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རྒྱལ་གཞུང་གི་གཞི་གཞུག་ལྷན་ཚོགས།  
ROYAL GOVERNMENT OF BHUTAN  
ROYAL CIVIL SERVICE COMMISSION  
*Excellence in Service*



**Annexure 2: Support Functions Assessment**

**A. Background**

Support Functions Assessment (SuFA) is an assessment tool that will examine the strength of an organization with the aim to provide an insight into the management practices vis-a-vis other agencies' and thereby encourage all Agencies to achieve an exceptional level of performance.

**B. Parameters**

The parameters chosen for assessment have been selected from international indices for measuring high-performing and effective agencies. The assessment criteria are as follows:

1. *Engaged Workforce*: Assess management practices in the organization that promotes respect, trust, and setting clear expectations while communicating the agency's values. Engagement is empirically linked to better job performance, organisational commitment, productivity, and public sector innovation;
2. *Leverage use of ICT*: Assess the use of information technology for enhanced efficiency, effectiveness, and accountability in service delivery;
3. *Financial Management*: Assess the financial management of the senior management in the organization to derive value for money and cost effectiveness in their decisions;
4. *Effective Planning and Program Management*: Assess the effectiveness and involvement of the senior management in planning and execution for outstanding organisational performance; and
5. *Ethical Leadership*: Assess ethical leadership practices in the civil service to ensure that there is integrity, ethics, trust, transparency, accountability, and fairness in the working environment which will enhance the service delivery effectiveness.

**C. Methodology**

To ensure that the data collected for these outputs are objective, credible, and cost-effective, data will be collected through a common annual pulse survey administered to all agencies based on a randomly generated list of relevant staff. The result from the survey will be used to generate the preliminary list of top and low-performing agencies. Subsequently, teams will visit the top and low-performing agencies to validate the findings. The report on the National Integrity Assessment of ACC will be used to determine the score for parameter no. 5.

**D. Assessment Score**

The use of SuFA is expected to provide rich time series data to benchmark organisations' performance, inform management decision making, and help set reform priorities and strategy. The score of SuFA together with other performance assessment tools and systems, shall be used for capacity development interventions and other HR actions.



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