

Q1. What is MaX?

- A. The new Performance Management System (PMS) that has been introduced starting this FY 2016-17 for the Bhutanese Civil Service is renamed as “Managing for Excellence” and abbreviated as MaX.

While PMS is a generic title, the term Managing for Excellence or MaX was coined to associate performance management with dynamism and positivity.

Q2. What are the objectives of MaX?

- A. There are three key objectives of MaX, which are:

- i. To ensure alignment of employee’s performance with their agencies' goals and objectives;
- ii. Increase organizational and individual accountability in achieving their organization’s objectives by cascading it down from head of the agency to individual civil servant and linking it directly to their career progression; and
- iii. Differentiate performers from non-performers through the process of Moderation.

Q3. How is MaX different from the old Performance Management System?

- A. Max differs from the earlier Performance Management System in many aspects namely:

1. MaX requires all Civil Servants to plan their performance targets in the beginning of appraisal period. Once the MaX online system is operationalised, it will provide a window to upload the IWPs after which it will closed to ensure timely completion of IWPs;
2. Mandatory conduct of mid-term review;
3. evaluate performance of individual based on the performance target set at the end of the appraisal period; and
4. The Moderation Exercise (ME), based on the individual's assessment and the agency categorization framework, will then assign the staff into the four categories of Outstanding, Very good, Good and Needs Improvement. The MaX online system once operationalised will provide certain timelines for uploading the results of the moderation exercise. This is to ensure discipline in timely completion of the MaX processes.

Thus, in a nutshell MaX comprise of following two elements:

- i) Performance Appraisal in the form of a) Performance Assessment through development of Individual Work Plan (IWP), and b) Competency Behavior (CB); and
- ii) Moderation Exercise (ME).

Q4. What is IWP?

- A. IWP is an individual work plan, where all Civil Servants are required to develop a clear plan of action to organize and manage work activities to effectively contribute to achieving agency's objectives as per APA or APT. IWP are required to be developed in section B of the Performance Appraisal forms and is a collaborative process between supervisor and supervisee.

Q5. How are the Division Outputs and activities determined?

- A. Divisions Outputs will be determined by the Director/Director General and Division Chief in collaboration with Division staff and aligned to their Annual Performance Agreement/ Annual Performance Target. Based on division outputs, activities need to be identified and each activity should have 4 levels of performance targets.

Refer to chapter 1 of MaX Manual on detail guideline.

Q6. How do we align those sectors whose activities are not reflected in the APA/APT?

- A. Please note all APAs will only have objectives of Agency and as such all sectors/divisions should be able to align their Output/activities to one of objectives of APA/APT. Therefore, all sectors/Divisions should link/ align their activities to APA/APT objectives.

Q7. How do we include ad hoc activities in our IWPs?

- A. With the introduction of Performance Compacts under GPMS and individual performance planning in the beginning of Appraisal period, it is expected most ad-hoc activities will gradually be phased out. However, in the event there are ad-hoc works, individual can mention it in the "employee comment column" in the Appraisal forms to let respective managers know, so that achievement of your core performance targets could be adjusted accordingly.

Q9. What is Target Value and who determines the Target Values for the activities?

- A. Target Values are performance targets/values that you set to achieve for next fiscal year, and it has to be determined in consultation with the supervisor. There are 4 target values, which are: Outstanding, Very Good, Good and Needs Improvement.

Individual can use concepts such as SMART or QQCT for determining target values (Performance targets)

Q10. What is QQCT?

A. QQCT is a tool used to set Target Values. To facilitate derivation of objective indicator for the measurement of the performance targets, the targets can be derived/determined in Quantity, Quality, Cost and Time (QQCT) as follows.

- Quality – How well you do it?
- Quantity – How much/many you need to do?
- Cost – How much/judiciously can you spend?
- Timeliness – How soon can you do it?

Q11. What is Competency Behavior (CB)?

A. The Competency Behavior is a set of skills and abilities that individual civil servant should possess/display in order to perform/achieve the activities, which shall be rated and evaluated at the end of the appraisal period. Competency Behavior is also determined in 4 levels similar to performance targets.

Q12. Should we come up with our own CB or RCSC has uniform CB developed?

A. From the feedback received during the piloting exercise, the RCSC has uniformly developed a list of Competencies Behavior different for Professional & Managerial, and Support and Supervisory Categories.

However, agencies have the following options:

- Agencies can adopt same list provided by the RCSC; OR
- Agency can customize/delete/edit/add additional Competency behavior/their definition based on their own requirement; OR
- Agency can also come up with your own list as long as 4 levels are clearly defined.

Q13. When do we update the Ad-hoc activity completed in the Performance Appraisal Form?

A: Kindly note there are three Phases of MaX, which are Planning, Mid-Term Review and Evaluation. Individual can update such ad-hoc works either during the mid-term review and/or during the evaluation.

Individuals should inform Chief of Divisions and keep note of such ad-hoc activities as and when required/performed.

Q14. What is the rating for IWP and CB in the Performance Appraisal form?

A. 70% for Performance Assessment (IWP) and 30% for Competency Behavior (CB)

Q15. Is the Performance Appraisal rating the final rating of an employee?

- A. Please note that the evaluation of performance appraisal is called "Performance Score", and is not the final performance rating of an employee. Performance Scores are just an input for the Moderation Exercise.

Q16. What is the final rating of an employee?

- A. MaX has two levels of Evaluation-i) Performance Appraisal Score, which is given by the supervisor, and ii) Moderation Exercise (ME) rating, which is rated by the Moderation Exercise Committee. The Moderation Exercise Rating is the final Performance Rating of an employee.

Q17. What is Moderation Exercise?

- A. Moderation Exercise is the distribution of employees into different performance category based on agency's performance score and agency categorization framework. Kindly refer to Chapter 2 of MaX Guideline for details

Q18. What are the different performance categories?

- A. There are four different performer categories. These four categories are: Outstanding (OS), Very Good (VG), Good (G), and Needs Improvement (NI).

Q19. Who assess the performance of an agency?

- A. Government Performance Management Division (GPMD), Cabinet Secretariat will assess the performance of an agency based on the agency's Annual Performance Agreement or the Annual Performance Target.

Q20. What is the key difference between GPMS and PMS?

- A. GPMS evaluates agency's performance, whereas the PMS evaluates performance of individual civil Servants.

Q21. How is the GPMD report used in PMS?

- A. The report by GPMD on agencies shall be used as the basis for categorization of organizations into different categories to find ratio for distributing individuals to different performer categories across the bell curve.

Q22. What is Agency Categorization Framework?

- A. An Agency Categorization Framework is a tool to rank its employees into four different performer category based on the agency's annual performance score. (Insert table)

Q23. Who ranks the employees into different performance categories?

- A. Moderation Committee ranks the employees into different performance categories.

Q24. What/who constitutes Moderation Committee?

1. In Autonomous Agencies: Head of the agency (Chairman), Head of Divisions (Members), and Head of HRD (Member Secretary)
2. In Ministry: a) Secretariat Services: Secretary (Chairman), Director of Directorate and Head of Divisions (Members), and Head of HRD (Member Secretary) , b) Department: Head of Department (Chairman), Head of Divisions (Members), and Head of HRD (Member Secretary)
3. In Dzongkhags: Dzongda (Chairman), Dzongrab, Dungpa, Sector Headsⁱ (Members), and Head of HRD (Member Secretary)
4. In Constitutional Offices: Head of the Secretariat (Chairman), Head of Divisions (Members), and Head of HRD (Member Secretary)

Q25. How is IWP important for ME?

- A. During the moderation exercise, the achievements of targets and competency behavior exhibited in IWP are the main criteria. The moderation committee members will assess the IWP based on a) the manners in which the target values were set and achieved, b) how objectively the IWP was developed and evaluated.

Q26. What are the other criteria to rank employees during ME?

- A. The suggested criteria are:

Principle Considerations

1. Assessment of an IWP
2. Manners in which the target values were set and fulfilled
3. Job sizes held by employees vis-à-vis their current grade;
4. Degree of direct impact upon the core mission of the agency; and
5. References of bouquets and brickbats over the PAST ONE YEAR ONLY.

Supplementary Considerations

1. Potential of an employee;
2. Profile of each entity;
3. Signalling effect; and
4. Economies of experience.

However, an agency can customize the criteria based on their requirement or may have a complete different set of criteria including the IWP assessment.

Q27. Who are included in the pool of Moderation?

- A. All civil servants from P2-S5 will be included in the Moderation pool. Those who are shouldering officiating Chief and Sector Head responsibilities and their role as officiating have been endorsed by their respective HRCs will be exempted from the pool and will be the Moderation Committee member.

Q28. Is it fair to moderate P and S level together?

- A. P and S levels are moderated separately but if the number of staff is ≤ 15 in each level, then they will be merged together for moderation to ensure minimum numbers of staff for the ME to work.

Q29. What is the minimum rating for an employee to be eligible for normal promotion?

- A. Once the ME is rolled out, to be eligible for normal promotion, employee must secure Good and above.

Q24. Can the employee appeal on the Moderation result?

- A. Yes. An Appeal System is instituted to address grievances on results of ME if any.

Q25. Who is the highest appellate Authority?

- A. The RCSC will be the highest appellate authority.
