STANDARD OPERATING PROCEDURE 2016

FOR

HUMAN RESOURCE DIVISIONS

Royal Civil Service Commission
ROYAL GOVERNMENT OF BHUTAN

(1st Edition)
July 2016

FOREWORD

Article 26 Section 6 of the Constitution of Kingdom of Bhutan states that, "the Commission shall, in the interest of promoting merit, productivity and equity, ensure that uniform rules and regulations on recruitment, appointment, staffing, training, transfer and promotion prevail throughout the civil service."

"Ensure that uniform rules and regulations on recruitment, appointment, staffing, training, transfers and promotion prevail throughout the civil service. Continue to maintain a small, compact and an efficient Civil Service that is merit based"- Vision and Mission of the Royal Civil Service Commission.

As per the requirement of the Constitution of Kingdom of Bhutan, the Royal Civil Service Commission Secretariat, as central personnel agency is pleased to publish the first edition of the standard operating procedure (SOP) for the HR Division of all the civil service agencies. The purpose of this SOP is to establish a uniform procedure for recruitment, appointment; staffing, training, transfers, and other HR Services prevail throughout the civil service. Another very important purpose of this SOP is to reduce the turnaround time (TAT) of any HR actions throughout the civil service in pursuant of maintaining a small, compact and an efficient civil servant.

(Karma Tshiteem)
For the Royal Civil Service Commission

TABLE OF CONTENTS

CHAPTER 1: PRELIMINARY

In pursuant of Article 26 of the Constitution of kingdom of Bhutan, the Royal Charter of the Royal Civil Service Commission, 1982 and Civil Service Act of Bhutan 2010, the RCSC has published the first edition standard operating procedure.

1.1 Title:

This document shall be known as Standard Operating Procedure 2016, hereafter referred to as SOP 2016.

1.2 Extend and Commencement:

This Standard Operating Procedure shall be followed by HR Division/Section of all Agencies within the Civil Service for the following HR actions:

a. Recruitment, Selection and Appointment
b. Promotion
c. Transfer
d. Separation
e. Training and Development
f. Leave
g. Performance Management System

This document shall come into force with effect from the date of announcement through an EXECUTIVE ORDER.

1.3 Authority for Amendment:

The authority for amendment of any procedures under the SOP 2016 shall vest with the RCSC

CHAPTER 2: RECRUITMENT, SELECTION AND APPOINTMENT

2.1: Decentralized Recruitment (Contract and Regular)

	HRM Protocols	Time Frame	Operator	Documents required/ Remarks
1.	Review and submit the staff recruitment proposal to HRC as per the approved staffing pattern	NA	Agency/Ministry/ Dzongkhag	
2.	Announce the vacancy in agency website and media	Within 1 day after HR approval	Agency/Ministry/ Dzongkhag (Working agency)	Re-announce the vacancy after two weeks if there is no minimum requirement of applicants as per rule
3.	Enter vacancy announcement in CSIS for RCSC approval	Within 1 day after HR approval	Agency/Ministry/ Dzongkhag (Working agency)	Copy of vacancy announcement
4.	Approve online requisition sent by the Ministry/Agency	1 week	RCSC	
5.	Conduct selection interview and endorse the result by HRC	1 week	Agency/Ministry/ Dzongkhag (Working agency)	
6.	Enter details of the selected candidates in CSIS for Issuance of EID and upload the the selection interview results and other relevant documents		Agency/Ministry/ Dzongkhag (Working agency)	Forwarding letter along with following documents to be submitted to RCSC: - Filled Employment form (signed by the recruiting agency) - Relevant Qualification - NOC - Medical Certificate - Vacancy announcement - Selected interview result - CID card (starting no. 1 and 2 are accepted)

HRM Protocols	Time Frame	Operator	Documents required/ Remarks
7. Review the documents submitted by working agency for issuing EID/revoke. Make note sheet signed by the focal and the Chief HRO	2 weeks	RCSC	
8. Issue EID online (CSIS)	0.5 hr	RCSC	
9. Issue appointment order generated by CSIS based on the EID issued by RCSC online and submit a copy of Appointment Order to RCSC for opening PF.	Within 1 day after the issuance of EID number	Agency/Ministry/ Dzongkhag (Working agency)	The appointment shall be effected from either 1st or 15th day of a month after the completion of all requirements.
10. Enter appointment order submitted by recruiting agency	0.5 hr	RCSC	
11. Send to PF for new personal file		RCSC	

2.2: Recruitment through BCSE

HRM Protocols	Time Frame	Operator	Documents required/ Remarks
1. Submit graduate requisition to RCSC	31st May	Agency/Ministry/ Dzongkhag (by parent agency if any)	Graduate requisition form
2. Compile, review, prioritize and submit to commission for approval	30th June	RCSC	
3. Announce the vacancy in RCSC website	July 27	RCSC	Before BCSE
4. Appointment to the technical positions		RCSC	To be selected through BCSE

	HRM Protocols	Time Frame	Operator	Documents required/ Remarks
5.	Appointment of positions from general category		RCSC	To be appointed from PG Diploma graduates (BCSE selects of the previous year)
6.	Generate EID No. from CSIS and issue appointment order	December	RCSC	
7.	Administer oath taking ceremony		RCSC	
8.	Enter Appointment Order Number in CSIS	Within one day	RCSC	
9.	Forward the Applicantion Document set and Appointment Order to the MISD for opening personal file	Within one day	RCSC	
10.	Issue appointment order based in RCSC's appointment order	Within one day	Agency/Ministry	
11.	Issue joining order and update in the CSIS	Within one day of joining	Agency/Ministry/ Dzongkhag (working agency)	
12.	Open personal file	On the day of appointment	Agency/ministry/ Dzongkhag (at working agency)	Sign the oath taking form and submit a copy to RCSC

2.3: Recruitment through BCSE – B.Ed

	HRM Protocol	Time Frame	Operator	Documents Required/ Remarks
1.	Generate EID No. from CSIS and prepare appointment order	Within five working days after the selection and appointment	RCSC	
2.	Administer oath taking ceremony and issue appointment order	Within one day after the comp	RCSC	

	HRM Protocol	Time Frame	Operator	Documents Required/ Remarks
3.	Enter Appointment Order Number in CSIS	Within one day	RCSC	
4.	Forward the Application Document set and Appointment Order to the MISD for opening personal file	Within one day	RCSC	
5.	Issue placement order based in RCSC's appointment order	Within one day	Ministry	Enter working agency (specify Dzongkhag & Thromde)
6.	Carry out placement through HRC	Within 1 week	Dzongkhag/ Thromde	
7.	Issue placement order	Within one day	Dzongkhag/ Thromde (working agency)	
8.	Issue joining order update joining in CSIS		Dzongkhag/ Thromde	
9.	Open personal file	On the day of appointment	Dzongkhag (at working agency)	Sign the oath taking form and submit a copy to RCSC

CHAPTER 3: PROMOTION

3.1. Decentralized Promotion

	HRM Protocols	Time Frame	Operator	Documents required/ Remarks
1.	Issue notification for submission of promotion proposals with list of staff due for promotion	30th Sept to 31st October/ 31st March to 30th April	Agency/Ministry/ Dzongkhag (Working agency)	Late submission shall not be accepted
2.	Receive proposals:	31st October/31st May	Agency/Ministry/ Dzongkhag (Working agency)	
3.	Prepare checklist and review proposals	30th November/ 30th June	Agency/Ministry/ Dzongkhag (Working agency)	Documents required: - Promotion forms - Audit clearance - Security clearance - PE forms for last three years - Undertaking forms (for principal engineer) - Post adjustment form (for principal engineer)
4.	Carry out promotion meeting by HRC	15th December/ 15th June	Agency/Ministry/ Dzongkhag (Working agency)	
5.	Enter promotion proposal in CSIS		Agency/Ministry/ Dzongkhag (Working agency)	By first step user of the CSIS (HR Assistant)
6.	Review and endorse/revoke in CSIS		Agency/Ministry/ Dzongkhag (Working agency)	By second step user of the CISIS (HRO)
7.	Generate and issue Promotion Order from CSIS	1 January/ 1 July	Agency/Ministry/ Dzongkhag (Working agency)	
8.	Update promotion in personal files	January, July		

3.2. Meritorious/Fast track/Specialist Promotion

	HRM Protocols	Time Frame	Operator	Documents required/ Remarks
1.	Issue notification for submission of promotion proposals from respective Department/Division with list of staff due for promotion	30th Sept to 15 October/ 31st March to 15th April		Late submission shall not be accepted
2.	Receive proposals, prepare checklist and review the proposal	15th Oct/15th April	Agency/Ministry/ Dzongkhag (working agency)	Documents required: - Promotion forms - Audit clearance - Security clearance - PE forms for last three years (last two years for fast track promotion) - Meritorious form (for meritorious promotion) - Post adjustment Form, ToR and Undertaking for Specialist Promotion
3.	Seek endorsement of HRC	25th Oct/25th May	Agency/Ministry/ Dzongkhag (working agency)	
4.	submit to parent agency	31st October/31st May	Agency/Ministry/ Dzongkhag (working agency)	Forwarding letter with documents set
5.	Receive and review proposals	31st October/ 31st May	Agency /Ministry (Parent agency if any)	
6.	Seek HRC endorsement	10th November/ 10th May	Agency /Ministry (Parent agency if any)	
7.	Submit to RCSC both in CSIS and hard copy of the documents	15th November/ 15th May	Agency /Ministry (Parent agency if any)	

	HRM Protocols	Time Frame	Operator	Documents required/ Remarks
8.	Receive and review proposals	30th November/ 31st May	RCSC	
9.	Seek endorsement of the commission	N/A	RCSC	
10.	Issue promotion order	Within five/ working days	RCSC	
11.	Endorse/revoke in CSIS	Within one/ working day	RCSC	

3.3 Open Competition Promotion (P2 and Below Positions)

	HRM Protocols	Timeframe	Operator	Documents required/ Remarks
1.	Submit request for announcing the P2 and below positions to RCSC.	NA	Agency/Ministry/ Dzongkhag (Working agency)	Forwarding letter with recommendation from HRC along with staffing details (approved, existing & Gap)
2.	Review the proposal submitted by the agency as per approved staff strength	With two days upon received of proposal	RCSC	
3.	Convey the decision of RCSC to agency	Within 1 day upon the decision of RCSC	RCSC	
4.	Announce the vacancy if approved by RCSC	Immediately after the receiving the decision	Agency/Ministry/ Dzongkhag (Working agency)	
5.	Short list candidates and conduct selection interview as per section 13.7 of the BCSR 2012.	Within 2 weeks from the last date of vacancy announcement	Agency/Ministry/ Dzongkhag (Working agency)	

	HRM Protocols	Timeframe	Operator	Documents required/ Remarks
6.	Enter promotion and transfer details (if transfer is involved) in CSIS and submit the hard copy of selection interview result to RCSC	Immediately after the selection interview	Agency/Ministry/ Dzongkhag (Working agency)	Selection Interview results along with following documents needs to be submitted to RCSC for endorsement: - Copy of the vacancy announcement; - Signed copy of the compiled selection result; - No Objection Certificate from the Parent Agency; - Approved online Security Clearance Certificate, - Audit Clearance Certificate (valid and original),
7.	Review the documents for endorsement/revoke.	1 week	RCSC	
8.	Issue Promotion Order OR Promotion with Transfer Order OR Promotion with MOG Change Order	Immediately after endorsement of the HRC/ Commission	RCSC	Promotion order should be either with effect from 1st or 15th Day of the month
9.	Relieve selected officials as per the order issued by RCSC	After execution of proper handing-taking taking	Agency/Ministry/ Dzongkhag (Working agency)	

HRM Protocols	Timeframe	Operator	Documents required/ Remarks
10. Enter promotion with transfer OR MOG change Order issued by RCSC and update the joining details	Immediately after the joining report submitted by the selected candidate	Agency/Ministry/ Dzongkhag (Working agency)	

Note:

1. *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.*
2. *For appointments involving inter-Agency transfer or change in MOG, Agency shall submit the selection interview result to RCSC for endorsement.*

3.4 Open Competition Promotion (Chief Positions and Specialist Position)

HRM Protocol	Time Frame	Operator	Documents required/ Remarks
1. Submit request for announcing the position of Chief to RCSC. Along with the forwarding, submit the request form (Annexure 1)	NA	Agency/Ministry/ Dzongkhag (Working agency)	Forwarding letter with Annexure I
2. review the proposal	Within 3 days upon receipt of proposal	RCSC	
3. submit the proposal to HRC with recommendations (Thursdays)	First HRC after the receipt of proposal	RCSC	
4. submit the proposal to commission with recommendations from the HRC (Tuesdays)	Next immediate Commission Meeting after the HRC	RCSC	

	HRM Protocol	Time Frame	Operator	Documents required/ Remarks
5.	Convey the decision (approval or regret) to the concerned Ministry/Agency. (Wednesday/Thursday)	Immediately after the Commission Decision		
6.	Vacancy announcement by the concerned Ministry/ Agency *To Note:* Refer section 13.7	Immediately after receiving the RCSC decision (if approved)	Agency/Ministry/ Dzongkhag (Working agency)	
7.	First level short listing to be done by Agency in line with the Short listing criteria endorsed by the HRC of the agency	Next immediate HRC after the announcement dateline	Agency/Ministry/ Dzongkhag (Working agency)	
8.	Submit the shortlisted list to RCSC for final verification vide email (Use Annexure 2)	Immediately after the HRC Endorsement	Agency/Ministry/ Dzongkhag (Working agency)	
9.	Along with Super Structure team to review the list and submit to HRC for endorsement	Immediately after the received of request for endorsement	RCSC	
10.	Convey the decision vide email to the Agency	Immediately after the Decision	RCSC	
11.	Agency to convey the regrets first (i.e. those not shortlisted). RCSC recommends that Agencies convey this to individual applicant vide email or letter	Immediately after received of endorsement	Agency/Ministry/ Dzongkhag (Working agency)	

HRM Protocol	Time Frame	Operator	Documents required/ Remarks
12. Convey the results of short listing to successful applicant. RCSC recommends that Agencies convey this to individual applicant vide email or letter	Immediately after received of endorsement	Agency/Ministry/ Dzongkhag (Working agency)	
13. Announcement of shortlisted candidate.	After confirmation of date and venue of selection interview by HRC	Agency/Ministry/ Dzongkhag (Working agency)	- Announcement on website to include, date, time and venue of selection interview - Details of the results of short listing not to be posted on website but mention (i) the total no. of application vs the total no. shortlisted and (ii) that these applicants have been notified though email
14. Conduct of Selection Interview	NA	Agency/Ministry/ Dzongkhag (Working agency)	- HRC to identify panel members. 1. RCSC recommends 5 panel member - One representative from RCSC - All panel members should be in EX3/ ES3 position level and above.
15. Submit Selection result to HRC for endorsement	Next immediate HRC after selection interview	Agency/Ministry/ Dzongkhag (Working agency)	The unsuccessful applicant to be conveyed the result first. RCSC recommends using individual emails to convey results

HRM Protocol	Time Frame	Operator	Documents required/ Remarks
16. The successful applicant to be asked to submit the required documents.	Within one week after endorsement of selection interview result	Agency/Ministry/ Dzongkhag (Working agency)	To Note for HROs: When applicants are informed to submit documents, kindly inform that the final results will be conditional to RCSC's endorsement
17. Submit the results to RCSC for final endorsement along with all document	After one week upon endorsement by the HRC	Agency/Ministry/ Dzongkhag (Working agency)	
18. submit the request for endorsement of results to HRC/ Commission for endorsement	Next immediate HRC/ Commission meeting upon receipt of request for endorsement	RCSC	- If there is no change in MoG/SG, HRC will endorse - If there is change in MoG/SG, Commission will endorse
19. RCSC will convey the decision in the following	Immediately after the HRC/ Commission Decision	RCSC	- In the event the result is endorsed, an office order (appointment) will be issued. The effective Date of appointment will either be 1 or 15 of every month whichever is earlier from the date of the HRC or the Commission Meeting held - In the event the result is not endorsed, RCSC will convey vide a letter.

HRM Protocol	Time Frame	Operator	Documents required/ Remarks
20. Announce the result in website	Immediately upon receipt of RCSC's endorsement	Agency/Ministry/ Dzongkhag (Working agency)	
21. Update in CSIS	Immediately upon receipt of RCSC's endorsement	Agency/Ministry/ Dzongkhag (Working agency)	
22. Endorse the result	Immediately after received of proposal online in CSIS	RCSC	

CHAPTER 4: TRANSFER

HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1. Generate list of employees who are due for transfer	August 31	Agency/Ministry/ Dzongkhag (by parent agency if any)	
2. Send transfer options (to be filled up by individual employee) to the agencies and receive transfer list with options	October 30	Agency/Ministry/ Dzongkhag (By parent agency if any)	Transfer list with options to reach Dzongkhag/Agencies by 20th September
3. Compile list for special transfer request (not completed required number of years) and submit to parent agency through HRC	October 30	Agency/Ministry/ Dzongkhag (by working agency)	- Family- marriage certificate required - Medical- medical certificate/recommendations from doctors required - Home posting- should have more than one year but less than three years to superannuate - Based on the need of the Departments/ agencies - Transfer through administrative actions- HRC to decide
4. Receive and review transfer proposal	November 10	Agency/Ministry (Parent agency)	
5. Put up to HRC for endorsement	November 30	Agency/Ministry (Parent agency)	
6. Issue letter of acceptance or transfer order	November 30	Agency/Ministry (Parent agency)	
7. Enter transfer details in the CSIS and generate transfer order	December 31	Agency/Ministry (Parent agency)	

HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
8. Relieve employees who have been transferred	January 31	Agency/Ministry/ Dzongkhag (working agency)	
9. Update joining details in the CSIS	Within five working days	Agency/Ministry/ Dzongkhag (working agency)	

CHAPTER 5: SEPARATION

5.1. Superannuation

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Generate list of employees who would be superannuating in the next one year	March/April	Agency/Ministry/ Dzongkhag (working agency)	
2.	Issue notification to the superannuating civil servants	One month prior to superannuation	Agency/Ministry/ Dzongkhag (working agency)	
3.	Put up to HRC for approval/recommendation	One month prior to superannuation	Agency/Ministry/ Dzongkhag (working agency)	
4.	Issue separation order for individual to obtain clearances for retirement benefits	Upon approval by HRC	Agency/Ministry/ Dzongkhag (working agency)	Following clearances has to be submitted by individual: - Audit Clearance Certificate, - TDS certificate, - Financial Institution Certificate from CBI (Credit Information Bureau), - Internal clearances from procurement, store, etc.
5.	Update CSIS	Upon issuance of separation order	Agency/Ministry/ Dzongkhag (working agency)	Upload scanned copy of separation order
6.	Issue relieving order	On the day of separation	Agency/Ministry/ Dzongkhag (working agency)	

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
7.	Process retirement benefits	Upon receiving of clearances within two weeks	Agency/Ministry/ Dzongkhag (working agency)	From the working agency: - Gratuity, - travel allowance, - transfer grant, - encashment of leave balance, - transport charges
8.	Write to NPPF for release of PF	Upon receiving of clearances within one week	Agency/Ministry/ Dzongkhag (working agency)	Forwarding letter with following documents to be sent to NPPF: - PF forms, - separation order, - relieving order, - Last Pay Certificate, - Audit Clearance Certificate, - CID Copy, - TDS Form, - CBI certificates, - Marriage Certificate, - health card of children, - PP size photo (2 each) of all family members

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
9.	Write to RICB for release of GIS	Upon receiving of clearances within one week	Agency/Ministry/ Dzongkhag Agency/Ministry/ Dzongkhag	Forwarding letter with following documents to be sent to RICBL: - GIS refund forms, - separation order, - relieving order, - Last Pay Certificate, - Audit Clearance Certificate, - CID, - TDS, - CBI certificates
10.	Write to RICB for release of GIS	Upon receiving of clearances within one week	Agency/Ministry/ Dzongkhag (working agency)	Forwarding letter with following documents to be sent to RICBL: - GIS refund forms, - separation order, - relieving order, - Last Pay Certificate, - Audit Clearance Certificate, - CID, - TDS, - CBI certificates
11.	Implement Royal Civil Service Award and certificate of appreciation signed by Head of agency (P level & below)	On the day of superannuation	Agency/Ministry/ Dzongkhag (working agency)	Conduct simple superannuation ceremony in recognition of his/her service to the Tsa-Wa-Sum.

5.2. Early Retirement Scheme

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Category I: Bachelor degree & above: Receive ERS application with one month notice	N/A	Agency/Ministry/ Dzongkhag (working agency)	- Eligibility: Should have attained age of 51 years - For every remaining years of service, three months basic pay shall be paid subject to maximum of 18 months)
2.	Category II: Diploma & below: Receive ERS application with one month notice	As and when received	Agency/Ministry/ Dzongkhag (working agency)	- Eligibility: Should have completed 20 years of active service - For every remaining years of service, two months basic pay shall be paid subject to maximum of 18 months)
3.	Put up to HRC for approval	Within 1 weeks of receiving the ERS proposal	Agency/Ministry/ Dzongkhag (working agency)	
4.	Issue separation order for individual to obtain clearances for retirement benefits	Upon approval by HRC	Agency/Ministry/ Dzongkhag (working agency)	Following clearances has to be submitted by individual: - Audit Clearance Certificate, - TDS certificate, - Financial Institution Certificate from CBI (Credit Information Bureau), - Internal clearances from procurement, store, etc.
5.	Update CSIS	Upon issuance of separation order	Agency/Ministry/ Dzongkhag (working agency)	Upload scanned copy of separation order

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
6.	Issue relieving order	On the day of separation	Agency/Ministry/ Dzongkhag (working agency)	
7.	Process retirement benefits	Upon receiving of clearances within two weeks	Agency/Ministry/ Dzongkhag (working agency)	From the working agency: - Gratuity, - travel allowance, - transfer grant, - encashment of leave balance, - transport charges
8.	Write to NPPF for release of PF	Upon receiving of clearances within one week	Agency/Ministry/ Dzongkhag (working agency)	Forwarding letter with following documents to be sent to NPPF: - PF forms, - separation order, - relieving order, - Last Pay Certificate, - Audit Clearance Certificate, - CID Copy, - TDS Form, - CBI certificates, - Marriage Certificate, - health card of children, - PP size photo (2 each) of all family members

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
9.	Write to RICB for release of GIS	Upon receiving of clearances within one week	Agency/Ministry/ Dzongkhag Agency/Ministry/ Dzongkhag	Forwarding letter with following documents to be sent to RICBL: - GIS refund forms, - separation order, - relieving order, - Last Pay Certificate, - Audit Clearance Certificate, - CID, - TDS, - CBI certificates

5.3. Voluntary Resignation

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive application with one month notice	N/A	Agency/Ministry/ Dzongkhag	Resignation application
2.	Review service obligations and put up to HRC for approval/recommendation	Within one week from the date of receiving application	Agency/Ministry/ Dzongkhag	
3.	Issue separation order for individual to obtain clearances for retirement benefits	Upon approval by HRC	Agency/Ministry/ Dzongkhag (working agency)	Following clearances has to be submitted by individual: - Audit Clearance Certificate, - TDS certificate, - Financial Institution Certificate from CBI (Credit Information Bureau), - Internal clearances from procurement, store, etc.
4.	Update CSIS	Upon issuance of separation order	Agency/Ministry/ Dzongkhag (working agency)	Upload scanned copy of separation order
5.	Issue relieving order	On the day of separation	Agency/Ministry/ Dzongkhag (working agency)	
6.	Process retirement benefits	Upon receiving of clearances within two weeks	Agency/Ministry/ Dzongkhag (working agency)	From the working agency: - Gratuity, - travel allowance, - transfer grant, - encashment of leave balance, - transport charges

HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
7. Write to NPPF for release of PF	Upon receiving of clearances within one week	Agency/Ministry/ Dzongkhag (working agency)	Forwarding letter with following documents to be sent to NPPF: - PF forms, - separation order, - relieving order, - Last Pay Certificate, - Audit Clearance Certificate, - CID Copy, - TDS Form, - CBI certificates, - Marriage Certificate, - health card of children, - PP size photo (2 each) of all family members
8. Write to RICB for release of GIS	Upon receiving of clearances within one week	Agency/Ministry/ Dzongkhag Agency/Ministry/ Dzongkhag	Forwarding letter with following documents to be sent to RICBL: - GIS refund forms, - separation order, - relieving order, - Last Pay Certificate, - Audit Clearance Certificate, CID, - TDS, - CBI certificates

5.4. Termination/Compulsory Retirement

HRM Protocols	Time frame	Operator	Documents Required/ Remarks
Receive letter related to administrative discipline from Departments/Sectors/Court	N/A	Agency/Ministry/ Dzongkhag	Letter/court verdict
Put up to HRC for appropriate action	Within 2 weeks of receiving the letter	Agency/Ministry/ Dzongkhag	For P1 and below, working agency to take decision for both minor & major penalty
Issue separation order	Within one day	Agency/Ministry/ Dzongkhag	
Update in CSIS		Agency/Ministry/ Dzongkhag	Upload scanned copy of separation order
Issue relieving order	Upon receipt of clearances	Agency/Ministry/ Dzongkhag	

Note: Process retirement benefits in case of compulsory retirement with post service benefits.

5.6. Separation on Death

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive letter along with death certificate from the Departments/Sectors	N/A	Agency/Ministry/ Dzongkhag	
2.	Write to RICB informing of the death of a member	Within one day	Agency/Ministry/ Dzongkhag	Copy to NPPF
3.	Put up to HRC for approval to process post-retirement benefits	Within 2 weeks of receiving letter	Agency/Ministry/ Dzongkhag	

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
4.	Issue separation order for individual to obtain clearances for retirement benefits	Upon approval by HRC	Agency/Ministry/ Dzongkhag (working agency)	Following clearances has to be submitted by individual: - Audit Clearance Certificate, - TDS certificate, - Financial Institution Certificate from CBI (Credit Information Bureau), - Internal clearances from procurement, store, etc.
5.	Update CSIS	Upon issuance of separation order	Agency/Ministry/ Dzongkhag (working agency)	Upload scanned copy of separation order
6.	Issue relieving order	On the day of separation	Agency/Ministry/ Dzongkhag (working agency)	
7.	Process retirement benefits	Upon receiving of clearances within two weeks	Agency/Ministry/ Dzongkhag (working agency)	From the working agency: - Gratuity, - travel allowance, - transfer grant, - encashment of leave balance, - transport charges

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
8.	Write to NPPF for release of PF	Upon receiving of clearances within one week	Agency/Ministry/ Dzongkhag (working agency)	Forwarding letter with following documents to be sent to NPPF: - PF forms, - separation order, - relieving order, - Last Pay Certificate, - Audit Clearance Certificate, - CID Copy, - TDS Form, - CBI certificates, - Marriage Certificate, - health card of children, - PP size photo (2 each) of all family members
9.	Write to RICB for release of GIS	Upon receiving of clearances within one week	Agency/Ministry/ Dzongkhag Agency/Ministry/ Dzongkhag	Forwarding letter with following documents to be sent to RICBL: - GIS refund forms, - separation order, - relieving order, - Last Pay Certificate, - Audit Clearance Certificate, CID, - TDS, - CBI certificates
10.	Payment of benefits	Within one month of issuance of separation order	Agency/Ministry/ Dzongkhag	

CHAPTER 6: TRAINING AND DEVELOPMENT

6.1: Long-term Training Offers

	HRD Protocol	Time Frame	Operator	Documents Required/ Remarks
1.	Receive Offer from the Donors (through Relevant Agency)	Not Applicable	RCSC	
2.	Review the offer and announce in the website or forward to the Agency (if specific) (Re-announcement of offer shall be made if minimum number of applicant is not met)	2 days	RCSC	
3.	Receive training offers from RCSC	Not Applicable	Agency/Ministry/ Dzongkhag (parent agency if any)	
4.	Review the offer (set criteria if required and seek RCSC endorsement) in HRC and announce	First HRC Meeting following the receipt of the offer	Agency/Ministry/ Dzongkhag (parent agency if any)	

	HRD Protocol	Time Frame	Operator	Documents Required/ Remarks
5.	Receive applications and verify documents upon recommendation from the HoD/HoS/Head of Agencies	Within the application deadline	Agency/Ministry/ Dzongkhag (parent agency if any)	Forwarding letter from the working agency with the following documents: - PE forms for the last two years - In-service training nomination forms (to be routed through HRC - Audit clearance Certificate - Security Clearance Certificate - Medical Certificate - Cl-XII / Diploma or Certificate and degree certificate/mark sheet (For Masters course - Cl-X and XII certificate/ mark sheet for others
6.	Shortlist the applicants through HRC	Within one week	Agency/Ministry/ Dzongkhag (parent agency if any)	Re-announce if number of applicants do not fulfill the 1:2 ratio.
7.	Conduct Selection Interview	One week after short-list	Agency/Ministry/ Dzongkhag (parent agency if any)	
8.	Announce the result	Within five working days after interview	Agency/Ministry/ Dzongkhag (parent agency if any)	Resolve appeal cases if any within the same time period
9.	Forward application to RCSC	24hrs after receipt of the documents	Agency/Ministry/ Dzongkhag (by parent agency if any)	- Forwarding letter - Donor application form if any
10.	Receive the application documents from the line agencies	Within the deadline	RCSC	- Forwarding letter - Donor application form if any
11.	Verification of the application documents	Within 1 day on receipt of the application	RCSC	

HRD Protocol	Time Frame	Operator	Documents Required/ Remarks
12. Forward application documents to the relevant donor/Institutes or MoFA for onward submission to donor or sponsoring agency	Within five working days after verification	RCSC	- Forwarding letter - Donor application form if any
13. Receive acceptance or confirmation of enrollment from MoFA or directly from the sponsoring agency or donor or institute	Not Applicable	RCSC	
14. Inform agency concerned on the acceptance of employee's application	Within 24hrs after receiving the acceptance	RCSC	- Acceptance letter - Parent agency to inform working agency
15. Upload study leave proposal in CSIS for the issue of Letter of Award	24hrs after HRC	Agency/Ministry/ Dzongkhag (parent agency if any)	
16. Receive online proposal through CSIS	N/A	RCSC	
17. Acknowledge and approve the proposal through CSIS	20 minutes per application	RCSC	
18. Approve the proposal through CSIS	10 minutes per application	RCSC	
19. Print and issue Letter of Award through CSIS	24 hrs after the HRDC decision	RCSC	
20. Inform the candidates on Pre-Departure Briefing (PDB)	Before 2 weeks of the course start date	RCSC	This will be taken care once the online PDB System is developed
21. Issue relieving order	N/A	Agency/Ministry/ Dzongkhag (working agency)	Based on recommendation of HoD/Hos/parent agency

HRD Protocol	Time Frame	Operator	Documents Required/ Remarks
22. Conduct Pre Departure Briefing (PDB) and execute Legal Undertaking	N/A	RCSC	- 2 copies of duly filled Undertaking - PDB Points, - Departure Intimation Form and - CID copy of guarantor
23. Distribute PDB Kit	N/A	RCSC	
24. Update study status in CSIS	1 hr after PDB	RCSC	Upon completion of training candidate should submit the following documents to update in CSIS: - Joining repot - Feedback form - Training certificate - Training report form
25. Update in personal file	1 hrs after relieving the official	Agency/Ministry/ Dzongkhag (working agency)	

6.2: Long-term Training for scholarships under agency's RGoB fund (including donor projects)

HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
1. Review HRD implementation timeline as per project document/budget approval and submit HRD proposals to HRC (review course content, institute and target group)	Within 3 months after approval of Project document and/or budget from MoF	Agency/Ministry/ Dzongkhag	Approved Project document and detail on approved budget from MoF
2. Seek fields of study and target groups from the agencies	N/A	RCSC	Forwarding letter with format

	HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
3.	Prioritize field of studies, seek endorsement from HRC and submit to RCSC	1 month	Agency/Ministry/ Dzonkhag (parent agency)	In consultation with working Agency
4.	Review and reprioritize the field of study and submit to HRDC	2 months	RCSC	
5.	Announce the scholarship in the RCSC website or media	Minimum 4 weeks	RCSC	
6.	Receive study applications	As and when training announcements are made by the RCSC/open scholarships	Agency/Ministry/ Dzongkhag (parent agency if any)	Forwarding Letter from working agency including following documents: - In-service training nomination forms (to be routed through HRC of the working agency) - PE forms for the last two years - Audit clearance Certificate - Security Clearance Certificate - Medical Certificate - Cl-XII and degree certificate/mark sheet (For Masters course) - Cl-X and XII certificate/ mark sheet for others

	HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
7.	Compile, review and forward applications to RCSC	1-2 days before the application deadline	Agency/Ministry/ Dzongkhag (by parent agency if any)	Forwarding Letter from parent agency including following documents: - In-service training nomination forms (to be routed through HRC of the working agency) - PE forms for the last two years - Cl-XII and degree certificate/mark sheet (For Masters course) - Cl-X and XII certificate/ mark sheet for others
8.	Review and shortlist	Within one week	RCSC	Re-announce if number of applicants do not fulfill the 1:2 ratio.
9.	Conduct Selection Interview	One week after shortlist	RCSC	
10.	Announce the result	Within five working days after interview	RCSC	Resolve appeal cases if any within the same time period
11.	Forward the list of selected candidate to donor through MoFA or seek admission	N/A	RCSC	Some admissions to be done by donor
12.	Forward the confirmation of admission to the agency/Ministries/Dzongkhag (to parent agency if any)	Within 1 working day after receiving the acceptance letter	RCSC	
13.	Upload study leave proposal in CSIS for the issue of Letter of Award	Within 3 working days after receiving the acceptance letter	Agency/Ministry/ Dzongkhag (parent agency if any)	

HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
14. Receive online proposal through CSIS	N/A	RCSC	
15. Acknowledge and approve the proposal through CSIS	20 minutes per application	RCSC	
16. Print and issue LoA through CSIS	24 hrs after the HRDC decision	RCSC	
17. Inform the candidates on PDB	Before 2 weeks of the course start date	RCSC	
18. Issue relieving order	N/A	Agency/Ministry/ Dzongkhag (by working agency)	Based on recommendation of HoD/Hos/parent agency
19. Conduct Pre Departure Briefing (PDB) and execute Legal Undertaking	N/A	RCSC	- 2 copies of duly filled Undertaking - PDB Points, - Departure Intimation Form and - CID copy of guarantor
20. Distribute PDB Kit	N/A	RCSC	
21. Update study status in CSIS	1 hr after PDB	RCSC	Upon completion of training candidate should submit the following documents to update in CSIS: - Joining repot - Feedback form - Training certificate - Training report form
22. Update in personal file	1 hrs after relieving the official	Agency/Ministry/ Dzongkhag (working agency)	

6.3: Long-term Training for RCSC administered programmes

	HRD Protocols	Time Frame	Operator	Documents Required/Remarks
1.	Seek fields of study and target groups from the agencies	N/A	RCSC	Forwarding letter with format
2.	Prioritize field of studies, seek endorsement from HRC and submit to RCSC	1 month	Agency/Ministry/Dzonkhag (parent agency)	In consultation with working Agency
3.	Review and reprioritize the field of study and submit to HRDC	2 months	RCSC	
4.	Announce the scholarship in the RCSC website or media	Minimum 4 weeks	RCSC	
5.	Receive study applications	As and when training announcements are made by the RCSC/open scholarships	Agency/Ministry/Dzongkhag (parent agency if any)	Forwarding Letter from working agency including following documents: - In-service training nomination forms (to be routed through HRC of the working agency) - PE forms for the last two years - Audit clearance Certificate - Security Clearance Certificate - Medical Certificate - Cl-XII and degree certificate/mark sheet (For Masters course) - Cl-X and XII certificate/mark sheet for others

	HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
6.	Compile, review and forward applications to RCSC	1-2 days before the application deadline	Agency/Ministry/ Dzongkhag (by parent agency if any)	Forwarding Letter from parent agency including following documents: - In-service training nomination forms (to be routed through HRC of the working agency) - PE forms for the last two years - Cl-XII and degree certificate/mark sheet (For Masters course) - Cl-X and XII certificate/ mark sheet for others
7.	Review and shortlist	Within one week	RCSC	Re-announce if number of applicants do not fulfill the 1:2 ratio.
8.	Conduct Selection Interview	One week after shortlist	RCSC	
9.	Announce the result	Within five working days after interview	RCSC	Resolve appeal cases if any within the same time period
10.	Forward the list of selected candidate to donor through MoFA or seek admission	N/A	RCSC	Some admissions to be done by donor
11.	Forward the confirmation of admission to the agency/Ministries/Dzongkhag (to parent agency if any)	Within 1 working day after receiving the acceptance letter	RCSC	
12.	Upload study leave proposal in CSIS for the issue of Letter of Award	Within 3 working days after receiving the acceptance letter	Agency/Ministry/ Dzongkhag (parent agency if any)	
13.	Receive online proposal through CSIS	N/A	RCSC	

HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
14. Acknowledge and approve the proposal through CSIS	20 minutes per application	RCSC	
15. Print and issue LoA through CSIS	24 hrs after the HRDC decision	RCSC	
16. Inform the candidates on PDB	Before 2 weeks of the course start date	RCSC	
17. Issue relieving order	N/A	Agency/Ministry/ Dzongkhag (by working agency)	Based on recommendation of HoD/Hos/parent agency
18. Conduct Pre Departure Briefing (PDB) and execute Legal Undertaking	N/A	RCSC	- 2 copies of duly filled Undertaking - PDB Points, - Departure Intimation Form and - CID copy of guarantor
19. Distribute PDB Kit	N/A	RCSC	
20. Update study status in CSIS	1 hr after PDB	RCSC	Upon completion of training candidate should submit the following documents to update in CSIS: - Joining repot - Feedback form - Training certificate - Training report form
21. Update in personal file	1 hrs after relieving the official	Agency/Ministry/ Dzongkhag (working agency)	

6.4: Long-term Training for open/private funded/university scholarships

	HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive applications from candidate for study leave with confirmed admission	N/A (candidate should submit proposal with adequate time for agency/ RCSC t review and process LTT)	Agency/Ministries/ Dzongkhag (parent agency if any)	- Acceptance Letter from the University/funding agencies - In-service training nomination forms (to be routed through HRC of the working agency) - PE forms for the last two years - Cl-XII and degree certificate/mark sheet (For Masters course) - Cl-X and XII certificate/ mark sheet for others - Statement of Funding in case of privately funded
2.	Review and put up to HRC for endorsement	2 weeks after receiving application	Agency/Ministries/ Dzongkhag (parent agency if any)	
3.	Upload the study leave proposal in CSIS	after approval by HRC	Agency/Ministries/ Dzongkhag (parent agency if any)	
4.	Receive online proposal through CSIS	N/A	RCSC	
5.	Acknowledge and review the proposal received through CSIS	20 minutes per application	RCSC	
6.	Approve or regret the proposal	10 minutes per application		Approve if no issues pertaining to proposal, however, if issue, case by case basis
7.	Print and issue LoA through CSIS	Within 1 working day	RCSC	
8.	Inform the candidates on PDB	Before 2 weeks of the course start date	RCSC	

	HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
9.	Issue relieving order	N/A	Agency/Ministry/ Dzongkhag (working agency)	Based on recommendation of HoD/Hos/parent agency
10.	Conduct Pre Departure Briefing (PDB) and execute Legal Undertaking	N/A	RCSC	- 2 copies of duly filled Undertaking - PDB Points, Departure - Intimation Form and - CID copy of guarantor
11.	Distribute PDB Kit	N/A	RCSC	
12.	Update study status in CSIS	1 hr after PDB	RCSC	Upon completion of training candidate should submit the following documents to update in CSIS: - Joining repot - Feedback form - Training certificate - Training report form
13.	Update in personal file	1 hrs after relieving the official	Agency/Ministry/ Dzongkhag (working agency)	

6.4: Short-term Training (Offer)

	HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive short-term training offer from donor/MoFA	N/A	RCSC	
2.	Review and forward to the relevant agencies/Ministries/ Dzongkhags	Within 1 week	RCSC	
3.	Offer to the Agency/ Ministries/Dzong-khag through CSIS	Within 1 working day	RCSC	

	HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
4.	Receive and acknowledge/regret training offers from RCSC in CSIS	Within 1 working day	Agency/Ministries	
5.	Review and send invitation to nominate candidates to the relevant Departments/agencies	Within the given deadline in offer	Agency/Ministries/ Dzongkhag (by parent agency if any)	
6.	Receive nominations & check eligibility criteria	Within 3 working days from the date of receiving nominations	Agency/Ministry/ Dzogkhag (parent agency if any)	
7.	Put up to HRC for approval	First HRC meeting after receiving nominations	Agency/Ministry/ Dzogkhag (parent agency if any)	
8.	Receive documents from the nominated candidates	Within 3 working days after HRC approval	Agency/Ministry/ Dzogkhag (parent agency if any)	In- service training form to be dully filled with required documents
9.	Conduct Pre Departure Briefing (PDB)	N/A	RCSC	- PDB Points, Departure - Intimation Form
10.	Issue relieving order upon submission of in-service training form and Accounts section to release the travel expenses based on the relieving order	Within one day after the submission of dully filled training form	Agency/Ministry/ Dzogkhag (parent agency if any)	
11.	Issue letter for new/ release of passport (Chief of Protocol, Passport Section, MoFA)	After approval by HRC meeting		- Passport form, - attach invitation letter & CID copy; - for visit to China attach clearance from MoFA
12.	Upload nominee details in CSIS	Within one working day	Agency/Ministry/ Dzogkhag (parent agency if any)	

HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
13. Issue letter for processing of visa through MoFA (where applicable)			- Original Passport, - PP size photograph 2 nos, - visa application form, - invitation letter & CID copy; - for visit to China attach clearance from MoFA
14. Update training status in CSIS	After completion of training	Agency/Ministry/ Dzogkhag	Upon completion of training candidate should submit the following documents to update in CSIS: - Joining repot - Feedback form - Training certificate - Training report form

6.5: Short-term Training (RGoB Funded including donor projects)

HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
1. Review HRD implementation time-line as per project document/budget approval and submit training proposals to HRC (review course content, institute and target group)	Within 3 months after approval of Project document and/or budget from MoF	Agency/Ministry/ Dzongkhag	Project document and detail on approved budget from MoF
2. Nominate candidates for the training	N/A	Agency/Ministry/ Dzongkhag	

	HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
3.	Put up to HRC for nomination approval	First HRC meeting after receiving nominations	Agency/Ministry/ Dzogkhag (parent agency if any)	
4.	Receive documents from the nominated candidates	Within 3 working days after HRC approval	Agency/Ministry/ Dzogkhag (parent agency if any)	In-service training form with required documents to be submitted by candidate before departure for training
5.	Conduct Pre Departure Briefing (PDB)	N/A	RCSC	- PDB Points, Departure - Intimation Form
6.	Issue relieving order upon submission of in-service training form and Accounts section to release the travel expenses based on the relieving order	Within one day after the submission of dully filled training form	Agency/Ministry/ Dzogkhag (parent agency if any)	
7.	Issue letter for new/ release of passport (Chief of Protocol, Passport Section, MoFA)	After approval by HRC meeting		- Passport form, - attach invitation letter & CID copy; - for visit to China attach clearance from MoFA
8.	Upload nominee details in CSIS	Within one working day	Agency/Ministry/ Dzogkhag (parent agency if any)	
9.	Issue letter for processing of visa through MoFA (where applicable)			- Original Passport, - PP size photograph 2 nos, - visa application form, - invitation letter & CID copy; - for visit to China attach clearance from MoFA

HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
10. Update training status in CSIS	After completion of training	Agency/Ministry/ Dzogkhag	Upon completion of training candidate should submit the following documents to update in CSIS: - Joining repot - Feedback form - Training certificate - Training report form

6.6: Change in Course/Institute, Study Leave Extension/Deferment of Study leave

HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
1. Receive request from employees	N/A (candidate should submit proposal with adequate time for agency/ RCSC t review))	Agency/Ministry/ Dzongkhg (parent agency if any)	**For Change in Course:** - Application from the candidate - Course contents for the new course **For Change in Institute:** - Application from the candidate - Acceptance Letter from the new Institute **For Study Leave Extension:** - Application from the candidate - Letter from the Head of the Institute stating why extension is required **For Deferment of Study Leave:** - Application from the candidate - Approval/confirmation of deferment letter from Institute

	HRD Protocols	Time Frame	Operator	Documents Required/ Remarks
2.	Review the request in HRC	Within 1 working week from the date of receiving request	Agency/Ministry/ Dzongkhag (parent agency if any)	
3.	Seek approval of RCSC based on HRC recommenda-tion (with specific recommendations)	Within 5 working days	Agency/Ministry/ Dzongkhag (parent agency if any)	Letter along with support-ing documents and HRC views. Then also process the request through CISIS
4.	Review and submit to HRDC/HRC/ Commission	N/A	RCSC	
5.	Convey the deci-sions of HRDC/ HRC/Commission	Within 2 working days after the confir-mation of minutes	RCSC	Approval/regret letter. Then update the request in the CSIS

6.7: Continuing Education (in-country Class X & XII)

	HRD Protocols	Time Frame	Operator	Documents required/ Remarks
1.	Receive proposal for continuation educa-tion from employees		Agency/Ministry/ Dzongkhag	Application along with acceptance letter from the institute.
2.	Review and submit for approval to HRC Meeting	1 week from the date of receiving request	Agency/Ministry/ Dzongkhag	
3.	Update the informa-tion in CSIS upon approval by the HRC Meeting and completion of CE	1 day	Agency/Ministry/ Dzongkhag	

CHAPTER 7: LEAVE

7.1: Casual Leave

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Compile casual leave account balance of employees at the end of the year	First week of July	Agency/Ministry/ Dzongkhag (Working Agency)	Financial year for non-teaching staffs and academic year for teachers
2.	Update unused casual leave in individual Personal files and credit to earned leave account	31 July	Agency/Ministry/ Dzongkhag (Working Agency)	

7.2: Earned Leave

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive earned leave application from staffs	3 days before availing leave	Agency/Ministry/ Dzongkhag (Working Agency)	- Employee on probation period is not entitled for earned leave. - Fill earned leave form (Annex. 10/2 of BCSR 2012)
2.	Verify leave balance and recommend/ not recommend by the HRD to the supervisor	Within one day	Agency/Ministry/ Dzongkhag (Working Agency)	- 2.5 days earned leave for every completed month of service. - Maximum of 90 days in individual credit
3.	Issue sanction order by the HRD	1 day before availing leave	Agency/Ministry/ Dzongkhag (Working Agency)	
4.	Update Personal files	Within one day	Agency/Ministry/ Dzongkhag (Working Agency)	- Encash earned leave if balance is 30 or more days in a financial year

Note: Earned Leave beyond one month has to be seek approval from HRC of the working agency.

7.3: Bereavement Leave

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive bereavement leave application	N/A	Agency/Ministry/ Dzongkhag (Working Agency)	Documents required: - Application - Leave form - Supporting documents
2.	Seek approval of the immediate supervisor/head of agency	Within one day	Agency/Ministry/ Dzongkhag (Working Agency)	
3.	Issue sanction order	Within one day	Agency/Ministry/ Dzongkhag (Working Agency)	
4.	Submit joining letter on return from leave and issue joining order	Within one day	Agency/Ministry/ Dzongkhag (Working Agency)	

7.4: Maternity Leave

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive maternity leave application	N/A	Agency/Ministry/ Dzongkhag (Working Agency)	Documents required: - Application - Leave form - Birth Certificate
2.	Put up to HRC for approval	Within one week after the receipt of application	Agency/Ministry/ Dzongkhag (Working Agency)	
3.	Issue sanction order	Within one day	Agency/Ministry/ Dzongkhag (Working Agency)	
4.	Submit joining letter on return and issue joining order		Agency/Ministry/ Dzongkhag (Working Agency)	

7.5: Paternity Leave

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive leave application	N/A	Agency/Ministry/ Dzongkhag (Working Agency)	Documents required: - Application - Leave form - Birth Certificate
2.	Seek approval of the immediate supervisor	Within one day after receipt of application	Agency/Ministry/ Dzongkhag (Working Agency)	
3.	Issue sanction order	Within one day of approval	Agency/Ministry/ Dzongkhag (Working Agency)	
4.	Submit joining letter on return from leave and issue joining order		Agency/Ministry/ Dzongkhag (Working Agency)	

7.6: Medical Leave

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive medical leave application	N/A	Agency/Ministry/ Dzongkhag (Working Agency)	Documents required: - Application - Leave form - Supporting medical certificate as follows: Up to 1 month can be approved by medical doctor, up to 6 months can be approved by a medical board of doctors appointed by MoH, exceeding 6 months approved by MoH on recommendation of medical board. Medical leave can be availed for maximum of 3 years after which employee shall be retired with post service benefits
2.	Put up to HRC for approval of medical and escort leave exceeding one month	1 week before availing leave	Agency/Ministry/ Dzongkhag (Working Agency)	Escort to be recommended by medical doctor; escort leave is applicable only for direct dependent
3.	Issue sanction order upon approval by HRC	Within one day	Agency/Ministry/ Dzongkhag (Working Agency)	
4.	Update CSIS and Personal files	Immediately after issuance of sanction order	Agency/Ministry/ Dzongkhag (Working Agency)	Upload scanned copy of sanction order
5.	Submit joining letter on return from medical/escort leave		Agency/Ministry/ Dzongkhag (Working Agency)	For escort leave discharge sheet to be submitted; must submit medical fitness certificate/discharge certificate in case of medical leave exceeding 3 months

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
6.	Update joining in CSIS	Within one day	Agency/Ministry/ Dzongkhag (Working Agency)	For medical leave exceeding 3 months

7.7: Extra Ordinary Leave

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive application for EOL	N/A	Agency/Ministry/ Dzongkhag (Working Agency)	Following documents to be submitted by applicant: - Leave form - Application - undertaking
2.	Seek HRC endorsement	Within one week	Agency/Ministry/ Dzongkhag (Working Agency)	
3.	Forward to parent agency	Within one day	Agency/Ministry/ Dzongkhag (Working Agency)	
4.	Receive application for EOL from working agencies	Within three days	Agency/Ministry/ Dzongkhag (Parent Agency if any)	Documents: - Forwarding letter - Application documents
5.	Put up to HRC for approval	Within one week	Agency/Ministry/ Dzongkhag (Parent Agency if any)	
6.	Issue sanction order upon approval by HRC	Within one day	Agency/Ministry/ Dzongkhag (Parent Agency if any)	
7.	Update CSIS	Within one day	Agency/Ministry/ Dzongkhag (Parent Agency if any)	Upload scanned copy of sanctioned order
8.	Update CSIS on joining office	Within one day	Agency/Ministry/ Dzongkhag (Parent Agency if any)	

7.8: Study Leave

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Receive application for study leave	N/A	Agency/Ministry/ Dzongkhag (Working agency)	- Application - University acceptance letter
2.	Forward to the parent agency	Within three days	Agency/Ministry/ Dzongkhag (Working agency)	Forwarding letter along with following documents: - Application - University acceptance letter
3.	Receive and review study leave application forwarded by agency/Dzongkhag	Within one week	Agency/Ministry/ Dzongkhag (Parent Agency if any)	
4.	Upload study leave proposal in CSIS for the issue of Letter of Award	24hrs after HRC	Agency/Ministry/ Dzongkhag (parent agency if any)	
5.	Receive and review online proposal through CSIS	N/A	RCSC	

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
6.	Acknowledge and approve the proposal through CSIS if course is relevant and no issues (obligation, irrelevant etc.)	20 minutes per application	RCSC	Regret the proposal if there is any issue or course is irrelevant to the candidate's current position.
7.	Print and issue Letter of Award through CSIS	24 hrs after the HRDC decision	RCSC	
8.	Inform the candidates on Pre Departure Briefing	Before 2 weeks of the course start date	RCSC	
9.	Issue relieving order	N/A	Agency/Ministry/ Dzongkhag (working agency)	Based on recommendation of HoD/Hos/parent agency
10.	Conduct PDB and execute Legal Undertaking	N/A	RCSC	- 2 copies of duly filled Undertaking - PDB Points, - Departure Intimation Form and - CID copy of guarantor
11.	Distribute PDB Kit	N/A	RCSC	
12.	Update study status in CSIS	Within 1 hour after PDB	RCSC	
13.	Update in personal file	Within one day after relieving the official	Agency/Ministry/ Dzongkhag (working agency)	

CHAPTER 8: PERFORMANCE MANAGEMENT SYSTEM

	HRM Protocols	Time Frame	Operator	Documents Required/ Remarks
1.	Issue notification for preparation of Performance Appraisal Form and submit to Head of Department/Division/Sector	June (for July-June of the following fiscal year) for Civil Servants other than in Schools and December(Jan-Dec of the following calendar year for Civil Servants in Schools	Agency/Ministry/ Dzongkhag	Notification/ Circular
2.	Issue notification for Mid Term Review of the Performance Appraisal Form	1 week after the Completion of MTR of Annual Performance Agreement/ APTs of concerned agencies	Agency/Ministry/ Dzongkhag	
3.	Calculate final ratings for preparation of the Moderation Exercise	July- for the previous fiscal year for Civil Servants other than in Schools and Feb-March for the previous calendar year for Civil Servants in Schools	Agency/Ministry/ Dzongkhag	
4.	Conduct Moderation Exercise and approval of HRC	By August 15th for the previous fiscal year for Civil Servants other than in Schools and by March 15th for the previous calendar year for Civil Servants in Schools	Agency/Ministry/ Dzongkhag	
5.	Update ratings in CSIS	By August 30th for the previous fiscal year for Civil Servants other than in Schools and by March 30th for the previous calendar year for Civil Servants in Schools	Agency/Ministry/ Dzongkhag	

Annexure 1: Request Form

Position requested for:	Name of Division, Agency (the name of the division has to be reflected in CSIS)	Existing staff in division:	ODE recommendation:	Recommended staff number(s) in 11 FYP staffing:	No. of P2 staff eligible in 1. division 2. Agency	Vacant since? And no. of announcements made (if any). How is it managed as of now?
		P level= S level= ES= Ex=		P= S= ES= EX=	Division= Agency=	

Annexure 2: Short listing Verification Form:

Sl. No	Name	Current PL and PT	EID	Current Job location	Qualifica-tion	Date of Last Promotion	No. of years in current position	Date of appoint	No. of active years of service (e.g. exclude EoL)	Remarks. Other information that is not covered but important