



**TERMS OF REFERENCE
OF
HUMAN RESOURCE OFFICERS &
ADMINISTRATIVE ASSISTANT**

**Royal Civil Service Commission
ROYAL GOVERNMENT OF BHUTAN**

JULY 2016

FORWARD

The Royal Command of His Majesty the King Jigme Khesar Namgyel Wangchuck granted to the Royal Civil Service Commission states that *“Keeping in mind that, in a small country like Bhutan, it is the bureaucracy’s example that will be followed, strengthening the civil service would be the first step to creating a strong foundation for a successful democracy. The civil service must strive for the highest standards, live by higher ideals and nurture a sense of duty towards fellow Bhutanese. Therefore, the Royal Civil Service Commission should focus on bringing about required reforms of the civil service, in time for it to facilitate and support the emergence of democracy, meet the challenges of building dynamic economy and to fulfill its role in achieving the goals of Gross National Happiness.”*

This Royal Command of the Druk Gyalpo clearly states that strengthening civil service is the key to achieving the good governance. Further, it shows a powerful indication that human resources are the principal assets required by any agencies for the achievement of the agency’s *“Vision and Mission”* and *“Gross National Happiness”* at large. Since the success and efficiency of any agency depends primarily on the effectiveness and efficiency of the employees, it is very important that we build dynamic and professional civil servants with good education, knowledge, skills, competency, integrity and positive attitude through strategic HR Management. To this end, the HR Professionals should take strategic roles along with the management to improve the service delivery instead of carrying out day-to-day administrative work.



(Karma Tshiteem)

For the Royal Civil Service Commission

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PART A- TERMS OF REFERENCE FOR HUMAN RESOURCE OFFICERS

CHAPTER 1: PRELIMINARY

1.1. Objectives

The Royal Civil Service Commission has first instituted the HR Division in the line agencies in 2003. Since then, the function of the HR Division was limited to administrative services and ensuring rule compliances. However, the modern HR management focuses on the importance of the roles and responsibilities of HR Officers as strategic partner for the success of any organization. Therefore, the primary objective of developing the new terms of reference (ToR) for Human Resource Officer is to ensure that HR Division are able to carry out the following strategic roles in an agency toward achieving the organization's objectives.

- a) HR Officers are able to align HR activities with the overall plans and programs of the agency,
- b) HR Officers are able to ensure capitalization of change in agency's plans and programs through proper change management process,
- c) HR Officers are able to ensure continuous improvement of the HR Processes to optimize operational efficiencies,
- d) HR Officers are able to recognize employee's concerns and needs and provide opportunity to enhance employee morale and commitment towards better performance,
- e) HR Officers are able to strengthen organizational integrity through establishment of integrity infrastructure comprising education, prevention and compliance.

1.2. Scope

The new ToR will be applicable to all Human Resource Officers in various position levels ranging from Asst. HR Officer to Chief Human Resource Officers working in government agencies.

1.3. Guiding Principles and Values

The changing role of HR Officer is based on David Ulrich's Four HR Role Model concept. In addition, the role of HR Officer as Integrity Advocate is added since ethics and integrity at workplace is critical for efficient and transparent service delivery. Accordingly, HR Officers shall play the following five roles:

1. HR Officer as Strategic Partner
2. HR Officer as Change Agent
3. HR Officer as Administrative Expert
4. HR Officer as Employee Champion
5. HR Officer as Integrity Advocate

CHAPTER 2: Role of Human Resource Officer

2.1. HR OFFICER AS STRATEGIC PARTNER

2.1.1. Definition:

The role of the HR Officer as a strategic partner refers to knowing of agency's plans and programs and designing HR Plans and activities accordingly.

2.1. 2. Responsibilities:

- a. Need to understand the Agency's mandate.
Key Performance Indicator: Compliance with sectoral policy.
- b. Participate in the preparation of the agency's plans and programs by providing input on HR perspectives.
Key Performance Indicator: Number of inputs provided for preparation of agency's plan.
- c. Carry out workforce planning as per the agency's plans and targets
Key Performance Indicator: The 5 year staffing plan, annual requisition of HR, SOPs and TORs for the agency
- d. Design HR development plans including competency training and skills development critical to deliver organizational programs/projects/activities.
Key Performance Indicator: Implement HR budget, implement the minimum capacity building hours, institute competency trainings, Number of annual HR plan developed and implemented based on the prioritized annual work plans.
- e. Initiate Organizational Development Exercise as per the directives of the management/RCSC.
Key Performance Indicator: OD Report submitted.

2.1.3. Knowledge, Skills and Aptitude:

Knowledge: Sectoral Policies at national/sectoral levels, Relevant legislations, Correct HR Information of the agency, Market information, Strategic planning, Agency's FYP, GPMS, APA, OD and other relevant policies.

Skills: Basic Research, Leadership, Succession planning, Decision making, Talent Management, Communication, Problem solving and Interpersonal relationship.

Aptitude: Proactive, Influential, Perseverance, Eloquent and convincing.

2.1.4. Enabling environment:

- a. Head of agency/sector head oriented on the new roles of the HRO,
- b. Acceptance of strategic role of HR Officer by the management,
- c. Support from the leadership,
- d. Monitoring by RCSC,
- e. Support from relevant agencies.

2.2. HUMAN RESOURCE OFFICER AS CHANGE AGENT

2.2.1. Definition:

The role of HR Officer as a change agent refers to creating cross functional collaboration and help in enhancing the agency's readiness to accomplish changes for the fulfillment of its objectives.

2.2.2. Responsibilities:

- a. Study the need for change and propose by participating in the change management team.

Key Performance Indicator: Number of proposal.

- b. Communicate about change initiative internally.

Key Performance Indicator: Feedback (Employee's awareness on the change initiatives).

- c. Lead initiatives by engaging employees for implementation of change management process.

Key Performance Indicator: Number of change initiatives led.

- d. Plan and implement capacity building of employees to equip with the required skills for the new initiatives.

Key Performance Indicator: HR Development plans implemented.

- e. Institute feedback system to ensure effective implementation of change initiatives.

Key Performance Indicator: Feedback system instituted.

2.2.3. Knowledge, Skills and Aptitude:

Knowledge: Change management theories and concepts, Personal relationship, Know about the new changes, Understand perception, Conflict management, Training Need Assessment, Talent management, HR Planning, Designing and analyzing feedback system.

Skills: Problem solving, Negotiation, Team work, Communication, Facilitation, Basic ICT knowledge, Mentoring and Coaching, Enterprising, Basic research and Interviewing skills.

Aptitude: Flexibility, Visionary, Trustworthiness, Exemplary, Adaptable, persuasive, Openness, Patience, Firmness, Empathy, Critical thinking, Consistency and Fairness.

2.2.4. Enabling Environment:

- a. Willingness of top management to embrace change,
- b. Communication and interpersonal skills of HRO,
- c. Availability of fund for re-skilling of employees,
- d. Employees sincerity in providing feedback,

2.3. HR OFFICER AS ADMINISTRATIVE EXPERT

2.3.1 Definition:

The role of HR Officer as an Administrative Expert refers to the involvement of HR for the continuous improvement of HR processes to optimize operational efficiencies of the organization.

2.3.2 Responsibilities:

- a. Ensure accurate and up to date HR information in the system
Key Performance Indicator: 100% accuracy of the information in the CSIS.
- b. Ensure compliance with relevant laws/rules and regulations/procedures.
Key Performance Indicator: Zero HR Audit Observation.
- c. Monitor and evaluate planned HR Programs.
Key Performance Indicator: Percentage of Annual HR Plans and Programs implemented.
- d. Re-engineer the HR Processes and system to enhance transparency, accountability and efficiency in operation.
Key Performance Indicator: System and process put in place, TAT reduced.
- e. Ensure timely implementation of HR plans (Transfers, PMS, Promotions, Training. Etc).
Key Performance Indicator: 100% implementation of HR Plans.

2.3.3 Knowledge, Skills and Aptitude:

Knowledge: The Constitution of Kingdom of Bhutan, Civil Service Act of Bhutan 2010, Bhutan Civil Service Rules and Regulation (All Chapters), Labor Act, Processes and protocol of CSIS, Monitoring and Evaluation tools, Result Based management, OD, Counseling, HRM and HR Principles

Skills: Basic ICT, Discrete, Decisive, Analytical, Facilitation, Commitment, Continuous learning, Reflection, Team building and Negotiation.

Aptitude: Proactive, Diligent, Ethical, Exemplary, Firmness, Diligent, Initiative, Critical Thinking, Dynamic, Fair and just, Influential and Integrity.

2.3.4 Enabling Environment:

- a. Management confidence
- b. Functional independence of HRO
- c. Adequate support staff
- d. Clearly established rules and regulations
- e. Standard Operating Procedures in place
- f. Add features in CSIS to make it HRIS

2.4 HR OFFICER AS EMPLOYEE CHAMPION

2.4.1 Definition:

The roles of HR Officer as an Employee champion refers to recognizing the employees concerns and needs and provide opportunity to enhance the morale and commitment towards better performance.

2.4.2 Responsibilities:

- a. Institute mechanism to understand the concerns and needs of the employee
Key Performance Indicator: Mechanism instituted.
- b. Enhance morale of the employees through appropriate HR interventions.
Key Performance Indicator: Number of HR interventions implemented.
- c. Facilitate conducive work environment to the management.
Key Performance Indicator: No. of recommendations made.
- d. Represent employees to the management/HRC.
Key Performance Indicator: No of representative made and issues addressed.

2.4.3 Knowledge, Skills and Aptitude:

Knowledge: Counseling, Coaching, Mentoring, Reward System, PMS, Knowledge on OHS, Lean Management and the Details of the employees.

Skills: Effective Communication, Problem Solving, Decisive, Analytical, Leadership, Team building and negotiation.

Aptitude: Empathy, Influential, Passionate, Cooperative, Initiative, Friendliness

2.4.4 Enabling Environment:

- a. Availability of fund
- b. Support from both management and staff

2.5 HR OFFICER AS INTEGRITY ADVOCATE

2.5.1 Definition:

The role of HR Officer as Integrity Advocate refers to strengthening organizational integrity through establishment of integrity infrastructure comprising, education, prevention and compliance.

2.5.2 Responsibilities:

- a. Institutionalize implementation of Standard Operation Procedures (SOP) in the agency.
Key Performance Indicator: SOPs developed (HR) and ensure implementation in sectors.
- b. Promote values of ethics and integrity through education programs such as induction Program of employees, training on ethics and integrity and monitoring.
Key Performance Indicator: No. of education programs conducted.
- c. Ensure effective management of Asset Declaration.
Key Performance Indicator: Percentage of compliance to Asset Declaration.
- d. Ensure effective management of gift rules.
Key Performance Indicator: Gift recording mechanism instituted.
- e. Ensure effective management of conflict of interest.
Key Performance Indicator: Mechanism to identify and manage CoI instituted.
- f. Develop integrity vetting mechanism in recruitment of employees and act as liaison officers for integrity vetting for other agencies.
Key Performance Indicator: Integrity vetting mechanism developed and implemented.

- g. Establish Mechanism to receive information or complains on misconduct and breach of civil service code of conducts.
Key Performance Indicator: Mechanism established.
- h. Facilitate/Ensure proper investigation on misconducts/compliant and appropriate actions are taken.
Key Performance Indicator: Number of investigation facilitated.
- i. Must ensure that civil service remains apolitical.
Key Performance Indicator: No individual civil servants face administrative/ HR actions due to involvement in the political affairs of the nation.
- j. Ensure effective implementation of Civil Service Code of Conduct and Administrative Discipline as per Chapter 3 and 19 of the BCSR 2012.
Key Performance Indicator: No individual civil servants face administrative/ HR actions due to breach of Civil Service Code of Conduct.

2.5.3 Knowledge, Skills and Aptitude:

Knowledge: Policies and procedures of organization, Training and learning mode, Asset Declaration Rules and Regulations, Gift Rules, Integrity vetting, Development of network of HROs and Basic administrative interviewing skills, Civil Service Code of Conduct (Chapter 3, BCSR 2012), Administrative Discipline (Chapter 19, BCSR 2012).

Skills: Effective Communication, Problem Solving, Analytical, Leadership, Team building and negotiation, ICT and Decision making.

Aptitude: Empathy, Persuasive, Firmness, Fairness, Influential, Passionate, Cooperative, Initiative, Friendliness and Discrete.

2.5.4 Enabling Environment:

- a. Knowledge, support and priority accorded by leadership to strengthening integrity in organization,
- b. Support from stakeholders such as RCSC, RAA, ACC, Government etc to sustain the initiatives
- c. Support from staff from the organization,
- d. Role models by leaders and HROs in upholding values of ethics and integrity
- e. Patience and professionalism of HROs in promoting integrity in the organization
- f. HROs are able to raise matter of concerns on integrity without fear of reprisal

PART B- TERMS OF REFERENCE FOR ADMINISTRATIVE ASSISTANT (HR ASSISTANT)

CHAPTER 3: Role of Administrative Assistant (HR Assistant)

Under the direct supervision of the Chief/Dy. Chief/Senior/Human Resource Officer, Administrative Assistants (HR Assistants) in ministry/agency/Thromde shall perform the following roles and responsibilities:

3.1 Maintain up to date information in CSIS

- a. Update non-sensitive information of employee's CV in the CSIS
- b. Process online for recruitment, selection and appointment for regular/contract for approval by RCSC
- c. Process online for study leave approval by RCSC
- d. Update leave in CSIS
- e. Update continuing education (Class X & XII) details in the CSIS
- f. Update short term training details in the CSIS on completion of training
- g. Update promotion, separation in the CSIS
- h. Process transfer and update joining
- i. Enter PE ratings in the CSIS

Knowledge & Skills required:

- a. ICT knowledge
- b. Knowledge on CSIS protocols
- c. Knowledge on BCSR/PD

Key Performance Indicator:

- a. Accurate CV's of employee
- b. Completed all HR Process on time
- c. Online process rejection reduced to less than 5%

3.2 Provide Human Resource Management Services

3.2.1 Recruitment

- a. Advertise vacancy in media and upload in website
- b. Receive applications and check documents
- c. Compile and submit to HRC for short list of candidates for interview
- d. Submit documents to the RCSC and draft appointment order on receiving EID
- e. Open and maintain personal file/service book

3.2.2 Promotion

- a. Receive and verify/scrutinize promotion proposals
- b. Compile and prepare summary sheet and checklist for promotion
- c. Draft promotion order
- d. Carry out pay fixation upon grant of promotion
- e. Draft letter of regret for promotion proposals not endorsed by the HRC
- f. Draft revoke letter
- g. Update promotion details in the personal file/service book
- h. Compile and calculate PE ratings and submit to HRO for verification

3.2.3 Promotion through Open Competition

- a. Advertise vacancy in media and upload in website
- b. Receive applications and check documents
- c. Compile and submit to HRC for short list of candidates for interview
- d. Issue office order
- e. Submit documents to the RCSC
- f. Update personal file/service book

3.2.4 Transfer

- a. Prepare and submit list of employees due for transfer as per BCSR
- b. Draft transfer/relieving/joining order
- c. Update personal file/service book

3.2.5 Separation

- a. Receive application and verify service obligations (voluntary resignation)

- b. Submit list of employees due for superannuation
- c. Draft separation/sanction/relieving order and other correspondences
- d. Calculate retirement benefits
- e. Update personal file/service book

3.2.6 Leave

- a. Receive leave application and verify
- b. Draft sanction order for leave, encashment and LTC
- c. Draft joining order after completion of Leave
- d. Maintain proper record of staff attendance and leaves
- e. Update leave in personal file/service book

3.2.7 Annual Increment/ Allowances

- a. Draft sanction order
- b. Update in personal file/service book
- c. Process increment for civil servants who reaches salary ceiling

3.2.8 Civil Service Award

- a. Verify and update list received from the RCSC
- b. Submit list endorsed by HRC to the RCSC

Knowledge & Skills required:

- a. MS Office knowledge
- b. Advance knowledge on Office Productivity
- c. Hands on training on Pay fixation and etc
- d. Refresher course on BCSR/PD
- e. Communication skills
- f. Interpersonal relationship skills

Key Performance Indicator:

- a. Reduced number of HR audit memos
- b. 100% up to date information in PF/SB
- c. Reduced the number of complaints on HRM services

3.3 Provide Human Resource Development Services

- a. Receive and verify documents for training/studies
- b. Compile and complete forms
- c. Verify eligibility criteria as per the checklist
- d. Draft correspondences and office orders
- e. Update personal file/service book

Knowledge & Skills required:

- a. HRD processes
- b. Institute/University accreditation system/list
- c. Hands on training on calculation of dates, training obligation and etc
- d. Refresher course on BCSR, PD/career progression
- e. IT skills (MS word and excel)
- f. Official correspondences and English proficiency

Key Performance Indicator:

- a. Timely process/implementation of training programs
- b. Reduced number of HR audit memos
- c. 100% up to date STT information in PF/SB and CSIS
- d. Reduced the number of complaints on HRD services

3.4 Civil Service Welfare

- a. Issue office order on one month preparatory time to superannuating civil servants at least one month in advance;
- b. Inform all superannuating civil servants to complete the post retirement documentation formalities at the earliest to facilitate timely payment of admissibility(ies);
- c. Ensure all required documents in the checklist are obtained prior to processing of separation;
- d. Facilitate and process retirement benefits on time, online or offline as per convenience;
- e. Collaborate with agencies concerned for efficient delivery of pension, provident fund, group insurance scheme and other benefits at least two weeks after all documents have been submitted by the superannuating civil servant;
- f. Follow up with the Accounts Officer on the delivery of cheque/deposit of retirement benefits to the retiree's account;
- g. Coordinate the superannuation ceremony in respective agencies as per RCSC guidelines;
- h. Submit a monthly status update on the superannuating civil servants to the RCSC one month after relieve of civil servants from the Agency as per Form 2.2;
- i. Submit a list of civil servants who are interested in attending Retirement Planning services whenever made available by the RCSC; and
- j. Extend formal invitation to superannuated civil servants in National events.
- k. Maintain up-to-date information about the members and submit to the WU the information on the following:
 - i. Recruitment of new members (submit **Form 3.2** in original);
 - ii. New recruits opting not to join the scheme (submit **Form 3.6** in original)
 - iii. Transfer of members both to and from the agency;
 - iv. Separation of members other than death (submit **Form 3.7** in original to withdraw CSWS membership. The form should be accompanied with a copy of separation order).

- l. Collect Form 3.3 from members to update their nomination as the incidences (birth, divorce, death, etc.) occur.
- m. Submit the executive summary of the nomination updates made by the members accompanied by the photocopy of Form 3.3;
- n. Verify relevant supporting documents are submitted as required along with Claim Form (Form 3.5).
- o. submit the claim online for approval/regret to the RCSC;
- p. Submit monthly reports to the WU on the semso payment, along with the copies of Form 3.5 and supporting documents. This report should be routed through the HR Committee;
- q. Print “semso” payment receipt and attach with Form 3.5;

Knowledge & Skills required:

- a. ICT knowledge
- b. Knowledge on Civil Service Welfare Scheme

Key Performance Indicator:

- a. Ensure that the retirement benefits are provided timely
- b. Ensure that superannuation ceremony is implemented
- c. Ensure “semso” payments are made on time and properly.

3.4.3 Serve as Custodian of Official Documents

- a. Develop systematic and proper documentation of official documents
- b. Ensure secrecy of confidential documents
- c. Provide all necessary documents during conduct of HR Auditing

Knowledge & Skills required:

- a. Filing system and documentation
- b. Work ethics and Integrity (conflict of Interest)
- c. Record keeping

Key Performance Indicator:

- a. Proper documents maintained

PART C: HUMAN RESOURCE OFFICER'S COMPETENCY DEVELOPMENT FRAMEWORK

The HR Officers' Competency Development Framework is a document which specifies the knowledge and skills required by the Human Resource Officer as per their terms of reference to perform their roles and responsibilities ranging from normal day to day functions to strategic roles. Based on the framework, three levels HRO's Competency Development Program (CDP) will be designed and provided to all the HR Officers ranging from Assistant Human Resource Officer to Chief Human Resource Officers in a successive manner.

Objective:

To fulfill our mission and vision of building a highly motivated, dynamic and professional civil service guided by highest standard of integrity to promoting good governance in pursuit of Gross National Happiness, the Human Resource Division in any organization is considered to be the backbone of the organization as the success of the organization depends on how well the employees of the organization is managed, developed, professionalized and motivated. Hence, our focus is to address the tactical requirement of the HR Officers, empowering them with knowledge and tools to advance their understanding of the employee management and development. Accordingly, the terms of reference (TOR) of the HR Officers have been developed with following five roles:

1. Strategic Partner
2. Change Agent
3. Administrative Expert
4. Employee Champion
5. Integrity Advocate

To successfully carry out their roles and responsibilities effectively and in an efficient manner as per the TOR, the solutions are in the form of following three levels of Competency Development Programmes (CDP):

1. CDP Level- I
2. CDP Level- II
3. CDP Level- III

A. HRO's COMPETENCY DEVELOPMENT PROGRAMME I (CDP I)

The HR Management level I programs aim at building a stronger understanding of HR practices through the application and creating stronger alignments between the organization and HR goals. The program equips generalist and early HR practitioners with knowledge and skills required to execute the normal day to day HR practices at their workplace. The program will equip the HR Officers with the knowledge and skills to carry out more of the operational roles.

Target Group:

1. Asst. HR Officers
2. HR Officers

B. HRO's COMPETENCY DEVELOPMENT PROGRAMME II (CDP II)

This program is aimed at supporting the employee in enhancing their knowledge, skills, efficiency and performance. The program has been designed to equip HR Officers with the necessary knowledge, tools and resources needed to develop, implement and evaluate the effectiveness of the employee in an organization. The program will equip the HR Officers with the knowledge and skills to carry out more of the tactical roles.

Target Group:

1. Sr. Human Resource Officers
2. Dy. Chief Human Resource Officers

C. HRO's COMPETENCY DEVELOPMENT PROGRAMME III (CDP III)

The program is aimed at driving the HR Strategy within organizations in a way that contributes to the success and improvement of the service delivery and the achievement of organizational goals. The program has been design to enable HR Offices to align human capital analytics with organizational goals and HR strategy by leveraging data and metrics to make the HR functions a more effective and efficient one. This program will also help HR Officers build effective people management skills that drive efficiency for the organizational performance. After the successful completion of the program, the HR Officers will be able to play more of leadership roles in an organization. The program

will equip the HR Officers with the knowledge and skills to carry out more of the strategic roles.

Target Group:

1. Chief Human Resource Officers

COMPETENCY MATRIX:

Program Level	HRMP I	HRMP II	HRMP III
Level of Scope	Operational Role	Tactical Role	Strategic Role
Workforce Planning (Recruitment, Selection and Appointment)			
Roles and Responsibilities as per terms of reference and behavioral indicators	<p>Workforce determination carried out as per the goals and objectives of the organization and individual work Plan:</p> <ul style="list-style-type: none"> ○ Able to identify organizational goals and objective ○ Able to identify critical capability requirement of the employee to carry out their roles ○ Able to conduct job analysis <p>Conduct the Recruitment and selection procedures as per the guiding rules and regulations</p> <ul style="list-style-type: none"> ○ Able to carry out recruitment procedure without any lapses and discrepancies ○ Should know each and every rules and regulations related to recruitment and selection. 	<p>Integrating human resource management strategies and systems to achieve the overall mission, strategies, and success of the organization:</p> <ul style="list-style-type: none"> ○ Ensure adequate human resources to meet the strategic goals and operational plans of your organization <p>Conduct the Recruitment and selection procedures as per the guiding rules and regulations</p> <ul style="list-style-type: none"> ○ Able to carry out recruitment procedure without any lapses and discrepancies in application of rules 	<p>Set vision for how the organization's performance can be improved and plays an active part in the establishment of the overall strategy on workforce planning to deliver on this vision:</p> <ul style="list-style-type: none"> ○ Should be able to institutionalize the recruitment and selection policy of the organization ○ Should be able to incorporate the best recruitment practices in an organization. ○ Must ensure right people with right knowledge should be placed. ○ Should be able to propose changes to the top management based on the changing government policy and new demand for the services. <p>Conduct the Recruitment and selection procedures as per the guiding rules and regulations</p>

<ul style="list-style-type: none"> ○ Should be able to carry out recruitment procedure without any lapses and discrepancies in application of rules and procedures. 			
<p>Asses the socio-economic situation of the nation and carry out the HR projections of the changing the services</p> <p>The HR Department should carry out the workforce planning that should align different activities and imagine their impact on the people.</p> <ul style="list-style-type: none"> ○ Should be able to align all the activities together and identify their possible impact on the employee. 	<p>Facilitate the conduct of free and fair recruitment and selection</p> <ul style="list-style-type: none"> ○ Should be able to maintain the confidentiality of the sensitive information on recruitment procedures ○ Ensure effective management of conflict of interest while conducting recruitment process (both in planning and selection stages) 	<p>Ensure all the recruitment process in updated in the civil service information system (CSIS)</p> <ul style="list-style-type: none"> ○ Should have good knowledge on the CSIS protocols <p>Forecast the HR requirement based on the expected changing priority of the organization in future.</p> <ul style="list-style-type: none"> ○ Should be able to forecast the HR requirement and accordingly carry out the workforce planning <p>Facilitate the conduct of free and fair recruitment and selection</p> <ul style="list-style-type: none"> ○ Ensure effective management of conflict of interest while conducting recruitment process 	
<p>Facilitate the conduct of free and fair recruitment and selection</p> <ul style="list-style-type: none"> ○ Should be able to design a mechanism to prevent corruption during recruitment process. ○ Should be able to identify the corruption risk area in the recruitment process. 			

<p>Training Requirements</p>	<ul style="list-style-type: none"> • Overview of best practice recruitment and selection • Job analysis and writing position descriptions • Knowledge Civil Service Act, and Regulations • Knowledge on CSIS protocols • Skills in conducting fair, equitable and transparent competency based recruitment and selection processes. <ul style="list-style-type: none"> ○ Planning the process ○ Selecting tools and techniques ○ Competency frameworks and assessing competency • Workforce planning – the basics 	<ul style="list-style-type: none"> • Overview of best practice recruitment and selection • Strategic HR planning and workforce requirements • Developing tactical plans for HR teams • Skills in conducting fair, equitable and transparent competency based recruitment and selection processes. <ul style="list-style-type: none"> ○ Planning the process ○ Selecting tools and techniques ○ Competency frameworks and assessing competency ○ ICT Knowledge relevant in recruitment and selection 	<ul style="list-style-type: none"> • Strategic HR Planning and Workforce Planning within and across agencies • Setting HR policy and direction • Overview of best practice recruitment and selection • Setting policy and procedures for fair, equitable and transparent HR policies
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Program Level	HRMP I	HRMP II	HRMP III
Level of Scope	Operational Role	Tactical Role	Strategic Role
Talent, Development and Retention (Training, transfer, deputation and promotion)			
	<p>Strategically developed HRD plans as per the organizational goals and objectives:</p> <ul style="list-style-type: none"> • Able to identify knowledge and skill gaps • Able to assess the training based on prioritized programs/projects. <p>HR Development programs implemented as per the rules and regulations of the civil service</p>	<p>Keep up with social, economic, legislative and technological trends that impact on human resources in the organization</p> <ul style="list-style-type: none"> • Should be able to identify the training needs that will enable to employees to perform in the new working environment (Ex. Technology) • Should be able to carry out impact assessment of the training for employees • Should be able to carry out budgeting process in the HR Development plan. • Should have knowledge on international best practices regarding employee performance and HRD aspects <p>HR Development programs implemented as per the rules and regulations of the civil service</p> <ul style="list-style-type: none"> • Ensure compliance with the relevant rule and regulation governing training and development 	<p>Establish and implement HR Development and Management Policies.</p> <ul style="list-style-type: none"> • Must ensure a flow of future talent in an organization. • Should be able to assess and analyze the poor performance of the organization • Should be able to assess and analyze the process of the organization
Roles and Responsibilities as per terms of reference and behavioral indicators	<p>Enhance the performance through skill development of employee as per the changing job priority</p> <ul style="list-style-type: none"> • Should be able to identify the critical skills of the HR required for the new job due to changing priority • Must ensure that training is implemented based on need. 		

	<p>Ensure all training process updated in CSIS and maintain up to date information of the employee:</p> <ul style="list-style-type: none"> • Should be thorough with CSIS protocols and training process <p>Ensure there are no single ethical issues in the implementation of the training programmes.</p> <ul style="list-style-type: none"> • Must be thorough with the civil service code of conduct. • Should have knowledge on conflict management 	<p>The HR Department should be working towards enhancing Organization Integrity and prevent corruption.</p> <ul style="list-style-type: none"> • Must ensure compliance to civil service code of conduct and ethics of employee • Must ensure that promotions granted without bias or prejudice • Should ensure that training and studies should be given based on the need not based on the post and authority. <p>Must ensure that transfer and re-deployment should be done in such a way that there is no brain drain.</p> <ul style="list-style-type: none"> • Knowledge and skills should be uniformly spread across the civil service agencies 	<p>HRD programs implemented as per the rules and regulations of the civil service</p> <ul style="list-style-type: none"> • Should be able to draft and institutionalize HR management and development policy and rules. • Ensure compliance with the relevant rule and regulation governing training and development of the civil servants. <p>Carry out an organization audit that focuses on assessing key capabilities the organization requires for success and their implications for staffing, training, compensation, communication and other HR practices</p> <ul style="list-style-type: none"> • Should be able to identify ways that can positively lead and motivate people through cultural or organizational change
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<p>Training Requirements</p>	<ul style="list-style-type: none"> • Best practice in training and development <ul style="list-style-type: none"> ○ Links to HR processes ○ Competency Assessments • Overview of the Training Cycle – best practice design and delivery • Overview of conducting a training needs analysis – individual level • Organizational Change – communication skills and stakeholder engagement 	<ul style="list-style-type: none"> • Best practice in training and development <ul style="list-style-type: none"> ○ Links to HR processes ○ Competency Assessments • Overview of the Training Cycle – best practice design and delivery • Overview of conducting a training needs analysis – individual level • Organizational Change – communication skills and stakeholder engagement • Overview- best practices of re-deployment and transfer strategies. • Data analysis- HRD aspects • Research and analytical skills 	<p>Best practice in training and development:</p> <ul style="list-style-type: none"> ○ Links to HR processes ○ Competency Assessments <p>Developing HR Development and Management policies:</p> <ul style="list-style-type: none"> ○ Using HR metrics and data ○ Conducting organisational reviews and audits ○ Implementing policy and change <p>Organisational Change – communication, stakeholder engagement, the change cycle and emotional responses to change, monitoring change and conducting evaluations</p>
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Program Level	HRMP I	HRMP II	HRMP III
Level of Scope	Operational Role	Tactical Role	Strategic Role
Performance Management (Annual Performance Appraisal and Separation)			
Roles and Responsibilities as per terms of reference and behavioral indicators	<p>The individual performance of the employee should be aligned with the organizational goals</p> <ul style="list-style-type: none"> • Able to carry out OD Exercise (redesign and right sizing) and monitor the performance of the individual and organization. <p>Implement performance management system as per the CSA and BCSR 1.</p> <ul style="list-style-type: none"> • Should have good knowledge on performance appraisal and force ranking concept. <p>Provide necessary HR Interventions to performers and non-performers as the requirement of BCSR and CSA.</p>	<p>Linking tools, systems, people and process together to motivate employees to work at their peak</p> <ul style="list-style-type: none"> • Should be able to define performance outcomes • Should be able to provide necessary HR Interventions to performers and non-performers as the requirement of BCSR and CSA. • Should be able to identify the cause (apart from competency gap) of poor performance of the employee and advise the management for necessary actions. 	<p>Leading and managing</p> <ul style="list-style-type: none"> • Should be able to understanding both the business drivers and the organization well enough to identify performance issues and analyze their impact on short and long term organizational goal. • Should be able to assist managers in achieving effective and productive work environment through the provision of appropriate and timely advice/assistance <p>Should be credible to line managers for them to take in consideration of your advice:</p> <ul style="list-style-type: none"> • Should be able to provide necessary HR Interventions to performers and non-performers as the requirement of BCSR and CSA. • Should be able to forecast potential obstacles to success of organization and establish mechanism to overcome the obstacle for better performance of the employee

	<p>Providing opportunity to enhance the morale and commitment of employee for better performance</p> <ul style="list-style-type: none"> • Should be able to institute feedback system to understand the needs and concerns of the employee. • Should be able to communicate the issues and concerns of the employee to Management. • Should be able to administer the exit management process of the superannuating civil servant <p>The HR division should ensure that Performance Management System is implemented as per the guiding rules and performance of the employee should be monitored</p> <ul style="list-style-type: none"> • Should be able to develop SOP for all the Department/Division functions to reduce TAT • Should be able to monitor the SOP and TAT <p>should be able to implement the civil service welfare scheme as per the framework developed by RCSC</p>	<p>Building momentum and managing resistance to Change</p> <ul style="list-style-type: none"> • Should be able to recognize the reasons for resistance • Should be able to deal with resistance with right change management strategy. • Should be able to communicate the change process and clear the misconception among the staff <p>Represent Management with employees as change is initiated and implemented:</p> <ul style="list-style-type: none"> • Should be able to communicate the changing priority and process of the organization to the employee. • Should be able to convey the compelling reasons for change 	<ul style="list-style-type: none"> • Creating a conducive working environment for the employee to perform at their peak • Should be able to carry out performance review and performance coaching • Should have personal credibility to be highly regarded by the employee • Should be able to design and recommend a OHS to management <p>Creating a corruption free working environment in the organization for better performance of the people</p> <p>Interests of the employees should be recognize so that the change initiatives can be adjusted to make the employees feel more comfortable with the changes that occur:</p> <ul style="list-style-type: none"> ○ Should be able to recognize the psychological behavior of the employees ○ should be able to draft and institutionalize reward and benefit policy
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<p>Training Requirements</p>	<ul style="list-style-type: none"> • Overview of best practice performance management • Conducting effective performance review discussion • Providing advice to managers regarding good performers and motivating them, and sub-standard performers • Managing sub-standard performance • Managing the exit process, collating exit interview information • Should have effective communication skills • Knowledge and skills on corruption risk management • Knowledge and skills on various integrity management tools 	<ul style="list-style-type: none"> • Overview of best practice performance management: <ul style="list-style-type: none"> ○ Performance targets, measurement and monitoring across teams and the organization ○ Performance coaching staff and managers • Conducting effective performance review discussions • Providing advice to managers regarding good performers and motivating them, and sub-standard performers • Should be able to identify performance issues and analyze its impact on Short Term & Long Term organization goal. • Should have effective communication skills • Knowledge and skills on corruption risk management • Knowledge and skills on various integrity management tools 	<p>Overview of best practice performance management</p> <ul style="list-style-type: none"> ○ Performance targets, measurement and monitoring across the organization ○ Reviewing performance against organizational targets and strategies ○ Providing appropriate and timely advice to managers about motivating and managing staff <p>Providing advice to managers regarding good performers and motivating them, and sub-standard performers</p> <ul style="list-style-type: none"> ○ Managing sub-standard performance ○ Performance coaching ○ Knowledge and skills on corruption risk management ○ Knowledge and skills on various integrity management tools
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