not apply to the contract employees. However, the RCSC may consider revision of the terms and conditions for payment of a higher salary or higher contract allowance when the contract is renewed after a minimum period of five years of active service based on performance. Remuneration shall be fixed as per the pay fixation rules and regulations.

5.8.1.4 Annual increment shall be given as per the Remuneration and Benefits rules and regulations of the BCSR.

5.8.1.5 As and when the Civil Service pay is revised, remuneration of contract employees shall also be revised accordingly. However, it shall not apply to special contract employees on consolidated salary under special package.

5.8.2 Leave and Travel

A civil servant appointed on contract under the provisions of this Rule shall be eligible for TA, DA, Leave and Leave Travel Concession (LTC) as per the Bhutan Civil Service Rules and Regulations except ex-country short-term training, long-term study leave and Extraordinary Leave.

5.8.3 Travel Allowance to join the place of employment

An amount equal to actual TA in first class train/bus and DA for the number of days of travel shall be paid to the personnel selected for appointment on contract towards travel expenses to begin employment. The travel expense shall be extended to the spouse and children only, who actually joins the employee at the place of posting.

5.8.4 Medical Facility

Medical treatment for a contract civil servant and his family members shall be provided by the Government as per the medical treatment rules.

5.8.5 Housing

A contract employee shall make own arrangements for housing. However, in the event Government provides accommodation, house rent shall be deducted from the salary according to the prevailing rules governing housing.

5.8.6 Pension, Provident Fund and Insurance

An appointee under this Rule shall be governed by rules and regulations of the National Pension and Provident Fund Scheme and the Government Employee Group Insurance Scheme.

5.8.7 Compensation for service-incurred injury

In the event of death, injury or illness attributable to performance of service on behalf of the Royal Government of Bhutan, the employee shall be entitled to compensation payable under Government Employee Group Insurance Scheme.

5.8.8 Deduction

Personal Income Tax (PIT) and other statutory deductions shall be made according to prevailing rules.

5.8.9 Terminal Benefit

5.8.9.1 Gratuity: one month's last basic pay shall be paid as gratuity for every completed year of satisfactory contract service subject to completion of the initial contract term, except:

- i. When the employer terminates the contract; or
- ii. In case of the employee's demise while in service; or
- iii. In case the employee is required to resign due to illness or disability incurred while in service.

5.8.9.2 The gratuity shall be payable to the nominee(s) of a contract employee in case of his demise while in service.

5.8.9.3 The annual increment due to a contract employee on the day following the date of completion of the term shall be released and it shall be considered for the purpose of calculating gratuity and other retirement benefits.

5.8.10 Repatriation Benefits

5.8.10.1 The following benefits shall be paid to an employee on contract service at the time of repatriation in addition to the gratuity and refund of contribution to the Group Insurance Scheme (GIS):

- i. Transfer grant according to the prevailing rules;
- ii. Travel Allowance of an amount equal to the last basic pay; and
- iii. Transport charge of personal effects as per the prevailing rules.

5.8.11. Mode of Payment

Remuneration, allowances and all other entitlements under this Rule shall be payable only in Ngultrums except those working in Embassies, Missions, Consulate Offices and other RGoB establishments abroad.

**5.9. Extension and Renewal**

5.9.1. The contract shall be extended/renewed with the consent of both the employer and employee for terms not exceeding two years at a time, with three months notice period to the approving authority (*contract extension form given at **Annexure 5/3***).

- 5.9.2. In the case of teaching personnel, the extension shall be granted to coincide with the end of the academic session.
- 5.9.3. Contract renewal and extension shall be granted only to those having a clean service history which shall not contain any record of indiscipline, adverse report, misdemeanour, financial dishonesty, or any act that is considered as violation of the Civil Service Code of Conduct & Ethics, Administrative Discipline Rules and Regulations.
- 5.9.4. Performance shall be the main criterion for contract extension and renewal.
- 5.9.5. Approval for all extensions and renewal shall be sought from the RCSC.
- 5.9.6. A candidate on contract shall retire as per the retirement age applicable to regular civil servants; and
- 5.9.7. No extension/renewal shall be permitted beyond the age of superannuation.

#### **5.10. Termination of Contract**

- 5.10.1 No contract employee shall be indispensable to the Government and hence shall be liable to be removed from service at any time when the Government finds his services not required.
- 5.10.2 A minimum of one month's notice shall be issued by the party intending to terminate the contract before expiry of the term. In the case of lecturers/teachers, three months notice shall be required. In the event of failure to serve the notice in advance of the required period, the defaulting party shall pay to the other the basic pay for the prescribed notice period.

## **5.11. International Volunteers**

5.11.1 The RCSC shall determine the requirement, approve and coordinate recruitment of International Volunteers in the Civil Service.

5.11.2 International Volunteers are not civil servants and they shall be governed by the terms and conditions of the Memorandum of Understanding signed between the RCSC/authorised Agency and the respective Volunteer Agencies.

## **5.12. Other Appointments**

5.12.1 Agency shall be the authority responsible for recruitment, selection, appointment and extension of:

5.12.1.1 Temporary employees including field attachment of university graduates for approved, specific and time bound activities up to a maximum of six months. However, such recruitments shall be subject to availability of approved budget and HR Committee's approval;

5.12.1.2 Contract employees for projects under external donor funding as per the project document signed with the donor agency; and

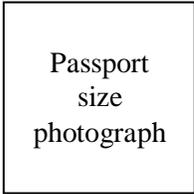
5.12.1.3 Local recruits working in Embassies/Missions/ Consulate Offices as per the approved positions under the Terms and Conditions approved by the Ministry of Foreign Affairs.

### **5.13. Accountability**

5.13.1 An appointment on contract in the Civil Service which does not conform to this Rule shall be treated as unauthorised and hence it shall be revoked by the RCSC.

5.13.2 The authority responsible for the violation shall be accountable and liable for administrative actions.

**ROYAL CIVIL SERVICE COMMISSION  
ROYAL GOVERNMENT OF BHUTAN**



**AGREEMENT ON SERVICE TERMS AND CONDITIONS FOR CONTRACT EMPLOYEES**

**PART I: GENERAL CONDITIONS**

**1 Agreement**

**THIS AGREEMENT** is executed on day ..... month..... year ..... between .....(the RCSC/Agency), Government of Bhutan, hereinafter called “the employer” described in part-I and ....., hereinafter called “the employee” whose particulars are given in part II.

**WHEREAS** the employer desires to engage the services of the contract employee on the terms and conditions hereinafter set forth; and

**WHEREAS** the contract employee is ready and willing to accept this engagement of service with the Government of Bhutan on these terms and conditions.

**2 Nature of Service**

2.1 The employer shall employ the employee on contract and he shall serve the employer as .....or in such other capacity/place/department as the employer may from time to time require.

2.2 The contract employee shall be liable to be posted or transferred to any Agency or any part of the country, except during the last six months of the contract term.

**Signature of Employee**

### **3 Duration of Agreement**

The employment hereunder shall be for a total period of ..... months commencing from the day of ..... month ..... year ..... (hereinafter referred to as the contract period), subject to premature termination as hereinafter provided.

### **4 Documents**

- 4.1 The contract employee at the time of reporting for duty shall produce a medical fitness certificate from a qualified medical officer and a certificate of character and good conduct signed by a senior government officer of the country of the nationality or his last employer.
- 4.2 Upon joining duty in the organisation concerned, the contract employee shall send a copy of his joining report through the controlling officer concerned to the employer.
- 4.3 An expatriate contract employee shall produce a certificate issued by the police/local authority of the area of his home address, certifying that he is a bonafide inhabitant of that locality, or a letter from an Embassy of the country of which he is a national certifying/verifying the nationality of the individual concerned or a valid passport.
- 4.4 A Bhutanese citizen shall apply for security clearance online, which the official focal person of the employer shall be responsible for its verification.
- 4.5 The contract employee shall produce attested copies of his certificate/testimonials in support of his education qualifications, date of birth, experience and any other documents required, to the employer concerned for record.

**Signature of Employee**

4.6 The contract employee shall sign an oath of adherence to the Code of Conduct and Ethics and Confidentiality in the prescribed format at ***Annexure 5/2.***

## **5 Remuneration and Allowance**

The employer shall during the employment pay to the contract employee the pay and allowances specified in Part-II which shall be payable monthly in arrears on the last working day of every calendar month.

## **6 Duty**

6.1 The contract employee shall devote himself exclusively to his duties or to such other duties as the employer shall reasonably assign to him and shall personally attend thereto at all times by day or by night (including Sundays and Public Holidays, if necessary) except in the case of illness or accident in which case the employee shall forthwith notify the employer of such illness or accident and shall furnish such evidence as it may require.

6.2 The contract employee shall promptly and faithfully obey, observe and comply with all lawful orders, instructions and directions of the employer and observe all the rules and regulations and instructions in force for and in respect of the Government of Bhutan's property and management thereof.

6.3 The contract employee, whenever required by the employer shall give full and proper interaction in his occupation and in the specified duties of his office to such other person or persons as the employer shall communicate to him and he shall convey to such person or persons any secret methods, processes or information learnt or acquired by him in the course of his employment herewith or otherwise.

**Signature of Employee**

#### 6.4 Leave and Travel

6.4.1. The employee shall be eligible for TA & DA, Leave and Leave Travel Concession (LTC) as per the Bhutan Civil Service Rules and Regulations (BCSR), except ex-country short-term training, long-term study leave, and Extraordinary Leave.

#### 6.4.2. Travel Allowance to begin Employment

An amount equal to actual TA in first class train/bus and DA for the number of days of travel shall be paid to the personnel selected for appointment on contract towards travel expenses to begin employment. The travel expense shall be extended to the spouse and children only, who actually joins the employee at the place of posting.

#### 6.5. Medical Facility

A contract employee and the family members shall be provided medical treatment by the Government as per the prevailing medical treatment rules.

#### 6.6. Housing

The employee shall make his own arrangements with regard to housing and furniture. However, if Government accommodation is provided, house rent shall be deducted from the salary according to the prevailing rules.

#### 6.7. Compensation for Service Incurred Injury

In the event of death, injury, or illness attributable to the performance of service on behalf of the Royal Government of Bhutan under the terms of this Agreement, the employee shall be entitled only to compensation payable under Government Employee Group Insurance Scheme admissible for the Position Level.

**Signature of Employee**

6.8. Pension, Provident Fund and Insurance

An appointee under this Rule shall be governed by rules and regulations of the National Pension and Provident Fund Scheme and the Government Employee Group Insurance Scheme.

6.9. Deduction

Personal Income Tax and other statutory deductions shall be deducted according to the prevailing government taxation rules.

6.10. Terminal Benefit

6.10.1 Gratuity

One month's last basic pay shall be paid as gratuity for every completed year of satisfactory contract service subject to completion of the initial contract term, except:

- i. When the employer terminates the contract; or
- ii. In case of the employee's demise while in service; or
- iii. In case the employee is required to resign due to illness or disability incurred while in service.

6.10.2. Repatriation Benefit

The following benefits shall be paid to the contract employee at the time of repatriation:

6.10.2.1 Transfer grant according to the prevailing BCSR.

6.10.2.2 Travel Allowance of an amount equal to the last basic pay that the contract employee is entitled to at the time of his repatriation.

6.10.2.3 Transport charge of personal effects as per the prevailing rules.

**Signature of Employee**

## **7 Mode of Payment**

Remuneration and allowances and all other entitlements under the agreement shall be payable only in Ngultrums except those working in Embassies, Missions, Consulate Offices and other RGoB establishments abroad.

## **8 Code of Conduct and Ethics**

8.1. The contract employee shall be bound by the Code of Conduct and Ethics prescribed in Chapter 3 of the BCSR and in particular shall:

8.1.1. At all times during the continuance of this Agreement use his best endeavours to promote the interest and welfare of the employer.

8.1.2. Respect all the Bhutanese spiritual, traditional and cultural values and practices. Accordingly, the employee shall conduct himself at all times in such a manner that:

8.1.2.1 He does not pose any danger to the socio-economic and political stability of the country;

8.1.2.2 He does not involve in proselytization or undermine the traditional, cultural or religious values of the society;

8.1.2.3 He does not bring any undesirable influence and harmful practices which may have a damaging effect on the society, such as the use and abuse of narcotics;

8.1.2.4 He does not engage in politicising the people or flaring up communal ill feeling among the Bhutanese people;

**Signature of Employee**

- 8.1.2.5 His dress, behaviour and habits are congenial to decorum of the Bhutanese society;
- 8.1.2.6 He does not engage in anti-government/national propaganda and criticism of the system of Government and its policies through speech or in writing while in Bhutan or after his repatriation;
- 8.1.2.7 He shall refrain from visiting places/institutions restricted for entry by foreigners without a specific written permit;
- 8.1.2.8 He is prohibited from engaging in employment other than permitted by this agreement and shall not participate in paid activities; and
- 8.1.2.9 He avoids personal relationships with firms selling office or other equipment and avoids the acceptance of favours or gifts, or being placed otherwise under obligation to any commercial representative or to any Government of Bhutan's client or customer.

## **9 Rights and obligations of the employee**

- 9.1. The rights and obligations of the contract employee are strictly limited to the terms and conditions of this Agreement and Chapter 5 on Contract Appointment. Accordingly, the contract employee shall not be entitled to any benefit, payment, subsidy, compensation or entitlement, except as expressly provided in this agreement.
- 9.2. The contract employee shall be solely liable for claims by third parties arising from the employee's own negligent acts or commissions in the course of performing this agreement, and under no circumstances

shall the Government of Bhutan be held liable for such claims by third parties.

- 9.3. The title rights, copyrights, and all other rights of whatever nature in any material produced under the provision of this agreement by the contract employee shall be vested exclusively with the Government of Bhutan.
- 9.4. The contract employee shall not be concerned or interested directly in any other business except that of the employer.
- 9.5. The contract employee shall not, at any time during the continuance of his employment hereunder, acquire or attempt to acquire any option or concession in Bhutan for himself or any other person.
- 9.6. The contract employee shall not draw, accept or endorse any bill on behalf of the employer or in any way pledge the credit of the employer except so far as he may have been authorised by the employer either generally or in any particular case.

## **10. Unpublished Information**

- 10.1 The contract employee shall not communicate to any person, Government, or other Agency of the Government of Bhutan any unpublished information made known to the employee by reason of his association with the Government of Bhutan except as required by this assignment or upon written authorisation by the Government of Bhutan.

**Signature of Employee**

10.2 The contract employee shall not advertise or publicize his association with the Government of Bhutan under this agreement. Nor shall the name, letterhead, emblem, or official seal of the Government of Bhutan be used for business or professional purposes or otherwise without the prior written approval of the employer. Such materials intended for official use by employees of the Government of Bhutan should not be permitted to come into the possession of persons who might make unauthorised use of them, and shall not be used for personal purposes. The provision shall survive the expiration or termination of this agreement.

## **11. Confidentiality and Non-competition**

The Government of Bhutan requires, and the contract employee agrees that, during the term of the employment and at any time thereafter, the contract employee shall retain in confidence and not divulge or make available without the Government of Bhutan's advance written consent to any person, firm, corporation, or entity other than the Government of Bhutan or its designee, any information whatsoever. This includes the written embodiments of his services for the Government of Bhutan, in reports, studies, or the like, acquired or developed by him during the term of his employment, which relates to or concerns the business or operation of the Government of Bhutan or of its clients or customers.

## **12. Renewal/Extension of Contract**

12.1 Not less than three months before the date of which the contract employee's residential service in Bhutan under this Agreement is due to expire, he shall inform the employer in writing whether he desires to remain and continue in the service of the employer, who shall thereupon consider whether to re-engage the contract employee, provided that any such re-engagement shall be upon such conditions, including the duration of the new contract, as shall be agreed upon between the employer and employee. **Signature of Employee**

- 12.2 Contract renewal or extension shall be granted only to an employee having a clear service history, which shall not contain any record of indiscipline, adverse reports, misdemeanours, financial dishonesty, or any act that is considered as violation of Civil Service Code of Conduct and Ethics.
- 12.3 Performance shall be an important determining factor for extension/renewal.
- 12.4 Any notice to be given hereunder shall be given in writing and be delivered or sent by registered post to the employer, and any complaint or application of the employee shall in the first instance be addressed to the Head of the office of the employing Department/Agency.

### **13. Termination of Contract**

- 13.1 A minimum of one month's notice shall be issued by the Employer/Employee intending to terminate the contract before expiry of the term. However, in the case of lecturers/teachers, three months notice shall be required. In the event of failure to serve the notice in advance of the required period, the defaulting party shall pay to the other, the basic pay of the employee for the stipulated notice period.
- 13.2 A contract employee shall not be indispensable to the Government of Bhutan and hence shall be liable to be removed from service at any time when the Government finds his services redundant or on violation of any of these provisions.

**Signature of Employee**

**14. Dismissal for Misconduct**

14.1 If at any time during his employment, the employee shall be tried for gross misconduct or breach or non-observance of any of the stipulation herein. The employee shall, at the option and discretion of the employer, forfeit the gratuity. In addition to such forfeiture, the employer may terminate the services of the employee forthwith and without any notice or payment in lieu thereof. Upon such termination, the employee shall not be entitled to claim any compensation or damages.

14.2 The contract employee shall be paid his post service benefits upon completion of his assignment under this agreement upon production of a clearance certificate from the Royal Audit Authority and the employer.

**Seal & Signature of Employer**

**Signature of Employee**

**PART II: PAY FIXATION**

1. Position Title: .....  
Position Level:.....
  
2. Agency in which appointment/extension is to be made: .....
  
3. Period of Contract  
a) Initial appointment: from .....to .....  
b) Renewal/Extension: from .....to.....
  
4. Emolument  
Scale of Pay: Nu.....  
Basic Pay: Nu.....(Ngultrums .....only).
  
5. Contract Allowance  
Of the basic pay, subject to review from time to time shall be given as contract allowance: Nu. .... per month.
  
6. Other allowance (if entitled)  
a).....: Nu.....per month.  
b).....: Nu.....per month.  
c).....: Nu.....per month.  
Total (4+5+6) : Nu.....
  
7. Deduction  
All deductions such as Personal Income Tax, Health Contribution, Group Insurance and house rent (if a government house is allotted) shall be levied as per the prevailing rules.

**Seal & Signature of Employer**  
**Date:**

**Signature of Employee**  
**Date:**

**PART III: MISCELLANEOUS**

**Laws**

The Agreement shall be construed according to and be governed by the laws of the Kingdom of Bhutan.

**Appeal**

Any appeal due to breach of any of the terms and conditions under this agreement by either employer or employee shall have recourse to a legal action/arbitration in a Court of Law in the Kingdom of Bhutan only.

**IN WITNESS WHEREOF** I, ..... on behalf of the employer and I,....., the contract employee have hereto set our hands this day and year.

**SIGNED** by the said contract employee .....  
day/month/year (affix legal stamp)

In the presence of .....

**SIGNED** for and on behalf of the employer: .....  
day/month/year

In the presence of .....

**OATH OF ALLEGIANCE AND CONFIDENTIALITY  
(CONTRACT EMPLOYEE)**

I,..... having been appointed as ..... do solemnly affirm that I shall:

1. faithfully and conscientiously discharge my duties as a contract employee of the Royal Government of Bhutan;
2. do right in all manner to people in accordance with the laws, rules and regulations and Code of Conduct and Ethics of the Kingdom of Bhutan, without fear or favour, affection or ill will; and
3. not directly or indirectly communicate or reveal to any person or persons any matter which shall be brought under my consideration or made known to me as a contract employee of the Royal Government of Bhutan, except as may be required for the due discharge of my duties.

Date : Name and Signature  
Place : (Affix Legal Stamp)

Witness :

Name :

Signature :

**ROYAL CIVIL SERVICE COMMISSION  
ROYAL GOVERNMENT OF BHUTAN  
(Contract Extension Form)**

1. Name: \_\_\_\_\_
2. Emp. ID. No.: \_\_\_\_\_
3. Date of Birth: \_\_\_\_\_
4. Nationality: \_\_\_\_\_
5. Permanent Address: \_\_\_\_\_
6. Present Ministry/Agency/School: \_\_\_\_\_
7. Appointment under Present Contract Service:
  - a) Date of Appointment: \_\_\_\_\_
  - b) Appointment Letter No.: \_\_\_\_\_  
(Issued by the RCSC).
  - c) Position: \_\_\_\_\_
  - d) Position Level: \_\_\_\_\_
  - e) Pay Scale: \_\_\_\_\_
  - f) Basic Pay: \_\_\_\_\_
  - g) Contract Allowance: \_\_\_\_\_ % of basic pay.
8. Present Contract Term: from \_\_\_\_\_ to \_\_\_\_\_
9. Contract Term Extension requested for (in months): \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_

During the contract extension period, the contract employee shall abide by the terms and conditions accepted by him at the time of initial appointment or revised based on mutual agreement and approved by the RCSC.

Signature of the  
Contract Employee

(Affix Legal Stamp)

**Recommendation of HRC:** HRC meeting No. .... dated.....

**Remarks** (if any):.....

Signature of Chief/Sr./HR Officer

---

**Approval of the RCSC**

**Approved:**

Extension of the contract term of the above contract employee is hereby approved for a further period of \_\_\_\_\_ months from \_\_\_\_\_ to \_\_\_\_\_.

**Not approved:**

Reasons:.....

.....

Place :

Date :

Seal & Signature



## **CHAPTER 6: GENERAL AND ELEMENTARY SERVICE**

### **6.1. Policy**

- 6.1.1. Facilitate appointment and management of service-oriented personnel
- 6.1.2. Meet the requirement of skilled and semi-skilled service personnel in the Government.
- 6.1.3. Such personnel shall be outside the Civil Service.

### **6.2. Strategy**

- 6.2.1. Endeavour to outsource the services to private parties, including individuals in order to minimise the appointment of General Service Personnel (GSP) and Elementary Service Personnel (ESP) and gradually replace the GSP/ESP appointment system.
- 6.2.2. The appointment of GSP/ESP shall be from the local community to the extent possible.
- 6.2.3. The Agency concerned shall, taking into account the availability of nationals with requisite experience/qualifications/skills, determine the need for appointment of expatriates.

### **6.3. GS/ES Position**

The positions under the GSP/ESP against which appointments shall be made are given in the **Annexure 6/1 and 6/2** respectively, which may be revised from time to time.

### **6.4. Authority for Appointment**

Appointment shall be made by the Agency concerned based on the approved staffing pattern and strength.

## **6.5. Recruitment Procedure**

- 6.5.1. All recruitments shall be made as per the staffing pattern and strength of the Agency concerned approved by the RCSC.
- 6.5.2. The vacancy announcement shall clearly define the eligibility criteria, including:
  - 6.5.2.1. Position Title;
  - 6.5.2.2. General or Elementary Service
  - 6.5.2.3. Skills/Qualification required, if any;
  - 6.5.2.4. Documents required; and
  - 6.5.2.5. Contact number and address.
- 6.5.3. A candidate shall be required to submit the following documents:
  - 6.5.3.1. Employment Application Form (***Annexure 4/1***);
  - 6.5.3.2. Attested copies of academic transcripts, if required;
  - 6.5.3.3. Attested copy of Bhutanese Citizenship ID card;
  - 6.5.3.4. Must have applied for Security Clearance Certificate online, which the official Focal Person of the recruiting Agency shall verify;
  - 6.5.3.5. Medical Fitness Certificate issued by a competent RGoB medical doctor; and
  - 6.5.3.6. No Objection Certificate, if employed.
- 6.5.4. The Agency shall verify all required documents such as Citizenship Identity card, Security Clearance Certificate, Medical Fitness Certificate and any other document that may be required.
- 6.5.5. The HR Committee/Recruitment Committee shall short-list and conduct selection interview for appointment based on merit.

6.5.6. The authority concerned shall issue the work permit to expatriates only upon confirmation of his appointment through an office order issued by the Agency.

## **6.6. General Terms of Appointment**

6.6.1. A candidate shall have attained a minimum age of 18 years and not more than 50 years at the time of recruitment.

6.6.2. Physical fitness of the candidate shall be taken into account.

6.6.3. Initial appointments shall be made for a period not exceeding two years.

6.6.4. A GSP/ESP shall sign an agreement with the Agency specifying the terms and conditions at the time of appointment (**Annexure 6/3**).

6.6.5. Performance appraisal of GSP/ESP shall be done on the agreed core competencies only.

6.6.6. A GSP/ESP shall not be eligible for transfer.

6.6.7. A GSP/ESP shall be retired on completion of 56 years of age at the latest.

6.6.8. An Agency may replace a GSP/ESP who is absent from duty for more than three months.

6.6.9. A GSP/ESP shall be governed by Chapter 18 on Private Trade and Employment Rules and Regulations of the BCSR.

- 6.6.10. Appellate Authority to review the decisions taken by the Disciplinary Committee shall be the Agency concerned for both minor and major penalty.
- 6.6.11. Disciplinary cases after establishing, beyond reasonable doubt by the Agencies, the need for criminal prosecution in the Court of Law shall be forwarded to the Court of Law through the Office of Attorney General.

## **6.7. Remuneration and Benefits**

### 6.7.1. Remuneration

- 6.7.1.1. The remuneration of a GSP shall be fixed at the minimum of the pay scale and shall be entitled to annual increment.
- 6.7.1.2. An ESP shall be paid as per the minimum wage rate approved by the Government and shall not be entitled to annual increment.
- 6.7.1.3. A GSP/ESP appointed under this Rule shall not be admissible for contract allowance.
- 6.7.1.4. A GSP/ESP shall be paid Difficulty Allowance posted to a place beyond one *dholam* from the motorable road, as determined by the Government and High Altitude Allowance.

### 6.7.2. Leave and Travel

A GSP/ESP appointed under the provisions of this Rule shall be eligible for Earned, Maternity, Paternity, Casual, Medical, and Bereavement Leaves, LTC, TA & DA as admissible to Operational Position Category.

6.7.3. Medical Facility

The Government as per rules prescribed by the Ministry of Health shall provide medical treatment.

6.7.4. Housing

A GSP/ESP shall make his own arrangements for housing. However, if Government accommodation is provided, house rent shall be deducted as per the prevailing rules.

6.7.5. Pension, Provident Fund and Insurance

A GSP/ESP, with more than one year of employment, shall be, in accordance with Sections 51 and 99 of the Labour and Employment Act of Bhutan 2007, be covered by the Pension and Provident Fund Scheme, and as well as covered by the Government Employee Group Insurance Scheme.

6.7.6. Deduction

All statutory deductions shall be made in accordance with the rules.

6.7.7. Retirement Benefit

Gratuity shall be paid at the rate of one month's last basic pay for every completed year of satisfactory service. The gratuity shall also be payable to the nominee(s) of a GSP/ESP if he expires while in service.

6.7.8. Extension

6.7.8.1. Extension of service for GSP/ESP shall be granted by the recruiting Agency (**Annexure 6/4**).

6.7.8.2. GSP/ESP's service may be extended/renewed with the consent of both the Agency and the employee concerned for terms not exceeding two years at a time.

6.7.8.3. Extension shall be granted only to those having a clean service history, which shall not contain any record of indiscipline, adverse report, misdemeanour, or any act that is considered as violation of the Civil Service Code of Conduct and Ethics.

6.7.8.4. Performance shall be the main criterion for extension.

## **6.8. Termination of Service**

6.8.1. A minimum of one month's notice shall be issued by the party intending to terminate the service before expiry of the term. Basic pay of the employee concerned for the period of the stipulated notice period shall be paid by the defaulting party in the event of failure to give the required period of notice.

6.8.2. The services of a GSP/ESP shall be terminated without any notice and payment of post-service benefits thereof, if the employee is found guilty of an administrative offence by the Disciplinary Committee.

6.8.3. A GSP/ESP shall be removed at any time if his service is not required and/or when the Government decides to outsource the service.

## **6.9. Accountability**

6.9.1. An appointment which does not conform to this Rule shall be treated as unauthorised, and hence it shall be revoked by the Agency.

6.9.2. The authority responsible for the violations shall be accountable and liable for administrative actions.

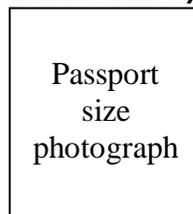
**POSTS UNDER GENERAL SERVICE (GS)**

1. Messenger - Agencies (minimum qualification: Class VIII).
2. Wet sweeper - Hospitals/Institutes.
3. Ward Boy - Hospitals (minimum qualification: Class VIII).
4. Washer-man - Hospitals/Institutes with boarding facilities.
5. Mahout - Royal National Park.
6. Boatman - Royal National Park.
7. Cook/Baker - Institutes/Hospitals.
8. Blaster - Department of Roads/Dzongkhags.
9. Khang nyer - Dzongkhags.
10. Ba-nga Dungmi - Dzongkhags.
11. Tringti Dungmi - Dzongkhags.
12. Jhali Phumi - Dzongkhags.
13. Survey Field Assistants – Relevant Agency

**POSTS UNDER ELEMENTARY SERVICE (ES)**

1. Dry Sweeper.
2. Waiter/Waitress.
3. Security Guard (normal).
4. Care Taker (Risup/Misup/Chu nyer/Night Guard).
5. Syce.
6. Farm Labourer.
7. Helper/Assistant:
  - a. Silt;
  - b. Store/Meteorology/Gauge & Discharge; and
  - c. Swimming Pool.
8. Animal/Fishery Attendant.
9. Custom/Excise Constable.
10. Gardener.
11. Game Watcher.
12. Handy Boy.

**ROYAL CIVIL SERVICE COMMISSION  
ROYAL GOVERNMENT OF BHUTAN**



**AGREEMENT ON SERVICE TERMS AND CONDITIONS FOR GENERAL AND  
ELEMENTARY SERVICE**

**1. Agreement**

- 1.1 This Agreement is executed on day ..... month..... year ..... between the Agency and .....(name of the employee) CID No. ....from .....
- 1.2 He/she shall serve the Agency as .....or in such other capacity/place/department as the Agency may from time to time require.
- 1.3 He/she shall serve for a total period of .....months commencing from the day of .....month.....year (hereinafter referred to as the contract period)

**2. Remuneration and Benefits**

**2.1. Remuneration**

- 2.1.1. The remuneration of a GSP employee shall be fixed at the minimum of the pay scale and shall be entitled to annual increment.
- 2.1.2. An ESP employee shall be paid as per the minimum wage rate approved by the Government and shall not be entitled to annual increment.
- 2.1.3. A GSP/ESP employee appointed under this Rule shall not be admissible for contract allowance.
- 2.1.4. A GSP/ESP shall be paid Difficulty Allowance posted to a place beyond one *dholam* from the motorable road, as determined by the Government and High Altitude Allowance.

**2.2. Leave and Travel**

A GSP/ESP employee appointed under the provisions of this Rule shall be eligible for Earned, Maternity, Paternity, Casual, Medical, and Bereavement Leaves, LTC, TA & DA as admissible to Operational Position Category.

A GSP/ESP employee shall not be eligible for transfer.

**2.3. Medical Facility**

The Government as per rules prescribed by the Ministry of Health shall provide medical treatment.

**2.4. Housing**

A GSP/ESP employee shall make his own arrangements for housing. However, if Government accommodation is provided, house rent shall be deducted as per the prevailing rules.

**2.5. Pension, Provident Fund and Insurance**

A GSP/ESP employee shall not be covered by the National Pension and Provident Fund Scheme but shall be covered by the Government Employee Group Insurance Scheme.

**2.6. Deduction**

All statutory deductions shall be made in accordance with the rules.

**2.7. Retirement Benefit**

Gratuity shall be paid at the rate of one month's last basic pay for every completed year of satisfactory service. The gratuity shall also be payable to the nominee(s) of a GSP/ESP employee if he expires while in service.

**3. Extension**

- 3.1. Extension of services for GSP/ESP employee shall be granted by the recruiting Agency.
- 3.2. GSP/ESP’s service may be extended/renewed with the consent of both the Agency and the employee concerned for terms not exceeding two years at a time.
- 3.3. Extension shall be granted only to those having a clean service history, which shall not contain any record of indiscipline, adverse report, misdemeanour, or any act that is considered as violation of the Civil Service Code of Conduct and Ethics.
- 3.4. Performance shall be the main criterion for extension.

**4. Termination of Service**

- 4.1 A minimum of one month's notice shall be issued by the Agency / Employee intending to terminate the service before expiry of the term
- 4.2 The services of a GSP/ESP employee shall be terminated without any notice and payment of post-service benefits thereof, if the employee is found guilty of an administrative offence by the Disciplinary Committee.
- 4.3 A GSP/ESP employee shall be removed at any time if his service is not required and/or when the Government decides to outsource the service.

**IN WITNESS WHEREOF** I, ..... on behalf of the Agency and I,....., the employee have hereto set our hands this day and year.

**SIGNED** by the said contract employee .....  
day/month/year (affix legal stamp)

In the presence of .....

**SIGNED** for and on behalf of the Agency:.....

day/month/year

In the presence of .....

**GOVERNMENT OF BHUTAN**  
**ROYAL CIVIL SERVICE COMMISSION**  
(Contract Extension Form for GSP/ESP)

1. Name: \_\_\_\_\_
2. CID: \_\_\_\_\_
3. Date of Birth: \_\_\_\_\_
4. Nationality: \_\_\_\_\_
5. Permanent Address: \_\_\_\_\_
6. Present Ministry/Agency/School: \_\_\_\_\_
7. Appointment under Present Contract Service:
  - a. Date of Appointment: \_\_\_\_\_
  - b. Appointment Letter No.: \_\_\_\_\_
  - c. Position: \_\_\_\_\_
  - d. Pay Scale/Consolidated Pay: \_\_\_\_\_
  - e. Basic Pay: \_\_\_\_\_
8. Present Contract Term: from \_\_\_\_\_ to \_\_\_\_\_
9. Contract Term Extension approved (in months): \_\_\_\_\_

During the contract extension period, the contract employee shall abide by the terms and conditions accepted by him at the time of initial appointment as revised based on mutual agreement. The new contract period shall be as approved by the Agency concerned.

\_\_\_\_\_  
Signature of the  
Contract Employee

\_\_\_\_\_  
Signature of HRO

\_\_\_\_\_  
Signature of Head of Agency

(Affix Legal Stamp)

Name:

Name:

## **CHAPTER 7: BHUTAN CIVIL SERVICE EXAMINATION FOR RECRUITMENT OF UNIVERSITY GRADUATES**

### **7.1. Policy**

- 7.1.1. Attract and select the most qualified and competent graduates with right attitude.
- 7.1.2. Create an atmosphere of healthy and fair competition for appointment in the Civil Service based on the principle of meritocracy.
- 7.1.3. Comply with Section 47 of the Civil Service Act of Bhutan 2010, which reads as

*“The Commission shall recruit university graduates through competitive examinations conducted in accordance with the procedures laid down in the BCSR for initial appointments to Professional and Management positions in Civil Service”.*

### **7.2. Strategy**

- 7.2.1. Ensure a rigorous and appropriate recruitment examination system called the Bhutan Civil Service Examination (BCSE).
- 7.2.2. Appoint to regular service in Professional and Management positions through the BCSE only.
- 7.2.3. Select candidates with the qualification of Bachelor’s Degree and above for appointment based on requirement against approved positions.

- 7.2.4. Develop a body of career civil servants, which is dynamic, professional and capable of succeeding in the higher echelon of the Civil Service.
- 7.2.5. This Rule on recruitment, selection and appointment of graduates shall also apply to B.Ed and other professional Bachelors degree holders from all in-country institutes.
- 7.2.6. BCSE for B.Ed graduates shall be mainstreamed gradually.

### **7.3. Examination**

- 7.3.1. The BCSE shall consist of the following two stages of examination:
  - 7.3.1.1. Stage I : Preliminary Examination (PE); and
  - 7.3.1.2. Stage II : Main Examination (ME).
- 7.3.2. Preliminary Examination (PE)
  - 7.3.2.1. The objective of PE shall be to short-list candidates for the ME and ensure minimum standard required of a candidate.
  - 7.3.2.2. A candidate shall be permitted to appear PE up to a maximum of three attempts only.
  - 7.3.2.3. PE Papers shall be common to all categories of graduates.
  - 7.3.2.4. PE shall be objective type questions to test English and Dzongkha communication skills, logic and analytical, problem solving and data interpretation abilities of the candidates.

- 7.3.2.5. Only those candidates who achieve the minimum cut off marks as decided by the RCSC, shall be eligible to sit for the ME; and
- 7.3.2.6. Marks obtained in the PE shall not be carried forward to the ME and shall be valid only for that particular year/examination.
- 7.3.3. Main Examination (ME)
- 7.3.3.1. The objective of the ME shall be to test candidate's core competencies and subject/general knowledge for final selection.
- 7.3.3.2. A candidate shall be permitted to appear ME up to a maximum of two attempts only.
- 7.3.3.3. Candidates appearing the ME shall be grouped under the following categories:
- a) Post Graduate Diploma in Public Administration (PGDPA);
  - b) Post Graduate Diploma in Financial Management (PGDFM);
  - c) Post Graduate Diploma in Education (PGDE);
  - d) Technical including Post Graduate Diploma in National Law (PGDNL); and
  - e) Dzongkha.
- 7.3.3.4. ME shall consist of the following three parts with corresponding weightage:
- |                                      |     |
|--------------------------------------|-----|
| a) Part I: Academic Achievement      | 10% |
| b) Part II: Written Examination (WE) | 70% |
| c) Part III: Viva Voce               | 20% |

- 7.3.3.5. The RCSC shall review weightage for the three parts of the examination from time to time, and make required changes.
- 7.3.3.6. The RCSC shall not declare a candidate's result if he has not appeared in all the three examination papers and Viva Voce, and this shall be considered as one of the two permissible attempts in the BCSE.
- 7.3.4. Academic Achievement
- 7.3.4.1. Academic Achievement shall be the assessment of the marks obtained in the Bachelor's Degree from an Institute recognised by the relevant authorities of the Royal Government. In addition, a candidate shall be required to produce both Class X and Class XII academic transcripts as documentary evidence unless specified otherwise.
- 7.3.4.2. A candidate having more than one Degree shall have the option to choose any one of the Degrees to be considered for the assessment. However, the relevant degree shall be considered for assessment where necessary.
- 7.3.4.3. Only one Degree of the same level shall be accepted for the assessment.
- 7.3.4.4. In the case of a candidate whose result is based on a letter grading system, the grades shall be converted to percentage as per the conversion table given at ***Annexure 7/1*** if conversion value is not specified in the transcripts issued by the University.

7.3.5. Written Examination (WE)

7.3.5.1. The WE for graduates who qualify in the PE opting for the PGDPA, PGDFM and PGDE shall sit for separate examinations according to eligibility. The examination shall comprise the following three papers for a duration of three hours each:

- a. Paper I : Dzongkha;
- b. Paper II : English & General Knowledge; and
- c. Paper III : Bhutan and its (i) Socio-Political Institutions and (ii) Socio-Economic Development since 1961.

7.3.5.2. Each paper shall carry equal weightage and be evaluated out of 100 marks and their aggregate shall be converted to 70% of the ME.

7.3.5.3. The Written Examination for technical graduates, including law graduates opting for the PGDNL shall comprise the following three papers:

- a. Paper I : Language and General Knowledge (Common Paper - 20%)
- b. Paper II : General Subject Knowledge (Common Paper for each professional group- 15%)
- c. Paper III : Subject Specialisation Paper (Subject specific – 35%)

7.3.5.4. Each paper shall be evaluated out of 100 marks and converted to the respective scale of 20% for Paper I, 15% for paper II and 35% for Paper III, and then added to obtain the total marks.

7.3.5.5. The WE for Dzongkha graduates opting for appointment in positions requiring Dzongkha specialisation and teaching shall comprise of the following three papers:

- a. Paper I : Dzongkha Language & General Knowledge (20%)
- b. Paper II : English Language & Current Affairs (15%)
- c. Paper III : Buddhist Studies (35%)

7.3.5.6. Each paper shall be evaluated out of 100 marks and converted to the respective scale of 20% for Paper I, 15% for Paper II and 35% for Paper III and then added to obtain the total marks.

7.3.5.7. The RCSC shall review the examination papers from time to time to enhance its relevancy.

7.3.6. Viva Voce

7.3.6.1. Viva Voce shall be based on an oral interview, bilingual in both Dzongkha and English, to be conducted by a Committee of five members (minimum) appointed by the RCSC.

7.3.6.2. The assessment shall be based on a total of 100 marks and each Interview Committee Member shall assess individually, except in areas where documentary evidence is required, in which case marking for that particular area shall be based on consensus.

#### **7.4. Eligibility**

A candidate shall:

7.4.1. Be a Bhutanese citizen;

- 7.4.2. Have attained at least 18 years and not be older than 35 years for pre-service and 45 years for in-service candidates, on the last date of online registration;
- 7.4.3. Have a minimum of Bachelor's Degree with at least three years duration from an Institute recognised by the relevant authorities of the Royal Government in the relevant field with the exception for the following:
  - 7.4.3.1. Candidates from Shedras who are awarded equivalent Bachelors/Masters Degree in two years;
  - 7.4.3.2. With a minimum two-year Bachelors Degree acquired by in-service candidates with minimum of Class X and Certificate/Diploma of two years or more, if duly validated by the Royal University of Bhutan/Bhutan Accreditation Council/Bhutan Medical and Health Council and other similar authorities empowered by an Act of the Parliament, for in-service Civil Service candidates; and
  - 7.4.3.3. With Masters Degree but without Bachelors Degree approved by the RCSC for in-service Civil Service candidates prior to 2<sup>nd</sup> September, 2007.
- 7.4.4. Meet the following subject requirements:
  - 7.4.4.1. PGDPA: Minimum of a Bachelor's Degree in any field;
  - 7.4.4.2. PGDFM: Minimum of a Bachelor's Degree in Commerce/ Economics/Finance/Accountancy (Honours)/ Economics (Majors)/Business Administration /Business Management;

7.4.4.3. PGDE: Minimum of Bachelor's/Master's Degree with at least one relevant subject prescribed for the Bhutanese School Syllabus or Higher Educational Institute programmes and has obtained the minimum qualifying marks in the subject at the Bachelor's Degree examination, if prescribed; and

7.4.4.4. PGDNL: Minimum of Bachelor's Degree in Law.

7.4.5. Meet the minimum qualifying marks in the Bachelor's Degree that may be prescribed by the RCSC;

7.4.6. Have been a non-bachelor's degree holder and voluntarily resigned from the Civil Service; and

7.4.7. Have qualified in the PE to appear in the ME.

## **7.5. Disqualification**

7.5.1. A candidate shall not be eligible to appear for BCSE if he has:

7.5.1.1. A Bachelor's Degree which is not full time, for all pre-service candidates;

7.5.1.2. Been convicted of a criminal offence;

7.5.1.3. Been terminated or compulsorily retired from the Civil Service, Government Corporation/Project;

7.5.1.4. Voluntarily resigned from the Civil Service with Early Retirement Scheme (ERS) benefit;

7.5.1.5. Voluntarily resigned from the Civil Service while he had a Bachelor's Degree;

7.5.1.6. Been adjudged by a competent medical authority as mentally unsound;

7.5.1.7. Already appeared the BCSE-PE thrice and/or CSCE/BCSE-ME twice;

- 7.5.1.8. Intentionally given false statements or used fraudulent practices in Academic/Civil Service Examinations;
- 7.5.1.9. Used fake/forged documents;
- 7.5.1.10. Failed to furnish testimonials as required under this Rule;
- 7.5.1.11. Been previously selected for the Civil Service but dishonoured the appointment;
- 7.5.1.12. Failed to produce NOC from the employer to appear the BCSE, if employed;
- 7.5.1.13. Participated in politics and not completed the required “cooling off” period of three years; and
- 7.5.1.14. Been otherwise disqualified for appointment by the Government.

## **7.6. Registration for Examination**

- 7.6.1. A graduate wishing to appear for the BCSE shall register online at [www.rcsc.gov.bt](http://www.rcsc.gov.bt).
- 7.6.2. Registered candidates shall be provided with information on the venue, date and time of the PE.
- 7.6.3. Candidates who qualify in the PE shall be required to report in person for verification and confirmation for the ME with the following documents in original as well photocopies:
  - 7.6.3.1. Bhutanese Citizenship Identity Card;
  - 7.6.3.2. Must have applied for Security Clearance Certificate online, which the official Focal Person of the RCSC shall verify;
  - 7.6.3.3. Class X transcripts;
  - 7.6.3.4. Class XII transcripts;
  - 7.6.3.5. Degree certificate/provisional certificate and academic transcripts;

- 7.6.3.6. Medical fitness certificate issued by a competent RGoB medical doctor;
  - 7.6.3.7. Merit/other certificates (if any); and
  - 7.6.3.8. No Objection Certificate from the employer, if employed.
- 7.6.4. A graduate in medical and health profession shall produce a certificate of registration from the Bhutan Medical and Health Council (BMHC).
- 7.6.5. Degree marks shall be confirmed with the candidates during the registration for the purpose of calculating academic weightage.
- 7.6.6. The name of the candidate who meets all the requirements shall be recorded and the candidate concerned shall sign against his name. Only then shall the candidate who qualifies in the PE be considered as confirmed to appear for the ME.
- 7.6.7. Confirmed candidate shall be issued an Admission Card, which shall be used for both the WE and Viva Voce. The card shall have a photograph of the candidate with the RCSC stamp, allotted roll number, year of the examination and signature of the candidate. The name of the candidate shall not be mentioned.
- 7.6.8. A candidate shall be fully responsible for the Admission Card issued to him and maintain strict confidentiality of his roll number.

## **7.7. Conduct of Candidate**

- 7.7.1. During the WE, a candidate shall:
  - 7.7.1.1. Reach the examination hall at least 15 minutes before the scheduled time for examination;

- 7.7.1.2. Wear the national dress;
  - 7.7.1.3. Be allowed entry into the examination hall only on production of the CID card for the PE and Admission Card for the ME;
  - 7.7.1.4. Be searched before entering the hall or on re-entry after going out of the hall during the examination;
  - 7.7.1.5. Not bring any article, electronic devices, document or written material of any form inside the hall, except the Admission Card, ink, pen, pencil, eraser and non-programmable calculator (if required);
  - 7.7.1.6. Have substantial space around his seat for the examination to prevent any communication with others;
  - 7.7.1.7. Conform his behaviour to the Code of Conduct and Ethics prescribed under this Rule;
  - 7.7.1.8. Not canvass for getting favour in the examination in any manner;
  - 7.7.1.9. Not talk, consult, whisper, smoke, eat or indulge in any unacceptable behaviour in the examination hall; and
  - 7.7.1.10. Not give or leave any identification marks on the written answer sheet(s) other than the allotted roll number.
- 7.7.2. Non-compliance to the above rules shall result in debarring of the candidate from the present as well as future BCSE.

- 7.7.3. Any breach of rules during the examination by a candidate shall be reported in writing to the RCSC by the Chief Invigilator. Such a candidate shall be liable for disciplinary action by the RCSC.

## **7.8. Administration**

- 7.8.1. The Agencies shall be responsible for submitting graduate requisition against approved positions to the RCSC on annual basis in June of each year, unless specified otherwise as per ***Annexure 7/2***.
- 7.8.2. The RCSC shall prioritise graduate vacancies against approved positions based on the requisition of the Agencies.
- 7.8.3. The RCSC shall widely publicise the BCSE through media allowing at least one month for registration. The announcement shall specify all relevant information on the examination including the following:
- 7.8.3.1. Vacancies in the Civil Service;
  - 7.8.3.2. Eligibility as well as the disqualification criteria;
  - 7.8.3.3. Documents required;
  - 7.8.3.4. Registration process and schedule;
  - 7.8.3.5. Schedule and venue for registration, briefings, distribution of Admission Cards, PE and ME centres, declaration of PE and ME results, selection and placement of candidates; and
  - 7.8.3.6. Selection and placement procedures.

- 7.8.4. The RCSC shall prescribe general standards and guidelines for the PE and ME.
- 7.8.5. The RCSC shall call upon any entity or official in the Government to assist the Commission in the preparation and conduct of BCSE, including facilities.
- 7.8.6. The question setters, invigilators, evaluators and interview Committee members and others so appointed shall be paid honorarium as approved by the RCSC.
- 7.8.7. The question setters, evaluators and interview Committee members shall declare Conflict of Interest to the RCSC in the prescribed format given at **Annexure 3/1**.
- 7.8.8. The RCSC shall appoint a Registration Team comprising representatives of relevant Agencies to assist in the smooth conduct of the BCSE.
- 7.8.9. The RCSC shall coordinate deployment of security personnel, if required.
- 7.8.10. Registered applicants shall be provided with information on the BCSE, vacancies and code of conduct before the PE.
- 7.8.11. The RCSC shall facilitate with appropriate logistics arrangements for physically and visually challenged candidates.

7.8.12. Agency shall facilitate leave for in-service candidates to appear BCSE. However, they shall not be entitled to TA/DA.

## **7.9. BCSE Management Committee**

7.9.1. The RCSC shall establish a BCSE Management Committee comprising members from all Divisions/Services in the Secretariat.

7.9.2. The BCSE Management Committee shall be responsible for the coordination and management of the examination as per the delegation of authority by the RCSC including the following:

7.9.2.1. Verification of documents;

7.9.2.2. Registration of candidates;

7.9.2.3. Distribution of Admission Cards to candidates;

7.9.2.4. Examination related logistics;

7.9.2.5. Invigilation duty;

7.9.2.6. Compilation of results;

7.9.2.7. Verification of results; and

7.9.2.8. Placement of candidates.

7.9.3. The BCSE Management Committee shall function under the overall guidance of the Commission.

## **7.10. Invigilation, Evaluation and Interview**

7.10.1. Invigilation during WE

7.10.1.1. The RCSC shall appoint Invigilators for proper conduct of the WE. Invigilators shall comprise qualified civil servants, one of whom shall be designated as the Chief Invigilator for the centre. They shall keep strict vigilance and carry out their

responsibility sincerely and without any fear or favour.

7.10.1.2. The RCSC shall provide the required number of copies of the list of registered candidates to the Chief Invigilator for information and use as attendance lists for WE. The list shall have the following information:

- i. Roll number of each candidate listed serially;
- ii. CID number;
- iii. Provision for signature by the candidate at the time of entry into the examination hall;
- iv. The date, time and subject of the Written Examination of the particular paper; and
- v. Provision for dated signature of the Chief Invigilator, before submission of the list to the RCSC.

7.10.1.3. Chief Invigilator shall:

- a. Be responsible for ensuring admission of only the registered candidates to the examination hall after verifying the roll number and admission cards and sealed photographs on them, and in accordance with the provisions of this Rule;
- b. After confirming the identity of the candidate, cause the candidate to sign the attendance list in front of him, before allowing him entry into the examination hall;

- c. Ensure proper conduct of the WE and proper behaviour of the candidates as provided in this Rule;
- d. Direct and supervise all Invigilators to ensure proper conduct of examinations;
- e. Hand over the attendance lists and answer papers in sealed covers to the RCSC, immediately after completion of the examination for each paper; and
- f. Submit a written report to the RCSC at the end of the examinations.

#### 7.10.2. Setting Questions and Evaluating Answer Papers of WE

7.10.2.1. The RCSC shall appoint qualified officials/persons as resource persons to set the question papers as well as to evaluate the answer papers.

7.10.2.2. The RCSC shall maintain question item bank.

7.10.2.3. The evaluation of PE shall be carried out by Optical Mark Reader (OMR).

7.10.2.4. The evaluation of WE papers shall be on the basis of roll numbers and not by disclosing the identity of the candidate by name.

7.10.2.5. The setting of question papers and evaluation of answer papers shall be conducted in strict secrecy. Any breach of the confidentiality of these processes by any

official/person involved shall result in disciplinary action as per the undertaking executed with the RCSC.

7.10.2.6. Re-evaluation of answer papers shall not be permitted, except recounting.

7.10.2.7. Recounting of answer papers shall be charged a fee of Nu. 300/- per paper.

7.10.3. Conduct of Viva Voce

7.10.3.1. The Viva Voce shall be conducted by a Committee comprising a minimum of five members, one of whom shall be designated as the Chairperson.

7.10.3.2. The Committee Members and Chairperson shall be appointed by the RCSC.

7.10.3.3. The Viva Voce shall be conducted on the basis of roll numbers.

7.10.3.4. Each member shall use the assessment form given at **Annexure 7/3(a)**. The Chairperson of the Committee shall, ensure results are compiled in the format given at **Annexure 7/3(b)**.

7.10.4. Declaration of Result and Follow Up

7.10.4.1. Results for the three parts of the examination shall be confidentially compiled so that information about the marks obtained by a candidate in other parts of the selection process is not available to the Evaluators/Interview Committee Members.

- 7.10.4.2. The RCSC shall declare results of the PE within 21 days from the date of the examination.
- 7.10.4.3. The final results of the ME, ranked in order of merit shall be announced within one month from the last day of Viva Voce.
- 7.10.4.4. Public announcement of results shall be by the roll numbers.
- 7.10.4.5. The RCSC shall preserve all records of the examination results.
- 7.10.4.6. Answer scripts and registration documents shall be preserved for one year or till the conduct of the next exam, whichever is later.
- 7.10.4.7. A candidate shall be given opportunity to appeal to the RCSC only once for each paper for review of the examination result within 10 working days from the date of declaration of the result and outcome of the appeal shall be delivered within seven working days from the last date for submission of Appeal.

### **7.11. Annual Intake**

- 7.11.1. The annual intake shall be decided by the RCSC based on requirement against approved positions and supply of qualified candidates.

### **7.12. Selection, Placement and Appointment**

- 7.12.1. To be eligible for selection, a candidate shall be required to obtain at least 50% average mark in the BCSE ME.

- 7.12.2. Placement of qualified candidates shall be based on the following criteria:
  - 7.12.2.1. Merit ranking of the BCSE results for the respective examination category; and
  - 7.12.2.2. Availability of vacancy.
- 7.12.2. Placement of an in-service candidate from/to a Constitutional Office shall be decided in consultation with the Office concerned.
- 7.12.3. Priority shall be given for placement of an in-service candidate in his Agency.
- 7.12.4. If a selected candidate withdraws his candidature before the start of the PGD Course or within one month from the date of appointment for direct appointees, the vacancy shall be offered to the next qualified candidate in order of merit.
- 7.12.5. Candidate shall be given the opportunity to appeal to the Appellate Authority/Administrative Tribunal for review of the placement result within 10 working days from the date of declaration of the placement result.
- 7.12.6. Candidate selected for PGD Course shall successfully complete the respective course at the Institutes/Colleges designated by the RCSC as a pre-service course before his appointment in the Civil Service.
- 7.12.7. The requirement of two years of service excluding probation period for long-term training shall not apply to in-service candidates selected for PGD courses.

- 7.12.8. On successful completion of the PGD course, the candidate shall be appointed against a vacant position and shall be assigned appropriate position valued at Position Level P5.
- 7.12.9. Appointment of PGD candidate shall be against approved vacant positions based on:
- 7.12.9.1. Merit ranking of BCSE (75%) and Post Graduate Diploma course (25%); and
- 7.12.9.2. Subject relevancy to the extent possible.
- 7.12.10. Candidates with Master's Degree appointed as Assistant Lecturers in tertiary institutes shall be appointed in Position Level P4.
- 7.12.11. A law graduate on successful completion of the PGDNL shall be appointed in Position Level P4.
- 7.12.12. A technical graduate selected in the BCSE shall be appointed in Position Level P4/P5.
- 7.12.13. Seniority and Position Level for in-service candidates selected through BCSE shall be protected.
- 7.12.14. A candidate selected for appointment shall execute an undertaking of adherence to the Code of Conduct and Ethics and undertake an Oath of Allegiance as per **Annexure 4/3**.
- 7.12.15. A candidate appointed in the Civil Service is expected to serve in the rural areas. Such candidates who have served in rural areas shall be given weightage during the selection through open competition for promotion and long-term training.

### **7.13. Orientation and Probation**

- 7.13.1. A technical graduate selected for appointment shall be required to undergo an orientation programme to be organized by the RCSC along with other direct appointees.
- 7.13.2. A candidate selected for appointment in the Civil Service shall undergo an Induction Programme of appropriate duration during the probation organized by the Agency.
- 7.13.3. A candidate shall initially be placed on probation for a period of one year and during probation, the provisions of Chapter 4 on Recruitment, Selection and Appointment - Regular Civil Service Rules and Regulations of the BCSR shall apply.
- 7.13.4. An in-service candidate selected through BCSE shall be treated same in terms of training with the rest without having to serve probation provided he has already completed one year probation.

### **7.14 Obligation**

- 7.14.1 A candidate appointed through BCSE shall be obliged to serve a minimum of four years of active service or completion of training obligation, whichever is higher;
- 7.14.2 A civil servant resigning before fulfilling Section 7.14.1 obligation shall forfeit his post-service benefits, except Provident Fund and Group Insurance Scheme benefits.

### **7.15 Eligibility of Non-select BCSE Graduates for recruitment by Agencies**

#### **7.15.1. Pre-Service Candidates**

- 7.15.1.1 Candidates who meet the cut-off percentage of the BCSE ME result but “not selected” shall be issued “Certificate of Eligibility” by the RCSC for possible

recruitment by Agencies to S1 positions in Supervisory and Support Positions. List of such candidates shall also be maintained and shall be available on the RCSC website.

7.15.1.2 “Certificate of Eligibility” for recruitment to S1 positions shall be valid for two years from the date of issue of Certificate of Eligibility. Recruitment of eligible graduates by Agencies shall be as per Chapter 4 on Recruitment, Selection and Appointment – Regular Civil Service Rules and Regulations of the BCSR.

7.15.1.3 The above shall apply only to the General Graduates who appear ME for PGDPA, PGDFM & PGDE examination categories.

7.15.2. **In-Service Candidates**

7.15.2.1. Candidates who meet the cut-off percentage of the BCSE ME result but “not selected” shall be issued “Certificate of Eligibility” by the RCSC for possible recruitment by Agencies.

7.15.2.2. General graduates shall be appointed in S1 positions in Supervisory and Support Positions through open competition irrespective of their current Position Levels.

7.15.2.3. Technical graduates shall be appointed in one Position Level lower than those selected through the BCSE (S1 for P5, P5 for P4 selects).

7.15.2.4. Certificate of Eligibility shall be valid for two years from the date of issue.

7.15.2.5. A candidate appointed shall not be required to serve probation provided he has already completed one year probation.

**7.16.** 'RCSC-Select Graduates' are those university graduates selected through National Level Graduate Recruitment Examinations or those recruited into the Civil Service prior to the introduction of such examinations. It is determined as per ***Annexure 7/4***.

**CONVERSION TABLE**

<b>Grading</b>		<b>Marks in %</b>
A+	=	80
A	=	75
A-	=	70
B+	=	65
B	=	60
B-	=	55
C+	=	50
C	=	45
C-	=	40
D	=	35

**Note:** This table shall be used when such conversion is not provided in the academic transcripts.

**ANNUAL GRADUATE REQUISITION FORM**

**FOR THE YEAR .....**

**MINISTRY/AGENCY: .....**

Department	Division/ Section	Current Staffing Status: Officers Level (P2 - S1)		
		No. Approved	No. Existing	Difference (Approved - Existing)
<b>TOTAL</b>				

Department	Division/ Section	Graduate Requisition For (P4/P5):		
		Position Title	No. required	Qualification Required
<b>REQUISITION TOTAL</b>				

**NOTE:** The above annual graduate requisition shall supersede all the earlier requisitions submitted to the RCSC and this shall remain valid till the next annual graduate requisition is submitted in June of the following year.

**Reference:**

HR Committee meeting held on \_\_\_\_\_.

**Prepared by:**

**Chairperson of HR Committee:**

**Signature:**  
**Name:**  
**Position Title:**  
**Date:**

**Signature:**  
**Name:**  
**Position Title:**  
**Date:**

**ROYAL CIVIL SERVICE COMMISSION**  
**Bhutan Civil Service Examination**  
**Interview Form**

Registration No. : \_\_\_\_\_  
 Exam Category : \_\_\_\_\_

Sl. No.	Factors	Marks	Marks Awarded
1.	<b>MANNER &amp; DISPOSITION</b>	05	
2.	<b>LANGUAGE PROFICIENCY</b>		
	a) Dzongkha	10	
	b) English	10	
	d) Others*- Major Bhutanese dialects/ languages and regional/ international languages	05	
3.	<b>INTELLIGENCE, ABILITY &amp; COMPETENCE</b>		
	a) Professional subject knowledge	10	
	b) General awareness	10	
	c) Presentation skills (organisation of thoughts)	10	
	d) Analytical ability	05	
	e) Promptness in comprehension and clarity in expression	10	
	f) Confidence	05	
4.	<b>EXTRA CURRICULAR ACTIVITIES**</b>	10	
5.	<b>ACADEMIC AND OTHER ACHIEVEMENTS **</b>	10	
	<b>Total marks</b>	<b>100</b>	

\* Marking based on consensus of the Committee members

\*\* Marking based on documentary evidence and consensus of the Committee members.

**Place:**

**Date:**

\_\_\_\_\_  
**(Name of the Committee Member & Signature)**

**ROYAL CIVIL SERVICE COMMISSION  
BHUTAN CIVIL SERVICE EXAMINATION  
..... [YEAR]  
ASSESSMENT FORM FOR INTERVIEW**

Candidate's Registration No. : .....

<b>Sl. No.</b>	<b>Name of the Board Member</b>	<b>Total Marks</b>	<b>Marks Awarded</b>
1.	(Chairperson)	100	
2.	(Member)	100	
3.	(Member)	100	
4.	(Member)	100	
5.	(Member)	100	
	<b>Total</b>	<b>500</b>	

Percentage of marks in the interview .....

Verified & Certified by:

**Place:**

**Date:**

**Signature:**

**Name of Chairperson:**

**DETERMINATION OF 'RCSC-SELECT GRADUATES'**

<b>Graduate Category</b>	<b>Select Graduates</b>	<b>Remarks</b>
General Graduates	Graduates who joined Civil Service prior to 1983	No examination
	Graduates selected through National Level Graduate Recruitment Examination and joined Civil Service from 1983 onwards	RCSC Officers' Selection Examination introduced in 1983 for recruitment of all university graduates interested to join the Civil Service.
		Later, upon delegation by the RCSC, separate examinations for finance officers (AC - Finance) was introduced by RIM and for teaching (TC) by Education Department.
		Graduate recruitment centralized by the RCSC and selected through the Civil Service Common Examination (CSCE) from 2005 - 2009 and Bhutan Civil Service Examination (BCSE) from 2010 onwards
Dzongkha Graduates	Graduates who joined Civil Service prior to 1983	No examination
	Graduates selected through National Level Graduate Recruitment Examination and joined Civil Service from 1983 - 2007	From 1983 - 2007, Dzongkha graduates were required to appear examination along with general Graduates.
	Graduates selected through CSCE in 2008 & 2009 and BCSE from 2010 onwards	Separate Examination for Dzongkha graduates introduced in 2008 specifically for those interested to join teaching and positions in the Agencies (non-teaching) requiring Dzongkha graduates.

Technical Graduates	<p>Graduates who joined Civil Service prior to 2006</p> <p>B.Eds who joined Civil Service prior to 2010</p>	No examination
	<p>Graduates selected through CSCE from 2006 to 2008 and BCSE from 2010 onwards including in-service engineers from CST, RUB</p>	Examination for all technical graduates was introduced in 2006
	<p>B.Eds selected by MoE in 2010 and BCSE 2011 onwards.</p>	Selection of B.Eds introduced in 2010 and the first batch was selected by MoE as delegated by the RCSC. Taken over by the RCSC from 2011 onwards.
	<p>In-service graduates from in-country institutes/ colleges selected through BCSE from 2012 onwards.</p>	Selection of in-service candidates with bachelors from in-country institutes/colleges starting with B.Sc from CNR and B.P.H from RIHS through BCSE introduced in 2012.
	<p>In-service candidates with masters degree but without bachelors degree selected through BCSE from 2012 onwards.</p>	Selection of in-service candidates with masters degree but without bachelors degree through BCSE started in 2012.

**NOTE:**

1. For a civil servant who upgraded his qualification to a Bachelors'/Masters' Degree as an in-service candidate, the year of graduation is being referred, to determine whether he is to be considered as a 'RCSC-Select Graduate'
2. Militia Officers (1989-1990) are treated as 'RCSC-Select Graduate'



## **CHAPTER 8: PRE-SERVICE TRAINING**

### **8.1. Policy**

- 8.1.1. Ensure that a new recruit is properly inducted into the Civil Service with appropriate skills, knowledge and competence required by the position.
- 8.1.2. Meet the requirement of trained and competent human resources for the Civil Service market.

### **8.2. Strategy**

- 8.2.1. Specific pre-service training shall be identified by the Agency concerned in the Recruitment Plan of the Five Year Plans.
- 8.2.2. Agency shall set aside budget for pre-service training.
- 8.2.3. Select candidates through merit-based and transparent system.
- 8.2.4. A Monitoring and Evaluation System shall assess training impact and make necessary interventions.
- 8.2.5. Agency shall forecast its medium and long-term professional HR requirements annually and submit to the RCSC by October, which shall be further assessed before submitting to the MOE.

### **8.3. Application**

In this Rule, the term pre-service training shall apply to academic and non-academic training that provides professional foundation and skills to:

- 8.3.1. Those candidates who have been selected through the Bhutan Civil Service Examination (BCSE) for PGDPA, PGDFM, PGDNL, PGDE

and such other courses to be approved by the RCSC from time to time; and

- 8.3.2. Those candidates who have been selected by the RCSC to undergo professional and other courses on scholarship.

#### **8.4. Approving Authority**

- 8.4.1. The RCSC shall be the authority to approve training courses related to Section 8.3.1 for the Civil Service. To this end, Agency concerned shall forward the application for introduction of a new training programme to the RCSC in the prescribed format given at **Annexure 8/1**.

- 8.4.2. The RCSC shall recommend stipend rates for candidates under Section 8.3.1 above.

#### **8.5. Eligibility**

A candidate applying for pre-service training shall be a Bhutanese citizen and shall be required to fulfill the specific eligibility criteria prescribed by the RCSC/RUB/MoE/Agency for the respective training.

#### **8.6. Disqualification**

A candidate shall not be eligible for training if:

- 8.6.1. He has discontinued a training programme for reasons within his control;
- 8.6.2. His previous training was terminated by the RCSC/Agency/Institute for violation of training and/or other related rules and regulations;
- 8.6.3. He has been convicted of a criminal offence;
- 8.6.4. He has been previously selected for training but has dishonoured the selection;

- 8.6.5. He has been approved for another training/scholarship; and
- 8.6.6. He has been nominated/short-listed for another training programme, pending the declaration of result.

### **8.7. Entitlement**

- 8.7.1. Stipend shall be paid at the rates approved by the Government.
- 8.7.2. TA/DA shall be paid by the Institute concerned to candidates while on field trip at the rates approved by the Government.
- 8.7.3. Annual vacation and holidays shall be granted as per the schedule of the Institute for which stipend shall be paid, subject to a maximum of one month.
- 8.7.4. Uniform/Uniform Allowance, if required for the particular training programme shall be provided.
- 8.7.5. Book Allowance for ex-country training shall be paid.
- 8.7.6. An in-service 'RCSC-Select Graduate' undergoing a pre-service PGD course shall not be eligible to receive his regular remuneration and benefits, but be entitled to the same benefits as pre-service candidates only.

### **8.8. Requirement during Training**

- 8.8.1. Obligation of a candidate during training:  
A candidate shall conform to the rules and regulations of the Institute.
- 8.8.2. Obligation of the Institute/Agency

8.8.2.1. The RUB/MoLHR/MOE/Agency shall maintain the list of candidates along with the duly completed pre-service training form prescribed by the RCSC/Agency upon selection to the programme.

8.8.2.2. The Agency concerned shall forward the list of candidates (selected for appointment in the Civil Service) for the non-academic training to the RCSC along with the duly completed pre-service training form prescribed by the RCSC upon enrolment to the programme.

### **8.9. Repetition, Extension and Termination**

8.9.1. Repetition, extension and termination of a candidate from the training shall be as per the rules stipulated by the RCSC/MoE/RUB/Institute/Agency.

8.9.2. A candidate shall not be allowed to repeat or extend training if he discontinues for reasons within his control.

### **8.10. Obligations**

A candidate shall:

8.10.1. Pursue the course and complete it within the duration specified;

8.10.2. Not change to another course;

8.10.3. Abide by all the rules and regulations of the Royal Government and the Institute concerned;

8.10.4. Not discontinue the course and/or leave the institute prior to completion of the course without a written consent from the Institute concerned. However, written consent of the RCSC is

required for the graduates selected through the BCSE and undergoing PGD courses;

- 8.10.5. Submit academic transcript/certificate to the Agency concerned;
- 8.10.6. Upon selection and appointment in the Civil Service, he shall serve the Government for a minimum period of two times the duration of the course; and
- 8.10.7. Pay to the Government an amount equal to two times the expenses incurred by the Government/Agency on the training if he has:
  - 8.10.7.1. Discontinued the course for a reason within his control; or
  - 8.10.7.2. Failed to serve the Government two times the duration of the course upon completion of training.

### **8.11. Undertaking**

- 8.11.1. An undertaking shall be signed by a candidate and his guarantor stating that he or the guarantor shall pay to the Government an amount equal to two times the expenses incurred on the particular training if:
  - 8.11.1.1. He discontinues the training for reasons within his control; and
  - 8.11.1.2. He fails to abide by the terms and conditions specified in the Undertaking.
- 8.11.2. A candidate undergoing a training programme for a duration above six months shall sign the Undertaking.

- 8.11.3. The Undertaking shall be enforced by the RCSC/Institute for academic Postgraduate Courses such as Public Administration, Financial Management, Education and National Law as per the terms and conditions given at **Annexure 8/2**.
- 8.11.4. A guarantor must be acceptable to the Agency/RCSC.
- 8.11.5. The Undertaking shall be enforced by the Agency concerned for academic post Class XII training.
- 8.11.6. If a candidate fails to pay double the expenditure, his guarantor shall be liable to make the payment to the Government. If the guarantor fails to adhere to the Undertaking, legal actions shall be initiated in accordance with the undertaking and the law of the country.

**APPLICATION FOR INTRODUCTION OF AN IN-COUNTRY LONG-TERM  
TRAINING PROGRAMME**

**To be completed by the Agency:**

1. Name of the Training :
2. Objective of the Training Programme \* :
3. Level :
4. Duration :
5. Proposed date of commencement :
6. Proposed date of completion :
7. Name of Institute and location :
8. Intake capacity :
9. Entry qualification :
10. Other facilities in the institute :
11. Name of Head/In-charge of Institute :
12. Any other information :

*\* Please attach the training proposal*

Date:

Signature of the Head  
of Institute/Department

**RECOMMENDATION OF THE AGENCY**

Date:

Signature

---

**TO BE COMPLETED and Approved BY THE ROYAL CIVIL SERVICE COMMISSION**

- 1. Major Occupational Group :
- 2. Subgroup :
- 3. Position :
- 4. Position Level :

( )

Date:

for the Royal Civil Service Commission

---

**UNDERTAKING**

I,.....(Name of Candidate), CID. No....., son/daughter of .....(Name of Parents) hereby accept the offer of scholarship from ..... (Mention sponsoring Agency) for studies in..... (Mention the course) in..... (Mention institute/university and country) for a duration of .....

I hereby undertake to:

1. Pursue the course and complete it within the duration specified.
2. Not change to another course.
3. Abide by all rules and regulations of the Royal Government and the institute concerned.
4. Not discontinue the course and/or leave the institute prior to completion of the course without written consent from the Agency concerned.
5. Complete my training/studies and serve the Government for a minimum period of two times the duration of the course.
6. Pay to the Government an amount equal to two times the expenses incurred by the Government/Agency on the training if:
  - 6.1 I discontinue the training for a reason within my control; or
  - 6.2 I fail to produce academic transcript/certificate; or
  - 6.3 I fail to serve the Government two times the duration of the course, if required.

I hereby do confirm that I have been briefed on all rules governing my training and I have understood them, including the implications and consequences of deviating from them.

In particular, I understand that in the event that I do not adhere to any one of the above stated conditions, I and/or my guarantor shall be liable for legal action by the Government.

Sd/-

Place:

(Affix Legal Stamp)

Date:

Name & Office address

**Caution:** This is an important legal document and therefore, should be executed after clearly understanding all the responsibilities, liabilities and implications.

In the event of any failure on the part of the above named person to abide by this undertaking, I, .....(Name of Guarantor), CID. No..... resident of ..... hereby undertake to refund to the Government the stipulated amount or accept my liability to any other penalty as may be decided by the Government.

In the event that I do not adhere to the above, I understand that I shall be liable for legal action by the Government.

Sd/-

Place:

(Affix Legal Stamp)

Date:

Name of Guarantor: .....

Relation with the candidate: .....

Occupation: .....

Present address:.....

Permanent Address: .....

Mailing address: .....

Witnesses:

1 Signature .....Name.....CID. No.....

2) Signature .....Name.....CID. No.....

## **CHAPTER 9: IN-SERVICE TRAINING**

### **9.1. Policy**

- 9.1.1. Equip civil servants with the right qualifications, skills, knowledge and right attitude to achieve organisational objectives.
- 9.1.2. Enhance performance of civil servants and provide a high standard of professional services to the public.
- 9.1.3. Facilitate continuing education for civil servants to enhance qualifications and knowledge for career progression.
- 9.1.4. Promote a balanced and sustainable human resource development through optimal use of scarce resources.
- 9.1.5. Ensure distribution of all training opportunities on equal and just basis and are implemented through a merit-based and transparent system.
- 9.1.6. Optimise returns in terms of service to the RGoB from investments made on trainings of civil servants.
- 9.1.7. Reduce brain drain from the Civil Service.

### **9.2. Strategy**

- 9.2.1. “The Commission shall assess the general training and higher education (degree and diploma) needs of civil servants, formulate projects and implement them both within and outside the country”.

- 9.2.2. “Agencies shall assess their own specific training needs, formulate appropriate plans and implement them” in accordance with the procedures prescribed in this Rule.
- 9.2.3. Human resource development shall be a shared responsibility between the Government and civil servant.
- 9.2.4. Training shall be identified in the Civil Service Human Resource Master Plan through Organisational Development Exercise.
- 9.2.5. Mid-term Review of the Civil Service HR Master Plan shall be conducted to respond to the changing priorities of the Agency.
- 9.2.6. The Agency shall identify critical skills and set aside a specified portion of budget for in-country staff training for at least 10 days a year and shall provide equal opportunities to all relevant employees.
- 9.2.7. All Scholarships shall be made available in an open and competitive manner.
- 9.2.8. All training offers for the Civil Service shall be routed through the RCSC.
- 9.2.9. Agency shall ensure effective succession planning while implementing long-term training programmes.
- 9.2.10. Civil servants shall avail in-country training to the extent possible.
- 9.2.11. Monitoring and Evaluation System shall be instituted to assess training impact and make necessary interventions.

- 9.2.12. The performance of a civil servant undergoing long-term training shall be monitored and assessed for the purpose of HR actions.
- 9.2.13. The RGoB shall not fund ex-country Bachelor's Degree programme for civil servants.
- 9.2.14. An eligible civil servant, without requiring to resign, shall be allowed to pursue Bachelor's Degree but his position shall not be protected and completion of degree shall not entail automatic enhancement of Position Level. However, his current Position Level shall be protected.
- 9.2.15. RGoB shall fund only Ph.D. programmes that are reflected in the Civil Service HR Master Plan. Position of a civil servant undertaking such approved programme only shall be protected.

### **9.3. Category of Training**

- 9.3.1. The category of training shall be as follows:
- 9.3.1.1. Short-term training, six months and below; and
- 9.3.1.2. Long-term training, above six months.

### **9.4. Short-term Training**

- 9.4.1. Short-term training shall apply to:
- 9.4.1.1. Counterpart Training;
- 9.4.1.2. Attachment and Internship;
- 9.4.1.3. Study Tour/Institutional Visit;
- 9.4.1.4. Certificate and Diploma; and
- 9.4.1.5. Seminar/Workshop exceeding five days.

9.4.2. Short-term training for all positions shall be approved by the HR Committee of the Agency concerned and be implemented as per ***Annexure 9/1***.

9.4.3. Eligibility

9.4.3.1. Should have completed probation, except for in-country orientation/induction/professional training programme.

9.4.3.2. Should have completed at least six months since the last short-term training and one year since the last long-term training.

9.4.3.3. Should not have been nominated/short-listed for another training programme, pending declaration of result.

9.4.3.4. Should be a regular civil servant and not on contract.

9.4.3.5. Should have at least six months to serve before superannuation.

9.4.4. Entitlements

9.4.4.1. A civil servant undergoing ex-country short-term training for a duration of 30 days or less shall be entitled to full DSA for the first 15 days and 50 percent DSA thereafter. If duration of training exceeds 30 days, a civil servant shall be paid stipend for the entire duration.

9.4.4.2. The travel time from the home country to destination shall be excluded for the purpose of calculating the total number of days for training and DSA shall be paid at the rates approved by the Government.

- 9.4.4.3. Allowance of any form, except salary revised as allowance, shall be paid only if the training period is 30 days or less.
- 9.4.4.4. A civil servant who is required to halt in transit for eight hours or more for the next flight while on training outside the country shall be paid DSA.
- 9.4.4.5. DSA shall be paid for the actual period of halts required for processing visa and it shall be paid at the Government rates.
- 9.4.4.6. Payment of DSA for enforced halts shall be limited to two days for a round trip, besides halts in transit.
- 9.4.4.7. DSA or related expenses shall not be paid by the Government during training when the same are paid by the donor.
- 9.4.4.8. Notwithstanding Section 9.4.4.7, a civil servant shall be reimbursed visa fee, passport fee and airport tax on production of original receipts/documents.
- 9.4.4.9. If a civil servant on training is provided with airfare, room and meals by the donor/sponsor, 20 percent DSA shall be paid for training of 30 days or less and 20 percent stipend when the duration exceeds 30 days to cover incidental expenses.
- 9.4.4.10. If a civil servant on training is provided with airfare and room by the donor/sponsor, 50 percent DSA shall be paid for training of 30 days or less and 50 percent

stipend when the duration exceeds 30 days to cover incidental expenses.

9.4.4.11. For an in-country short-term training, a civil servant shall be entitled to normal TA/DA for travel and DSA /stipend for the duration of training in accordance with ***Annexure 9/2.***

9.4.4.12. Entitlement for in-country training shall be admissible only if the training is availed from an Institute recognised by the RCSC/Ministry of Labour and Human Resources.

9.4.5. A civil servant shall not avail any form of leave to attend any short-term training.

9.4.6. HR Committee shall ensure that only relevant officials are nominated for training.

9.4.7. HR Committee shall rationalise on the frequency of a civil servant's training.

9.4.8. The Ministry of Foreign Affairs is responsible for high-level official delegations representing the country on regional and international issues. The Ministry may issue guidelines on the eligibility criteria and procedures for processing nominations for such cases to ensure uniformity in application.

9.4.9. Appropriate penalties shall be imposed for the following offences/violations:

9.4.9.1. Non-fulfillment of training gap

9.4.9.2. Training availed without approval

9.4.9.3. Others (irrelevant course; during probation; not reporting

on time; not attending the approved training)

## **9.5. Long-term Training**

9.5.1. Long-term training shall apply to:

9.5.1.1. Postgraduate courses;

9.5.1.2. Undergraduate courses;

9.5.1.3. Diploma/Certificate courses; and

9.5.1.4. Attachment/Internship/Fellowship programmes.

9.5.2. Modes of long-term training

9.5.2.1. Full-time on Campus, which is an arrangement for availing training by attending the course full-time on campus.

9.5.2.2. Mixed Mode, which is an arrangement for availing a training by attending the course on and off campus as follows:

a. For ex-country – Ph.D. only; and

b. For in-country – Master’s Degree, PG Diploma, Bachelor’s Degree, Diploma and Certificates.

9.5.2.3. Part-time Class, which is an arrangement for availing training by attending the course after office hours and is limited to in-country programmes.

9.5.3. **Approving Authority**

All long-term trainings shall need approval of the RCSC.

9.5.4. **General Rule**

9.5.4.1. The relevance and level of officials for the training programmes shall be determined strictly by the Agency.

- 9.5.4.2. Service protection shall be ensured for civil servants on long-term training programmes, which are directly relevant to the candidate's current position.
- 9.5.4.3. The Agency concerned shall be made primarily accountable while the individual civil servant shall be required to refund the expenditure incurred on his training based on circumstances.
- 9.5.4.4. If the Agency has approved any training not relevant to the position of the official, the RCSC shall revoke the approval.
- 9.5.4.5. A civil servant pursuing Continuing Education (Class XII and below) through part-time mode (after office hours) shall inform his Agency.

9.5.5. **Eligibility**

A candidate shall:

- 9.5.5.1. Be a Bhutanese citizen;
- 9.5.5.2. Have rendered a minimum of two years of service, excluding the probation period at the time of commencement of course to avail a long-term training for the graduates selected through Bhutan Civil Service Examinations (BCSE);
- 9.5.5.3. Have served a minimum of four years excluding the probation period at the time of commencement of course for non-select graduates to be eligible for long-term trainings;

- 9.5.5.4. Have served a minimum of four years excluding the probation period at the time of commencement of course for other categories of civil servants to pursue Bachelor's Degree and Diploma;
- 9.5.5.5. Have completed the probation period in the case of (i) medical and dental services; and (ii) teaching services – Science and Mathematics Teachers, Lecturers and Instructors to avail long-term training, only if pursuing in the relevant field of study;
- 9.5.5.6. Have successfully completed a Bachelor's Degree to be eligible for pursuing postgraduate degree;
- 9.5.5.7. Have successfully completed Class XII for pursuing Bachelor's Degree and Diploma. However, exception shall be made for civil servants who have joined before 2<sup>nd</sup> September 2007. They should meet the following criteria to be eligible for:
- a. Bachelor's Degree:
    - i. Class X + minimum of two years Diploma from in-country institutes + minimum of five years in the service;
    - ii. Class X + minimum of two years certificate course from in-country institutes + one year diploma from in or ex-country + minimum five years of experience.
    - iii. Class X + minimum of two years certificate course from in-country institutes + minimum six years of service.

b. Diploma:

Class X + Certificate (minimum one year) from in-country institutes + a candidate must reach a minimum Position Level of S1A or should have served minimum of six years of service in the Government.

9.5.5.8. Be 45 years of age or below at the time of commencement of the training;

9.5.5.9. Avail a maximum of three in-service long-term trainings in the entire service period or until he attains 45 years of age, whichever is earlier; and

9.5.5.10. Not be allowed to pursue more than one degree of same level.

9.5.5.11. Not be eligible during EOL and Secondment.

9.5.6. **Disqualification**

A civil servant shall not be eligible for long-term training when:

9.5.6.1. He has discontinued a training programme to which previously nominated for reasons within his control; or

9.5.6.2. His scholarship granted previously was terminated by the Government for violation of training and/or other related rules and regulations; or

9.5.6.3. The time gap between the last ex-country short-term training and the next ex-country training long-term training is less than six months; or

9.5.6.4. He has been nominated/short-listed for another training programme, pending the declaration of result; or

9.5.6.5. He is on EOL or secondment; or

9.5.6.6. He is on contract service.

9.5.7. **Training gap requirement for long-term training:**

<b>No. of Training</b>	<b>Training gap</b>
For the 1 <sup>st</sup> long-term training	As per eligibility
For the 2 <sup>nd</sup> long-term training	Twice the duration of the first long-term training.
For the 3 <sup>rd</sup> long-term training	Thrice the duration of the second long-term training.

9.5.8. **Selection Procedures for Long-term Trainings**

9.5.8.1. **Pre - Selection**

- a. All scholarships shall be advertised;
- b. For all donor project-tied scholarships, there shall be restrictive advertisement within the agency concerned;
- c. The time between advertisement and application deadline shall be at least 4 weeks;
- d. An applicant shall be required to submit the following documents:
  - i. Attested copies of academic transcripts;
  - ii. A copy of completed in-service training form (**Annexure 9/3**);
  - iii. Attested copies of training certificates (if required); and

iv. Any other documents that may be required as per announcement.

9.5.8.2. The agency shall:

- a. Verify all documents;
- b. Verify eligibility; and
- c. Compile all applications.

9.5.8.3. A minimum of two applicants shall be shortlisted against each slot, failing which time extension may be considered for another two weeks.

9.5.8.4. The Agency shall proceed with the selection interview even if there is only one eligible candidate despite the extension;

9.5.8.5. Selection shall be processed through the HR Committee of the Agency;

9.5.8.6. The standard criteria for short-listing shall be as follows:

- a. Eligibility criteria as per BCSR;
- b. Availability of planned slots in the Civil Service HR Master Plan;
- c. Ad hoc offers may be adjusted to the Civil Service HR Master Plan;
- d. Relevance of course to current job; and
- e. Academics:
  - i. For Ph.D. - Aggregate marks of Master's Degree;
  - ii. For Postgraduate Degree – 50% of Bachelor's Degree + 50% of Cl. XII (English + four best subjects)/Dip/ Certificate\*\*;

- iii. For Diploma/Certificate:
  - a) For non-technical: Cl. XII (English + four best subjects) or Cl. X (Aggregate); and
  - b) For technical: 50% of Cl. XII (English + four best subjects) or Cl. X (Aggregate) + 50% of Certificate/Diploma

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

9.5.8.7. Documents and procedures (as per announcement)

9.5.8.8. The agency shall announce shortlist of applicants one week before selection interview.

9.5.8.9. For long-term training and short-term training for Executives/Specialists, the Agency shall forward all required documents to the RCSC for approval with the prescribed In-service Training Form (**Annexure 9/3**).

9.5.9. **During Selection**

9.5.9.1. The HR Committee of the respective Agency shall conduct the Interview with a minimum of five panel members including the Chairperson. RCSC reserves the right to participate in such selection processes.

9.5.9.2. The panel members shall declare Conflict of Interest, if any. If so, then he shall not participate in the selection interview.

9.5.9.3. Panel members shall be briefed by the Agency concerned on all relevant information related to selection interview.

9.5.9.4. A candidate must obtain a minimum aggregate of 50% during the selection interview to be eligible for selection.

9.5.10. **Post Selection**

9.5.10.1. The Agency shall compile the selection result. The panel members shall verify the result and shall be required to sign on the compiled result.

9.5.10.2. The result shall be declared in the website and/or media within five working days of completion of selection interview.

9.5.10.3. Upon approval, a candidate shall be issued a letter of award in the prescribed format (**Annexure 9/4**) by the RCSC.

9.5.11. **Selection Criteria**

9.5.11.1. The selection of a candidate for long-term full or partial RGoB scholarship shall be based on the following:

<b>Sl. No.</b>	<b>Criteria</b>	<b>Max. marks (%)</b>
1	Performance Evaluation (last 2 years)	15
2	Rural Posting*	5
3	Academic marks** as per Section 9.5.8.6 (e)	30
4	Viva Voce ( <b>Annexure 9/5</b> )	30
5	Seniority	5
6	RCSC - Select graduate	5
7	Special Achievement***	5
8	Extra-Curricular Activities (make reference on the definition)***	5
<b>Total</b>		<b>100</b>

- \* Marking shall be calculated as per **Annexure 9/15**
- \*\* Academic Hierarchy shall be followed
- \*\*\* Marking shall be given by panel on consensus based on documentary evidence

9.5.11.2. Service in rural area(s) shall be given special recognition by awarding weightage up to a maximum of five percent;

9.5.11.3. A civil servant shall serve a minimum of one year in each place to be eligible for Rural Posting weightage; and

9.5.11.4. A civil servant's placement to places categorised as Thromde A shall not be eligible for Rural Posting weightage.

9.5.11.5. For open scholarships targeting civil servants as well as non-civil servants, the RCSC and MoLHR shall agree on a separate short-listing and selection criteria.

9.5.12. **Entitlement**

9.5.12.1. Study Leave

A civil servant on a long-term training shall be entitled to study leave as per Section 10.2.7 of Chapter 10 on Leave.

9.5.12.2. Remuneration and Benefit during Training

a. A civil servant who has been granted Study Leave with remuneration and benefits for any single long-term training shall be entitled to the full basic pay for a period of twelve months. When the duration

exceeds twelve months, he shall be entitled to 50% of the basic pay for the remaining period.

- b. Notwithstanding 9.5.12.2(a), a civil servant who has been granted Study Leave with remuneration and benefits for any single long-term training shall be entitled to the full basic pay for the whole duration of the course when the course is held in a SAARC country.
- c. A civil servant undergoing long-term training shall be entitled to establishment allowance and stipend for the first month, and the stipend for the subsequent months as prescribed by the Government.
- d. Stipend shall be released bi-annually and stipend for the last month shall be paid only upon return and completion of all formalities.
- e. Funding Agency shall bear all transaction costs including difference in exchange rates.
- f. A civil servant shall be covered by medical insurance while on training. In the event of an emergency where the candidate is not covered by a medical insurance scheme, medical expenditure shall be borne by the Ministry of Health on production of original receipts.
- g. Remuneration and benefits for various modes of continuing education other than full time on

campus shall be governed by guidelines prescribed by the Government.

- h. Allowance of any form, except salary revised in the form of allowance, shall not be paid during the training period, when the duration exceeds one month.

9.5.12.3. **Benefit during In-country Training**

The following shall apply to in-country Institute-based and in-house training:

- a. Entitled to annual vacation and holidays as per the schedule of the Institute and the stipend shall be paid.
- b. For Continuing Education (after-office classes), study leave shall apply as follows:
  - i. Term examination preparation – one week
  - ii. Trial examination preparation – one week
  - iii. Final examination preparation – two weeks
  - iv. Actual Examinations – As per schedule
- c. Provision of Uniform/Uniform Allowance, if required, for the particular training programme;
- d. Payment of Travel Allowance and Daily Allowance for travel to and fro as per the normal rates and subject to other relevant rules;
- e. Payment of actual travel expenditure and Daily Allowance at the rates prescribed by the Government during field attachment/visit;

- f. Daily Subsistence Allowance for the in-service in-country training when the duration of training is 30 days or less and stipend when the duration is more than thirty (30) days as given at **Annexure 9/2**; and
- g. A trainee shall be entitled to 50% of the DSA for training of 30 days or less in the same place of posting. This excludes expenses pertaining to tuition fee, meals, refreshments, etc.

9.5.12.4. **Benefit during Ex-country Training**

The following shall apply to full time ex-country training:

- a. A civil servant who is required to halt in transit for 8 hours or more for the next flight while on travel outside the country shall be paid DSA.
- b. DSA shall be paid for the actual period of halts required for processing visa and it shall be paid at the Government rates.
- c. The payment of DSA for enforced halts shall be limited to two days for a round trip besides halts in transit.
- d. DSA or related expense shall not be paid by the Government during training, when DSA and other expenses are paid by the donor.
- e. Notwithstanding 9.5.12.4(d), a civil servant shall be reimbursed the visa fee, passport fee, language test fee and airport tax on production of original

receipts/documents only if his study leave with pay is approved.

9.5.13. **Pre-departure Procedure**

A candidate whose training is approved shall abide by the following:

- 9.5.13.1. Attend briefing by RCSC/Agency for long-term training and by Agency for short-term training;
- 9.5.13.2. For long-term training, a candidate shall sign an undertaking with the RCSC in the prescribed format **(Annexure 9/6 (a) or (b))** to the effect that on completion of the long-term training, the candidate shall continue in the service of his Agency for a minimum period equal to the duration of training, unless the Agency transfers him in the interest of public service;
- 9.5.13.3. A guarantor of a candidate shall be briefed on the consequence of the undertaking in case the candidate fails to return upon completion of his training;
- 9.5.13.4. A guarantor must be acceptable to the Agency/RCSC;
- 9.5.13.5. A candidate and guarantor shall sign the undertaking in the presence of an official designated by the RCSC;
- 9.5.13.6. A candidate must submit the duly filled pre-departure intimation form and briefing points **(Annexure 9/7 and 9/8 respectively)**;
- 9.5.13.7. Travel documents shall be issued by the Ministry of Foreign Affairs based on the letter issued by the competent authority in the Agency;

9.5.13.8. A candidate for long-term training is entitled to five days of preparatory leave; and

9.5.13.9. In the event a candidate has left for long-term training without completing the pre-departure requirements, the approval for his training shall be cancelled.

9.5.14. **Requirement during Training**

9.5.14.1. **Obligations of a candidate during Training**

As an official nominee of the Government of Bhutan, a candidate on training shall adhere to the following:

- a. Undertake training as approved by the Agency/RCSC;
- b. Conduct himself at all times in a manner befitting his status and in a manner acceptable to the authority of the training Institute;
- c. Civil servants on training shall be bound by the “Civil Service Code of Conduct and Ethics” as listed in the Civil Service Act of Bhutan 2010 and the BCSR;
- d. Refrain from engaging in political, criminal or commercial activities and taking up additional employment that shall be prejudicial to the interests and image of the Kingdom of Bhutan;
- e. Abstain from indulging in any activity that adversely affects the institution, national sovereignty and integrity;

- f. Not coerce, attempt to coerce, order, or advise an individual to pay, lend or contribute anything of value to a party, committee, organisation, Agency or person whose activities are prejudicial to the *Tsa-Wa-Sum*;
- g. Refrain from giving expressions and statements on national or international affairs and in particular, from making any written or oral statement without specific prior approval of the Government;
- h. Refrain from making any statement of fact or opinion in any document published in his own name or anonymously, pseudonymously, or in the name of any other person or in any communication or a public utterance, make any statement which has the effect of an adverse criticism of any current or recent policy or action of the Government;
- i. Candidates are expected to give top priority to acquire knowledge and skills and also carry out the role of “Goodwill Ambassadors of Bhutan”;
- j. Submit a course joining report (**Annexure 9/9**) within two weeks upon commencement of the course for long-term training to the RCSC and Agency concerned;
- k. Submit semester-wise Academic Progress Report for long-term training to the RCSC and Agency concerned;

- l. Candidates failing to adhere to Sections 9.5.14.1 (j) and 9.5.14.1 (k) shall have their salaries, stipends, and tuition fees withheld until the documents are submitted;
- m. All civil servants on training abroad shall become the members of the nearest Bhutanese Students Association (BSA);
- n. The academic performance of a civil servant undergoing a long-term training programme shall form part of the performance appraisal for any personnel actions;
- o. A candidate must complete the training within the approved duration;
- p. Seek prior approval of the implementing Agency before undertaking field trips that are part of the course requirement. The maximum duration of field trip is fixed at two weeks in a year. However, exception shall be made for medical courses in which case the duration of field trip is fixed at three weeks in a year. The application and the programme for such field trips shall be signed and certified by the Institute; and
- q. Not change from the training/degree specified in the letter of award or change the Institute/University without prior approval of the RCSC.

9.5.14.2. **Repetition and Extension of Scholarship**

- a. A candidate shall complete the training within the duration prescribed in the Letter of Award.
- b. A candidate may be allowed to repeat a course/examination and given extension of scholarship up to a maximum of six months only when he is unable to complete the course due to ill health or due to a reason beyond his control.
- c. Prior approval of the RCSC shall be required for extension of scholarship.
- d. Extension shall not be granted to undertake an additional course.

9.5.15. **Termination of Scholarship**

A scholarship shall be terminated if:

- 9.5.15.1. The conduct of a candidate is not in conformity to this Rule;
- 9.5.15.2. The performance of the candidate is observed to be below average or unacceptable to the authority of the Institute, the Agency concerned and/or RCSC;
- 9.5.15.3. The candidate does not fulfill the attendance and other requirements stipulated by the Institute; and
- 9.5.15.4. The candidate fails to complete the course in the prescribed period and approval for extension is not accorded

9.5.16. **Post Training Requirements and End of Fellowship**

A candidate on completion of training shall:

- 9.5.16.1. Procure return air ticket in the economy class (the most direct and economical route) or request the Agency concerned to procure.
- 9.5.16.2. Return and continue in the service of his Agency as per Section 9.5.17.3 unless the Government transfers him in the interest of public service or through open competition as per Section 13.7.3.2(f) of Chapter 13 on Promotion;
- 9.5.16.3. Report to the Agency along with the joining report (**Annexure 9/13**), training report and course completion certificate & academic transcripts within three weeks from the date of completion of training as per Letter of Award/Confirmation of Enrollment;
- 9.5.16.4. The Agency shall immediately forward a copy of joining report, training report and course completion certificate to the RCSC;
- 9.5.16.5. The training report (**Annexure 9/14**) shall contain a comprehensive description of the subjects studied and a proposal for utilisation of the knowledge and skills acquired in carrying out his responsibilities;
- 9.5.16.6. Upon joining office, the candidate shall be required to make an independent study as to how best he could contribute to the agency concerned;
- 9.5.16.7. Candidate shall be required to complete the course Feedback Form (**Annexure 9/10**);

9.5.16.8. Upon availing Masters Degree and above training, a civil servant shall be required to make presentation to the Division/Department/HR Committee of his Agency; and

9.5.16.9. The RCSC shall organise a debriefing session where:

- a. Candidates shall share their achievements, challenges and other experiences; and
- b. The RCSC shall update the candidates on the policy reforms of the Civil Service.

9.5.16.10. If a civil servant desires to enhance his Position Level upon completion of degree, he shall be required to appear for BCSE. Selection to a higher Position Level shall be considered as promotion.

9.5.17. **Training Obligation and Penalty**

9.5.17.1. A candidate shall be liable for penalties as follows:

<b>Issue</b>	<b>Penalty</b>
1. <b>Fails the course</b>	1. No further RGoB long-term Training 2. Promotion to be delayed by double the duration of the approved study period from the due date of next promotion
2. <b>Incomplete Course</b> a. If returned on time	1. No HR actions until the evidence of completion is furnished
b. If returned early/ early repatriation	1. No further RGoB long-term Training 2. Promotion to be delayed by double the duration of the approved study

	period from the due date of next promotion
c. If Administrative discipline taken by the University	1. Refund as per Undertaking 2. Termination
<b>3. Course change</b> a. Same level (not relevant to one's current job)	1. Non-acceptance of degree 2. Promotion to be delayed by double the duration of the approved study period from the due date of next promotion
b. Same level (relevant to one's current job)	1. Acceptance of degree 2. Promotion to be delayed by equal the duration of the course from the due date of next promotion
c. To higher level	1. Acceptance of degree, subject to fulfilling eligibility criteria 2. Promotion to be delayed by equal the duration of the course from the due date of next promotion
<b>4. Resignation during training</b>	As per Section 9.5.17.3. and the Undertaking

9.5.17.2. A candidate failing to report within the stipulated time shall be liable for the following:

- a. Monthly salary on pro rata basis up to three months shall be forfeited; and
- b. Beyond three months, he shall be compulsorily retired from the service, but liable to pay expenses incurred on his training to the Government as per Section 9.5.17.3 of training obligation.

9.5.17.3. Training obligation for long-term training shall be applied as detailed hereunder:

<b>Progressive No. of Trainings</b>	<b>Service Obligation</b>	<b>Financial Penalties (Govt. funded)</b>	<b>Financial Penalties (Private funded/open scholarship)</b>
<b>Pre-service course</b>	2 times the duration of course	2 times the total expenditure incurred on pro rata basis	None
<b>In-Service Course</b>			
For the 1 <sup>st</sup> long-term course	2 times the duration of course	2 times the total expenditure incurred on pro rata basis	2 times the basic monthly salary and other benefits for the duration of the course on pro rata basis
For the 2 <sup>nd</sup> long-term course	3 times the duration of course	3 times the total expenditure incurred on pro rata basis	3 times the basic monthly salary and other benefits for the duration of the course on pro rata basis
For the 3 <sup>rd</sup> long-term course	4 times the duration of course	4 times the total expenditure incurred on pro rata basis	4 times the basic monthly salary and other benefits for the duration of the course on pro rata basis

- 9.5.17.4. Obligation for Mixed-mode courses shall be based on actual absence from the Office and RGoB expenditure.
- 9.5.17.5. A candidate shall be liable for the above financial penalties on the particular training when:
- a. He fails to return to Bhutan on completion of the training.
  - b. He discontinues his training for a reason within his control.
  - c. He voluntarily resigns from the services of the Agency prior to rendering the specified duration of service to the Government.
  - d. He has failed the course.
- 9.5.17.6. The candidate/guarantor shall pay the above expenditure within 90 days from the day the office order is issued to effect Section 9.5.17.3; failing which, legal actions shall be initiated in accordance with the Undertaking and the laws of the country.
- 9.5.17.7. If a candidate is terminated/compulsorily retired with training obligation, the obligation shall be treated as per the legal undertaking.
- 9.5.17.8. In the event the Undertaking is lost/damaged, training obligation and penalty as per BCSR 2012 shall be applied based on circumstantial evidence as per the Evidence Act of Bhutan 2005.
- 9.5.17.9. A civil servant who avails long-term study without any financial cost to the Government shall serve for a minimum duration equal to the study period. A civil

servant resigning before fulfilling the service obligation shall forfeit his post-service benefits, except his own contributions.

9.5.17.10. A civil servant who avails long-term training as per Section 9.5.5.5, shall be required to serve the remaining duration of normal requirement upon completion of the training which shall be over and above the training obligation period.

## **9.6. Accountability**

- 9.6.1. An in-service training which does not conform to this Rule shall be treated as unauthorised, and hence it shall be revoked by the Agency/RCSC.
- 9.6.2. A civil servant responsible for the violations shall be accountable and liable for administrative actions.
- 9.6.3. Agency shall maintain up-to-date training records and update the same in CSIS.

**GUIDELINES ON IMPLEMENTATION OF SHORT-TERM TRAININGS**

**I. Roles and Responsibilities**

The following are the roles and responsibilities of:

**1. Royal Civil Service Commission**

- a. Receive, assess and distribute the training offers equitably to relevant Agencies.
- b. Provide technical backstopping to Agencies, if required.
- c. Guide Agencies for proper implementation of trainings.
- d. Carry out Monitoring and Evaluation (M&E) to ensure proper implementation.
- e. Update data in CSIS.
- f. Assess the impacts of trainings undertaken by civil servants.

**2. Agency**

- a. Nominate, select and approve in accordance with the BCSR;
- b. Ensure the minimum training gap of six months between two short-term trainings;
- c. Rationalise and minimise the frequency of trainings availed by a particular civil servant;
- d. Carry out M&E periodically to evaluate if the training(s) has made an impact on the performance of the candidate and office respectively; and
- e. Update data in CSIS.

**3. Candidate**

- a. Learn optimally to acquire knowledge and skills for the benefit of Agency/Country/individual;
- b. Maintain Code of Conduct at all times at the Institute;
- c. Refrain from engaging in political, criminal or commercial activity;

- d. Return immediately and report to the Agency with Joining Report and certificate after completion of training;
- e. Submit a Training Report containing a concise description of the subjects studied and a proposal for utilisation of the acquired knowledge and skills in discharging his day-to-day responsibilities in the Agency.

## II. Procedures to be followed by Agency

The following are the procedures:

<b>MINISTRY/AGENCY</b>	<b>DZONGKHAG</b>
1. HR Division/Section shall receive, review and distribute training offers.	1. HR Section shall receive, review and distribute training offers.
2. Department/Division/Section nominates a candidate(s) along with the form <b>(Annexure 9/3)</b>	2. Sector nominates candidate(s) along with the form <b>(Annexure 9/3)</b> .
3. HR Division/Section reviews nomination and submits to HR Committee for approval <b>(Annexure 9/11)</b> .	3. HR Section reviews nomination and submits to HR Committee for approval <b>(Annexure 9/11)</b> .
4. HR Committee approves nomination.	4. HR Committee approves nomination.
5. HR Division/Section issues Letter of Award upon receipt of original copies of Security and Audit Clearance Certificates.	5. HR Section issues Letter of Award upon receipt of original copies of Security and Audit Clearance certificates with a copy endorsed to parent Agency.
6. HR Division/Section provides detailed Pre-departure Briefing (PDB) to candidate <b>(Annexure 9/12)</b> .	6. HR Section provides detailed Pre-departure Briefing (PDB) to candidate <b>(Annexure 9/12)</b> .
7. A candidate, upon completion of training submits the Joining Report along with Training Report and	7. A candidate, upon completion of training submits the Joining Report along with Training

Feedback Form to the HR Division/Section ( <b><i>Annexure 9/13, 9/14 &amp; 9/10</i></b> ).	Report and Feedback Form to the HR Unit ( <b><i>Annexure 9/13, 9/14 &amp; 9/10</i></b> ).
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**IN-SERVICE IN-COUNTRY TRAINING  
RATES OF DAILY SUBSISTENCE ALLOWANCE AND STIPEND**

**I Daily Subsistence Allowance**

1. A civil servant during training of 30 days or less duration shall be paid DSA at the rate of Nu. 1,000/- per day.
2. A trainee shall be entitled to 50% of the DSA while attending training within the same place of posting. This excludes expenses pertaining to tuition fee, meals, refreshments, etc.

**II Stipend**

A civil servant attending in-service training of duration more than 30 days shall be paid stipend at the following rates:

1. Nu. 8,000/- per month if the training venue is in Thimphu or Phuentsholing; and
2. Nu. 6,000/- per month in other places.

In the event a civil servant is selected to a training programme designed for pre-service trainees, he shall be paid the stipend at the rate applicable to the particular programme.

The stipend to pre-service trainees sponsored by the Government shall be paid at the rates given vide circular No. RCSC/PA-13/1998/05 dated February 26, 1998, subject to revision.

**Note:**

1. The tuition fee and administrative cost, if any, shall be paid directly to the training institute by the employing Agency concerned.
2. The institute shall deduct actual cost of food and lodging from the DSA/Stipend of the individual trainees, if provided.

**IN-SERVICE TRAINING FORM**

(Note: All sections in this form are compulsory)

**I. Particulars of Candidate:**

- a. Name :
- b. Employee ID No. :
- c. Position Title & Level :
- d. Citizenship ID No. :
- e. Date of Birth (dd/mm/yyyy) :
- f. Agency & Work Location :
- g. Contact No :
- h. Permanent Address :
- i. Quote Reference No. & Date of :
  - i. Online Security Clearance Certificate:
  - ii. Audit Clearance Certificate :
  - iii. Medical Fitness Certificate :
- j. Qualification :
- k. Date of Initial Appointment :
- l. Present Job Description
  - 1 .....
  - 2 .....
  - 3 .....

**II. Details of Training**

- a. Planned (quote slot number)/Ad hoc :
- b. Course Title :
- c. Institute/City/Country :
- d. Commencement Date and Duration :
- e. Training Category : ..... Short or ..... Long
- f. Source of Funding :

**III.** Details of all Past Trainings (if the space provided is not sufficient, use a separate sheet). Please start with the last training.

<b>Course Title</b>	<b>Institute/City/ Country</b>	<b>Start Date (dd/mm/yyyy)</b>	<b>Duration (months)</b>	<b>Source of Funding</b>
i)				
ii)				
iii)				
iv)				

I hereby certify that the above information is correct to the best of my knowledge. I understand that I am liable to be subjected to disciplinary actions by appropriate authorities in the event that they find the above information incomplete and/or incorrect.

Date:

(Signature of the Candidate)

---

**Official use only**

**IV. Assurance (for long-term training only) that:**

The Agency will ensure candidate's return to Bhutan immediately after completion of training. Failing to return shall be dealt as per BCSR 2012.

**V.** Approval of the HR Committee (attach copy.)

**VI.** Verification: The officials countersigning this form shall be accountable and liable for disciplinary action in case information provided is incomplete and/or incorrect.

**Signature**

**Name of HR Officer**

**Date:**

**Signature**

**Name & Position Title**

**Seal of the Head of Department/Division**

**Date:**

**Signature**

**Name & Position Title**

**Seal of the Head of Agency**

**Date:**

\* *For in-country short-term training, candidates are not required to produce the documents.*

*For ex-country short-term training, the original documents are to be retained with Agencies.*

*For long-term training, original documents and a copy of Citizenship Identity Card are to be submitted to the RCSC.*

#### LIST OF DOCUMENTS TO BE SUBMITTED BY A CANDIDATE

1. Medical Fitness Certificate issued by a competent RGoB medical doctor;
2. Valid online Security Clearance Certificate;
3. Valid Audit Clearance Certificate;
4. Course content and schedule from the Institute;
5. Attested copies of academic transcripts (for long-term training);
6. Letter of Acceptance from the Institute; and
7. Any other document that may be required.

**File no.....**

Date.....

..... (Head)

.....

.....

**Subject: Letter of Award**

Dear .....,

The Royal Civil Service Commission on behalf of the Royal Government of Bhutan is pleased to approve candidature of ....., EID No. .... of your Agency to pursue long term studies, as given below.

Name of the Course :  
Planned/Ad hoc :  
Institute & Country :  
Mode of Study :  
Start Date :  
Duration :  
Funding Agency :

The Royal Civil Service Commission has approved Study Leave with Pay for the duration of his/her studies.

Kindly instruct the candidate to contact this Secretariat for Pre-departure Briefing and executing Legal Undertaking.

With best regards,

Yours sincerely,

(.....)

for the Royal Civil Service Commission

**Cc:**

1. Chief HR Officer/HR Officer for necessary actions.
2. Candidate concerned.

## Training Selection Interview Form for In-service

Criteria	Factors	Max. Marks	Marks Awarded
1. VIVA VOCE	I. MANNER & DISPOSITION	04	
	II. LANGUAGE PROFICIENCY		
	a. Dzongkha	04	
	b. English	04	
	c. Others	1.5	
	III. INTELLIGENCE, ABILITY & COMPETENCE		
	a. Professional subject knowledge	03	
	b. General awareness	03	
	c. Presentation skills (organisation of thoughts)	03	
	d. Analytical ability	03	
	e. Promptness in comprehension and clarity in expression	03	
	f. Confidence	1.5	
2. EXTRA-CURRICULAR ACTIVITIES		05	
3. ACADEMIC AND OTHER INDIVIDUAL ACHIEVEMENT		05	
4. PERFORMANCE RATING		15	
5. RURAL POSTING		05	
6. SENIORITY		05	
7. RCSC-SELECT GRADUATE		05	
8. ACADEMIC MARKS		30	
<b>Total marks</b>		<b>100</b>	

Place:

Date:

Name &amp; Signature of Member

**UNDERTAKING**

I, ..... bearing EID No. ....  
son/daughter of ..... hereby accept the offer of  
scholarship from .....(Mention source of funding) for studies in  
..... (Mention the course) in  
..... (Mention institute and country) for a  
duration of .....

I hereby undertake to:

1. Pursue the course and complete it within the duration specified in the Letter of Award No. .... dated .....
2. Not change to another course or institute.
3. Abide by all rules and regulations of the Royal Government and the institute concerned.
4. Not discontinue the course and/or leave the institute prior to completion of the course without written consent from the Royal Civil Service Commission.
5. Complete my training/studies, return to Bhutan and continue in the services of my Agency for a minimum period as specified in Section 9.5.17, Chapter 9 of BCSR 2012, subject to a minimum of one year, unless the Government in public interest transfers my services.
6. Pay to the Government an appropriate amount for the expenses incurred by the Government/Agency on the training, in accordance with Section 9.5.17, Chapter 9 of BCSR 2012, if:
  - 6.1 I discontinue the training for a reason other than ill health; or
  - 6.2 I failed in the course; or
  - 6.3 I return to Bhutan without completing training; or
  - 6.4 I do not return to Bhutan upon completion of my training; or

6.5 I return to Bhutan but voluntarily resign from my Agency without rendering the specified duration of service.

I hereby do confirm that I have been briefed on all rules governing my training and I have understood them, including the implication and consequences of deviating from them.

In particular, I understand that in the event that I do not adhere to any one of the above stated conditions, the guarantor and/or I shall be liable for prosecution in the Court of Law as per the provisions of the Penal Code of Bhutan.

**Sd/-**

**Place:**

**(Affix Legal Stamp)**

**Date:**

**Name & Office address**

**Caution:** This is an important legal document and therefore, should be executed after clearly understanding all the responsibilities, liabilities and implications.

In the event of any failure on the part of the above-named person to abide by this undertaking, I, as the guarantor hereby undertake to refund to the Government the stipulated amount or accept my liability to any other penalty as may be decided by the Government.

In the event that I do not adhere to the above, I understand that I shall be liable for legal actions by the Government.

Sd/-

(Affix Legal Stamp)

Place:

Date:

Name of Guarantor: .....

CID No: .....(attach copy)

Relation with the candidate.....

Occupation:.....

Present address:.....

Permanent Address:.....

Email address: .....

Contact No.:.....

Telephone:.....

Mobile:.....

**Witness:**

1) Signature.....Name.....CID. No.....

**UNDERTAKING**

**(for self funding and study leave without pay)**

I, ..... bearing EID No. ....  
son/daughter of ..... hereby accept the offer of  
scholarship from ..... (Mention source of funding) for studies in  
..... (Mention the course) in  
..... (Mention institute and country) for a  
duration of .....

I hereby undertake to:

1. Pursue the course and complete it within the duration specified in the Letter of Award No. RCSC/HRD(.....)/..... dated .....
2. Abide by all rules and regulations of the Royal Government and the institute concerned.
3. Not discontinue the course and/or leave the institute prior to completion of the course without written consent from the Royal Civil Service Commission.
4. Complete my training/studies, return to Bhutan and continue in the services of my Agency for a minimum duration equal to my study period, unless the Government in public interest transfers my services.
5. Forfeit my post-service benefits, if:
  - 5.1. I do not return to Bhutan upon completion of my training; or
  - 5.2. I return to Bhutan but voluntarily resign from my Agency without rendering the specified duration of service.

I hereby do confirm that I have been briefed on all rules governing my training and I have understood them, including the implication and consequences of deviating from them.

In particular, I understand that in the event that I do not adhere to any one of the above stated conditions, the guarantor and/or I shall be liable for prosecution in the Court of Law as per the provisions of the Penal Code of Bhutan.

**Sd/-**  
**Place:** (Affix Legal Stamp)  
**Date:** Name & Office address

**Caution:** This is an important legal document and therefore, should be executed after clearly understanding all the responsibilities, liabilities and implications.

In the event of any failure on the part of the above-named person to abide by this undertaking, I, as the guarantor hereby undertake to refund to the Government the stipulated amount or accept my liability to any other penalty as may be decided by the Government.

In the event that I do not adhere to the above, I understand that I shall be liable for legal actions by the Government.

**Sd/-**  
**Place:** (Affix Legal Stamp)  
**Date:** Name of Guarantor: .....

CID No: .....(attach copy)  
Relation with the candidate.....  
Occupation:.....  
Present address:.....

Permanent Address:.....

Email address: .....

Contact No.:.....

Telephone:.....

Mobile:.....

**Witness:**

1)Signature.....Name.....CID. No.....

**DEPARTURE INTIMATION FORM**

Chief HR Officer,  
HRD Division,  
Royal Civil Service Commission,  
Thimphu.

1. Name of the Candidate :
2. Employee ID No. :
3. Position Title :
4. Department/Ministry/Agency where  
presently employed :
5. Letter of Award number and date :
6. Date of departure from Bhutan :

I hereby certify that the information given above is correct to the best of my knowledge.

**Place:**

**Date:**

**(Signature)**

**POINTS FOR PRE-DEPARTURE BRIEFING (PDB) TO CANDIDATES LEAVING  
FOR  
LONG-TERM TRAINING**

**I. Obligations during Training**

As an official nominee of the Royal Government of Bhutan, a candidate shall:

- i) Strive for academic excellence as the primary objective of training is to learn. Further, performance during training shall form part of the performance appraisal for promotion and/or any personnel action;
- ii) Conduct himself in a manner befitting his status and acceptable to the training Institute;
- iii) Refrain from engaging in political, criminal or commercial activity;
- iv) Refrain from giving expressions and statements on sensitive policy matters on national or international affairs including written or oral statement without specific prior approval of the Government on such issues;
- v) Submit a Course Joining Report to the RCSC/Agency (via an email) within two weeks of joining the programme;
- vi) Submit semester/progress reports;
- vii) Seek approval of the agency concerned – if sponsored by the RGOB – before undertaking field trips. The RGoB shall fund mandatory field trips only;
- viii) Not change from the training programme or the Institute specified in the Letter of Award; and
- ix) Not take up additional course.

**II. Extension**

- i) A candidate shall complete the training within the duration specified in the Letter of Award;
- ii) Extension shall not be granted to undertake an additional course; and
- iii) Prior approval of the RCSC shall be required for extension, for reasons beyond the control of the candidate.

### **III. Termination of Training**

Training shall be terminated if:

- i) The conduct of a candidate is not in conformity to the BCSR and/or to the University rules;
- ii) The performance of the candidate is below average or unacceptable to the Institute, the Agency concerned and/or the RCSC;
- iii) The candidate does not fulfill the attendance and other requirements stipulated by the Institute; and
- iv) The candidate fails to complete the course in the specified period and approval for extension is not accorded.

### **IV. Completion of Training and Return**

A candidate on completion of training shall:

- i) Return and report to the Agency with Joining Report and certificate/provisional certificate/letter of completion within three weeks after completion of training; and
- ii) Submit a written explanation, if there is any delay in submitting the report.

I hereby do confirm that I have been briefed on rules governing my training and I have understood them, including the implication and consequences of deviating from them. In particular, I understand that in the event that I do not adhere to any one of the above stated conditions, I and/or the guarantor shall be liable for legal action by the Royal Government.

Name: \_\_\_\_\_ Signature (Dated): \_\_\_\_\_ CID. No. \_\_\_\_\_

E-mail: \_\_\_\_\_

Guarantor: \_\_\_\_\_ Signature (Dated): \_\_\_\_\_ CID. No. \_\_\_\_\_

E-mail: \_\_\_\_\_ Tel./Mobile: \_\_\_\_\_

Briefed by (Name and signature): \_\_\_\_\_

**COURSE JOINING REPORT FORM AND BANK ACCOUNT INFORMATION**

Chief HR Officer,  
HRD Division,  
Royal Civil Service Commission,  
Thimphu.

Sir/Madam,

Ref: Letter of Award No:

Date:

I have joined the Institute as per details below:

- 1. Course title :
- 2. Institute & address :
- 3. Start date and duration :
- 4. Date of joining :
- 5. Mailing address :
- 6. Telephone : Fax : e-mail:

I have opened the following bank account where payments of stipend and allowance can be sent. (To be completed by candidates sponsored through Nationally Executed Projects only).

Account Name :  
Name of the Bank :  
Complete Address of the Bank :  
Bank Account No. :  
BSB No. :  
Swift Code :

Name: Position Title: **Signature and date:**

Official address in Bhutan:

Place:

---

**(COUNTERSIGNED)**

Place:

Sign and Date: **(Course Supervisor/Head of Institute)**

Name :  
Position Title :  
Address :  
Telephone : Fax: e-mail:

**FEEDBACK FORM** (to be completed by a candidate only after availing training)

Please tick/cross the ratings appropriately

<b>Training &amp; Duration:</b>						
<b>Sl. No.</b>	<b>Particulars</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>1</b>	<b>Relevance:</b> I found the Training relevant.					
<b>2</b>	<b>Institute:</b>					
i	<b>Suitability:</b> I found the institute most suitable for this training.					
ii	<b>Resource Persons:</b> Resource Persons were knowledgeable.					
iii	<b>Service/Facility:</b> Services and facilities were good.					
iv	<b>Environment:</b> Training environment was conducive.					
<b>3</b>	<b>I had no problems in processing my:</b>					
I	Security Clearance Certificate					
ii	Audit Clearance Certificate					
iii	Medical Certificate					
<b>4</b>	<b>Support from my Agency:</b>					
i	Nomination/Selection was transparent, fair and merit-based.					
ii	Processing was on time.					
iii	Dealing Official(s) was professional in service delivery.					
<b>5</b>	<b>Support from RCSC, if applicable:</b>					
i	Clarification(s) sought was clear.					
ii	Clarification(s) sought was prompt.					
iii	Dealing Official(s) was professional in service delivery.					
<b>6</b>	<b>Areas for improvement:</b>					
<b>7</b>	<b>Any other observation/recommendation:</b>					

**Name & Signature:****Agency:****Date:**

Thank you for completing this form. Information shall be used for the purpose of improving service delivery only.

**ANNEXURE 9/11**

**CHECK-LIST FOR REVIEWING AND APPROVING SHORT-TERM TRAININGS**

Name: ..... EID No.: ..... Position Title: .....

Name of Agency: .....

Course Title: .....

<b>Forms</b>	a. Training Proposal from the Division/Section/Services	(Yes No)* <input type="checkbox"/> <input type="checkbox"/>
	b. In-service Training Nomination Form	<input type="checkbox"/> <input type="checkbox"/>
	c. Copy of Citizenship Identity Card	<input type="checkbox"/> <input type="checkbox"/>
	d. A copy of Audit Clearance Certificate	<input type="checkbox"/> <input type="checkbox"/>
	e. Security Clearance	<input type="checkbox"/> <input type="checkbox"/>
	f. Acceptance/Invitation Letter from Institute	<input type="checkbox"/> <input type="checkbox"/>
	g. Medical Certificate, if required by the Institute/Country	<input type="checkbox"/> <input type="checkbox"/>
<b>Rules and Procedures</b>	a. Fulfillment of Minimum Years of Service	<input type="checkbox"/> <input type="checkbox"/>
	b. Relevance of Training	<input type="checkbox"/> <input type="checkbox"/>
	c. HRD Master Plan/Ad hoc: i. Planned	<input type="checkbox"/> <input type="checkbox"/>
	ii. Ad hoc	<input type="checkbox"/> <input type="checkbox"/>
<b>Past Training Record</b>	Number of Trainings Aailed:	
	i. Long-term	_____
	ii. Short-term	_____
<b>Decision of the HR Committee</b>	i. If Approved, copy attached	<input type="checkbox"/> <input type="checkbox"/>
	ii. Not approved	<input type="checkbox"/> <input type="checkbox"/>

Processed by HR Officer:

**Signature and date:**

**Name:**

***ANNEXURE 9/12***

**PRE-DEPARTURE BRIEFING (PDB) POINTS FOR SHORT-TERM TRAINING**

As an official nominee of the Royal Government of Bhutan, a candidate shall:

- i. Learn optimally to acquire knowledge and skills for the benefits of the Agency/Country/individual;
- ii. Conduct himself in a manner befitting his status and acceptable to the Institute;
- iii. Refrain from engaging in political, criminal or commercial activity;
- iv. Not change the training or the Institute specified in the Letter of Award;
- v. Complete the training successfully within the duration prescribed in the Letter of Award; and
- vi. Return immediately and report to the HR Division/Section of the Agency with Joining Report and certificate after completion of training

**Name of the candidate:**

**EID No.**

**Position Title:**

**E-mail:**

**Contact No.:**

**Signature and date**

**Briefed by:** \_\_\_\_\_

**Name:**

**Position Title:**

**Signature and date**

**Joining Report Upon Completion of Training** (both LTT & STT)

Chief/Sr./HR Officer

.....

.....

Sir/Madam,

As per the Letter of Award ..... dated ....., the undersigned has successfully completed the training and hereby would like to report to the Agency on ..... The following documents are attached herewith:

1. Training Report;
2. Feedback Form (STT only); and
3. Certificate from the Institute.

Yours faithfully/sincerely,

**Signature & date:**

**Name:**

**EID No.:**

**Position Title:**

**Agency:**

**TRAINING REPORT FORM (to be attached with Joining Report Form  
Annexure 9/13) – both LTT & STT**

Chief/Sr./HR Officer

.....

.....

Ref: Letter of Award No:

Date:

I have completed the training as per details below:

- 1. Course Title :
- 2. Location (Institute, City, Country) :
- 3. Commencement Date & Duration :
- 4. Completion Date :

- I. Describe courses/subjects covered during the training (please use extra pages if required).
  
- II. Propose how the knowledge and skills gained from the course can be utilised to further improve the effective delivery of services of the Agencies.

**Signature and date:**

**EID No.**

**Name:**

**Position Title:**

**Agency:**

### Calculation of Rural Posting Weightage

#### A. Assignment of rank and point for Rural Areas

C1	C2	C3	C4	C5
Rank of Rural Areas	No. of years for Max. Point	Maximum Point	Point Per Year	Rural Posting Weightage
8	5	5	1.00	<b>C2 x C4</b>
7	6	5	0.83	
6	7	5	0.71	
5	8	5	0.63	
4	9	5	0.56	
3	10	5	0.50	
2	11	5	0.45	
1	12	5	0.42	

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

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

## B. Ranking of Dzongkhags and Gewogs

Sl.	Dzongkhag	Rank	Dungkhag	Rank	Geog	Rank
1	Bumthang	2			Chummey	3
					Chokhor	3
					Ura	4
					Tang	4
2	Chukha	2	Phuentsholing	0	Chapcha	4
					Phuentsholing	0
					Darla	4
					Sampheling	4
					Bjapchho	3
					Bongo	5
					Gelling	5
					Dungna	8
					Getena	8
					Logchina	5
					Metakha	8
3	Dagana	4	Lhamoizingkha	5	Goshi	4
					Tashiding	4
					Tsendagang	4
					Drujegang	5
					Tseza	5
					Kana	4
					Khibisa	5
					Tshangkha	6
					Karmaling	6
					Geserling	5
					Nichula	6
					Laja	6
					Lhamoizingkha	5
Dorona	6					
4	Gasa	4			Khamey	4
					Khatey	4
					Laya	7
					Lunana	8
5	Haa	3	Sombekha	7	Uesu	3
					Bjee	3
					Katsho	3
					Samar	4
					Gakiling	6
					Sombekha	7

Sl.	Dzongkhag	Rank	Dungkhag	Rank	Geog	Rank
6	Lhuentse	4			Metsho	5
					Minjey	4
					Kurtoe	5
					Menbi	5
					Tsenkhar	5
					Gangzur	4
					Jarey	6
					Khoma	5
7	Mongar	2	Werringla	8	Ngatshang	3
					Monggar	2
					Chaskhar	4
					Dramitse	4
					Balam	4
					Chali	3
					Shermung	5
					Drepong	4
					Saling	6
					Silambi	8
					Gongdue	8
					Jurmey	7
					Kengkhar	7
					Narang	6
					Thangrong	6
					Tsakaling	5
Tsamang	5					
8	Paro	1			Dotey	2
					Hungrel	2
					Lamgong	2
					Naja	2
					Shaba	2
					Wangchang	2
					Dogar	2
					Tsento	2
					Dop Shari	2
					Lungnyi	2

Sl.	Dzongkhag	Rank	Dungkhag	Rank	Geog	Rank
9	Pema Gatshel	4	Nganglam	4	Shumar	4
					Zobel	4
					Khar	4
					Urung	5
					Nanong	6
					Choekhorling	7
					Chimung	5
					Chongshing	4
					Dechenling	7
					Dungmin	6
					Norbugang	7
10	Punakha	1			Barp	2
					Talo	3
					Toeb	2
					Dzomi	2
					Gumma	2
					Chubu	3
					Shengana	3
					Toewang	3
					Goenshari	4
					Kabjisa	3
					Limbukha	3
11	Samtse	2	Tashichoeling	3	Tashichoeling	3
			Dorokha	5	Sa-ngag chhoeling	3
					Phuentshog Pelri	3
					Ugyentse	3
					Yoeseltse	3
					Norbugang	3
					Samtse	2
					Norgaygang	5
					Pemaling	4
					Namgay Choeling	4
					Tading	4
					Tendu	4
					Dophuchen	5
					Denchukha	6
		Dumtoe	6			

Sl.	Dzongkhag	Rank	Dungkhag	Rank	Geog	Rank
12	Samdrup Jongkhar	0			Jomotshangkha	4
					Samdrup Choeling	4
					Deothang	2
					Pemathang	4
					Phuentshothang	4
					Martshalla	4
					Serthi	5
					Wangphu	5
					Gomdhar	4
					Orong	4
13	Sarpang	2	Gelephu	0	Dekiling	2
					Gelephu	1
					Jigmecholing	2
					Shompangkha	2
					Bhur	2
					Hilley	3
					Taraythang	5
					Sengye	5
					Chuzagang	2
					Sershong	3
					Umling	3
					Doban	7
14	Thimphu	0	Lingzhi	8	Kawang	1
					Mewang	1
					Genekha	2
					Chang	1
					Dagala	2
					Lingzhi	8
					Soey	7
					Naro	7

Sl.	Dzongkhag	Rank	Dungkhag	Rank	Geog	Rank
15	Trashigang	3	Thrimshing	4	Kanglung	3
			Wamrong	3	Bidung	4
			Sakteng	7	Bartsham	4
					Phongmey	4
					Khaling	3
					Radhi	4
					Lumang	6
					Yangner	4
					Samkhar	3
					Shongphu	4
					Uzorong	4
					Kangpara	6
					Thrimshing	4
					Merak	7
16	Trashhi Yangtse	3			Sakteng	7
					Taetsho	5
					Jamkhar	5
					Khamdang	5
					Ramjar	5
					Tongzhang	4
					Yalang	6
17	Trongsa	2			Yangtse	4
					Bumdeling	5
					Langthel	4
					Tangsibi	4
					Nubi	3
		Drakteng	4			
		Korphu	5			

Sl.	Dzongkhag	Rank	Dungkhag	Rank	Geo	Rank
18	Tsirang	2			Kilkhorathang	2
					Goseling	4
					Rangthangling	2
					Tsholingkhar	2
					Semjong	4
					Sergithang	4
					Dunglagang	4
					Mendrelgang	4
					Tsirangtoe	4
					Barshong	5
					Phuentenchu	5
					Patshaling	4
19	Wangdue Phodrang	2			Gasetshog Gom	4
					Gasetshog Wom	4
					Khazhi	4
					Nahe	4
					Nisho	4
					Phangyul	4
					Rubisa	4
					Thetsho	3
					Bjena	4
					Dangchu	5
					Gangtey	4
					Phobjikha	4
					Sephu	4
					Daga	6
Athang	7					
20	Zhemgang	4	Panbang	6	Trong	4
					Goshing	5
					Nangkhor	5
					Ngangla	6
					Phangkhar	6
					Bardo	6
					Bjoka	7
					Shingkhar	6

## **CHAPTER 10: LEAVE**

### **10.1. Policy**

Leave shall be granted to a civil servant to:

10.1.1. Enable him to be away from duty for genuine reasons without having to leave the job permanently; and

10.1.2. Facilitate periodic rejuvenation.

### **10.2. Category of Leave**

A civil servant shall be entitled to the following categories of leave:

- i. Casual Leave;
- ii. Earned Leave;
- iii. Bereavement Leave;
- iv. Maternity Leave;
- v. Paternity Leave;
- vi. Medical Leave;
- vii. Study Leave; and
- viii. Extraordinary Leave.

#### **10.2.1. Casual Leave**

10.2.1.1. A civil servant shall be granted casual leave for a short period on account of illness or urgent personal affairs and he shall be considered on duty for all purposes.

10.2.1.2. Casual leave shall be admissible for a maximum of 10 working days during a financial year.

10.2.1.3. The unused casual leave shall be carried forward and added to the earned leave.

- 10.2.1.4. Unused casual leave shall be carried forward and accumulated by a civil servant in teaching profession. It shall be accumulated only to a maximum of 90 days and accordingly be eligible for encashment as per rule.
- 10.2.1.5. Granted even for half-a-day.
- 10.2.1.6. Half day shall be debited to the Casual Leave account when it is availed on Saturday.
- 10.2.1.7. Granted by the immediate supervisor of the applicant.
- 10.2.1.8. Allowed to be availed by a civil servant while on tour with the approval of the competent authority, but Daily Allowance shall not be admissible for the days of Casual Leave.
- 10.2.1.9. Allowed to be availed by a fresh appointee joining service in the course of a financial year, proportionately calculated on a monthly basis.
- 10.2.1.10. Casual Leave account shall be maintained in respect of every civil servant.

10.2.2. Earned Leave

- 10.2.2.1. A civil servant shall earn leave with gross pay at the rate of 2.5 (two and half) days for every completed month of service, except during the probation period.
- 10.2.2.2. Earned leave shall be accumulated only to a maximum period of 90 days.

- 10.2.2.3. Government holidays and weekly off days (Saturdays and Sundays) within the period of the earned leave sanctioned to a civil servant shall not be counted as earned leave. This privilege shall also be extended to those civil servants for whom Saturdays are otherwise working days.
- 10.2.2.4. Earned leave shall be granted by the head of the Agency of the minimum rank of a head of Department/ Dzongkhag/Regional office/Institutes except for self for whom it shall be granted by the controlling officer. The powers to grant earned leave may be delegated to authorities under them as found necessary.
- 10.2.2.5. A civil servant shall not accrue earned leave during the period of training exceeding one month.
- 10.2.2.6. A member of the teaching profession entitled to annual vacation shall not be entitled to earned leave.
- 10.2.2.7. In an academic year, a civil servant in the Teaching Profession shall be entitled to:
- a. Full paid annual vacation for rendering a minimum of seven months service;
  - b. One month paid vacation for rendering less than seven months but three months or more service; and
  - c. No paid vacation for rendering less than three months service.
- 10.2.2.8. A civil servant joining a new post on transfer without availing the full joining time shall be entitled to credit

the number of days of un-availed joining time to the earned leave account subject to the maximum limit of 90 days of earned leave.

10.2.3. Bereavement Leave

In the event of death of a family member, parent, spouse's parent, and sibling, Bereavement Leave of 21 days, including weekends and holidays, shall be provided to a civil servant on each occasion.

10.2.4. Maternity Leave

10.2.4.1. Maternity Leave with basic pay for a total period of three months from the date it commences shall be admissible to a civil servant. The Maternity Leave shall, at the latest, commence from the date of delivery.

10.2.4.2. Maternity leave of one additional month shall be granted for twins or more and premature birth.

10.2.4.3. Maternity Leave with basic pay shall be admissible during miscarriage for a maximum period of one month on production of a medical certificate.

10.2.4.4. Maternity Leave may be combined with any other form of leave, subject to above Section.

10.2.4.5. Government holidays shall be prefixed or suffixed, but holidays intervening the maternity leave shall be counted as leave.

- 10.2.4.6. Maternity Leave shall be granted by the respective controlling officer on production of medical certificate, each time.
- 10.2.4.7. To facilitate baby feeding, a mother with baby/ies up to 12 months may be allowed to extend lunch time from 12 noon to 2 pm. In case of those providing direct services such as teaching and medical professions, the management shall ensure that services are not affected.
- 10.2.4.8. Agency shall facilitate and make appropriate arrangement for a feeding mother, where normal working time is not followed.
- 10.2.4.9. Maternity leave shall be granted for a legally adopted new-born baby until the baby is three months old.

10.2.5. Paternity Leave

- 10.2.5.1. A civil servant shall be granted Paternity Leave of five working days and 10 working days for twins or more, premature birth and caesarean; and
- 10.2.5.2. The Paternity Leave may be combined with other forms of leave and shall be prefixed or suffixed to public holidays.

10.2.6. Medical Leave

- 10.2.6.1. A civil servant, who has been certified as incapable of performing duties due to illness or injury shall be granted Medical Leave on production of a medical

certificate issued by a medical authority in Bhutan as detailed below for the periods:

- a. Up to one month - A Medical Doctor
- b. Up to six months - Medical Board of Doctors appointed by the Ministry of Health.
- c. Exceeding six months - Ministry of Health-on the recommendation of a Medical Board appointed by the Ministry of Health.

10.2.6.2. A civil servant shall be entitled to a maximum of three years of medical leave after which he shall be retired under ERS with post-service benefits.

10.2.6.3. Medical leave exceeding one month shall be approved by the HR Committee and for less than one month it shall be approved by Head of the Division/Department.

10.2.6.4. A civil servant on medical leave shall be entitled to gross pay. However, if the Medical Leave exceeds one month allowances attached to professional practice if any, shall cease to be paid for the subsequent period.

10.2.6.5. A civil servant, who has been granted Medical Leave for more than three months, on re-joining the duties, shall be required to produce a medical certificate of fitness to perform the duties.

10.2.6.6. A civil servant shall be granted the Medical Leave for a maximum period of one month to escort a direct dependant of the civil servant concerned. HR

Committee of the Agency may grant extension based on medical report.

10.2.6.7. Medical Leave to escort shall be sanctioned only by the HR Committee of the Agency.

10.2.6.8. A civil servant shall be entitled to TA/DA as per the medical referral treatment rules and regulations.

#### 10.2.7. Study Leave

10.2.7.1. Study Leave shall be granted to a civil servant to enable him to pursue a long-term training.

10.2.7.2. Study Leave shall be granted only to pursue relevant courses offered by a recognised University/Institute. All such courses/training pursued by a civil servant therefore, shall require the recommendation of the Agency concerned.

10.2.7.3. A civil servant shall be entitled to a total of 36 months Study Leave with pay in the entire service period, except to pursue ex-country bachelor's degree. A civil servant may avail Study Leave without pay if long-term training require more than the entitled 36 months.

10.2.7.4. For a medical doctor to pursue Masters Degree in clinical field, study leave shall be as per the Institute's requirement/Confirmation of Enrolment.

10.2.7.5. Study Leave exceeding 36 months may be approved based on the relevance and need as justified by the Agency concerned.

- 10.2.7.6. When the long-term training is directly relevant to the candidate's current job, study leave with pay and benefits shall be granted.
- 10.2.7.7. When the long-term training is not directly relevant to the candidate's current job, study leave without pay and benefits may be granted but his position in the Civil Service shall not be protected.
- 10.2.7.8. Study Leave shall be granted to a civil servant for the actual duration of the approved training and journey periods.
- 10.2.7.9. A civil servant applying for Study Leave shall produce evidence to the effect that he has secured admission to the training. On his return from the leave, documentary evidence shall be submitted to show that he has completed the course.
- 10.2.7.10. Training period up to 18 months for any single training shall be counted as part of active service for the purpose of promotion.
- 10.2.7.11. The time spent in-country/Office while doing a mixed-mode long-term training shall be considered as part of active service for all purposes while the time spent at the Institute shall be governed by Section 10.2.7.10 above.
- 10.2.7.12. A civil servant granted Study Leave with pay and benefits for any single long-term training shall be entitled to the full basic pay for a period of twelve

months. When the duration exceeds twelve months, he shall be entitled to fifty percent of the basic pay for the remaining period.

10.2.7.13. The RCSC shall be the competent authority for granting long-term Study Leave based on recommendation of the HR Committee of Agencies.

10.2.7.14. The period of Study Leave shall be considered as part of active service for the purpose of retirement benefits.

10.2.8. Extraordinary Leave (EOL)

10.2.8.1. EOL shall be granted to a civil servant up to a maximum period of 24 months in total during the entire service period.

10.2.8.2. A civil servant shall not be eligible for EOL during the probation period or if he is serving an administrative penalty.

10.2.8.3. A civil servant shall be eligible for EOL for more than three months, only after rendering a minimum of four years of service excluding probation period.

10.2.8.4. EOL shall be granted to a civil servant only after fulfilling all conditions of service laid down under the training rules, if he has undergone training/secondment.

10.2.8.5. A civil servant who has availed EOL shall be eligible for long-term training after serving a minimum period equal to the actual duration of EOL, and short-term

training after serving minimum period of six months, both counted from the date of joining duty.

- 10.2.8.6. Government holidays may be prefixed and/or suffixed to EOL, but Government holidays intervening the period of leave shall be considered as leave.
- 10.2.8.7. Total period of EOL availed during the entire service shall be excluded while calculating the number of completed years of service rendered by a civil servant as on the last day of his service for the purpose of gratuity claims.
- 10.2.8.8. Remuneration and other benefits of the post held shall not be granted to a civil servant for the days of EOL.
- 10.2.8.9. Promotion processed prior to availing EOL, if granted, shall be effected only on rejoining the service.
- 10.2.8.10. A civil servant occupying Government accommodation shall vacate it when the civil servant is granted EOL for a period exceeding three months at a time.
- 10.2.8.11. The Agency in charge of housing shall be informed of the EOL sanctioned to a civil servant by the Agency concerned immediately upon approval.
- 10.2.8.12. A civil servant applying for EOL shall furnish specific reasons in the application along with a completed and signed Undertaking (**Annexure 10/1**), stating the reasons mentioned in the applications are true.

- 10.2.8.13. A civil servant availing EOL shall be liable for major administrative action if he is found to breach the Undertaking.
- 10.2.8.14. A civil servant may be granted the EOL for the following purposes:
- a. Pursuing studies, when the study leave is not permissible.
  - b. Family/personal problems, when the attention of the official concerned is genuinely required.
- 10.2.8.15. A civil servant shall not avail EOL for full-time salaried employment and consultancy;
- 10.2.8.16. The position of a civil servant shall not be protected while availing EOL beyond six months.
- 10.2.8.17. Authority to grant EOL  
The authority to grant EOL to a civil servant shall be:
- a) EX/ES (1-3) - RCSC
  - b) EX/ES (2-3) - Constitutional Offices (HR Committee)
  - c) P1-O4 - Agencies (HR Committee)
- 10.2.8.18. A civil servant failing to join the service after completion of the EOL shall be compulsorily retired.

### **10.3. Encashment of Leave**

- 10.3.1. A civil servant who has at least 30 days earned leave at credit shall be permitted to encash 30 days of earned leave, subject to the following conditions:

- 10.3.1.1. The amount payable on encashment of 30 days earned leave shall be equal to the civil servant's one month's basic pay as on the date of encashment.
- 10.3.1.2. Thirty days earned leave encashed shall be debited to the earned leave account on the date of such encashment.
- 10.3.1.3. Only one encashment of earned leave is allowed during a financial year.
- 10.3.1.4. Notwithstanding Section 10.3.1.3, a civil servant leaving the service for any reason shall be permitted to encash the entire earned leave at credit.
- 10.3.1.5. Similarly, a civil servant in the teaching profession leaving the service for any reason shall be paid full salary for the entitled vacation period subject to Section 10.2.2.8.
- 10.3.1.6. If a civil servant on annual vacation is required to attend official duties he shall be paid basic pay and TA/DA for the number of vacation days on duty in addition to normal salary. However, this shall not be applicable for travel outside Bhutan.
- 10.3.1.7. A civil servant shall be entitled to leave encashment during the study leave provided he has adequate leave balance prior to his departure.

- 10.3.2. A civil servant in teaching profession shall be entitled to encash the accumulated Casual Leave of at least 30 days as per the conditions specified above.

#### **10.4. Leave Travel Concession (LTC)**

- 10.4.1. An amount equal to one month basic pay as an LTC shall be paid to a civil servant once in a financial year with the maximum ceiling as approved by the Government.
- 10.4.2. A civil servant shall be eligible for the LTC during the training period.
- 10.4.3. A civil servant shall not be eligible for the LTC during the probation period/EOL. If a civil servant completes the probation period/EOL in the course of a financial year, he shall be entitled to the LTC only in the following financial year.

#### **10.5. General Rule**

- 10.5.1. A civil servant shall not claim leave as a matter of right.
- 10.5.2. A civil servant, even on leave, shall be considered on duty at any time in a day and can be called on duty by the appropriate authority at any time of a day according to exigencies of service.
- 10.5.3. Except in the case of sudden illness or unforeseen circumstances, no civil servant shall remain absent from duty or leave station without prior permission from the immediate superior.
- 10.5.4. A controlling officer shall plan the leave for his subordinates in consultation with them. The approval of the competent authority shall be obtained well in advance.

- 10.5.5. Submission of application for leave by a civil servant does not imply that the leave is approved till a written order is passed to that effect by the competent authority.
- 10.5.6. Leave shall not be approved beyond the date of superannuation.
- 10.5.7. If a civil servant fails to return to duty on expiry of the leave, the Agency shall discontinue payment of salary until appropriate disciplinary action is taken.
- 10.5.8. Joining time on transfer may be suffixed to any form of leave.
- 10.5.9. All Leaves shall be appropriately recorded and accounted in the formats given in the service book.
- 10.5.10. Leave shall be availed as per format provided at ***Annexure 10/2***.

#### **10.6. Revocation of Leave**

A competent authority shall have discretionary power to revoke leave based on exigencies of the service.

#### **10.7. Unauthorised Absence**

- 10.7.1. Unauthorised absence shall not be regularized through grant of leave, even if leave is available at credit.
- 10.7.2. However, should the HR Committee of the Agency be convinced that the civil servant has remained absent under unavoidable circumstances and deserves regularization, leave may be granted as per the entitlement of the individual civil servant.

**10.8. Accountability**

Leave availed in contravention to this Rule shall be considered illegal and the civil servant concerned shall be liable for administrative actions.

**UNDERTAKING**

I, ....., a regular civil servant bearing EID No....., serving as ..... in ....., hereby accept to avail EOL for a period of ..... months with effect from ..... and

I hereby undertake to:

1. Use the EOL only for reasons mentioned in my application;
2. Not engage in any other activity, including full-time salaried employment and consultancy;
3. Abide by all relevant provisions of the CSAB 2010, BCSR 2012, and other relevant laws and rules of the country; and
4. Accept any disciplinary action if I fail to abide by this undertaking.

I hereby do confirm that I have been briefed on all rules governing my EOL and I have understood them, including the implications and consequences of violating them.

In particular, I understand that if I fail to abide by any one of the above stated conditions, I shall be liable for legal action by the Government.

**Sd/-**

**Place:**

**(Affix Legal Stamp)**

**Date:**

**Name:**

**Witness**

**Name:**

**Present Address:**

**CID No.:**

**Permanent Address:**

**Caution:** This is an important legal document and therefore, should be executed after clearly understanding all the responsibilities, liabilities and implications.

**ROYAL CIVIL SERVICE COMMISSION  
LEAVE REQUEST AND APPROVAL FORM**

Date: .....

To : .....  
From : .....

Kindly grant me leave as follows:

Sl. No.	Type of Leave	Select to Avail (√)	Duration			Remarks
			Start Date	End Date	Total	
1	Earned Leave					*
2	Casual Leave					*
3	Maternity Leave					Attach evidence
4	Paternity Leave					Attach evidence
5	Medical Leave					Attach evidence
6	Extraordinary Leave					Execute Legal Undertaking
7	Bereavement Leave					

**\* Submit reasons:**

.....  
.....

**Signature of Applicant**

\* Until today, the ..... (date) of ..... (month), ..... (year), the applicant has ..... days of earned leave, and ..... days of casual leave remaining.

Recommended

Not Recommended

Signature  
HR Officer

Approved by:                      Signature of Supervisor/Manager

Approved by: HR Committee meeting No..... dated..... for (i) medical leave beyond one month and (ii) EOL.

Signature of HR Officer



## **CHAPTER 11: REMUNERATION, ALLOWANCES AND BENEFITS**

### **11.1. Policy**

- 11.1.1. Pay adequate remuneration, allowances and benefits to civil servants.
- 11.1.2. Ensure judicious administration of compensation within the Civil Service founded on the principle of equal pay for work of equal value.
- 11.1.3. Maintain a competitive remuneration structure.
- 11.1.4. Attract and retain the best and the brightest civil servants.
- 11.1.5. Motivate civil servants.

### **11.2. Determination of remuneration and allowances**

Salary, allowances, benefits and other emoluments of the civil servants shall be determined by the Royal Government as per the Constitution.

### **11.3. Pay Fixation**

- 11.3.1. On Initial Appointment  
The basic pay of a civil servant on initial appointment shall be fixed at the minimum of the scale.
- 11.3.2. On Promotion
  - 11.3.2.1. On promotion, the pay of a civil servant shall be fixed at the minimum of the pay scale prescribed for the higher position.
  - 11.3.2.2. Where the minimum of the pay scale of the higher Position Level is less than the pay actually drawn by

the civil servant in the lower scale or when the difference between them is less than the amount of one annual increment in the higher scale, an amount equal to one annual increment in the higher scale shall be added to the pay drawn by the civil servant.

11.3.2.3. When a civil servant is promoted with effect from a date on which the annual increment is to be granted, the annual increment in the lower Position Level shall be released first and the pay shall then be re-fixed in the pay scale of the higher Position Level.

11.3.3. On Demotion

The pay of a civil servant on demotion shall be fixed at the minimum of the pay scale for the position he is demoted to.

11.3.4. On return from Secondment

11.3.4.1. A civil servant, on return from secondment to an agency outside the Civil Service, and projects shall be placed in the same Position Level and pay scale held by the official immediately before the secondment. The pay in the respective Position Level/pay scale shall be fixed after taking into account the increment that would have been sanctioned to him during the period of secondment.

11.3.4.2. However, when the civil servant is promoted during the period of secondment, the pay of the official shall be re-fixed in the Civil Service pay scale first in accordance with Section 11.3.4.1. above as on the date of promotion. The pay and benefits drawn by the official

in the organisation to which he is seconded shall have no bearing in re-fixing the pay on return.

11.3.5. **On return from EOL**

A civil servant shall not be entitled to increment during EOL. The pay fixation on return from EOL shall be based on the pay scale held by the official immediately before the EOL.

**11.4. Annual Increment**

11.4.1. Annual Increment, in the respective pay scale, shall be given to all civil servants based on their performance.

11.4.2. Agency shall sanction the annual increments to their subordinate civil servants.

11.4.3. A non-performing civil servant with 'Improvement Needed' rating shall receive no increment.

11.4.4. Date of Increment

11.4.4.1. A civil servant shall receive increment on 1<sup>st</sup> January or 1<sup>st</sup> July upon serving a minimum of 12 months.

11.4.4.2. A civil servant who is demoted shall receive annual increment on 1<sup>st</sup> January or 1<sup>st</sup> July upon serving a minimum of 12 months in that position.

11.4.4.3. Annual increment beyond the maximum ceiling of the pay scale of that Position Level may be granted by the HR Committee if the civil servant does not have disciplinary, adverse or non-performance record during the last three years.

11.4.4.4. In the event of separation, increment shall be released and considered for the purpose of gratuity and other benefits if he has completed 12 months of service after the previous increment.

## **11.5. Benefits**

### 11.5.1. Duty Free Vehicle Quota

A civil servant in Position Level P3 (without sub-level) and above shall be entitled to import one foreign vehicle on completion of every seven year period from the date of registration of the last vehicle imported.

### 11.5.2. Allowance

A civil servant shall be entitled to the following allowances as may be determined by the Government from time to time:

#### 11.5.2.1. Red *Kabney* Allowance

A civil servant awarded a red *kabney* shall be entitled to a monthly allowance approved by the Government.

#### 11.5.2.2. *Patang* Allowance

A civil servant awarded *patang* shall be entitled to a one-time *Patang* Allowance approved by the Government.

#### 11.5.2.3. Scarcity Allowance

The Government shall provide a Scarcity Allowance to attract and retain professional civil servants in certain skills and occupational groups. It shall be removed as and when the problem is redressed.

11.5.2.4. Officiating Allowance (OA)

- a. OA is payable for officiating positions in P1 (without sub-levels) and above managerial positions, and heads of institutes only.
- b. OA shall be sanctioned only to those in one to two Position Levels lower than the officiated Position.
- c. OA shall be payable to a civil servant officiating:
  - (i) When the incumbent in Position Level P1 and above managerial position, and head of institute is not in office for more than a month; and
  - (ii) When an Agency is not able to fill in a vacancy through Open Competition as provided in this Rule for more than a month but not exceeding six months.
- d. Approval for OA for (i) above shall be accorded by the HR Committee of the Agency, and for (ii) above shall be accorded by the RCSC based on recommendation of the HR Committee of the Agency.
- e. HR Committee of Agencies shall ensure that OA is not misused.

11.5.2.5. High Altitude Allowance

A High Altitude Allowance shall be paid to a civil servant posted to a place which is 10,000 feet and

above. The places for entitlement of this allowance shall be identified by the Agency/RCSC.

11.5.2.6. Difficulty Allowance

A Difficulty Allowance shall be paid to a civil servant including contract employees posted to a place beyond one *dholam* from the motorable road, as determined by the Royal Government.

11.5.2.7. Uniform Allowance

A Uniform Allowance shall be paid to a civil servant who is required to wear a uniform by reason of his profession as determined by the Royal Government, if it is not provided in kind.

11.5.2.8. Other Allowances

Allowances for non-diplomatic civil servants, other than those posted in Embassies and Missions abroad shall be paid as per the rate approved by the Government.

11.5.2.9. Overtime Allowance

An Overtime Allowance shall be provided to a civil servant holding a position at the S4 level and below, where they are required by the supervisor to work beyond the normal working hours, weekends and Government holidays.

11.5.2.10. Government Accommodation

a. A civil servant mandated to stay in the Government quarter shall receive concession of

30% of the carpet area rent fixed by the Government.

- b. A civil servant mandated to stay in the Government quarter shall vacate the Government quarter when he leaves for long-term training.

#### **11.6. Non Admissibility of Allowance(s)**

11.6.1. A civil servant drawing allowance(s) attached to professional practices shall not be admissible to draw the allowance(s) while availing the following leave:

- 11.6.1.1. Maternity leave, except when it falls during annual vacation for a civil servant in teaching profession subject to Section 10.2.2.7;
- 11.6.1.2. Study leave exceeding one month;
- 11.6.1.3. Medical leave exceeding one month; and
- 11.6.1.4. Extraordinary Leave.

11.6.2. A civil servant drawing allowance(s) attached to professional practices shall cease to draw the same upon transfer to a different profession.

#### **11.7. Other Benefits**

A civil servant may be entitled to certain other benefits as may be decided by the Government.

#### **11.8. Accountability**

11.8.1. The remuneration and benefits of a civil servant fixed contrary to the provisions in this Rule shall be regarded as irregular and hence liable to be revoked by the RCSC/Agency.

11.8.2. The authority responsible for such lapses shall be held accountable and liable for administrative actions.

## **CHAPTER 12: PERFORMANCE MANAGEMENT SYSTEM**

### **12.1. Policy**

- 12.1.1. Promote competence, meritocracy, productivity and morale.
- 12.1.2. Enhance fairness in career advancement, and reward and recognition.
- 12.1.3. Enhance professionalism and accountability.
- 12.1.4. Enhance both organisational and individual development and effectiveness.

### **12.2. Strategy**

- 12.2.1. Conduct regular organisational development review.
- 12.2.2. Promote performance-based culture.
- 12.2.3. Institute a rigorous and transparent performance appraisal system.

### **12.3. Organisational Development Review**

- 12.3.1. Every Agency shall within an interval of three to five years review vision, mission, performance standards, values & strategies, structure, staffing strategies, pattern, and strength.
- 12.3.2. Every Agency shall annually appraise the achievement of the previous year's targets and set targets for the following year. This pertains to the Agency as a whole and each of its Departments and Divisions. Targets shall be the basis for performance appraisal.
- 12.3.3. Every Agency shall promote and maintain a conducive organisational culture through appropriate motivational measures.

- 12.3.4. Every Agency shall promote a high performance culture through coaching, mentoring, training, guidance and other methods of cooperation and support between management and staff.
- 12.3.5. Executives in each Agency shall take full responsibility for organisational development and performance culture.
- 12.3.6. All Executives and Managers shall avail themselves of appropriate training in organisational development, leadership and performance management.
- 12.3.7. The RCSC, relevant institutes and the HROs shall provide professional support for the above.
- 12.3.8. Every Agency shall ensure that the organisational development review is supported by effective performance management.

#### **12.4. Promote a Performance-based Culture**

##### 12.4.1. Training

Appropriate training programmes shall be made available by the Agencies throughout the Civil Service to develop the competence required for effective performance management. These shall include:

- 12.4.1.1. Understanding performance management policies;
- 12.4.1.2. Performance Appraisal System;
- 12.4.1.3. Performance Management;
- 12.4.1.4. Managing and coaching staff performance;
- 12.4.1.5. Giving and receiving feedback; and
- 12.4.1.6. Motivation and rewards.

#### 12.4.2. Performance Culture Survey

12.4.2.1. The performance of each Agency may be reviewed every three to five years through a performance culture survey covering staff and customer satisfaction. This may form a part of the organisational development review; and

12.4.2.2. The RCSC shall coordinate and monitor the performance culture survey.

### **12.5. Performance Appraisal System**

12.5.1. The Performance Appraisal System aims to:

12.5.1.1. Enhance performance of employees through continuous and objective performance planning, monitoring, reviewing and recognition;

12.5.1.2. Enhance productivity by aligning employee job responsibility to the organisational goals; and

12.5.1.3. Provide an objective basis for HR actions including incentives, rewards and managing poor performance.

12.5.2. Scope

The Performance Appraisal System shall cover all civil servants, including those on probation and contract.

12.5.3. General Provision

12.5.3.1. Every employee of the Agency shall be provided with information on the Performance Appraisal System.

12.5.3.2. Existing employees shall familiarise themselves with the performance appraisal system, and new employees

shall be provided with this information through an induction programme.

- 12.5.3.3. For employees on long-term training, their academic performance at the Institute shall form their performance for appraisal for that period.
- 12.5.3.4. A civil servant on secondment shall be required to submit his annual performance appraisal to the Agency.
- 12.5.3.5. All Agencies, with the support of RCSC, shall facilitate training for all employees in the Agency to enable them to participate meaningfully in the Performance Appraisal System.
- 12.5.3.6. The HR Offices shall take custody of the performance appraisal forms and shall make them available as and when required.
- 12.5.3.7. The management of the Agency shall study the overall performance trends of its employees and make provisions for improvement during the next Appraisal Cycle.
- 12.5.3.8. Appraisal Cycle shall be as follows
  - i) January – December: for educational institutes following calendar academic year
  - ii) July – June: for rest of the civil servants
- 12.5.3.9. All performance information, including the ratings shall be analyzed and archived accordingly. The performance rating shall be entered in the CSIS within

the prescribed duration. The HR Offices shall be responsible for managing this information.

- 12.5.3.10. Agency concerned shall carry out performance appraisal of all Executives (EX3 and above) and submit to the RCSC annually.
- 12.5.3.11. Every Agency shall submit appraisal information when required by the RCSC.
- 12.5.3.12. In cases where individual employee has more than one supervisor, the one who supervises major job responsibilities shall be considered the primary supervisor. The primary supervisor shall consult all significant supervisors of the employee during the work planning and review sessions. The primary supervisor shall reflect the views and judgment of other supervisors while recording the performance plans and ratings.
- 12.5.3.13. In cases where an employee has been transferred under a new supervisor, the following shall be observed regarding the performance rating:
  - i. In case the employee has not worked for at least one quarter of the Appraisal Cycle, the earlier supervisor should undertake to review the performance of the employee.
  - ii. In case the employee has completed at least one quarter of the Appraisal Cycle under the new supervisor, the new supervisor shall undertake to review the performance for the appraisal quarter.

12.5.3.14. In case a new employee has completed less than one quarter of the Appraisal Cycle, his performance shall not be appraised by the supervisor for that duration.

#### 12.5.4. Appraisal Instrument

The Performance Appraisal System shall consist of three sets of appraisal instruments:

##### 12.5.4.1. Executive Performance Appraisal

- a. The performance of the Secretary to the Government shall be appraised by the RCSC in consultation with the Minister concerned (**Annexure 12/1**).
- b. The performance of the Executives shall be reviewed and appraised using the Executive Performance Appraisal Forms on an annual basis. The Executive Performance Appraisal Form (**Annexure 12/2**) shall be completed by the Supervisor of the Executive.
- c. The performance of Heads of Autonomous Agencies shall be appraised by the Chairperson of respective Commission/Board.
- d. For the purpose of Performance Appraisal System, Executives shall include all civil servants in EX3 to EX1 occupying managerial positions and those in P2 and P1 holding the post of Head of an Educational/Training Institute, Regional Office and Drungpas.

##### 12.5.4.2. Specialist Performance Appraisal

The performance of the Specialist shall be reviewed and appraised using the Specialist Performance Appraisal

Forms on an annual basis. The Specialist Performance Appraisal Form (**Annexure 12/3**) shall be completed by the Supervisor of the Specialist.

12.5.4.3. Appraisal for civil servants in P & M and S & S Categories

There are two phases in the appraisal process:

a. Phase 1: Work Planning and Review

The Work Planning and Review Form (**Annexure 12/4**) shall be used by the supervisor and employee to determine yearly work targets as well as identify four relevant core competencies in addition to the three, which are fixed.

b. Phase 2: Summative Performance Review

The Summative Review Form (**Annexure 12/5**) shall be used by the Agency, the Manager, Supervisor and the employee to reflect and rate on the work targets and the overall performance of the employee. The Summative Review shall consist of three components: viz. the review of performance factors, review of core competencies and recording of specific comments. The Summative Review is to be undertaken annually.

12.5.4.4. Appraisal for Operational Category

The performance of civil servants in Operational Category shall be appraised based on the identified core competencies only in accordance with **Annexure 12/6**.

12.5.5. Feedback

12.5.5.1. It is mandatory for all civil servants holding managerial positions at P1A and above to have feedback by at least three of their subordinates annually.

12.5.5.2. The RCSC shall:

- a. Use the feedback as a reference for HR actions, including promotion;
- b. Communicate feedback to the civil servant and Supervisor concerned, if required; and
- c. Ensure confidentiality and proper documentation.

12.5.5.3. HR Office of an Agency shall facilitate and ensure timely execution and submit the feedback to the RCSC within three months from the end of appraisal cycle. The Form is given at **Annexure 12/7**.

12.5.5.4. The feedback shall be submitted directly to the RCSC as follows:

a. **Central Agencies**

<b>Sl.No</b>	<b>Feedback on</b>	<b>Feedback by</b>
1	Secretary	DGs/Directors
2	DG/Director	Chief of Divisions
3	Chief of Division	Division Staff (P4-P2)

b. **Autonomous Agencies**

<b>Sl.No</b>	<b>Feedback on</b>	<b>Feedback by</b>
1	Head	Chief of Division
2	Chief of Division	Division Staff (P4-P2)

c. **Head of Embassies/Missions/Consulates**

<b>Sl.No</b>	<b>Feedback on</b>	<b>Feedback by</b>
1	Head of an Embassy/ a Mission / Consulate	Officers of P3 and above

d. **Dzongkhags**

<b>Sl.No</b>	<b>Feedback on</b>	<b>Feedback by</b>
1	Dzongdag	Dzongrab, Drungpa and Sector Heads
2	Dzongrab(P1)	Sector Heads
3	Drungpas/Sector Heads (P1)	Sector Staff (P5 and above)

12.5.6. Performance Rating

12.5.6.1. The performance ratings of the immediate supervisor shall be final and binding. It shall be subject to verification and approval by the HR Committee.

12.5.6.2. The performance ratings on all the performance appraisal forms shall be as per the following four rating scales:

- a. Outstanding : 3.5 – 4.00 points
- b. Very Good : 2.5 – 3.49 points
- c. Good : 1.5 – 2.49 points
- d. Improvement Needed : 0 – 1.49 points

12.5.6.3. The supervisor shall furnish adequate justifications if a civil servant has obtained ‘Outstanding’ (4) in all the parameters or ‘Improvement Needed’ (final rating), which shall be verified by the HR Committee.

12.5.6.4. Six most important outputs shall be considered for rating.

#### 12.5.7. Evaluation Summary

The average scores across both performance outputs and core competencies shall form the final rating of the employee as follows:

12.5.7.1. Average total scores of 3.5 -4.00 : Outstanding

12.5.7.2. Average total scores of 2.5 - 3.49 : Very Good

12.5.7.3. Average total scores of 1.5 - 2.49 : Good

12.5.7.4. Average total scores of 0 - 1.49 : Improvement Needed

### **12.6. Use of the Performance Appraisal Results**

The Performance Appraisal results shall be used to:

12.6.1. Identify and address development needs of employees;

12.6.2. Recognise good performers and provide appropriate incentives and rewards;

12.6.3. Promote an employee to a higher position available in the Civil Service;

12.6.4. Take other HR actions *inter alia*, transfer, confirmation of services for the probationers and assigning special tasks; and

12.6.5. Identify poor performers.

### **12.7. Managing poor performance**

Where employees are not performing satisfactorily, a number of strategies shall be utilised, including:

12.7.1. Training of the managers/supervisor in performance management;

12.7.2. Staff development in the form of training, counselling and coaching;

12.7.3. Review of current work responsibilities against the job descriptions and annual work plan;

12.7.4. Improvement of job environment and workload;

12.7.5. Transfer and/or reassignment; and

12.7.6. Disciplinary actions, including termination.

### **12.8. Role of Human Resource Officer**

HR Officer shall:

12.8.1. Ensure that every employee and his manager use the appraisal instruments at all times;

12.8.2. Ensure that the forms are properly completed at the end of each appraisal cycle;

- 12.8.3. Record ratings of all civil servants in the system within three months from the end of performance appraisal cycles and enter the final ratings in the CSIS;
- 12.8.4. Generate individual and aggregated performance appraisal report for the employees in his Agency for submission to the Agency;
- 12.8.5. Facilitate performance feedback between the Supervisor and Employee.

## **12.9. Accountability**

- 12.9.1. The HR Committee shall be held accountable for ensuring effective implementation of the Performance Appraisal System by providing necessary guidance and support.
- 12.9.2. The Manager and/or Supervisor shall be responsible for:
  - 12.9.2.1. Guiding and facilitating their employees to fill in the forms as per the requirements and principles of the Performance Appraisal System. Initiating the appraisal process and establishing the employee's work targets and core competencies at the beginning of the Appraisal Cycle;
  - 12.9.2.2. Regularly monitoring the employee's performance during the Appraisal Cycle and providing feedback on performance and achievements to employees; and
  - 12.9.2.3. Maintaining custody of the performance appraisal document of the employee during the Appraisal Cycle and submitting them to the HR Officer, as and when required.

- 12.9.3. The HR Officer shall be responsible and accountable for the effective implementation and management of the Performance Appraisal System under the overall guidance of the HR Committee of Agency.
- 12.9.4. Every employee shall ensure that his performance is planned, monitored and rated as per the requirements of the Performance Appraisal System.
- 12.9.5. Precautionary measures shall be taken at all levels to maintain confidentiality of information throughout the performance appraisal process. Breach of confidentiality shall be considered an offence and shall result in appropriate disciplinary action.
- 12.9.6. The Agency/RCSC shall be accountable for close monitoring and implementation of the Performance Management System.



**ROYAL CIVIL SERVICE COMMISSION**  
**ASSESSMENT OF SECRETARIES**  
**BY THE MINISTER**



<b>Agency:</b>	
<b>Name of Secretary:</b>	
<b>Name of Minister:</b>	
<b>Date:</b>	

	<b>Key Results Areas:</b>	<b>Rating:</b>	<b>Example:</b> (Please support rating with at least one example)
<b>1</b>	<b>Management of Work:</b> Overall achievement of policy objectives and enactment of legislation		
<b>2</b>	Support to Bhutan's constitutional process and Good Governance		
<b>3</b>	Timely achievement of planned sector targets		
<b>4</b>	<b>Management of Resources:</b> Control of costs and efficient use of resources		
<b>5</b>	Quality of service delivery and client/citizen satisfaction		
<b>6</b>	Promotion of innovation, technology, research and global thinking		

<b>7</b>	<b>Management of People:</b> Utilisation of human resources and right-sizing of the workforce.		
<b>8</b>	<b>Management of Linkages:</b> Success in establishing international and national partnerships and cooperation		
<b>9</b>	High level of communication, public image and relations		
<b>10</b>	Realisation of ethical standards, Good Governance, cultural heritage and environment, and the principles of GNH		

\_\_\_\_\_

**Seal and signature of Minister**

\_\_\_\_\_

**Date**



**ROYAL CIVIL SERVICE COMMISSION  
EXECUTIVE PERFORMANCE APPRAISAL FORM**



For the rating period: \_\_\_\_\_ to \_\_\_\_\_

**Agency:**

**Name of the Employee:**

**Name of the Supervisor :**

**Employee ID No:**

**Position Title:**

**Position Title:**

*(Ratings to be given in points)*

**1. EVALUATION OF PERFORMANCE OUTPUT**

A) How would you rate the extent of his/her performance accomplishment in terms of the programmes, projects and their targets for the last one year ?

- |                        |   |                   |                      |
|------------------------|---|-------------------|----------------------|
| 1. Outstanding         | : | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good           | : | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good                | : | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | : | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with:

(i) At least one example: \_\_\_\_\_

(ii) Budget utilisation: Approved  Achievement

B) How would you rate the quality of his/her work output in the last one year?

- |                        |   |                   |                      |
|------------------------|---|-------------------|----------------------|
| 1. Outstanding         | : | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good           | : | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good                | : | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | : | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

C) How would you rate the timeliness of his/her work output in the last six months?

- |                        |   |                   |                      |
|------------------------|---|-------------------|----------------------|
| 1. Outstanding         | : | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good           | : | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good                | : | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | : | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

**TOTAL RATING:** \_\_\_\_\_

**DIVIDE 'TOTAL RATING' BY 3 = AVERAGE RATING (A):** \_\_\_\_\_

---

## 2. EVALUATION OF COMPETENCIES

D) Management of Work (it includes among others the ability to plan, prioritize, delegate, monitor, evaluate and decision making skills)

- |                        |   |                   |                      |
|------------------------|---|-------------------|----------------------|
| 1. Outstanding         | : | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good           | : | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good                | : | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | : | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

E) Management of People (it includes among others the ability to establish clear vision/direction, promote professionalism, advance career growth of subordinates, motivation of subordinates and effective communications skills)

- |                        |   |                   |                      |
|------------------------|---|-------------------|----------------------|
| 1. Outstanding         | : | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good           | : | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good                | : | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | : | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

F) Management of Resources (it includes among others the ability to mobilize resources, effective utilisation, proper management of facilities and equipments)

- |                        |   |                   |                      |
|------------------------|---|-------------------|----------------------|
| 1. Outstanding         | : | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good           | : | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good                | : | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: |   | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

G) Management of Linkages (it includes among others the ability to work effectively with other peers of other Agencies/Departments, stakeholders, superiors and clients)

- |                        |   |                   |                      |
|------------------------|---|-------------------|----------------------|
| 1. Outstanding         | : | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good           | : | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good                | : | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: |   | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

**TOTAL RATING:** \_\_\_\_\_

**DIVIDE 'TOTAL RATING' BY 4 = AVERAGE RATING (B):** \_\_\_\_\_

**Comments by the Employee**

(Comment on some of your special achievement and on areas that you need to improve)

**(Signature of the Employee)**

**Comments by the Supervisor**

**(Signature of the Supervisor)**

THE APPRAISAL MEETING WITH THE EMPLOYEE IS CONCLUDED AT THIS POINT.

**THE HR OFFICER SHALL COMPLETE THE FINAL RATINGS CALCULATION BELOW, AND SUBMIT TO THE HR COMMITTEE**

**FINAL RATINGS CALCULATION:**

Average Rating (A): \_\_\_\_\_ 60% Weightage

+ Average Rating (B): \_\_\_\_\_ 40% Weightage = Final Rating (C): \_\_\_\_\_  
Calculation:  $(A \times 0.6) + (B \times 0.4) = C$

If C = [tick appropriate box to confirm Final Rating]:

3.50 – 4.00 Outstanding

1.50 – 2.49 Good

2.50 – 3.49 Very Good

0 – 1.49 Improvement Needed

\_\_\_\_\_  
**Name and Signature of HR Officer**

**Comments by the HR Committee:**

(Comment on the general performance and potential of the employee)

\_\_\_\_\_  
**(Name and Signature of Chairperson, HR Committee)**



**ROYAL CIVIL SERVICE COMMISSION  
SPECIALIST PERFORMANCE APPRAISAL FORM**



For the period: \_\_\_\_\_ to \_\_\_\_\_

**Agency:**

**Name of Employee:**

**Employee ID No:**

**Name of Supervisor:**

**Position Title:**

**Position Title:**

**Position Level:**

**Position Level:**

*(Ratings to be given in points)*

**1. PROFESSIONAL EXCELLENCE**

A) How would you rate his depth of technical knowledge in his professional area of responsibility?

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding:        | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good:               | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

B) How would you rate his knowledge on current trends, legal and professional issues, acts, and rules and regulations, within his area of professional responsibility?

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding :       | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good :              | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

C) How would you rate his timeliness and effective discharge of professional responsibilities and dependability in the performance of professional responsibilities?

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding:        | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good :              | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

D) How would you rate his degree of professionalism and adherence to professional ethics?

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding:        | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good :         | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good:               | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

E) How would you rate his availability, accessibility and responsiveness to needs above and beyond the minimum requirement?

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding:        | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good:               | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

**TOTAL RATING:** \_\_\_\_\_

**DIVIDE 'TOTAL RATING' BY 5 = AVERAGE RATING (A):** \_\_\_\_\_

---

**2. PROFESSIONAL LEADERSHIP**

A) Active leadership in the field of one's profession, (it includes among others the ability to plan, prioritize, delegate, monitor, evaluate and decision making skills)

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding:        | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good:               | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

B) Effective leadership and coordination of professional programmes, including the ability to work effectively with other peers of other Agencies/Departments, stakeholders, superiors and clients,

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding:        | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good:               | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

C) Leadership in developing institutional and professional linkages and/or partnerships at the national, regional and international levels,

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding:        | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good:               | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

D) Management of Resources; both HR (in promoting professionalism, motivation of subordinates and effective communications skills) and facilities (in effective utilisation of facilities and equipments), and

- |                        |   |                   |                      |
|------------------------|---|-------------------|----------------------|
| 1. Outstanding         | : | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good           | : | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good                | : | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: |   | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

E) Provision of technical inputs in making policy decisions, and planning and implementation processes.

- |                        |  |                   |                      |
|------------------------|--|-------------------|----------------------|
| 1. Outstanding:        |  | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          |  | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good:               |  | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: |  | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

---

**TOTAL RATING:** \_\_\_\_\_

**DIVIDE 'TOTAL RATING' BY 5 = AVERAGE RATING (B):** \_\_\_\_\_

### 3. PROFESSIONAL ACHIEVEMENTS

A) Evidence of scholarly work: publications, including journal articles, books, book review, manuals, etc..

- |                        |  |                   |                      |
|------------------------|--|-------------------|----------------------|
| 1. Outstanding:        |  | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          |  | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good:               |  | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: |  | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

B) Professional awards, honors, recognition, appreciation/ commendations.

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding:        | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good:               | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

C) Active membership, service and leadership in professional organisations.

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding:        | 3.5 – 4.00 points | <input type="text"/> |
| 1. Very Good:          | 2.5 – 3.49 points | <input type="text"/> |
| 2. Good:               | 1.5 – 2.49 points | <input type="text"/> |
| 3. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

D) Attendance and presentation at national, regional and local conferences, seminars and workshops.

- |                        |   |                   |                      |
|------------------------|---|-------------------|----------------------|
| 1. Outstanding         | : | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good           | : | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good                | : | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: |   | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

---

E) Contribution to professionally related community activities in civic, cultural, educational and benevolent organisations.

- |                        |                   |                      |
|------------------------|-------------------|----------------------|
| 1. Outstanding:        | 3.5 – 4.00 points | <input type="text"/> |
| 2. Very Good:          | 2.5 – 3.49 points | <input type="text"/> |
| 3. Good:               | 1.5 – 2.49 points | <input type="text"/> |
| 4. Improvement Needed: | 0 – 1.49 points   | <input type="text"/> |

Substantiate rating with at least one example:

\_\_\_\_\_

**TOTAL RATING:** \_\_\_\_\_

**DIVIDE 'TOTAL RATING' BY 5 = AVERAGE RATING (C):** \_\_\_\_\_

**Comments by the Employee**

(Comment on some of your special achievement and on areas that you need to improve)

**(Signature of the Employee)**

**Comments by the Supervisor**

**(Signature of the Supervisor)**

THE HRO SHALL COMPLETE THE FINAL RATINGS CALCULATION BELOW, AND SUBMIT TO THE HRC/RCSC FOR REVIEW AND FINAL APPROVAL.

**FINAL RATINGS CALCULATION:**

Average Rating (A): \_\_\_\_\_ 40% Weightage      Average Rating (B): \_\_\_\_\_ 40% Weightage

Average Rating (C): \_\_\_\_\_ 20% Weightage

Final Rating: \_\_\_\_\_

[Calculation:  $(A \times 0.4) + (B \times 0.4) + (C \times 0.2)$ ]

Tick appropriate box to confirm the Final Rating:

3.50 – 4.00 Outstanding

1.50 – 2.49 Good

2.50 – 3.49 Very Good

0 – 1.49 Improvement Needed

\_\_\_\_\_  
**Name and Signature of the HR Officer**

**Comments by the HR Committee**

HR Committee No.: ..... Date: .....

**(Signature of the Chairperson of the HR Committee)**



**ROYAL CIVIL SERVICE COMMISSION  
WORK PLANNING AND REVIEW FORM  
(FOR P & S POSITION CATEGORIES)**



For the period: \_\_\_\_\_ to \_\_\_\_\_

**Agency:**

**Name of the Employee:**

**Name of the Supervisor Manager:**

**Employee ID No:**

**Position Title:**

<p>These performance outcomes are to be made priorities for the next one year. To be completed jointly by the supervisor and the employee at the beginning of the work planning cycle. Use the employee's job description and annual work plan as guidelines.</p>	<p>Each performance output may be reviewed as and when required.</p>	<p>No ratings are required in this phase. Provide remarks on the progress of the employee in meeting each performance output.</p>
<p align="center"><b>Expected Performance Output</b></p>	<p align="center"><b>Remarks of the Employee:</b></p>	<p align="center"><b>Remarks of Supervisor:</b></p>
<p><b>Output I:</b></p> <p><b>Output II:</b></p> <p><b>Output III:</b></p> <p><b>Output IV:</b></p> <p>.....</p> <p>.....</p>		

*(Use additional sheet if required)*



**ROYAL CIVIL SERVICE COMMISSION**  
**IDENTIFICATION OF CORE COMPETENCIES**



**Instructions**

The core competencies are the special skills/qualities required to fulfill the roles and responsibilities of the position. The supervisor and the employee should jointly identify four core competencies relevant to the employee's position in addition to the three, which are fixed.

<b>Agreed Core Competencies</b>
1. Integrity
2. Attitude
3. Punctuality
4.
5.
6.
7.

(Signature of the Employee)

(Signature of the Supervisor)



**ROYAL CIVIL SERVICE COMMISSION  
SUMMATIVE PERFORMANCE REVIEW FORM**

**(FOR P & S POSITION CATEGORIES)**

**For the period \_\_\_\_\_ to \_\_\_\_\_**



**Employee / Supervisor Information**

**Name of Agency:**

**Name of the Employee:**

**Employee ID No:**

**Position Title:**

**Position Level:**

**Major Occupation Group:**

**Sub Group:**

**Name of the Supervisor :**

**Position Title of the Supervisor:**

---

**Process:** In the first instance, the employee is to complete the Summative Performance Review Form as best they can with reference to the Work Planning and Review Forms. Performance Outputs and Core Competencies are to be listed/described and a 'self-rating' given along with supplementary information where necessary. Note: While rating the performance outputs, both quality and quantity aspects must be considered. When complete, the form is then submitted to their supervisor. The supervisor will review the form and make appropriate notes. A meeting between the supervisor and employee is then arranged to discuss the Summative Review Form in more detail and ratings. The 'final rating' is to be approved and written down by the Supervisor.

## RATINGS ON PERFORMANCE FACTORS

(Use additional sheets if required)

<i>(Ratings should pertain to Performance Outputs as outlined in Work Planning and Review Forms. Add additional outputs as necessary)</i>	<b>Employee self-rating:</b>	<b>Final rating (Supervisor):</b>
PERFORMANCE OUTPUT I:		
PERFORMANCE OUTPUT II:		
PERFORMANCE OUTPUT III:		
PERFORMANCE OUTPUT IV:		
PERFORMANCE OUTPUT V:		
PERFORMANCE OUTPUT VI:		
	TOTAL FINAL RATING:	
Divide 'Total Final Rating' by number of individual final ratings by 6 =	<b>AVERAGE RATING (A):</b>	

**(Signature of the Employee)**

**(Signature of the Supervisor)**

**(Signature of the Manager)**

## RATINGS ON CORE COMPETENCIES

Core Competency	Employee Self-rating:	Final Rating (Supervisor):
1. Integrity		
2. Attitude		
3. Punctuality		
4.		
5.		
6.		
7.		
	<b>TOTAL FINAL RATING:</b>	
Divide "Total Final Rating" by 7 =	<b>AVERAGE RATING (B):</b>	

**(Signature of the Employee)**

**(Signature of the Supervisor)**

**(Signature of the Manager)**

## **DEVELOPMENT NEED OF THE EMPLOYEE**

**Comments by the Employee**

(Comment on some of your special achievement and on areas that you need to improve)

**(Signature of the Employee)**

**Comments by Supervisor:**

(Comment on the special achievements and/or development needs of the employee and suggest some measures to improve the performance of the employee)

**(Signature of the Supervisor)**

**Comments by the Manager:**

(Comment on the special achievements and/or development needs of the employee and suggest some measures to improve the performance of the employee)

**(Signature of the Manager)**

**THE APPRAISAL MEETING WITH THE EMPLOYEE IS CONCLUDED AT THIS POINT.**

**THE HR OFFICER SHALL COMPLETE THE FINAL RATINGS CALCULATION BELOW, AND SUBMIT TO THE HR COMMITTEE**

**FINAL RATINGS CALCULATION:**

Average Rating (A): \_\_\_\_\_ 60% Weightage  
+ Average Rating (B): \_\_\_\_\_ 40% Weightage = Final Rating (C): \_\_\_\_\_  
Calculation:  $(A \times 0.6) + (B \times 0.4) = C$

If C = [tick appropriate box to confirm Final Rating]:

- |                          |             |             |                          |             |                    |
|--------------------------|-------------|-------------|--------------------------|-------------|--------------------|
| <input type="checkbox"/> | 3.50 – 4.00 | Outstanding | <input type="checkbox"/> | 1.50 – 2.49 | Good               |
| <input type="checkbox"/> | 2.50 – 3.49 | Very Good   | <input type="checkbox"/> | 0 – 1.49    | Improvement Needed |

\_\_\_\_\_  
**Name and Signature of HR Officer**

**Comments by the HR Committee:**

(Comment on the general performance and potential of the employee)

\_\_\_\_\_  
**(Name and Signature of Chairperson, HR Committee)**



**ROYAL CIVIL SERVICE COMMISSION  
PERFORMANCE APPRAISAL FORM FOR  
OPERATIONAL CATEGORY**



For the period: \_\_\_\_\_ to \_\_\_\_\_

**Agency:**

**Name of the Employee:**

**Employee ID No:**

**Position Title:**

**Name of the Supervisor:**

Core Competency	Rating (Supervisor):	Comments	
1. <b>Integrity</b>			
2. <b>Attitude</b>			
3. <b>Punctuality</b>			
4. <b>Courtesy</b>			
5.			
6.			
7.			
<b>TOTAL</b>		<b>Average rating*</b>	

*\*For average rating, divide the 'Total' by 7*

(Signature of the Employee)

(Signature of the Supervisor)

(Signature of the Manager)



**ROYAL CIVIL SERVICE COMMISSION  
FEEDBACK FORM**



**To be completed by subordinate for those holding managerial positions (P1 and above).**

**Feedback on:**

<b>Name:</b>	
<b>Position Title:</b>	<b>Position Level:</b>
<b>Agency:</b>	

**Feedback by:**

<b>EID No.:</b>	
<b>Position Title:</b>	<b>Position Level:</b>
<b>Agency:</b>	
<b>Date:</b>	
<b>Signature:</b>	

THIS FEEDBACK SHALL BE KEPT CONFIDENTIAL. YOU ARE REQUIRED TO PROVIDE HONEST AND CONSTRUCTIVE COMMENTS ON THE EMPLOYEE'S OVERALL PERFORMANCE AND MANAGEMENT STYLE/PRACTICE.

1. LIST ONE OR MORE THINGS YOU WOULD LIKE YOUR SUPERVISOR TO STOP DOING:
  
2. LIST ONE OR MORE THINGS YOU WOULD LIKE YOUR SUPERVISOR TO CONTINUE DOING:
  
3. LIST ONE OR MORE THINGS YOU WOULD LIKE YOUR SUPERVISOR TO START DOING:
  
4. LIST ONE OR MORE THINGS YOUR SUPERVISOR COULD DO BETTER:
  
5. ON A SCALE OF 1 (LOWEST) TO 5 (HIGHEST), RATE YOUR SUPERVISOR ON:

Sl. No.	Attribute	Scale (tick)				
		5	4	3	2	1
1	Leadership					
2	Ethics/Character					
3	Integrity					
4	Professionalism					
5	Accountability					

5 = Excellent      4 = Very Good      3 = Good      2 = Fair      1 = Poor

6. LIST DOWN CRITICAL INCIDENCES (both positive and negative), IF ANY:

## **CHAPTER 13: PROMOTION**

### **13.1. Policy**

- 13.1.1. Reward and motivate a potential and competent civil servant.
- 13.1.2. Promote fairness, equity and meritocracy in the Civil Service through open competitive promotion system.
- 13.1.3. Provide equal career advancement opportunities to retain the best and brightest civil servants.

### **13.2. Strategy**

- 13.2.1. Conduct a fair and open competitive selection based on merit.
- 13.2.2. Performance of a civil servant shall be the basis for considering his promotion.
- 13.2.3. The RCSC shall be highly selective while considering promotion of a civil servant particularly to/within Executive and Specialist Positions.
- 13.2.4. The Position Directory and fulfillment of promotion criteria shall be the basis for determining the promotion category of a civil servant being considered for promotion.

### **13.3. Category**

- 13.3.1. Promotion through open competition.
- 13.3.2. Promotion within the broad-banded positions.
- 13.3.3. Promotion to specialist position.
- 13.3.4. Fast-track promotion.
- 13.3.5. Meritorious promotion.

### 13.4. Authority of the Agency

13.4.1. The Agency shall be vested with the authority to promote a civil servant to fill in a vacant position as follows:

Position Category	Promotion to Position Level	Authority for Promotion				
		Promotion through Open Competition	Promotion within Broad Banded Positions	Promotion of Specialists	Meritorious Promotion	Fast-Track Promotion
Executive	EX1	RCSC	NA	NA	RCSC	RCSC
	EX2-EX3	RCSC/C	NA	NA	RCSC	RCSC
Specialist	ES1	NA	NA	RCSC	NA	NA
	ES2-S3	NA	NA	RCSC/C	NA	RCSC
Professional & Management	P1	M/A/C	NA	M/A/C	RCSC	RCSC
	P5 - P2	M/A/C	M/A/C/D	NA	RCSC	RCSC
Supervisory & Support	S5 - S1	M/A/C/D	M/A/C/D	NA	RCSC	RCSC
Operational	O4 - O1	M/A/C/D	M/A/C/D	NA	RCSC	RCSC

**Note:** C= Constitutional Office; M = Ministry; A = Autonomous Agency; D = Dzongkhag; and NA = Not Applicable.

13.4.2. Notwithstanding Section 13.4.1, in-service recruitment in Professional and Management Position Category through Open Competition shall be carried out by the Parent Agency concerned as per Section 2.8.4.5 of this Rule.

13.4.3. The sectoral personnel posted in Dzongkhags shall be promoted by the Dzongkhag authority concerned while the personnel placed at the Centre shall be promoted by the Ministry/Autonomous Agency as per the delegation of authority.

- 13.4.4. Agency vested with the authority to grant promotion shall identify vacant positions based on approved staffing pattern and staff strength of the Agency.

### 13.5. Schedule

- 13.5.1. Promotion shall normally be approved with effect from 1<sup>st</sup> January or 1<sup>st</sup> July.

- 13.5.2. Schedule:

#### 13.5.2.1. For January Promotion

<b>Activity</b>	<b>Last Date</b>
Receive recommendations by Dzongkhags	15 October
Receive recommendations by Agencies (from Dzongkhags/Regional Offices )	31 October
Receive recommendations, including online through CSIS, by the RCSC for promotions under its authority	15 November
Approve decentralised promotions within Broad-banded positions by Agencies	30 November
Approve promotions under the authority of the RCSC	15 December
Receive promotion office orders, including online through CSIS, by the RCSC for decentralised promotions	25 December

#### 13.5.2.2. For July Promotion

<b>Activity</b>	<b>Last Date</b>
Receive recommendations by Dzongkhags	15 April
Receive recommendations by Agencies (from Dzongkhags/Regional Offices)	30 April
Receive recommendations, including online through CSIS, by the RCSC for promotions	15 May

under its authority	
Approve decentralised promotions within Broad-banded positions by Agencies	31 May
Approve promotions under the authority of the RCSC	15 June
Receive promotion office orders, including online through CSIS, by the RCSC for decentralised promotions	25 June

13.5.3. Recruitment and selection process through open competition shall normally be completed within two months from the date of the vacancy announcement, and promotion shall be approved with effect from either 1<sup>st</sup> or 15<sup>th</sup> day of a month, after the completion of all requirements.

13.5.4. There shall be no retroactive promotion.

### **13.6. General Criteria**

A promotion shall entail a higher degree of responsibilities, requiring greater knowledge, skills and ability. The criteria for promotion of a civil servant shall be based on:

13.6.1. Availability of a post vacancy;

13.6.2. Fair and just selection system based on merit. Merit shall be defined in terms of:

13.6.2.1. Academic qualification;

13.6.2.2. Relevant Training;

13.6.2.3. Skills and competence;

13.6.2.4. Past and present performance in his job as reflected in the performance appraisal;

13.6.2.5. Relevant experience;

- 13.6.2.6. Clean service record;
  - 13.6.2.7. Suitability to perform the duties and responsibilities of the vacant position;
  - 13.6.2.8. Potential to shoulder higher responsibilities;
  - 13.6.2.9. Not reflected in the negative list of the RAA; and
  - 13.6.2.10. No pending investigation/administrative action/court case.
- 13.6.3. Service in rural area shall be given due recognition;
  - 13.6.4. Seniority in service shall also be given due recognition;
  - 13.6.5. Civil servants selected through National Level Graduate Recruitment Examination shall be given weightage of 5% during selection through open competition to P1 positions and above;
  - 13.6.6. Additional qualifications relevant to the nature of duties and responsibilities shall be given due recognition;
  - 13.6.7. In addition to the general promotion criteria, a civil servant shall fulfill the eligibility criteria specified under the respective promotion category;
  - 13.6.8. Fulfillment of the minimum duration requirement as per the category of promotion as follows:
    - 13.6.8.1. First promotion – Four years, excluding probation period;
    - 13.6.8.2. Second and subsequent promotion (within broadband) – Four years;
    - 13.6.8.3. Open Competition – Two years;
    - 13.6.8.4. Meritorious promotion – Three years;
    - 13.6.8.5. Fast-track promotion (interim) – Two years;

- 13.6.8.6. Executive promotion - Five years; and
- 13.6.8.7. Specialist promotion – Five years.
  
- 13.6.9. Submission of all the relevant documents as per the category of promotion, which shall be valid on the promotion effective date;
  
- 13.6.10. Study Leave up to 18 months of any single training shall be counted as part of active service for promotion;
  
- 13.6.11. Any form of leave up to three months at a time, except EOL, shall be counted as part of active service for promotion;
  
- 13.6.12. The period of secondment shall be considered for the purpose of promotion. However, except those seconded to RGoB Projects and Programmes, promotion shall be processed and effected only after he rejoins on reversion from secondment;
  
- 13.6.13. Even if a civil servant has fulfilled eligibility criteria, his promotion shall not be processed/approved during his absence from duty on availing medical leave beyond three months, EOL and long-term study leave. However, a civil servant while pursuing long-term training under Mixed-Mode shall be eligible for promotion subject to fulfilling other criteria including his presence in office at the time of processing and effecting the promotion.
  
- 13.6.14. A civil servant in the entry Position Level who has not availed a single promotion shall not be eligible for Fast-track or meritorious promotion;
  
- 13.6.15. A civil servant being considered for promotion to Position Level P2 and above shall possess leadership qualities, including:

- 13.6.15.1. Integrity;
  - 13.6.15.2. Effective communication skills and good command of Dzongkha and English;
  - 13.6.15.3. Ability to motivate, direct and supervise;
  - 13.6.15.4. Ability to take initiatives, strong commitment, competence and ability to shoulder higher responsibilities;
  - 13.6.15.5. Ability to negotiate effectively and make decisions;
  - 13.6.15.6. Ability for strategic planning and monitoring; and
  - 13.6.15.7. Ability to control costs.
- 13.6.16. All promotions to executive positions must include proven leadership and positive feedback;
- 13.6.17. A candidate for the post of a Secretary to the Government or Dzongdag shall have a minimum of university degree, and fulfill other conditions as may be prescribed by the BCSR;
- 13.6.18. Promotions shall be approved/recommended by the HR Committee of the Agency concerned as per the delegation of authority.
- 13.6.19. On approval, Promotion Order shall be issued which shall clearly specify the following:
- 13.6.19.1. Name and EID No. of the civil servant being promoted;
  - 13.6.19.2. Position Title and Position Level, before and after the promotion as per the Position Directory;
  - 13.6.19.3. Promotion effective date; and
  - 13.6.19.4. Section/Division, Department and Agency etc. as may be relevant and the place of posting.

- 13.6.20. For promotions under the authority of the RCSC, Agency shall submit to the parent Agency concerned for its recommendation to the RCSC;
- 13.6.21. A civil servant shall not claim promotion as a matter of right; and
- 13.6.22. The RCSC/Agency shall not promote civil servants mechanically based only on the completion of the minimum four years criterion without properly assessing their capability, performance, allegiance, and the need of the Agency.

### **13.7. Promotion through Open Competition**

Promotion based on post vacancy shall operate within an open competitive environment as follows:

- 13.7.1. The Agency shall announce the vacant position in its website and/or media as and when a vacancy arises and provide at least two weeks for candidates to submit their applications;
- 13.7.2. For post vacancy in position EX3 and above, the Agency shall submit requisition to the RCSC;
- 13.7.3. Vacancy announcement shall clearly define the following:
  - 13.7.3.1. Profile of the Position
    - a. Position Title and Position Level;
    - b. Minimum educational qualification as defined in the Position Directory. Additional knowledge, skills and competency relevant to the post shall be given preference for the purpose of short-listing;
    - c. Relevant work experience requirement; and

- d. Section/Division, Department and Agency and the place of posting for which the recruitment is being considered.

13.7.3.2. Eligibility

- a. Meet the minimum educational qualification requirement prescribed in the Position Directory;
- b. Currently, in one Position Level lower than the Position Level announced. However, a candidate in the same Position Level is also eligible to apply;
- c. Completed a minimum of two years of active service in current Position Level at the time of the announced application deadline;
- d. A civil servant in the entry Position Level who has not availed a single promotion shall not be eligible for Open Competition.
- e. A civil servant shall be eligible to apply for Open Competition to a position outside his MOG only after serving 10 years of service.
- f. Completed a minimum duration equal to the secondment term and/or training period at the time of the announced application deadline, if any, to apply to a position in another Agency;

- g. Completed a minimum of two years of active service at the time of the announced application deadline after being appointed through Open Competition to the current position and Department/Division/Section;
- h. Clean service record;
- i. A civil servant shall not be eligible to participate in an Open Competition while on long-term training; and
- j. To the extent possible, transfers, including through open competition, shall not result in the loss of professionals by an agency and appointment of such civil servants to positions where their specialised knowledge and skills are rendered irrelevant.

13.7.3.3. Agency/HR Committee shall have the authority to disqualify a candidate who has participated in the earlier interview(s) from appearing in the selection interview for the same post, if re-announced for open competition within a period of six months.

13.7.3.4. A candidate may be disqualified from sitting for an interview based on his past performance in earlier interviews.

13.7.3.5. Other information and requirements:

- a. Selection process;
- b. Document requirements;

- c. Application deadline; and
- d. Contact number and address of the focal person in the recruiting Agency.

13.7.4. An applicant shall be required to submit the following documents:

- 13.7.4.1. Application; and
- 13.7.4.2. Curriculum Vitae.

13.7.5. A civil servant applying for a vacant position outside his Agency shall be required to submit the following additional documents:

- 13.7.5.1. Attested copies of academic transcripts;
- 13.7.5.2. Attested copies of training certificates (if required);  
and
- 13.7.5.3. Any other documents that may be required.

13.7.6. A civil servant applying for open competition outside his Agency shall be required to inform his agency.

13.7.7. The Agency concerned shall:

- 13.7.7.1. Verify all testimonials and academic transcripts;
- 13.7.7.2. Compile all applications and short-list applicants fulfilling the eligibility criteria;
- 13.7.7.3. Give preference to eligible candidates with relevant qualification and work experience for the purpose of short-listing;
- 13.7.7.4. On short-listing of a candidate, obtain his Performance Evaluation Reports for the last two years;

- 13.7.7.5. Confirm the short-listing of a candidate for the selection process only if he has a minimum of 'Very Good' annual performance rating for the last two years;
- 13.7.7.6. Notify applicants on the status of application and inform short-listed candidates in writing regarding venue, date and time of the competitive selection process and other requirements, if any;
- 13.7.7.7. If there is no eligible candidate or only one eligible candidate, the Agency shall announce the time extension of another two weeks for candidates to submit applications;
- 13.7.7.8. Further, if the Agency is not satisfied even when the number of eligible candidates is more than one, the Agency shall have the option to extend the deadline to submit applications;
- 13.7.7.9. If there are no eligible applicants after the extended deadline, the HR Committee shall: Recommend to the RCSC a competent officer of the Division/Agency at one to two Position Levels lower in the same MOG, as the Officiating. However, in order to officiate for an EX position, requirement of same MOG shall not apply;
  - a. Give due recognition of the performance of the officiating official for future HR actions on the official; and
  - b. Announce the vacancy after every six months.

- 13.7.7.10. The RCSC shall make direct appointment to a vacant EX position when there is lack of eligible or suitable applicant, despite completing the recruitment process.
- 13.7.7.11. The Agency shall proceed with the selection process even if there is only one eligible candidate despite the re-announcement.
- 13.7.8. The Agency shall institute an appropriate, fair and competitive selection process.
- 13.7.9. The Recruitment and Selection Committee (R & S Committee) shall comprise of at least four members of the HR Committee and a representative of the RCSC for cases of P1 and above.
- 13.7.10. For cases requiring RCSC's participation, the Agency shall inform at least a week in advance with all relevant documents.
- 13.7.11. The R & S Committee members shall declare Conflict of Interest, if any, prior to confirmation in which case the Agency shall withdraw him from the R & S Committee and another qualified member shall be identified.
- 13.7.12. The R & S Committee shall be properly briefed particularly on the eligibility criteria for the position, the applicant's resume details and the interview format prior to the interview. The R & S Committee shall also be briefed on their Code of Conduct.
- 13.7.13. The R & S Committee members shall pre-determine the cut off percentage.

- 13.7.14. In addition to the panel interview (Interview Form given at **Annexure 13/5(a)**), written examinations in both Dzongkha and English may be conducted.
- 13.7.15. Questions/Answers during the interview as far as possible shall be bilingual in Dzongkha and English.
- 13.7.16. Service in rural area(s) shall be a criterion in the selection process and shall have weightage up to 5%.
- 13.7.17. Seniority in the Civil Service shall have weightage up to 5%.
- 13.7.18. Weightage of 5% shall be given to 'RCSC-Select Graduates' as determined in **Annexure 7/4**.
- 13.7.19. The Agency shall compile the selection result. The R & S Committee shall verify the result and shall be required to sign on the compiled result sheet(s) for endorsement by the HR Committee in the Agency for selection based on merit ranking of the result.
- 13.7.20. The Agency shall declare the result in the website and/or media within two weeks of completion of the selection process.
- 13.7.21. The selected candidate shall be given a maximum of two weeks after the declaration of result, to submit the following documents for appointment to the vacant position:
- 13.7.21.1. No Objection Certificate from the Parent Agency signed by a competent authority;
  - 13.7.21.2. Audit Clearance Certificate (valid and original) if promotion is involved; and

- 13.7.21.3. Security Clearance Certificate (valid and copy) if promotion is involved.
- 13.7.22. If the selected candidate fails to produce the documents within the stipulated time, the next candidate in order of merit ranking may be considered. He shall be required to submit the above documents within two weeks from the date of notice being served.
- 13.7.23. For appointments not involving inter-Agency transfer or change in MOG, Agency shall appoint the successful candidate against the vacant position and its Position Level announced. The Office Order shall clearly indicate that he has been selected through open competition.
- 13.7.24. The Agency shall submit the following documents to the RCSC:
- 13.7.24.1. Copy of the appointment order;
  - 13.7.24.2. Signed copy of the compiled selection result;
  - 13.7.24.3. Copy of the vacancy announcement;
  - 13.7.24.4. Approved Online Security Clearance Certificate if promotion is involved; and
  - 13.7.24.5. Audit Clearance Certificate (valid and original) if promotion is involved.
- 13.7.25. All inter-ministerial or inter-agency or inter-occupational transfers shall be carried out by the RCSC whereas intra-ministerial or intra-agency or intra-occupational transfers shall be carried out by Ministries and Agencies themselves. However, transfer of executives shall be carried out by the RCSC.
- 13.7.26. The authority to issue inter-Agency transfer or inter-occupational group or inter-subgroup in P1 shall vest with the RCSC for which the Agency shall submit the following documents to the RCSC:

- 13.7.26.1. Copy of the vacancy announcement;
  - 13.7.26.2. Signed copy of the compiled selection result;
  - 13.7.26.3. No Objection Certificate from the Parent Agency;
  - 13.7.26.4. Approved online Security Clearance Certificate, if promotion is involved; and
  - 13.7.26.5. Audit Clearance Certificate (valid and original), if promotion is involved.
- 13.7.27. Completion of recruitment and selection process through open competition and effective appointment shall be as per Section 13.5.3 of this Rule.
- 13.7.28. A candidate appointed through open competition shall be required to serve a minimum of two years in that position in the Agency.
- 13.7.29. Agency shall facilitate leave for a candidate to participate in Open Competition. However, he shall not be entitled to TA/DA.

### **13.8. Promotion within Broad-banded Positions**

- 13.8.1. A broad-banded position, specified in the Position Directory, shall be linked to at least one to two higher or lower position(s) in the same occupational group that require same minimum qualification and skills, and are similar in purposes, roles and responsibilities. The main difference of the broad-banded positions is the years of experience and increased responsibilities.
- 13.8.2. A civil servant shall be promoted within the broad-banded positions without a need to compete for the higher position in order to facilitate the Agency concerned to motivate and retain a civil servant within the Agency.

- 13.8.3. Promotion within the broad-banded positions shall be based on the following eligibility criteria:
- 13.8.3.1. Minimum performance requirement of:
- a. Consistently “Outstanding” annual performance ratings for the last three years when a civil servant does not meet the minimum qualification requirement of the position; and
  - b. Consistently ‘Very Good’ annual performance ratings for the last three years when a civil servant meets the qualification requirement of the position.
- 13.8.3.2. Completion of the minimum of four years of active service in the current position and Position Level;
- 13.8.3.3. Clean service record; and
- 13.8.3.4. Submission of the following documents:
- a. Duly completed Promotion Form given at ***Annexure 13/1***;
  - b. Annual Performance Reports for the last three years;
  - c. Security Clearance Certificate (valid and copy); and
  - d. Audit Clearance Certificate (valid and original).
- 13.8.4. The Agency shall compile proposals as per the Promotion Summary Form (***Annexure 13/2***) and submit to the HR Committee in the Agency, which shall review all promotion proposals of civil servants in broad-banded positions for

appropriate decisions.

- 13.8.5. Promotion order shall clearly specify the information required under Section 13.6.19 of this Rule.
- 13.8.6. The Agency shall submit promotion details online as well as send copies of the promotion orders to the RCSC as per the schedule along with the signed copy of the compiled Promotion Summary.
- 13.8.7. Agency shall retain all the promotion documents and shall be produced as and when required by the RCSC.
- 13.8.8. A civil servant with a minimum qualification of two-year Diploma shall be eligible for promotion up to Position Level P3 in the Diploma Career Track in accordance with Section 2.2.6. of this Rule.

### **13.9. Promotion to Specialist Position**

- 13.9.1. To retain, reward and motivate a professional to continue in the field of specialisation within the Agency, a civil servant shall be promoted to P1 and ES3 –ES1 without the need to compete for a higher position so long as he meets the eligibility criteria including the following:
  - 13.9.1.1. Minimum performance requirement of:
    - a. Consistently “Outstanding” annual performance ratings for the last three years when a civil servant does not meet the minimum qualification required for promotion to a position in P1;
    - b. Consistently “Very Good” annual performance ratings for the last three years when a civil

servant meets the qualification required for promotion to a position in P1;

- c. Consistently “Outstanding” annual performance ratings for the last three years for promotion as a Specialist in ES3 and above.

13.9.1.2. Minimum of a Masters Degree in the relevant field with Bachelors Degree for promotion as a Specialist to ES3 and above;

13.9.1.3. Acquisition of the minimum level of knowledge and skills identified for the higher Position Level, where a greater level of responsibility and autonomy within the role is also required;

13.9.1.4. Consistent practice in the field;

13.9.1.5. Completion of the minimum of four and five years of active service in the current Position Level for promotion to P1 and ES3-ES1 respectively;

13.9.1.6. Clean service record; and

13.9.1.7. Recommendation by the HR Committee.

13.9.2. There shall be a vacant specialist position or post adjusted within the approved staffing strength **(Annexure 13/3)**.

13.9.3. A civil servant promoted to a specialist position shall comply with the job descriptions of the respective position.

- 13.9.4. In addition to the documents required for processing promotion to a specialist position specified under Section 13.8.3.4, the following shall be required:
- 13.9.4.1. Specific job description of the proposed specialist position;
  - 13.9.4.2. Post Adjustment Form given at **Annexure 13/3**; and
  - 13.9.4.3. Legal Undertaking (**Annexure 13/6**)
- 13.9.5. Position Level P2 shall be the deciding point for a civil servant on his future career ladder. He shall decide whether to continue service in his field of specialisation/profession or move to a management position.
- 13.9.6. A civil servant who has decided to continue his service in his field of specialisation shall be promoted without the need to participate in open competitive selection process.
- 13.9.7. A civil servant, who has decided to move to a management position, shall apply to a vacant position announced and participate in the open competitive selection process for promotion to a management position in P1 and above.
- 13.9.8. Once a civil servant opts to continue in his line of profession and avails a promotion to P1 and above, he shall not be eligible to compete in open competitive selection process for a management position and to this end, he shall be required to sign a legal undertaking.
- 13.9.9. A civil servant in a management position in P1 and above shall be eligible to move to his line of profession in a specialist position provided he meets all the criteria.

- 13.9.10. An Agency shall be prudent on the promotion to specialist posts and once the promotion is granted, the Agency shall take full responsibility in ensuring that their services are optimally utilised.

**13.10. Fast-track Promotion (interim till sub levels are removed)**

- 13.10.1. In order to collapse sub-levels B and C to A for achieving the policy of “equal pay for work of equal value” the principle of fast-track promotion shall be applied to outstanding performers.
- 13.10.2. The minimum acceptable sub-level of a Position Level shall be C which shall be ultimately collapsed to sub-level A after which, there will be 17 Position Levels only with no sub-levels.
- 13.10.3. A civil servant in sub-level B or C shall be granted fast-track promotion so long as he meets the eligibility criteria for promotion including the following:
- 13.10.3.1. Consistently, “Outstanding” annual performance rating for the last two years;
  - 13.10.3.2. Completion of the minimum of two years of active service in the current Position Level;
  - 13.10.3.3. Clean service record;
  - 13.10.3.4. Submission of all the required documents specified under Section 13.8.3.4 except for the Performance Appraisal Reports, which shall be for the last two years; and
  - 13.10.3.5. Recommendation of the HR Committee.
- 13.10.4. A civil servant, who has availed fast-track promotion, shall serve in that position for a minimum period equal to the duration benefited, calculated from the date of his fast-track promotion.

### **13.11. Meritorious Promotion**

- 13.11.1. Meritorious promotions shall be granted to reward and recognise outstanding performance and leadership qualities of a civil servant who shall be a role model.
- 13.11.2. For meritorious promotion, the minimum years of active service required in the position shall be relaxed, so long as the other eligibility criteria are fulfilled, including the following:
  - 13.11.2.1. Consistently “Outstanding” annual performance ratings for the last three years;
  - 13.11.2.2. Completion of the minimum of three years of active service in the current position;
  - 13.11.2.3. Potential to shoulder higher responsibilities;
  - 13.11.2.4. Exceptional act or service in the public interest besides his normal responsibilities;
  - 13.11.2.5. Suggestion, invention, accomplishment or personal effort which has contributed to the efficiency, economy, or other improvement in the Government;
  - 13.11.2.6. Clean service record;
  - 13.11.2.7. Submission of all the required documents specified under Section 13.8.3.4 and Justification Form given at **Annexure 13/4**.
  - 13.11.2.8. Verification, shortlist and recommendation by the HR Committee; and

13.11.2.9. Verification and recommendation by the RCSC Secretariat.

**13.12. In addition to the above categories of promotion, the RCSC shall consider the following:**

13.12.1. Promotion on appointment to a civil service position specified in the Constitution.

13.12.1.1. On appointment to a civil service position specified in the Constitution, a civil servant shall be granted one promotion if he is not in the Position Level of the position to which he is appointed.

13.12.2. Direct Promotion

13.12.2.1. The RCSC, on its own, may promote a civil servant if the RCSC has sufficient evidence of outstanding performance and the civil servant is denied promotion due to discrimination, omission or when he is assigned the responsibilities of a higher position in the interest of the public service.

**13.13. Appeals related to Promotion**

In the event a civil servant finds that his promotion has not been considered by the authority concerned despite fulfillment of all the promotion criteria, the incumbent may appeal to the Appellate Authority.

**13.14. Handing/Taking Over of Charge**

There shall be proper handing/taking over of the charge before a civil servant is relieved from the current post on promotion, including Government property, files and records.

### **13.15. Orientation**

The Agency concerned shall institute an appropriate Orientation Programme to ensure that an in-service candidate on promotion is properly inducted.

### **13.16. Accountability**

13.16.1. A promotion granted without fulfilling the prescribed criteria and/or completing the prescribed processes shall be regarded as invalid and shall be revoked by the RCSC.

13.16.2. The authority responsible for granting such promotions shall be accountable and liable for administrative actions.



**Royal Civil Service Commission  
ROYAL GOVERNMENT OF BHUTAN**



**Promotion Form**

**Promotion Category:** .....**Employee ID No.:**

Name .....Sex: M  F  Date of initial appointment: .....

**EDUCATION:** Academic and Training (please start from the Institute last attended)

Name of School/ College/Training Institute	Location and Country	Field of Study	Subjects	Duration		Degree/ Diploma Certificate obtained
				Start Date	End Date	
a.						
b.						
c.						
d.						

**Research/Publication:**

Title	Date and reference	Purpose
a.		
b.		
c.		

If 'RCSC-Selected',

a. Year of selection: .....

b. Merit Rank: .....



**Date and Signature of the Candidate**

**PERFORMANCE** – Ratings for the past three years: (each out of the total factors) copies of performance evaluation reports should be attached.

Year	Improvement Needed	Good	Very Good	Outstanding

**(i) PROMOTION RECOMMENDED**

- 1. Position Title: .....
- 2. Position Level: .....
- 3. Sub-level.....
- 4. Major Occupational Group: .....
- 5. Sub-Group: .....

**(ii) Is the proposed promotion against the approved post?**

Yes                       No

**(iii) State whether the candidate fully matches the job requirements of the post.**

\_\_\_\_\_

Information verified by HR Officer/Chief HR Officer of Agency

**Date**

**Signature**  
**Name & Position Title**

(Official Seal)

**Recommendation of the Agency**

I certify that the information furnished in this form has been verified and is found correct and that there is no adverse report against him during the past three years.

**Date**

**Signature**

**Name & Position Title**

**of the recommending authority**

(Official Seal)

Decision of the HR Committee

Approved  Not Approved  Recommended  Not Recommended

**Reference-** HR Committee meeting No.:.....

Date:.....

**Date**

**Signature**

**Chairperson, HR Committee**

Information verified by RCSC:

**Name of the Chief/HR Officer, HRMD**

**(Official Seal)**

**Date:**

Decision of the RCSC:

Commission Meeting No. .... date .....

Approved w. e. f. Date \_\_\_\_\_ Month \_\_\_\_\_ Year \_\_\_\_\_

Not approved: -----

Date: .....

**ANNEXURE 13/2**

**PROMOTION SUMMARY FORM FOR .....**

**MINISTRY/AGENCY:.....**

Sl. No.	Name	EID No.	Date of Appt.	Qualifications	Date of last Promotion	BEFORE PROMOTION			ON PROMOTION			Active No. of yrs completed	PE ratings for last 3 yrs	Ministry/ Agency/ Dzongkhag	Remarks	
						PT	PL	SL	PT	PL	SL					

**Note:**

1. Service calculated as on.....
2. Probation period, training period beyond 18 months on any single training and leave period exceeding 3 months are excluded from years of active service in the present position as per Promotion Rules and Regulations.
3. Performance Reports for 3 years are taken into consideration.
4. Abbreviations:- IN-Improvement Needed, S-Satisfactory, G-Good, VG-Very Good, OT-Outstanding, PT-Position Title, PL-Position Level and SL-Sub-Level.

HR Committee Meeting No.:.....  
Prepared and verified by:

Date:.....

Approved by:

(Chairperson of HR Committee)

**POST ADJUSTMENT FORM**  
**ROYAL CIVIL SERVICE COMMISSION**

**Guidelines**

Promotion to a specialist position in P1/ES3 shall not entail increase in the staff strength and must be adjusted within the staff strength approved for the current FYP.

Post adjustment proposal must be against an approved regular Civil Service post (not against Division Chief/GSP/ESP post).

As far as possible, specialist post (P1/ES) must be adjusted against an approved vacant post within the same Department/Division.

For promotion of Dzongkhag Sector staff specialist post (P1/ES), post adjustment proposal must be against an approved vacant post in the relevant Department/Division and not against Dzongkhag Sector post.

**Post Adjustment From** (post against which the promotion of a specialist (P1/ES) is to be adjusted):

Position Title :

No. of Position(s) approved :

No. of existing against the Position(s):

Section/Division :

Department :

**Post Adjustment To** (post to which the specialist (P1/ES) promotion is proposed):

Position Title :

Position Level :

Section/Division :

Department :

**For the Ministry/Agency**

**Submitted by:**

**Approved/Recommended by:**

**HR Committee Meeting No.:.....**

**Date:.....**

**(Signature)**

**(Signature)**

**Name of HR Officer:**

**Chairperson, HR Committee**

---

**For the RCSC**

**Verified by:**

**(Signature)**

**Name of Chief/HR Officer, HRMD:**

**ROYAL CIVIL SERVICE COMMISSION**

**SUPPLEMENTARY MERITORIOUS PROMOTION PROPOSAL FORM**

To be completed by the Supervisor:

*Please complete the following format most accurately as your statements, information and assessments shall be liable for further verification.*

1. Name of immediate supervisor recommending the proposal:
2. Name of official proposed for meritorious promotion:
3. Agency/Division/Section:
4. Present Position Title:
5. Position Level & Sub Level:
6. Describe present responsibility of the official (attach a separate sheet)
7. Proposed Position Title:
8. Position Level & Sub Level:
9. Describe the proposed job very clearly (attach a separate sheet)
10. Describe the potentials of the official to assume the responsibility of the proposed post:
11. Besides normal duties, what are the 3 specific outstanding achievements of the official? Please complete the attached form.

**12. a) Achievements/Impacts**

*(Impacts may be described in terms of efficiency, economy or other improvements in government operations). If required, please attach an extra sheet.*

<b>Sl. No.</b>	<b>Achievement category</b>	<b>List Achievements</b>	<b>Describe Achievement</b>	<b>List Impact of the Achievements</b>	<b>Describe the impact</b>
1	Special act or service in the public interests	1.			
		2.			
		3.			
2	Suggestions	1.			
		2.			
		3.			
3	Inventions	1.			
		2.			
		3.			
4	Other accomplishments	1.			
		2.			
		3.			

**12. b) List documentary evidences:**

As a supervisor, I hereby certify that the above information and assessment are correct to the best of my knowledge. I understand that I am liable for further explanations and enquiry as deemed appropriate in the event that the above information is incomplete or incorrect.

**Signature of supervisor/Date**

**Recommendations of the Manager**

Date : Signature :  
Place : Name & Position Title of Manager :

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**Reference : HR Committee Meeting No.....dated.....**

Recommended

Not Recommended

Date : Signature :  
Place : Chairperson, HR Committee :

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**Recommendations of the Parent Agency**

**Reference : HR Committee Meeting No.....dated.....**

Recommended

Not Recommended

Date : Signature :  
Place : Chairperson, HR Committee :

**ROYAL CIVIL SERVICE COMMISSION**  
**Interview Form**  
**(For P1 & EX Positions)**

Name: .....Post Applied:.....

Sl. No.	Factors	Maximum Marks	Marks Awarded
1.	<b>MANNER &amp; DISPOSITION</b>	05	
2.	<b>LANGUAGE PROFICIENCY</b>		
	a. Dzongkha	05	
	b. English	05	
	c. Others: Bhutanese Dialects	03	
3.	<b>GENERAL KNOWLEDGE</b>		
	a. General knowledge	05	
	b. RGoB policies	10	
4.	<b>LEADERSHIP POTENTIAL</b>	05	
5.	<b>INTELLIGENCE, ABILITY &amp; COMPETENCE</b>		
	a. Presentation skills (organisation of thoughts)	05	
	b. Analytical ability	05	
6.	<b>RELEVANT QUALIFICATION/TRAINING/ WORK EXPERIENCE</b>	07	
7.	<b>SENIORITY</b>	05	
8.	<b>RURAL POSTING</b>	05	
9.	<b>PERFORMANCE</b>		
	a. Individual achievement	05	
	b. Performance record	15	
10.	<b>RCSC- SELECT GRADUATE</b>	05	
11.	<b>WRITTEN EXAMINATION (30 minutes each)</b>		
	a. Dzongkha	05	
	b. English	05	
	<b>Total Marks</b>	<b>100</b>	

Place :

Date :

\_\_\_\_\_  
(Name & Signature of the Committee Member)

**ROYAL CIVIL SERVICE COMMISSION  
SUMMARY OF INTERVIEW RESULT**

Name:.....

Post:.....

Section/Division:.....

Department:.....

<b>Sl. No.</b>	<b>Name of the Committee Member</b>	<b>Total Marks</b>	<b>Marks Awarded</b>
1.	Chairperson:	<b>100</b>	
2.	Member:	<b>100</b>	
3.	Member:	<b>100</b>	
4.	Member:	<b>100</b>	
5.	Member:	<b>100</b>	
	<b>Total</b>	<b>500</b>	

Percentage of marks in the interview: .....

Verified & certified

Place:.....

Signature:

Date:.....

(Chairperson)

**UNDERTAKING**

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

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

Place: .....

Sd/

Date: .....

(Legal Stamp)

**Witnesses:**

**1. For the Ministry/Agency**  
(*Secretary of Ministry/ Head of Agency*)

**2. For the RCSC**  
(*Commissioner, HRM*)

(Signature)

(Signature)

Name: .....

Name: .....

Official Seal

Official Seal

## **CHAPTER 14: TRANSFER**

### **14.1. Policy**

- 14.1.1. Facilitate mobility among civil servants so their services are best utilised in the interest of the Government.
- 14.1.2. Diversify the experience & knowledge and develop appreciation for social, cultural and economic conditions prevailing in the country among the civil servants through change of post, agency or place of posting, particularly from central offices to rural areas.
- 14.1.3. Avoid development of vested interests leading to probable corruption, nepotism, patronage, favouritism and red-tape due to the prolonged stay of an individual in any particular place, Agency or Position.

### **14.2. Strategy**

- 14.2.1. A civil servant shall be subject to transfers at regular intervals.
- 14.2.2. To the extent possible, transfers shall not result in the loss of professionals by an agency and appointment of such civil servants to positions where their special knowledge and skills are rendered irrelevant.
- 14.2.3. The HR Committee of the Agency concerned shall plan and execute transfers on annual basis, except where urgent in the public interest;
- 14.2.4. The Agencies, unless otherwise without field offices, regional branch offices and/or similar spatial arrangement, shall mandatorily transfer civil servants at a regular intervals.

14.2.5. In case the agencies fail to transfer or justify for not implementing transfer, the RCSC reserves the right to transfer the services unilaterally.

14.2.6. A civil servant who has served in rural areas shall be given weightage during the selection through open competition for promotion and long-term training.

### **14.3. Authority to Transfer**

14.3.1. The authority to transfer shall be as follows:

<b>Sl. No.</b>	<b>Type of Transfer</b>	<b>Authority</b>
1	Inter-Agency	RCSC/Parent Agency
2	Intra-Agency, except EX & ES*	Agency
3	Inter-Major Occupational Group	RCSC
4	Inter-Subgroup in an MOG (up to P2)	Agency

\* to be carried out by the RCSC in accordance with Sections 52, 67 and 68 of the CSAB 2010

14.3.2. Any transfer to and from Constitutional Offices shall be made by the RCSC/Parent Agency in consultation with such offices.

14.3.3. A change in duties and positions within a division of an Agency shall not be considered as a transfer under this Rule.

14.3.4. A transfer shall normally take place within the same occupational group. However, a civil servant may be considered for transfer to another occupational group, provided the candidate meets the qualifications, skills, abilities and

experience requirement of the position for which the candidate is being considered.

14.3.5. If a transfer involves promotion to a higher Position Level, the position must be openly advertised to encourage applicants to apply through an open competitive selection system as per the relevant provisions of the Promotion Rules and Regulations.

14.3.6. The Chairperson of the HR Committee shall issue the transfer order for P1 & above and Chief/Sr./HR Officer shall issue the transfer order for P2 & below.

#### **14.4. General Rule**

14.4.1. A civil servant posted to an office in a rural area would enable him to acquire the requisite experience of working in the rural area and shall accrue credit for career progression.

14.4.2. A civil servant may be transferred irrespective of Major Occupational Groups and Sub-Groups generally after completion of five years of service or as specified under Section 14.4.6, whichever is less.

14.4.3. The RCSC shall coordinate, monitor and effect the inter-Agency transfers, and take possible measures to minimise the inconveniences to the Agency and civil servants resulting from the transfer.

14.4.4. The transfer may be executed during the school winter holidays unless unavoidable in the interest of public service.

14.4.5. A civil servant may be transferred to any Agency in the interest of public service.

14.4.6. The following occupational Sub-Groups have been categorised as 'vulnerable', within which certain positions are more vulnerable than others and hence shall be subject to transfer as per the prescribed schedule, beyond which there must be convincing justification:

Sl. No.	Occupational Sub-Groups	Eligibility	
		Min. Years	Max. Years
1.	Finance & Account, Revenue, Property & Procurement Management, Foreign Service, and Immigration.	3	4
2.	Executive, Audit, Administration, Land record, Urban Dev. Control, Engineering, Forestry, HR Management & Development, Training, and Judiciary Support.	4	5
3.	Civil Registration & Census, Geology & Mines, Internal Audit, Investigation, Industrial Relations, and Environment.	5	6

14.4.7. Transfer of a civil servant who has not completed the abovementioned minimum years of eligibility shall be carried out by the RCSC or Parent Agencies only in consultation with the Agency concerned. However, once the maximum years of eligibility has been completed, the RCSC or Parent Agency may transfer a civil servant even without consultation with the Agency concerned.

14.4.8. A civil servant due for superannuation within the next one year may not be transferred.

- 14.4.9. Selection of civil servants from Agencies for postings to Embassies/Missions/Consulate Offices and other RGoB establishments, other than those from the Ministry of Foreign Affairs, shall be through open competition conducted by the HR Committee of the Parent Agency concerned. Such postings shall be treated as transfers for fixed term of two to three years and the term shall be non-extendable.
- 14.4.10. If both the husband and wife are civil servants, their simultaneous transfer to the same location, shall be facilitated, as far as possible.
- 14.4.11. A civil servant shall not normally be transferred to a post where application of his skills and knowledge are rendered irrelevant.
- 14.4.12. A civil servant shall not be permitted to transfer Government properties along with him upon his transfer.
- 14.4.13. In the situation where a transfer may be to a position that is in a lower Position Level than the one currently held, remuneration will be dependent on the circumstances of the situation:
- 14.4.13.1. When a transfer is in the public interest, the employee shall be entitled to maintain his existing salary, even if his Position and Position Level change;
- 14.4.13.2. When a transfer is of the employee's personal choice, remuneration will be based on the new Position and Position Level; and

- 14.4.13.3. When a transfer is due to demotion, the employee's remuneration will be based on the new Position and Position Level.
- 14.4.14. The personal file together with the Performance Evaluation Reports, the service record completed in all respects and the Last Pay Certificate, in respect of a civil servant who is transferred from one Agency to another, shall be sent to the Agency to which he is transferred within fifteen days from the date he is relieved.
- 14.4.15. There shall be proper handing/taking over of the charge before a civil servant is relieved on transfer, including Government property, files/records.
- 14.4.16. The RCSC shall maintain a 'Waiting List' of civil servants with the following provisions:
- 14.4.16.1. Objective  
Ensure proper management of the displaced Human Resources
- 14.4.16.2. Eligibility  
Civil servants shall be put on the RCSC's 'Waiting List', if displaced for the following reasons:
- a. Completion of secondment term in Agencies outside the Civil Service:
- i. Own initiative; and
- ii. Government interest
- b. Completion of term/recalled from assignments in Missions/Embassies/Consulate Offices;

- c. Closure/Merger/Severance of Agencies/Departments;
- d. On completion of Medical Leave;
- e. On completion of Extraordinary Leave, beyond six months;
- f. On completion of Court cases and being acquitted;
- g. Return from long term studies; and
- h. Other circumstances as determined by the RCSC.

14.4.16.3. Placement Priority

Placement priority shall be given to a civil servant on the 'Waiting List' who has:

- a. Served for 10 years or more prior to availing the foregoing Section 14.4.16.2;
- b. Clean record of service prior to availing the foregoing Section 14.4.16.2;
- c. Availed government-sponsored scholarship for further studies prior to availing the foregoing Section 14.4.16.2;
- d. Special knowledge and skill, which qualifies him to be in the scarce human resource category in the country;
- e. Availed the foregoing opportunities based on the government priority; and
- f. Longer productive years left to superannuate.

14.4.16.4. Management procedures

- a. Initial maximum timeline for civil servant on 'Waiting List' shall be six months;

- b. Within six months, the following options shall be explored:
  - i. Transfer to a suitable vacant position;
  - ii. Assign to a special time-bound projects and programmes of priorities of RCSC/RGoB; and
  - iii. Participate in open competitive selection systems.
  
- c. If not placed within the six-month period, a civil servant listed under reasons Sections 14.4.16.2 (a) (i), 14.4.16.2 (d) and 14.4.16.2 (e) above, following options shall be considered:
  - i. ERS;
  - ii. Voluntary resignation; and
  - iii. Compulsory retirement.
  
- d. For others not falling under category Sections 14.4.16.2 (a) (i), 14.4.16.2 (d) and 14.4.16.2 (e), depending on the past performance, competence, potential and considering the circumstances under which they have been listed under 'Waiting List', extension by another three months may be considered;
  
- e. If not placed despite the additional three-month extension, he shall be retired from service with benefits or asked to avail ERS.

14.4.16.5. Preclusion

- a. RCSC and the Agency concerned shall make genuine efforts to prevent listing civil servants in the 'Waiting List';
- b. RCSC and the Agency concerned shall ensure proper HR placement planning and timely actions;
- c. RCSC and the Agency concerned shall ensure positive removal of civil servants' names from the List to the extent possible and in the least time possible.

**14.5. Procedure**

- 14.5.1. Each Agency shall maintain a list of civil servants serving under them indicating the dates due for transfers.
- 14.5.2. The Agency concerned shall submit to the RCSC/Agency, as specifically delegated by the RCSC to the Parent Agency, a list of civil servants to be considered for inter-Agency and cross-sectoral transfers not later than three months prior to the due date for transfer.
- 14.5.3. A civil servant who meets the eligibility criteria for transfer may seek a transfer as long as there is a position available.
- 14.5.4. A civil servant who is transferred shall be relieved within 30 days from the date of issue of the transfer order (**Annexure 14/2**) and shall assume the new responsibilities immediately on expiry of the admissible joining time unless otherwise approved by the HR Committee.

- 14.5.5. The personal service record shall be up-dated in the CSIS only when the joining report against the transfer order is received.
- 14.5.6. When a transfer order is cancelled, the transfer cancelation order shall be issued.

#### **14.6. Preparatory Leave**

- 14.6.1. A civil servant transferred from one duty station to another shall be eligible for five working days of preparatory leave provided the new duty station is at least 10 kilometers away from the previous station involving change of residence.
- 14.6.2. The actual time required for travel shall be allowed in addition to the preparatory leave.

#### **14.7. Benefits**

- 14.7.1. A civil servant who is transferred shall be entitled to the following transfer benefits:
  - 14.7.1.1. Travel expenditure for self (DA/TA) and family (TA) as admissible under the rules, given in ***Annexure 14/1***, subject to revision;
  - 14.7.1.2. Transfer grant equal to one month's basic pay shall be paid by the relieving agency; and
  - 14.7.1.3. Transport charge of personal effects at the rates given in ***Annexure 14/1***, shall be paid by agency where the civil servant is transferred to.
- 14.7.2. A civil servant transferred within a distance of 10 kilometers from the place of posting shall not be entitled to transfer benefits.

14.7.3. A civil servant granted transfer on request before completing the minimum period shall not be entitled to transfer benefits.

14.7.4. If both the husband and wife are civil servants posted to the same duty station, only one shall be eligible for Government quarter.

#### **14.8. Orientation**

The Agency concerned shall ensure that a civil servant on transfer is properly briefed and inducted to the new position/place of posting.

#### **14.9. Accountability**

14.9.1. Non-compliance with this Rule shall be treated as a violation of BCSR and hence, the HR Committee/Agency shall be accountable.

14.9.2. Civil servants failing to abide by the Transfer Order shall be liable for administrative actions.

**ENTITLEMENT FOR TRANSFER TA/DA**

1. A civil servant in Position Level EX1/ES1 to P5 shall be entitled to claim mileage as per the standing rate, if the civil servant owns a car registered in his/spouse's name or else the civil servant is entitled to claim full bus fare including for spouse and children.
2. A civil servant in Position Level S1 to S4 shall be entitled to claim mileage for two wheelers only for self as per the standing rate, if the civil servant owns a two wheeler registered in his/spouse's name, while the spouse and children are entitled for full bus fare. If a civil servant does not own a two wheeler, the civil servant is entitled to claim full bus fare including for spouse and children.
3. Civil servant in Position Level S5 to O4 shall be entitled to claim full bus fare including for spouse and children.
4. When both husband and wife are civil servants and both are transferred together to the same place of posting at the same time, the transport charge shall be admissible only for one person.
5. Transport Charge of Personal Effects while Proceeding on Transfer/Retirement:

<b>Position Level</b>	<b>Entitlement</b>	<b>Rate</b>	<b>Pack Pony Scale (non-motorable road)</b>	<b>Monetary Ceiling</b>
EX1/ES1- EX3/ES3	Two trucks	At the rate prescribed by RSTA	13	Nu. 55,000/-
P1 - P5	One truck	-do-	10	Nu. 27,000/-
S1 - O4	One DCM or equivalent	-do-	7	Nu. 15,000/-

**Note:**

1. The transport charge shall be admissible only for the minimum capacity prescribed by the RSTA for various types of trucks;
2. The transport charge shall be admissible only for one way and the distance by the most direct route shall be taken into account;
3. The civil servant concerned shall submit a written claim based on the distance and prescribed rates. The amount thus claimed or the ceiling prescribed above, whichever is less, shall be payable:
4. The transport charge for the journey to home town on retirement shall be admissible only once during the entire Civil Service period, irrespective of changing the status or terms of appointment.
5. In the event Government vehicles are used for transportation of personal effects, the transport charge shall not be admissible; and
6. The halt for the trucks shall not be admissible.
7. In places where there is no bus service, the Agency concerned shall determine an amount equivalent to the bus fare.

(Agency Letter Head)

Ref. No.....

Date: .....

**TRANSFER ORDER**

In pursuance of the decision of the \_\_\_ HR Committee Meeting held on\_\_\_\_\_, transfer of \_\_\_\_\_(name) is issued as specified below:

1. Employee's Current Detail
  - a. Employee ID No. :
  - b. Position Title :
  - c. Position Level :
  - d. Major-Occupational Group :
  - e. Sub-Group :
  - f. Department/Division :
  - g. Agency :
2. Transferred to : (Agency to which he is transferred)
3. Location of Agency :
4. Employee's New Detail
  - a. Employee ID No. :
  - b. Position Title :
  - c. Position Level :
  - d. Major-Occupational Group :
  - e. Sub-Group :
  - f. Department/Division :
5. Effective Date :
6. Relieving Date :
7. Preparatory Leave : (Five Days after relieving date: Specify dates)
8. Joining Time in the New Agency : (Account journey time if required)

Sd/-

**Chairperson, HR Committee/ Chief HR Officer**

Copy:

- 1.
- 2.
- 3.

*Note: A civil servant shall properly execute handing/taking of the charge, including Government properties and files/records, before being relieved.*



## **CHAPTER 15: SECONDMENT**

### **15.1. Policy**

- 15.1.1. Provide necessary exposure to a civil servant to different systems to acquire expertise and experiences beneficial to the Civil Service.
- 15.1.2. Fulfill the obligations of the Government to post civil servants to Government executed mega projects and to International Organisations.
- 15.1.3. Promote Bhutan's presence and contribution to the international community through secondment of Bhutanese civil servants.
- 15.1.4. Facilitate agencies within the Civil Service requiring specialised knowledge and skills.
- 15.1.5. Facilitate newly established private schools and tertiary institutes.

### **15.2. Category**

- 15.2.1. Categories of secondment shall be as follows:
  - 15.2.1.1. Secondment of civil servants to time bound Government executed projects;
  - 15.2.1.2. Secondment of civil servants to International/other Organisations based in Bhutan or outside the country;
  - 15.2.1.3. Secondment of school principals to newly established schools and other professionals to private tertiary educational institutes; and

15.2.1.4. Civil servants temporarily placed in another Agency within the Civil Service. However, they shall not be governed by the Secondment Rule.

### **15.3. Authority**

The RCSC shall be the competent authority for approving secondment of a civil servant.

### **15.4. Eligibility Criteria**

15.4.1. A civil servant shall be eligible for secondment only when the candidate:

15.4.1.1. Is a Bhutanese citizen;

15.4.1.2. Possesses a clean service record and completed a minimum period of four years of active service excluding probation;

15.4.1.3. Has met the conditions of service stated under the ex-country and in-country Training Rules and Regulations and Promotion Rules and Regulations;

15.4.1.4. Has no outstanding dues/audit memos or is serving or impending administrative penalty;

15.4.1.5. Fulfills the criteria set by the employing organisation and produces document as required.

15.4.2. There shall be no secondment of civil servants to NGOs and corporations, both public and private corporations.

- 15.4.3. A civil servant shall be eligible to be seconded again only after serving the Government double the duration of the first secondment.
- 15.4.4. A civil servant shall not be considered on secondment if he receives employment offer on his own initiatives, without involving the RGoB. In such cases, a civil servant shall be required to resign from the Civil Service to avail the opportunity.

### **15.5. Selection Procedure**

- 15.5.1. In case of a new programme, Agency shall seek approval of the RCSC before announcing the post for secondment to International Organisations.
- 15.5.2. A civil servant shall be considered on secondment only if he is selected for the same through an open competition conducted by the RCSC/Agency.
- 15.5.3. Application/nominations shall be submitted to the RCSC/Agency, through the HR Committee of Agency concerned.
- 15.5.4. Application/nominations shall be validated by the RCSC in consultation with the recruiting Agency concerned, and if deemed necessary, the applicants shall be subjected to a selection process. The service record and performance evaluation reports in respect of the candidates shall be verified by the RCSC, wherever necessary.
- 15.5.5. Applications/nominations shall be considered on merit basis from amongst the eligible candidates.

- 15.5.6. The final decision on selection of a candidate shall rest with the organisation to which the civil servant is seconded.
- 15.5.7. The RCSC shall ensure adequate time to the Agency concerned for release of the selected official(s) to take up the post(s).

## **15.6. Terms**

- 15.6.1. A civil servant selected on secondment shall initially be posted for a maximum period of three years. Extension may be given for a period of up to two years at a time, subject to a total duration of secondment of five years. The Agency concerned shall request the RCSC for extension at least three months before the expiry of the term with the necessary supporting documents.
- 15.6.2. A civil servant seconded to an international organisation shall be for a maximum period of three years. The term shall not be extendable beyond the duration initially approved.
- 15.6.3. Civil Servants seconded to newly established private schools and other professional to private tertiary educational institutes shall be for a maximum term of four years.
- 15.6.4. A civil servant shall not be admissible to remuneration or other benefits from the Agency during the secondment period.
- 15.6.5. A civil servant shall be entitled to Travel Allowance and avail joining time while joining the secondment post and on reversion as per the rules of the Agency to which the candidate is seconded. No expenditure on this account shall be borne by the Parent Agency of the civil servant concerned.

- 15.6.6. The Agency shall not be liable to remit the Pension, Provident Fund and insurance contributions in respect of a civil servant while on secondment. The civil servant concerned shall be responsible for remitting both his own as well as the employers' contributions directly to avail the benefit of continuation of the post requirement benefit schemes.
- 15.6.7. The period of secondment shall be considered for the purpose of promotion. However, except those seconded to RGoB projects and programmes, promotion shall be processed and effected only after he rejoins his Agency on reversion from secondment.
- 15.6.8. The employing organisation shall submit annually the Performance Appraisal Report in respect of the civil servant in the form prescribed by the RCSC to the Agency concerned during the period of secondment.
- 15.6.9. The period of secondment shall be accounted and considered for the purpose of gratuity at the time of retirement of the incumbent from the Civil Service.
- 15.6.10. A civil servant while on secondment shall not be eligible for long-term training.

## **15.7. Obligation**

- 15.7.1. A civil servant on secondment shall at all times conduct himself in conformity to the Civil Service Code of Conduct and Ethics and in a manner befitting his status.
- 15.7.2. A civil servant, upon return from secondment from the International Organisation outside Bhutan shall serve Civil

Service double the duration of the secondment period or until the superannuation age, whichever is earlier.

- 15.7.3. A civil servant, upon return from secondment from International Organisations within Bhutan shall be required to serve the Civil Service equivalent to the duration of secondment period or until the superannuation age, whichever is earlier.
- 15.7.4. Should a civil servant fail to rejoin the service with or without a written communications on completion of the secondment period despite the instruction from the RCSC/Agency, the services of the candidate shall be compulsorily retired from the Civil Service with effect from the date of completion of the approved secondment period.
- 15.7.5. A civil servant failing to complete obligations fully, shall only be eligible to receive gratuity on pro-rata basis (formula: total gratuity minus % of obligations not fulfilled multiplied by total gratuity). However, a civil servant falling within this category shall receive all other post service benefits including the pension.

## **15.8. Return from Secondment**

- 15.8.1. The organisation that employs a civil servant on secondment may, for valid reasons, revert him to the Agency before expiry of the secondment period. The organisation concerned in such cases shall notify the RCSC of their decision at least three months in advance.
- 15.8.2. A civil servant, upon return from secondment, may have to serve on the 'Waiting List' in accordance with Section 14.4.16.

15.8.3. The RCSC may, for valid reason, recall a civil servant before expiry of the secondment period. The RCSC shall, in such cases, notify the Organisation/Agency concerned of its decision at least three months in advance.

**15.9. Position and Pay on Return**

The position of the civil servant on secondment shall not be protected. On return he shall be placed in an equivalent Position and Position Level that he held prior to his secondment if vacant.



## **CHAPTER 16: TRAVEL**

### **16.1. Policy**

- 16.1.1. Facilitate civil servants to travel if required by the job.
- 16.1.2. Compensate a civil servant for travel expenses.

### **16.2. Procedure**

- 16.2.1. Travel shall be undertaken by a civil servant only after obtaining approval from a competent authority.
- 16.2.2. Travel shall be planned for a specific period and the programme shall be submitted while seeking approval.
- 16.2.3. Should a civil servant be unable to follow the approved tour programme due to unavoidable reasons or be required to change it in the interest of the Government, he shall obtain ex-post facto sanction for making changes in the programme immediately on his return to the duty station. However, he shall communicate to the authority and seek approval in principle.
- 16.2.4. A civil servant shall carry with him proper identification documents or a letter of authorisation from the competent authority while on travel.
- 16.2.5. Travel shall be arranged by the administration concerned in conformity to guidelines issued by the Government.
- 16.2.6. All ex-country travel shall require the approval of the HR Committee.

### **16.3. Authority**

The Agency shall, depending on the purpose of the travel, have the authority to approve travel of a civil servant as per **Annexure 16/1**. The authority concerned shall exercise reasonable prudence in approving the travel programme.

### **16.4. Entitlement**

- 16.4.1. A civil servant travelling to a location farther than 10 kilometers from the duty station shall be eligible for Daily Allowance (DA) provided his absence from the duty station exceeds eight hours. In the rural areas, the official distance shall be as per stipulation of the Government.
- 16.4.2. The day of duty shall be calculated from the time of commencement of the journey from the place of posting and the days shall be calculated on the basis of 24 hours of absence from the duty station.
- 16.4.3. Half DA shall be paid if the absence from the duty station is more than eight hours but less than 12 hours and full DA shall be paid if the absence is 12 hours or more.
- 16.4.4. Full DA shall be paid only for the first 30 days of continuous halt on duty at one particular place. After 30 days, only 50% of the DA shall be paid for a maximum period of five subsequent months. For continuous stay beyond six months, no DA shall be admissible.
- 16.4.5. In the event a civil servant is required to leave the location of temporary duty prior to completion of the assigned work and return to the same station to continue the same work within a period of six months from the date of commencement of the tour,

the duty shall be considered as continuous and the 50% DA shall be admissible for the remaining period.

- 16.4.6. In the event a civil servant is required to leave the location of temporary duty prior to completion of the assigned work, he shall be entitled to claim full travel benefits for the journey undertaken outside the jurisdiction of the temporary posting.
- 16.4.7. A civil servant required to halt in transit for eight hours or more for the next flight while on travel outside the country shall be paid Daily Subsistence Allowance (DSA).
- 16.4.8. DSA shall be paid for the actual period of halts required for processing visa and it shall be paid at the Government rates.
- 16.4.9. The payment of DSA for enforced halts shall be limited to two days for a round trip while on official travel besides halts in transit, irrespective of the source of funding.
- 16.4.10. DSA or related expense shall not be paid by the Government during a training period when the DSA and other expenses are paid by the donors.
- 16.4.11. Notwithstanding the section above, a civil servant shall be reimbursed the visa fee and airport tax on production of original receipts/documents.
- 16.4.12. A civil servant on official travel shall claim his Travel Allowance as per the Form given at **Annexure 16/2**.

## **16.5. Rate of Daily Allowance**

16.5.1. A civil servant while on official tour within or outside Bhutan shall be admissible for DA at the rates prescribed by the Government.

16.5.2. A civil servant proceeding on medical treatment or as an escort shall be paid DA only at the rates prescribed in the medical treatment rules of the Ministry of Health. However, medical personnel, or any other civil servant deputed by the Government as an escort, shall be entitled to the normal DA.

## **16.6. Mode and Class of Transport**

16.6.1. A civil servant, other than Secretaries to the Government or equivalent rank in the Civil Service, traveling to third countries shall not be entitled to travel by business class. However, a civil servant representing the Government as the Head of delegation shall be entitled to travel by business class.

16.6.2. A civil servant required to undertake official travel shall be entitled to travel by the most direct and economic route, including domestic air services.

16.6.3. A civil servant shall be entitled to claim travel allowance as follows:

<b>Position Level</b>	<b>Entitlement</b>
EX1/ES1 – P5	Mileage for four-wheeler vehicle/bus fare as approved by Govt.
S1- S4	Mileage for two-wheeler/ bus fare as approved by Govt.
S5-O4	Bus fare as approved by Govt.

- 16.6.4. Mileage claim shall be based on the actual distance covered by a civil servant.
- 16.6.5. A civil servant travelling outside the country shall be entitled to claim the mileage for to and fro journey as follows:
- 16.6.5.1. From the place of work to the airport to drop the civil servant and return to the work place; and
- 16.6.5.2. From the work place to the airport to pick up the civil servant and return to the work place.
- 16.6.6. In order to claim mileage, a civil servant shall submit a copy of the Registration Book indicating that a civil servant or his spouse owns a vehicle.
- 16.6.7. When the travel expenses are borne by an external Agency, the mode and class of travel shall be determined by that Agency. The Government shall have no objection to availing a mode/class higher than that is entitled to in such cases and no special approval shall be necessary.
- 16.6.8. While on tour in areas where there is no road communication a civil servant shall be entitled to hire charges of ponies/mules or porter charges as per the following scales:

<b>Position</b>	<b>Riding Pony with Syce</b>	<b>Porter</b>
EX3-EX1/ES3-ES1	1	3
P5 - P1	1	2
S1 - O4	1	1

- 16.6.9. Where there is road, but lacks public transport, Agency concerned shall arrange transport for officials on official duty or provide hire charges as per Section 16.6.8, including for roadblocks due to natural calamities during the travel.
- 16.6.10. Once the tour/training/treatment is approved, no separate approval shall be required for travel by the entitled mode/class.
- 16.6.11. In the event a civil servant belonging to a Dzongkhag or periphery office is required to travel to the centre and regions to attend a meeting, seminar, workshop, etc. the TA & DA of the civil servant shall be borne by the respective Agency of the civil servant concerned. However, if such meetings are funded by donors, the TA & DA shall be paid by the organizing Agency, which shall be clearly communicated.
- 16.6.12. A Secretary to the Government or a higher authority in the respective Agency shall approve travel by a class/mode, other than the one entitled, under special circumstances.

**16.7. Submission of Tour Report**

It is mandatory for every civil servant to submit report within a week after his return.

**16.8. Control and Monitoring of Follow-up Actions**

The controlling authority shall ensure that the purpose of the travel is genuine and that the civil servant has been able to achieve the intended purpose. The Authority shall also ensure that appropriate remedial and follow-up actions are taken on time.

**16.9. Accountability**

16.9.1. Travel undertaken not in conformity to the provisions of this Rule shall be regarded as illegal and hence the expenses incurred shall be recovered from the civil servant concerned.

16.9.2. The civil servant who undertakes such travel and the Approving Officer shall be accountable and liable for disciplinary actions.



Royal Government of Bhutan

Agency:.....

Travel Authorisation Form

Name of Employee:

Number:

Position Title:

Position Level:

Date:

From		To		Mode of Travel	Halt At	Purpose
Station	Date	Station	Date			

Estimated Traveling Expenses:  
Advance Required :

Tr. Advance Outstanding  
Since (date)

Advance of Nu.  
Sanctioned/Recommended.

(Signature of employee)  
Date

(Signature & Seal, Head of Finance)  
Date

(Signature & Seal, Controlling Officer)  
Date



Royal Government of Bhutan

Agency:.....

Travel Allowance Claim Form

Name of Employee:

Position Title:

Position Level:

Number:

No. of Fares:

Travel Authorisation No. & Date:

Date:

Departure			Arrival			Daily Allowance	Mileage Claim	Bus/Train /Air Fare	Actual Expenses	Total	Purpose of Journey
Date	Time	Station	Date	Time	Station						

Advance Taken:

Amount Claimed for payment/refund:

Certified that the travel was performed by me for official purposes and the claims are genuine

\_\_\_\_\_  
Date & Signature of Employee

Certified that the travel was authorised by me for official purposes and the claims appear genuine and reasonable.

\_\_\_\_\_  
Date & Signature of controlling Officer



## **CHAPTER 17: FOREIGN SERVICE**

### **17.1. Policy**

- 17.1.1. Promote an efficient and equitable administration of the Foreign Service.
- 17.1.2. Strengthen and professionalise the Foreign Service.
- 17.1.3. Facilitate efficiency and effectiveness of Foreign Service.

### **17.2. Application**

- 17.2.1. This Rule shall apply to members of the Foreign Service/Officers on Deputation/Home-based Staff/Local Recruit transferred, appointed or seconded to an Embassy/Mission/Consulate (abroad).
- 17.2.2. A non-diplomatic civil servant posted outside the country by the Government shall be entitled to allowances and other benefits, except Representational Grant and domestic help.
- 17.2.3. Local recruit in the Embassy/Mission/Consulate shall be entitled to remuneration and other benefits as per the Foreign Service Entitlement Rules and Regulations.

### **17.3. Authority**

- 17.3.1. Foreign Service Rules and Regulations shall be approved by RCSC in consultation with the Ministry of Finance and Ministry of Foreign Affairs.
- 17.3.2. Foreign Service Entitlement Rules shall be jointly approved by the Ministry of Finance, Ministry of Foreign Affairs and RCSC.

#### **17.4. Code of Conduct and Ethics**

In addition to the Civil Service Code of Conduct and Ethics, a member shall:

- 17.4.1. Promote the foreign policy objectives of the Kingdom.
- 17.4.2. Represent the country both in performance of his official duties and conduct himself as a responsible citizen of the country.
- 17.4.3. Respect the laws of the host country.
- 17.4.4. Use Government property and personnel only for official duties.
- 17.4.5. Protect the confidentiality of official information.
- 17.4.6. Ensure that the conduct of his family is not contrary to the image of the country.
- 17.4.7. Act with integrity in relation to any privileges he may have as a diplomatic or consular representative.

#### **17.5. Category of Positions**

Position Title and Position Level shall be in compliance with the Position Directory.

- 17.5.1. An attaché shall be transferred from the Agency other than the Ministry of Foreign Affairs to the Embassy/Mission/Consulate as per Section 14.4.9 of Chapter 14 on Transfer.
- 17.5.2. A member shall be posted to an Embassy/Mission/Consulate for a term of three years. The term of posting may be extended or

reduced by the Ministry of Foreign Affairs in the national interest.

- 17.5.3. A member shall function as per his position approved by the Ministry in accordance with Position Directory, and his current Position Level.

## **17.6. Remuneration and Allowance**

- 17.6.1. A member shall be entitled to remuneration and other allowances as per the Foreign Service Entitlement Rules.

- 17.6.2. A member shall be required to complete and submit the Foreign Posting Form given at **Annexure 17/1** to be eligible for Foreign Service Benefits.

- 17.6.3. A member shall cease to draw any remuneration and allowances specifically granted under this Rule from the date of transfer to Bhutan.

- 17.6.4. Foreign Allowance (FA)

A member shall be entitled to FA during the period of posting as per the Foreign Service Entitlement Rules.

- 17.6.5. Representational Grant (RG)

- 17.6.5.1. A member shall be entitled to RG as per the Foreign Service Entitlement Rules.

- 17.6.5.2. A member appointed as a Charge d' Affaires (CDA) for period exceeding one month shall be entitled to Representational Grant at the rate admissible to the Head of Embassy/Mission/ Consulate.

17.6.6. Children's Education Allowance (CEA)

A member shall be entitled to CEA as per the Foreign Service Entitlement Rules.

17.6.7. Home Leave Passage

A member and his family shall be eligible for home leave passage as per the Foreign Service Entitlement Rules.

17.6.8. Bereavement

17.6.8.1. Bereavement Leave shall be accorded as per Section 10.2.3 of this Rule.

17.6.8.2. In the event of death of a member, remuneration and other entitlements shall be as admissible under the Foreign Service Entitlement Rules.

17.6.9. Emergency Evacuation and Loss

Evacuation of a member and his family during emergency and compensation for loss of personal/household effects shall be as per the Foreign Service Entitlement Rules.

17.6.10. Medical Treatment

A member and his family shall be provided medical and basic dental treatment as per the existing rules of the Government.

17.6.11. Accommodation and Furnishing

An appropriate accommodation and furnishing shall be provided to enable a member to effectively carry out his duties and responsibilities. The scale of accommodation/house rent shall be as per the Foreign Service Entitlement Rules.

17.6.12. Utilities

Utilities and service charges shall be as per the Foreign Service Entitlement Rules.

17.6.13. Domestic Help

Domestic help entitlements shall be as per the Foreign Service Entitlement Rules.

17.6.14. Travel & Joining Time

A member shall be entitled to travel benefits and joining time as per the Foreign Service Entitlement Rules on transfer.

17.6.15. Travel Allowance and Daily Subsistence Allowance

Travel Allowance and DSA shall be applicable as per the existing Government rules.

17.6.16. Transfer Grant

17.6.16.1. A member shall be entitled to the transfer grant equivalent to one month's basic pay.

17.6.16.2. No transfer grant shall be admissible during the temporary transfers when DSA is admissible as on tour.

17.6.17. Transport of Personal Effects

A member shall be entitled to the cost of transport charge of personal effects as per the Foreign Service Entitlement Rules.

17.6.18. Vehicle Hire and Mileage Claim

17.6.18.1. A member shall be entitled to reimbursement of charges for vehicle hires and mileage claims to perform his official duties.

17.6.18.2. Vehicle hire and mileage claim shall be as per the Foreign Service Entitlement Rules.

**17.7. Review of the Foreign Service Rules & Regulations and Foreign Service Entitlement Rules**

17.7.1. The Ministry of Foreign Affairs in consultation with the Ministry of Finance and the RCSC shall carry out a periodic review of the Foreign Service Rules & Regulations and Entitlement Rules every three years.

**Foreign Posting Form**

Submission of family members and domestic help form of a member of the Foreign Service on transfer from Headquarters to a Mission.

Note: Two copies to be submitted

1. Name: \_\_\_\_\_
2. Position Title: \_\_\_\_\_
3. Position Level: \_\_\_\_\_
4. EID No.: \_\_\_\_\_
5. CID No. : \_\_\_\_\_
6. Transferred to: \_\_\_\_\_
7. Transfer w.e.f.: \_\_\_\_\_
8. Details of family Members:

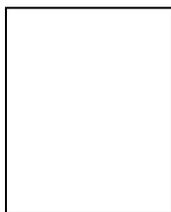
(a) Name of spouse: \_\_\_\_\_  
CID No: \_\_\_\_\_

- (b) Children: (i) \_\_\_\_\_ CID No: \_\_\_\_\_  
(ii) \_\_\_\_\_ CID No: \_\_\_\_\_  
(iii) \_\_\_\_\_ CID No: \_\_\_\_\_  
(iv) \_\_\_\_\_ CID No: \_\_\_\_\_  
(v) \_\_\_\_\_ CID No: \_\_\_\_\_ (Note: copies of

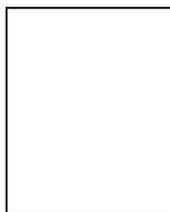
children's birth certificate/legal adoption papers are to be attached)

Photograph of:

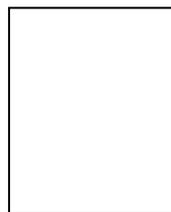
Spouse



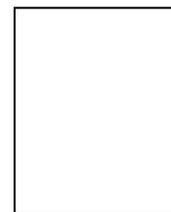
1<sup>st</sup> Child



2<sup>nd</sup> Child



3<sup>rd</sup> Child



Domestic help

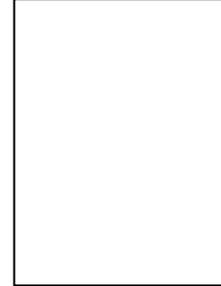
9. If accompanied by domestic help:

(a) Name of domestic help: \_\_\_\_\_

(b) Date of birth \_\_\_\_\_

(c) CID No: \_\_\_\_\_

(d) Village & Thram No: \_\_\_\_\_



\_\_\_\_\_  
**Signature of Applicant**

\_\_\_\_\_  
**Signature**  
**Head, AFD**  
**Ministry of Foreign Affairs**

## **CHAPTER 18: PRIVATE TRADE AND EMPLOYMENT**

### **18.1. Policy**

- 18.1.1. Ensure a civil servant carries out the responsibilities in the service of the *Tsa-Wa-Sum* in the most efficient and effective manner.
- 18.1.2. Ensure a civil servant does not engage in private trade and employment, and commercial activities, which have Conflict of Interests and may otherwise, affect his official duties.
- 18.1.3. Check corruption in the Civil Service by ensuring that a civil servant does not acquire wealth through unfair and illegal means.

### **18.2. Extent and Jurisdiction**

The rule shall apply to all civil servants including the contract employees.

### **18.3. Authority to Enforce the Rule**

The Head of Agency and Supervisor concerned shall be responsible to enforce the rule in respect of the employees.

### **18.4. General Rule**

- 18.4.1. A civil servant shall declare the business/trade of his spouse/dependants to the Agency where the civil servant is employed. The Agency shall maintain a list of spouses and dependants of their employees engaged in formal or non-formal business.
- 18.4.2. No spouse or dependant of a civil servant shall be allowed to participate in supply of goods and services to the Agency where the civil servant is employed or where the civil servant has an authority over it.

- 18.4.3. A civil servant shall refrain from participation in the Tender Committee if there is a Conflict of Interest by way of participation of his spouse/dependant(s) or close relative/associates in the bid or the civil servant concerned has a direct interest in any of the parties competing in the bid.
- 18.4.4. A civil servant participating as a member of a Tender Committee shall not communicate any information to the bidders, except those officially required.
- 18.4.5. A civil servant shall not become a member of the Board of Directors of a private company.
- 18.4.6. A civil servant shall not become a Board member/Director of the public companies, firms, Institutes, NGOs, etc. without a prior approval of the RCSC/Royal Government.
- 18.4.7. A civil servant shall not become a member of Editorial Board of any newspaper and other media.
- 18.4.8. A civil servant shall not carry out consultancy services.
- 18.4.9. A civil servant may be allowed to participate as a resource person/guest lecturer with the approval of the HR Committee provided such engagement does not hamper his official duties.
- 18.4.10. A civil servant shall not act/produce movies and engage in other commercial entertainments.
- 18.4.11. A civil servant shall not carry out any private trade/employment and other commercial activities that may have Conflict of

Interest and may otherwise compromise Sections 3.2.23 and 3.2.28 of this Rule.

18.4.12. Special privileges and entitlements shall not be misused.

18.4.13. A civil servant shall not hold majority shares of any company and shall not engage in trading of shares or bonds, except those owned by him.

18.4.14. Utilisation of office time and resources for private purposes shall not be permitted.

## **18.5. Accountability**

18.5.1. Submission of false information in relation to this Rule or suppression/withholding of any relevant information by a civil servant shall be treated as an offence and shall be liable for administrative action.

18.5.2. A civil servant engaged in activities in violation of this Rule shall be liable for:

18.5.2.1. Compulsory retirement, termination or any other appropriate administrative penalty; and/or

18.5.2.2. Prosecution before the Court of Law.

18.5.3. The Supervisor concerned shall be liable for administrative action for failing to enforce this Rule.



## **CHAPTER 19: ADMINISTRATIVE DISCIPLINE**

### **19.1. Policy**

- 19.1.1. Ensure that a civil servant observes a standard of behaviour in accordance with the Civil Service Code of Conduct and Ethics, Rules & Regulations and Laws of the Country.
- 19.1.2. Promote Transparency, Efficiency, Professionalism, Accountability, and Leadership in the Civil Service to enhance good governance and eradicate corruption.
- 19.1.3. Provide speedy and just process in the conduct of disciplinary actions against an erring civil servant so that discipline within the Civil Service is promoted.
- 19.1.4. Promote high morale and create confidence among the civil servants by ensuring justice, fairness and equity in protecting the innocent and punishing the guilty.
- 19.1.5. Enable an authority vested with the power to enforce discipline to lawfully exercise such power against an erring civil servant.
- 19.1.6. Ensure a civil servant is not falsely accused, which would unjustly injure his reputation or cause unjustified and unreasonable worries.
- 19.1.7. Protect a civil servant against intimidation and/or legal action or personal liabilities resulting from discharge of official duties in accordance with the rules and procedures.
- 19.1.8. Create a conducive work environment to enable a civil servant to properly and efficiently perform his duties and responsibilities.

- 19.1.9. Ensure a civil servant is not administratively penalised without due administrative process.

**19.2. Jurisdiction and Power**

- 19.2.1. All administrative and disciplinary issues and grievances concerning a civil servant shall be acted upon by the RCSC or when being approached by individual civil servants as per the provisions of this Rule, except criminal proceedings, which shall be under the jurisdiction of Courts.
- 19.2.2. Completion of a criminal trial or civil suit against a civil servant in a Court of Law shall not preclude the Disciplinary Committee from exercising jurisdiction under this Rule.
- 19.2.3. The RCSC/Agency shall:
- 19.2.3.1. Enforce all the provisions of the CSAB 2010, BCSR and other laws governing the discipline of a civil servant;
  - 19.2.3.2. Exercise appellate authority in required cases;
  - 19.2.3.3. Summon witnesses and/or the parties concerned with administrative complaints, issue *subpoena* and *subpoena duces tecum*, and take testimony in an investigation or delegate such power to a proper committee or office of the Government or an appropriate and competent civil servant of the Government;
  - 19.2.3.4. Punish or recommend punishment of the witness or the party concerned who fails to comply with a summons, *subpoena duces tecum*, duly issued

according to the subpoena or procedures herein prescribed, and with the same penalties provided in the law; and

19.2.3.5. Enforce decisions on disciplinary actions involving a civil servant.

19.2.4. The HR Committee of an Agency, which shall function as the Disciplinary Committee, shall initiate disciplinary action against an erring civil servant.

19.2.5. A person related to or prejudicial against a respondent civil servant shall not be a member of Disciplinary Committee, the Investigating Committee or as an Appellate Authority.

19.2.6. The powers to impose a penalty on a civil servant shall be exercised by the respective authority as under:

	<b>Position Level</b>	<b>Minor Penalty</b>	<b>Major Penalty</b>
19.2.6.1.	EX1-EX3/ES1-ES3	Agency	RCSC
19.2.6.2.	P1 – O4	Agency	Agency

19.2.7. Notwithstanding 19.2.6.1, the powers to impose both minor and major penalty on a Secretary to the Government, other officers of Secretary's rank, and Head of the Autonomous Agency shall be exercised by the RCSC.

19.2.8. The Disciplinary Committee may designate, from within the Agency, a responsible and competent civil servant as an investigator or constitute an Investigation Committee to conduct

formal investigation of an administrative case against a civil servant and submit investigation reports.

19.2.9. Appellate Authority to review the decisions taken by the Disciplinary Committee shall be:

	<b>Position Level</b>	<b>Minor Penalty</b>	<b>Major Penalty</b>
19.2.9.1.	EX1-EX3/ES1-ES3	RCSC	RCSC
19.2.9.2.	P1-P5	RCSC	RCSC
19.2.9.3.	S1-S5 to O1-O4	Agency	RCSC

19.2.10. Appellate Authority means Administrative Tribunal established in accordance with Section 6, Article 26 of the Constitution, for appeal cases from the RCSC, the RCSC for appeal cases from Ministries/Agencies, and the Ministry for appeal cases from Departments and Dzongkhags.

19.2.11. The Appellate Authority, on receipt of an appeal from the defendant, shall review the decision taken by the Disciplinary Committee to confirm that the prescribed provisions and procedures have been adhered to and action taken is reasonable and lawful. The authority shall adopt or modify such a decision if warranted under the circumstances. The reasons thereof and the circumstances shall be fully stated in each case.

19.2.12. The Appellate Authority may constitute an Administrative Review Committee if necessary in order to review the decision taken by the Disciplinary Committee and to submit its findings and recommendations thereof for decision-making.

19.2.13. The reports/recommendations of the committee designated herein (Investigation Committee, Committee on Administrative

Cases, or Administrative Review Committee) shall be jointly signed by the committee chairperson and the members. Any qualifying statement or dissenting views shall be reflected in the committee report/recommendations, or indicated above the signature of the chairperson or the member concerned.

### **19.3. Fiscal Responsibility, Accountability and Liability**

- 19.3.1. A civil servant whose official duties and responsibilities require possession or custody of Government funds and accounts, or properties shall be liable for their safekeeping.
- 19.3.2. The Head of Agency shall be primarily responsible for all Government funds and properties, or any lapse of fiscal responsibility and duties pertaining to his jurisdiction.
- 19.3.3. A civil servant shall be held responsible and liable for expenditure of Government funds, use of Government properties, or any decision or action thereon in violation of the provisions of the CSAB 2010, BCSR and other laws.
- 19.3.4. A civil servant responsible for Government vehicles, machineries or any other forms of property shall be liable for the value thereof in case of improper or unauthorised use or misapplication by him or any person for whose acts he may be responsible. Similarly, the individual concerned shall be held responsible and liable to make good of all loss, damage, or deterioration of such properties caused by negligence or misuse.
- 19.3.5. Every civil servant accountable for Government funds shall be liable for all losses resulting from unlawful deposit, use, or application thereof and for all losses attributable to negligence in keeping of the funds.

19.3.6. An accountable civil servant shall not be relieved from liability by reason of his having acted under the direction of a superior if he fails to notify the superior in writing on the illegality of such an act. The superior directing any illegal action shall be primarily responsible for any loss incurred thereby, while the accountable officer or civil servant who fails to serve the required notice shall be secondarily responsible.

19.3.7. A civil servant shall not have any personal or pecuniary interest in any contract or transaction of the respective Agency. The individual shall be held primarily responsible for any violation of this Rule, unless it is evident beyond reasonable doubt that:

19.3.7.1. It was for the best interest and exigencies of the service;

19.3.7.2. It was due to *force majeure* or fortuitous event; or

19.3.7.3. It was inevitable to prevent further losses and to ensure continuity of Government operation.

19.3.8. A supervisor shall be liable for administrative actions, including compulsory retirement and termination, for any major corruption or grave official misconduct of his subordinates even if the supervisor concerned is not directly involved in such misdeeds.

#### **19.4. Causes for Disciplinary Action**

19.4.1. Disciplinary action against a civil servant shall be taken for offences related to:

19.4.1.1. Conduct or behaviour;

19.4.1.2. Performance of official duties; and

- 19.4.1.3. Fiscal responsibility, accountability and liability.
- 19.4.2. Offences related to conduct or behaviour in violation of Code of Conduct and Ethics shall be as reflected in Chapter 3 of this Rule.
- 19.4.3. Offences Related to Performance of Official Duties shall be:
  - 19.4.3.1. Neglect of duty, *inter-alia*, non-compliance with or non-enforcement/non-implementation of the provisions of the Civil Service Act, BCSR, lawful and proper orders, directives, appropriate recommendations, sanctions, etc. without justifiable reasons;
  - 19.4.3.2. Abuse of official authority and position;
  - 19.4.3.3. Refusal to perform official duty;
  - 19.4.3.4. Insubordination; and/or
  - 19.4.3.5. Disobedience to superior/lawful authority in the execution of legal activities/responsibilities.
- 19.4.4. Offences related to fiscal responsibility, accountability and liability shall be:
  - 19.4.4.1. Misuse of Government funds and properties;
  - 19.4.4.2. Non-remittance/non-deposit of collections;
  - 19.4.4.3. Incurring of illegal and unauthorised expenditures, including unjustified, irregular, excessive, unnecessary and extravagant expenditures;

- 19.4.4.4. Malversation, embezzlement, malfeasance and misappropriation of Government funds and properties;
- 19.4.4.5. Failure of a civil servant to produce or render accounts of Government funds and properties entrusted to him upon demand by an appropriate authority;
- 19.4.4.6. Failure on the part of a civil servant concerned to submit records, documents and reports required by rules & regulations and laws within the prescribed period, without justifiable reason;
- 19.4.4.7. Failure of a responsible officer or any civil servant to render or settle the accounts and make good his fiscal responsibility/accountability. This shall include unlawful departure or attempt to leave Bhutan without securing a certificate from the authority concerned showing that the accounts have been finally settled;
- 19.4.4.8. Flagrant or willful violation of rules & regulations and laws on financial management and control;
- 19.4.4.9. Failure to settle liability for losses, damages, etc. as hereinafter prescribed; and
- 19.4.4.10. Refunding of the misappropriated funds or deposit of the cost of misused materials, properties or equipment shall not relieve a civil servant from the

liability of having committed the offence. The civil servant involved in such irregularities shall be liable for administrative and legal actions even after such refunds are made.

**19.5. Filing of Administrative Charge(s)**

19.5.1. An administrative charge against a civil servant may be filed by:

19.5.1.1. The Disciplinary Committee on its own initiative; or

19.5.1.2. Any person other than the Disciplinary Committee in the form of a written complaint, supported with sufficient documentary evidence.

19.5.2. A complaint, including anonymous letters, not filed properly as prescribed hereinabove, shall not be admitted.

**19.6. Notification to the Respondent Civil Servant**

19.6.1. The Disciplinary Committee, when convinced that a *prima facie* case exists, shall notify the respondent civil servant in writing of the administrative charge(s) and direct him to submit explanation on the charge within 30 days from receipt of the notification.

19.6.2. The respondent civil servant shall explain the charge(s), supported with evidence, if any.

19.6.3. The Disciplinary Committee may dismiss the case when the respondent civil servant's explanation proves beyond doubt that the administrative charge(s) is/are without basis.

## **19.7. Investigation and Adjudication**

- 19.7.1. Investigation and adjudication of administrative charges or complaints against a civil servant shall be in conformity with the Constitution, provisions of the CSAB 2010, BCSR and other laws of the Kingdom.
- 19.7.2. The Disciplinary Committee shall direct the conduct of a formal investigation to establish the truth and the validity of the respondent's answer and to determine the other parties involved in the case when the respondent civil servant pleads not guilty of the administrative charge(s) and the plea is not corroborated.
- 19.7.3. Formal investigation shall be conducted by an investigator or an Investigating Committee duly designated by the Disciplinary Committee. Where two or more civil servants are respondents in the same case, common or simultaneous proceedings may be conducted.
- 19.7.4. The Investigator or Investigating Committee shall commence formal investigation within 30 days from receipt of the explanation from the respondent civil servant.
- 19.7.5. The Disciplinary Committee may order the conduct of an investigation even if the respondent civil servant does not request a formal investigation or when the authority is convinced that no decision can be judiciously taken without such an investigation.
- 19.7.6. The Evidence Act of the Kingdom of Bhutan shall govern evidence of the case.

- 19.7.7. A person who is either related or prejudiced against a respondent civil servant shall not be eligible to serve as a witness.
- 19.7.8. The Investigator or an Investigating Committee appointed by a Disciplinary Committee may order testimony to be taken by deposition at any stage of a proceeding or investigation. Depositions may be taken before an individual designated by the Investigator/Investigating Committee under the direction and shall be subscribed by the deponent. Any person connected with the case may be compelled to appear, depose and produce documentary evidence before the committee.
- 19.7.9. The investigation shall be completed within 30 days from its commencement. The period for investigation may be extended for a maximum of 30 days by the Disciplinary Committee.
- 19.7.10. The Investigator or Investigating Committee shall submit to the Disciplinary Committee a written report on the investigation within 30 days after the completion of the investigation.
- 19.7.11. Where a committee on administrative cases has been constituted as deemed necessary in accordance with this Rule, an investigation report shall be submitted through the said committee. The committee shall commence its function within 10 days upon receipt of the investigation report.
- 19.7.12. The complainant and the respondent civil servant shall have the right to counsel and be represented by a Bhutanese Jabmi, in accordance with Section 19.11.2 of this Rule, at any stage of proceedings and require appearance of witnesses and/or

presentation of evidence in his favour through the process of written summons.

19.7.13. The Disciplinary Committee shall take into consideration the nature of the offence, circumstances leading to the commission of the offence and the past service record of the respondent before imposing a penalty of removal from the service with retirement benefits or termination.

19.7.14. Administrative cases shall be determined by a preponderance of evidence, which must clearly and convincingly outweigh opposing evidence in the judgment of the proper authority rendering the final decision.

19.7.15. A decision shall be rendered by the Disciplinary Committee within 30 days from the receipt of the investigation report, if no committee on administrative cases had been constituted for the particular case. However, where a committee on administrative cases has been duly constituted for a particular case, the decision shall be rendered within 30 days from the receipt of the committee's report and recommendations.

19.7.16. The HR Committee shall review and endorse the decision of the Disciplinary Committee.

19.7.17. The decision rendered by the HR Committee shall be furnished to the RCSC.

19.7.18. The decision shall be executed and enforced by the Agency after remedies are available to the respondent.

## **19.8. Summary Proceedings**

19.8.1. The RCSC, upon recommendation of the HR Committee of the Agency require a civil servant to retire compulsorily with post service benefits without formal investigation when a civil servant:

19.8.1.1. Habitually exhibits bad behaviour and poor performance as may be indicated in the Performance Appraisal; or

19.8.1.2. Is charged with a very grave or serious offence and the guilt is proven with evidence beyond reasonable doubt including self admittance.

## **19.9. Penalty**

19.9.1. In the imposition of penalties, the Disciplinary Committee shall take into consideration the nature and seriousness of the offence, as well as the circumstances, which either mitigate or aggravate the intention of the respondent civil servant and the offence.

19.9.2. For the purpose of administrative disciplinary action, one penalty per charge shall be imposed. However, this shall not include different administrative processes that may be required in determining as well as implementing the penalty. Further, if convicted by the Court of Law for criminal offences, Sections 19.9.9 and 19.9.10 shall apply.

19.9.3. The same penalties shall be imposed for similar offences under similar circumstances.

19.9.4. A minor penalty shall consist of actions such as:

19.9.4.1. Reprimand, which shall be generally issued for:

- a. Irregular Attendance;
  - b. Lack of *Driglam Namzhag*;
  - c. Unbecoming etiquettes and manners;
  - d. Poor performance reflected in the performance appraisal; and
  - e. Carelessness and/or negligence of duties.
- 19.9.4.2. Fine of an amount not exceeding one month's salary;
- 19.9.4.3. Withholding of short-term training;
- 19.9.4.4. Withholding of one/two annual increments; and
- 19.9.4.5. Three or more reprimands or minor penalties would lead to a major penalty.
- 19.9.5. A major penalty shall consist of :
- 19.9.5.1. Withholding of annual increment for a period of three to five years;
  - 19.9.5.2. Reduction of salary below the existing pay level but with entitlement to normal increments on due dates;
  - 19.9.5.3. Reassignment;
  - 19.9.5.4. Withholding of promotion;
  - 19.9.5.5. Demotion to a lower Position Level/Position;
  - 19.9.5.6. Withholding of long-term training;
  - 19.9.5.7. Compulsory retirement from service with post retirement benefits; and

- 19.9.5.8. Dismissal or termination of service without post retirement and other benefits, except one's own contribution.
- 19.9.6. In no case shall imprisonment be imposed as a penalty in an Administrative Case. It shall be pronounced only by a Court of Law. If warranted under the circumstances, the RCSC or any other Disciplinary Committee shall file appropriate criminal charges against a respondent civil servant in a Court of Law in Bhutan.
- 19.9.7. All disciplinary cases involving civil servants, contract employees, after establishing, beyond reasonable doubt by the Commission/Agencies, the need for criminal prosecution in the Court of Law shall be forwarded to the Court of Law through the Office of Attorney General.
- 19.9.8. A civil servant shall be terminated from service as per Section 19.2.6 of this Rule if he is convicted by the Court of Law for an offence of misdemeanour and above, related to official functions;
- 19.9.9. A civil servant shall be compulsorily retired from service with post service benefit if he or she is convicted by the Court of Law for a criminal offence of misdemeanour and above for offences not related to official functions;
- 19.9.10. A civil servant convicted of any petty misdemeanour may be retired from service with or without post service benefits based on the nature and gravity of the offence.
- 19.9.11. Any minor or major penalty imposed on a civil servant shall be entered in his service record.

## **19.10. Suspension**

- 19.10.1. The Agency may, except Secretaries to the Government, other officers of Secretary rank and Heads of Autonomous Agencies, place a civil servant under suspension pending an investigation when:
- 19.10.1.1. The civil servant is charged with dishonesty, grave misconduct, neglect of duty, or abuse of official authority and power;
  - 19.10.1.2. There are justifiable reasons and the evidence of strong guilt; and
  - 19.10.1.3. The civil servant faces criminal charges in a Court of Law.
- 19.10.2. The RCSC shall be the authority to suspend Secretaries to the Government, other officers of Secretary rank and Heads of Autonomous Agencies.
- 19.10.3. Suspension shall be effected through a formal Office Order, which shall be notified to the RCSC and the civil servant concerned, and respective Agency and the civil servant concerned if the Order is issued by the RCSC.
- 19.10.4. A civil servant under suspension shall receive a subsistence allowance of an amount equal to half the basic pay he is entitled to immediately before being placed under suspension.
- 19.10.5. The subsistence allowance at 50% of the last basic pay shall be paid until the completion of Court/disciplinary proceedings. However, on finalization of the Court/disciplinary proceedings if the civil servant is found innocent and acquitted of all charges

and accordingly reinstated in service, he shall be entitled to receive the remaining 50% of his basic salary and other benefits as applicable for the entire period of suspension.

- 19.10.6. The period of suspension shall be considered as part of active service for the purpose of gratuity, annual increment and promotion only if the respondent civil servant is found innocent and acquitted accordingly.
- 19.10.7. Where an order of suspension is issued or deemed to have been made, or extended by the Disciplinary Committee, a copy of the order and the detailed report of the case shall be furnished to the Head of the Agency concerned and the RCSC, within a period of 10 working days from the date of suspension.
- 19.10.8. An order of suspension shall remain in force as herein provided, unless it is modified or revoked by the appropriate authority.
- 19.10.9. Where a civil servant is suspended, whether in connection with a disciplinary proceeding or otherwise, and another disciplinary proceeding is commenced against him during suspension, the authority competent to place him under suspension may, for justifiable reasons, order the continued suspension of the civil servant until the completion of all the proceedings against him.
- 19.10.10. In the event a respondent civil servant expires during his suspension, the administrative case against him shall be immediately decided, so that whatever benefits decided in his favour may be availed of by his family or legal nominees.
- 19.10.11. The Agency concerned shall not recruit new employees in place of incumbent when the incumbent is under suspension till all the

administrative and/court proceedings are completed and the final decision against the incumbent is taken.

19.10.12. RCSC/Agency concerned shall request authorities concerned to expedite dispensing a case involving civil servant.

**19.11. Administrative and Legal Support**

19.11.1. No party shall prosecute or suspend a civil servant without notifying the RCSC. Also, the civil servant concerned shall be responsible to notifying the RCSC;

19.11.2. RCSC/Agency shall provide administrative and legal support to a civil servant in the event he is accused and prosecuted for actions and decisions taken in good faith in the interest of Agency's mandates, laws, rules and regulations, and overall national vision as follows:

19.11.2.1. If prosecuted by Government/Government Agency, all expenses related to defense of charge(s) shall be reimbursed by the Government/Agency in the event he is acquitted. However, he shall be represented by a Bhutanese law firm/lawyer only; and

19.11.2.2. If prosecuted by others, Agency concerned shall depute its Legal Officer or request the Office of Attorney General to represent him in the Court.

19.11.2.3. Such administrative and legal support shall not cover corrupt acts committed by a civil servant in connection with the discharge of their duties or cover other valuables in consideration to act in a particular manner.

19.11.3. The Agency concerned shall through proper media coverage properly establish facts for a civil servant acquitted by the Court of Law on the charges lodged against him.

19.11.4. In the event, a civil servant charged for corruption case is proven innocent in a Court of Law, he shall be eligible for refund of expenses for legal process, if any.

## **19.12. Appeal**

19.12.1. In the event an aggrieved civil servant or oversight agency has observed inconsistencies in the disciplinary action, the case may be appealed to the Appellate Authority.

19.12.2. A respondent civil servant may appeal against the decision of the Disciplinary Committee within 10 working days from the receipt of the decision. Such an appeal shall be submitted to the relevant Appellate Authority for the reasons that:

19.12.2.1. There is evident injustice due to grave abuse of discretion;

19.12.2.2. The decision is not supported by the evidence on record;

19.12.2.3. Evidence was not considered when imposing the penalty;

19.12.2.4. Newly discovered or additional evidence which materially affects the decision is presented; or

19.12.2.5. There is patent error in the interpretation of rules & regulations and laws, prejudicial to the interest of the respondent civil servant.

- 19.12.3. The Appellate Authority, while reviewing the appeal shall examine whether the disciplinary authority has complied with the due process.
- 19.12.4. Decision on the appeal shall be rendered within 30 days from receipt of the appeal.
- 19.12.5. The decision of the Appellate Authority shall be enforced by the Agency.
- 19.12.6. An aggrieved civil servant, if not satisfied with the decision of the ultimate Appellate Authority, namely, Administrative Tribunal, may appeal against such decision to the High Court or Supreme Court.
- 19.12.7. In the event the High Court or Supreme Court acquits the respondent civil servant of all charges on reviewing the appeal against the decision of the Administrative Tribunal, the penalty shall stand revoked. However, if the Court finds him guilty in some charges he shall be imposed such administrative penalty as deemed appropriate.

**19.13. The RCSC shall maintain the Negative List of Civil Servants as follows:**

**19.13.1. Definition**

The Negative List is a register or list of civil servants who have been punished as guilty by the Court of Law through conviction for breaching the law of the nation and/or who have been punished by Agencies concerned through administrative actions for breaching the provisions of the CSAB 2010 and/or the provisions of the BCSR.

19.13.2. **Objective**

- 19.13.2.1. To have a clean and sincere Civil Service run by people of strong moral and character;
- 19.13.2.2. To guide future HR actions, especially appointment to senior and important positions; and
- 19.13.2.3. To keep vigil on erring civil servants.

19.13.3. **Criteria**

If a civil servant has:

- 19.13.3.1. been convicted by the Court of Law, he/she shall automatically be included in the Negative List;
- 19.13.3.2. been sanctioned major and repeated minor administrative actions by the Agency concerned, he/she shall automatically be included in the Negative List; and
- 19.13.3.3. Committed single minor offence.

19.13.4. **Responsibility of Agencies**

Agencies shall maintain record of civil servants falling under the Section 19.13 above, in the CSIS.

**19.14. Implication**

A civil servant whose name has featured in the Negative List once will be subject to special scrutiny for promotion to a higher Position Level or appointment to another Position.



## CHAPTER 20: SEPARATION

### 20.1. Policy

- 20.1.1. Retire a civil servant with full grace, respect and mutual appreciation upon reaching superannuation age.
- 20.1.2. Promote dignity and financial security to a civil servant during his post separation period so that he is content while in service enabling him to contribute his best.
- 20.1.3. Ensure appropriate separation schemes.

### 20.2. Strategy

The RCSC shall adopt the following strategies:

#### 20.2.1. Superannuation

- 20.2.1.1. A civil servant shall retire from service on attaining the following superannuation age:

<b>Sl. No.</b>	<b>Position Category</b>	<b>Age of Superannuation</b>
i.	Executive and Specialist Position Category	60 years
ii.	Professional and Management Position Category	58 years
iii.	Supervisory & Support and Operational Categories	56 years

- 20.2.1.2. The Agency shall have the authority to issue separation orders for civil servants of P1 and below upon attaining superannuation age.

- 20.2.1.3. The date of birth recorded in the service record at the time of the initial appointment of a civil servant shall be the basis for deciding the date of retirement.
- 20.2.1.4. Unless otherwise specifically provided by this Rule, the actual retirement on superannuation shall be effective on the first day of the month following the actual date of retirement. The gratuity and other post retirement benefits shall be computed as on the effective day of retirement.
- 20.2.1.5. No civil servant shall be retained in regular or contract service beyond the age of superannuation.
- 20.2.1.6. An Agency shall issue the Office Order of superannuation for personnel as per the delegation of authority to accept resignation.

20.2.2. Resignation

- 20.2.2.1. The powers to accept voluntary resignation submitted by a civil servant shall be vested with the following authorities respectively, based on the Position Category of the civil servant:

<b>Sl.No</b>	<b>Position Category</b>	<b>Authority</b>
i.	Executive & Specialist	RCSC
ii.	Professional & Management	HR Committee of the Agency
iii.	Supervisory & Support and Operational	HR Committee of the Agency

- 20.2.2.2. A civil servant, subject to other rules, on his own may seek voluntary resignation from service after giving notice of at least one month in advance.
- 20.2.2.3. A civil servant who fails to give the prescribed period of notice of resignation shall be liable to pay an amount equal to the basic pay for the prescribed period of notice.
- 20.2.2.4. A civil servant shall resign from service prior to standing as a candidate for any election conducted under the electoral laws of the Kingdom or holding any paid or unpaid post in any political party. He shall not be entitled to re-employment in the regular Civil Service.
- 20.2.2.5. The authority that recommends and accepts the resignation shall ensure that the resigning civil servant has complied with the conditions of service laid down in the training, secondment and other rules.
- 20.2.2.6. A civil servant shall submit resignation to a competent authority, as per the delegation of authority, through the respective Supervisor and/or Head of the Agency for approval.
- 20.2.2.7. In interest of the Government, HR Committee may withhold a voluntary resignation up to a maximum period of three months from the notified date.

20.2.2.8. A civil servant who dies while on duty or suffers from prolonged illness and unable to perform regular duties for three years or more, shall be compulsorily retired from the service with full retirement benefits.

20.2.2.9. An ex-civil servant who exited from the Civil Service on superannuation, compulsory retirement or termination shall not be eligible to apply for any form of re-employment in the Civil Service.

20.2.3. **Early Retirement Scheme (ERS)**

20.2.3.1. The objective of the ERS is to facilitate and encourage civil servants to retire early.

20.2.3.2. **Eligibility:**

A civil servant shall be eligible for ERS, if he:

- a) Is 51 years and above.
- b) Is below 51 years of age fulfilling the following conditions:
  - i. A civil servant has served for a minimum of 20 years;
  - ii. A civil servant does not possess a minimum of Bachelor Degree; and
  - iii. A civil servant has no obligations to the Government.
- c) Is on the 'Waiting List' for whom the RCSC has not been able to find appropriate position.

- d) Has served a minimum of eight years at the highest Position Level within the broad-band as specified in the Position Directory.

20.2.3.3. **Disqualification**

A civil shall not be eligible for ERS, if:

- a) He has impending disciplinary or corruption case (s); and
- b) His service is determined to be required by the Government based on scarcity of such skills and expertise.

20.2.3.4. The working Agency shall process and provide the ERS benefits, less other adjustment with the Agency, to the employee.

20.2.3.5. The HR Committee/Council of the Agency concerned shall accept, scrutinize and accord approval for the decentralised positions for availing ERS benefits.

20.2.3.6. The ERS benefits to be granted shall be a one-time lump sum compensation based on the following calculation:

- a. For a civil servant 51 years and above shall be entitled to three months' basic salary for every remaining year of service to superannuation subject to a maximum of 15 months' basic salary.

- b. For a civil servant below 51 years of age shall be entitled to one month's basic salary for every remaining year of service to superannuation subject to a maximum of 12 months' basic salary.

20.2.3.7. Besides the ERS, both the above categories will be eligible for other regular retirement benefits as per the Civil Service Rule in force.

20.2.3.8. Six months or more shall be considered a full year of service for the purpose of calculating the total number of 'years' to be credited.

20.2.4. **Special Retirement Scheme**

The Commission in consultation with the Government may implement periodic Special Retirement Scheme to right-size and address redundancy in order to enhance efficiency and performance in the Civil Service.

20.2.5. **Compulsory Retirement**

RCSC/Agency may compulsorily retire a civil servant:

20.2.5.1. On disciplinary grounds in accordance with Section 19.2.6 under Administrative Discipline; and

20.2.5.2. Upon conviction by Court of Law for criminal offences of misdemeanor and above not related to discharge of his official functions.

20.2.6. **Termination**

RCSC/Agency may terminate a civil servant:

20.2.6.1. Upon conviction by Court of Law for criminal offences of misdemeanor and above related to discharge of official functions; and

20.2.6.2. On disciplinary grounds in accordance with Section 19.2.6 under Administrative Discipline.

20.2.7. **Agency Severance**

The services of a civil servant shall be separated from the Civil Service upon corporatisation/privatisation of his Agency, unless his service is required in the Civil Service.

20.2.8. **Procedures for resignation/retirements for civil servants holding positions listed in the Constitution:**

20.2.8.1. Cabinet Secretary – Resignation submitted to the Prime Minister who submits to His Majesty the King for final acceptance.

20.2.8.2. Secretary Generals of the two Houses of the Parliament – Resignations submitted to the Speaker of the National Assembly and Chairperson of National Council respectively, who forwards them to the Chairperson of RCSC, who in turn submits to His Majesty the King for final acceptance.

20.2.8.3. Ambassadors and Consuls (civil servants only) – Resignations submitted to the Foreign Minister, who forwards them to the RCSC Chairperson, who in turn submits to the Prime Minister who submits to His Majesty the King for final acceptance.

20.2.8.4. Secretaries to Government – Resignations submitted to the Minister concerned, who forwards to the RCSC Chairperson, who submits to the Prime Minister, who in turn submits to His Majesty the King for final acceptance.

20.2.8.5. Dzongdags – Resignations submitted addressed to the Ministry of Home and Cultural Affairs, who forwards to the RCSC Chairperson, who submits to the Prime Minister and who in turn submits to His Majesty the King for final acceptance.

### 20.3. **Retirement Benefits**

#### 20.3.1. Gratuity

##### 20.3.1.1. Eligibility

- a. A civil servant who is separated from service shall be entitled to receive gratuity after rendering a minimum of 10 years of service, except, those on contract and death cases while in service.
- b. A civil servant terminated from service shall not be eligible for gratuity.

##### 20.3.1.2. Amount

The amount of Gratuity payable under this Rule shall be computed based on the last basic pay drawn times the number of completed years of service.

However, service of six months and above shall be considered as a complete year for the purpose of calculating gratuity.

20.3.1.3. Ceiling

The ceiling on quantum of Gratuity shall be revised by the Royal Government from time to time.

20.3.1.4. Conditions

Gratuity shall be paid to a civil servant by the Agency only upon production of an Audit and Tax Clearance Certificates and upon confirming that the retiree has no outstanding advances or loans from financial institution to which the Agency was the guarantor.

20.3.1.5. Recovery

- a. The amount due from a civil servant, if any, at the time of retirement or demise and not recoverable other-wise, shall be recovered from the Gratuity payable to the incumbent, his nominees or other legal heir to whom such payments may be released.
- b. In case of demise of a civil servant, the recovery or penalty against the service obligation shall be treated null and void.
- c. Any outstanding in terms of training obligation as defined at Section 97.36 of the CSAB 2010 and as per Section 9.5.17.4 of this Rule shall be recovered from the candidate's gratuity and other retirement benefits payable to him.

20.3.1.6. Authority

Gratuity shall be sanctioned to a civil servant by a competent authority to which such powers are

delegated in the financial manual after completing the required formalities and the sanction shall be accorded in the prescribed form.

20.3.2. Pension

20.3.2.1. A civil servant who has served a minimum of 10 years in the service and made 120 monthly contributions to the pension account or retires from service on attaining Civil Service retirement age, shall be entitled to monthly pension benefits, as per the National Pension and Provident Fund Rules and Regulations.

20.3.2.2. If a civil servant is terminated, he shall not be eligible for the pension benefits but entitled to refund of his contributions made to the pension account.

20.3.3. Provident Fund

20.3.3.1. A civil servant who has served for a minimum of one year and retired from service, shall be entitled to the provident fund benefits, both the employee and employer contributions together with returns thereon credited to pension account as per the National Pension and Provident Fund Rules and Regulations.

20.3.3.2. A civil servant whose services are terminated shall be entitled only to his contribution together with returns credited thereon to provident fund account.

20.3.3.3. Monthly Pension and Provident Fund

The amount of monthly pension benefits and the Provident Fund payable to retired civil servants under the National Pension and the Provident Fund benefits shall be subject to the provisions in the National Pension and Provident Fund Rules and Regulations.

20.3.3.4. Conditions

A copy of the order relieving a civil servant on separation from Civil Service shall be endorsed to the National Pension and Provident Fund, which shall form the basis for the National Pension and Provident Fund to sanction the pension and provident fund benefits.

20.3.3.5. Recovery

The amount accumulated to a member under the National Pension and Provident Fund shall not be liable to attachments, garnishments, levy or seizure, except to pay any dues of the member payable to the National Pension and Provident Fund or to the employer.

20.3.3.6. Authority

Pension and Provident Fund Benefits shall be sanctioned to a retired civil servant by the National Pension and Provident Fund in accordance with the National Pension and Provident Fund Rules and Regulations.

20.3.4. Verification of Service

The services of a civil servant claiming the gratuity, the pension and provident fund benefits under this Rule shall be verified with respect to the service book of the civil servant and certified in the prescribed respective form by a designated authority.

20.3.5. Travel Allowance

A civil servant who leaves the service for any reason, other than termination, shall be entitled to Travel Allowance of an amount equal to one month's last basic pay of the civil servant.

20.3.6. Transfer Grant

A civil servant who leaves service for a reason other than termination shall be entitled to the transfer grant of one-month basic pay.

20.3.7. Transport Charge of Personal Effects

A civil servant, who leaves service for a reason other than termination, shall be entitled to receive transport of personal effects as per the rules in force subject to Section 16.6 of Chapter 16 on Travel.

20.3.8. Group Insurance Scheme

A civil servant who leaves service shall be entitled to the benefit of Employees Group Insurance Scheme.

20.3.9. Benefits Payable to the Family

20.3.9.1. If a civil servant expires while in service including probation period, his family/legal nominee shall be entitled to all retirement benefits.

20.3.9.2. If a civil servant is required to resign due to illness or disability incurred while in service, he/his family/legal nominee shall be entitled to all retirement benefits.

20.3.10. Personal Pay

The personal pay, if any as per Section 11.4.4.3, shall be clubbed with the basic pay for calculation of retirement benefits.

20.4. Incidence of Payment

Gratuity and other retirement benefits shall be paid to the retired civil servant.

20.4.1. Gratuity and other terminal benefits shall be claimed by a civil servant from the Agency from which he received his last pay.

20.4.2. For a civil servant who has served both in a Government Agency and public sector corporation, the gratuity shall be paid for the entire service period.

20.4.3. In the event the annual increment is due for a civil servant on the day following the date of retirement, the annual increment shall be released and it shall be considered for the purpose of calculating all retirement benefits.

20.4.4. Gratuity and other benefits shall also be payable to the nominee(s) of a civil servant who expires while in Civil Service.

20.4.5. Gratuity and other benefits payable to a civil servant who expires without filing the nomination shall be disbursed in accordance with the law of the country.

- 20.4.6. Travel allowance, transfer grant and transport charges of personal effects shall be payable to a civil servant only upon fulfillment of service obligation under Section 4.11.1 of Chapter 4 or Section 7.14.1 of Chapter 7, unless specified otherwise.
- 20.4.7. A retired civil servant or his survivor or nominee shall not be paid gratuity and other benefits if he:
- 20.4.7.1. Is under indictment or has charges outstanding against him referred under the rules of the Government for offences related to official functions;
- 20.4.7.2. Willfully remains outside the Kingdom of Bhutan with the knowledge of the indictment or charges, as the case may be; or
- 20.4.7.3. Fails to appear, testify, or produce a book, paper, record, or other document, relating to the service as an employee, before a Government-appointed authority or a Court of Law concerning the past or present relationship with a foreign Government/Agency or a matter involving or relating to an interference with or endangerment of, or involving or relating to a plan or attempt to interfere with or endanger the national security or sovereignty of the Kingdom of Bhutan.

20.5. Nomination

- 20.5.1. A civil servant shall submit to the Agency concerned a nomination in the prescribed Form conferring on one or more persons the right to receive the retirement benefits that may be due to him in the event of his demise.

- 20.5.2. A civil servant who desires to nominate more than one person under Section 20.5.1 above, shall specify the amount payable to each of the nominees.
  - 20.5.3. A civil servant may, at any time, cancel a nomination and submit a fresh one in its place.
  - 20.5.4. A civil servant may state in a nomination that in the event of the pre-decease of the nominee, the right conferred upon the nominee shall automatically change to another person or persons, as may be specified in the nomination.
  - 20.5.5. A civil servant not having a family at the time of nomination shall file a fresh nomination on acquiring a family and if one fails to comply with this requirement, the benefits shall be paid to the nominees nominated earlier or disbursed in accordance with the law of inheritance, as the case may be.
  - 20.5.6. Every nomination made and every notice of cancellation by a civil servant shall, to the extent it is valid, take effect on the date on which it is received by the Agency concerned.
- 20.6. Formality
- 20.6.1. There shall be a proper handing/taking over of the charge before a civil servant is relieved on retirement, including the Government property, files and records.
  - 20.6.2. Agency concerned shall take the responsibility to immediately process his post retirement benefits upon superannuation or retirement and settle all payments within one month.

20.6.3. A civil servant with clean service record shall be relieved with appreciation and dignity.

20.7. Accountability

20.7.1. A separation not carried out in conformity to the provisions of this Rule shall be regarded as illegal. HR Committee shall be held accountable for such separation.

20.7.2. A civil servant who dishonours the Office Order issued by the competent authority shall be accountable and liable for disciplinary actions.

20.8. Commendation

20.8.1. A civil servant retiring after minimum of 20 years of clean service record shall be awarded an “Expression of Commendation” in appreciation of his service in accordance with delegation of authority **(Annexure 20/1 and Annexure 20/2)**.



# Certificate of Appreciation

*On behalf of the Royal Government of Bhutan, the Royal Civil Service Commission awards this certificate of appreciation to*

.....

*in recognition and gratitude of his significant contribution made during.....of dedicated service to the Tsa-Wa-Sum.*

**Chairperson**

Royal Civil Service Commission  
*Towards Excellence in the Civil Service*

Date:



## Certificate of Appreciation

*On behalf of the Royal Government of Bhutan, the (Agency Name)  
awards this certificate of appreciation to .....  
in recognition and gratitude of his significant contribution made  
during .....of dedicated service  
to the Tsa-Wa- Sum.*

Date:

**Head of the Agency**  
(Agency Name)

## **CHAPTER 21: CIVIL SERVICE INFORMATION AND RECORDS**

### **21.1. Policy**

- 21.1.1. Maintain accurate and up-to-date Civil Service information and records.
- 21.1.2. Ensure RCSC as the institute of records for the Civil Service.
- 21.1.3. Secure and uphold confidentiality of information in accordance with the Constitution and the CSAB 2010.
- 21.1.4. Promote e-governance to enhance efficiency and transparency in the Civil Service.

### **21.2. Strategy**

- 21.2.1. Adapt and enhance online Civil Service Information System (CSIS) and other supporting systems.
- 21.2.2. Adopt standard operational guidelines/manual on management of HR information.
- 21.2.3. Provide role-based access to all Agencies to the CSIS.
- 21.2.4. Archive Civil Service records at the RCSC and respective Agencies.
- 21.2.5. Ensure adequate information security.

### **21.3. General Rule**

- 21.3.1. Access to CSIS shall be given based on roles and responsibilities.
- 21.3.2. Information maintained in the CSIS shall be the basis for HR actions.

21.3.3. The Service Book shall be in format prescribed and approved by the RCSC.

21.3.4. Information contained in the Employment Application Form (**Annexure 4/1**) and the Service Book which have been duly signed by the civil servant and verified at the time of his entry into the Civil Service shall be legally binding.

21.3.5. Data in CSIS and changes shall be classified and effected as follows:

<b>Data Classification</b>	<b>Details</b>	<b>Authority to Change</b>
<b>Sensitive Data</b>	<ol style="list-style-type: none"> <li>1. Employee ID</li> <li>2. Date of birth</li> <li>3. Appointment details</li> <li>4. Promotion details</li> <li>5. Position Level and Position Title</li> <li>6. Major Occupational Group and Sub-group</li> <li>7. Training and qualification details</li> </ol>	RCSC upon receipt from respective Agencies as per <b>Annexure 21/1</b>
<b>Non-Sensitive Data</b>	<ol style="list-style-type: none"> <li>1. Contact number</li> <li>2. Address details (permanent address)</li> </ol>	Individual civil servant
	<ol style="list-style-type: none"> <li>1. Working Agency</li> <li>2. Transfers history</li> <li>3. Family details</li> </ol>	HR Officer Concerned

21.3.6. Maintain personal files and service books of all separated civil servants, for a period as prescribed below:

21.3.6.1.	EX1/ES1 to EX3/ES3	15 Years
21.3.6.2.	P1 to S5	10 Years
21.3.6.3.	O1 to O4	5 Years

#### **21.4. Responsibilities of RCSC**

The RCSC shall:

- 21.4.1. Be the repository of Civil Service information and records;
- 21.4.2. Maintain accurate and up-to-date HR information;
- 21.4.3. Ensure adequate information security;
- 21.4.4. Take periodic back-up of all HR information maintained in the CSIS;
- 21.4.5. Maintain audit trail of the “system access” by users;
- 21.4.6. Maintain active personal files ensuring easy access and effective tracking system;
- 21.4.7. Compile and publish Civil Service Bi-annual Statistics; and
- 21.4.8. Provide technical support and training on CSIS and record keeping.

#### **21.5. Responsibilities of a civil servant**

A civil servant shall upon viewing his Curriculum Vitae (CV) in the CSIS, bring to the notice of the HROs for effecting correction, if any, with valid supporting documents.

## **21.6. Responsibilities of Agencies**

- 21.6.1. Be accountable for accurate and up-to-date data entry into the system within 21 days of the effective date.
- 21.6.2. Make effective use of CSIS and remain accountable for accuracy and integrity of information on all HR matters.
- 21.6.3. Maintain up-to-date Personal Files and Service Books of the existing civil servants.
- 21.6.4. Ensure that the civil servant at the time of joining the Civil Service truthfully declares his bio-data in Sections 1 & 2 of the Service Book which will remain a legal declaration.
- 21.6.5. Effect the correction of non-sensitive data and forward to the RCSC in case of sensitive data with valid supporting documents.
- 21.6.6. Identify personnel to whom access shall be granted based on roles and responsibilities and inform RCSC immediately on any change.
- 21.6.7. Submit all personnel information to the RCSC including hard copy wherever necessary within the specified time.
- 21.6.8. All HR decisions effected online shall be printed, initialed and filed in the Personal File for record.

## **21.7. Accountability**

The RCSC, Agencies and the civil servant concerned shall be liable for ensuring up-to-date and accurate HR information and records.

Dated:.....

.....

.....

Royal Civil Service Commission,  
Thimphu.

Subject: Change in Sensitive information in CSIS

I, .....(Name), holding Employee ID.....presently working in  
.....(Working Agency) request change in the following  
information:

<b>Sn.</b>	<b>Change Requested in:</b>	<b>Currently reflected in CSIS as:</b>	<b>Request Change to:</b>	<b>Supporting documents/ Evidences*</b>
1				
2				
3				

\*Checklist:

1. **Mandatory:** Copy of Service Book Record and Employment Application Form (attested with Sign and Seal of HR Officer)
2. Other Supporting Documents:
  - a. For Correction in Date of Birth: Documents that reflect Date of Birth such as Academic transcripts, Birth Certificate and Citizenship ID Card.
  - b. For Correction in Name Spelling: Documents that reflect Name such as Academic transcripts, Citizenship ID Card and Original Court Affidavit in cases where the evidences do not support the Name change.

- c. For Correction in Appointment/Promotion/Position Levels or Titles/ Major Occupation Groups: Appointment/ Promotion/ or Relevant Office Orders
- d. For Correction in Training and Qualification details: RCSC Award letter and relevant Training Certificates.

(Signature of Applicant/HR Officer on behalf of the civil servant)

**To be filled by the Employer**

I certify that the information hereby furnished in respect of ..... is correct, verified and attested from the original copies of his/her record maintained in this office.

Signature and Seal  
HR Officer

**To be filled by RCSC**

MIS Committee Meeting No. and Date: .....

**Decision:** Approved  Not Approved

Remarks: .....

## **CHAPTER 22: CIVIL SERVICE AWARD**

### **22.1. Policy**

- 22.1.1. Recognise and reward civil servants with outstanding achievements.
- 22.1.2. Recognise and reward civil servants for dedicated service to the *Tsa-Wa-Sum*.
- 22.1.3. Develop service models for others to emulate.
- 22.1.4. Motivate civil servants to promote innovation, professionalism and service excellence.
- 22.1.5. Set high performance culture at work.
- 22.1.6. Attract and retain high performers.
- 22.1.7. Develop a sense of achievement and pride of being a civil servant.

### **22.2. Strategy**

- 22.2.1. Civil servants shall be rewarded for their dedication and outstanding contribution to the *Tsa-Wa-Sum*;
- 22.2.2. The RCSC shall institute a merit-based, transparent and accountable reward system; and
- 22.2.3. The Awards may be given with incentives.

### **22.3. Categories of Award**

The Civil Service Awards shall be given in the following three categories:

#### **22.3.1. Civil Service Award for Dedicated Service**

22.3.1.1. This Award shall be given to civil servants with clean service records who have served the *Tsa-Wa-Sum* with full dedication and loyalty.

22.3.1.2. The Award shall be based primarily on the duration served in the Civil Service as follows:

<b>Years of Active Service</b>	<b>Particulars of Award</b>
10 years	Certificate with a Pin (Bronze)
20 years	Certificate with a Pin (Silver)
30 years	Certificate with a Pin (Gold)

#### **22.3.2. Civil Service Award for Lifetime Service**

22.3.2.1. This Award for Lifetime Service shall be given to those superannuating civil servants with clean service records upon completion of the retirement age prescribed in the BCSR in recognition of having served the *Tsa-Wa-Sum* till superannuation age.

22.3.2.2. The Award shall be a Certificate along with a Badge.

#### **22.3.3. Civil Service Award for Excellent Service**

22.3.3.1. This Award shall be conferred in recognition of meritorious and outstanding performance by a civil servant on a theme(s) chosen annually.

22.3.3.2. 10 to 15 outstanding civil servants shall be awarded annually.

22.3.3.3. The following themes shall be considered for conferring the Civil Service Award for Excellent Service:

- a. Dignity of labour;
- b. Excellence for quality of education;
- c. Culture and value system;
- d. Leadership;
- e. Innovation;
- f. Professional excellence;
- g. Exemplary Conduct and Ethical behavior;
- h. Bravery;
- i. Academic excellence;
- j. Services in rural areas; and
- k. Any other as per the Royal Command or decided by the RCSC

22.3.3.4. This Award shall be given as follows with benefits:

<b>Category of Medal</b>	<b>Service Benefits</b>	<b>Remarks</b>
Bronze	One Increment	This amount shall be granted to the civil servant monthly till superannuation, which shall be over and above normal increments.

Silver	Two Increments	This amount shall be granted to the civil servant monthly till superannuation, which shall be over and above normal increments.
Gold	Promotion to next higher Position Level if within the broadband or Three Increments	This Award may be combined with the Meritorious Promotions granted by the RCSC. In case of increments, the amount shall be granted to the civil servant monthly till superannuation, which shall be over and above normal increments.

## **22.4. Nomination Procedure**

### **22.4.1 Civil Service Award for Dedicated Service**

22.4.1.1. The Agencies in July of each year shall submit a list of civil servants eligible for the Award as on 30<sup>th</sup> June of the same year; and

22.4.1.2. Upon receipt of the nominations, the RCSC shall verify and finalise the list of awardees.

### **22.4.2 Civil Service Award for Lifetime Service**

22.4.2.1. The Agencies shall submit a list of civil servants due for superannuation in the next six months in January and July of each year to the RCSC; and

22.4.2.2. The RCSC shall verify and finalise the list of awardees.

**22.4.3 Civil Service Award for Excellent Service**

- 22.4.3.1. The RCSC shall provide a guideline for the nomination of civil servants;
- 22.4.3.2. All the Agencies, through their respective HR Committees, shall submit a list of truly deserving and outstanding civil servants in their Agencies to the RCSC by July on annual basis;
- 22.4.3.3. In August and September, the RCSC shall conduct research and verification on each of the nominees from the Agencies;
- 22.4.3.4. The RCSC shall further review and endorse the list of nominees in order of priority;
- 22.4.3.5. The RCSC would then submit the final proposal by the end of October, to the Royal Secretariat for perusal and kind consideration; and
- 22.4.3.6. The Civil Service Award for Excellent Service shall be granted during the National Day on 17 December every year.

**22.5. Accountability**

- 22.5.1 The HR Committee shall be responsible for ensuring effective implementation of the Civil Service Award System.
- 22.5.2 The HR Office of the Agency shall be responsible for timely initiation and submission of the nominations as per the schedule outlined.

22.5.3 The RCSC/Agency shall be responsible for the nomination/selection of the most deserving civil servants that would fulfill Noble Wishes of the Druk Gyalpo.

## **CHAPTER 23: HUMAN RESOURCE AUDIT**

### **23.1. Policy**

- 23.1.1. Enhance good governance.
- 23.1.2. Ensure compliance and uniform application of provisions of the CSAB 2010, BCSR and other relevant laws across the Civil Service.
- 23.1.3. Ensure effective and efficient utilisation of civil servants.

### **23.2. Strategy**

- 23.2.1. Institute HR Audit system in the Civil Service.
- 23.2.2. Adopt best standards and practices of HR Auditing.
- 23.2.3. Carry out periodic HR Audit across all Civil Service Agencies.
- 23.2.4. Identify gaps and limitations, and recommend appropriate interventions.
- 23.2.5. Implement necessary interventions and follow up.

### **23.3. Area of HR Audit**

HR Audit shall focus on:

- 23.3.1. Staffing plans and implementation;
- 23.3.2. Human resource development plans & programmes, and implementation;
- 23.3.3. Utilisation of human resources;
- 23.3.4. Recruitment, Selection and Appointment process;
- 23.3.5. Job assignments;

- 23.3.6. Training and travel;
- 23.3.7. Performance evaluation system;
- 23.3.8. Promotion;
- 23.3.9. Awards, incentives and welfare;
- 23.3.10. Transfer;
- 23.3.11. Leave;
- 23.3.12. Administrative disciplinary procedures, decisions and implementation;
- 23.3.13. Separation;
- 23.3.14. Work conditions/environment;
- 23.3.15. Civil Service information and records; and
- 23.3.16. Any other HR related matters.

#### **23.4. Responsibilities**

- 23.4.1. The RCSC shall:
  - 23.4.1.1. Conduct regular HR Audit in the Civil Service Agencies;
  - 23.4.1.2. Conduct special HR Audit as and when required;
  - 23.4.1.3. Develop HR Auditing Standards, HR Audit Manual, and Strategic HR Audit Plan; and
  - 23.4.1.4. Establish HR Audit Team for each audit engagements.
- 23.4.2. The Agency shall:
  - 23.4.2.1. Provide free access to all information and records of agencies that relate to HR management and to

inspect and inquire into and call for any information arising from those accounts and records;

23.4.2.2. Be required to provide with such facilities, assistance, information and access to their respective offices as the Commission may require for the performance of its duties;

23.4.2.3. Provide full cooperation and support to the auditing team while conducting HR audit; and

23.4.2.4. Provide feedback to the management and the RCSC on the conduct of HR Audit.

23.4.3. The HR Audit Team shall:

23.4.2.1. Conduct HR Audit without fear, favour or prejudice

23.4.2.2. Be professional and observe code of conduct and ethics

23.4.2.3. Prepare HR Audit report with recommendations for submission to the Commission; and

23.4.2.4. Follow-up HR Audit reports to ensure that audit recommendations are complied with and implemented.

## **23.5. Accountability**

23.5.1. The RCSC/Agency shall be accountable for proper implementation of this Rule.

## DEFINITIONS

1. **Adhoc Offer** - any bilateral or multilateral training offer, either partially or fully funded by donors.
2. **Administrative Offence** - an offence from the breach of the Civil Service Act of Bhutan 2010 and BCSR 2012.
3. **Agency** - “the Legislature, Judiciary, Ministry, Constitutional Office, Autonomous Agency, Dzongkhag, Gewog, Thromde or a statutory body of the Royal Government”.
4. **Apolitical** - “not linked with political parties or engaged in any political activities”.
5. **Appellate Authority** - “the Administrative Tribunal for appeal cases from the Royal Civil Service Commission, the Royal Civil Service Commission for appeal cases from Ministries and Agencies, and the Ministry for appeal cases from Departments and Dzongkhags”.
6. **Appraisal Cycle** is the time frame of one year during which an employee’s performance is either directly observed or verified for the purpose of providing a formal appraisal rating.
7. **Approved Route** - the most direct and economical route.
8. **Armed Forces** - the Royal Bhutan Army and Royal Body Guard.
9. **Asset** - an item of value including land, property, shares, bonds, copyright, bank deposits or goodwill worth Nu. 50,000 or more.

10. **Autonomous Agency** – “an Agency under the Executive, established and mandated to function with autonomy by Royal Charters, Royal *Kashos*, Executive Orders or Acts of the Parliament”.
11. **Basic Pay** - the remuneration fixed on a time scale.
12. **Bhutan Civil Service Rules and Regulations** – “those rules and regulations prescribed by the Commission in accordance with the Civil Service Act 2010”.
13. **Broad-Banded Position** - a position that is linked to one or two higher or lower Position Levels in the same occupational group that require the same minimum qualifications and are very similar in purpose, roles and responsibilities.
14. **Civil Servant** – “a person registered with the Commission and employed in the services of the Judiciary, the Legislature, the Executive, Constitutional Offices and Autonomous Agencies of the Royal Government, unless otherwise specified”.
15. **Civil Service** – “the services within the jurisdiction of the Civil Service Act 2010”.
16. **Classified data** are static data that cannot be edited by Agencies.
17. **Code of Conduct** – “the code of conduct and values set out in the Civil Service Act 2010 and BCSR”.
18. **Commission** – “the Royal Civil Service Commission established under the Constitution of the Kingdom of Bhutan”.

19. **Competitive Selection Process** - that anyone is free to apply and compete for a vacant position as long as he fulfills the eligibility criteria, which shall be advertised to ensure a fair and transparent process.
20. **Compulsory Retirement** - the involuntary retirement from Civil Service with post service benefits.
21. **Conflict of Interest** – “a conflict between the official duties and the private interests of a civil servant, including not only his vested interest but also those of his family”.
22. **Constitution** - the Constitution of the Kingdom of Bhutan.
23. **Contract Extension** - the process of extending a contract period without changing any of the terms and conditions.
24. **Contract Renewal** - the process of revising the terms and conditions of a contract based on the merit of the contract personnel and need of his service.
25. **Conviction** - when a civil servant is found guilty of a criminal offence.
26. **Cooling-off Period** - the length of time a politician must complete before he becomes eligible for any form of employment in the Civil Service.
27. **Core Competencies** - the essential abilities that are required to perform the duties of a particular position to a satisfactory performance level which may be expressed through skills, knowledge, attitude and aptitude.
28. **Corruption** – “as defined in the Anti-Corruption Act of Bhutan”.
29. **Criminal Offence** – any offence as defined by the Penal Code of Bhutan.

30. **Cross Sector** - occupations when the positions are more generic and exist in more than a sector such as lawyers, engineers, accounts personnel, HR, IT professionals, etc.
31. **Daily Allowance (DA)** - the allowance payable per day to a civil servant during in-country official tour/travel.
32. **Daily Subsistence Allowance (DSA)** - the allowance per day payable to a civil servant during short-term training and ex-country official tour/travel.
33. **Diplomat** - a civil servant in Position Level P5 and above working in Embassies and Missions abroad.
34. **Domestic Help** - a personal servant of Bhutanese nationality maintained by the Head of a Mission/Embassy for whom the air passage, home leave passage and medical expenses are provided by the Government.
35. **Driglam Namzhag** – “values of *Tha Damtsi, Ley Jumdrey*, etiquettes and conscious pursuit of harmonious living”.
36. **Elected Representatives** – “members of the Parliament and local governments”.
37. **Elementary or General Service Personnel (ESP/GSP)** - a person employed to perform basic and manual work in Government Agencies on a consolidated salary without being a regular civil servant.
38. **Embezzlement** - fraudulently taking Government property/fund for personal gain.

39. **Employee** - a civil servant.
40. **Enforced Halt** - a halt, which a civil servant or his family, in the course of a journey, is obliged to make at an intermediate station for a reason beyond his control.
41. **Equal Pay for Work of Equal Value** - that employees with the required qualifications and experience and performing comparable jobs as determined through the job evaluation process, should be compensated similarly; that is, within the same salary range.
42. **Excellent Performance** – “an outstanding rating done in the performance evaluation form or an outstanding contribution made in the service”.
43. **Executive** - Head of Agency, Educational Institute, Regional Office, Dzongdags, Dungpas and Drangpons of Dzongkhags and Dungkhags the purpose of the Performance Appraisal System.
44. **Family** – “members consisting of a spouse and children”.
45. **Felony** - a serious crime as defined in the Penal Code of Bhutan.
46. **Force Majeure** - an event or effect that can be neither anticipated nor controlled.
47. **Foreign Allowance** - an allowance given to an employee of a Mission/Embassy to cover the cost of living at the place of posting.
48. **Gross pay** - basic salary plus allowances.
49. **Head** - Secretary of Ministry, CEO of Autonomous Agency, Dzongdag.

50. **Head of Mission** - a member who is accredited to a foreign country/International Organisation to represent the Government of Bhutan in that capacity.
51. **Holder of Constitutional Office** has the same meaning as in the Constitution.
52. **Home based Staff** - the support level personnel deputed to a mission abroad.
53. **HR Actions** - Any action taken on a civil servant pertaining to recruitment, appointment, staffing, training, transfers, promotion, secondment, separation, administrative discipline, etc.
54. **HR Audit** - “assessment of the implementation of all HR actions by the Agencies as per the provisions of the Constitution, the Civil Service Act, the BCSR and the other relevant rules with the view to ensure fairness and objectivity in the Civil Service”.
55. **HR Committee** includes Judicial Council of the Judiciary.
56. **Incompatible Activities** - those activities, performance of which is inconsistent with the civil servant’s official functions.
57. **Indirect Evidence** - the evidence that is based on inference and not personal knowledge of observation.
58. **In-service** - serving in the Civil Service.
59. **Job Description** - the official description of the position including such information as its title, Position Level, location, purpose, duties and responsibilities, minimum qualifications and experience and various other factors describing the position fully.

60. **Leave Travel Passage** - the provision of travel fares to a member and the family including domestic help for visiting homes in Bhutan or any other country/place.
61. **Ley Jumdey** - the cause and effect relationships.
62. **Local Recruit** - a person directly recruited by the Mission/Embassy to a non-diplomatic post as per the terms and conditions approved by the Government.
63. **Major Occupational Group** - a major division of the Occupational Structure which embraces a group of associated occupations such as the Audit & Finance Group, the Architecture and Engineering Group, etc.
64. **Major Penalty** - the withholding of annual increments, reduction of salary, withholding of promotion/demotion, compulsory retirement or termination from the service.
65. **Malfeasance** - a wrongful or unlawful act.
66. **Malversation** - official corruption.
67. **Manager** - a civil servant above the supervisor in the chain of command in the Agency.
68. **Member of Foreign Service** - both diplomats and non-diplomatic home-based staff.
69. **Merit Based or Based on Merit** - a personnel decision taken based on a set of eligibility criteria prescribed in the BCSR and in compliance with the provisions of the Civil Service Act 2010.

70. **Minimum Experience Requirement** - the specific number of years of experience required in one's current position before becoming eligible to apply for notified vacancies or movement through broad-banded positions.
71. **Minimum Qualifications Requirement** - the specific minimum level of qualification and training required to function effectively within a position.
72. **Minor Penalty** includes reprimand, fine of an amount not exceeding one month's salary or withholding of trainings/studies.
73. **Misappropriation** - the application of another's property or money dishonestly to one's own use.
74. **Misdemeanour** has the same meaning as defined in the Penal Code of Bhutan.
75. **Non-classified data** are static data that can be edited by Agencies.
76. **Non-partisan** - non-supportive and neutral to any political parties.
77. **Oath of Allegiance and Confidentiality** - the execution of a pledge of service and adherence to the Code of Conduct & Ethics.
78. **Open Scholarship** - a scholarship that has no implication to the RGoB either in terms of number or funding.
79. **Organisational Development** - an Agency's efforts to regularly review its mandates and capacities, for taking the right decisions and measures to improve performance and assure delivery of high quality services to the Royal Government and public.

80. **Orientation Programme** - the familiarization of a civil servant in terms of the organisation policies, values, mandates, work culture, plans, programmes, positions, duties & responsibilities, job descriptions, BCSR, Financial Rules and other expectations of organisation.
81. **Performance Appraisal** - the process of documenting performance accomplishments, determining whether and how well performance outputs were accomplished, and assigning appropriate ratings based upon the assessment.
82. **Performance Evaluation** - both appraisal of performance and assessment of individual capacity/potential.
83. **Person** includes an individual, partnership, corporation, organisation, enterprise, agency, department, subdivision, or other legal entity whether public or private and successor, representative, or agent thereof.
84. **Personnel Actions** - processes stipulated under the policies and rules & regulations of the Royal Civil Service Commission.
85. **Personnel Policy** - actions or statement of aims and ideals pertaining to Civil Service employees under the Government.
86. **Petty Misdemeanour** has the same meaning as defined in the Penal Code of Bhutan.
87. **Position Levels** - Civil Service positions shall be placed in specific Position Levels based on the approved job evaluation of each position and each Position Level will have a corresponding salary range.
88. **Prima Facie** - clear case at first sight.

89. **Professional** - Civil Service personnel belonging to scientific & technical in nature or legal field.
90. **Promotion** - “vertical movement in a civil servant’s career to fill in a higher-position vacancy with a new position title and corresponding pay”.
91. **Proselytisation** - deliberately persuading or influencing others to accept one's own belief, religion, faith, etc.
92. **‘RCSC-Select Graduate’** – a university graduate selected through National Level Graduate Recruitment Examination or a graduate recruited into the Civil Service prior to the introduction of such examinations.
93. **Representational Grant (RG)** - a grant given to a diplomat to meet the expenditure of entertaining his counterparts as required by virtue of his position.
94. **Resident Rate Stipend Rate** - for the subsequent months of the scholarship spent in one location as approved by the Government.
95. **Restrictive Advertisement** - announcement of training opportunities for which only civil servants of the Agency concerned are eligible to apply.
96. **RGoB Scholarship** – a scholarship that is given to the RGoB in the form of slots/quota or funding/project.
97. **Royal Government** - “includes the Legislature, the Executive and the Judiciary”.
98. **Rule** - the Bhutan Civil Service Rules & Regulations 2010.

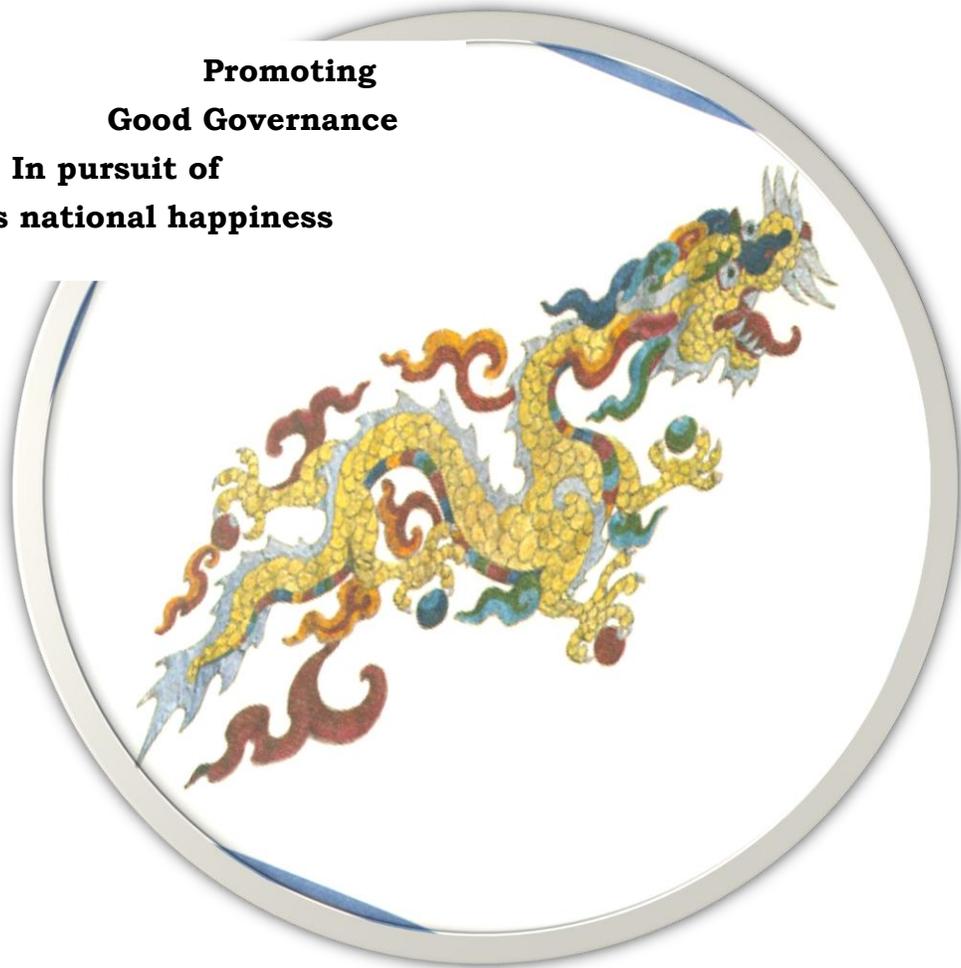
99. **Rural Posting** - the placements to places including Dzongkhag/Dungkhag Headquarters, Gewogs and Villages.
100. **Scholarship** - the funds provided by both the RGoB and donors.
101. **Secondment** – “a transfer of personnel both within and outside the Civil Service on a temporary basis to develop human resource capacity, in a way that does not affect the employment status in the Royal Government”.
102. **Secretariat** – “the Secretariat of the Royal Civil Service Commission”.
103. **Secretary to the Government** – “refers to the head of the Cabinet Secretariat or the head of a Secretariat of a Ministry appointed by the Druk Gyalpo as per the provisions of the Constitution”.
104. **Sector Specific** - occupation specific to a particular sector such as teachers, doctors, etc.
105. **Skill** - refers to an employee’s ability to carry out the tasks, duties and responsibilities of a given position.
106. **Society** – “has the same meaning as in the Civil Society Organisation Act”.
107. **Staffing Pattern/Strength** - the posts approved for an Agency including relations, responsibilities and accountabilities.
108. **Static data** – are information entered and stored in the database of the RCSC, which can be viewed by different users.

109. **Subpoena Duces Tecum** - a subpoena ordering the witness to appear and to bring specified documents, records or things.
110. **Subpoena** - a written order commanding a person to appear before a court or other tribunal, subject to a penalty for failing to comply.
111. **Supervisor** - a civil servant who is above the employee in the chain of command in the Agency from whom the employee receives the majority of instructions regarding his work and to whom the employee directly reports.
112. **Termination** - separation from Civil Service without any post service benefits but with entitlement of his own personal contribution such as Provident Fund (PF) & Group Insurance Scheme (GIS) with interest and cost of travel home.
113. **Tha Damtsi** - the duties one owes to another derived from good faith, trust, confidence, candour and moral obligations.
114. **Thrimthue** - the financial penalty/fine in lieu of imprisonment.
115. **Training Obligation** - legal responsibilities of a candidate to contribute or serve in the same Organisation or Profession, after completion of his or her training for a minimum period prescribed in the BCSR, failing which he/she shall be liable to pay penalty as compensation to the Royal Government an amount specified in the BCSR for loss in investment made for his or her training.
116. **Transactional data** - are information entered and submitted online by Agencies, which once submitted cannot be changed.

117. **Transfer** – “a lateral movement of a civil servant from one place to another or from one Agency to another or from one profession to another, in the same Position Level”.
118. **Transit Halt** - a halt in a place/airport for less than eight hours while on official tour/training ex-country.
119. **Travel Rate** - the stipend rate for the first month of the scholarship spent in one location as approved by the Government.
120. **Travelling Allowance** - the allowance payable to a civil servant to compensate for the cost of travelling during an in-country official tour.
121. **Tsa-Wa-Sum** - the King, Country and People.
122. **Vacancy** – “an approved position that is currently vacant”.
123. **Voluntary Resignation** - the resignation as per one's own free will and desire with post service benefits.



**Promoting  
Good Governance  
In pursuit of  
Gross national happiness**



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