

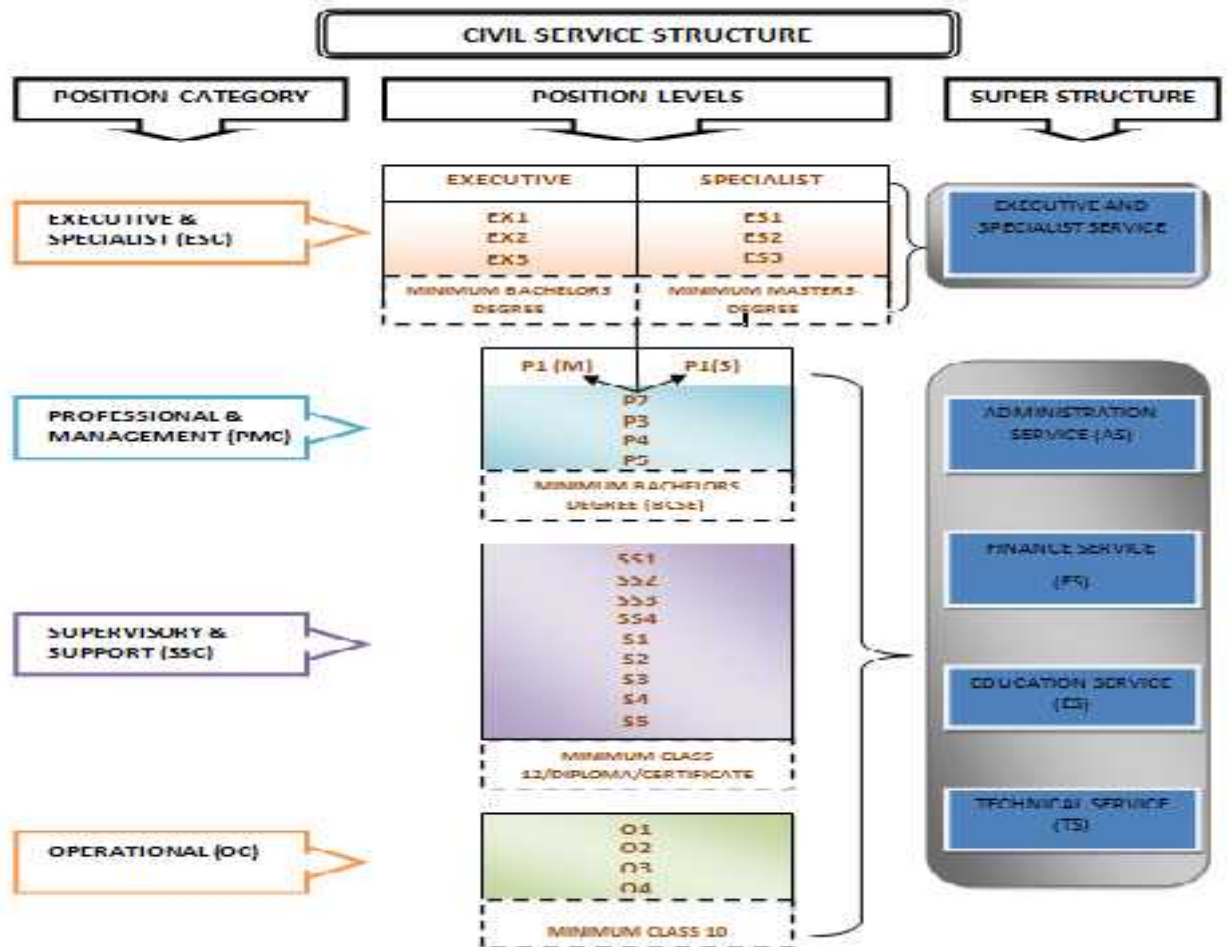
CHAPTER 2: CIVIL SERVICE STRUCTURE

2.1 Policy

- 2.1.1 Provide a framework for the Civil Service to function efficiently and effectively in the delivery of public service.
- 2.1.2 Ensure proper classification of Civil Service by Position Category, Position Levels, Major Occupational Groups & Sub-Groups aligned to Super Structure.
- 2.1.3 Delineate a clear career path and hierarchy.

2.2 Civil Service Structure

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



2.2.2 The definition of each Position Category is outlined below:

Executives and Specialists Category (ESC)

2.2.2.1 Executives (EX):

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

2.2.2.2 Specialists(ES):

- i. Specialists are recognized as experts in their fields. These positions are responsible for carrying out research, analysis and tasks requiring top-level expertise which can develop, influence or otherwise affect organisational and/or national policies and processes. All Specialists shall report to a management executive. In addition, Specialist may shall function as technical advisor, strategic partner, and may head technical centres/programmes/projects as appropriate.

2.2.2.3 Professional and Management Category(PMC):

- i. The work-scope of the Professional and Management category goes beyond the day-to-day issues/activities towards influencing larger-range outcomes. It provides input to major policy issues and decisions. Its focus is primarily on determining tactical level issues and/or decisions. Its decision-making scope is within broad guidelines established within existing policies. The category relies on precedent, but may be required to undertake some original thinking and planning tasks. It implements decisions as determined by the EX/ES; and develops and recommends changes in policies and procedures. It supervises work, conducts performance appraisals, and has the responsibility of initiating disciplinary action of the Supervisory & Support and Operational Categories.
- ii. Position Level P2 shall be the deciding point for a civil servant on his future career ladder. He shall decide whether to continue service in his field of Specialisation/profession or move to a management position.

2.2.2.4 Supervisory and Support Category (SSC)

- i. Responsibilities for this category comprises of supervising and supporting employees including scheduling and assigning of work, training and making decisions impacting daily job functions. It implements day-to-day decisions determined by the P category. Its decision- making scope is within defined guidelines established within existing policies. It can

conduct performance appraisals of direct reporting employees and has input into disciplinary actions.

2.2.2.5 Operational Category (OC)

- i. Responsibilities of this category may include initial public contact responding to and routing phone calls to appropriate respondents, chauffeuring, sorting of mails, typing and use of computers and other office equipments to input information/data and prepare reports. Overall, the staff under this category is required to comply with set objectives, methodology and specific task assignments.

2.2.3 A Position level is the rank within the Position Category. The Civil Service shall have 21 Position Levels, which are grouped into the following four Position Categories:

- | | |
|-------------------------------------|---------------------|
| 2.2.3.1 Executive and Specialist | – 3 Position Levels |
| 2.2.3.2 Professional and Management | – 5 Position Levels |
| 2.2.3.3 Supervisory and Support | – 9 Position Levels |
| 2.2.3.4 Operational | – 4 Position Levels |

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

2.2.5 Qualifications stated in Section 2.2.1 are the minimum requirements to enter into that Position Category.

2.2.6 Professional & Management category shall progress upto P2 positions, and thereafter follow the Y concept (Section 2.2.1) to move to P1 and further into EX/ES positions. For progression into P1 management to EX positions is through open competition and P1 specialist to ES positions on fulfillment of relevant specialist promotion criteria.

2.2.7 Supervisory & Support category shall progress into Senior Supervisor (SS) level up to SS1 irrespective of the entry level provided all promotion criteria are met. In-service SSC civil servants may move to PMC if they fulfill its entry requirements.

2.2.8 Operational category shall progress upto O1 Level provided promotion criteria are fulfilled. In service Operational category civil servants may move to higher level categories like PMC and SSC if they fulfill the entry requirements of the respective category.

2.2.9 Super Structure.

Super Structure is the guiding Framework principle for movement of civil servants within their professional areas. There are five Super Structure groups:

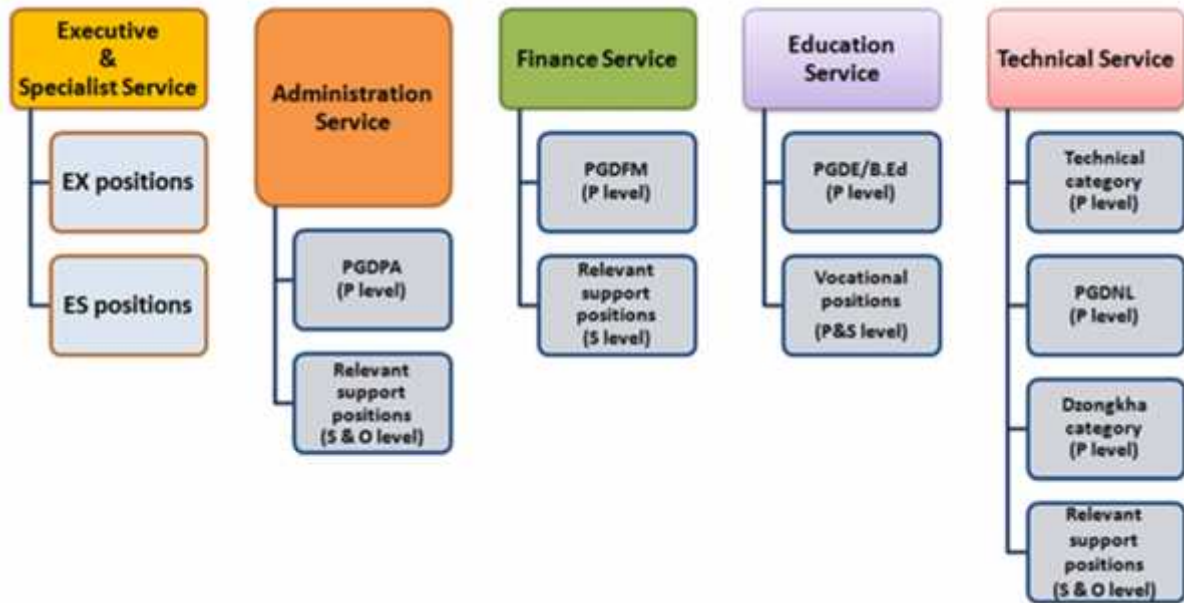
2.2.9.1 Executive & Specialist Service

2.2.9.2 Administration Service

2.2.9.3 Finance Service

2.2.9.4 Education Service

2.2.9.5 Technical Service



2.2.10 The MoG, SG and positions for the SuperStructure are identified in *Schedule II (a)*. The classification of civil servants under the Super Structure shall be as per the SuperStructure manual.

2.3 Major Occupational Group & Sub Groups

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

2.3.2 Subject to incorporation or removal of one or more groups by the RCSC, there shall be 19 Major Occupational Groups and 94 Sub-Groups.

2.4 Job Description

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

2.4.2 A Job Description shall contain the following details:

- 2.4.2.1 Job identification;
- 2.4.2.2 Job purpose, duties and responsibilities;
- 2.4.2.3 Minimum qualifications and experience;
- 2.4.2.4 Complexity of work;
- 2.4.2.5 Nature, scope and effect of work;
- 2.4.2.6 Instructions and guidelines available;
- 2.4.2.7 Work relationships;
- 2.4.2.8 Supervisory/Management responsibilities (if any); and
- 2.4.2.9 Job environment.

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

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

- 2.4.4.1 A 'generic' job description that covers the basic duties and responsibilities shared by all civil servants fulfilling the same position in whichever organization they are employed; and
- 2.4.4.2 A 'specific' job description that is more contextual and outlines duties and responsibilities specific to the needs of the Agency, to which the position is affiliated.

2.5 Position Directory

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

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

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

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

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

2.6 Organisational Structure

2.6.1 RCSC shall conduct Organisational Development Exercise (ODE) to review Agencies' mandates and capacities. Organisations' structure shall be recommended based on the ODE's findings. In addition to the relevant ODE methodology, the Agencification Framework and Standard Operating Procedures (SOP) shall also serve as a guide for changing structures (*Schedule II c*).

2.6.2 As provided in Section 29 of the CSAB 2010, the Commission shall as per the decision of the Lhengye Zhungtshog create, abolish, upgrade or alter organizational structures in the Civil Service, including names in consultation with Agencies concerned, except for Legislature, Judiciary and Constitutional Bodies.

2.6.3 The creation, abolishment and upgradation of structures shall be guided by the Agencification Framework and Standard Operating Procedures (SoP) for changing structures as per [Schedule](#)

2.6.4 Agencies shall consult the RCSC on any changes being proposed on the organisational structure including change of names.

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

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

2.7 Staffing Pattern and Strength

2.7.1 The RCSC in consultation with Agency concerned shall:

- 2.7.1.1 Determine staffing pattern and strength as per the staffing SoP;
- 2.7.1.2 Create, abolish or classify positions;
- 2.7.1.3 Carry out staffing during Organizational Development Exercise

2.8 Parent Agencies

2.8.1 The RCSC shall be the final authority for all the HR actions in the Civil Service as ‘the central personnel agency of the Government’

except for the positions mentioned in the Constitution and the Civil Service Act of Bhutan 2010.

2.8.2 The RCSC may designate appropriate agencies as Parent Agencies, based on Parent Agency Framework for HR functions *as per Schedule II (d)*

2.8.3 **Purpose**

2.8.3.1 To enhance the Royal Government's decentralisation policy by empowering Working Agencies.

2.8.3.2 To enhance clarity and streamline specific HR roles to avoid duplications between the Parent Agencies and Working Agencies.

2.8.3.3 To focus on the proper planning, management and professional/capacity development of civil servants belonging to specific profession.

2.8.4 **Authority and Responsibilities**

A Parent Agency shall have the following authority and responsibilities under the overall guidance of RCSC:

2.8.4.1 Develop profession specific competency, carry out succession planning, clear career path, HRD planning, staffing standards, and set standard for service delivery

2.8.4.2 Insert mandatory activities and targets in IWPs aligning to Parent Agency's objectives in consultation with working agencies;

2.8.4.3 Carry out transfers in accordance with Sections 14.4.6 and 14.4.7 of Chapter 14 on Transfer and within the approved staff strength and transfer guideline approved by RCSC;

- 2.8.4.4 Assess the vacancy proposed by Working Agency for in-service recruitment through open competition upto P2. The Open competition shall be carried out as per the procedures outlined in Section 13.7;
- 2.8.4.5 In certain cases where the working agency is not in position to carry out the recruitment & selection and open competition, Parent Agency may recruit and select and carry out open competition on behalf of Working Agency;
- 2.8.4.6 Identify and maintain a pool of experts for necessary technical back stopping as and when required.
- 2.8.4.7 Submit evaluation of performance of mandatory activities and targets of their respective occupational groups to the Working Agency as input to their Moderation Exercise.
- 2.8.4.8 To take a lead role in recommending to RCSC any post creation across civil service.
- 2.8.4.9 A Parent Agency shall not:
- i. Carry out transfers without first consulting the Working Agency, if a civil servant is yet to complete the minimum years of eligibility as per Sections 14.4.6 and 14.4.7 of Chapter 14 on Transfer;
 - ii. Nominate civil servants by name in the working agencies for training. This shall be the prerogative of the Working Agency.
 - iii. Carry out inter-Major Occupational Group transfer; and
 - iv. Transfer Professionals to Embassies/Missions/ Consulates, except those under the MoFA, in contravention to Section 14.4.9 of Chapter 14 on Transfer.

2.8.5 The Parent Agency system

2.8.5.1 A Civil Servant shall be under the respective parent agency as follows:

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

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

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

ii. Civil Servants working in the Field Offices/
establishments under the

Dzongkhag/Thromde Administration, except those mentioned under Section 2.8.4.11(b):

Field Office	Parent Agency
Schools	Ministry of Education
Hospitals/BHUs	Ministry of Health
RNR Centers/Extension Offices	Ministry of Agriculture & Forests
Veterinary Hospitals	
Geog Administration Officers	Ministry of Home & Cultural Affairs
Accounts Assistants	Ministry of Finance

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

- a. National Centres
- b. Regional Offices
- c. Research Institutes
- d. Training Institutes
- e. Tertiary Institutes

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

Services/Sub-Group	Parent Agency
Finance, Accounting and Budget Services	Ministry of Finance
Internal Audit Services	
Property & Procurement Management Service (procurement only)	
ICT Services	Ministry of Information & Communications
Legal Services including legal professionals (i.e. Legislative Services) working in the National Assembly and National Council Secretariats	Office of Attorney General
Survey Engineering Services and Land Services	National Land Commission
HR Management & Development Services (excluding Employment Officers & Labour Officer)	RCSC
Planning Services	GNHC
Statistical Services	NSB
Dzongkha Development Service ((Language Development Officer and Dzongkha Coordinator)	DDC

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

2.8.6 Responsibilities of the Working Agencies:

2.8.6.1 Authority shall be as per the delegation prescribed in the BCSR.

2.8.6.2 All Agencies shall have full control and authority for retirement, leave, recruitment, promotion, training, suspension and disciplinary actions as delegated in the relevant Chapters of the BCSR. In addition, Working Agency shall carry out the following;

- i. staffing to be proposed as per the standards established and agreed between Parent Agency and directly submit to RCSC;
- ii. submit graduate requisition to RCSC which is then consulted with the Parent Agency;
- iii. Carry out regular recruitment up to S1 as guided by the annual recruitment plan. However, in certain cases whereby the Working Agency is not able to carry out recruitment, Working Agency may request the Parent Agency to carry out the selection.
- iv. carry out recruitment for PMC on contract and recruitment of regular SSC and OC;
- v. Contract recruitment into OC, SSC & PMC as per the annual recruitment plan.
- vi. Contract extension
- vii. recommend meritorious or fast track promotion to RCSC;
- viii. process Long Term Training directly with RCSC;
- ix. Submit annual HRD plan to RCSC;
- x. Carry out open competition up to P2 after consulting with Parent Agency. However, in certain cases whereby the Working Agency is not able to carry out Open

Competition, Working Agency may request the Parent Agency to carry out the selection. The Open competition shall be carried out as per the procedures outlined in Section 13.7.

- xi. Carry out lateral transfer after consulting with the Parent Agency, coordinate and finalize with Parent Agency on transfer of the staff as per transfer chapter.

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

2.8.8 The Authority shall be exercised only through the Human Resource Committee/Council.
