

## **CHAPTER 13: PROMOTION**

### **1 Policy**

- 1.1 Reward and motivate a potential and competent civil servant to perform the responsibilities of a higher position;
- 1.2 Promote fairness, equity and meritocracy in the Civil Service through open competitive promotion system; and
- 1.3 Provide equal career advancement opportunities to retain the best and brightest civil servants.

### **2 Strategy**

- 2.1 Conduct a fair and open competitive selection based on merit;
- 2.2 Performance of a civil servant shall be the basis for considering his promotion; and
- 2.3 The RCSC shall be highly selective while considering promotion of a civil servant to/within Executive and Specialist Positions.

### **3 Categories of Promotion**

- 3.1 Promotion through open competition;
- 3.2 Promotion within the broad banded positions;
- 3.3 Promotion to specialist position;
- 3.4 Fast-track promotion; and
- 3.5 Meritorious promotion.

### **4 Authority to Grant Promotion**

- 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/Fast Track Promotion
<b>Executive</b>	<b>EX3 -EX1</b>	RGoB/RCSC	Not Applicable	Not Applicable	RGoB/RCSC
<b>Specialist</b>	<b>ES3 - ES1</b>	Not Applicable	Not Applicable	RCSC	RCSC
<b>Professional &amp; Management</b>	<b>P1</b>	RCSC	Not Applicable	RCSC	RCSC
	<b>P5 – P2</b>	M/A	M/A/D	Not Applicable	RCSC
<b>Supervisory &amp; Support</b>	<b>S5 - S1</b>	M/A	M/A/D	Not Applicable	RCSC
<b>Operational</b>	<b>O4 - O1</b>	M/A/D	M/A/D	Not Applicable	RCSC

*Note: M = Ministry; A = Autonomous Agency; D = Dzongkhag*

4.2 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.

## 5 Promotion Schedule

5.1 Agency vested with the authority to grant promotion shall identify vacant positions based on approved staffing pattern and staff strength of the Agency.

5.2 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.

5.3 Promotion shall normally be approved with effect from 1<sup>st</sup> January or 1<sup>st</sup> July.

5.4 Schedule:

5.4.1 For January Promotion (*effective from January 2010 promotions*)

<b>Activity</b>	<b>Last Date</b>
Receive recommendations by Dzongkhags	15 October
Receive recommendations by Ministries/Agencies	31 October
Receive recommendations by the RCSC for promotions under its authority	15 Nov.
Approve decentralized promotions within Broad-banded positions by Ministries/Agencies/Dzongkhags	30 Nov.
Approve promotion under the authority of the RCSC	15 Dec.
Receive promotion office orders by the RCSC	25 Dec.

5.4.2 For July Promotion (*effective from July 2010 promotions*)

<b>Activity</b>	<b>Last Date</b>
Receive recommendations by Dzongkhags	15 April
Receive recommendations by Ministries/Agencies	30 April
Receive recommendations by the RCSC for promotions under its authority	15 May
Approve decentralized promotions within Broad-banded positions by Ministries/Agencies/Dzongkhags	31 May
Approve promotion under the authority of the RCSC	15 June
Receive promotion office orders by the RCSC	25 June

5.4.3 Recruitment and selection process through open competition shall 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 the month, whichever is closest after the completion of all requirements.

5.5 There shall be no retroactive promotion.

## 6 **General Promotion 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:

- 6.1 Availability of a post vacancy.
- 6.2 Fair and just selection system based on merit. Merit shall be defined in terms of:
  - 6.2.1 Academic qualification;
  - 6.2.2 Training;
  - 6.2.3 Skills and competence;
  - 6.2.4 Past and present performance in his job as reflected in the performance appraisal;
  - 6.2.5 Relevant experience;
  - 6.2.6 Clean service record;
  - 6.2.7 Suitability to perform the duties and responsibilities of the vacant position;
  - 6.2.8 Potential to shoulder higher responsibilities; and
  - 6.2.9 Not reflected in the negative list of the RAA/RCSC.
- 6.3 Fulfillment of the minimum duration requirement as per the category of promotion.
- 6.4 Training period beyond 18 months of any single training, and any other form of leave exceeding three months at a time shall not be counted as part of active service for promotion.
- 6.5 Submission of all the relevant documents as per the category of promotion, which shall be valid on the promotion effective date.

- 6.6 Promotion of a civil servant shall not be processed during his leave of absence from duties, except when the candidate meets the promotion criteria before availing the leave, or when the civil servant concerned is undergoing a training of six (6) months or less duration.
- 6.7 Service in rural area for a minimum period of two years shall be given due recognition.
- 6.8 A civil servant being considered for promotion to Position Level P3 and above shall possess leadership qualities, including:
- 6.8.1 Integrity;
  - 6.8.2 Effective communication skills and good command of Dzongkha and English;
  - 6.8.3 Ability to motivate, direct and supervise;
  - 6.8.4 Ability to take initiatives, strong commitment, competence and ability to shoulder higher responsibilities;
  - 6.8.5 Ability to negotiate effectively and make decisions;
  - 6.8.6 Ability for strategic planning and monitoring; and
  - 6.8.7 Ability to control costs.
- 6.9 Additional qualifications relevant to the nature of duties and responsibilities shall be given due recognition.
- 6.10 In addition to the general promotion criteria, a civil servant shall fulfill the eligibility criteria specified under the respective promotion category.
- 6.11 Promotions shall be approved/recommended by the Human Resource (HR) Committee of the Agency concerned as per the delegation of authority.
- 6.12 For promotions under the authority of the RCSC, Agency shall submit to the parent Agency concerned for its recommendation to the RCSC.
- 6.13 A civil servant shall not claim promotion as a matter of right.

## **7 Promotion through Open Competition**

Promotion based on post vacancy shall operate within an open competitive environment as follows:

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 to three weeks for candidates to submit their applications.

7.2 For post vacancy in position level P1 and above, the Agency shall submit requisition to the RCSC.

7.3 Vacancy announcement shall clearly define the following:

### **7.3.1 Profile of the Position**

7.3.1.1 Position Title and Position Level;

7.3.1.2 Minimum educational qualification, knowledge, skills and competency requirements as defined in the Position Directory and job description. The educational qualification required shall not be compromised;

7.3.1.3 Relevant work experience requirement; and

7.3.1.4 Section/Division, Department and Agency and the place of posting for which the recruitment is being considered.

### **7.3.2 Eligibility Criteria**

7.3.2.1 Meet the minimum educational qualification requirement and its relevancy to the position announced;

7.3.2.2 Currently, in one position level lower than the position level announced. However, a candidate in the same position level are also eligible to apply;

- 7.3.2.3 Completed a minimum of two years of active service in current position level at the time of the announced application deadline;
  - 7.3.2.4 A civil servant in the entry position level who has not availed a single promotion since appointment shall be required to:
    - Complete a minimum of four years of active service excluding probation period at the time of the announced application deadline to apply to a higher position; and
    - Complete a minimum of one year of active service excluding probation period at the time of the announced application deadline to apply to a position of the same position level outside the parent Agency.
  - 7.3.2.5 Completed secondment and/or training obligations at the time of the announced application deadline, if any, to apply to a position in another Agency;
  - 7.3.2.6 Completed a minimum of two years of active service at the time of the announced application deadline after being appointed with a promotion to the particular position and Division/Section;
  - 7.3.2.7 Availed promotion to position level P1 and above, after June 2006 without being selected through open competition shall not be eligible to apply; and
  - 7.3.2.8 Clean service record.
- 7.3.3 Other information and requirements:
- 7.3.3.1 Selection process;
  - 7.3.3.2 Document requirements;

- 7.3.3.3 Application deadline; and
  - 7.3.3.4 Contact number and address of the focal person in the recruiting Agency.
- 7.4 An applicant shall be required to submit the following documents:
- 7.4.1 Application; and
  - 7.4.2 Curriculum Vitae.
- 7.5 An applicant applying to a vacant position outside his parent Agency shall be required to submit the following additional documents:
- 7.5.1 Attested copies of academic transcripts;
  - 7.5.2 Attested copies of training certificates (if required); and
  - 7.5.3 Any other documents that may be required.
- 7.6 The Agency concerned shall:
- 7.6.1 Verify all testimonial and academic transcript.
  - 7.6.2 Compile all applications and short list applicants fulfilling the eligibility criteria.
  - 7.6.3 Give preference to eligible candidates with relevant qualification and work experience for the purpose of short listing.
  - 7.6.4 On short listing of a candidate, obtain his Performance Evaluation Reports for the last two years.
  - 7.6.5 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.
  - 7.6.6 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.

- 7.6.7 If there is no eligible candidate or only one eligible candidate, the Agency shall re-announce the post vacancy with time extension of another two weeks for candidates to submit applications.
- 7.6.8 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 re-announce the post vacancy.
- 7.6.9 The Agency shall proceed with the selection process even if there is only one eligible candidate despite the re-announcement.
- 7.6.10 If there is no eligible applicant at all, the Agency shall recommend a suitable candidate to the RCSC.
- 7.7 The Agency shall institute an appropriate, fair and competitive selection process.
- 7.8 In addition to the panel interview, written examinations in both Dzongkha and English may be conducted.
- 7.9 Service in rural area/s for a minimum period of two years shall be a criterion in the selection process and shall have weightage of 8 to 10%.
- 7.10 Selection of a candidate for the vacant position shall be based on merit ranking of the competitive selection result.
- 7.11 The Agency shall institute a Recruitment and Selection Committee comprising members of the HR Committee of at least four to five qualified members. A representative of the RCSC shall be a member of the Recruitment & Selection Committee.
- 7.12 The Recruitment and Selection 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 Committee shall also be briefed on their code of conduct.

- 7.13 The Recruitment & Selection Committee members shall declare conflict of interest, if any, prior to confirmation in which case the Agency shall withdraw him from the Committee and another qualified member shall be identified.
- 7.14 The Agency shall compile the selection result. The Recruitment and Selection 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.
- 7.15 The Agency shall declare the result in the website and/or media within one week of completion of the selection process. All candidates shall be notified of the selection result.
- 7.16 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:
- 7.16.1 No Objection Certificate from the parent Agency signed by a competent authority;
  - 7.16.2 Audit Clearance Certificate (valid and original); and
  - 7.16.3 Security Clearance Certificate (valid and attested/original) if promotion is involved.
- 7.17 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.
- 7.18 The 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.
- 7.19 The Agency shall submit the following documents to the RCSC:
- 7.19.1 Copy of the appointment order;

- 7.19.2 Signed copy of the compiled selection result;
  - 7.19.3 Copy of the vacancy announcement; and
  - 7.19.4 No Objection Certificate from the parent Agency.
- 7.20 The RCSC shall issue office order which involves inter – Ministry/Agency transfer with/without a promotion. If a promotion is involved, the Agency shall submit the following documents to the RCSC:
- 7.20.1 Copy of the vacancy announcement;
  - 7.20.2 Signed copy of the compiled selection result;
  - 7.20.3 No Objection Certificate from the parent Agency;
  - 7.20.4 Security Clearance Certificate (valid and attested/original); and
  - 7.20.5 Audit Clearance Certificate (valid and original).

## **8 Promotion within Broad-banded Positions**

- 8.1 A broad banded position 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.
- 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.
- 8.3 Promotion within the broad banded positions shall be based on the following eligibility criteria:
- 8.3.1 Minimum performance requirement of:
    - 8.3.1.1 Consistently “Outstanding” annual performance ratings for the last three years when a civil servant does not

- meet the minimum qualification requirement of the position;
- 8.3.1.2 Consistently “Very Good” annual performance ratings for the last three years when a civil servant meets the qualification requirement of the position;
- 8.3.2 Completion of the minimum of four years of active service in the current position and position level;
- 8.3.3 Clean service record; and
- 8.3.4 Submission of the following documents:
  - 8.3.4.1 Duly completed Promotion Form given at Annexure 13/1;
  - 8.3.4.2 Annual Performance Reports for the last three years;
  - 8.3.4.3 Security Clearance Certificate (valid and attested/original);  
and
  - 8.3.4.4 Audit Clearance Certificate (valid and original).
- 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.
- 8.5 On approval, Promotion Order shall be issued which shall clearly specify the following:
  - 8.5.1 Name and Employee ID of the civil servant being promoted;
  - 8.5.2 Position Title and Position Level, before and after the promotion as per the Position Directory;
  - 8.5.3 Promotion effective date; and
  - 8.5.4 Section/Division, Department and Agency etc... as may be relevant and the place of posting.

- 8.6 The Agency shall submit copies of the promotion orders to the RCSC as per schedule along with the signed copy of the compiled Promotion Summary.
- 8.7 Agency shall retain all the promotion documents and shall be produced as and when required by the RCSC.

## **9 Promotion to Specialist Position**

9.1 To retain, reward and motivate a professional to continue in the field of specialization within the Agency, the RCSC shall promote a civil servant to P1 and ES3 – ES1 without the need to compete for a higher position so long as he meets the eligibility criteria for promotion including the following:

9.1.1 Minimum performance requirement of:

9.1.1.1 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;

9.1.1.2 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;

9.1.1.3 Consistently “Outstanding” annual performance ratings for the last three years for promotion as a specialist in ES3 and above;

9.1.2 Minimum of a masters’ degree in the relevant field for promotion as a specialist to ES3 and above;

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;

9.1.4 Completion of the minimum of four years of active service in the current position level;

- 9.1.5 Clean service record; and
- 9.1.6 Recommendation by the HR Committee.
- 9.2 Documents required for processing promotion to a specialist position shall be the same as 8.3.4.
- 9.3 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 specialization/profession or move to a management position.
- 9.4 A civil servant who has decided to continue his service in his field of specialization shall be promoted without the need to participate in open competitive selection process.
- 9.5 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.
- 9.6 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.
- 9.7 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.

## **10 Fast-track Promotion (interim till sub levels are removed)**

- 10.1 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.

- 10.2 In order to collapse sub levels B and C to A for achieving the policy of “equal pay for equal value of work,” the principle of fast-track promotion shall be applied to outstanding performers.
- 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:
- 10.3.1 Consistently, “Outstanding” annual performance rating for the last two years;
  - 10.3.2 Completion of the minimum of two years of active service in the current position level;
  - 10.3.3 Clean service record;
  - 10.3.4 Submission of all the required documents specified under 8.3.4 except for the Performance Appraisal Reports, which shall be for the last two years; and
  - 10.3.5 Recommendation of the HR Committee.
- 10.4 A civil servant in the sub level B or C, not meeting the eligibility criteria for fast-track promotion and not promoted to the sub level A by the end of the 10<sup>th</sup> Five Year Plan shall be placed in his actual position and position level.

## **11 Meritorious Promotion**

- 11.1 Meritorious promotions shall be granted to reward and recognize outstanding performance and leadership qualities of a civil servant who shall be a role model.
- 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:

- 11.2.1 Consistently “Outstanding” annual performance ratings for the last three years;
- 11.2.2 Completion of the minimum of three years of active service in the current position;
- 11.2.3 Potential to shoulder higher responsibilities;
- 11.2.4 Exceptional act or service in the public interest besides his normal responsibilities;
- 11.2.5 Suggestion, invention, accomplishment or personal effort which has contributed to the efficiency, economy, or other improvement in the Government;
- 11.2.6 Clean service record;
- 11.2.7 Submission of all the required documents specified under 8.3.4; and
- 11.2.8 Recommendation of the HR Committee.

**12 In addition to the above categories of promotion, the RCSC shall consider the following:**

12.1 Promotion on appointment to a civil service position specified in the Constitution.

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.

12.2 Direct Promotion

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 Appeals Related to Promotion**

13.1 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.

### **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.

### **15 Orientation**

The Agency concerned shall institute an appropriate Orientation Programme to ensure that an in-service candidate on promotion is properly inducted.

### **16 Accountability**

A promotion granted without fulfilling the prescribed criteria and/or completing the prescribed processes shall be regarded as invalid. The RCSC reserves the right to revoke such a promotion. The authority responsible for granting such promotions shall be accountable and liable for administrative actions.



<b>APPOINTMENT INFORMATION:</b>	
Appointment Date: .....	
Position Title: .....	Grade/Position Level & Sub Level: .....
<b>MERITORIOUS PROMOTIONS GRANTED IN THE PAST:</b>	
Meritorious promotion effective date: .....	
Grade/Position Level & Sub Level: .....	
<b>LAST PROMOTION DETAILS:</b>	
Date of last promotion: .....	Grade/Position Level & Sub Level: .....
<b>PRESENT JOB INFORMATION:</b>	
Position Title: .....	Position Level & Sub Level: .....

<p><b>Extra Ordinary Leave (EOL) availed:</b></p> <p>Duration in months: .....</p> <p>From:.....</p> <p>To:.....</p>	<p><b>Long term training/Higher studies availed:</b></p> <p>Duration in months: .....</p> <p>From:.....</p> <p>To:.....</p>
<p><b>Number of active years of service completed from the date of initial appointment:</b></p> <p>.....</p>	<p><b>Number of active years of service completed since the last promotion:</b></p> <p>.....</p>

<b>PERFORMANCE</b> – 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

<b>(i) PROMOTON RECOMMENDED TO:</b> Position Title: ..... Position Level & Sub Level: .....								
(ii) Is the proposed promotion against the approved post? _____ (iii) State whether the candidate fully matches the job requirements of the post: _____ (iv) Qualification requirements for the proposed post _____								
Information verified by HR Officer/Chief HR Officer of Ministry/Agency/Dzongkhag  <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; border: none;">Date</td> <td style="width: 33%; border: none;">Signature</td> <td style="width: 33%; border: none;">Name &amp;</td> </tr> <tr> <td style="border: none;">Designation</td> <td style="border: none;"></td> <td style="border: none; text-align: right;">(Official Seal)</td> </tr> </table>			Date	Signature	Name &	Designation		(Official Seal)
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Recommendation of the Ministry/Agency/Dzongkhag  I also certify that the information furnished in this form has been verified and is found correct and that there is no adverse report against him.								
Recommendation/Decision of the Ministry/Agency/Dzongkhag  <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; border: none;">Date</td> <td style="width: 33%; border: none;">Signature</td> <td style="width: 33%; border: none;">Head of Ministry/Agency/Dzongkhag</td> </tr> <tr> <td style="border: none;"></td> <td style="border: none;"></td> <td style="border: none; text-align: right;">(Official Seal)</td> </tr> </table>			Date	Signature	Head of Ministry/Agency/Dzongkhag			(Official Seal)
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Decision of the RCSC, where applicable: Commission Meeting No. ....held on ..... Approved w. e. f. Date _____ Month _____ Year _____  Not approved:								