



ANNUAL REPORT
(July 2021 – June 2022)
STATE OF THE ROYAL CIVIL SERVICE

Royal Civil Service Commission
ROYAL GOVERNMENT OF BHUTAN



"As underpinned in our age-old saying, "the golden yoke of secular laws," accountability must henceforth become the cornerstone of governance. We must correct those who deviate, be firm with those who do not deliver, replace those who are incompetent, and terminate those who underperform and have therefore become a liability to our system and nation. We must not hesitate to expose those who engage in corrupt practices, so that we send a strong signal to deter others from doing so."

His Majesty the King
114th National Day Address, Tashichhodzong
17th of December, 2021

This Annual Report is prepared and submitted as per Article 26, Section 9 of The Constitution of the Kingdom of Bhutan and as specified under Section 19 of the Civil Service Act of Bhutan 2010.

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EXECUTIVE SUMMARY



The RCSC and its family of civil servants offer our profound gratitude and respect to His Majesty the Druk Gyalpo. His Majesty's farsighted leadership and initiatives continued to ensure that the people of Bhutan are safe in the wake of the CoVID-19 pandemic, which globally affected millions leaving a trail of socio-economic issues, suffering, host of challenges and loss of lives. However, for us in Bhutan, under the peerless leadership of His Majesty the King, everyone's safety and well-being was assured. Besides, all necessary support systems were carefully planned and put in place for the eventual lifting of the pandemic protocols. This enabled smooth transition to normalcy beginning April 2022 ensuring safety and access to health services in cases of emergency to all sections of the society.

The Civil Service has served the nation with loyalty, dedication and played a key role in enhancing socio-economic development in the country. It finds itself operating in a fast changing socio-economic and technological environment and is required to serve modern citizenry who are educated and skilled, more sophisticated in taste and talent, and indeed more aspirational for greater opportunities and life-chances. As often reminded by His Majesty the King, Bhutan must take advantage of its geographical position and its unique culture and traditions; innovations in information technology and transform quickly into a knowledge-based tech-driven society for which Civil Service has to play a critical role. However, proliferating government agencies pursuing sectoral targets in isolation, increasing financial burden on the upkeep of a large size, complacency arising out of a sense of protected employment, minimal accountability and bureaucratic processes burdening efficient service delivery are some of the key impediments to growth and development. His Majesty the King, in his sagacity and wisdom, wanted the Civil Service to take the pandemic as an opportunity to introspect and reposition Civil Service in such a way that it could sense emerging changes, forge partnerships and coalitions and serve in unison to provide highest standards of services with ethical and moral responsibilities. The Royal Kasho of 2nd February, 2021 mandated the Civil Service transformations so that it has a renewed vision for the 21st century and provides foundation for a robust, apolitical, meritorious, innovative and resilient organisations driven by culture of research, modern technology, enabling legislation and highest ethical and moral standards of its leaders and personnel.

In its efforts to bring about Civil Service transformation, the RCSC chose four strategic levers. They consist of instituting enhanced leadership in organisations; strengthened governance systems; dynamic civil servants; and robust structures instituted. This Annual Report 2021-2022 of the Third Commission features the implementation of its major programmes, policies and services including the efforts made towards Civil Service transformation inspired by the Royal Kasho.

Civil Service transformation underscored the need for changing the underlying assumptions and adopting new ways of providing public services, requiring changes in systems, processes and organisational culture. The RCSC considered leadership as a key lever to drive these transformations as it affects the setting of direction for civil servants and what they actually

do in the field. It, therefore, called for reassessment of the fundamental assumption of how leaders were groomed and selected for a vibrant and responsive Civil Service. The notion of Civil Service as an “iron rice bowl”, which was held for a long time, had to be broken and the concept of tenure as given had to be altered. A rigorous leadership competency assessment was carried out and existing executives assessed by a panel of experts. Those who did not meet the expectations were facilitated to exit the system. As always, a change comes with a price. Being a small society, executing such decisions was hard. Yet, a start had to be made to punctuate the equilibrium. Continuous assessments are being institutionalised through the Performance Management System to ensure that leaders deliver and drive their Agencies.

It was also realised that agility in the organisations starts with agility in the minds of people and particularly its leaders. Systems for leadership grooming, recruiting the right kind of leaders, performance management and development were deemed critical. A new system to identify young talents and groom them for placement in Civil Service was instituted and the existing system and process of executive selection was replaced by a more rigorous competency-based system. Once selected, a robust career progression and exit management framework together with reward and recognition system including performance-based incentives will be used to identify and strategically manage talent.

A new leadership capability building initiative called Nurturing Leadership Programme was designed and implemented for 65 Senior Civil Servants and 60 school leaders. The programme facilitated performance coaching, peer-to-peer learning and learning to do in the real-life work context so that the leaders could create a high performing work culture and bring about behaviour transformation in their respective Agencies. Similar initiatives have been instituted to develop leadership competencies at the level of Division Chiefs, which will be cascaded to lower levels in the hierarchy.

Service delivery, which is another primary responsibility of the Civil Service Agencies, was given further impetus to make it citizen-centric by introducing a monitoring and assessment framework. In collaboration with the Prime Minister’s Office, a pilot was initiated with four commonly-available services on an IT platform called Service Evaluation Tool. Following the pilot, the scope of the project will be expanded to include many other Agencies and services.

The RCSC worked closely with the executives to accelerate efforts to transform the Civil Service. The aim was to reorganise Civil Service agencies and increase use of technology so that we can better serve the public. The restructuring exercise was guided by broad strategies which aim to: a) establish and strengthen Ministries as the foundational structure of governance for a more effective role in policy setting and enforcement; b) reposition Ministries and Agencies strategically with allied mandates and common objectives for greater synergy and collaboration; c) leverage technology for improved service delivery and productivity; d) cluster common services to provide support functions such as Finance, HR, Procurement for optimal HR utilisation; and e) outsource and consolidate services wherever feasible, for cost efficiency.

The reform initiatives will continue to be expanded as we move into the next financial year. Systems to revamp personnel management are in the pipeline, namely: Civil Service career progression and exit management; clean wage and performance-based incentives; and executive tenure. These additional initiatives will amplify the reorganisation initiatives to improve efficiency and effectiveness in Civil Service and help attain “developed country” status as envisioned by His Majesty the Druk Gyalpo.

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ACRONYMS

AAS	: Australia Awards Scholarship
AKRA	: Agencies Key Result Areas
APA	: Annual Performance Agreement
APT	: Annual Performance Target
AQAF	: Agency Quality Assessment Framework
BCSE	: Bhutan Civil Service Examination
BCSR	: Bhutan Civil Service Rules and Regulations
CAF	: Common Assessment Framework
CaPE	: Career Progression and Exit management
CAS	: Commonly Aailed Services
CBF	: Competency Based Framework
CSAB	: Civil Service Act of Bhutan
CSSD	: Civil Service Support Desk
CSWS	: Civil Servants' Welfare Scheme
CSX	: Civil Service Express
EMCs	: Embassies, Mission and Consulates
ePEMS	: electronic Public Expenditure Management System
FIT	: Foundational In-Service Training
GPMS	: Government Performance Management System
IWP	: Individual Work Plan
JDS	: Japanese Grant Aid for Human Resource Development Scholarship
JICA	: Japan International Cooperation Authority
KPI	: Key Performance Indicators
LCDF	: Leadership Competencies Development Framework
LCF	: Leadership Capability Framework
LDP	: Leadership Development Programme
LS	: Leadership Statement
LTT	: Long-term Training
MAF	: Monitoring Assessment Framework
MaX	: Managing for Excellence
ME	: Main Examination
NWS	: Nehru-Wangchuck Scholarship
OC	: Operational Category
ODE	: Organization Development Exercise
OSA	: Officer on Special Assignment
PE	: Preliminary Examination
PGDE	: Post Graduate Diploma in Education
PGDFM	: Post Graduate Diploma in Financial Management
PGDPA	: Post Graduate Diploma in Public Administration
PhD	: Doctor of Philosophy
PMC	: Professional and Management Category
PMS	: Performance Management System

PSD	: Public Service Delivery
RCSA	: Royal Civil Service Award
SAT	: Smart Assistants Training
SCS	: Senior Civil Service
SET	: Service Evaluation Tool
SIY	: Search Inside Yourself
SJT	: Situational Judgment Test
SOP	: Standard Operating Procedure
SSC	: Supervisory and Support Category
STT	: Short-term training
TAT	: Turn Around Time
TICA	: Thailand International Cooperation Agency
ToR	: Terms of Reference
WWF	: World Wildlife Fund
ZES	: Zhiyog Electronic System
SHRM	: Strategic Human Resource Management

List of Agencies

ACC	: Anti-Corruption Commission
BHSEC	: Bhutan Council for School Examinations and Assessment
BLDCL	: Bhutan Livestock Development Corporation Limited
BMHC	: Bhutan Medical and Health Council
BNCA	: Bhutan Narcotic Control Agency
BoB	: Bank of Bhutan
CSWD	: Civil Service Wellbeing Division
DAHE	: Department of Adult and Higher Education
DITT	: Department of Information Technology and Telecom
DLG	: Department of Local Governance
DRC	: Department of Revenue and Customs
ESMD	: Executive and Specialist Management Division
GNHC	: Gross National Happiness Commission
JDWNRH	: Jigme Dorji Wangchuck National Referral Hospital
LG	: Local Government
MoAF	: Ministry of Agriculture and Forests
MoE	: Ministry of Education
MoEA	: Ministry of Economic Affairs
MoF	: Ministry of Finance
MoFA	: Ministry of Foreign Affairs
MoHCA	: Ministry of Home and Cultural Affairs
MoIC	: Ministry of Information and Communication
MoLHR	: Ministry of Labour and Human Resources
NLCS	: National Land Commission Secretariat
NLP	: Nurturing Leadership Programme
NPPF	: National Pension and Provident Fund

PSDD : Public Service Delivery Division
PMO : Prime Minister's Office
RCSC : Royal Civil Service Commission
RGoB : Royal Government of Bhutan
RIGSS : Royal Institute of Governance and Strategic Studies
RIM : Royal Institute of Management

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PART 1: INTRODUCTION



1.1 Royal Civil Service Commission

The Constitution of the Kingdom of Bhutan provides for the establishment of the RCSC as the central personnel agency of the government. Though RCSC was established by the RGoB in 1982, it was further legitimised through the CSAB 2010. Since its establishment, it has played a critical role in developing and nurturing a professional Civil Service that aims to deliver efficient, effective and high quality and standards of public services.

This Annual Report is prepared and submitted as per Article 26, Section 9 of the Constitution of the Kingdom of Bhutan and as specified under Section 19 of the CSAB 2010 which states that the Commission is required to submit an Annual Report on its policies and performance to His Majesty the Druk Gyalpo and to the Prime Minister.

1.2 The Commission -Key highlights

The Third Commission was appointed in April 2019 and is serving its third year. Since its constitution, it has worked towards developing professional capability and ensuring that civil servants render quality service guided by the highest standards of ethics and integrity, and also endured in ensuring uniform rules and regulations on recruitment, appointment, staffing, training, transfers and promotion prevail throughout the Civil Service besides continuing to maintain a small, compact and an efficient Civil Service.

The Commission usually meets once every week. A total of 46 Commission meetings were held between 1st July, 2021 to 30th June, 2022. The Commission dedicated every Tuesday for Commission meeting to provide timely decisions and also met on other days, as required.

After being bestowed with the Royal Kasho of February 2021, a mid-course correction was done resulting in the strategic focus areas being realigned to four outcome areas: i) Enhanced Leadership; ii) Strengthened Governance Systems; iii) Dynamic Civil Servants; iv) Robust Structures Instituted.

1.3 Annual Performance Plans 2021-22

The annual performance plan for financial year 2021-22 reflects priorities within the identified themes aligned to the Civil Service reform plans initiated after the Royal Kasho of February 2021. In order to achieve the overall plans and programmes of the Commission, the Annual Performance Target was aligned to the Civil Service Reform initiative plans within three broad objectives under which 11 success indicators/KPIs were identified. The three broad objectives for the year 2021-22 were identified as following:

1. Enhance Human Resource Management and Development;
2. Implement New Civil Service Reforms; and

3. Strengthen Civil Service System.

The KPI/Success Indicators for the Annual Performance Target were:

- i. Timeline by which annual priority areas for RCSC administered scholarships completed;
- ii. Number of RCSC administered scholarships implemented;
- iii. Number of competency framework developed;
- iv. Number of programmes implemented to enhance well-being in Civil Service;
- v. Timeline by which leadership networking, mentoring and peer coaching framework is developed;
- vi. Robust structure instituted;
- vii. Dynamic Civil Servants;
- viii. Enhanced Leadership;
- ix. Strengthened Governance systems;
- x. Recruitment portal developed; and
- xi. Digital archiving system and file scanning enhanced.

1.4 Budget summary report of 2021-22

For the fiscal year 2021-22, total budget of Nu. 414.677 million was approved, of which Nu. 215.965 million was allocated as capital expenses and Nu. 198.712 million for current expenses. Budget Utilisation for the reporting year stood at 90.89%. Nu.37.745 million in planned activities could not be undertaken which relate to savings made through stringent measures in Gol-PTA fund and resorting to virtual meetings and reduction of wasteful expenses.

PART 2: FOUR STRATEGIC OUTCOMES FOR CIVIL SERVICE TRANSFORMATION



His Majesty, during the 113th National Day, announced the priority to reform the Civil Service to meet the needs of a “Developed Bhutan”. Reflecting on the issues and challenges noted in the Royal Kasho, RCSC, after consultation with various stakeholders including civil servants, identified four outcome areas for the reform agenda:

1. Enhanced Leadership;
2. Strengthened Governance Systems;
3. Dynamic Civil Servants; and
4. Robust Structures Instituted.

During the 114th National Day Address, His Majesty continued to inspire the Civil Service Transformation to achieve the relentless and altruistic vision of a developed Bhutan by revitalising the lost “Nga” to fix accountability. This vernacular “Nga min du” has inspired RCSC and the entire Bhutanese population to address the pervasive issues of stagnancy, complacency, and inadequacy of systems that hinder the goal of a developed Bhutan. The world around us is changing so rapidly. If we cannot keep pace, we will be left behind. The need to transform our Civil Service must also be seen in this context.

The Commission committed itself to implement the Civil Service reform activities to achieve the above four key outcomes. Integral to implementing the reforms, the Commission would like to acknowledge the support and expertise of all experts, executives and officials. Most importantly, the Commission would like to submit our deepest gratitude to His Majesty the King for the constant leadership and inspiration in bringing about transformation in the Civil Service.

With this package of reforms, it is opportune for all civil servants to equally contribute in transforming the Civil Service. The RCSC is unflinchingly determined to overcome the issues and challenges highlighted in the Royal Kasho and make Civil Service dynamic, effective and efficient and the engine to drive Bhutan into the future. Equally, we seek unwavering support from all the civil servants to be united and for everyone to play our part, knowing we are only as strong as our weakest link.

2.1 Enhanced Leadership

Studies indicate that skilled managers- SCS are critical to employee engagement and superior sustained organisational performance that contributes to national socio-economic well-being. Accordingly, the first objective of transforming the Civil Service is to institute world-class professional and strategic leaders spearheading future-ready Civil Service organisations through various interventions as detailed below.

2.1.1 Senior Civil Service Selection Systems Revamped

In order to enhance leadership in the Civil Service, RCSC revamped the selection modality of the current P1 Management and EX3 Executive to enhance the selection process for greater

rigour and relevance to appropriately evaluate the suitability and potential of the candidate aligned to the Leadership Capability Framework (LCF). The selection of candidates for P1 Management and EX3 Executive positions will henceforth comprise of a three-part Assessment Process for the stage II shortlisted candidates: i) Online Time-limited Situational Judgement Test (SJT) and submission of One-pager Job Scope and Achievements; ii) Group Interview; and iii) Individual Interview. During the group interview, if a candidate is rated as “not meeting expectations” by three or more panellists, the candidate will not be eligible to sit for the final individual interview. The composition of the selection panel has also been strengthened with the inclusion of international experts.

The first selection for Director of Department of Bilateral Affairs, MoFA under these new procedures was successfully conducted. There have been positive developments associated with new procedures including sending of clear signals to aspiring candidates and managers in the Civil Service at large on the fundamental shift in recruiting, selecting, and managing leaders in the Civil Service.

2.1.2 SCS Performance Management System Reviewed and Streamlined

2.1.2.1 Leadership (Executives) Assessment Exercise

The Leadership Assessment Exercise of Executives was carried out in January to February 2022. The objective of the Leadership Assessment was to put in place a simple and effective system to assess top leadership in the Civil Service to make accountability a measure of service. An independent panel for the assessment was constituted with a balanced representation of individuals with varying degrees of experience, expertise and perceptions, both within and outside of the Civil Service including external experts to provide a fair, transparent and objective assessment.

The leadership assessment framework comprised of the four broad areas: i) Planning; ii) People management; iii) Performing now; and iv) Positioning for the future. This framework consisted of a four-part assessment process: i) Annual Performance Agreement (APA) and Leadership Statement (LS); ii) A Time Limited SJT; iii) Group interview; and iv) Individual Interview.

A similar four-part assessment process for EX3 positions was used. Instead of submitting the APA and LS, emphasis was given to their job scope and achievements. Candidates identified as “not meeting expectations” but have some potential to review further were made to undergo individual interviews by the independent panel to further assess them holistically. However, candidates who were categorised as “not meeting expectations” or as “meeting expectations” were screened out from the group interview.

For EX1/2 group, the panel found that about 50% of these executives failed to meet these expectations and 7% exceeded expectations. Similarly, for EX3 group, the assessment panel found about one-third of the Directors “promising” and one-third of the Directors failed to “meet the high expectations” required of executives holding these position levels. As part

of exit management strategy, those not meeting expectations were “managed out”. Those identified as “not meeting the expectation of the position but has potential to perform” were given the option to either take specialist positions; or be placed at lower-level Executive positions.

2.1.2.2 New Performance Dashboard for SCS with differentiated KPIs

Performance Management System (PMS) is a critical management tool to ensure accountability and performance. With the intention to strengthen the existing MaX-GPMS link, the review which was carried out in collaboration with Government Management Performance Management Division, Prime Minister’s Office (PMO) concluded that using APA evaluated scores as proxy scores for executive performance management led to misrepresentation of actual performance. APA deliverables were mostly found to be at annual output level and there was very little strategic alignment between the FYP outcome areas and the APAs. In addition, the LS was found to be an administrative burden which could be eased through incorporation in the APAs as required areas of delivery.

Subsequently, after several rounds of deliberations, APAs were directed to be revised with differentiated levels of KPIs at Agency, Department and Division levels. This differentiation is intended to reflect the expected level of results (higher outcome, outcomes and output levels) in terms of impact that SCSs across levels of agencies must produce which is commensurate with the scope of responsibility and influence of their position levels.

The revised APAs will have three main components of: i) Business delivery: which are the core deliverables in accordance with their agency mandates; ii) Financial Management (FM) and iii) Strategic HRM (SHRM), both of which will replace the requirement for LS. Indicators under FM and SHRM will be provided by MoF and RCSC respectively to assign required targets to be met for efficient and effective management of public resources and human capital.

Proxy score-based performance assessment will be done away with and the APA will be used as a single reference document for SCS performance assessment. The online LFS report, Integrity check of ACC, Audit report, customer survey reports and other relevant documents will further supplement information on performance.

The Head of Agencies’ annual performance assessment will be carried out by an independent panel spearheaded by the RCSC in August/September every year. Prior to this assessment, all Executives will have to assess the annual performance of their direct reports based on the new assessment framework and their assessment by subordinates will, in turn, form an integral part of the Executives’ assessment.

The RCSC has continuously assessed all the executives involved in the Civil Service transformation efforts for their ability and potential to assume expanded roles and

responsibilities. This approach is in line with the radical shift towards personnel management in the Civil Service.

2.1.2.3 Revamped Specialist Performance Assessment Framework

Although Specialists possess deep domain knowledge and expertise, there has always been the challenge of optimally engaging and utilising them. In efforts to ensure their optimal utilisation, Specialists were asked to develop IWP to ensure that their work was detailed out annually and accordingly they were accountable for their work targets.

In this reporting year, a new specialist work plan format has been developed and introduced to validate their roles against three specific functions of Technical Advisor, Strategic Partner and Researcher. Promotions for Specialists in the July 2022 promotion cycle were assessed using this framework aligned to clear Specialist TOR. With the enhancement of the MaX (Managing for Excellence) system the requirements arising from the role of advisor, strategic partner and researcher in their specialised areas, will also be used as reference for policy interventions. Specialists will no longer receive proxy scores which considerably diluted accountability, instead they will be moderated with the rest of the staff.

2.2.3 Leadership capability developed through Nurturing Leadership Programme

The leadership development training through the NLP is central and key to the transformation agenda. The NLP is a new, exciting and unique endeavour where leadership capacity building is carried out through a year-long experiential training. This turn-key reform project, expected to touch the lives of all civil servants, is anticipated to increase efficiency and effectiveness in the Civil Service and improve overall customer satisfaction. The key modules of the NLP are Civil Service Express (CSX) project, Peer Performance Coaching, Networking and Stakeholder Engagement, and Leadership Accelerator Toolkit which is detailed below:

The NLP was introduced from 19th October, 2021 with 125 participants (65 Executives and 60 Principals). There are 10 Project Management Team members from RCSC, RIM, RIGSS, and MoE to help institutionalise the cutting-edge concepts of NLP.

2.2.3.1 CSX Project (Leader Lab)

This is a strategic initiative-based approach of leadership development which nurtures and amplifies leadership through its cascading approach to co-create solutions live in the leadership laboratory. Nurturing Leadership Participants identify Peer Representatives (PR), who in turn identify stakeholders, with cascading of learning from 125 to 5PRs, to 15 stakeholders, which covers a total of 9,375 individuals in total.

2.2.3.2 Peer Performance Coaching

Another key aspect of this training is Performance Coaching. Under this leadership capacity development, the participants will help each other through performance coaching in delivering specific task/projects. This programme aims to certify participants as coaches.

2.2.3.3 Networking and Stakeholder Engagement

It was noted that many executives do not network beyond their official set-up. NLP provides a platform to network through 11 live jam sessions conducted every Friday. As of 30th July, 2022 six Jam sessions have been conducted. Through the CSX projects, NLPs are constantly in touch with their stakeholders in implementing their projects.

2.2.3.4 Leadership Accelerator Toolkit

The Leadership Accelerator Toolkit is developed with training modules consisting of asynchronous and synchronous learning material and hosted on the Learning Platform TalentLMS. Contents are aligned to the LCF and following areas are covered: Performance Coaching, Five Star Teams, Performance Collaboration, Strategic Sensing, Agile Performance Solving, Performance Accountability, Building Trust, Decision Delegation, Serving Stakeholders, Change Agent, and Listening and Validation.

In addition to implementing their CSX project, participants are also learning and undergoing above training, and as of now, Performance Coaching, Five Star Teams, and Performance Collaboration have been completed by the participants.

2.2 Strengthened Governance Systems

Instituting strong governance systems that promote meritocracy, accountability, integrity, efficiency, and effectiveness in the Civil Service through various interventions is one of the four outcomes the RCSC identified for transforming the Civil Service.

2.2.1 Career Progression and Exit Management institutionalised

Currently, career progression in the Civil Service is predictable with minimal performance requirements and generally not tied to availability of positions except at SCS position levels. This has led to complacency on one hand and very limited competency growth on the other as evident from our data on cognitive and psychometric tests of P1. Furthermore, the system does not have a dynamic exit management process which leads to stagnation of civil servants across some position levels causing disgruntlement and demotivation in the Civil Service. In response to these challenges, the “Career Progression and Exit management” (CaPE) framework was planned to: i) recognize and reward merit through career progression; ii) enhance and encourage good performance and development of competencies; and iii) discourage extended stagnation.

This dynamic CaPE will facilitate stellar performers from their pool for fast-track career movement upwards once they meet the defined criteria for career progression. The framework will also streamline a dynamic exit management for those who stagnate for extended durations due to lack of required competencies and poor performance. CaPE framework will be based on both performance and potential of individuals. Career progression will therefore, not only be a vertical pathway only but also horizontal. CaPE is expected to unleash full potential as well as gracefully exit poor performers and place accountability at the core of the Civil Service.

2.2.2 MaX System reviewed and rationalised

The PMS serves as i) accountability tool, allowing citizens, governments officials and parliamentarians to gauge the performance of the Civil Service with clarity; and as ii) a performance improvement tool enabling continuous feedback and growth. The PMS in civil service, MaX (Managing for Excellence) system, instituted since 2014 has served as an objective means to assess performance among employees. Towards continuous improvement of systems and processes, following changes are made in the MaX system to call for continuous coaching, feedback, assessment, and monitoring and evaluation:

1. Year-round planning, review and assessment: The existing system was opened only at specific times of the year for inputting information. However, given the need to promote the practice of continuous feedback, the system is now open at all times to allow supervisors to make updates real time in the system for continuous monitoring and assessment of performance;
2. Cascading the output of the Division in the Annual Plan as the default work plan of the head of the division for higher accountability as their performance will be assessed based on the delivery of the Division's work, which was absent in the earlier version;
3. The format of the Performance Appraisal Form has been changed to remove the requirement of identifying four target values which was burdensome and also promoted undesirable behaviour; and
4. Inclusion of Leadership Competencies Development Framework (LCDF) which details out the leadership competencies of officers at different position levels. This provides the supervisor a good reference in evaluating their employees' leadership competencies.

2.2.3 Citizen service delivery improved

The Royal Kasha on the Civil Service commanded to address the issues in public service delivery. Towards this, the RCSC identified a project on Public Service Delivery (PSD) improvement and developed the Monitoring and Assessment Framework (MAF) to complement the efforts of PSDD. The new approach of service delivery looks at engaging service users to co-create ideas for effective and efficient delivery of public services. The MAF takes an ecosystem approach to address the challenges in service delivery and requires both the service providers and recipients to be mindful of their duties and responsibilities. Currently, to assess performance of service providers, RCSC has reached out to users who were selected randomly from a list generated from the Service Evaluation Tool (SET) seeking

their feedback through a set of structured questionnaires using Computer Assisted Telephonic Interview.

SET is online evaluation system which will generate evaluation reports based on user feedback. Going forth, agencies will be notified of SET findings on a quarterly basis and these reports will provide timely reminders to Agencies to address their service gaps and help build a culture of customer care and service orientation. Moreover, service performance from these reports will be made to have a bearing on the overall performance evaluation of agencies.

Only four services are being piloted at the moment: two services under the NLCS (urban and rural land transaction); and two services under the Department of Civil Registration and Census, MoHCA (i. New CID/SR issuance and ii. Move-in & Move-out), and 50 more services are scheduled to be brought on the SET by the end of the fiscal year 22-23. Out of these six services will be on boarded by end of August 2022. This fast tracking of PSD monitoring in the Civil Service Agencies is expected to bring about a gradual but pervasive change in the mindsets of civil servants towards improvement of public service delivery.

Advocacy for SET across Civil Service Agencies is on-going and a public awareness programme has been developed and is being disseminated through the BBS and other media platforms. To complement services delivery improvement efforts, Empathy Skills Training has been completed for 188 civil servants and 20 batches have been planned to be covered by December 2022.

2.2.4 Talent Management Framework Institutionalised

In order to develop a professional and capable body of civil servants in the higher echelons of the Civil service for now and the next generations, the RCSC has identified talent management as one of the transformation initiatives in the Civil Service. Towards this, the RCSC is developing a talent Management Framework to attract, identify and recruit pre-service candidates and develop, engage, retain and deploy the best and the brightest in-service civil servants. Through a two-pronged approach, the framework will address pre-service and potential civil servants through the King's Scholarship programme and through the PMS for in-service talent. The three broad areas of the framework are as follows:

2.2.4.1 Spotting Talent

The RCSC will spot talent for the Civil Service from the pool of best and brightest of both the pre-service and in-service civil servants. The prestigious King's Scholarship program to spot potential of Bhutanese students at an early age has already been rolled out. It will look to attract bright high school graduates who will be selected, trained and facilitated for successful admissions to renowned universities abroad. Unlike other scholarship programmes, candidate selection and deployment to agencies will be predetermined. The RCSC in collaboration with the MoE, MoFA, MoF, HM's Secretariat and other private individuals and institutes will facilitate these awardees for world class education and ensure that their transition from high school to university and as incoming civil servant recruits is aligned to the objectives of the talent management system.

Selection for candidates is done through a robust and competitive selection process. The shortlisting criteria are: i. 81% and above in the BHSEC/Class XII Board Exams results (based on subject criteria); ii. 81 percentile and above in the psychometric test; and iii. 90% and above in the core subject. The final selection is conducted through a written essay of 300 to 500 words and a recorded video clip. Selected candidates will have to undergo developmental programmes and professional internships at Civil Service institutions biennially during semester breaks. RCSC will closely monitor academic progress of candidates and support them for successful completion of their courses.

Scholarship Awardees will pursue undergraduate studies in the areas of Public Administration, Engineering, Information and Communications Technology and Data Analytics, International Relations, Economics, Education, Mathematics and Agriculture. Eight scholarships will be offered under the prestigious King's Scholarship for the 2022 intake as detailed in the table 1.

Table 1: Prioritized Areas for Kings Scholarship

#	Field of Study	Slot	Agency
1	B. Education	1	MoE
2	B.Sc Mathematics	1	
3	Big Data/AI	1	MoIC
4	B. Public Policy	1	RCSC
5	B. International Relations	1	MoFA
6	B. Applied Economics	1	GNHC
7	B.Sc. Agriculture Science	1	MoAF
8	B. Economics	2	MoEA&MoLHR

Interviews for three slots: one slot for Bachelor of Public Policy and two slots for Bachelor in Economics and one slot for Big Data/AI have been completed. The remaining selection interview will be completed within mid of July 2022. Candidates selected for Bachelors of Public Policy will study in University of Toronto in Canada and two candidates for Bachelors of Economics will study in St. Stephen's College in Delhi University. The support of the MoFA and EMCs has been sought for admissions in the top-rated Universities such as University of Toronto in Canada; University of Cornell in the USA; and King's College in London, University of Oxford, Harvard University, MIT and other Ivy League universities

Owing to the huge investments on the King's Scholarship awardees both in terms of financial resources and time required to invest on them from selection till completion of their degree programmes, the Commission during its 123th meeting approved for the awardees to serve in their respective agencies after the completion of scholarship programmes. For instance, if a candidate was selected for the International Relations course for MoFA, the candidate has to serve in MoFA after graduation until the completion of service obligation signed with the RCSC. All King's Scholarship awardees have to follow the mandatory service obligations. In addition, the Commission has approved for requirement of the candidates to enter the Administrative Services irrespective of their field of studies since the King's Scholarship awardees are targeted for grooming future leaders in the Civil Service.

From the existing in-service pool, those who have been consistently rated as “outstanding” in the MaX system through the moderation exercise will be identified as potential talent. List of first top three candidates who topped PGDPA, PGDFM and PGDE categories will automatically qualify in the pool of the talent management. A dynamic talent dashboard will be created to manage such individuals in the Civil Service. This dashboard will be maintained both by the RCSC and respective Agencies to monitor, assess and groom talent.

2.2.4.2 Learning and development for talent

The talent pool identified by the RCSC and Agencies will undergo a series of highly recognized trainings and will be meaningfully engaged in various positions within and outside the Civil Service through special assignments and projects that stretch and test their capabilities. Their skills and performance will be continuously reviewed to assess potential to take higher responsibilities. Work on a structured approach to this framework is currently underway and will be rolled out soon.

2.2.4.3 Retention of Talent

Another objective of talent management is talent retention. The RCSC is working on a Reward and Recognition system that will assess performance and contribution to the Civil Service. The areas of assessment will be performance, excellence in service, values, innovation, creativity and team building based on which reward and recognition will be provided. The RCSC will chart their career path and provide growth opportunities, both vertically and horizontally in order to motivate and retain them in the system.

2.2.5 Performance Based Incentives and Clean Wage instituted

The MoF and RCSC are jointly working on a proposal to replace the current Civil Service pay and allowances system with one that is based on the principles of a clean wage system. Under a clean wage system, civil servants will get a pay package without hidden benefits.

The existing system of pay and allowances is complex, with more than 25 different types of allowances. These allowances are taxable, non-taxable, as well as discretionary in nature. This creates administrative burden; compromises transparency and accountability of public expenditure; encourages corrupt practices; and increases overhead cost of the Civil Service. Furthermore, the current pay’s narrow salary band does not provide the bandwidth to support a robust performance management system.

The proposal therefore, is to firstly move towards a pay based on a clean wage system which is budget neutral in the initial years and in the near future introduce performance-based incentives that supports a well-functioning Civil Service. The intention of this reform initiative is to ensure that civil servants who execute the most significant function of implementing development programs are paid equally for their work. Overall, the reform intends to increase the average remuneration, allowance and benefits through savings as a result of right sizing and reorganisations. This is still work-in-progress and the MoF is leading the workstream.

2.2.6 Human Resource Management Autonomy

The RCSC as a part of the Civil Service transformation is promoting HR autonomy and delegating more HR functions to agencies with the overall objective to support seamless service delivery and enhanced agility to agencies. Such delegation will allow RCSC Secretariat to focus on Strategic HR functions. It is also expected that this will provide flexibility, promote innovation, responsiveness, better decision making in HR management, reduce administrative burden, and improve service TATs. The following HR functions have been delegated to the HR Committees of respective Agencies:

1. Regular Recruitment (SSC);
2. Contract Recruitment (PMC, SSC and OC);
3. Contract Extension with/without upgradation (PMC, SSC and OC);
4. Open Competition (P1);
5. Lateral Transfer (PMC, SSC and OC);
6. Secondment (Established Programmes); and
7. Well-Being Programmes (Civil Service Support Desk and Well-Being programmes).

The HRM Autonomy came into effect as of 1st July, 2022. Concomitantly, efforts to digitise the process were also completed. With the delegation of HRM functions, the staffs of HR Divisions/Services were trained on the usage of the new digital features in ZEst for the above functions to ensure seamless transition.

2.2.7 Transitioning from Compliance to Strategic HR auditing

With greater HRM autonomy, the HR auditing will be transitioning from compliance to more strategic HR auditing in order to promote organisational excellence and inculcate the culture of continuous improvement. Strategic auditing will use the Agency Quality Assessment Framework (AQAF). The AQAF is a self-assessment system for organisational development and change, which helps to embed public governance and values based on evidence-based improvement. These strategic audits will lay down the groundwork for future Organisation Development exercises (ODE), which should translate into less investment of time and effort in the conduct of ODEs.

Furthermore, leveraging technology and in particular the ZEst, remote auditing is being executed which is efficient and cost effective. Auditing shall be carried out on annual and biannual basis across the Civil Service Agencies for the delegated HR functions. Only severe observations with a high-risk level shall be reviewed in-depth. As a pre-emptive measure to avoid frequently occurring major observations and ensure greater compliance to the BCSR, regular virtual awareness and training sessions continue to be held with HR Officers and HR Assistants.

2.3 Dynamic Civil Servants

Civil servants play a major role in the development of the nation and in providing efficient public service delivery. They should have the necessary skills and behaviours to provide the required goods and services as well as commitment to serve the Tsawa-Sum. The knowledge, skills and aptitude of civil servants can contribute to organisational growth and development. Therefore, it is very important to plan and strategically invest in their development to ensure that their skills remain relevant in this challenging and ever-changing world. Therefore, building competency of the civil servants has been recognized as one of the four strategic outcomes of the transformation of the Civil Service.

2.3.1 Leadership Assessment and Development policy

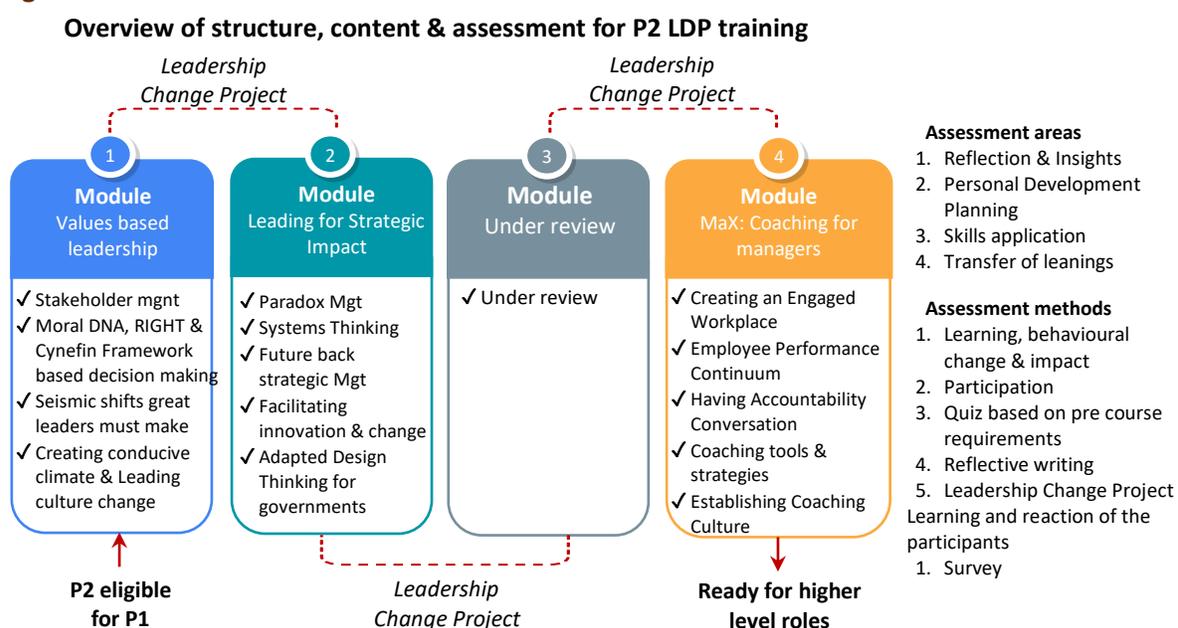
RCSC has collaborated with RIM and RIGSS to institutionalise critical training and development programmes for SCS to shift the perspective towards training and development which will be defined by the following broad principles:

1. a journey of introspection, self-discovery, awareness and learning;
2. asynchronous and synchronous learning with on-site/classroom presence being minimal leading to optimal time usage;
3. integration with agency mandate/job role with coaching support from facilitators and supervisors; and
4. strong assessments features for ensuring commitment to learning/growth, performance management and talent spotting.

2.3.2 Leadership Development Programme (LDP)

The RCSC in collaboration with the RIM introduced a LDP for civil servants currently in P2 position level. This programme will be delivered in four modules as highlighted in figure 1 and

Figure 1: LDP Overview



is intended to bring the desired mindset and behavioural change in future leaders as required by the LCF. LDP programme stands out from the previous training programmes in its mode of delivery, the robustness in assessment of participants and trainers, and its forward linkage with career progression and talent spotting.

In order to optimise LDP classroom learning, participants are required to explore the key concepts before the commencement of the course. During the course they are required to share and practice learning, apply the skills and work on key developmental challenges faced by our country. They will develop and share their self-development plans and leadership change projects which they will be implemented in their respective workplaces.

2.3.3 Competency Based Framework and Leadership Capability Framework developed

The CBFs and LCF will guide HR development programs and ensure that they are strategic, structured and linked with career advancement and competencies required for each profession.

2.3.4 Restructuring of pre-service Training Programme

With the objective to build a dynamic and agile Civil Service, a fundamental shift in the alignment of pre-service training programmes is made across academic and core skills development. The pre-service training will prioritise development of workplace competencies, right mindset and behavioural competencies required in the Civil Service.

The one-year PG Diplomas for Administrative Services and Finance Services will be overhauled and new changes will be effective starting 2023 academic intake. All BCSE selected candidates will undergo Foundational In-service Training (FIT) programme followed by additional service specific training. To ensure that the training is aligned towards expected results, the current FIT course is accordingly being reviewed for its content, delivery and assessment.

2.4 Robust Structures Instituted

In keeping with the Royal Kasho, the RCSC will ensure that all Civil Service institutions function within robust governance structures and where collaborative, change-ready and creative work cultures can be created.

2.4.1 Restructuring of Civil Service Agencies

The RCSC has been working closely with the executives to accelerate efforts to reorganise the Civil Service Agencies. The reorganization will work towards right sizing the Civil Service towards which agencification shall be based on function type, i.e., government mandates wherever possible shall be arranged by policy, regulatory and operational functions. Next, the effort will aim to avoid overlapping mandates, conflict of interest and proliferation of agencies. Similarly, the reorganization will encourage optimization of public resources utilization, ensure principle of arm's length, establish clarity of roles between the central

agencies and Dzongkhag/Thromde administrations; and introduce a standard naming convention for greater coherence in the names of the agencies that reflect their mandates. This exercise will entail a fundamental shift in delivery of public services and instituting accountability.

The proposed restructuring of Civil Service Agencies will be conducted in two phases, beginning with Central Civil Service Agencies and followed by Dzongkhag/Thromde Administrations. The Civil Service restructuring exercise shall be guided by four principles:

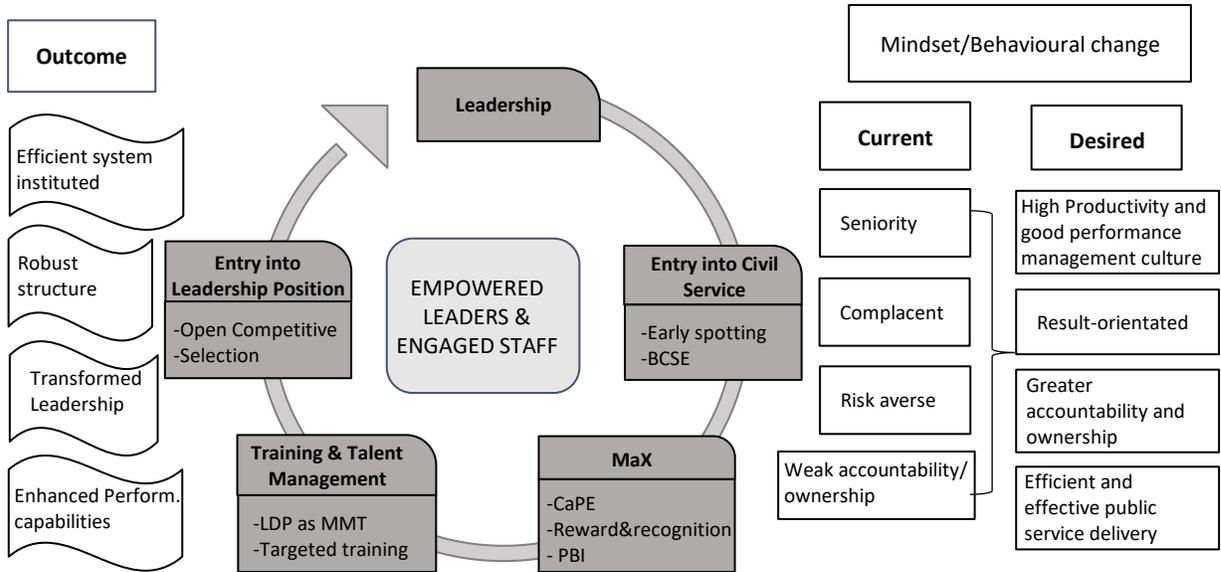
1. Ministries as the Foundation;
2. Ministries working together for common national goals;
3. Centrally Planned and locally implemented; and
4. Optimization of processes and resources while enhancing collaboration and accountability.

Guided by these principles, the proposed restructuring will firstly cluster all agencies with common objectives and national mandates into four distinct clusters of *Governance, Security, Economic, and Social*. These four clusters will be the key pillars supporting the Centre of Government and transform the governance structure. The proposal also calls for assigning lead Coordinating Secretary for each of these clusters to ensure consolidation of efforts of all Ministries and Agencies within and across clusters. In order to respond to the proliferation of Agencies, consolidation and clustering of common services including regulatory services is proposed to provide renewed focus, professionalism and accountability. Redeployment and reskilling of staff as a result of the restructuring will be instituted wherever redundant positions are eliminated, to ensure that the reform does not result in employee lay-off.

The restructuring of the Dzongkhag/Thromde Administrations component of the proposal, which will provide clarity of roles between the Central Agencies and local Administrations, is reviewed in collaboration with the DLG, MoHCA to ensure that the reorganised structure is more responsive to the socio-economic development needs of the local populations.

The schematic diagram of the above four outcomes along with the overall interventions and mindset/behavioural changes is summarised in figure 2.

Figure 2: Summary of Overall Interventions



PART 3: HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT



In line with the requirements of the Constitution and the CSAB 2010, the RCSC undertakes regular organisational functions as the central personnel agency of RGoB in the continuous effort to promote merit, productivity, equity, and ensuring uniformity of rules and regulations. These functions include conducting examinations and recruitment, appointment, staffing, international volunteers' management, training, transfers, promotion, executive management, separation, managing administrative discipline, well-being, maintaining up-to-date personnel information, HR Audit, and day-to-day HR services undertaken by various HR services across agencies and through services at the RCSC Secretariat.

3.1 Human Resource Development

In accordance with the requirements of CSAB 2010 which mandates RCSC for HRD management, regular and routine activities in executing the function include: approving LTT study leave; collaborating with development partners on scholarships; facilitating open scholarship opportunities; and managing HR Development projects such as GoI-PTA and RGoB cost-sharing scholarships. HRD programmes are based on the overall requirements of the 12th FYP, Strategic National HR Development Plan, CBF and Annual Priority Area exercises. The major highlights for this reporting period are decentralisation of HRD programmes, leaning of STT processes and development of SoPs (HRD fund review, pre-departure briefing, and post LLT reporting for detailed implementation status- refer Annexure I).

3.1.1 Annual Long Term Training Implementation status

During this reporting period, the RCSC processed 335 new LTT proposals as detailed in figures 3 to 7.

Figure 3: LTT Implementation Status by Qualification & Mode of Study

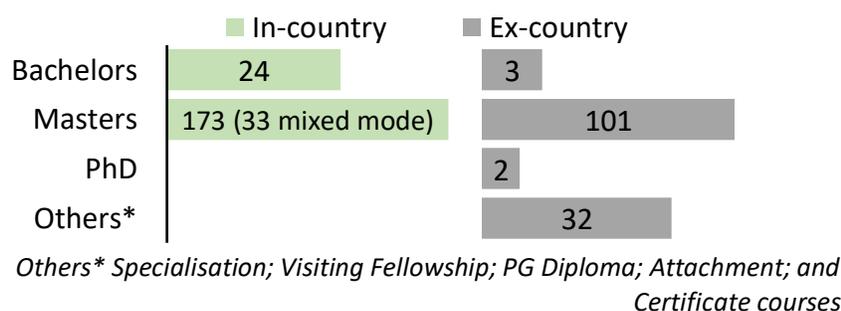
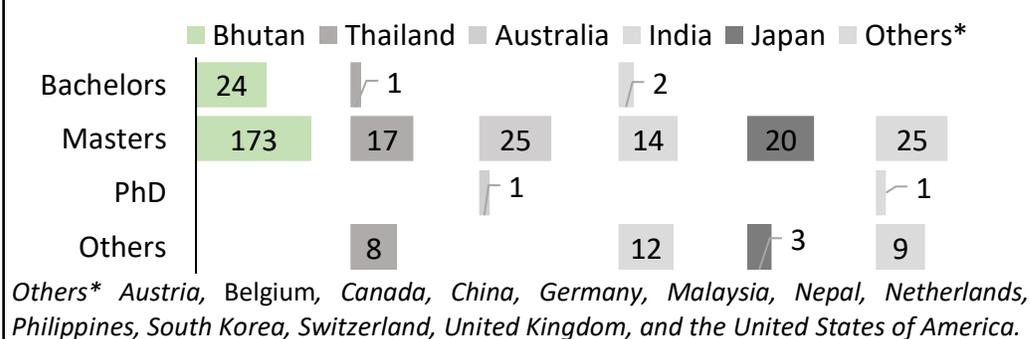
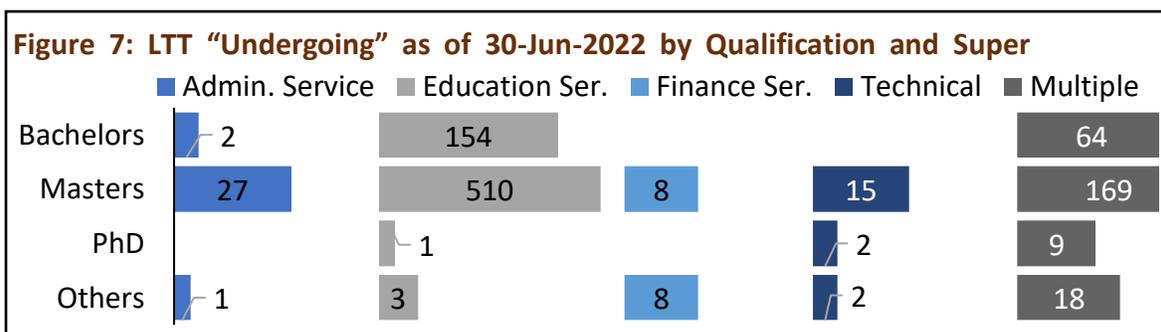
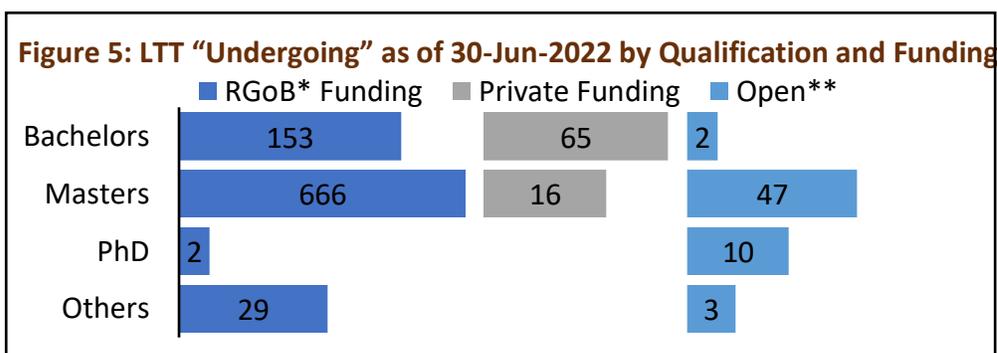
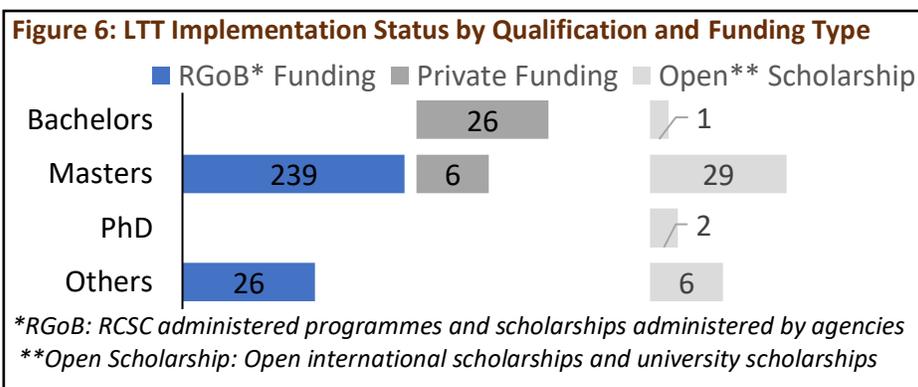


Figure 4: LTT Implementation Status by Qualification and Country





3.1.2 Major HR Development programmes implementation status

Among the HRD programmes administered by RCSC, some are received in kind as scholarships and some as financial resources earmarked for scholarship programmes. Identification of priority areas under each scholarship and allocations to agencies is made based on required need of agencies. The status of major scholarship programmes administered by the RCSC is detailed below.

3.1.2.1 Gol supported HRD programmes

Among the HRD programmes implemented by RCSC to professionalise the Civil Service in the 12th FYP, Gol is the largest donor with an initial allocation of Nu. 800 million. Nu. 200 million from the total was re-appropriated for CoVID-19 intervention and the Economic Stimulus Plan, bringing down the total outlay to Nu. 600 million. The outlay was further revised to Nu. 200 million, subject to increase within the scope of Nu. 600 million, based

on the utilisation status. Nu. 10 million of the revised outlay was allocated to the implementation of LTT and Nu. 190 million was allocated to the implementation of STT, based on training needs identified through CBF, OD Exercise findings, and other critical needs of the Agencies. Some of these STT areas were:

- Training to enhance service delivery through rolling out of SOPs and TATs;
- Training required due to the introduction or upgradation of systems;
- Training aligned to the five Thematic Areas of the RCSC.

In the reporting year, implementation of training, especially STT, was affected by continued national lockdowns and training restrictions imposed from January till May, 2022. In spite of these restrictions, a total of Nu. 70 million was utilised for programmes implementation by Agencies.

While affecting several training plans, the CoVID-19 restrictions also provided an opportunity to resort to alternative measures, which contributed to a total positive savings of over Nu. 28 million. The following is a list of the cost cutting initiatives undertaken by the RCSC:

- Training programmes were encouraged to be implemented as virtual/in-house training at recognized training institutes;
- Trainings were facilitated in locations where majority of the participants resided, resulting in cost saving in terms of TA/DA;
- Admissibility of DSA for RCSC administered in-country STT was discontinued;
- Training participants were encouraged to opt for car-pooling, to the possible extent, which resulted in cost saving in terms of mileage entitlements;
- Training components were rationalised to reduce the training duration, providing quality programmes within shorter durations;
- Participants were reviewed and rationalised as per relevance to the training to maximise benefits to the system while minimising unnecessary costs;
- Trainings that were relevant to more than one Agencies were facilitated;
- Strict fund release approach was imposed in order to ensure judiciousness in the utilisation and unnecessary loss of money value. 25% of the fund was released at the commencement of training and the
- Remaining 75% was released only after the completion of training. This approach contributed to positive saving through: i) reduction of interest for pre-finance since the entirety of the fund was no longer required to be released; and ii) reduction of draft charges since the payment settlement upon course completion ensured that there was seldom any balance fund to be reverted by the Agencies to RCSC

For the 2022 intake, 15 LTT slots were announced under the Gol Scholarship. Of the 11 applications received against four study areas, nine were selected for the scholarship. Since no applicants were received for some study areas even after reannouncement, only nine out of 15 slots were implemented. The details are illustrated in table 2.

Till date, 221 civil servants have availed the Gol scholarship, including six civil servants who are currently studying under this scholarship, and 18 civil servants who will commence their programmes in the academic year 2022.

Table 2: LTT Implementation Plan and Status

#	Field of Study	Candidates	Field without applicants
1	M. Sc. IT	3	MA of Cultural Studies /Archaeology, M. of Construction & Infra Mgt/ M.Tech. of Construction Tech and Mgt, M. in Mechanical Engineering/Drilling, M. of Science in Engineering Mgt., LLM
2	M.Sc. Mathematics	4	
3	Masters in Accountancy	1	
4	M.Sc. Physics	1	
Total		9	

Note: University selection is guided by the Ministry of Human Resource Development and University Grant Commission, India ranking to ensure quality.

3.1.2.2 Nehru-Wangchuck Scholarship

For the 2022 intake, nine candidates as detailed in table 3 were selected against nine courses under the NWS. These nine candidates are due for course commencement in the academic year 2022. Till date, 115 Bhutanese (67 civil servants and 48 non-civil servants) have availed this scholarship.

Table 3: Detail of nine candidates selected for intake year 2022

Sl. No.	Course	Candidates
Civil Service candidates (5 slots)		
1	Fellowship in Paediatric Intensive Care	1
2	Masters in Economics	1
3	Master in Veterinary Science (Gynaecology & Obstetrics)	1
4	Masters in Innovation and Entrepreneurship	1
5	MSc. Information Systems (AI, blockchain, business analytics & intelligence, enterprise architect, project mgt)	1
Non-Civil Service candidates (four slots)		
6	Management and Information System (MIS)	1
7	Electrical Engineering	1
8	Education (STEM)	1
9	Professional Accountancy	1
Total		9

Note: University selection is guided by the Ministry of Human Resource Development and University Grant Commission, India ranking to ensure quality.

3.1.2.3 Australia Awards Scholarships

For the 2021 intake, seven civil servants and four non-civil servants as illustrated in tables 4 and 5 were selected under AAS. However, the course commencement dates for the selected candidates were deferred due to the CoVID-19 pandemic. As of 2022, Bhutan has availed 253 scholarships under Australian Awards Programme.

Table 4: Detail of Courses and Number of Civil servants selected

#	Course	Candidates
1	M. of Strategic Studies (Advanced)	1
2	M. of Education Studies	1
3	M. of Cyber Security	1
4	M. of Education (Advanced)	1
5	M. of Economics	1
6	M. of Education (Advanced)	1
7	M. of HR and Employment Relations	1
Total		7

Table 5: Non-civil servants slots selected under MoLHR slots

#	Course	Candidates
1	M. of Accounting	1
2	M. of Engineering (Electrical Engineering)	1
3	M. of Cyber Security	1
4	Diploma of Travel & Tourism Mgt	1
Total		4

3.1.2.4 Thailand International Cooperation Scholarship

In the reporting year, majority of pending slots from the 2020 intake (admission for the selected candidates was delayed by the pandemic) was implemented. With this, the status of the 39 slots (2020 intake) currently stands as detailed in table 6.

Table 6: LTT Slots Status for 2020 Intake

2020 Batch	Pending Slots	Remarks
Full Scholarship	4	- 2 non-civil servants (RUB) withdrawn prior to course commencement - 2 civil servants confirmed to commence in August, 2022
Cost Sharing Scholarship	35	- 4 pending admission confirmation; - 5 withdrawn prior to course commencement - 21 currently undergoing studies - 1 withdrawn from course on medical ground - 4 confirmed to commence course in August, 2022
Total	39	4 pending admission confirmation as they deferred the course due to the pandemic

More than 300 civil servants have availed the TICA scholarship over the years, including 42 civil servants who are currently studying under this scholarship.

3.1.2.5 Trongsa Penlop Scholarship

Five selected candidates from the 2021 intake successfully commenced their course in 2022. For the 2022 intake, the selection interview was conducted and five candidates were selected. After completing the admission process, the five selected candidates will undergo their studies in 2023. Till date, 63 civil servants have availed the scholarship, including 10 civil servants who are currently studying under this scholarship.

3.1.2.6 RGoB-RIM Scholarship

The course is conducted by the RIM in collaboration with the University of Canberra and 163 candidates (including those undergoing) have availed the scholarship till date. Currently, there are 30 civil servants undergoing MBA courses at the RIM.

Table 7: Detail of slots implemented under the RGoB-RIM Scholarship

#	Course	Slots	Remarks
1	M. of Public Admin.	48	Programme discontinued
2	M. of Management	19	
3	M. of Mgt. (Exe. Leadership)	7	
4	M. of Business Admin	89	30 undergoing
Total		163	

3.1.2.7 Japanese Grant Aid for Human Resource Development Scholarship

A total of 10 slots were implemented under JDS Scholarship in this reporting year. The prioritised fields of studies for JDS are: Agriculture and Rural Development; Industrial Foundation Development (Economic Policy and Public Policy/Administration); Infrastructure Development; and Climate Change and Disaster Risk Management. The objective of the JDS Scholarship is to enhance policy making capacity for industrial development and to reduce vulnerability through climate change and disasters. Till date, 29 civil servants have availed the scholarship, including 20 civil servants who are currently studying under this scholarship.

Table 8: LTT Status of 10 Slots Under JDS in the Reporting Year

#	LTT Level	Slots	LTT status
1	Masters	9	Completed
2	PhD	1	Undergoing
Total		10	

3.1.2.8 Other HRD scholarships administered by RCSC

In addition to the implementation of seven major scholarship programmes, the RCSC manages other scholarships, many of which are open to civil servants and non-civil servants alike. In this reporting year, the RCSC managed 28 other scholarship offers. In addition to these scholarships, civil servants also receive other learning & development support which are implemented by their respective parent/working agencies with financing by RGoB and Development Partners. The details of scholarship programmes administered for this reporting period are provided in Annexure II.

3.1.3 Competency based Training Implementation

With the introduction of competency-based training programmes, HRD efforts are more strategically aligned to profession specific competency requirements. Following are some of the competency-based training programmes that the RCSC has implemented:

3.1.3.1 Competency based training led by RCSC as the parent agency

This Smart Assistants Training (SAT) programme was designed in collaboration with RIM to enhance skills of SSC level staff by training them on higher work productivity tools such

as G-suite, Excel, Dzongkha Unicode, and ZEST. In addition, to improve the participants' interpersonal skills, training on client centric communications and sensitization on BCSR was undertaken.

This programme will be provided to all administrative assistants across the Civil Service within the 12th FYP period. From a total of 1,100 administrative assistants, 614 have been covered in FY 2020-22 and the remaining will be covered within FY 2022-23 under the GoI-PTA funding.

3.1.3.2 Competency based training led by respective agencies based on CBFs

A total of 965 civil servants attended the CBF training in this reporting period. Details of the training, level and number of participants, and the agencies are provided in Annexure III.

3.1.3.3 Critical training led by respective agencies based on criticality

In addition to the competency-based trainings, training programmes for critical professions that do not have CBF were also developed with the GoI-PTA fund. The details of this training are mentioned in the Annexure IV.

3.1.5 Empathy Skills Training

To support the public service delivery improvement initiatives, a three-day Empathy Skills Training was instituted for civil servants in agencies responsible for delivery of services directly to the public. A total of eight cohorts of training were provided for staff from Thimphu Thromde, JDWNRH, DRC, Dzongkhags, Notary Office and Department of Immigration.

3.1.6 Undergraduate RGoB Scholarship

The RCSC, in collaboration with DAHE, MoE continues to work towards addressing RGoB's technical expertise requirements through the strategic alignment of undergraduate scholarships to critical needs of the Civil Service.

While working on the yearly intake of undergraduate scholarship students, the RCSC, in close consultation with government Agencies receives requisitions based on prospective skills requirements in their respective agencies. The RCSC further prioritises study areas from the list submitted by the Agencies. A total of 23 undergraduate scholarship programmes were prioritised for the 2021 intake with 104 slots (Annexure V).

Although these study areas are based on final prioritisation by RCSC, the recruitment of candidates into the Civil Service is contingent on the successful completion of course, as well as the BCSE. In the event that candidates do not meet the two requirements, but the area of profession aligned to their study area is critically required due to shortage of supply in the market, these candidates shall be recruited on contract and placed one level lower than the BCSE selected Technical Graduates. However, RCSC reserves the right to reject employment

of undergraduate scholarship candidates in the Civil Service in the event that there is no requirement for such Professionals.

3.2 Human Resource Management

Towards effective CS management, the RCSC provides HR services to RGoB Agencies directly through the Secretariat, as well as through HR services within Agencies.

3.2.1 Staffing and Organisation Structure Review (12th FYP)

In order to align staff requirements in Agencies to their changing organisational mandates and increasing upgradation of socio-economic structures, staffing reviews for 20 Dzongkhags, one Thromde, nine Autonomous Agencies, one Thromde, and nine Ministries were carried out in the FY 2021-22 as detailed in Annexure VI.

3.2.2 Flagship Programme for 12th FYP

Nine Flagship Programmes with high socio-economic impact, requiring multisectoral collaboration and central coordination to address national priority issues were prioritised in the 12 FYP period. In RCSC's effort to continue supporting Government initiatives, approval was made for additional time-bound

Table 9: Number of Position approved for Flagship Programmes

#	Flagship programme	Approved
1	Digital Drukylul	30
2	Water	6
3	Organic Bhutan	15
4	Startup and CSI Development-	4
5	Sustainable Tourism Development	15
6	Waste Mgt & Dog Popn. Control	17
	Total	94

positions in the Project Management Units above and beyond the approved staffing plan of Agencies. The positions were filled with contract staff since Flagship Programmes are time bound. The detailed number of approved positions under the Flagship Programmes are reported in table 9.

3.2.3 Annual Recruitment

The RCSC, in coordination with agencies, carries out the Single Window Annual Recruitment exercise to fill-up critical vacancies. The vacancies are filled either through regular or contract appointment, depending on the recruitment criteria approved by the Commission. The annual recruitment ensures fulfilment of two AKRAs of the 12th FYP: i) right sizing the Civil service; and ii) deploying adequate civil servants to the Local Administrations.

Table 10: Recruitment by Position Category and Gender

Position Category	Employment status	Male	Female	Total
PMC	Regular	415	416	831
	Contract	420	538	958
SSC	Regular	100	83	183
	Contract	118	116	234
OC	Regular	29	-	29
	Contract	135	16	151
	Total	1,217	1,169	2,386

During the year, 1,043 were recruited as regular civil servants and 1,343 as contract civil servants, as reported in table 10.

3.2.4 Redeployment of excess civil servants

During the 12th FYP staffing exercise, 215 positions were either identified as no longer required in the Civil Service, or reduced through reworking on the HR standards, creating more room for multi-tasking. The majority of the reduced positions were from MoAF and MoWHS. The RCSC, in collaboration with the Agencies, redeployed the excess staff arising from the reduced positions, keeping in mind the need to ensure optimal utilisation of the available resources and to offset the need for additional recruitment. During the reporting year, 205 excess staff have been redeployed to available vacancies where their knowledge and skills are rendered relevant, as reported in table 11.

Table 11: Excess staff redeployed

Position Category	No. of civil servants redeployed
PMC	37
SSC	151
OC	17
Total	205

3.2.5 Promotion for PMC, SSC and OC

All broad banded promotions including for P1 Specialist are approved at Agency level. Meritorious promotions are reviewed and approved by the Commission in January and July of every year. Meritorious promotions are out of turn promotions by one year or six months, granted to those civil servants who achieved “outstanding” performance scores for three consecutive years through the moderation exercise for moderated Agencies, and with very strong recommendation for non-moderated Agencies.

In Agencies that do not conduct the moderation exercise, meritorious promotions are assessed by the Commission based

Table 12: Promotion of civil servants by Position Category and Type

#	Position Category	Promotion Type			
		Meritorious	Broad Banded	Fast Track	Total
1	PMC	122	2,148	0	2,270
2	SSC	23	2,020	0	2,043
3	OC	3	173	0	176
	Total	148	4,341	0	4,489

on whether the person has served above and beyond the call of duty. Table 12 provides information on the different promotions granted to civil servants on 1st July, 2021 and 1st January, 2022. During the reporting period, a total of 4,489 civil servants received various categories of promotions. Of the total civil servants promoted, 50.5% were under PMC; 45.5% were under SSC; and 3.9% under OC.

3.2.6 Transfer

In order to uphold Civil Service values of transparency and meritocracy in transfers, except for the routine transfers by parent Agencies, the RCSC has made it mandatory for Agencies to announce all vacancies on their websites for at least two weeks for lateral inter-agency

transfer. This provides equal opportunity to all the civil servants to access and tap such opportunities based on their merit.

Furthermore, Parent Agencies are required to develop fair and transparent transfer guidelines in line with the BCSR 2018, which are then endorsed by the Commission. Transfers will continue to be a regular feature to allow civil servants to move forward in their career and to find the right job. Table 13 provides the details of 126 transfers implemented in the last one year.

Table 13: Details of transfers implemented

Transfer Type	Position Category	April 2021 till June 2022
Inter-Agency transfer without change in position title	PMC	16
	SSC	7
	OC	3
Inter/Intra Agency transfer involving change in position title and MOG	PMC	41
	SSC	2
	OC	0
Inter/Intra Agency transfer involving P title change & not MOG	PMC	42
	SSC	14
	OC	1
Total		126

Officer on Special Assignment (OSA) is another type of Transfer. With its introduction, civil servants are allowed to move from one Superstructure to another for a fixed term of three years. There are also movements of Civil Service on OSA within the Superstructure. Currently, there is only one OSA: an Internal Auditor under Finance service, assigned with the Cabinet Secretariat.

PMC - 99, SSC- 23 and OC - 4

3.2.7 Separation from service

In this reporting year, a total of 1,462 civil servants (4.6% of total) were separated from the Civil Service under various categories of separation as shown in the table 14. Voluntary resignation accounted for 70% of all separation

Table 14: Separation of civil servants by Separation Type

#	Type	Count	Percent
1	Voluntary Resignation	1,023	70.0%
2	Superannuation	210	14.4%
3	Early Retirement Scheme	64	4.4%
4	Death	57	3.9%
5	Compulsory Retirement	25	1.7%
6	Termination	21	1.4%
7	Cancel/Withdrawal of Appointment	13	0.9%
8	Separation By Order	5	0.3%
9	Special Retirement Scheme	44	3.0%
Total		1,462	100%

3.2.8 International Volunteers

International volunteer services have helped knowledge sharing with both civil servants and the communities where they have rendered their services. The RCSC regards these services of

Table 15: International Volunteer Programmes

#	Programme Name	Country
1	Japan International Cooperation Agency	Japan
2	Bhutan Canada Foundation	Canada
3	Australian Volunteers Program	Australia
4	Friends From Thailand	Thailand
5	Fulbright Programme	USA

utmost significance in helping the commission address skills and experience shortages in the civil service especially in highly professional service areas. The RGoB currently receives International Volunteers

from five programmes as listed in table 15.

With the easing of the pandemic, the JICA and FFT volunteer programmes resumed during the reporting year. The JICA programme resumed from May, 2022 and has nine Volunteers. Similarly, FFT resumed from April 2022 and there are nine volunteers under various Agencies. The Australia Volunteers Programme continued with remote volunteering and there are five of them providing their services.

3.2.9 Secondment

In order to promote Bhutan's presence and contribution to the international community as well as to fulfil the obligations of the Government as a member of various international and regional bodies, RCSC facilitates civil servants on secondment. The secondment also provides opportunities to civil servants to acquire diverse expertise and experiences that will be beneficial to the Civil Service upon their return.

Table 16: Secondment to Various Agencies

#	Agency	Total
1	World Health Organization	2
2	National Credit Guarantee Scheme	4
3	Punatsangchu Hydroelectric Project Authority	8
4	Bhutan Development Bank	1
5	Border Patrol Forces Schools in North Thailand, NGO	3
6	Agro Processing Plant, BAIL, Lingmithang	1

During the reporting period, 19 civil servants were on secondment as shown in table 16.

3.3 Administrative Action

Section 27(n) of CSAB 2010 which states: "The Royal Civil Service Commission as the Central Personnel Agency of the Royal Government shall exercise general disciplinary control over civil servants through the enforcement of all rules, regulations and relevant laws", requires the

RCSC to ensure standards of behaviour within the civil service. A total of 139 Administrative penalties were imposed as described in table 17 in the reporting year.

3.4 Human Resource Audit

The HR Audit Service was instituted in 2012 in accordance with Section 27(g) of CSAB 2010. The HR Audit ensures compliance and uniform application of CSAB 2010 and BCSR, towards improving the HR standards and practices across the Civil Service. With increasing

decentralisation of HR functions, the HR Audit functions also saw a commensurate increase in responsibility. HR Auditing is conducted regularly to ensure compliance to the BCSR and uniform application of HR actions across the Civil Service. The HR Audit goes beyond fault finding and makes affirmative observations to recognise good practices.

Table 18: Summary of Agencies Audited

#	Agency	No. of Agencies	Total HR Actions Audited	Major Observations
1	Ministries	5	18,612	40
2	Dzongkhags	10	45,575	470
	Total	15	64,187	510

A total of 60 Agencies are identified to be audited biennially. For FY 2021-22, a total of 15 Agencies were audited as summarised in table 18.

3.4.1 Strategic Human Resource Audit

For the FY 2021-22, a second version of strategic HR Auditing was developed to lay down the foundation for the conduct of Organization Development Exercise (ODE) across the Civil Service in the future. A methodology combining Design Thinking, Mckinsey's 7S framework, and Common Assessment Framework tools were used for conducting the assessment of the organisation. Based on the findings, ideas were co-created with the staff of concerned Agencies. This was initially piloted in Wangdue Phodrang Dzongkhag Administration, followed by implementation in Thimphu and Tsirang Dzongkhag Administrations.

Overall, the Strategic HR Audit provided 27 project recommendations and 12 quick wins recommendations (as detailed in the table 19) in this reporting period, for excellence and continuous improvement of the audited Agencies. The project

Table 19: Summary of Strategic HR Recommendations

#	Agency	Project Recommendations	Quick Wins
1	Thimphu	10	4
2	Tsirang	8	4
3	Wangdue	9	4
	Total	27	12

Table 17: Type of administrative penalties

#	Type of Administrative penalties imposed by Agencies	No. of cases
1	Demotion	3
2	Promotion withheld	8
3	Re-assignment	2
4	withholding of salary	3
5	Reprimand	36
6	Termination	8
7	Withheld increment	20
8	Withhold STT	3
9	Compulsory Retirement	12
10	Exited through SRS	44
	Total	139

and quick wins recommendations were made to be implemented within two years and three months' time period respectively.

3.4.2 Compliance Human Resource Audit

The compliance HR Audit identifies gaps and limitations, alongside recommending appropriate interventions as required. A risk-based compliance HR Auditing approach was adopted from 2021-22 onwards. With the risk-based framework, various HR functions of the Agencies are categorised into high, medium and low risk categories and corresponding auditing period ranging from one to three years is determined. 15 Agencies have been audited till date using the new risk-based framework. In addition, as part of auditing, good HR practices are highlighted in report and are recommended for replication across Civil Service Agencies.

Table 20: Status of Compliance of Human Resource Audit

#	Agencies	Current Auditing			Past Auditing		
		HR Actions	Major Observation	Percent	HR Actions	Major Observation	Percent
1	MoAF	7,924	10	0.13	5,327	4	0.08
2	MoF	2,661	1	0.04	2,383	0	0.00
3	MoE	1,655	16	0.97	2,405	0	0.00
4	MoH	5,400	13	0.24	4,222	3	0.07
5	MoLHR	972	0	0.00	1,229	7	0.57
6	Tsirang	4,451	5	0.11	656	1	0.15
7	Dagana	3,424	13	0.38	701	13	1.85
8	Bumthang	3,580	59	1.65	608	3	0.49
9	Wangdue	6,200	113	1.82	962	2	0.21
10	Lhuntse	4,981	25	0.50	491	2	0.41
11	Pema Gatshal	3,990	80	2.01	594	4	0.67
12	Monggar	5,579	28	0.50	1,008	1	0.10
13	Thimphu	1,654	21	1.27	1,126	4	0.36
14	Trashy Yangtse	3,578	32	0.89	576	0	0.00
15	Trashigang	8,138	94	1.16	1,307	10	0.77

Comparatively, observations have declined in three Agencies indicating greater compliance to BCSR. However, in 12 Agencies, major observations had increased as past data for Dzongkhags are based on abridged auditing conducted in 2018 on few selective HR functions.

3.4.3 Good HR Practices

Following are some good HR practices observed across the Civil Service:

- Adoption of Google forms for Online application for recruitment and transfer;
- Early engagement of new appointees by sending a congratulatory message through email prior to joining the Agency;
- Annual office picnics;

- Adoption of Google sheet to record and view leave balance; and
- Regular usage of G-suite for meetings and presentations.

3.4.4 Major HR Audit observations

There are a total of 510 cases of major observations on promotion, training, recruitment, leave, HRC Minutes and separation. Observations are as follows:

- Wrong tabulation of viva-voce score resulting in distortion of the final result;
- Recruitments made without meeting the qualification and without approved post;
- Excess staff beyond the approved staffing/HR standard;
- Contract appointment not revoked;
- Temporary appointments kept beyond six months duration;
- Promotion without meeting duration criteria;
- Promotion posts mixed-mode study period without completing long-term study.
- Promotion without serving the penalty imposed on LTT withdrawal;
- Promotion without valid/rejected/no security and audit clearance;
- Amount not refunded for the promotion revoked;
- Contract staff sanctioned medical leave exceeding one month;
- Contract staff sanctioned leave encashment of more than 30 days on separation;
- Documents missing on the various HR functions;
- Transferred without serving three years in the initial place of posting; and
- Separation without fulfilling Long Term Training obligation.

3.4.5 New initiatives

In line with the Civil Service Reform, Common Assessment Framework (CAF), an organisational development self-assessment tool was piloted in the Department of Livestock, MoAF and Directorate of Services, MoLHR from September, 2021 till February, 2022. The CAF piloting was conducted by KDZ, Centre for Public Administration Research, Vienna with the support from Austria Development Agency. The objective of CAF was to promote organisational excellence and to inculcate the culture of continuous improvement in organisations. A total of 42 TOTs were trained and 14 CAF facilitators were certified. A total of 16 project recommendations/ quick wins are to be implemented by DOL and 11 project recommendations/quick wins by DOS, MoLHR. CAF has now been contextualised for local relevancy and is known as Agency Quality Assessment Framework (AQAF). It has been replicated in Thimphu and Tsirang Dzongkhags.

3.5 Bhutan Civil Service Examination

The Bhutan Civil Service Examination (BCSE) 2021 was initially scheduled to be conducted as per its usual annual schedule. However, in order to provide fair opportunities to all graduates considering the worldwide movement restrictions imposed during the pandemic, the Preliminary Examination (PE) was deferred by three weeks from the normal schedule, and conducted on 15th September, 2021. In spite of the deferment, the entire BCSE 2021 was completed within the regular deadline through extensive efforts made by RCSC. The technical

and B.Ed graduates selected through the BCSE were appointed in the Civil Service on 1st January, 2022 as per the normal timeline.

3.5.1 Preliminary Examination

The objective of the PE is to shortlist candidates for the Main Examination and to ensure that the required minimum standard is met. A total of 3,912 candidates appeared for the PE in the year, which was less by 488 candidates compared to the previous year. These candidates had completed their studies from 186 different institutes based in 13 different countries excluding Bhutan. 3,213 candidates had graduated from colleges in Bhutan; 638 from India; and the rest from other countries. India was the dominant place of study for candidates who studied outside Bhutan. Other countries include Australia, Bangladesh, Canada, China, Hungary, Japan, Malaysia, Nepal, Sri Lanka, Thailand, the United Kingdom, and the United States of America. A total of 1,028 graduates obtained the minimum 50% cut off mark in PE and qualified to appear for the ME.

3.5.2 PE in Monggar

For BCSE 2021 an alternative venue for PE was offered in Monggar District to ease travelling and in consideration of CoVID-19 health safety protocols for candidates located in Eastern Dzongkhags. Around 200 graduates opted to appear for the PE in Monggar Higher Secondary School.

3.5.3 Exemption of PE for the MBBS Graduates

The Commission has exempted MBBS graduates from appearing for the PE since 2014. This was because the requirement of MBBS graduates in the Civil Service far exceeded the supply. MBBS doctors are required to register with BMHC in order to practise their profession for which they have to meet the minimum prescribed standards of the Medical Council before appearing for the Main Examinations. MBBS graduates are required to obtain the minimum threshold of 50% in Main Examinations for appointment into the Civil Service on merit-based placement. 25 MBBS graduates and one MBBS with specialisation in Radiodiagnosis graduate appeared for the ME 2021.

Table 21: Number of Graduates Selected into the Civil Service through BCSE

#	Category	No. of graduates	
		Appeared	Selected
1	PGDE	99	71
2	PGDFM	207	30
3	PGDPA	216	46
4	Direct recruits & Dzongkha PGDE	71	52 (2+50)
5	Technical category	362	157
6	B.Ed. Graduates	423	300
Total		1,378	656

3.5.4 Main Examination

In BCSE 2021, a total of 1,378 graduates, including B.Ed. graduates appeared for the ME, of which 656 were selected based on the requisition submitted by Agencies in line with the

approved staffing as shown in table 21. The primary qualification was in accordance with Section 7.12.1 of the BCSR 2018, which states that “a candidate shall be required to obtain at least 50% average mark in the ME to be eligible for selection” following which, placement was done based on the “merit ranking of the BCSE results for the respective examination category and availability of vacancy”.

3.5.5 Drug Test as part of Medical Fitness Certificate

Adhering to the national effort to deter drug abuse, and in line with the Civil Service Code of Conduct which explicitly prohibits indulgence in intoxicating substances, drug testing was carried out in accordance with the ‘SOP for Drug Test in the Civil Service’ and under the guidance of BNCA. All selected candidates cleared the drug test.

3.5.6 Cost of Bhutan Civil Service Examination

The conduct of BCSE 2021 incurred Nu. 10.015 million, which was less by Nu. 3.555 million compared to the previous year, owing to a reduced number of candidates who appeared for the exam. The cost was incurred mainly for payment of honorarium for the examination resources and logistics arrangement. Both PE and ME were conducted in schools designated as examination centres - PE in 11 schools and ME in four schools. 569 invigilators for the PE and 209 invigilators for the ME were involved to administer the examinations. Invigilators mainly consisted of teachers in their respective schools, who had expertise in the conduct of examinations with support and central coordination by the RCSC.

The viva voce panel interviews are chaired by the Members of Commission, civil servants in EX/ES positions and superannuated civil servants who held Executive positions during their tenure. Given the diverse categories of graduates and the number of graduates appearing the examination in the respective categories of the BCSE, the viva voce was carried out by 25 interview panels comprising three panel members and an interview assistant each.

75 resource persons were involved in the preparation of resources for the examinations. The resource persons were identified based on their high degree of professionalism and integrity in addition to in-depth knowledge and specialisation in their relevant subjects. Another 33 resource persons were mobilised for the evaluation of the written examination papers of the General, Dzongkha and B.Ed. graduates while the written examination papers of the technical graduates were evaluated by the same resource persons who had prepared the questions.

Besides assessments, all examination papers were verified and re-verified by different dedicated teams from the RCSC to ensure error free examination results. The examination materials were handled with the highest degree of professionalism, integrity and confidentiality with access to dedicated officials only.

3.6 Aspiring to be a model organisation

RCSC continues to aspire to be a model organization. Aligned with the reform agenda, initiatives are being undertaken to reorganize the RCSC Secretariat; to improve work processes through leaning, delegation and automation of services; and continue to provide outreach programs.

3.6.1 Restructuring of RCSC Secretariat

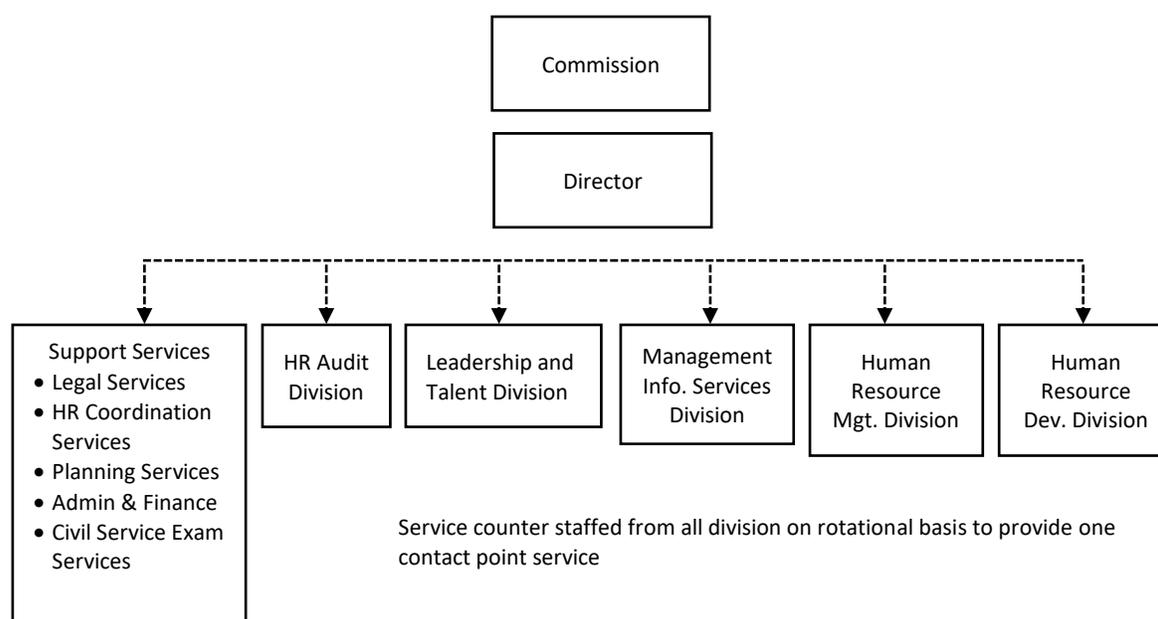
As a part of the transformation exercise, RCSC reviewed and streamlined the mandates of divisions in RCSC Secretariat, and accordingly finalised a total of five divisions: i) HR Audit Division; ii) Leadership and Talent Division; and iii) Human Resource Management Division; iv) Management Information Services Division; and v) Human Resource Development Division. The restructuring implementation is as follows.

Phase I: HRMD and Civil Service Wellbeing Division have been merged as one Division. Name of the division is retained as HRMD.

Phase II: Followings changes will be implemented in the coming year:

- Policy, Planning and Performance Division to be converted to Policy and Planning Services directly reporting to the Director General with following mandates:
 - APT, Annual Reports, CS Statistics, Media and PSD.
 - PMS shall be transferred to Leadership and Talent Division
 - CBF shall be transferred to the HRDD
- Civil Service Exam Division converted to Civil Service Exam Services and will be directly reporting to the Director General.
- Legal Division to be converted to Legal Services and will be directly reporting to the Director General.

Figure 8: New Organisation Structure of the RCSC Secretariat



3.6.2 Technical HR Committee and Secretariat HR Committee Meeting

The HRCS is the secretariat to the weekly Technical HR Committee (HRC) and Secretariat HR Committee (SHRC). The HRC is responsible to review and technical support to the Commission, and operates within the powers delegated by the Commission. The HRC committee members are also members of SHRC. The SHRC is conducted for HR matters related to RCSC Secretariat. These meetings are chaired by the Director General with Head of Divisions and Services every Thursday.

3.6.3 Capacity building efforts for HR Officers and HR Assist.

As the Parent Agency for HR Officers and Assistants, it is RCSC's responsibility to strengthen HR services and build competency of HR professionals. The RCSC continues to explore meaningful and cost-effective strategies to build capacities of HR Officers and HR Assistants. The first in-service training begins with the HR Foundational Course which is provided to new recruits. During the year, the HR foundational course for 17 newly appointed HR Officers was conducted from 4th to 20th January, 2022 for 13 days (in person from 4th to 16th January, 2022; and virtually from 17th to 20th January, 2022 owing to the third Nationwide lockdown due to the COVID 19 pandemic).

With the amendment of Probation Rules and Regulations of the BCSR 2018, the newly appointed HR Officers have been assigned with Supervisors and Mentors for assessment of their one-year probation period. The HR Assistants/Administrative Assistants who carry out administrative aspects of the HR administration in agencies are provided with a 14-day SAT programme at RIM.

3.6.4 Monthly webinars with HR Officers

In response to the pandemic restriction and seizing opportunities presented by technologies to work faster, better, and cheaper, the RCSC started monthly virtual meeting with all HR Officers across 67 Agencies from June 2020 to touch base with them regularly. The webinars have been helpful in resolving pending issues, establishing standardization in the interpretation of the BCSR and strengthening coordination mechanisms between Dzongkhags/Thromdes, Central parent Agencies and RCSC. This has been helpful particularly in the deployment of Teachers and Health staff. Eleven such meetings have been conducted and the RCSC will continue to explore ways to improve coordination with other stakeholders.

3.6.5 Critical Feedback Team

The Critical Feedback Team (CFT) is an initiative to encourage young officers in RCSC Secretariat for more meaningful engagement with the Chairperson and commission members. The primary role of the CFT is to provide feedback directly to the Chairperson for necessary intervention. In addition, it also carries out team building exercises and organises internal coordination forums such as in-house meetings to foster interactions amongst the employees. CFT composition changes every year to provide an opportunity for everyone to volunteer as a member.

3.6.6 Waste Management and observation of monthly Zero Waste Hour

The RCSC continues to observe a monthly *Zero Waste Hour for Zero Waste Society by 2030* initiated by Her Majesty the Queen Jetsun Pema, on the 2nd day of every Month to act responsibly towards waste management. In addition to the Zero Waste Hour in the office, the office conducts community cleaning campaigns within the city as a part of community vitality service. The RCSC continues to discourage bottled water for all RCSC programmes and actively promotes segregating office waste. The RCSC is also the coordinator for Zero Waste Hour in the Tashichhodzong area.

3.7 Technology Initiatives for the Year 2021-2022

Technology initiatives are continuously undertaken to leverage IT for enhancing efficiency and effectiveness of services delivery by RCSC to civil servants. For this reporting year, the technology initiatives are discussed below.

3.7.1 ZES^t and ePEMS Integration

To address the challenge of inaccurate data due to separate and independent functioning of the HR management system in RCSC and payroll management system of MOF, the "Integrated Citizen Service" project was initiated to integrate the ZES^t system (RCSC) and ePEMS system (MoF) in March, 2022 and is set for completion in October, 2022. This project is a joint initiative of the PMO, Cabinet Secretariat and DITT, MoIC. It is a project component under the Digital Druk^{yul} Flagship programme. This integration project is expected to deliver the following benefits:

- Minimise discrepancies between HR data and payroll data;
- Minimise manual data input (all the HR process synced between e-PEMS and ZES^t) to provide accurate payment;
- Timely data update in ZES^t as well as e-PEMS;
- Maintain single source of truth;
- Faster service delivery with seamless exchange of data;
- Enable wider system integration possibilities; and
- Single point of information on Financial and non-financial information on HR

3.7.2 Civil Service Recruitment and Placement System

The Recruitment and Placement System is an in-house developed system launched on 1st July, 2022. This system is developed in order to efficiently manage the decentralised recruitment system through digitization, and in particular, respond to the following issues:

- Usage of various media or other social media sites for vacancy announcement by Agencies;
- Lack of standard in application submissions requirements; while some Agencies accept applications in-person, some accept applications via online google form, and some based on the recommendations of the HR Audit Division; and

- Limited cloud storage for G-Suite which disallows it as a sustainable tool for collecting applications.

The Recruitment and Placement System will establish a uniform and common platform to carry out recruitment across all Agencies; provide flexibility for application anytime and from anywhere; enhance accessibility by eliminating the in-person processes; ensure efficiency and accuracy of HR processes and data; and reduce administrative burden for HR staff. Most importantly, the fully automated system will help Civil Service Agencies to deliver recruitment processes in a fair and transparent manner.

3.8 Civil Service Well-being

Towards enhancing Civil Service Well-being for productivity, the RCSC launched the CSWS on 11th November, 2015 coinciding with the 60th birth anniversary of His Majesty the Fourth Druk Gyalpo. The following Civil Service Well-being programmes were instituted and services under them continue to be provided:

1. Civil Service Support Desk (CSSD)
2. Retirement Services
3. Civil Servants' Welfare Scheme (CSWS)

The above three areas of well-being interventions cover civil servants in two distinct phases of their life. The first phase is their active-duty tenure (from entry till exit) and the other phase is after retirement (from superannuation till death). The activities undertaken during this reporting period on the above three areas are detailed below.

3.8.1 Civil Service Support Desk (CSSD)

The CSSD is an avenue for civil servants to raise non-HR action-related issues and concerns in the workplace. It also serves to facilitate counselling and mentoring services to civil servants.

3.8.1.1 Counselling Services

In this reporting period, RCSC registered nine chronic alcoholic cases and two mental stress cases. A full detoxification treatment was undertaken at JDWNRH and in India for the nine civil servants with chronic alcoholic cases. Five of them civil servants successfully completed the rehabilitation programme and resumed service in their respective Agencies and four civil servants are continuing their treatment. The five reinstated civil servants were found to have improved and performed better in their workplace. The RCSC constantly monitors these individuals through their monthly reports.

Counselling services were provided to the two civil servants who suffered from mental stress. The RCSC has also facilitated interim transfers to two civil servants seeking help to look after their sick parents through extraordinary leave, admissible to civil servants.

3.8.1.2 Mentoring Services

Since the launch of the Future Leadership Mentoring Programme to guide the development of young civil servants early in their careers, the RCSC has completed five rounds of Mentoring programmes. In the FY 2021-22, the RCSC appointed nine mentors (superannuated executives) for 18 mentees. The RCSC recorded good feedback from the evaluation. The mentees reported of the initiative having a positive impact in their professional as well as in their personal life. The RCSC intends to continue this programme every year.

3.8.1.3 Go-to-Person Service

During the reporting period, no cases on sexual harassments were reported. “Go-to-Person” programme was introduced since 2018 to respond to sexual harassment and to provide psychological safety at the workplace. The “Go-to-Person” focal points carried out sensitization and awareness programmes for prevention of sexual harassment in workplace. In the reporting year, the recruits of BCSE 2022 were provided with a session on “Understanding and Prevention of Sexual Harassment.” The Go-to-Person will continue to raise awareness on preventing sexual harassment in the Civil Service.

3.8.1.4 Mindfulness Retreat

The RCSC, in collaboration with the Institute of Science of Mind, Simtokha under Zhung Dratshang, instituted the mindfulness retreat programme, as an annual programme to enhance emotional intelligence, mental health, and psychological well-being among civil servants. The programme also intended to help individuals develop the practice of mindfulness, improve focus, and become more resilient and compassionate. The 5th mindfulness retreat programme was conducted at the Professional Development Centre, Tsirang Dzongkhag from 20th to 24th December, 2021. A total of 20 civil servants in executive and managerial positions from the Royal Audit Authority participated in this programme. Based on positive feedback received from participants, the RCSC plans to extend this programme to all interested civil servants.

3.8.1.5 Search Inside Yourself (SIY) programme

The RCSC has explored ways and means to bring mindfulness-based emotional intelligence to the civil servants of Bhutan. In this reporting period, the RCSC rolled out the SIY training to 4,437 civil servants. RCSC has also supported WWF, BoB, NPPF, Dagachhu Hydro Power Corporation Limited, Trashigang De-suup Office and BLDCL in providing resources to conduct mindfulness and emotional intelligence programmes for their employees.

3.8.1.6 Hoops for Health

The Well-being Division has continued to conduct the “Hoops for Health” (basketball) Programme since its initiation on 16th November, 2018. The objective of this initiative is to promote networking and good health among civil servants.

3.8.1.7 Health Camp

The RCSC, in collaboration with JDWNRH, organised a Health Camp Programme to provide Basic Health Check-ups for civil servants working in and around Tashichhodzong. A total of 776 civil servants from seven Agencies availed the services during the ten-day event held at RCSC from 12th to 26th October, 2021. The RCSC will work with JDWNRH to extend these services to the rest of the civil servants around Thimphu and also work on similar initiatives with Dzongkhags.

3.8.2 Civil Service Retirement Services

The RCSC continues to provide retirement services through facilitation of separation services after superannuation. In addition, retired civil servants are engaged for their experience and skills especially in areas of mentorship and retirement program planning.

3.8.3 Civil Servants' Welfare Scheme (CSWS)

The CSWS was established to: i) provide financial assistance to civil servants and their direct dependents in times of death; ii) take care of civil servants while in

service and after superannuation; and iii) instil a sense of purpose, dedication and focus on

Table 22: CSWS Fund corpus status as of 30 June, 2022

#	Bank	Account Type	Amount (Nu. in million)	Rate of Interest
1	BoBL	Fixed	113.8	8.5% +5% on the interest accrued
2	BNB	Recurring	64.0	8.5%
3	BNB	Current	6.4	NA
Total			184.2	

one's duty. The CSWS was launched in 2015. As of June 30, 2022, the CSWS fund corpus stands at Nu. 184.200 million. For this reporting period, a total payout of Nu.19.495 was made against 508 claims. Starting November 11, 2021, the RCSC provided a lump sum of Nu.

Table 23: Status on CSWS payout 2021-22

#	Claims made	No of claims	Payouts (Nu. in million)
1	Members	44	3.3
2	Superannuated Member	7	0.4
3	Dependents	447	15.6
4	Medical Referral Payment	10	0.2
Total		508	19.5

20,000 to members referred outside Bhutan for medical treatment. The details of the CSWS fund and the CSWS payouts are discussed in the tables 22 and 23.

3.9 Royal Civil Service Award 2021

The RCSC instituted Royal Civil Service Award (RCSA) in 2013 based on His Majesty's command and the CSAB 2010 to recognize, reward and motivate the civil/public servants for their dedicated service to the Tsawa-Sum. A total of 5,306 RCSA were awarded to eligible civil servants on the 114th National Day, 2021. The Gold, Silver and Bronze Medals are awarded to civil servants who have rendered 30 years, 20 years and 10 years of services respectively and the Lifetime Service Awards are conferred to civil servants who have served the Tsawa-Sum till their superannuation. The number of RCSA recipients are detailed in the table 24.

Table 24: Royal Civil Service Award 2021

#	Category	Civil servants	Public servants	Total Recipients
1	Lifetime (Superannuation)	252	150	402
2	Gold (30+ Years)	302	142	444
3	Silver (20+ Years)	804	970	1,774
4	Bronze (10+ Years)	1,920	766	2,686
	Total	3,278	2,028	5,306

3.10 Executive Development and Management

The ESMD provides professional HR and support functions covering HR planning, recruitment, appointment, transfer, promotion, secondment, development and separation of senior civil servants placed at various agencies including specialists. As part of the secretarial services to the Senior Civil Servants, in the reporting year, 17 Executives were appointed, 20 were transferred, 3 were promoted and 55 were separated. In addition, 32 Specialists were promoted and 4 were separated. 54 new P1 managers were appointed and 317 P1 were promoted as Specialists. The detailed list is provided in Annexures VII-XVII.

PART 4: CIVIL SERVICE STATISTICS



The number of civil servants as of June 30, 2022 stood at 31,427 of which 18,781 were male and 12,646 female. The median age estimated was 36 years. Overall, 819 were recruited during the year. Of the total, 1,462 exited the system for various reasons. The details of civil servants are given in the following tables/charts.

Figure 9: Civil Servants by gender

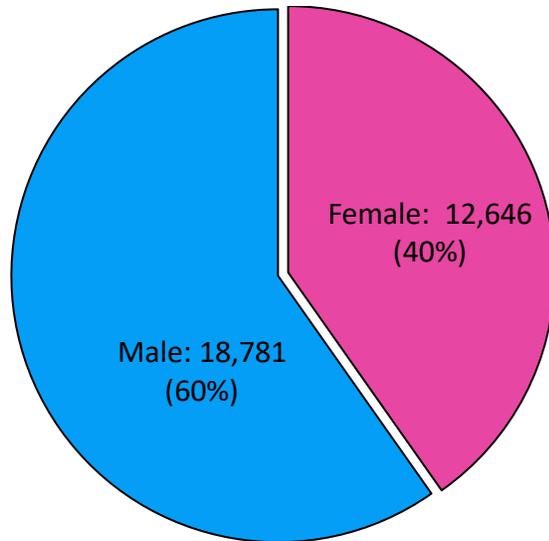


Figure 10: Civil Servants separated by separation type

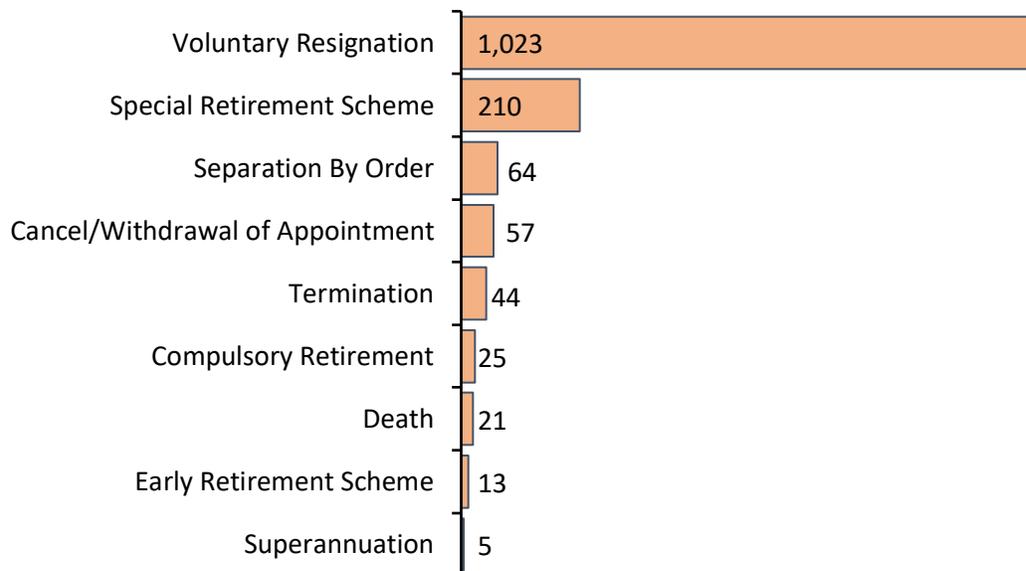


Figure 11: Civil Recruitment for the last 5 years

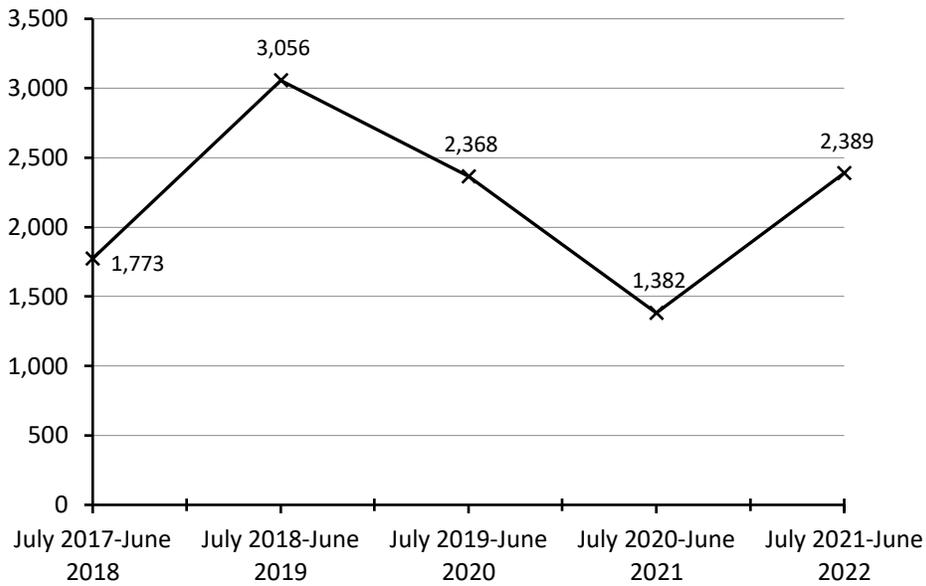


Figure 12: Civil Servants by Super Structure

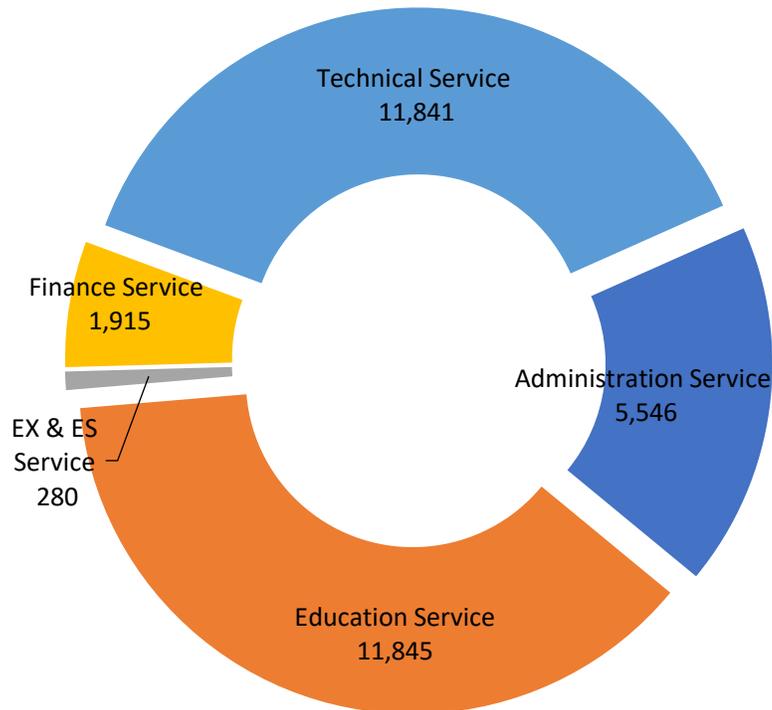


Figure 13: Civil Servants by Major Occupational Group

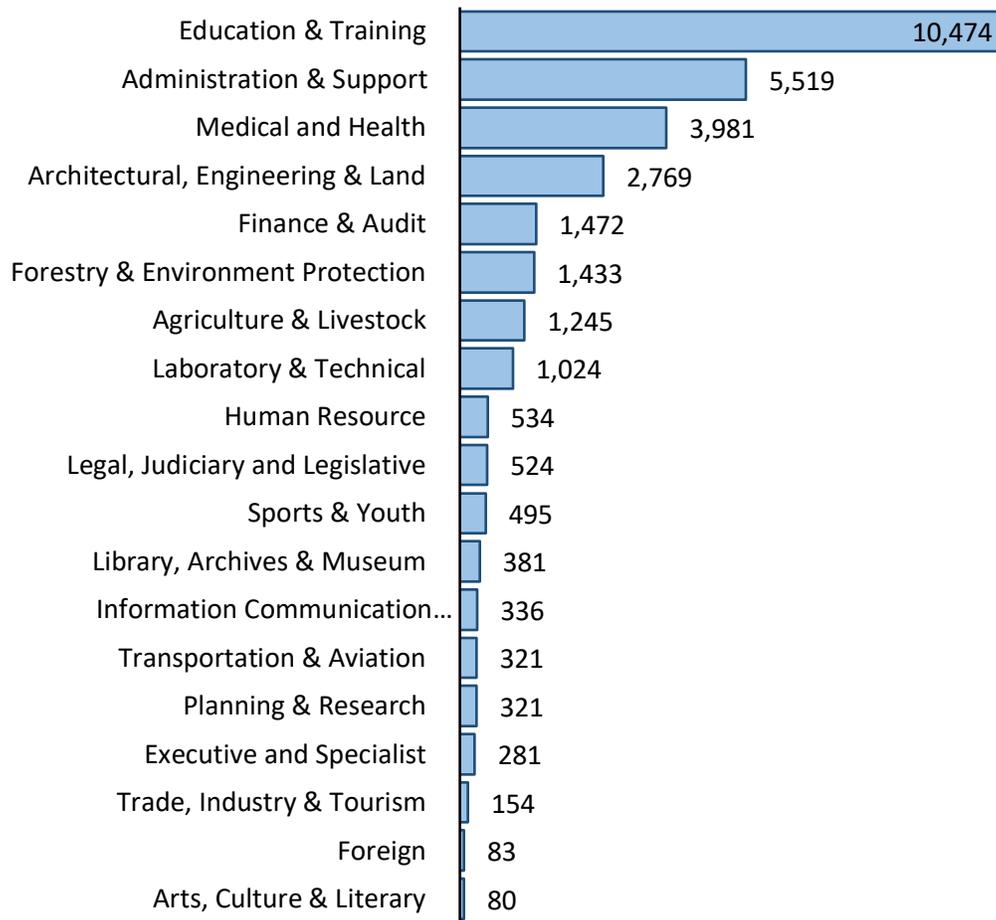


Figure 14: Civil Servants by Employment Type

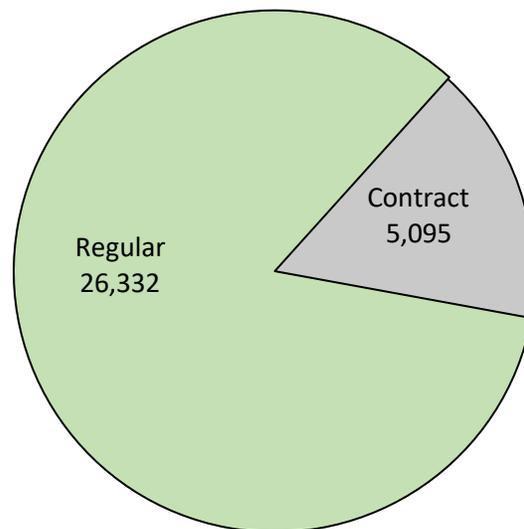


Table 20: Civil servants by Location

Location	ESC	PMC	SSC	OC	Total
Thimphu	206	4,282	3,320	864	8,672
Chhukha	8	1,118	958	150	2,234
Sarpang	11	933	1,027	143	2,114
Trashigang	1	922	820	142	1,885
Monggar	5	838	820	126	1,789
Samtse	3	976	675	92	1,746
Paro	11	802	783	111	1,707
Samdrup Jongkhar	2	690	698	110	1,500
Wangdue Phodrang	5	634	423	66	1,128
Punakha	4	527	467	63	1,061
Bumthang	8	403	509	118	1,038
Zhemgang	1	447	457	90	995
Dagana		475	376	60	911
Pema Gatshel		452	355	64	871
Tsirang	1	421	338	58	818
Trashiyangtse	4	408	319	49	780
Trongsa	1	315	292	49	657
Lhuentse		316	249	49	614
Haa	1	274	205	40	520
Gasa	1	117	152	24	294
Outside Bhutan	9	56	26	2	93

PART 5: NETWORKING AND LINKAGES



The importance of networking and linkages was reemphasized during the pandemic. Furthermore, in working towards becoming a developed nation by 2030, the Civil Service will have to become ready to function not only in the local context but also in the global one both of which will only become more complex and integrated. The 2030 goal will require the RCSC to establish more meaningful and effective partnerships with external and internal counterparts. Following are some key initiatives.

5.1 De-Suung

The De-Suung voluntary services proved to be one of the most significant service providers during the pandemic. Civil servants comprise a notable portion of the total De-Suung family and for them to be able to both serve this fraternity and manage their official duties, the RCSC signed a MoU in July 2020 to provide a clear framework for collaboration.

5.2 MoU with Jigme Singye Wangchuck School of Law

As a part of the HR development programme, the RCSC continues to maintain a MoU with JSWSL to provide greater latitude to the Law School in terms of flexibility of movement of civil servants.

5.3 Lal Bahadur Shastri National Academy of Administration, India

With the continued support received by RCSC from the Government of India beginning in 1986, Bhutanese civil servants avail the prestigious offer biannually to undergo Indian Administrative Service (IAS) course conducted at Lal Bahadur Shastri National Academy of Administration (LBSNAA) in Dehradun, Uttarakhand, India.

5.4 Austrian Development Agency

Since signing of the contract from December 11, 2019, onwards, RCSC has received ADA's Financial Contribution (AFC) with its objectives, to enhance the efficiency and effectiveness of the civil service; and promotion of gender equality in civil Service. During this reporting period, the RCSC initiated programs on leadership mentoring programs for women, developed a leadership competency framework, and integrated the competency-based framework of school principals into the MaX Online System. In addition, RCSC collaborated with KDZ- Centre for Public Administration Research, Austria in developing AQAF.

5.5 Temasek Foundation-Singapore Polytechnic International, Singapore

With the signing of the Note of Understanding (NoU) with the Tamesek Foundation on November 4, 2019, the RCSC still continues to receive technical support in enabling the RCSC to strengthen the capacity and capabilities of agencies to develop and implement a systematic

approach for professionalizing the public service with Professional Standards and Certification bodies by streamlining with the Competency-Based Framework. During the reporting period, a series of workshops were conducted for more than 50 professional groups of civil servants, some of who will go to become Masters Trainers.

5.6 Partnership with Donors for HR Development

5.6.1 Japanese Grant Aid, Japan under which the RCSC receives 9 slots for Master's degree and 1 slot for PhD annually based on MoU with four-year tenure. The partnership with JDS was instituted in 2019.

5.6.2 Thailand International Cooperation Agency (TICA), Thailand under which TICA supports the RCSC through scholarships, Volunteer Programmes and other development programmes. TICA started to provide HR Development assistance to Bhutan from the 1980s. The implementation of various programmes with TICA is based on the three-year Thailand-Bhutan Development Cooperation Programme. The fourth Thailand-Bhutan Development Cooperation Programme came to an end in 2020. Discussions for the fifth Thailand-Bhutan Development Cooperation Programme are currently on going.

5.6.3 Partnership between Rangsit University, Thailand and His Majesty's Secretariat under which five slots for teachers to pursue Master of Education in Curriculum and Teaching are received annually. These five slots are offered under the Trongsa Penlop Scholarship which is implemented by the RCSC.

5.6.4 Partnership with HRH Princess Maha Chakri Sirindhorn (PMCS) Project, under which the School Agriculture Programme is implemented. The RCSC receives upto one LTT slot annually for School Agriculture Programme focal from identified schools to undergo Master of Science in School Health.

PART 6: ISSUES AND CHALLENGES



RCSC's efforts are geared towards greater efficiency, performance accountability and improvements in services delivery leading to greater public satisfaction and trust in the government. While RCSC is committed to this change agenda, many of the interventions proposed and implemented were incremental in nature and also dependent on the civil servants working in various government agencies and other stakeholders. RCSC, therefore, is hopeful that the entire Civil Service will be able to deliver on the calling of the recent Royal Kashos through their active engagement and support garnered from various stakeholders. Some of the challenges envisaged in the process during the year are discussed as following:

6.1 Right Sizing of Civil Service

Data indicates that there is one civil servant for every 24 people in Bhutan. Percentage of the population employed as civil servants increased, albeit slowly, from 3.90% in 2019 to 4.12 % in 2021. While the numbers are relative to the scope of government work, the fact that domestic revenue is not catching up with the expenditure requirement is a concern. Service delivery costs are high and part of this can be attributed to the upkeep of a huge number of civil servants, particularly in the social services sectors. Even in places where there is a low number of service recipients, service centre infrastructures have to be established, maintained and they have to be staffed with civil servants. Attempts in the past were made to optimise some of these facilities but communities have shown resistance.

Nonetheless, initiative to undertake an assessment of what could possibly be optimised reasonably has been completed for schooling services and strategies are being discussed. Similar exercise has to be initiated in health and other large sectors. The immediate challenge is to bring on board all stakeholders and strategize for access to services in innovative ways that will not only guarantee access but also quality of services.

Similarly, for optimal utilisation of civil servants, staffing review exercises have been conducted and excess staff identified were redeployed. Common services like HR, IT, procurement and finance are being pooled in central service centres. This will help rationalise staffing requirements. In addition, a detailed assessment of roles and responsibilities across various position levels will be covered under the CaPE framework which should be able to provide a clear picture of job scopes and number of people required under each division and unit in government agencies.

Furthermore, structural reform proposals for merger, clustering and creation of new ministries; reduction of departments and regulatory bodies; conversion of departments to national agencies; sharing of services through pooling and outsourcing of services for better efficiency have been initiated. While implementation of some of these proposals are within the purview of RCSC and the Lhengye Zhungtshog (Cabinet), proposals that need legislative amendments will need to go through the Parliament which could prolong implementation timelines.

6.2 Creating the Right Mindset and Work Culture

The Royal Kasho outlines a need for change. The need for change, particularly mind-sets is challenging to address using capabilities that were built in a world that operated at a slower pace and had less complexity and interconnectedness. In order to respond effectively, organisations need “the right leadership, culture, governance and processes” to be able to “pivot quickly” – reshaping strategies, budgets and services as the challenges they face change. In essence, as experts suggest, the task facing public bodies is threefold: to embed a mind-set of constant adaptability; to rewire the culture of how organisations think and work; and to create “a framework of flexibility” – moving from a culture of certainty to one in which people embrace change.

Sustained high performance in organisations depends on collective contributions on many fronts. Relevant HRM policies and strategies need to be in place to ensure that organisations have sufficient staff with requisite skills, who have motivational incentives and a work culture that encourages them to get into action. HRM policies and strategies need to be brought into life by managers and supervisors who facilitate commitment, motivation and job satisfaction. Staff with such outcomes are found to be autonomously motivated, displaying a high degree of organisational citizenship behaviour and delivering high quality of services. Realising this, the Commission has committed to a behaviour modification programme focussing primarily on performance management, leadership capacity building of executives at various levels, capability development through focussed induction programmes and competency-based training of staff and delegating select HRM activities to the agencies. While systems and structure could guide and shape mental modes of civil servants, by far the most instrumental intervention would be the managerial and supervisory qualities. The programmes for grooming and training of executives have been revamped and new initiatives undertaken but large-scale behaviour transformation is contingent on how executives lead, control and engage them in the field. We need leaders to translate learning into actions in respective agencies and create conducive work culture for the staff to be productive. As many of these interventions are on-going, the impact would be visible only in due course of time.

6.3 Ineffective Service Delivery and Standards

The government under the public service delivery initiatives has been studying and reviewing core public services offered by agencies. The inventory of services is serving as the basis for automation efforts, resulting in taking several G2C and G2B services onto the IT platforms. These aim towards reducing TAT, enhancing accessibility, and strengthening accountability. While efforts for providing easier access to services are on-going, RCSC in collaboration with the PMO has begun to add another critical dimension to service delivery by introducing a monitoring and assessment framework through real-time feedback on service experience from the citizens for services on SET. This is expected to help improve service delivery processes end to end.

A General Service Delivery Guidelines was developed that outlines the responsibilities and rights that both 'service providers' and 'service users' must follow in order to achieve effective and efficient Public Service Delivery. However, more needs to be done in terms of inter-agency coordination and collaboration, reviewing service processes and using the IT platforms to make them efficient from user perspective, creating a feedback culture for continuous renewal and developing capacity of both front desk as well as backend staff in quality customer service. The SET must cover all Agencies providing G2C and G2B services and the ratings assigned accordingly which then must be part of their performance evaluation to be a truly useful tool driving higher standards of service.

6.4 Minimal Accountability

Review of quality of governance and role of public servants overall reveal a rather dismal picture. This is due to, amongst many other reasons, inability to fix accountability owing to weak implementation of relevant systems, ad hoc policy and decision-making process with limited and/or lack of adherence to due procedures and civil servants' attitude of wanting to maintain the status quo. As a result, many are more conscious of their position than committed to the services that they and their agencies are supposed to provide. Any efforts to fix accountability is met with a lot of push back. During our consultations with civil servants, their queries revolve mostly around their individual issues and benefits, and generally concerns on improving systems and services fixing accountability is seldom raised.

The responsiveness and accountability of civil servants are driven by many factors. If the executives are given a fixed tenure with new employment terms that include clear annual performance targets, there would be significant change in the system. In addition, if promotion, career advancement and continuance in the civil service are linked to rigorous performance management, the attitude and behaviour of the executives and their staff, the entire civil servants' mind-sets and behaviour could change. Based on such rationale, RCSC initiated revamping of the entire executive management system including recruitment, performance evaluation and promotion system. Executives are also now empowered to take more HRM actions with more delegated HRM responsibilities.

While these interventions are being put in place, the outcome expected will largely depend on the manner and the extent to which executives are able to implement them and on the RCSC's part to be able to hold them to account. Behaviour and culture change initiatives take time to take root, however, RCSC is committed and will initiate a Whole of Government approach that relentlessly and tirelessly pursues this objective.

ANNEXURES

**Annex I: Implementation status of strategic interventions in HRDD**

#	Strategic interventions	Status
1	Decentralisation of In-Country LTT (Master's Programme for Teachers) to MoE	Approved in principle
2	Decentralisation of authority to approve study leave for Bachelor's Degree and monitor all aspect until completion of LTT, to Working Agencies	
3	Decentralisation of Mixed Mode Programme to the MoE	Approved & implementing
4	Leaning the STT processes	Completed
5	HRD based on SoP for HRD fund review and approval with coordination with three key agencies (RCSC, GNHC, and MoF)	
6	SoP for Post LTT Reporting and Pre-departure Briefing.	
7	Review end to end LTT processes to remove redundant procedures, forms and letters	On-going
8	Ascertain obligation vis-a-vis Funding type and categories	
9	Delegation of Authority for HRDD	
10	SOP for scholarship implementation of TICA and NWS for CS and Non-CS	
11	Standardisation of LTT scholarship selection procedure/Guideline and review admission procedure	
12	Pay and Benefits scheme for civil servants pursuing Bachelor's degree based on potential and meritocracy	Approved in principle; on-going

Annex II: Details of Scholarships Programmes Administered by RCSC

#	Scholarship Programmes	STT slots	LTT slots
A. Seven regular and major programmes (scholarship administered by RCSC)		Up to 7,773	Up to 109
1	GoI-PTA	7,713	10
2	Nehru-Wangchuck Scholarship (4 slots for private & corporate)	-	9
3	Australia Awards Scholarship	Up to 15	Up to 10
4	Thailand International Cooperation Agency (TICA)	45	50
5	RGoB-RIM Scholarship	-	15
6	Trongsa Penlop Scholarship, Thailand (for primary teachers)	-	5
7	Project for HRD Scholarship by Japanese Grant Aid Masters degree- 9 and Ph.D- 1	-	10
B. Other Scholarships		189+	69+
8	TCS-Colombo Plan: - Indian Forestry Service course- 2 - Indian Administrative Service course- 3 - Indian Accounts and Audit Service course- 2 - Indian Revenue Service course (Tax and Customs)- 7	-	14
9	Government of Japan (MEXT) Scholarship - Research (Masters) for in-service - Open - Undergraduate for pre-service- up to 12 - Specialised Training College students for pre-service- up to 12	-	Up to 24
10	Teacher Training Course under MEXT Scholarship, Japan	-	Up to 9
11	Hubert H. Humphrey Fellowship, USA	-	2
12	Fulbright Fellowship Programme, USA	-	2
13	International Visitors Leadership Programme (IVLP), USA	Up to 5	-
14	Community Solutions Programme (CSP), USA	Open	-
15	Community Engagement and Exchange Programme (CEEP), USA	Up to 2	-
16	JICA KCCP (LTT) scholarships - M. in Seismology, Earthquake, Engineering and Tsunami Disaster Mitigation- 1 - M. in Flood Disaster Risk Reduction- 1 - M. in Agriculture Studies Networks for Food Security- 1 - M. in Core HR Development for Road Asset Management- 1 - M. in HR Development for Electricity and Energy Sector - 1 - SDG Global Leadership Programme (1 slot), in any of the following area: Health; Urban/City analysis; Transport planning; Space development; and ICT/Digitization	-	6
17	JICA KCCP (STT)	23 plus	-
18	Institute of Developing Economies (IDEAS), Japan	1	-
19	International Energy Policy Programme' for the academic (Fall)	-	Open

	year 2022 organised by Seoul National University, South Korea: - three-year PhD; and - two-year Master's Degree Courses.		
20	Postgraduate Degree under the International Energy Policy Programme (IEPP), Seoul National University, South Korea	-	2
21	Scholarship under Thailand International Postgraduate Programmes (TIPP), Thailand	-	Open
22	Chulabhorn Graduate Institute Post Graduate Scholarship, Thailand	-	Open
23	Princess Maha chakri Sirindhorn (PMCS) scholarship, Thailand	-	Up to 3
24	Annual International Training Courses (AITC), Thailand	Upto 50	-
25	PhD scholarships: Thai-Swedish Trilateral Development Cooperation Programme	-	Up to 3
26	Neighbouring Countries Economic Development Cooperation Agency (NEDA)	Up to 7	-
27	Scholarship offered by various institutes of Thailand through MoFA	-	open
28	India-Bhutan Friendship scholarship for three Bhutanese engineers at IIT Kanpur, India	-	Open
29	STEM opportunities for Bhutanese students at IIT Gandhinagar, India	-	Open
30	International Solar Alliance (ISA) Mid-Career Professionals Capacity Building Scheme, India	-	2
31	MEA-FRI Scholarship 2022-2024 at Dehradun, India	-	open
32	Erasmus Mundus scholarship	-	open
33	Singapore Technical Cooperation Programme: SCP/SCPTA	Up to 37	-
34	Malaysian Technical Cooperation Programme: MTCP	Up to 65	-
35	Asia e University and Asian Cooperation Dialogue (AeU-ACD) Scholarship at Asia e University in Kuala Lumpur, Malaysia	-	2

**Other Scholarships refer to scholarships offered by external agencies which the RCSC facilitates by announcing the availability of the scholarship and/or nominating eligible applicants, and final selection is done by the external agencies.*

Annex III: Implementation of Competency based training

#	Title of the Training	Positions	Agency	Slots
1	Advanced Patient Care	Clinical Nurses	RCSC Coordinated	60
2	Training on Building Design Software (MIDAS GEN)	Civil Engineers in LGs	MoWHS (DES)	26
3	Construction Project Management for Bridges	Civil Engineers	MoWHS (DoR)	21
4	Part I: Smart and sustainable City Planning and Development Part II: 3D Drawings esp. Sketch Up and Photoshop	Urban Planners and GIS Officers	MoWHS (DHS)	116
5	Digital Skills and Tools	Internal Auditors	MoF (CCA)	25
6	CBF related training (procurement)	Procurement officers	MoF (DNP)	71
7	Accounting and Risk Indicator	Tax officers	MoF (DRC)	20
8	Piggery AI Technology; Herd health Mgmt.; Aquaponics Technology	Livestock Prod Officer	MoAF (DoL)	30
9	Customer Care, Patient Handling and Safety SoPs	Veterinary Officers	MoAF (DoL)	32
10	Training on Advocacy and Approach	Civil Registration and Census officer	MoHCA (DCRC)	23
11	Training on Cultural Heritage Management	Cultural Officer	MoHCA (DoC)	17
12	Project Management	GAOs	MoHCA (DLG)	203
13	Network design, development, management and maintenance training	ICT Technical Associate	MoIC	69
14	Research and Data Analysis; Monitoring and Evaluation; Media and Communication	Employment Officers	MoLHR	9
15	Training on Entrepreneurship Development	Economic Dev. Officers	MoEA	16
16	Training on Mining Regulation and Environment	Mines Inspectors	MoEA	63
17	Critical care/ Emergency Mgmt.	Medical Doctors	MoH	17
18	Infection control and waste management	Health Assistants	MoH	34
19	Training on Emerging Surveying Technologies	Survey Engineers	NLCS	10
20	Training on QGIS and Database Analysis and	Asst. Land	NLCS	27

	Mgmt.	Registrar/Sr. LR		
21	Training on Spatial Data Analysis	Dy. Chief Survey Engineers	NLCS	20
22	Familiarise and implement all the Provisions of livestock Act, its rules and other tertiary legislations	Regulatory and Quarantine Officers	BAFRA	14
23	Quality Mgmt. in Hospitality and Tourism	Tourism Officers	TCB	5
24	Training on Planning and Budgeting	Planning Officers	GNHC	37
			Total	965

Annex IV: Implementation of training for professions with CBF not developed

#	Title of the Training	Positions	Agency	Slots
1	Basic Understanding of GST Compliance Risk Management	Collector, Tax Officer/Inspector	MoF	65
2	Training on Construction Audit	Internal Auditors	MoF	35
3	CBT for Accounts Assistants	Accounts Assistant	MoF	300
4	Nature and Wildlife Photography	Foresters	MoAF	25
5	FIT for Technical Services	Technical Services	RIM	200
6	Training on Lead Acid Battery and Wires and Cables	Engineer	BSB	2
7	Professional Certificates in Commercial Arbitration	P level	CDB	6
8	Infection Control Practices and Occupational Safety Protocol	Cook, cleaner, washer man, ward girl/ boy, gardener	JDWNRH	256
9	Operational Hydrology and Metrology	Met/Hyd. Officer, Technician & Gauge Reader	NCHM	18
10	Training on Research Methodology	PMC /ES/EX level	(QAAD), MoE	12
11	Training on Data Analysis and Report Writing (AQAR and ISAR)	ES/ PMC level	(QAAD), MoE	4
12	Smart Assistant Training	Administrative focal	Dratshang Lhentshog	76
13	Search Inside Yourself	JDWNRH	RCSC Coordinated	4,841
14	Virtual Training Workshop on Professionalising the Civil Service	PMC		59
15	Sorig Zhiney and Luejong	Various agencies		50
16	LDP	P2 Levels		60
17	NLP	Secretaries, DGs, Directors, Principals.		125
		Total		5,949

Annexure V: Prioritised Undergraduate Scholarship Programmes

#	Field of Study	No. of slots
1	B.Sc. Statistics, B.Sc. Geology, B. in GIS, B. in cardiovascular perfusion technology, B. Biology, B. in Mechanical & Space Systems Engineering/ Electrical and Space Systems Engineering, B. in Aerospace Engineering, B.E Big Data Analytics, and B.Sc. in Environmental Engineering	9 (1 slot each)
2	B. Mining Engineering, B. of Pharmacy, B. Sc. Food Science and Dietetics, B. Sc. Physiotherapy and Rehabilitation, B. Mathematics, B. Physics, B. Chemistry, B.Sc. Horticulture, and B.Sc. in Water and Environment Engineering/ B.Sc. in Hydrology	18 (2 slots each)
3	B. in Surveying Engineering and B. Sc. Medical Lab Technology	6 (3 slots each)
4	B.Sc. Nursing	25
5	MBBS	45
	Total	104

Annex VI: Details of Staff Approval FY 21-22

#	Name of the Agencies/Changes approved
1. Ministry of Education	
	The 108 th Commission Meeting held on September 21 2021 approved the recruitment on a special contract of Creative Arts Project Officer for one year.
	The 114 th Commission Meeting held on November 2 2021 approved the post conversion of Youth Managers as Programme Officers on a regular basis.
	The 131 st Commission Meeting held on March 15, 2022 approved the post creation of 59 Teachers (interim) who completed the 6-month Diploma programme from DGI, MoE.
2. Ministry of Information and Communication	
	The 104 th Commission Meeting held on August 24 2021 approved the post creation of 35 ESPs under the Department of Air Transport.
	The 109 th Commission Meeting held on September 28, 2021 approved the creation of a Data Science Project Unit under DITT for time bound transfer of the seven employees from different agencies.
	The 114 th Commission Meeting held on November 2 2021 approved the post transfers of the following: <ul style="list-style-type: none"> - One post of Transport Officer, Regional Office, Gelephu to Regional Office, Phuentsholing; and - One post of Registration and Licensing Officer, Regional Office, Gelephu to Regional Office, Thimphu.

	The 115 th Commission Meeting held on November 15 2021 approved the change in superstructure of Asst. Fire and Rescue Officer from Technical Service to Administration Service.
3. Ministry of Finance	
	The 101 st Commission Meeting held on August 3 2021 approved the creation of Cluster Finance Services (CFS) under in ZEST as follows: <ul style="list-style-type: none"> - CFS, Bumthang under the Department of Public Accounts (DPA); - CFS, Paro under the DPA; and - CFS, Trashiyangtse under the Dzongkhag Admin., Trashiyangtse Dzongkhag.
	The 135 st Commission Meeting held on April 19, 2022 approved the creation of CFS under in ZEST as follows: <ul style="list-style-type: none"> - CFS, Trashigang under the Director of Department of Public Accounts; - CFS, Haa under the Dzongkhag Administration, Haa Dzongkhag; - CFS Tsirang under the Dzongkhag Admin., Tsirang Dzongkhag; - CFS, Dagana under the Dzongkhag Admin., Dagana Dzongkhag; - CFS, Trongsa under the Dzongkhag Admin., Trongsa Dzongkhag; - CFS, Zhemgang under the Dzongkhag Admin., Zhemgang Dzongkhag; - CFS, Lhuntse under the Dzongkhag Admin., Lhuntse Dzongkhag; - CFS, P/Gatshel under the Dzongkhag Admin., P/Gatshel Dzongkhag; - CFS, Gasa under the Dzongkhag Admin., Gasa Dzongkhag; and - CFS, Judiciary under the Royal Court of Justice.
	The 137 th Commission Meeting held on May 3 2022 approved the staffing for the following Cluster Finance Services: <ul style="list-style-type: none"> - One Finance Officer and nine Accounts Asst. for CFS Bumthang; - Two Finance Officers and 11 Accounts Asst. for CFS Paro; - One Finance Officer and eight Accounts Asst. for CFS Trashiyangtse; - One Finance Officer and five Accounts Asst. for CFS Judiciary; and - One Chief Finance Officer 3 Finance Officers, and 19 Accounts Asst. for CFS MoAF.
4. Ministry of Agriculture and Forests	
	The 99 th Commission Meeting held on July 6 2021 approved the following: <ul style="list-style-type: none"> - Transfer of RNR Statistics Division from the Ministry of Agriculture and Forest to National Statistics Bureau named as Agriculture Statistics Division. - Approved one position of Statistical Investigator under PPD, MoAF
	The 107 th Commission Meeting held on September 14 2021 approved the post creation of two ESP positions under Bhutan Tiger Center under Dept. of Livestock.
	The 123 rd Commission Meeting held on January 18 2022 approved the creation of multiple entries (Admin/Agriculture/Livestock) for the post of Marketing Officer.
	The 136 th Commission Meeting held on April 26 2022 approved the post creation of 21 Technicians as an interim measure till the Gyalsung project is completed.
5. Ministry of Economic Affairs	
	The 116 th Commission Meeting held on November 23 2021 approved the following: <ul style="list-style-type: none"> - Change in entry qualification of the Registrar of Companies as multiple entry. The PGDPA, PGDNL and PGDFM graduates would be eligible for the position.

	- Renaming of the Company Registry Division as Office of the Registrar of Companies under the Office of the Secretary.
6. Ministry of Works and Human Settlement	
	The 134 th Commission Meeting held on April 12 2022 approved the post-adjustment of Jr. Engineers for Regional Offices under the Department of Road as follows: <ul style="list-style-type: none"> - Approved the post-reduction of Jr. Engineer from 8 to 5 at T/gang Regional Office. - Approved the post-increase of Jr. Engineer from 11 to 12 at P/Ling Regional Office. - Approved the post-increase of Jr. Engineer from 8 to 10 at L/thang Regional Office.
7. Ministry of Health	
	The 104 th Commission Meeting held on August 24, 2021 has approved the following: <ul style="list-style-type: none"> - creation of three Specialist positions at Samtse and Wangdue Hospital - Transfer of four Specialist positions from Trongsa Hospital to Bumthang Hospital.
	The 100 th Commission Meeting held on July 28 2021 approved the proposal to handover Dewathang hospital to RBA on the following conditions: <ul style="list-style-type: none"> - Ministry to ensure the redeployment of all staff in a staggering manner within five years. In case if any post is retained, then it will be converted to secondment. - After five years, the MoU can be re-negotiated between MoH and RBA. - Phase out of the non-operational & contract staff post at Dewanthang after 5 years.
	The 124 th Commission Meeting held on January 25, 2022 approved the contract recruitment of nine Nurses for Phuentsholing Hospital beyond approved staffing till December 31, 2022 to combat CoVID-19 in our country.
	The 141 st Commission Meeting held on May 31, 2022 approved the change in entry qualification of Medical Record Officer from PGDPA to Bachelors in Public Health.
8. Ministry of Labour and Human Resources	
	The 117 th Commission Meeting held on November 30, 2021 reviewed the staffing proposal for new Dept. (DNHRD), MoLHR and Division creation under Department of Employment and Entrepreneurship (DOEE) with the following approvals: <ul style="list-style-type: none"> - Approved one Programme Officer under Human Resource Planning and Coordination Division, Department of National Human Resources Development. - The proposal of a new division, Information and Career Guidance (ICGD) under DOEE was not approved, but recommended to start as a unit under Department of Employment and Entrepreneurship - Approved one Counsellor under Information and Career Guidance Unit, DoEE - Approved one Programme officer under Information and Career Guidance Unit, DoEE.
9. Ministry of Foreign Affairs	
	The 133 rd Commission Meeting held on April 5, 2022 approved the transfer revised guidelines of the Ministry.
10. Thimphu Thromde	
	The 115 th Commission Meeting held on November 16, 2021 approved the post conversion of 3 Technicians to Jr. Engineer under the Infrastructure Division.

	The 139 th Commission Meeting held on May 17, 2022 approved the recruitment of 35 teachers as an interim measure till December 31, 2022 to resolve the issue of increase in the number of children seeking admission under the Thromde.
11. Jigme Dorji Wangchuck National Referral Hospital	
	The 100 th Commission Meeting held on July 13, 2021 approved the recruitment of Dr Sushma Jayanna, Vitreo-Retina Specialist on a special pay package for a duration of one year.
	The 118 th Commission Meeting held on December 7, 2021 approved the contract extension of Dr. Yin Min Than, Anesthesiologist of JDWNRH under Special Pay Package for two years.
	The 131 st Commission Meeting held on March 15, 2022 approved the contract extension of Laboratory Officers beyond the approved staffing as a temporary measure to combat CoVID-19 in the country.
12. National Assembly	
	The 119 th Commission Meeting held on December 14, 2021 approved the post adjustment of Legal Assistants as Committee Secretary as an interim measure.
13. National Environment Commission	
	The 118 th Commission Meeting held on December 7, 2021 removed the position of Asst. Admin. Officer from the staffing and converted the post to “Asst. HR Officer/Asst. Admin. Officer” under the approved 12th FYP Staffing of NECS.
14. Bhutan InfoComm and Media Authority	
	The 124 th Commission Meeting held on January 26, 2022 approved the post transfer of Programme Officer and Information and Media Officer.
15. Gross National Happiness Commission	
	The 106 th Commission Meeting held on September 7, 2021 approved the post conversion of one ICT Officer as ICT Technical Associate.
16. Anti-Corruption Commission	
	The 137 th Commission Meeting held on May 3, 2022 approved the establishment of Bumthang and Trashigang Regional Offices with 8 approved positions for each Regional Office totalling to 16 positions.
	The 132 nd Commission Meeting held on March 28, 2022, and the 135th Commission Meeting held on April 19, 2022 approved the following changes in the staffing of Anti-Corruption Commission: <ul style="list-style-type: none"> - Reduction of five Investigation Branches headed by five P1 Heads under Department of Investigation to two Investigation Branches headed by two P1 Heads; - Renaming of General Services to Expert Services under Department of Investigation with post creation of one P1 Head, and post conversion of three SSC positions to PMC positions; - Post creation of one Asst. Integrity Promotion Officer under Prevention Division, Department of Prevention; - Renaming of the Research Division to Evaluation and Assessment Division under Department of Education and Prevention;

	<ul style="list-style-type: none"> - Post conversion of one Asst. Integrity Promotion Officer to Statistical Officer under Evaluation and Assessment Division; - Renaming of the Seized Property Management Division to Evidence Management Division under Department of Professional Support; - Post creation of one additional Asst. Integrity Promotion Officer under Evidence Management Division, Department of Professional Support; - Creation of Administrative Complaints Resolution Services under Department of Professional Support with post creation of three positions without a P1 Head; - Renaming of the Follow-up and Document Management Division to Compliance and Follow-up Division under Department of Professional Support; - Post creation of one additional Admin Asst. and two Asst. Integrity Promotion Officer under Compliance and Follow-up Division; - Post creation of six additional Technical Surveillance and Intelligence officer under Technical Support Division; - Post creation of one Procurement Officer under Admin. and Finance Service; and - Post conversion of Security Asst., SSC to Security Officer, PMC under Security Unit.
	<p>17. Cabinet Secretariat</p>
	<p>The 139th Commission Meeting held on May 17, 2022 approved the term extension of Tashi Dorji, Sr. Forest Ranger III and Kunley Gyeltshen, Assistant Engineer IV for the Log Cabin Project till December 31, 2023.</p>
	<p>18. Dzongkha Development Commission</p>
	<p>The 107th Commission Meeting held on September 14, 2021 approved the recruitment of 10 Translators on consolidated contract for one year.</p>
	<p>19. Royal Civil Service Commission</p>
	<p>The 125th Commission Meeting held on February 1, 2022 approved the creation of a Public Service Delivery Unit (PSD) under PPPD.</p>
	<p>20. 20 Dzongkhags</p>
	<p>The 122nd Commission Meeting held on January 4, 2022 approved the post conversion of Asst. Land Registrar to Land Record Asst. under the Land and Survey Sector, Gasa Dzongkhag.</p>
	<p>The 123rd Commission Meeting held on January 18, 2022 approved the post creation of four additional Extension Supervisors, one each for Paro and Wangdue Dzongkhag and two for Punakha Dzongkhag for Palace Services.</p>
	<p>21. Punakha Dzongkhag</p>
	<p>The 120th Commission Meeting held on December 21, 2021 approval for post creation of six ESPs under Palace Services</p>

Annex VII: List of Executives Appointed

#	Name, Position Title, Agency	Position Level/Date of Appointment
1	Phub Rinzin, Dzongdag I, Trongsa	EX2A 1-Jul-21
2	Karma Thinlay, Dzongdag I, Paro	EX2A 2-Jul-21
3	Babu Ram Sherpa, Dzongdag II, Trashy Yangtse	EX3A 2-Jul-21
4	Sonam Tobgay, Ambassador (III) Royal Bhutanese Embassy, Canberra, MoFA	EX3A 2-Jul-21
5	Kesang Deki, Secretary, MoF	EX1A 14-Aug-21
6	Tashi Wangmo, Secretary, MoLHR	EX1A 14-Aug-21
7	Thinley Namgyel, Secretary, MoAF	EX1A 8-Sep-21
8	Kinga Dakpa, Secretary General, National Council Secretariat	EX1B 8-Sep-21
9	Pema Choden, Secretary, MoFA	EX1A 6-Nov-21
10	Rinchen Wangdi, Secretary, GNHC	EX1C 6-Nov-21
11	Tandin Tshering, Secretary General, National Assembly Secretariat	EX1B 23-Nov-21

Annex VIII: List of Executives Appointed through Open Competition

#	Name, Position Title, Agency	Position Level	Date of Appointment
1	Tshewang Penjor, Dy. Attorney General Dept. of Legal Services, OAG	EX3A	15-Jul-21
2	Tashi Namgyal, Director Dept. of Adult & Higher Education, MoE	EX3A	1-Aug-21
3	Tashi Penjor, Director Dept. of Human Settlement, MoWHS	EX3A	1-Aug-21
4	Phuntsho Wangdi, Director Directorate, MoF	EX3A	1-Aug-21
5	Tandin Dorji, Director, Dept. of Public Health, MoH	EX3A	3-Aug-21
6	Yonten Gyamtsho, Director Dept. of Agriculture, MoAF	EX3A	1-Nov-21

Annex IX: List of Executives Transferred

#	Name, Position Title, Agency	Position Level/Date of Appointment
1	Sonam Tenzin, Director Dept. of Information & Media, MoIC	EX3A 1-Jul-21
2	Ugyen Penjore, Director General Office of the Consumer Protection, MoEA	EX2A 1-Jul-21
3	Kinlay Tshering, Director	EX3A

	Dept. of Agricultural Marketing & Cooperatives, MoAF	1-Jul-21
4	Thuji Tshering, Dzongdag I, Punakha	EX2A/2-Jul-21
5	Thinlay Wangchuk, Director General Dept. of Disaster Management, MoHCA	EX2A 26-Jul-21
6	Mewang Gyeltshen, Director, RCSC	EX3A/29-Aug-21
7	Sonam Dorji, Director General, BNCA	EX2A/3-Nov-21
8	Tashi Namgyal, Director Dept. of School Curriculum & Professional Development, MoE	EX3A 1-Dec-21
9	Thinlay Wangchuk, Director General Dept. of Disaster Management, MoHCA	EX2A 1-Dec-21
10	Sonam Jigme, Director General, RCSC	EX2A/1-Dec-21
11	Phub Tshering, Director General, RCSC	EX2A/30-Dec-21
12	Sonam Phuntsho, Director, RCSC	EX3A/1-Jan-22
13	Tashi Wangmo, Interim Dzongdag, Samdrup Jongkhar	EX3A/15-Mar-22
14	Rinchen Wangdi, Director, RCSC	EX3A/1-May-22
15	Duba, Director, RCSC	EX3A/1-May-22
16	Tenzin Chopel, Interim Dzongdag, Gasa	EX3A/16-May-22
17	Phuntsho Namgyal, Director Dept. of Geology & Mines, MoEA	EX3A 15-Jun-22
18	Chhime Tshering, Director, Dept. of Industry, MoEA	EX3A/15-Jun-22
19	Loday Tsheten, Director Dept. of Macroeconomic Affairs, MoF	EX3A 15-Jun-22
20	Kinga Jamphel, Director Dept. of Medical Services, MoH	EX3A 15-Jun-22

Annex X: List of Executives Promoted

#	Name, Position Title, Agency	Position Level/Date of Appointment
1	Pema Choden, Director General Dept. of Multilateral Affairs, Ministry of Foreign Affairs	EX2A 1-Jul-21
2	Ugyen Dorji, Joint Auditor General Directorate, RAA	EX2A 1-Jul-21
3	Phub Rinzin, Dzongdag I, Trongsa	EX2A/1-Jul-21

Annex XI: List of Specialist Promoted

#	Name, Position Title, Agency	PL/Date of Appoint
1	Sonam Wangchuk, Specialist III NHRDC, Jakar, Dept. of Livestock, MoAF	ES3A 1-Jul-21
2	Suraj Chhetri, Specialist III National Soil Services Centre, Semtokha, Dept. of Agriculture, MoAF	ES3A 1-Jul-21

3	Bir Doj Rai, Specialist III RLDC, Wangdue, Dept. of Livestock, MoAF	ES3A 1-Jul-21
4	Dorji, Specialist III NDRDC, Yusipang, Dept. of Livestock, MoAF	ES3A 1-Jul-21
5	Nidup, Specialist III Dept. of Radio diagnosis & Imaging, JDWNRH	ES3A 1-Jul-21
6	Yangchen, Specialist III Dept. of Medicine, JDWNRH	ES3A 1-Jul-21
7	Loday Phuntsho, Specialist III RNR R & DC - Wengkhari, Dept. of Agriculture, MoAF	ES3A 1-Jul-21
8	Chador Wangdi, Specialist III Plant & Animal Biosecurity Division, BAFRA, MoAF	ES3A 1-Jul-21
9	Sona Pradhan, Specialist III Dept. of Emergency Medicine, JDWNRH	ES3A 1-Jul-21
10	Gedun Pelzang, Associate Professor Dept. of Management Development, RIM	ES2A 1-Jul-21
11	Sherap Dema, Specialist III Taba Lower Secondary School, Thimphu Thromde	ES3A 1-Jul-21
12	Dhruptob Sonam, Specialist I Dept. of General Outpatient, JDWNRH	ES1A 1-Jul-21
13	Sonam Dekar, Master Teacher Lamgong Middle Secondary School, Paro	ES3A 1-Jul-21
14	Yeshey Penjore, Specialist II Dept. of Medicine, JDWNRH	ES2A 1-Jul-21
15	Yonten Jamtsho, Specialist III Tashidingkha Central School, Punakha	ES3A 1-Jul-21
16	Tandin Phurba, Specialist III NTMH, Dept. of Traditional Medicine Services, MoH	ES3A 1-Jan-22
17	Ngawang Jamtsho, Specialist III Jakar Higher Secondary School, Bumthang	ES3A 1-Jan-22
18	Namgyal Tshering, Specialist III Dechentsemo Central School, Punakha	ES3A 1-Jan-22
19	Tulsi Ram Sharma, Specialist III Dept. of Pediatrics, JDWNRH	ES3A 1-Jan-22
20	Sonam Dargay, Specialist III Dept. of Surgery, JDWNRH	ES3A 1-Jan-22
21	Neelima Chhetri, Specialist III Gelephu CRRH, Dept. of Medical Services, MoH	ES3A 1-Jan-22
22	Mimi Lhamu Mynak, Specialist I Dept. of Pediatrics, JDWNRH	ES1A 1-Jan-22
23	Tashi Penjore, Specialist III Bio-medical Engineering Division, Dept. of Medical Supplies & Health Infrastructure, MoH	ES3A 1-Jan-22

24	Thinley Namgyal, Professor Dept. of Management Development, RIM	ES1A 1-Jan-22
25	Kinley Gyeltshen, Specialist III Office of the Director, Dept. of Culture, MoHCA	ES3A 1-Jan-22
26	Nima Sangay, Specialist III Office of the Registrar, BMHC	ES3A 1-Jan-22
27	Guru Prasad Dhakal, Specialist II Dept. of Medicine, JDWNRH	ES2A 1-Jan-22
28	Deki Choden, Specialist I Dept. of Radio diagnosis & Imaging, JDWNRH	ES1A 1-Jan-22
29	Karma Tenzin, Specialist III Office of the Director, Dept. of Youth & Sports, MoE	ES3A 1-Jan-22
30	Chhabi Lal Adhikari, Specialist I Dept. of General Outpatient, JDWNRH	ES1A 1-Jan-22
31	Dowchu Drukpa, Specialist III Office of the Director, Dept. of Geology & Mines, MoEA	ES3A 1-Jan-22
32	Wangda Dukpa, Specialist III Office of the Director, Dept. of Agriculture, MoAF	ES3A 1-Jan-22

Annex XII: List of P1 Specialist Promoted

#	Name, Position Title, Agency	PL/Date of Appoint
1	Tandin Wangchhen, Principal Customs & Excise Officer RRCO, Paro, Dept. of Revenue and Custom, MoF	P1A 1-Jul-21
2	Thinley Tobgay, Sr. Teacher I, Taba Lower Secondary School, Thimphu Thromde	P1A 1-Jul-21
3	Dawa Zam, Sr. Teacher I Chang Rigphel Primary School, Thimphu Thromde	P1A 1-Jul-21
4	Dorji Tshering, Principal I Sonamgang Middle Secondary School, Phuentsholing Thromde	P1A 1-Jul-21
5	Kinzang Wangmo, Sr. Teacher I Jigme Namgyel Lower Secondary School, Thimphu Thromde	P1A 1-Jul-21
6	Phuentsho Tashi, Principal I Tsimalakha Middle Secondary School, Chhukha	P1A 1-Jul-21
7	Tara Devi Giri, Sr. Teacher I, Tendruk Central School, Samtse	P1A/1-Jul-21
8	Tshendu Wangmo, Sr. Teacher I Gelephu Lower Secondary School, Gelephu Thromde	P1A 1-Jul-21
9	Durga Prasad Sharma, Sr. Teacher I, Tendruk Central School, Samtse	P1A/1-Jul-21
10	Tshering Neema, Principal I, Gesarling Central School, Dagana	P1A/1-Jul-21
11	Tshering Zangmo, Sr. Teacher I Jigme Namgyel Lower Secondary School, Thimphu Thromde	P1A 1-Jul-21
12	Kinley Wangmo, Tax Analyst Revenue Intelligence Division, Dept. of Revenue and Custom, MoF	P1A 1-Jul-21

13	Geeta Chhetri, Sr. Teacher I, Gedu Higher Secondary School, Chhukha	P1A/1-Jul-21
14	Jigme Lodey, Sr. Teacher I Monggar Higher Secondary School, Monggar	P1A 1-Jul-21
15	Sangeeta Chhetri, Sr. Teacher I Motithang Higher Secondary School, Thimphu Thromde	P1A 1-Jul-21
16	Sonam Wangmo, Sr. Teacher I Motithang Higher Secondary School, Thimphu Thromde	P1A 1-Jul-21
17	Tashi Penjor, Sr. Teacher I, Sarpang Central School, Sarpang	P1A/1-Jul-21
18	Sonam Choden, Sr. Teacher I Zilnon Namgyeling Lower Secondary School, Thimphu Thromde	P1A 1-Jul-21
19	Shoba Monggar, Sr. Teacher I Gaupel Lower Secondary School, Paro	P1A 1-Jul-21
20	Namgay Dem, Sr. Teacher I Samtengang Primary School, Wangdue	P1A 1-Jul-21
21	Chimmi Yangdon, Sr. Teacher I Changangkha Middle Secondary School, Thimphu Thromde	P1A 1-Jul-21
22	Choney Zangmo, Sr. Teacher I Zilukha Middle Secondary School, Thimphu Thromde	P1A 1-Jul-21
23	Gaza, Sr. Teacher I, Chhukha Central School, Chhukha	P1A/1-Jul-21
24	Jigme Tenzin, Sr. Teacher I Doteng Lower Secondary School, Paro	P1A 1-Jul-21
25	Kaka Dorji, Sr. Teacher I, Gaselo Central School, Wangdue	P1A/1-Jul-21
26	Karma Wangchuk, Sr. Teacher I Dashiding Higher Secondary School, Punakha	P1A 1-Jul-21
27	Kuenzang, Sr. Teacher I Lobesa Lower Secondary School, Punakha	P1A 1-Jul-21
28	Kuenzang Wangmo, Sr. Teacher I S/Jongkhar Middle Secondary School, Samdrup Jongkhar Thromde	P1A 1-Jul-21
29	Lhamo Yangchen, Sr. Teacher I Khuruthang Middle Secondary School, Punakha	P1A 1-Jul-21
30	Ngawang Choden, Sr. Teacher I Lamgong Middle Secondary School, Paro	P1A 1-Jul-21
31	Pema Zangmo, Sr. Teacher I Trashigang Middle Secondary School, Trashigang	P1A 1-Jul-21
32	Rinchen Khandu, Sr. Teacher I, Drukgyel Central School, Paro	P1A/1-Jul-21
33	Sangay Dorji, Sr. Teacher I, Norbuling Central School, Sarpang	P1A/1-Jul-21
34	Sangay Tenzin K, Principal Counsellor Jampeling Central School, Trashigang	P1A 1-Jul-21
35	Sangay Zam, Sr. Teacher I, Hebesa Primary School, Wangdue	P1A/1-Jul-21
36	Sonam Dorji, Sr. Teacher I, Bayling Central School, Trashy Yangtse	P1A/1-Jul-21
37	Sonam Peldon, Sr. Teacher I Zilukha Middle Secondary School, Thimphu Thromde	P1A 1-Jul-21

38	Tandin Norbu, Sr. Teacher I, Norbuling Central School, Sarpang	P1A/1-Jul-21
39	Tashi Tshering, Sr. Teacher I, Punakha Central School, Punakha	P1A/1-Jul-21
40	Tshering Euden, Sr. Teacher I Lungtenphu Middle Secondary School, Thimphu Thromde	P1A 1-Jul-21
41	Ugyen Namgyel, Sr. Teacher I Monggar Middle Secondary School, Monggar	P1A 1-Jul-21
42	Ugyen Wangmo, Sr. Teacher I Sarpang Middle Secondary School, Sarpang	P1A 1-Jul-21
43	Sangay Dema, Sr. Teacher I Wangduechoeling Lower Secondary School, Bumthang	P1A 1-Jul-21
44	Sangay Dorji, Sr. Teacher I Genekha Lower Secondary School, Thimphu Dzongkhag	P1A 1-Jul-21
45	Sonam Norbu, Sr. Teacher I Garpawoong Middle Secondary School, Samdrup Jongkhar	P1A 1-Jul-21
46	Tandin Wangmo, Sr. Teacher I Jigme Losel Primary School, Thimphu Thromde	P1A 1-Jul-21
47	Tshering Peldon, Sr. Teacher I Changzamtog Middle Secondary School, Thimphu Thromde	P1A 1-Jul-21
48	Tashi Phuntsho, Principal I Trashiyangtse Lower Secondary School, Trashy Yangtse	P1A 1-Jul-21
49	Jigme Thinley, Sr. Teacher I, Norbuling Central School, Sarpang	P1A/1-Jul-21
50	Phuntsho Norbu, Principal I, Samcholing Primary School, Trongsa	P1A/1-Jul-21
51	Gyan Prasad Bajgai, Dentist I, Dept. of Dentistry, JDWNRH	P1A/1-Jul-21
52	Norbu, Forensic I, Dept. of Forensic Medicine, JDWNRH	P1A/1-Jul-21
53	Dorji Penjor, ENT Surgeon I, Dept. of Otorhinolaryngology, JDWNRH	P1A/1-Jul-21
54	Ugyen Tshering, Chief Medical Officer Dept. of Emergency Medicine, JDWNRH	P1A 1-Jul-21
55	Kuenzang Chopel, Drungtsho Tso-Zin Gelephu CRRH, Dept. of Medical Services, MoH	P1A 1-Jul-21
56	Dorji Wangchuk, Principal I Khasadrapchu Middle Secondary School, Thimphu	P1A 1-Jul-21
57	Damber Bahadur Tamang, Sr. Teacher I Chhukha Central School, Chhukha	P1A 1-Jul-21
58	Lotey Gyeltshen, Language Specialist Office of the Director, National Assembly Secretariat	P1A 1-Jul-21
59	Nidup, Sr. Teacher I, Pelrithang Higher Secondary School, Sarpang	P1A/1-Jul-21
60	Dinakar Dhungana, Sr. Teacher I, Bongo Primary School, Chhukha	P1A/1-Jul-21
61	Prem Bahadur Rai, Principal Forestry Officer UWICER, Dept. of Forest & Park Services, MoAF	P1A 1-Jul-21
62	Karma Wangdi, Programme Analyst Public Health Engineering Division, Dept. of Public Health, MoH	P1A 1-Jul-21
63	Charan Rai, Sr. Teacher I, Sarpang Middle Secondary School, Sarpang	P1A/1-Jul-21
64	Tshewang Norbu, Sr. Teacher I, Punakha Central School, Punakha	P1A/1-Jul-21

65	Hema Parajuli, Sr. Teacher I Woochhu Lower Secondary School, Paro	P1A 1-Jul-21
66	Krishna Sharma, Sr. Teacher I Gelephu Lower Secondary School, Gelephu Thromde	P1A 1-Jul-21
67	Pema Sangey, Sr. Teacher I Pelrithang Higher Secondary School, Sarpang	P1A 1-Jul-21
68	Jamtsho Drukpa, Sr. Teacher I, Norbugang Central School, Samtse	P1A/1-Jul-21
69	Tshering Wangdi, Sr. Teacher I Changzamtog Middle Secondary School, Thimphu Thromde	P1A 1-Jul-21
70	Puspa Pradhan, Sr. Teacher I Gelephu Lower Secondary School, Gelephu Thromde	P1A 1-Jul-21
71	Karma Tashi Tshomo, Sr. Teacher I Taba Lower Secondary School, Thimphu Thromde	P1A 1-Jul-21
72	Hari Prasad Neupany, Sr. Teacher I Phuntshothang Middle Secondary School, Samdrup Jongkhar	P1A 1-Jul-21
73	Ugyen Tshering, Sr. Teacher I Gaupel Lower Secondary School, Paro	P1A 1-Jul-21
74	Jampel Dorji, Sr. Teacher I Chumey Middle Secondary School, Bumthang	P1A 1-Jul-21
75	Dechen, Sr. Teacher I S/Jongkhar Middle Secondary School, Samdrup Jongkhar Thromde	P1A 1-Jul-21
76	Geeta Maya Tamang, Sr. Teacher I Babesa Primary School, Thimphu Thromde	P1A 1-Jul-21
77	Sangay Choden, Sr. Teacher I Changangkha Middle Secondary School, Thimphu Thromde	P1A 1-Jul-21
78	Pema Rinzin, Sr. Teacher I Pelrithang Higher Secondary School, Sarpang	P1A 1-Jul-21
79	Karma Dem, Clinical Nurse I Nursing Administration and Management, JDWNRH	P1A 1-Jul-21
80	Som Raj Rai, Sr. Teacher I Langthel Lower Secondary School, Trongsa	P1A 1-Jul-21
81	Tshering Dorji, Clinical Nurse I Gelephu CRRH, Dept. of Medical Services, MoH	P1A 1-Jul-21
82	Karma Wangdi, Sr. Lecturer Trashiyangts IZC, Dept. of Technical Education, MoLHR	P1A 1-Jul-21
83	Kelzang Yeshe, Sr. Teacher I Tokshingmang Primary School, Trashigang	P1A 1-Jul-21
84	Lhamo, Sr. Teacher I Drukgyel Lower Secondary School, Paro	P1A 1-Jul-21
85	Tika Devi Adhikari, Sr. Teacher I R/Kuenphen Primary School, Thimphu Thromde	P1A 1-Jul-21
86	Deki Choden, Sr. Teacher I Gaupel Lower Secondary School, Paro	P1A 1-Jul-21

87	Nima Dolma Sherpa, Sr. Teacher I Tsimalakha Middle Secondary School, Chhukha	P1A 1-Jul-21
88	Sonam Choden, Sr. Teacher I R/Kuenphen Primary School, Thimphu Thromde	P1A 1-Jul-21
89	Jai Narayan Sharma, Sr. Teacher I Zilnon Namgyeling Lower Secondary School, Thimphu Thromde	P1A 1-Jul-21
90	Singey Dorji, Sr. Teacher I, Buli Central School, Zhemgang	P1A/1-Jul-21
91	Kesang Tshomo, Sr. Teacher I Taba Lower Secondary School, Thimphu Thromde	P1A 1-Jul-21
92	Kuenzang Tenzin, Principal I, Jyengkana Primary School, Haa	P1A/1-Jul-21
93	Kinzang Tshomo, Sr. Teacher I Woochhu Lower Secondary School, Paro	P1A 1-Jul-21
94	Rinzin Choden, Sr. Teacher I, Ridaza Primary School, Monggar	P1A/1-Jul-21
95	Sonam Yuden, Sr. Teacher I Lungtenphu Middle Secondary School, Thimphu Thromde	P1A 1-Jul-21
96	Yeshi Wangdi, Sr. Teacher I Monggar Middle Secondary School, Monggar,	P1A 1-Jul-21
97	Sonam Lhamo, Sr. Teacher I Changzamtog Middle Secondary School, Thimphu Thromde	P1A 1-Jul-21
98	Karma Wangmo, Sr. Teacher I Damphu Middle Secondary School, Tsirang	P1A 1-Jul-21
99	Man Bahadur Rai, Sr. Teacher I Zilnon Namgyeling Lower Secondary School, Thimphu Thromde	P1A 1-Jul-21
100	Ganga Ram Gurung, Principal I Samtengang Central School, Wangdue	P1A 1-Jul-21
101	Saraswati Chhetri, Sr. Teacher I Changzamtog Middle Secondary School, Thimphu Thromde	P1A 1-Jul-21
102	Sharmila Tamang, Sr. Teacher I Babesa Primary School, Thimphu Thromde	P1A 1-Jul-21
103	Mani Tshering, Sr. Lecturer Dept. of Management Development, RIM	P1A 1-Jul-21
104	Karma, Sr. Teacher I, Lakhu Primary School, Punakha	P1A/1-Jul-21
105	Tashi Wangzing, Sr. Lecturer Dept. of Management Development, RIM	P1A 1-Jul-21
106	Karma Tshering, Sr. Teacher I, Trongsa Primary School, Trongsa	P1A/1-Jul-21
107	Karma Phuntsho, Sr. Teacher I Jigme Sherubling Central School, Trashigang	P1A 1-Jul-21
108	Gyeltshen, Sr. Teacher I, Tshangkha Central School, Trongsa	P1A/1-Jul-21
109	Sherab Dorji, Sr. Teacher I S/Jongkhar Middle Secondary School, Samdrup Jongkhar Thromde	P1A 1-Jul-21
110	Sonam Wangdi, Sr. Teacher I, Gyelposhing Central School, Monggar	P1A/1-Jul-21
111	Phub Dorji, Sr. Teacher I Lamgong Middle Secondary School, Paro	P1A 1-Jul-21

112	Dechen, Sr. Teacher I, Wangsel Institute, Paro	P1A/1-Jul-21
113	Damche Rinchen, Sr. Teacher I Gaupel Lower Secondary School, Paro	P1A 1-Jul-21
114	Sangay Dorji, Principal Forestry Officer Territorial Divisional Office-Sarpang, MoAF	P1A 1-Jul-21
115	Phurba, Sr. Lecturer Dept. of Information & Communication Technology, RIM	P1A 1-Jul-21
116	Ugyen, Principal I, Tangmachhu Central School, Lhuntse	P1A/1-Jul-21
117	Namgay Dorji, Principal I, Wangdue Primary School, Wangdue	P1A/1-Jul-21
118	Dendup Tshering, Principal Forestry Officer UWICER, Dept. of Forest & Park Services, MoAF	P1A 1-Jul-21
119	Sonam Tshering, Principal I, Nawakha Primary School, Punakha	P1A/1-Jul-21
120	Sonam Tenzin, Principal I, Tsholingkhar Primary School, Tsirang	P1A/1-Jul-21
121	Gyal Singh Sada, Sr. Teacher I, Mendelgang Central School, Tsirang	P1A/1-Jul-21
122	Sonam Deandy, Sr. Teacher I Motithang Higher Secondary School, Thimphu Thromde	P1A 1-Jul-21
123	Jagat Bahadur Biswa, Sr. Teacher I Karmaling Higher Secondary School, Samdrup Jongkhar	P1A 1-Jan-22
124	Sangla, Principal I, Kabesa Central School, Punakha	P1A/1-Jan-22
125	Cheku, Principal I, Rangthaling Primary School, Tsirang	P1A/1-Jan-22
126	Dechen Loday, Principal I, Gangrithang Primary School, Bumthang	P1A/1-Jan-22
127	Gyeltshen Drukpa, Principal I, Gosaling primary School, Tsirang	P1A/1-Jan-22
128	Kailash Pradhan, Sr. Teacher I, Kamji Central School, Chhukha	P1A/1-Jan-22
129	Pema Choidar, Dzongkhag Education Officer Education Sector, Dagana	P1A 1-Jan-22
130	Tshueltrim Dorji, Principal I Samtse Higher Secondary School, Samtse	P1A 1-Jan-22
131	Pema Kelden, Principal Dzongkhag Education Officer Education Sector, Chhukha	P1A 1-Jan-22
132	Tshering Om S, Sr. Teacher I Bajothang Higher Secondary School, Wangdue	P1A 1-Jan-22
133	Sonam Wangchuk, Principal I Jangchubling Middle Secondary School, Sarpang	P1A 1-Jan-22
134	Yeshey Nidup, Sr. Teacher I Khangkhu Middle Secondary School, Paro	P1A 1-Jan-22
135	Kinley Chhoden, Sr. Teacher I Motithang Higher Secondary School, Thimphu Thromde	P1A 1-Jan-22
136	Pema Choden, Sr. Teacher I Bajothang Higher Secondary School, Wangdue	P1A 1-Jan-22
137	Geeta Pradhan, Radiologist I, Dept. of Radiodiagnosis & Imaging, JDWNRH	P1A 1-Jan-22
138	Bal Bahadur Powrel, Sr. Teacher I Bjimethangkha Primary School, Wangdue	P1A 1-Jan-22

139	Champa Rai, Sr. Teacher I, Chhukha Central School, Chhukha	P1A/1-Jan-22
140	Nidup Gyaltshen, Principal I, Tshangkha Central School, Trongsa	P1A/1-Jan-22
141	Pema Rinzin, Principal I, Kidheykhar Central School, Monggar	P1A/1-Jan-22
142	Som Bdr. Monggar, Principal I Nagor Middle Secondary School, Monggar	P1A 1-Jan-22
143	Indra Jeet Sunuwar, Sr. Teacher I, Dorokha Central School, Samtse	P1A/1-Jan-22
144	Kelzang Choki, Sr. Teacher I, Drujegang Central School, Dagana	P1A/1-Jan-22
145	Sushma Dahal, Sr. Teacher I, Doteng Lower Secondary School, Paro	P1A/1-Jan-22
146	Tashi Choki, Sr. Teacher I Dechencholing Higher Secondary School, Thimphu Thromde	P1A 1-Jan-22
147	Ugyen Dorji, Sr. Teacher I Gelephu Higher Secondary School, Gelephu Thromde	P1A 1-Jan-22
148	Palmo Thinley, Sr. Lecturer Dept. of Information & Communication Technology, RIM	P1A 1-Jan-22
149	Chencho Bidha, Sr. Teacher I Peljorling Higher Secondary School, Samtse	P1A 1-Jan-22
150	Chewang Choden, Sr. Teacher I Gangrithang Primary School, Bumthang	P1A 1-Jan-22
151	Dago, Sr. Teacher I, Sisina Primary School, Thimphu	P1A/1-Jan-22
152	Deki Wangmo, Sr. Teacher I Jigme Losel Primary School, Thimphu Thromde	P1A 1-Jan-22
153	Dorji Wangmo, Sr. Teacher I, Jonkhar Primary School, Trashigang	P1A/1-Jan-22
154	Jigme Chogyal, Sr. Teacher I S/Jongkhar Primary School, Samdrup Jongkhar Thromde	P1A 1-Jan-22
155	Jigme Dorji, Sr. Teacher I Sarpang Middle Secondary School, Sarpang	P1A 1-Jan-22
156	Karma Chhoden, Sr. Teacher I Kuensel Phodrang Primary School, Thimphu Thromde	P1A 1-Jan-22
157	Karma Chogyel, Sr. Teacher I Shumar Lower Secondary School, Pema Gatshel	P1A 1-Jan-22
158	Karma Dema, Sr. Teacher I Changangkha Middle Secondary School, Thimphu Thromde	P1A 1-Jan-22
159	Karma Dema, Sr. Teacher I, Wochhu Lower Secondary School, Paro	P1A/1-Jan-22
160	Karma Yuden, Sr. Teacher I Dampchu Middle Secondary School, Tsirang	P1A 1-Jan-22
161	Kezang Choden, Principal I Sang-Ngag Chhoeling Lower Secondary School, Samtse	P1A 1-Jan-22
162	Kinley Tshering, Sr. Teacher I Khuruthang Middle Secondary School, Punakha	P1A 1-Jan-22
163	Kinley Wangmo, Sr. Teacher I Changzamtog Middle Secondary School, Thimphu Thromde	P1A 1-Jan-22
164	Kinley Wangmo, Sr. Teacher I Dechencholing Higher Secondary School, Thimphu Thromde	P1A 1-Jan-22

165	Lhabab Dorji, Sr. Teacher I Jakar Higher Secondary School, Bumthang	P1A 1-Jan-22
166	Lhaden Wangmo, Sr. Teacher I Jigme Namgyel Lower Secondary School, Thimphu Thromde	P1A 1-Jan-22
167	Lham, Sr. Teacher I, Phobjikha Central School, Wangdue	P1A/1-Jan-22
168	Lobzang Euden, Sr. Teacher I, Gaytsa Primary School, Bumthang	P1A/1-Jan-22
169	Munna Gurung, Sr. Teacher I Nagor Middle Secondary School, Monggar	P1A 1-Jan-22
170	Neten Zangmo, Sr. Teacher I Khangkhu Middle Secondary School, Paro	P1A 1-Jan-22
171	Nidup Wangdi, Principal I, Phuentsenchu Primary School, Tsirang	P1A/1-Jan-22
172	Pema Lhaden, Sr. Teacher I Zilnon Namgyeling Lower Secondary School, Thimphu Thromde	P1A 1-Jan-22
173	Penjor, Sr. Teacher I Shumar Lower Secondary School, Pema Gatshel	P1A 1-Jan-22
174	Sonam, Sr. Teacher I Lungtenzampa Middle Secondary School, Thimphu Thromde	P1A 1-Jan-22
175	Sonam Deki, Sr. Teacher I Monggar Middle Secondary School, Monggar	P1A 1-Jan-22
176	Sonam Duba, Sr. Teacher I Thimyul Lower Secondary School, Lhuntse	P1A 1-Jan-22
177	Sonam Wangmo, Sr. Teacher I R/Kuenphen Primary School, Thimphu Thromde	P1A 1-Jan-22
178	Tandin Wangmo, Sr. Teacher I Gelephu Lower Secondary School, Gelephu Thromde	P1A 1-Jan-22
179	Tandin Zangmo, Sr. Teacher I National Institute of Visually Impaired, Khaling, Trashigang	P1A 1-Jan-22
180	Tashi Phuntsho, Sr. Teacher I Khangkhu Middle Secondary School, Paro	P1A 1-Jan-22
181	Tashi, Sr. Teacher I Gelephu Middle Secondary School, Gelephu Thromde	P1A 1-Jan-22
182	Tenzin Yuden, Sr. Teacher I R/Kuenphen Primary School, Thimphu Thromde	P1A 1-Jan-22
183	Tsheltrim Wangdi, Sr. Teacher I Nganglam Middle Secondary School, Pema Gatshel	P1A 1-Jan-22
184	Tshering Choden, Sr. Teacher I Lamgong Middle Secondary School, Paro	P1A 1-Jan-22
185	Tshering Dema, Sr. Teacher I Chang Rigphel Primary School, Thimphu Thromde	P1A 1-Jan-22
186	Tshering Yangzom, Sr. Teacher I, Zilukha Middle Secondary School, Thimphu Thromde	P1A 1-Jan-22
187	Tsheten Tshering, Sr. Teacher I Khaling Lower Secondary School, Trashigang	P1A 1-Jan-22

188	Tshewang Gyalpo, Sr. Teacher I S/Jongkhar Primary School, Samdrup Jongkhar Thromde	P1A 1-Jan-22
189	Ugyen Duba, Sr. Teacher I Khenadrang ECR, Yelchen Central School, Pema Gatshel	P1A 1-Jan-22
190	Ugyen Tenzin, Sr. Teacher I Darla Middle Secondary School, Chhukha	P1A 1-Jan-22
191	Ugyen Zangmo, Sr. Teacher I Changzamtog Middle Secondary School, Thimphu Thromde	P1A 1-Jan-22
192	Yeshey Lham, Sr. Teacher I, Taju Primary School, Paro	P1A/1-Jan-22
193	Chhimi Wangmo, Sr. Teacher I Zilukha Middle Secondary School, Thimphu Thromde	P1A 1-Jan-22
194	Chone Dolma, Sr. Teacher I Dampfu Middle Secondary School, Tsirang	P1A 1-Jan-22
195	Dhan Kumar Rai, Sr. Teacher I Arekha Middle Secondary School, Chhukha	P1A 1-Jan-22
196	Kinga Norbu, Sr. Teacher I Gangrithang Primary School, Bumthang	P1A 1-Jan-22
197	Nado Rinchen, Principal I Jigme Losel Primary School, Thimphu Thromde	P1A 1-Jan-22
198	Namgyel Dhendup, Sr. Teacher I, Shaba Primary School, Paro	P1A/1-Jan-22
199	Rinzin Choda, Sr. Teacher I Chang Rigphel Primary School, Thimphu Thromde	P1A 1-Jan-22
200	Sonam, Sr. Teacher I, Monggar Middle Secondary School, Monggar	P1A/1-Jan-22
201	Sonam Yeshe, Sr. Teacher I, Tencholing Primary School, Wangdue	P1A/1-Jan-22
202	Tenzin Wangdi, Sr. Teacher I, Tsirangtoe Central School, Tsirang	P1A/1-Jan-22
203	Tshewang Dorji, Sr. Teacher I Wangduechoeling Lower Secondary School, Bumthang	P1A 1-Jan-22
204	Ugyen Khandu, Sr. Teacher I Lobesa Lower Secondary School, Punakha	P1A 1-Jan-22
205	Ugyen Zangmo, Sr. Teacher I, Norbugang Primary school, Samtse	P1A/1-Jan-22
206	Chimmi Tshering, Sr. Teacher I, Gaselo Central School, Wangdue	P1A/1-Jan-22
207	Choini Wangmo, Sr. Teacher I Changzamtog Middle Secondary School, Thimphu Thromde	P1A 1-Jan-22
208	Karchung, Principal I Zhemgang Lower Secondary School, Zhemgang	P1A 1-Jan-22
209	Karma Dorji, Sr. Teacher I Jigme Sherubling Central School, Trashigang	P1A 1-Jan-22
210	Namgay Dorji, Sr. Teacher I, Shari Higher Secondary School, Paro	P1A/1-Jan-22
211	Sangay Chopel, Principal I, Autsho Central School, Lhuntse	P1A/1-Jan-22
212	Sherab Tenzin, Sr. Teacher I, Kabesa Central School, Punakha	P1A/1-Jan-22
213	Tashi Dorji, Sr. Teacher I, Darla Middle Secondary School, Chhukha	P1A/1-Jan-22
214	Tshelthrim Pelden, Sr. Teacher I Nganglam Middle Secondary School, Pema Gatshel	P1A 1-Jan-22

215	Tshering Choden, Sr. Teacher I Daga Central School, Dagana	P1A 1-Jan-22
216	Sangay Tshering, Curriculum Developer I Languages & Rigzhung Unit, Curriculum Dev Centre, REC, MoE	P1A 1-Jan-22
217	Sonam Choki, Sr. Teacher I Loselling Middle Secondary School, Thimphu Thromde	P1A 1-Jan-22
218	Nidup Gyaltshen, Principal Counselor Career Education & Counselling Div, Dept. of Youth & Sports, MoE	P1A 1-Jan-22
219	Sonam Chuki, Sr. Teacher I Chapcha Middle Secondary School, Chhukha	P1A/1-Jan-22
220	Ugyen, Sr. Teacher I, Damphu Central School, Tsirang	P1A/1-Jan-22
221	Dechen Wangmo, Sr. Teacher I Zilukha Middle Secondary School, Thimphu Thromde	P1A 1-Jan-22
222	Phub Dem, Sr. Teacher I, Katscho Lower Secondary School, Haa	P1A/1-Jan-22
223	Sigay Phurpa, Principal I Lhuentse Primary School, Lhuntse	P1A 1-Jan-22
224	Pema Gyeltshen, Sr. Teacher I Kanglung Primary School, Trashigang	P1A 1-Jan-22
225	Ugyen Dorji, Principal Dzongkhag Education Officer Education Sector, Lhuntse	P1A 1-Jan-22
226	Choki Dorji, Principal Zhemgang Higher Secondary School, Zhemgang	P1A 1-Jan-22
227	Pema Sherpa, Principal I Dorokha Lower Secondary School, Samtse	P1A 1-Jan-22
228	Phuntsho Dorji, Ophthalmologist I Regional Referral Hospital Monggar, Dept. of Medical Services, MoH	P1A 1-Jan-22
229	Sonam Chhoden, Principal I Chundu Armed Forces Public School, Haa	P1A 1-Jan-22
230	Santiram Dhakal, Orthopedist I, Dept. of Orthopaedics, JDWNRH	P1A/1-Jan-22
231	Ganga Maya Rizal, Principal Feed & Fodder Development Officer Dept. of Livestock, MoAF	P1A 1-Jan-22
232	Thinley Choden, Principal Forestry Officer UWICER, Dept. of Forest & Park Services, MoAF	P1A 1-Jan-22
233	Sushma Tamang, Sr. Teacher I Sonamgang Middle Secondary School, Phuentsholing Thromde	P1A 1-Jan-22
234	Namsa Dorji, Chief Medical Officer T/Yangtse Hospital, Health Sector, Trashy Yangtse	P1A 1-Jan-22
235	Phub Tshering, ENT Surgeon I Dept. of Otorhinolaryngology (ENT), JDWNRH	P1A 1-Jan-22
236	Sherab Dorji, Principal I Jigmecholing Middle Secondary School, Sarpang	P1A 1-Jan-22
237	Amit Dahal, Sr. Teacher I Yangchenphug Higher Secondary School, Thimphu Thromde	P1A 1-Jan-22

238	Dechen Choeden, Sr. Teacher I, Kidheykhar Central School, Monggar	P1A/1-Jan-22
239	Kezang Jigme, Chief Laboratory Officer Dept. of Pathology & Laboratory Services, JDWNRH	P1A 1-Jan-22
240	Jangchup Dorji, Sr. Artisan I Fine Arts and Crafts Division, Dept. of National Properties, MoF	P1A 1-Jan-22
241	Pemba Tshering, Sr. Teacher I, Samtse Lower Secondary School, Samtse	P1A 1-Jan-22
242	Kamala Tamang, Sr. Teacher I Choekhorling Middle Secondary School, Sarpang	P1A 1-Jan-22
243	Pema Tenzin, Sr. Teacher I, Chhukha Central School, Chhukha	P1A/1-Jan-22
244	Ambika Chhetri, Sr. Teacher I Chang Rigphel Primary School, Thimphu Thromde	P1A 1-Jan-22
245	Pema Wangchuk Sherpa, Sr. Teacher I Dorokha Lower Secondary School, Samtse	P1A 1-Jan-22
246	Gopal Thapa, Sr. Teacher I, Salami Primary School, Tsirang	P1A/1-Jan-22
247	Pema Thinley, Principal Dzongkhag Education Officer Education Sector, Sarpang	P1A 1-Jan-22
248	Pema Rinzin, Principal Dzongkhag Education Officer Education Sector, Sarpang	P1A 1-Jan-22
249	Sonam Jamtsho, Sr. Teacher I, Tencholing Primary School, Wangdue	P1A/1-Jan-22
250	Khando Tshering, Principal Engineer Agriculture Engineering Division, Dept. of Agriculture, MoAF	P1A 1-Jan-22
251	Bedhnidhi Sharma, Principal Livestock Health Officer Livestock Sector, Samdrup Jongkhar	P1A 1-Jan-22
252	Leki Dorji, Sr. Teacher I Khuruthang Middle Secondary School, Punakha	P1A 1-Jan-22
253	Leki Wangdi, Sr. Teacher I, Norbuling Central School, Sarpang	P1A/1-Jan-22
254	Ngawang Tshering, Principal Dzongkhag Education Officer Education Sector, Samdrup Jongkhar	P1A 1-Jan-22
255	Rinchen Wangdi, Principal I Thimyul Lower Secondary School, Lhuntse	P1A 1-Jan-22
256	Tshewang Lhendup, Principal I, Sisina Primary School, Thimphu	P1A/1-Jan-22
257	Jit Bahadur Gurung, Principal I, Karmaling Primary School, Dagana	P1A/1-Jan-22
258	Tandin Norzin Wangmo, Sr. Teacher I Kanglung Primary School, Trashigang	P1A 1-Jan-22
259	Namgay Dukpa, Vice Principal Yangchen Gatshel Middle Secondary School, Thimphu	P1A 1-Jan-22
260	Dorji Wangdi, Principal I Jigme Namgyel Lower Secondary School, Thimphu Thromde	P1A 1-Jan-22
261	Sherab Jamtsho, Principal Dzongkhag Education Officer Education Sector, Zhemgang	P1A 1-Jan-22
262	Tara Devi Rai, Sr. Teacher I Darla Middle Secondary School, Chhukha	P1A 1-Jan-22

263	Nima Gyeltshen, Chief Sports Coordinator Games & Sports Division, Dept. of Youth & Sports, MoE	P1A 1-Jan-22
264	Tshering Norbu, Principal I Khothapa Primary School, Pema Gatshel	P1A 1-Jan-22
265	Tashi Norbu, Sr. Teacher I Wangchu Middle Secondary School, Chhukha	P1A 1-Jan-22
266	Yeshe Jurmi, Sr. Teacher I Shengana Lower Secondary School, Punakha	P1A 1-Jan-22
267	Deki, Sr. Teacher I, Khandothang Primary School, Samtse	P1A/1-Jan-22
268	Karma Dema, Sr. Teacher I Babesa Primary School, Thimphu Thromde	P1A 1-Jan-22
269	Daza Wangmo, Sr. Teacher I Khasadrapchu Middle Secondary School, Thimphu	P1A 1-Jan-22
270	Karma Phuntsho, Principal I, Trongsa Primary School, Trongsa	P1A/1-Jan-22
271	Loday, Sr. Teacher I, Gyelposhing Central School, Monggar	P1A/1-Jan-22
272	Melam, Vice Principal Bajothang Higher Secondary School, Wangdue	P1A 1-Jan-22
273	Karma Tenzin, Sr. Teacher I, Tangmachhu Central School, Lhuntse	P1A/1-Jan-22
274	Lham Tshering, Principal Dzongkhag Education Officer Education Sector, Thimphu	P1A 1-Jan-22
275	Sangay Wangmo, Sr. Teacher I Gaupel Lower Secondary School, Paro	P1A 1-Jan-22
276	Tshering Lham, Sr. Teacher I, Tshaphel Lower Secondary School, Haa	P1A/1-Jan-22
277	Yeshe Wangmo, Sr. Teacher I Jigme Namgyel Lower Secondary School, Thimphu Thromde	P1A 1-Jan-22
278	Pem Chuki, Sr. Teacher I, Zungnye Primary School, Bumthang	P1A/1-Jan-22
279	Savitri Rai, Sr. Teacher I, Drukgyel Lower Secondary School, Paro	P1A/1-Jan-22
280	Deki Choden, Sr. Teacher I, Samtse Lower Secondary School, Samtse	P1A/1-Jan-22
281	Sangay Dorji, Procurement Analyst Procurement Services, Secretariat Services, Sarpang	P1A 1-Jan-22
282	Pema Tsheszin, Sr. Teacher I, Kanglung Primary School, Trashigang	P1A/1-Jan-22
283	Pema Tshomo, Sr. Teacher I Zilnon Namgyeling Lower Secondary School, Thimphu Thromde	P1A 1-Jan-22
284	Bumpa Tshering, Principal Dzongkhag Education Officer Education Sector, Haa	P1A 1-Jan-22
285	Rinzin Wangchuk, Sr. Teacher I Dungna Lower Secondary School, Chhukha	P1A 1-Jan-22
286	Toujay, Principal I, Ramchetsekha Primary School, Paro	P1A/1-Jan-22
287	Sonam Choden, Sr. Teacher I Changangkha Middle Secondary School, Thimphu Thromde	P1A 1-Jan-22
288	Wangdi, Sr. Teacher I, Lobesa Lower Secondary School, Punakha	P1A/1-Jan-22
289	Chakra Subba, Sr. Teacher I Drukgyel Lower Secondary School, Paro	P1A 1-Jan-22

290	Sujana Rai, Sr. Teacher I, Kyidsa Primary School, Samtse	P1A/1-Jan-22
291	Kuenzang Thinley, Principal I R/Kuenphen Primary School, Thimphu Thromde	P1A 1-Jan-22
292	Lhawang Norbu, Principal I, Ura Middle Secondary School, Bumthang	P1A/1-Jan-22
293	Ugyen Tshering, Principal I, Zungnye Primary School, Bumthang	P1A/1-Jan-22
294	Pasang Wangdi, Principal I, Yelchen Central School, Pema Gatshel	P1A/1-Jan-22
295	Kuenzang Tobgay, Principal I Tsebar Lower Secondary School, Pema Gatshel	P1A 1-Jan-22
296	Karma Tshering, Principal I, Gorsum Primary School, Lhuntse	P1A/1-Jan-22
297	Tshewang Norbu, Sr. Teacher I Khasadrapchu Middle Secondary School, Thimphu	P1A 1-Jan-22
298	Loden Jimba, Principal Livestock Officer, Livestock Sector, Paro	P1A/1-Jan-22
299	Yangden, Clinical Nurse I Nursing Administration and Management, JDWNRH	P1A 1-Jan-22
300	Kezang Dorji, Sr. Teacher I, Nangkhor Central School, Pema Gatshel	P1A/1-Jan-22
301	Thinley Wangchuk, Principal I, Taju Primary School, Paro	P1A/1-Jan-22
302	Ugyen Jimba, Principal I, Bjemina Primary School, Thimphu	P1A/1-Jan-22
303	Dorji Samdrup, Principal I, Tshatsi Primary School, Pema Gatshel	P1A/1-Jan-22
304	Ugyen Choeda, Principal I, Ngatshang Primary School, Monggar	P1A/1-Jan-22
305	Sonam Tshering, Vice Principal Gongzim Ugyen Dorji Central School, Haa	P1A 1-Jan-22
306	Dhan Bahadur Tamang, Principal I Chang Rigphel Primary School, Thimphu Thromde	P1A 1-Jan-22
307	Norbu, Principal I, Nobding Lower Secondary School, Wangdue	P1A/1-Jan-22
308	Sherub Gyeltshen, Principal I Khoyar Primary School, Samdrup Jongkhar	P1A 1-Jan-22
309	Uma Acharya, Sr. Teacher I Babesa Higher Secondary School, Thimphu Thromde	P1A 1-Jan-22
310	Ugyen, Principal I, Lapsakha Primary School, Punakha	P1A/1-Jan-22
311	Rinzin Dorji, Principal I, Samtenling Primary School, Sarpang	P1A/1-Jan-22
312	Tek Bahadur Kharkha, Principal I, Salami Primary School, Tsirang	P1A/1-Jan-22
313	Tshering Chopel, Principal I, Balam Primary School, Monggar	P1A/1-Jan-22
314	Singye, Principal I Chali Lower Secondary School, Monggar	P1A 1-Jan-22
315	Sonam Rinchen, Principal I, Chaskar Central School, Monggar	P1A/1-Jan-22
316	Sumitra Pokhrel, Sr. Teacher I Phuentsholing Higher Secondary School, Phuentsholing Thromde	P1A 1-Jan-22
317	Kezang Tshering, Principal I Lungtenphu Middle Secondary School, Thimphu Thromde	P1A 1-May-22

Annex XIII: List of Executives Promoted

#	Name, Position Title, Agency	Position level	Date of Appointment
1	Pema Choden, Director General Dept. of Multilateral Affairs, MoFA	EX2A	1-Jul-21
2	Ugyen Dorji, Joint Auditor General Directorate of Services, RAA	EX2A	1-Jul-21
3	Phub Rinzin, Dzongdag I, Trongsa	EX2A	1-Jul-21

Annex XIV: List of Specialist Promoted

#	Name, Position Title, Agency	PL/Date of Appoint
1	Sonam Wangchuk, Specialist III NHRDC, Jakar, Dept. of Livestock, MoAF	ES3A 1-Jul-21
2	Suraj Chhetri, Specialist III National Soil Services Centre, Semtokha, Dept. of Agriculture, MoAF	ES3A 1-Jul-21
3	Bir Doj Rai, Specialist III RLDC, Wangdue, Dept. of Livestock, MoAF	ES3A 1-Jul-21
4	Dorji, Specialist III NDRDC, Yusipang, Dept. of Livestock, MoAF	ES3A 1-Jul-21
5	Nidup, Specialist III Dept. of Radio diagnosis & Imaging, JDWNRH	ES3A 1-Jul-21
6	Yangchen, Specialist III Dept. of Medicine, JDWNRH	ES3A 1-Jul-21
7	Loday Phuntsho, Specialist III RNR R & DC – Wengkhar, Dept. of Agriculture, MoAF	ES3A 1-Jul-21
8	Chador Wangdi, Specialist III Plant & Animal Biosecurity Division (PABD), BAFRA, MoAF	ES3A 1-Jul-21
9	Sona Pradhan, Specialist III Dept. of Emergency Medicine, JDWNRH	ES3A 1-Jul-21
10	Gedun Pelzang, Associate Professor Dept. of Management Development, RIM	ES2A 1-Jul-21
11	Sherap Dema, Specialist III Taba Lower Secondary School, Thimphu Thromde	ES3A 1-Jul-21
12	Dhrupthob Sonam, Specialist I Dept. of General Outpatient, JDWNRH	ES1A 1-Jul-21
13	Sonam Dekar, Master Teacher Lamgong Middle Secondary School, Paro	ES3A 1-Jul-21
14	Yeshey Penjore, Specialist II Dept. of Medicine, JDWNRH	ES2A 1-Jul-21
15	Yonten Jamtsho, Specialist III Tashidingkha Central School, Punakha	ES3A 1-Jul-21

16	Tandin Phurba, Specialist III NTMH, Dept. of Traditional Medicine Services (DTMS), MoH	ES3A 1-Jan-22
17	Ngawang Jamtsho, Specialist III Jakar Higher Secondary School, Bumthang	ES3A 1-Jan-22
18	Namgyal Tshering, Specialist III Dechentsemo Central School, Punakha	ES3A 1-Jan-22
19	Tulsi Ram Sharma, Specialist III Dept. of Pediatrics, JDWNRH	ES3A 1-Jan-22
20	Sonam Dargay, Specialist III Dept. of Surgery, JDWNRH	ES3A 1-Jan-22
21	Neelima Chhetri, Specialist III Gelephu CRRH, Dept. of Medical Services, MoH	ES3A 1-Jan-22
22	Mimi Lhamu Mynak, Specialist I Dept. of Pediatrics, JDWNRH	ES1A 1-Jan-22
23	Tashi Penjore, Specialist III Bio-medical Engineering Division, DMSHI, MoH	ES3A 1-Jan-22
24	Thinley Namgyal, Professor Dept. of Management Development, RIM	ES1A 1-Jan-22
25	Kinley Gyeltshen, Specialist III Office of the Director, Dept. of Culture, MoHCA	ES3A 1-Jan-22
26	Nima Sangay, Specialist III Office of the Registrar, BMHC	ES3A 1-Jan-22
27	Guru Prasad Dhakal, Specialist II Dept. of Medicine, JDWNRH	ES2A 1-Jan-22
28	Deki Choden, Specialist I Dept. of Radio diagnosis & Imaging, JDWNRH	ES1A 1-Jan-22
29	Karma Tenzin, Specialist III Dept. of Youth & Sports, MoE	ES3A 1-Jan-22
30	Chhabi Lal Adhikari, Specialist I Dept. of General Outpatient, JDWNRH	ES1A 1-Jan-22
31	Dowchu Drukpa, Specialist III Dept. of Geology & Mines, MoEA	ES3A 1-Jan-22
32	Wangda Dukpa, Specialist III Dept. of Agriculture, MoAF	ES3A 1-Jan-22

Annex XV: List of P1 Management Appointed through Open Competition

#	Name, Position Title, Agency	PL/Date of Appoint
1	Wangchen Norbu, Sr. Dzongrab, Lhuntse	P1A 1-Jul-21
2	Sonam Deki, Chief HR Officer Human Resource Division, MoEA	P1A 1-Aug-21

3	Chime Dorji, Asst. Auditor General Office of the Assistant Auditor General, Samdrup Jongkhar, RAA	P1A 1-Aug-21
4	Sonam Penjor, Chief ICT Officer Application Management Division, DITT, MoIC	P1A 1-Aug-21
5	Tashi Dorji P, Chief Programme Officer Policy, Planning and Performance Division, RCSC	P1A 1-Aug-21
6	Karma Wangdi, Chief Research Officer GNH Division, Centre for Bhutan Studies and GNH Research	P1A 1-Aug-21
7	Tenzin Chhoedup, Asst. Auditor General Office of the Assistant Auditor General, Tsirang, RAA	P1A 1-Aug-21
8	Bikram Gurung, Asst. Auditor General Office of the Assistant Auditor General, Bumthang, RAA	P1A 1-Aug-21
9	Tashi Lhamo, Asst. Auditor General HR & International Relations Division, RAA	P1A 1-Aug-21
10	Karma, Chief ICT Officer ICT Division, Directorate, MoAF	P1A 1-Aug-21
11	Kinley Yangzom, Chief Trade Officer Export Promotion Division, Dept. of Trade, MoEA	P1A 15-Aug-21
12	Bumpa Lhamo, Chief Programme Officer Fiscal Policy Division, Dept. of Macroeconomic Affairs, MoF	P1A 15-Aug-21
13	Tashi Dorji, Chief Programme Officer Public Service Delivery Division, Cabinet Secretariat	P1A 15-Aug-21
14	Rinzin Pemo, Chief Programme Officer Investment & Corporate Governance Division, DoMA, MoF	P1A 15-Aug-21
15	Ugyen Tashi, Chief Programme Officer Essential Medicines & Technology Division, DoMS, MoH	P1A 1-Sep-21
16	Sithup Lhendup, Chief Forestry Officer Bumdeling Wildlife Sanctuary, Dept. of Forest & Park Services, MoAF	P1A 15-Sep-21
17	Domang, Chief Dzongkhag Agriculture Officer Agriculture Sector, Wangdue	P1A 15-Sep-21
18	Karma Tempa, Chief Forestry Officer Territorial Divisional Office-Monggar, DoFPS, MoAF	P1A 15-Sep-21
19	Towchu Rabgay, Chief Livestock Production Officer Livestock Research & Extension Division, DoL, MoAF	P1A 15-Sep-21
20	Sonam Zangpo, Chief Dzongkhag Agriculture Officer Agriculture Sector, Thimphu	P1A 15-Sep-21
21	Karchung, Chief Dzongkhag Agriculture Officer Agriculture Sector, Haa	P1A 15-Sep-21
22	Sonam Wangchuk, Chief Forestry Officer Territorial Divisional Office-Samtse, DoFPS, MoAF	P1A 15-Sep-21
23	Saha Bir Rai, Chief Dzongkhag Agriculture Officer Agriculture Sector, Samdrup Jongkhar	P1A 15-Sep-21
24	Puran Kumar Dural, Chief Integrity Promotion Officer	P1A

	Dept. of Investigation, ACC	7-Oct-21
25	Pema Yangden, Chief Budget Officer Autonomous & Constitutional Sector Division, DNB, MoF	P1A 1-Jan-22
26	Dorji, Chief Development Regulatory Officer Development Regulatory Division, Phuentsholing Thromde	P1A 1-Jan-22
27	Dorji P., Regional Director (Trade & Industry) Regional Trade and Industry Office Trongsa, MoEA	P1A 1-Jan-22
28	Chimi Wangmo, Chief Finance Officer Treasury Management Division, Dept. of Public Accounts, MoF	P1A 1-Jan-22
29	Tshering Choden, Chief Procurement Officer Central Procurement & Property Management Division, DNP, MoF	P1A 1-Jan-22
30	Pema Tshomo, Dy. Chief of Protocol Mission & Consular Services Division, Dept. of Protocol, MoFA	P1A 1-Jan-22
31	Sonam Tobgye, Chief Admin. Officer Administration and Finance Division, Cabinet Secretariat	P1A 1-Jan-22
32	Tshering Wangmo, Chief Immigration Officer Visa Division, Department of Immigration, MoHCA	P1A 1-Jan-22
33	Tsheltrim Dorji, Chief HR Officer HR Division, MoIC	P1A 1-Jan-22
34	Sonam Tshering, Internal Auditor Internal Audit Services, MoAF	P1A 1-Jan-22
35	Damcho Rinzin, Chief Tourism Officer Tourism Promotion Division, TCB	P1A 1-Jan-22
36	Choeku Wangchuk, Chief Civil Registration & Census Officer Civil Registration & Citizenship Services Division, DCRC, MoHCA	P1A 1-Jan-22
37	Gyem Bidha, Chief Regulatory & Quarantine Officer Plant & Animal Biosecurity Division (PABD), BAFRA, MoAF	P1A 1-Jan-22
38	Tashi Tenzin, Chief Geologist Geological Survey Division, Dept. of Geology & Mines, MoEA	P1A 1-Jan-22
39	Karma Tshetrim, Chief Engineer Standardization Division, BSB	P1A 1-Jan-22
40	Jigme Dorji, Chief Programme Officer TVET Institute Support Division (TISD), MoLHR	P1A 15-Jan-22
41	Karma Choeda, Regional Director (Employment & Labour) Samdrup Jongkhar Regional Office, MoLHR	P1A 15-Jan-22
42	Rigden Wangchuk, Chief Programme Officer Employment Services Division, MoLHR	P1A 15-Jan-22
43	Sonam Tenzin, Regional Director (Employment & Labour) Phuentsholing Regional Office, MoLHR	P1A 15-Jan-22
44	Nima Om, Chief Legal Officer Legal Division, MoAF	P1A 15-Jan-22
45	Deependra Ghalley, Chief Finance Officer Finance Division, Phuentsholing Thromde	P1A 1-Feb-22

46	Ugyen Thinley, Chief Dzongkhag Education Officer Education Sector, Samdrup Jongkhar	P1A 1-Feb-22
47	Pelden Wangmo, Chief Dzongkhag Education Officer Education Sector, Zhemgang	P1A 1-Feb-22
48	Pelzang, Chief Dzongkhag Education Officer Education Sector, Pema Gatshel	P1A 1-Feb-22
49	Sonam Choden, Chief Dzongkhag Education Officer Education Sector, Trashy Yangtse	P1A 1-Feb-22
50	Kinley Dorji, Chief Dzongkhag Engineer Dzongkhag Engineering and Human Settlement Sector, Samtse	P1A 1-Mar-22
51	Norbu Dhendup, Chief Finance Officer Finance Services, Thimphu Thromde	P1A 1-Mar-22
52	Tshering Dorji, Chief Dzongkhag Education Officer Education Sector, Lhuntse	P1A 1-Mar-22
53	Sonam Gyeltshen, Chief Finance Officer Finance Division, Gelephu Thromde	P1A 15-Mar-22
54	Laigden Dzed, Chief Programme Officer Non-Communicable Disease Division, Dept. of Public Health, MoH	P1A 1-May-22

Annex XVI: List of Executives Separated

#	Name, Position Title, Agency	PL/Date of Appoint
1	Nim Dorji, Secretary, MoF	EX1A/13-Jul-21
2	Sonam Wangchuk, Secretary, MoLHR	EX1A/13-Jul-21
3	Rinzin Dorji, Secretary, MoAF	EX1A/16-Aug-21
4	Chewang Rinzin, On Secondment (II), DGPC	EX2A/17-Sep-21
5	Mewang Gyeltshen, Director, RCSC	EX3A/1-Oct-21
6	Karma Weezir, Secretary, National Assembly Secretariat	EX1A/14-Oct-21
7	Kinga Singye, Secretary, MoFA	EX1A/15-Oct-21
8	Sherab Tenzin, Director General, BSB	EX2A/1-Feb-22
9	Kunzang Namgyal Tshering, Director Dept. of Occupational Standards, MoLHR	EX3A 1-Mar-22
10	Karma Tsering Namgyal, Secretary, Dratshang Lhentshog	EX1B/15-Mar-22
11	Tharchin Lhendup, Dzongdag I, Samdrup Jongkhar	EX2A/15-Mar-22
12	Kinzang Tshering, Director, National Assembly Secretariat	EX3A/15-Apr-22
13	Sangay Duba, Secretary, Cabinet Secretariat	EX1A/15-Apr-22
14	Sonam Phuntsho, Director, RCSC	EX3A/15-Apr-22
15	Phub Tshering, Director General, RCSC	EX2A/15-Apr-22
16	Sonam Jigme, Director General, RCSC	EX2A/15-Apr-22
17	Tshewang Penjor, Director, Dept. of Legal Services, OAG	EX3A/15-Apr-22
18	Phento Tshering, Director, NEC	EX3A/15-Apr-22
19	Kinley Wangdi, Director, Directorate, MoFA	EX3A/15-Apr-22

20	Ugyen Gonphel, Chief of Protocol I, Dept. of Protocol, MoFA	EX3A/15-Apr-22
21	Kinley Gyeltshen, Director, Directorate, MoEA	EX3A/15-Apr-22
22	Kinley Tenzin Wangchuk, Director General Dept. of Intellectual Property, MoEA	EX2A 15-Apr-22
23	Yonten Namgyel, Director General, Dept. of Industry, MoEA	EX2A/15-Apr-22
24	Choiten Wangchuk, Director General Dept. of Geology & Mines, MoEA	EX2A 15-Apr-22
25	Tashi Tobgye, Director General Dept. of Civil Registration & Census, MoHCA	EX2A 15-Apr-22
26	Thinlay Wangchuk, Director General Dept. of Disaster Management, MoHCA	EX2A 15-Apr-22
27	Yangchen Chhoedon, Director, Directorate, MoHCA	EX3A/15-Apr-22
28	Lekzang Dorji, Director General Dept. of Macroeconomic Affairs, MoF	EX2A 15-Apr-22
29	Wangchuk Thayey, Director General Dept. of Revenue and Custom, MoF	EX2A 15-Apr-22
30	Phuntsho Wangdi, Director, Directorate, MoF	EX3A/15-Apr-22
31	Tenzin Dorji, Director General, Directorate, MoLHR	EX2A/15-Apr-22
32	Sonam Tenzin, Director, Dept. of Information & Media, MoIC	EX3A/15-Apr-22
33	Dhak Tshering, Director, Directorate, MoWHS	EX3A/15-Apr-22
34	Tandin Dorji, Director, Dept. of Public Health, MoH	EX3A/15-Apr-22
35	Karma Lhazeen, Director, Dept. of Medical Services, MoH	EX3A/15-Apr-22
36	Pandup Tshering, Secretary, MoH	EX1A/15-Apr-22
37	Karma Tshering, Secretary, MoE	EX1A/15-Apr-22
38	Tshering Nidup, Director, Directorate, MoE	EX3A/15-Apr-22
39	Karma Drukpa, Director General, NCWC	EX2A/15-Apr-22
40	Tshewang Norbu, Secretary, DDC	EX1A/15-Apr-22
41	Karma Pemba, Director, National Council Secretariat	EX3A/15-Apr-22
42	Kinga Dakpa, Secretary General, National Council Secretariat	EX1B/15-Apr-22
43	Tashi Samdup, Director General, BAFRA, MoAF	EX2A/15-Apr-22
44	Chewang Jurmi, Director, Directorate, MoAF	EX3A/15-Apr-22
45	Karma Sonam, Director, CDB	EX3A/15-Apr-22
46	Sonam Dorji, Director General, BNCA	EX2A/15-Apr-22
47	Kesang Choden Dorji, Dzongdag I, Bumthang	EX2A/1-May-22
48	Pema, Dzongdag I, Tsirang	EX2A/1-May-22
49	Chekey Gyeltshen, Dzongdag I, Trashigang	EX2A/1-May-22
50	Ugyen Sonam, Dzongdag, Monggar	EX1A/1-May-22
51	Jambay Wangchuk, Dzongdag I, Lhuntse	EX2A/1-May-22
52	Rabgye Tobden, Dzongdag I, Haa	EX2A/1-May-22
53	Rinzin Penjore, Dzongdag I, Gasar	EX2A/1-May-22
54	Yeshey Rangrik Dorjee, Dzongdag I, Pema Gatshel	EX2A/1-May-22
55	Tougay Choedup, Executive Secretary, S/Jongkhar Thromde	EX3A/1-May-22

Annex XVII: List of Specialists Separated

#	Name, Position Title, Agency	PL/Date of Appoint
1	Loknath Chapagai, Specialist III Dept. of Industry, MoEA	ES3A 30-Aug-21
2	Devendra Kumar Sharma, Specialist II Samtse Hospital, Health Sector, Samtse	ES2A 24-Dec-21
3	Kul Bahadur Tamang, Specialist III Geo-informatics Division, Dept. of Survey and Mapping, NLC	ES3A 22-Jan-22
4	Phub Gyeltshen, Specialist III Motithang Higher Secondary School, Thimphu Thromde	ES3A 23-Apr-22

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