Royal University of Bhutan

ROYAL UNIVERSITY OF BHUTAN

Human Resource Rules And Regulations

2017

(RUBHRRR 2017)

“…..Towards attracting, engaging, developing and retaining high caliber talents; promoting world class academics & research; and recognising and
rewarding exceptional contributions”

Preface

As part of the Royal Government's initiative to accelerate Bhutan's socio economic development, the Royal University of Bhutan was granted autonomy and accordingly separated from the Royal Civil Service on 1st July 2011. This meant that the Royal University of Bhutan had to set its own human resource policy and processes, which is independent of Civil Service rules and regulations.

The University Council in its 20th Meeting held on 28 July 2011 adopted the Bhutan Civil Service Rules and Regulations (BCSR) 2010 to be used as an interim guide for the management and development of human resources in the University. The Council further resolved that the University should work to develop a comprehensive human resource rules and regulations for the University, and that in the mean time it would consider any urgent changes that need to be made to the human resource rules and regulations on a case by case basis.

The Royal University of Bhutan Human Resource Rules and Regulations 2017 (RUBHRRR 2017) has been developed using BCSR 2010 as the base document. While much of the human resource management policy and practices, which are common to all employment systems in the Kingdom, have been retained, substantial changes have been made in relevant areas to ensure consistency with the Royal Charter and Statutes of the Royal University of Bhutan, the Labour and Employment Act of Bhutan 2007, and other documents guiding the policies related to human resources in the University. It is hoped that the document will help the university to embrace the myriad opportunities that its autonomy offers. It is also hoped that the RUBHRRR 2017, once implemented, will make employment in the Royal University of Bhutan as attractive and dynamic as possible within the wider context of Bhutan's social, economic and political development.

This document is the culmination of a series of extensive consultations and discussions that have taken place among the staff of the University including extensive researches carried out to draw from best practices in well-established universities and academic institutions around the world.

The RUBHRRR 2017 sets out the service conditions and staffing policy and procedures which will allow the University to:

- Attract, engage, develop and retain high calibre talents;
- Promote world class academics and research;
- Build systems and processes that will facilitate quality teaching learning and research;
- Exercise flexibility in deciding what, how and in what fashion should future leaders be created;
- Make informed decisions about the usage of the university's creative energies and resources;
- Reward and recognise exceptional contributions irrespective of seniority and tenure; and
- Transform society and beliefs by building an organisation that benefits all its stakeholders.

The University is committed to recruiting and appointing promising and high quality staff as well as providing opportunities for them to develop to their fullest potential. The document will be reviewed and revised as and when there is a need for change and improvement.

Vice Chancellor
Royal University of Bhutan

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CHAPTER 1

PRELIMINARY

In pursuance of the Royal Charter of the Royal University of Bhutan 2003, the Executive Order of the Royal Government of Bhutan 2010 that allows the Royal University of Bhutan to be separated from the civil service and the amendments to the Statutes of the Royal University of Bhutan 2013, the Royal University of Bhutan, hereinafter referred to as the University, developed the Royal University of Bhutan Human Resource Rules and Regulations.

1. Title

1.1. This rule shall be known as the Royal University of Bhutan Human Resource Rules and Regulations 2017 (RUBHRRR 2017).

2. Extent and Commencement

2.1. This rule shall extend to all the staff of the University inclusive of staff on fixed-term appointment, and General Service Staff (GSS).

2.2. This rule shall come into force with effect from the date announced through an Office Order.

3. Rule of Construction

3.1. In this rule, unless, the context indicates otherwise, the singular shall include plural and the masculine gender shall include the feminine gender and vice versa.

4. Supersession

4.1. The RUBHRRR 2017 shall supersede all existing rules, regulations, notifications and circulars in force (except Acts, Royal Charter and Statutes of the University) concerning the subject, which are covered by it.

5. Amendment and Interpretation

5.1. The University shall amend the RUBHRRR 2017 as and when necessary and the electronic copy of the updated version shall be made available on the University website.

5.2. The authority for approval, amendment and interpretation of the RUBHRRR 2017 shall vest with the University Council and Academic Board as specified within the document. Their interpretation shall be final and binding.

CHAPTER 2

GUIDING PRINCIPLES

The University shall aspire to be a symbol of national pride. It shall be entrusted with the development of human potential and cultivation of national talents to engender individual happiness that contributes to Gross National Happiness (GNH) and drive the country towards a knowledge-based society.

1. Beliefs and Values

1.1. The University shall be a learning organisation characterised by:

1.1.1. Total staff involvement in a process of collaborative conduct, collective accountability towards work and organisational transformation directed towards shared values; and

1.1.2. Staff who continually expand their capacity to create the results they truly desire, nurture new and expansive patterns of thinking. In doing so, pursue collective goals and aspiration, and continually learn to see the whole of the University as a single entity.

1.2. The University's human resource management shall be characterised by an engaged and committed staff driven by:

1.2.1. Job satisfaction;

1.2.2. Advancement of (both vertical and horizontal) opportunities;

1.2.3. Flexibility;

1.2.4. Work/Life support;

1.2.5. Supervisory effectiveness;

1.2.6. Diversity and inclusion; and

1.2.7. Communication.

1.3. Every staff is a source of creativity, reputation and vitality for the University. Therefore, care and happiness of staff in the workplace shall be the cornerstone of human resource management processes in the University.

2. Commitments

2.1. The University shall provide necessary leadership to:

2.1.1. Promote an organisational culture that is typified by openness, fairness and equity with efficient, transparent and consultative decision-making processes;

2.1.2. Ensure that employment arrangements, working conditions and remuneration packages are competitive with other organisations with whom the University competes for staff, including recognition and rewards;

2.1.3. Continually work to devise better ways of recognising and rewarding staff's contributions to the University's life and reputation;

2.1.4. Facilitate strategic staffing analysis on a periodic basis to broaden processes for attracting key talents and institute retention strategies to attract and nurture talents;

2.1.5. Ensure staff workload protocols that support effective and equitable distribution of duties at workplaces, and that recognise diversity of excellence; and

2.1.6. Provide and support a broad range of staff development opportunities that develop the capacity of staff to achieve the University's goals, while improving individual job satisfaction and career prospects.

3. Compliance

3.1. The RUBHRRR 2017 shall comply with all applicable legislation, regulations and statutory requirements relating to employment in the Kingdom of Bhutan. In particular, RUBHRRR 2017 shall:

3.1.1. Be governed by the Royal Charter of the Royal University of Bhutan 2003 and the Statutes of the Royal University of Bhutan 2003 including the amendments made in 2013; and

3.1.2. Comply with the Labour and Employment Act of Bhutan 2007.

3.2. The Vice Chancellor shall be responsible for implementation of the RUBHRRR 2017

CHAPTER 3

SERVICE STRUCTURE

1. Objective

1.1. To professionalise the University service towards ensuring excellence.

1.2. To ensure proper classification of the University service by occupational group, category and position levels.

1.3. To define a clear career path and service structure.

2. Staff Establishment

2.1. The University shall have two occupational groups of staff comprising of:

2.1.1. Academics, which includes both teaching and/or research; and

2.1.2. Administrative & Technical.

2.2. The position titles for the two occupational groups are as given in the Table 3.1:

Table No. 3.1: *Position Titles for the two occupational groups*

Occupational Group	Position Title	Position Category
Academics	Professor, Associate Professor, Assistant Professor	Professorial
	Lecturer, Associate Lecturer, Assistant Lecturer	Lecturer
	Senior Instructor, Instructor, Associate Instructor	Instructor
Administrative & Technical	Vice Chancellor, Registrar, Director, President	Executive
	Chief	Chief
	Officer, Librarian, Residence Coordinator, Internal Auditor, Engineer, Farm Manager or equivalent	Professional
	ICT Technical Associate, Estate Manager, Plumber, Electrician, Mason, Carpenter, Lab Assistant, Lab Technician, Library Assistant, Administrative Assistant, HR Assistant, Personal Assistant, Storekeeper, Accounts Assistant, Mess In-charge, Technical Associate (sports, dance, music, mask dance, etc.)	Supervisory & Support
	Telephone Operator, Receptionist, Driver	Operational
	Security Guard, Messenger, Caretaker, Cleaner, Gardener, Cook, Farm Attendant	General Service

3. Definition of position categories

3.1. **Professorial:** Staff in professorial positions are required to undertake highly complex nature of jobs in academic field. It involves concurrent pursuit of several phases of academic and research, which requires continuous effort in establishing concepts, theories or programmes. Given the complexity and nature of the work, staff in this position category shall lead teaching-learning including postgraduate programmes, research, consultancy and professional services in the University and ensure that the tasks are on a par with international standards.

3.2. **Lecturer:** Staff in this position category may undertake predominantly teaching-learning with some inputs on the research and professional services. They are anticipated to provide pedagogical research, basic advisory services, coordinate programme development and assist in overall management of the University.

3.3. **Instructor:** Instructors are required to possess sound subject knowledge and skills in their specific disciplines. The staff in this position category must also possess curriculum development skills and ability to impart knowledge and skills through demonstration and lectures.

3.4. **Executive:** The scope of authority and impact of an executive is significant both within and outside of the University. Staff in this position category must possess sound administrative, managerial and leadership skills. Responsibility and accountability are focused primarily at the strategic level with appropriate tactical overview and action. They can negotiate and define the scope of work of an entire College/Department.

3.5. **Chief:** The staff in this position category shall take responsibilities of the day-to-day issues/ activities and also influence outcomes in their respective areas of work. Staff in this position category must possess high level of technical knowledge in the area of responsibilities with ability to contribute to formulation of policies, strategies and strategic goals. They shall be responsible to head a particular functional section/division.

3.6. **Professional:** The staff in this position category primarily focus on determining tactical level issues and/or decisions in their area of work. They must be conversant in the area of responsibilities both in terms of technical know-how and changing environment. They shall contribute to the decision making processes within broad guidelines and existing policies. They must also possess sound analytical skills with knowledge in planning, management and execution of projects and activities.

3.7. **Supervisory & Support:** Responsibilities of staff in this position category comprise of carrying out day to day activities assigned to them. They must possess skills in carrying out routine works efficiently and effectively and are able to use appropriate tools including information, communication & technology (ICT). They shall organise information and maintain up-to-date information for administrative and management purposes.

3.8. **Operational:** Responsibilities of staff in this position category include initial public contact responding to and routing communications to appropriate respondents. It also include drafting and use of appropriate tools including ICT and other office equipment to input information/ data and prepare reports. Duties of this category are routine and often repetitive. Overall, the staff under this category are required to comply with set objectives, methodology and specific task assignments.

3.9. **General Service:** Responsibilities of staff in this position category include provision of specific service oriented task for the general operation and maintenance purposes. They will be recruited to meet the skilled or semi-skilled gaps for day-to-day services of the University.

4. Employment Category

4.1. Based on the mode of employment, the University shall have the following employment categories to make the workforce more flexible and efficient:

4.1.1. Regular; and

4.1.2. Fixed-term.

5. Position Structure

5.1. The University shall have 17 Position Levels in the entire position structure. The Position Level 1 shall be the highest in the position structure.

5.2. The Vice Chancellor, as the Chief Executive shall be considered beyond the University Position Structure.

5.3. The details of Position Titles with Position Levels are shown in the Table 3.2:

Table 3.2 Position Structure and Position Level details

Position Title for Academics	Position Level	Administrative & Technical Staff
		Vice Chancellor
Professor	**1**	Registrar/Director/ President
Associate Professor	**2**	
Assistant Professor	**3**	
Lecturer/Senior Instructor	**4**	Chief
Associate Lecturer/Senior Instructor	**5**	Deputy Chief
Assistant Lecturer/Instructor	**6**	Senior Officer
Instructor	**7**	Officer
Associate Instructor	**8**	Assistant Officer
	9	Staff in Supervisory and Support Category
	10	
	11	
	12	
	13	
	14	Staff in Operational Category
	15	
	16	
	17	

6. Broad-banded Positions

6.1. The University shall have broad-banded positions, which shall entail two or more position levels with same job specifications.

6.2. Positions for academics shall be broad-banded at Instructor's level (Position Level 4 – 9).

6.3. Positions for administrative & technical staff shall be broad-banded at Operational Level (Position Level 14 – 17), Supervisory & Support Level (Position Level 9 – 13), and Professional level (Position Level 5 – 8) .

6.4. The structure and position levels under the two categories shall be as shown in Table 3.2.

7. Position Directory

7.1. There shall be a Position Directory, which shall contain the following three areas:

7.1.1. Position Profile Matrix;

7.1.2. Representative Work Activities; and

7.1.3. Knowledge, Skills and Abilities.

7.2. Position Profile Matrix

7.2.1. The Position Profile Matrix shall show all the position titles, position categories, position levels including broad-banded and non broad-banded positions, career ladder, minimum qualification and entry level for each position level.

7.2.2. Staff shall use the assigned position titles prescribed in the Position Profile Matrix only.

7.2.3. Any change or addition of position title shall be incorporated upon approval of the University after completing the required processes of job identification, job analysis, approval of new position, writing of a job description and job evaluation.

7.3. Representative Work Activities

7.3.1. There shall be Representative Work Activities (RWAs) showing explicit and distinct RWAs for each of the positions for both academics as well as administrative & technical Staff.

7.3.2. These descriptors are generic statements used to describe the broad categories of responsibilities attached to staff at different position categories. These are intended to provide a basis to differentiate between various levels of appointment and define broad relationships between position levels.

7.4. Knowledge, Skills and Abilities

7.4.1. There shall be knowledge, skills and abilities defined for each of the position categories for both academic and as well as administrative & technical staff.

7.4.2. These descriptors are generic indicators that would assist in identifying competencies of applicants for recruitment and promotion of staff in different positions.

CHAPTER 4

POWERS AND FUNCTIONS

1. Objective

1.1 To delineate clear line of responsibilities amongst different functional units of the University.

1.2 To ensure effective management of human resource functions.

2. University-wide Management

2.1 The University Council (UC), as the Supreme Governing Authority mandated by the Royal Charter, shall be the final authority for all actions related to human resource management in the University.

2.2 As enshrined in the Statutes of the University, the UC shall be responsible to:

2.2.1 Determine the conditions of service of all staff of the University;

2.2.2 Create provisions for schemes of insurance, pensions or retirement benefits for all salaried officers, and if the UC chooses, for other staff;

2.2.3 Recommend to the Royal Government regarding the appointment or dismissal of the Vice Chancellor;

2.2.4 Appoint and/or dismiss the Registrar;

2.2.5 Establish grades of academic posts and to approve the criteria for appointment to those positions;

2.2.6 Approve procedures for the appointment of staff;

2.2.7 Prescribe the code of conduct to which all the members of the University community, including staff and students shall be subject to; and

2.2.8 Prescribe the provisions for the redressal of grievances of the members of the University community including staff and students.

2.3 The UC may delegate the Academic Board to look after the human resource management and development matters in the University.

2.4 For effective and efficient management of human resources, the University shall function with clear delegation of responsibilities amongst the Colleges and Office of the Vice Chancellor (OVC).

2.5 The OVC shall be the Secretariat to execute all HR matters at the University level. The Registrar shall be the dealing official to support the Vice Chancellor in all HR matters. The responsibilities at the university-wide management shall include the following:

2.5.1 Recruitment, Selection and Appointment of Regular Staff:

2.5.1.1 Planning and determining staffing pattern and strength required for the plan period in discussion with the College/OVC within the existing policies;

2.5.1.2 Recruitment of academics (excluding instructors), and staff at professional category and above;

2.5.1.3 Verification of recruitment details carried out by the College/OVC concerned for uniformity of practice; and

2.5.1.4 Allotment of Staff Identity (SID) number.

2.5.1.5 Recruitment, Selection and Appointment of staff on fixed-term arrangement:

2.5.1.6 Verification of recruitment details carried out by the College/OVC concerned for uniformity; and

2.5.1.7 Allotment of SID number on fixed-term appointment with duration of one year and above.

2.5.2 Human Resource Development:

2.5.2.1 Formulation of HRD plans and programmes;

2.5.2.2 Approval, review and monitoring of all long-term professional development programmes as per HRD plan;

2.5.2.3 Approval, review and monitoring of short-term professional development programmes for executives; and

2.5.2.4 Ensuring that the Colleges monitor their staff on studies and facilitate them till the completion of their studies.

2.5.3 Leave:

2.5.3.1 Approval of all long-term study leave; and

2.5.3.2 Approval of casual leave, extraordinary leave, earned leave, bereavement leave, maternity leave, paternity leave and medical leave for executives.

2.5.4 Separation:

2.5.4.1 Approval and issuance of superannuation, voluntary resignation and compulsory retirement or termination order for staff at Position Level 3 and above.

2.5.5 Performance Management System (PMS):

2.5.5.1 Spearheading the formulation and implementation of PMS;

2.5.5.2 Maintaining data base on HR information in the University; and

2.5.5.3 Maintaining performance appraisal forms for executives.

2.5.6 Promotion:

2.5.6.1 Approval of meritorious promotion for administrative and technical staff; and

2.5.6.2 Approval of promotion for professorial positions.

2.5.7 Transfer:

2.5.7.1 Approval of all transfer cases.

2.5.8 Secondment:

2.5.8.1 Approval of all secondments.

2.5.9 Travel:

2.5.9.1 Approval and monitoring of travel for executives.

2.6 In order to guide and address all University-wide human resource actions, the Human Resource Committee (HRC) will be constituted. The terms of reference for the HRC and its working committees are provided in the University Governance Manual.

3. College/OVC Level Management

3.1 Each College/OVC shall be responsible for the management for all HR matters as per the delegation of authority as given below:

3.1.1 Recruitment, Selection and Appointment of Regular Staff:

3.1.1.1 Preparation of annual human resource recruitment plan;

3.1.1.2 Implementation of recruitment plan in line with the delegated authority; and

3.1.1.3 Recruitment of Instructors and staff at supervisory & support category, and below.

3.1.2 Recruitment, Selection and Appointment of Fixed-Term Staff:

3.1.2.1 Appointment of staff on fixed-term as per the positions approved by the University;

3.1.2.2 Execution of the fixed-term agreement between the staff and President of the concerned College or Director/Registrar for OVC; and

3.1.2.3 Extension, renewal and termination of the fixed-term staff based on performance.

3.1.3 Recruitment, Selection and Appointment of General Service Staff (GSS):

3.1.3.1 Recruitment of GSS; and

3.1.3.2 Extension/termination of the fixed-term staff.

3.1.4 Human Resource Development:

3.1.4.1 Recommendation of staff for long-term professional development programmes;

3.1.4.2 Monitoring of staff on long-term professional development programmes;

3.1.4.3 Approval of staff for short-term professional development programmes; and

3.1.4.4 Approval of staff for in-country continuing education for Diploma/Class XII/ Undergraduate studying on part-time basis.

3.1.5 Leave:

3.1.5.1 Recommendation of staff for long-term study leave; and

3.1.5.2 Approval of staff for casual leave, extraordinary leave, earned leave, bereavement leave, maternity leave, paternity leave as appropriate and medical leave except for executives.

3.1.6 Separation:

3.1.6.1 Approval of superannuation and voluntary resignation of staff in Position Level 4 and below;

3.1.6.2 Recommendation for compulsory retirement and termination of staff to the HRC at Position Level 3 and above; and

3.1.6.3 Approval of compulsory retirement and termination of staff at Position Level 4 and below.

3.1.7 Performance Management System:

3.1.7.1 Maintenance of performance appraisal forms for the staff;

3.1.7.2 Administration and institution of feedback system as required by the regulation; and

3.1.7.3 Recommendation for promotion of staff in professorial positions.

3.1.8 Promotion:

3.1.8.1 Approval of promotions within broad-banded positions.

3.1.9 Transfer:

3.1.9.1 Recommendation of staff for transfer.

3.1.10 Secondment:

3.1.10.1 Recommendation of staff for secondment.

3.1.11 Travel:

3.1.11.1 Approval and monitoring of staff travel.

3.2 In order to guide and address all College/OVC level human resource actions, the College Management Committee (CMC) at the College and Senior Management Team (SMT) at the OVC shall be responsible to take decisions. Terms of Reference (TOR) for the committees are provided in the Governance Manual.

4. HR Auditing

4.1 As decision-making for human resource actions is progressively decentralised, the University shall introduce a system of HR auditing. Such an audit is expected to achieve the following objectives:

4.1.1 Monitoring compliance to the RUBHRRR 2017;

4.1.2 Confirmation of the validity of positions and their job descriptions;

4.1.3 Assessment of position workload as against staff strength; and

4.1.4 Monitoring the optimum utilisation of human resources.

4.2 The University shall assign this responsibility to appropriate official and institute a system to carry out HR auditing.

CHAPTER 5A

RECRUITMENT, SELECTION AND APPOINTMENT OF REGULAR STAFF

1. Objective

1.1. To attract and engage people of high calibre and talent;

1.2. To ensure professionalism in the University;

1.3. To promote excellence in academics; and

1.4. To provide and maintain an efficient and effective delivery of services.

2. Strategy

2.1. Determine growth of the University through a five yearly Organisational Development (OD) exercise; and

2.2. Provide equal opportunity to eligible candidates and appoint the right person for the right position through a fair, open and competitive selection processes based on meritocracy;

3. Recruitment Planning Process

3.1. The Office of the Registrar, and the Department of Planning & Resources through OD exercises shall determine the HR pattern and strength required for each College/OVC for a plan period based on the norms and standards as given under **Annexure 5A/1.**

3.2. The Office of the Registrar and the Department of Planning & Resources shall carry out OD exercise. The OD exercise shall include gap analysis, HR requirement projection and proposals for the five year plan period and promote strategic human resource management system.

3.3. The College/OVC concerned shall initiate annual human resource recruitment plan and carry out recruitment as per the approved staffing pattern, and delegation of authority.

3.4. The Colleges shall submit annual HR requisitions to the Office of the Registrar as per the approved staffing pattern for the recruitment of academics and administrative & technical staff in professional category and above.

3.5. Recruitment against a vacant position shall be carried out through open competition.

3.6. Recruitment and selection process shall normally be completed within two months from the date of the vacancy announcement and appointment shall be approved with effect from 1st or 15th day of the month, whichever is closest after the completion of all requirements.

3.7. If there is no eligible candidate, the University/College/OVC shall re-announce the vacancy with time extension of another two weeks for candidates to submit applications.

3.8. Even if there is one only candidate, during the first announcement, the applicant shall be interviewed and suitability determined by the Selection Committee.

3.9. Further, if the University/College/OVC is not satisfied even when the number of eligible candidates are more than one, the University/College/OVC shall have the option to re-announce the vacancy or recruit on fixed-term appointment except for Chief and Dean's position.

3.10. If there is no eligible applicant even after the re-announcement of the vacancy, the University/College/OVC shall:

3.10.1. Appoint a competent officer of the University/College/OVC as the Acting only for Executive, Chief and Dean's positions for a period of six months after which the post shall be re-announced.

4. Eligibility

4.1. Be a Bhutanese citizen;

4.2. Meet all qualification requirements specified in Position Profile Matrix (Position Directory); and

4.3. Have attained at least 18 years of age, and not more than 45 years of age for administrative & technical category, and 50 years of age for academics.

5. Disqualification

5.1. Convicted of a criminal offence or is under investigation or prosecution for a criminal offence; or

5.2. Terminated or compulsorily retired from the University, the Government, Corporation or Project; or

5.3. Adjudged medically unfit for employment by a competent medical doctor; or

5.4. Intentionally provided false information in the application for employment or used fraudulent practices in the recruitment processes; or

5.5. Furnished fake/forged testimonials/documents; or

5.6. Failed to furnish testimonials as required under the University rules.

6. Guidelines

6.1. Recruitment Procedure

6.1.1. As per the delegation of authority, the University/College/OVC shall advertise the approved vacant positions through media with sufficient time of at least two weeks for submission of application.

6.1.2. The University shall follow the recruitment timeline as shown in Table 5A/1 and 5A/2

Table 5A/1: *Recruitment schedule for appointment in January*

For appointment w.e.f. 1 January	
Time	**Activity**
15 September	Receive requisition from the colleges
16-30 September	Review of the proposals and preparation for announcement
1 October	Vacancy announcement
2-18 October	Collection of applications
20-30 October	Shortlisting for written exam
1 November	Announce the date and venue for written exam
8 November	Written exam to be conducted
9-20 November	Correction of answer sheets
21 November	Announce the shortlisted candidates for viva voce
28 November – 10 December	Viva voce
15-17 December	Finalize selection
18-30 December	Preparation for induction programme
1 January	Ensure appointment w.e.f.1 January
1st week of January	Conduct induction programme before the new staff joins their respective workplace

Table 5A/2: *Recruitment schedule for appointment in July*

For appointment w.e.f. 1 July	
Time	**Activity**
15 March	Receive requisition from the colleges
16-30 March	Review of the proposals and preparation for announcement
1 April	Vacancy announcement
2-18 April	Collection of applications
20-30 April	Shortlisting for written exam
1 May	Announce the date and venue for written exam
8 May	Written exam to be conducted
9-20 May	Correction of answer sheets
21 May	Announce the shortlisted candidates for viva voce
28 May – 10 June	Viva voce
15-17 June	Finalize selection
18-30 June	Preparation for induction programme
1 July	Ensure appointment w.e.f.1 July
	Conduct induction programme before the new staff joins their respective workplace

6.1.3. The vacancy announcement shall clearly define the eligibility criteria, including:

6.1.3.1. Position profile, position title and position level as per the format at (**Annexure 5A/3)**

6.1.3.2. Qualification requirement;

6.1.3.3. Pay scale;

6.1.3.4. Document requirement;

6.1.3.5. Registration process, schedule and venue; and

6.1.3.6. Contact number and address.

6.1.4. A candidate applying for a vacant position in the University shall be required to submit the following documents:

6.1.4.1. Employment Application Form **(Annexure 5(A)/3)**;

6.1.4.2. Copies of academic transcripts and certificates;

6.1.4.3. Copies of relevant training certificates, if required;

6.1.4.4. Copies of the Bhutanese citizenship identity card;

6.1.4.5. Copies of security clearance certificate;

6.1.4.6. Copies of medical fitness certificate issued by a RGoB Physician; and

6.1.4.7. No objection certificate, if employed.

6.1.5. The College/OVC shall:

6.1.5.1. Register the application; and

6.1.5.2. Verify all original documents using the checklist.

6.1.6. Eligibility

6.1.6.1. Verify eligibility wherever applicable against benchmark criteria as follows (Only for Assistant Lecturer and Officer's positions).

6.1.6.1.160% aggregate (English + best 4 subjects) in Class X;

6.1.6.1.260% aggregate (English + best 3 subjects) in Class XII; and

6.1.6.1.360% aggregate in general degree and 55% aggregate in honors/technical categories.

6.1.6.2. However, the benchmark criteria will not apply to those with minimum of five years of relevant experience.

6.1.6.3. Verify eligibility for position with specific requirements of Masters and PhD qualification:

a. Aggregate academic marks obtained in Bachelors degree (50%) and Masters degree (50%) only for positions with specific requirements of Masters degree and PhD qualifications.

6.1.7. Shortlist for Written Examination

6.1.7.1. The University shall shortlist maximum of 20 applicants against each position for written examination based on merit of aggregate academic marks obtained in different levels of education as given in Table 5A/1 including the additional points provided to relevant work experience as given in Table 5A/2:

Table 5A/3: *Weighting for different level of education*

SL. No.	Level of Education	Weighting
1	Class X	15%
2	Class XII	25%
3	Bachelors Degree	60%
4	Masters Degree	5 points bonus
5	PhD	5 points bonus

Table 5A/4: Weighting for Experience

SL. No.	Experience	Weighting
1	5 – 10 years	5 points bonus
2	More than 10 years	10 points bonus

6.1.7.2. Preference shall be given to eligible applicants with relevant qualification in the case of academics only, which shall be determined by the Colleges after the initial short-listing carried out by the Office of the Registrar.

6.1.7.3. Preferably relevant qualification shall be determined only if at least 70% of the modules learned in Bachelors and Masters degree by course work (if any) are relevant to the subject specialisation to be taught by the applicant. However, the concerned College/OVC shall decide based on its judgment on the relevance of the shortlisted applicants.

Focus of Written Examination

6.1.7.4. For academic position, candidates will be tested in subject knowledge. It shall be the responsibility of the concerned colleges to set question paper and carry out evaluation.

6.1.7.5. For administrative and technical positions, candidates will be tested for Dzongkha and English communicative skills, logic and analytical, problem solving and data interpretation abilities.

6.1.8. Shortlist for Viva Voce Interview

6.1.8.1. The University shall shortlist maximum of five candidates against each position for viva-voce interview solely based on their performance in the written examination in the order of merit.

6.1.8.2. Notify shortlisted applicants regarding venue, date and time of the viva voce selection interview process and other requirements, if any.

6.1.8.3. Applicants shall be assessed based on the parameters specified for each of the position as contained in following interview forms:

6.1.8.3.1 Interview form for Academics **(Annexure 5A/4)**

6.1.8.3.2 Interview form for Administrative & Technical Staff **(Annexure 5A/5)**

6.1.8.3.3 Interview form for Chiefs **(Annexure 5A/6)**

6.1.8.3.4 Interview form for Deans **(Annexure 5A/7)**

6.2. Selection

6.2.1 The final selection shall be exclusively based on their performance during the viva voce interview.

6.2.2 Academic achievements and score received in written examination will not be considered for final selection.

6.2.3 Selection shall be carried out by the Selection Committee formed as per the provisions prescribed in the Governance Manual.

6.2.4 The Committees shall be properly briefed particularly on the eligibility criteria for the position, the applicant's resume details (report on due diligence check for those with experience) and the interview format prior to the interview.

6.2.5 The Committee shall study the interview guideline **(Annexure 5A/8)** thoroughly prior to the interview. The Committee shall also observe the employer's Code of Conduct and Ethics as enshrined in this rule.

6.2.6 The Committee members shall sign the Declaration of Conflict of Interest as per (Annexure 5A/9). The members shall declare conflict of interest, if any, and refrain from attending the selection interview for that position.

6.2.7 HR Division will send the information of candidates to the panel members one day ahead of the selection interview.

6.2.8 The panel member will inform the HR Division and suggest for suitable replacement to be a part of panel member if there is any conflict of interest.

6.2.9 Selection of a candidate for the vacant position shall be based on the suitability of the applicants and merit ranking of the competitive selection result.

6.2.10 The Selection Committee shall verify the result and shall be required to sign the compiled result sheet on completion of the interview.

6.2.11 The result shall be declared and successful candidates shall be notified within seven days from the date of the interview.

6.2.12 Also, the Selection Committee shall determine applicants on 'Standby' if found competent, to be recruited against the vacant position at the time of selection interview.

6.2.13 If the selected candidate fails to confirm within ten days or withdraws within six months from the date of declaration of the selection interview result, the next candidate on standby in order of merit ranking will be considered.

6.2.14 Along with the declaration of the selection result, the candidates shall be provided with information on the reporting date for placement and appointment.

6.2.15 A candidate shall be given opportunity to appeal to the University Grievance Redressal Authority (UGRA) through the Vice Chancellor or Legal Officer for review of the selection result within 10 working days from the date of declaration of the result. In such a case the appointment shall be suspended until the decision is made by the UGRA.

6.3. Appointment Procedure

6.3.1 The successful candidates shall be appointed against approved vacant positions in the order of merit ranking of the selection result and placement preference of the candidates. The Office Order shall clearly indicate that the candidate has been selected through open competition.

6.3.2 The pay shall be fixed at the minimum of the scale prescribed for the position. However, staff appointed on lateral entry shall have their seniority protected by fixing pay with increments based on the number of years served provided the incumbent has served in the same position level or equivalent before joining the University.

6.3.4 The College/OVC as per the delegation of authority, shall submit the details of selected candidate(s) along with interview result to the Office of the Registrar.

6.3.5 The Office of the Registrar shall verify details of the recruitment carried out by the University/College/OVC and allot SID number. SID shall be issued within one week from the date of selection.

6.3.6 Only upon the allotment of SID number, the appointment shall be considered endorsed by the University.

6.3.7 The College/OVC as per the delegation of authority shall issue appointment order and forward the following documents of the selected candidates to the Office of the Registrar:

6.3.7.1 Appointment order;

6.3.7.2 Copy of the vacancy announcement;

6.3.7.3 Compiled selection result; and

6.3.7.4 Documents specified under Clause 6.1.3

6.4. Probation

6.4.1 A candidate selected for appointment (both fresh and lateral entrant) shall initially be placed on probation for a period of six months before the appointment to regular service is confirmed. However, staff appointed to higher position level through open competition from within the University shall not be required to remain on probation.

6.4.2 The probationer shall be subject to performance review every three months during probation period and liable for termination at the end of the probation period if the performance rating falls in 'Need Improvement' category.

6.4.3 Upon completion of the probation, the office order shall be issued stating that the probation period has been successfully completed and service of the incumbent regularised.

6.4.4 A staff other than academics shall not be eligible for training while on probation, except for in-country short-term orientation programme or any short-term professional development programme led by the University.

6.4.5 The probation period shall not be considered as part of active service for the purpose of long-term study leave (except for academics) and promotion.

6.4.6 A staff, during probation, shall be eligible only for casual leave, medical leave, bereavement leave, paternity leave and maternity leave and shall not be entitled to any other form of leave.

6.4.7 A staff shall not be eligible for Leave Travel Concession (LTC) during probation period.

6.5. Lateral Entry

6.5.1 Until such time the University has adequate number of applicants with Masters/PhD qualifications, the University shall continue to recruit persons after their first degree as Assistant Lecturers;

6.5.2 Persons who already have Masters degree shall be recruited as Associate Lecturer;

6.5.3 Administrative & technical staff shall be recruited at different levels of position based on area of expertise at the undergraduate level. Area of expertise shall be categorised into Technical Degree and General Degree. High-end specific skills

development programme leading to four-year or more degree shall be considered as Technical Degree, while other programmes of both Arts and Sciences that are generally completed in three years shall be considered as General degree as given in Table 5A/3:

Table 5A/5: *Categorisation of technical and general degrees*

Type of Degree	Programme
Technical Degree	Engineering
	ICT with four year degree
	Law
	Library Science and others (four year degree)
General Degree	BA – and programmes that do not fall in the above category
	B.Sc. (including three year IT programmes)
	B.Ed.
	BBA/B.Com

6.5.4 The University shall allow lateral entries at all position levels for applicants through open competition. Relevance in knowledge, skills and work experiences shall be considered as the basis for shortlisting in the case of lateral entries as specified for each of the positions under Position Profile Matrix in the Position Directory.

6.5.5 Appointment to Chief's position shall be considered as lateral entry for those with bachelors degree and with at least 10 years of experience at professional level or equivalent as contained under Position Profile Matrix in the Position Directory.

6.5.6 Staff who enter through lateral entries, shall be subject to quarterly review during the 1st year of service with the University.

6.5.7 Staff joining the University through lateral entry shall be offered with position levels commensurate with experiences and qualification. The number of years of experience required for appointment at various positions shall be guided by the Position Profile Matrix as provided in the Position Directory.

6.5.8 Lateral entry shall also apply to existing staff for career change from one occupational group to another occupational group (i.e. administrative & technical to academic position and vice versa), subject to meeting the minimum requirements as prescribed in Position Profile Matrix in the Position Directory.

6.5.9 Career change from one occupational group to another occupational group shall be carried out through open competition only.

6.6. Appointment of Deans

6.6.1 The positions of Deans are considered as leadership positions and will not be treated as promotional positions.

6.6.2 Eligibility Criteria

6.6.2.1 Qualification: Masters degree;

6.6.2.2 Position Level: 4 and above;

6.6.2.3 Teaching experience at the tertiary level: Five years within the last 15 years;

6.6.2.4 Leadership experience: should have served as a Programme Leader or Head of the Department (HoD) or any other leadership experiences or roles which in the committee's judgment are considered to be appropriate; and

6.6.2.5 A person who has served as a Dean shall be allowed to apply for the same position or another Dean's position.

6.6.3 Term of Office

6.6.3.1 A single term of three years and renewable by another two years based on performance.

6.6.3.2 The Dean shall be eligible to reapply for same position or other Deans' positions through open competition.

6.6.3.3 If a Dean is continuously out of station for more than six months, the position shall be vacated for another person.

6.6.4 Selection Process

6.6.4.1 Deans' positions shall be opened up to all eligible individuals;

6.6.4.2 The University shall advertise and make the appointment;

6.6.4.3 The focus of the selection committee shall be specific to the job description of each of the positions;

6.6.4.4 Objective assessment of candidate will be done through interview as per the prescribed interview form with criteria and marking provided at Annexure 5A/7;

6.6.4.5 Deans serving in one area shall not be allowed to swap to another area before the completion of their term of office.

6.6.5 Accountability

6.6.5.1 An appointment of staff in any regular position, which does not conform to the rules in Chapter 5A, shall be treated as unauthorised, and hence shall be revoked by the University.

6.6.5.2 The authority responsible for violation shall be accountable and liable for administrative actions.

Annexure 5A/1

RUB Norms and Standards

Royal University of Bhutan

The workforce planning of the colleges shall be determined based on the following Norms and Standards.

The following consideration will be made for the calculation of workload:

1. An ideal class size will be 40 students per module for both arts and science programmes (with a leeway of 10 students).
2. An academic is expected to teach at least two modules per semester in both arts as well as science programme.
3. If the class increases beyond 40 students, the staff will be allocated with 4.5 hours for every additional student with the same module for arts.
4. If the class increases beyond 40 students, the staff will be allocated with 6.4 hours for every additional student with the same module for Science.
5. For a very large class size, an academic is expected to teach only one module with 120 students per semester for arts and humanities programme.
6. For a very large class size, an academic is expected to teach only one module for 100 students per semester for Science and Engineering programme.
7. If an academic guides students in research projects (equivalent to 1-1.5 module) the workload works out to 35.4 hours per student per semester for an academic.
8. For part-time, the workload will be half of the fulltime programmes. Therefore, 1 part-time student = 0.5 full time student.

For Administrative & Technical staff

The number of staff required and positions for appointment of academic and technical staff in the Colleges shall be guided by the following table:

Sl No	Position	Determinants	Total	Remarks
1	President	1 per college	1	
2	Personal Assistant(PA)	1 for president	1	Multitask as Admin. Assistant as and when required
Finance Section				
3	Finance Officer	1 per college	1	
4	Accounts Assistant	1 per College	1	
5	Telephone Operator	1 for PABX	1	Multitask as Receptionist/Messenger
6	Drivers	1 per vehicle		Multitask as Messenger
Construction and Maintenance Section				
7	Engineer	For new constructions	1	On fixed-term appointment
8	Estate Manager	1 per College	1	
9	Plumber	1 per College	1	The plumber will be supported by 1 helper for college that should look after the water source. 1 helper to look after treatment plant if any.

10	Electrician	1 per College	1	1 helper to support all. All helpers to be GSS.
11	Mason	1 per College	1	
12	Carpenter	1 per College	1	
13	Cleaner (GSS)	1 per every 300 students		All cleaners to be GSS and look after both dry and wet tasks.
14	Gardener (GSS)	Maximum of 3 per College		
15	Caretaker (GSS)	1 number per specific structure		1 for temple 1 for guesthouse
Admin Section				
16	Administrative Officer	1 per College	1	
17	Administrative Assistant	1 per College	1	For HR and administrative works
18	Store Keeper	1 per College	1	Multitask as Admin. Assistant
19	Security Guard (GSS)	8 per College	8	(3 shifts, 2 per shift and 2 for weekends and public holidays)
ICT Section				
20	ICT Officer	1 for network administration and 1 for system administration	2	
21	ICT Technical Associate	Workload (1 for network and 1 for ICT equipment and computers)	2	
Office of the Dean (Academic Affairs)				
22	Dean	1 per College	1	
Departments				
23	Academics	Academic: Student ratio 1:19 for Arts 1:16 for Science		Includes Deans and Instructor.
24	Laboratory Technician	1 for each technical lab requiring technician (except computer lab: 1 for every 2 Labs or 100 computers)		100 computers = 1 Lab Technician for arts colleges or general use. For college with IT programmes 50 computers = 1 Lab Technician
25	Laboratory Assistant	1 per subject Lab		e.g. physics, chemistry, biology etc.
26	Farm Manager	Depending on the need of the College and size of the farm.		
Library				
27	Librarian	1 per College	1	

28	Library Assistants	2 shifts. With at least 1 in circulation & 1 in shelving. 1 in processing only during day shift.	7	Considering 2 shifts per day from 7:30 am to 11pm and weekends and public holidays included.
Examination and Student Record Section				
29	Exam and Student Records Officer	1 per College	1	
30	Admin Assistant	Workload (1 for student record and 1 for exam)	2	
Office of the Dean (Research and Industrial Linkages)				
31	Dean	1 per College	1	
Research and Development Centre				
32	Research Officer	1 per College	1	
Linkages and Alumni Centre				
33	Liaison Officer	1 per College	1	
Office of the Dean (Student Affairs)				
34	Dean	1 for each College	1	
Student Services Section				
35	Residence Coordinator	1 Residence Coordinator to 300 boarding students		
36	Mess In-charge	1 per college	1	If Mess is run departmentally where outsourcing is not possible. Multitask for other areas if workload is not adequate.
37	Cooks (GSS)	1 for every 80 students catered by the mess		

The staffing norms for Office of the Vice Chancellor:

Sl No	Position	Determinants	Total	Remarks
1	Vice Chancellor	Royal Charter	1	
2	PA	1 for VC	1	
3	Messenger	1 for VC	1	
4	Internal Auditor	1 for RUB	1	
5	Legal Officer	1 for RUB	1	
Department of Academic Affairs				
6	Director	1 per Department	1	
7	PA to Director	1 for Director	1	
Programmes Quality Assurance Division				
8	Chief	1 for division	1	
9	Academic Quality Officer	1 for 50 programmes		
Programme Teaching and Learning Division				
10	Chief	1 for division	1	
Department of Research and External Relations				
11	Director	1 per department	1	
12	PA to Director	1 for the Director	1	

Research and Development Division				
13	Chief	1 for division	1	
14	Librarian	1 per library	1	
15	Research Officer	1 for division	1	On Fixed-term
Higher Degree Research Division				
16	Chief	1 for division	1	
External Relations Division				
17	Chief	1 for division		
Office of the Registrar				
18	Registrar	Royal Charter	1	
19	PA to Registrar	1 for Registrar	1	
Human Resource Division				
20	Chief	1 for division	1	To take up either HRM/HRD
21	Human Resource Officer	1 for division	1	
22	HR Assistant	1 for division	1	
Student Service Division				
23	Chief	1 for division	1	
Communications and Linkages Division				
24	Chief	1 for division	1	
Administration Services Division				
25	Chief	1 for division	1	
26	Administrative Assistant	1 for the division	1	
27	Store In-charge	1 for the division	1	
28	Receptionist	1 for the office	1	
29	Driver	1 per vehicle		
30	Caretaker	1 for the office	1	
31	Cleaner	1 for the office	1	
32	Gardener	1 for the office	1	If not outsource
Procurement Division				
33	Procurement Officer	1 for the division	1	
Department of Planning and Resources				
34	Director	1 for the department	1	
35	PA to Director	1 for the director	1	
Planning Division				
36	Chief	1 for division	1	
37	Planning Officer	1 for the division	1	
38	Business and Development Officer	1 for the division	1	
Finance Division				
39	Chief	1 for division	1	
40	Accounts Assistant	1 for the division	1	
Engineering Division				
41	Chief	1 for division	1	
42	Engineers	1 for every five colleges	2	
ICT Division				
43	Chief	1 for division	1	
44	ICT Officer	1 for division	1	

Annexure 5A/2



ROYAL UNIVERSITY OF BHUTAN

POSITION PROFILE

1. <u>JOB IDENTIFICATION</u>

1.1 Position Title: …….

1.2 Position Level: ……..

1.3 Occupational Group: ……..

1.6 College/OVC: ……..

2. MAIN PURPOSE OF THE POSITION*:*

E.g. Purpose: *Undertake academic teaching/training works, at least, till **Masters/M.Phil.** or the equivalent level, carry out research/publication works (of minimum standards acceptable at the **regional level**), provide advisory services, and coordinate/manage programs.*

3. GENERAL ROLES AND RESPONSIBILITIES: *(Use Representative Work Activities as provided in Position Directory)*

4. SPECIFIC ROLES AND RESPONSIBILITIES: *(Provide list other specific task that is not covered by the Representative Work Activities and list of modules to be taught in the given programme in the case of academics)*

5. KNOWLEDGE, SKILLS & ABILITIES (KSA) REQUIREMENTS (*Use KSA and Position Profile Matrix in Position Directory as a guide):*

1.1 Education *(Use Position Profile Matrix)***:** ……

1.2 Experience *(Use Position Profile Matrix)***:** ……

1.3 Knowledge Skills and Abilities *(Use KSA in Position Directory)***:**

(a).....……..

(b).....……..

(c).....……..

(d).....……..

(e).....……..

Annexure 5A/3

ROYAL UNIVERSITY OF BHUTAN

EMPLOYMENT APPLICATION FORM

Royal University of Bhutan

Post applied for:				
College/Office applied for:				
1. PERSONAL DATA				
Name:				
Citizenship ID number:				
Gender:				
Date of birth:				
Marital status:				
Nationality:				
Permanent residence:				
Village:				
Gewog:				
Dzongkhag:				
Contact number:				
Email ID:				
I have: (please tick (√) if appropriate) 1.1 Not been convicted of a criminal offence; 1.2 Not been terminated or compulsorily retired from any agency except in case of insolvency; 1.3 Not been adjudged medically unfit for employment by a competent medical doctor; 1.4 Not intentionally provided false information in this application for employment; and 1.5 Not furnished fake/forged testimonials/documents.				
2. CURRENT POSITION, if employed				
Position Title:				
Position Level:			Department:	
Organisation :			Country:	
3. EMPLOYMENT RECORD (Most recent employment first)				
Employer's Institution/ Company Name	**Period of Service**		**Position with the Institution/ Company**	**Main Roles and Responsibilities**
	From (dd/ mm/yy)	**To (dd/mm/yy)**		

4. EDUCATION (Please start with institute/college last attended and include information as mentioned in the vacancy announcement)

Institution (University/College/ School), city and country	Aggregate marks obtained	Duration		Educational Qualification
		From (mm/yyyy)	To (mm/yyyy)	
				PhD
				Masters
				Bachelors
				Cl.XII (English plus best three subjects)
				Cl.X (English plus best four subjects)
				Others (Specify)…..

5. LANGUAGE SKILLS OF RELEVANCE TO THE ASSIGNMENT

(Mention your competency in relation to speaking, reading and writing) (Excellent, Very Good, Good, Average)

Language	Speaking	Reading	Writing
Dzongkha			
English			

6. TRAINING/SEMINAR/WORKSHOP/CONFERENCE (if attended)

Course Attended	Institution/Agency, City and Country	Period From (mm/yyyy)	To (mm/yyyy)

7. RESEARCH PUBLICATIONS (if any)

(Research Papers, Books, Conference Papers, etc. if any, most recent publication first.)

Year:	Title:	Type:	Publisher	ISSN/ ISBN

8. REFERENCE

Please provide contact details of two references for your application, at least one of which should be a professional reference

Name:

Position Title: **Organisation:**

Relationship to Applicant:

Telephone: **Mobile:** **E-mail:**

Name:

Position Title: **Organisation:**

Relationship to Applicant:

Telephone: **Mobile:** **E-mail:**

9. DOCUMENTS (photocopy) TO BE ATTACHED TO THE APPLICATION:

8.1 Mark sheets & Certificates as announced;

8.2 Valid Bhutanese Citizenship Identity Card;

8.3 Valid Security Clearance Certificate;

8.4 Valid Medical Fitness Certificate; and

8.5 No Objection Certificate from the employer, if employed.

DECLARATION: I hereby declare that the information given herewith is true and complete to the best of my knowledge. In the event of detection of false or misleading information, I understand that the Royal University of Bhutan (RUB) shall withdraw/terminate my service without any recourse; confiscate all my transcription/testimonials; debar from seeking employment in the RUB; and prosecute in the Court of Law for legal actions. I also undertake to abide by all Rules and Regulations.

Affix Legal Stamp

Name of the Applicant:

Signature:

Date:

For RUB use only

Received by	Date:
	Time:

(Annexure 5A/4)

INTERVIEW FORM (ACADEMICS): VIVA VOCE

ROYAL UNIVERSITY OF BHUTAN

Royal University of Bhutan

Name of the candidate: _____

Criteria	Factors	Marks	Marks awarded
1. Personality (05)	**1.1** General appearance and disposition	05	
2. Language Proficiency (20)	**2.1 Dzongkha** (Fluency, clarity, grammar & vocabulary)	10	
	2.2 English (Fluency, clarity, grammar & vocabulary)	10	
3. Intelligence, Ability & Competence (75)	1.1 Subject knowledge including relevant general awareness	60	
	1.2 Presentation skills (organisation of thoughts)	05	
	1.3 Analytical ability	05	
	1.4 Ability to comprehend issues with promptness	05	
	Total Marks	**100**	

Place: Date:

(Name and signature of the committee member)

GUIDELINE - SELECTION CRITERIA DESCRIPTION FOR ACADEMIC POSITIONS

Viva Voce

The whole of the assessment would be based on a discussion on profession that the candidate has applied for. It covers his understanding of the situation; the joys and frustrations of the work; his ability to inspire other colleagues as well as his passion for the job and aspiration for the organisation.

CRITERIA	FACTORS	DESCRIPTIONS
1. Personality	***1.1*** *Attitude, demeanor and confidence*	Assessment of the personality is based on how the candidate holds and presents during the interview. Assessment can be made in terms of the candidate's: • openness to ideas, • firmness in well considered views • track record of high integrity, honesty and professionalism. *Here the panel may want to discuss/ask questions which will give an understanding of the values and goals of the candidate in life.*
2. Language & Communication	**2.1 Dzongkha** *(Fluency, clarity & Vocabulary)*	Assessment of the language proficiency (both Dzongkha and English) may be done in the context of the general discussion on the leadership and management role of the position. *Here the panel may assess the language proficiency in terms of the candidate's ability to:* • organise his thoughts and present clearly. • read and understand • communicate effectively • demonstrate fluency, clarity and vocabulary usage.
	2.2 English *(Fluency, clarity & Vocabulary)*	

3. Intelligence, ability & competence (*knowledge, skills & understanding*)	**3.1 Professional subject and general awareness** *(subject knowledge including relevant general awareness)*	Assessment on professional subjects can be based on: • the knowledge, skills and understanding of the relevant subjects • experience of any form related to the profession. Assessment on: • General awareness of the challenges and opportunities and the current situation of the organisation • Awareness based on the discussion of the overall scenario in education globally as well as in the context of Bhutan.
	3.3 Presentation skills *(Organisation of thoughts)*	Assessment is based on how the candidate presents his thoughts and understandings during the interview.
	3.4 Analytical skills	The analytical skills may be judged from the discussion of the situational analysis of the present as well as future work situation. This can be assessed in terms of the candidate's ability to: • comprehend issues with promptness • respond and resolve issues as presented in the case *Thus the panel may present cases or problems and ask the candidate on his reactions and views.*
	3.5 Promptness in comprehension and clarity in expression *(ability to respond and resolve issues as presented in the case)*	

(Annexure 5A/5)

INTERVIEW FORM (ADMINISTRATIVE & TECHNICAL): VIVA VOCE

ROYAL UNIVERSITY OF BHUTAN

Royal University of Bhutan

Name of the candidate: _____

Criteria	Factors	Marks	Marks awarded
1. Personality (10)	**1.1** *Attitude, demeanor and confidence*	10	
2. Language (20)	**2.1 Dzongkha** *(Fluency, clarity & vocabulary)*	10	
	2.2 English *(Fluency, clarity & vocabulary)*	10	
3. Intelligence, ability & competence (65) (*Knowledge, Skills & Understanding*)	**3.1 Professional subject** *(knowledge, skill, interest & experience)*	35	
	3.2 General awareness *(awareness of the situation including challenges and opportunities)*	05	
	3.3 Presentation skills *(Organisation of thoughts)*	05	
	3.4 Analytical skills	10	
	3.5 Promptness in comprehension and clarity in expression *(ability to respond and resolve issues as presented in the case)*	10	
4. Others (5)	**4.1 Extracurricular activities**	02	
	4.2 Individual achievement records (if any)	03	
		100	

Place: Date:

Name and signature of the committee member:

GUIDELINE - SELECTION CRITERIA DESCRIPTION FOR ADMINISTRATIVE & TECHNICAL POSITIONS

Viva Voce

The whole of the assessment would be based on a discussion on profession that the candidate has applied for. It covers his understanding of the situation; the joys and frustrations of the work; his ability to inspire other colleagues as well as his passion for the job and aspiration for the organisation.

CRITERIA	FACTORS	DESCRIPTIONS
1. Personality	***1.1*** *Attitude, demeanor and confidence*	Assessment of the personality is based on how the candidate holds and presents during the interview. Assessment can be made in terms of the candidate's: • openness to ideas, • firmness in well considered views • track record of high integrity, honesty and professionalism. *Here the panel may want to discuss/ask questions which will give an understanding of the values and goals of the candidate in life.*
2. Language & Communication	**2.1 Dzongkha** *(Fluency, clarity & Vocabulary)*	Assessment of the language proficiency (both Dzongkha and English) may be done in the context of the general discussion on the leadership and management role of the position. *Here the panel may assess the language proficiency in terms of the candidate's ability to:* • organise his thoughts and present clearly. • read and understand • communicate effectively • demonstrate fluency, clarity and vocabulary usage.
	2.2 English *(Fluency, clarity & Vocabulary)*	
3. Intelligence, ability & competence (knowledge, skills & understanding)	**3.1 Professional subject** *(knowledge, skill, interest & experience)*	Assessment on professional subjects can be based on: • the knowledge, skills and understanding of the relevant subjects • experience of any form related to the profession.
	3.2 General awareness *(of challenges and opportunities)*	Assessment on: • General awareness of the challenges and opportunities and the current situation of the organisation • Awareness based on the discussion of the overall scenario in education globally as well as in the context of Bhutan.
	3.3 Presentation skills *(Organisation of thoughts)*	Assessment is based on how the candidate presents his thoughts and understandings during the interview.

	3.4 Analytical skills	The analytical skills may be judged from the discussion of the situational analysis of the present as well as future work situation. This can be assessed in terms of the candidate's ability to: • comprehend issues with promptness • respond and resolve issues as presented in the case *Thus the panel may present cases or problems and ask the candidate on his reactions and views.*
	3.5 Promptness in comprehension and clarity in expression *(ability to respond and resolve issues as presented in the case)*	
4. Others	**4.1 Extracurricular activities**	This could be assessed in terms of: • involvement games and sports activities • participation in literary activities such as debates, quiz, etc. The assessment could be different for school/college level, national level and international level as: • scores for each certificates produced to be awarded in three levels: 0.25 for certificates at school/Institutional level, 0.5 at national level and 1 for every certificate achieved at international level with the maximum score of 2
	4.2 Individual achievements	This can be established from the candidate's exceptional achievement in terms of any form of exceptional leadership and management achievements such as academic topper, leadership roles, etc. The assessment could be carried out as: • score of 1 for every certificates received as exceptional achievements such as leadership roles or academic excellence, etc with the maximum score as 3

(Annexure 5A/6)



INTERVIEW FORM (CHIEF): VIVA VOCE

ROYAL UNIVERSITY OF BHUTAN

Name of the candidate: _____

Criteria	Factors	Marks	Marks awarded
1. Personality (5)	**1.1** *Attitude, demeanor and confidence*	5	
2. Language (10)	**2.1 Dzongkha** *(Fluency, clarity & Vocabulary)*	5	
	2.2 English *(Fluency, clarity & Vocabulary)*	5	
3. Leadership & Management (45) (*Knowledge, Skills & Understanding*)	**3.1 General awareness** *(awareness of the work situation and environment including challenges and opportunities)*	5	
	3.2 Strong work ethics *(firm belief in hard work, dignity of work and motivation)*	10	
	3.3 Openness to experience *(well developed and positive orientation towards learning)*	10	
	3.4 Analytical skills & promptness to comprehend issues *(ability to respond and resolve issues as presented in the case)*	10	
	3.5 Initiative & Team Work *(Importance the candidate places on initiative and teamwork)*	10	
4. Professional knowledge & Interest (40)	**4.1 Professional subject** *(knowledge, skills and experience)*	30	
	4.2 Interest & the will *(Assume the responsibility of the applied position and strive for excellence in maintenance and development of students' activities)*	10	
		100	

Place: Date:

Name and signature of the committee member:

GUIDELINE - SELECTION CRITERIA DESCRIPTION FOR CHIEF POSITIONS

Viva Voce

The whole of the assessment would be based on a discussion on the leadership and management role that the candidate has to take up. It covers his understanding of the situation; the joys and frustrations of the work; his ability to inspire other colleagues (academics, technical, students and support staff) as well as his passion for the job and aspiration for the organisation.

CRITERIA	FACTORS	DESCRIPTIONS
1. Personality	***1.1*** *Attitude, demeanor and confidence*	Assessment of the personality is based on how the candidate holds and presents during the interview. Assessment can be made in terms of the candidate's: • openness to ideas, • firmness in well considered views • track record of high integrity, honesty and professionalism. *Here the panel may want to discuss/ask questions which will give an understanding of the values and goals of the candidate in life.*
2. Language & Communication	**2.1 Dzongkha** *(Fluency, clarity & Vocabulary)*	Assessment of the language proficiency (both Dzongkha and English) may be done in the context of the general discussion on the leadership and management role of the position. *Here the panel may assess the language proficiency in terms of the candidate's ability to:* • organise his thoughts and present clearly. • read and understand • communicate effectively • demonstrate fluency, clarity and vocabulary usage.
	2.2 English *(Fluency, clarity & Vocabulary)*	

3. Leadership & Management	**3.1 General awareness** *(of challenges and opportunities)*	Assessment of the knowledge & understanding of leadership and management based on the following: • General awareness of the challenges and opportunities and the current situation of the organisation • Awareness based on the discussion of the overall scenario in education globally as well as in the context of Bhutan.
	3.2 Strong work ethics *(firm belief in hard work, dignity of work and motivation)*	Assessment on: • The candidate's firm belief in the dignity of work • The candidate's work ethics, motivation and value attached to hard work
	3.3 Openness to experience *(well developed and positive orientation towards learning)*	Assessment of candidate on openness to experience and learning can be based on: • The characteristics of the candidate demonstrating a well developed intellect and positive orientation towards learning • Such characteristics or traits should include a person being imaginative, cultured, curious, original, broadminded, intelligent and sensitive *The panel may ask about the keenness of the candidate to experience and learning.*
	3.4 Analytical skills & promptness *(ability to respond and resolve issues as presented in the case)*	The analytical skills may be judged from the discussion of the situational analysis of the present as well as future work situation. This can be assessed in terms of the candidate's ability to: • comprehend issues with promptness • respond and resolve issues as presented in the case *Thus the panel may present cases or problems and ask the candidate on his reactions and views.*
	3.5 Initiative & team work *(Importance the candidate places on these two aspects)*	This could be assessed from the initiatives and leadership roles that the candidate has engaged in as well as the importance the candidate places on initiative and teamwork. The panel may consider the following: • openness to ideas and seeing opportunities • Willingness to take initiative • Being able to relate and collaborate with others.

4. Professional Knowledge & Interest	**4.1 Professional subject** *(professional knowledge, skills and experiences)*	Assessment on professional subjects can be based on: • the knowledge, skills and understanding of the relevant subject/area relevant to post applied • experience of any form related to the profession.
	4.2 Interest & the will *(to remain engaged with the work in the future)*	This can be established from the candidate's interest and commitment to remain engaged in future with the work that would be assigned for the applied position.

(Annexure 5A/7)

INTERVIEW FORM (DEANS): VIVA VOCE

ROYAL UNIVERSITY OF BHUTAN

Royal University of Bhutan

Name of the candidate: _____

Criteria	Factors	Marks	Marks awarded
1. Personality (10)	**1.1** *Attitude, demeanor and confidence*	10	
2. Language (20)	**2.1 Dzongkha** *(Fluency, clarity & Vocabulary)*	10	
	2.2 English *(Fluency, clarity & Vocabulary)*	10	
3. Leadership & Management (50) (*Knowledge, Skills & Understanding*)	**3.1 Experience** *(in organising and managing academic activities/ events/clubs/ Programmes)*	10	
	3.2 General awareness *(awareness of the work situation and environment including challenges and opportunities)*	10	
	3.3 Openness to experience *(well developed and positive orientation towards learning)*	10	
	3.4 Analytical skills & promptness to comprehend issues *(ability to respond and resolve issues as presented in the case)*	10	
	3.5 Initiative & Team Work *(Importance the candidate places on initiative and teamwork)*	10	
4. Academic (20)	**4.1 Experience in Academic Leaderships** *(ability to maintain & implement academic regulations/guidelines, innovative approaches to quality, teaching and learning in the college, including resource management)*	10	For DAA only
	4.2 Interest & the will *(Assume the responsibility of the applied position and strive for excellence in maintenance and development of academic activities)*	10	

4. Research (20)	**4.1 Develop Research Capacity and establish institutional research linkages for the college** *(ability to lead in developing research policies and implementation of research projects for the college and establish institutional linkages with external organisations)*	10	For DRIL only
	4.2 Interest & the will *(Assume the responsibility of the applied position and strive for excellence in maintenance and development of research activities)*	10	
4. Students' Affairs (20)	**4.1 Management of students' affairs** *(ability to manage & provide advisory services to students' activities and maintain discipline and regulations along with the responsibilities for academic and research activities)*	10	For DSA only
	4.2 Interest & the will *(Assume the responsibility of the applied position and strive for excellence in maintenance and development of students' activities)*	10	
		100	

Place: Date:

Name and signature of the committee member:

~~A~~ GUIDELINE - SELECTION CRITERIA DESCRIPTION FOR DEAN OF ACADEMIC AFFAIRS

Viva Voce

The whole of the assessment would be based on a discussion on the leadership and management role that the candidate has to take up. It covers his understanding of the situation; the joys and frustrations of the work; his ability to inspire other colleagues (academics, technical and support staff) as well as his passion for the job and aspiration for the organisation.

CRITERIA	FACTORS	DESCRIPTIONS
1. Personality	***1.1** Attitude, demeanor and confidence*	Assessment of the personality is based on how the candidate holds and presents during the interview. Assessment can be made in terms of the candidate's: • openness to ideas, • firmness in well considered views • track record of high integrity, honesty and professionalism. *Here the panel may want to discuss/ask questions which will give an understanding of the values and goals of the candidate in life.*
2. Language & Communication	**2.1 Dzongkha** *Fluency, clarity & Vocabulary)* **2.2 English** *(Fluency, clarity & Vocabulary)*	Assessment of the language proficiency (both Dzongkha and English) may be done in the context of the general discussion on the leadership and management role of the position. *Here the panel may assess the language proficiency in terms of the candidate's ability to:* • organise his thoughts and present clearly. • read and understand • communicate effectively • demonstrate fluency, clarity and vocabulary usage.
3. Leadership & Management role of the position (*Knowledge, Skills & understanding*)	**3.1 General awareness** *(of challenges and opportunities)*	Assessment of the knowledge & understanding of leadership and management based on the following: • General awareness of the challenges and opportunities and the current situation of the organisation • Awareness based on the discussion of the overall scenario in education globally as well as in the context of Bhutan.
	3.2 Strong work ethics *(firm belief in hard work, dignity of workand motivation)*	Assessment on: • The candidate's firm belief in the dignity of work • The candidate's work ethics, motivation and value attached to hard work

	3.3 Openness to experience *(well developed and positive orientation towards learning)*	Assessment of candidate on openness to experience and learning can be based on: • The characteristics of the candidate demonstrating a well developed intellect and positive orientation towards learning • Such characteristics or traits should include a person being imaginative, cultured, curious, original, broadminded, intelligent and sensitive *The panel may ask about the keenness of the candidate to experience and learning.*
	3.4 Analytical skills & promptness *(ability to respond and resolve issues as presented in the case)*	The analytical skills may be judged from the discussion of the situational analysis of the present as well as future work situation. This can be assessed in terms of the candidate's ability to: • comprehend issues with promptness • respond and resolve issues as presented in the case *Thus the panel may present cases or problems and ask the candidate on his reactions and views.*
	3.5 Initiative & team work *(Importance the candidate places on these two aspects)*	This could be assessed from the initiatives and leadership roles that the candidate has engaged in as well as the importance the candidate places on initiative and teamwork. The panel may consider the following: • Openness to ideas and seeing opportunities • Willingness to take initiative • Being able to relate and collaborate with others.

4. Academic engagement	**4.1 Experience in academic matters** *(ability to maintain & implement academic regulations/ guidelines, innovative approaches to learning, teaching and quality in the college, including resource management)*	This could be assessed in terms of: • involvement in program planning and curriculum design such as college academic strategic plans, annual academic operational plans, etc. • experience in maintaining and implementing academic regulations/guidelines in the college • experience in management of services to support teaching programs and taking initiatives at the college • ontribution of innovative approaches to learning, teaching and quality improvement
	4.2 Interest & the will *(to remain engaged in academic work in the future)*	This can be established from the candidate's interest and will to get engaged in academic work in the future.

GUIDELINE - SELECTION CRITERIA DESCRIPTION FOR DEAN OF STUDENT AFFAIRS

Viva Voce

The whole of the assessment would be based on a discussion on the leadership and management role that the candidate has to take up. It covers his understanding of the situation; the joys and frustrations of the work; his ability to inspire other colleagues (academics, technical, students and support staff) as well as his passion for the job and aspiration for the organisation.

CRITERIA	FACTORS	DESCRIPTIONS
1. Personality	***1.1** Attitude, demeanor and confidence*	Assessment of the personality is based on how the candidate holds and presents during the interview. Assessment can be made in terms of the candidate's: • openness to ideas, • firmness in well considered views • track record of high integrity, honesty and professionalism. *Here the panel may want to discuss/ask questions which will give an understanding of the values and goals of the candidate in life.*
2. Language & Communication	**2.1 Dzongkha** *(Fluency, clarity & Vocabulary)*	Assessment of the language proficiency (both Dzongkha and English) may be done in the context of the general discussion on the leadership and management role of the position. *Here the panel may assess the language proficiency in terms of the candidate's ability to:* • organise his thoughts and present clearly. • read and understand • communicate effectively • demonstrate fluency, clarity and vocabulary usage.
	2.2 English *(Fluency, clarity & Vocabulary)*	
3. Leadership & Management role of the position **(*Knowledge, Skills & understanding*)**	**3.1 General awareness** *(of challenges and opportunities)*	Assessment of the knowledge & understanding of leadership and management based on the following: • General awareness of the challenges and opportunities and the current situation of the organisation • Awareness based on the discussion of the overall scenario in education globally as well as in the context of Bhutan.
	3.2 Strong work ethics *(firm belief in hard work, dignity of work and motivation)*	Assessment on: • The candidate's firm belief in the dignity of work • The candidate's work ethics, motivation and value attached to hard work

	3.3 Openness to experience *(well developed and positive orientation towards learning)*	Assessment of candidate on openness to experience and learning can be based on: • The characteristics of the candidate demonstrating a well developed intellect and positive orientation towards learning • Such characteristics or traits should include a person being imaginative, cultured, curious, original, broad-minded, intelligent and sensitive *The panel may ask about the keenness of the candidate to experience and learning.*
	3.4 Analytical skills & promptness *(ability to respond and resolve issues as presented in the case)*	The analytical skills may be judged from the discussion of the situational analysis of the present as well as future work situation. This can be assessed in terms of the candidate's ability to: • comprehend issues with promptness • respond and resolve issues as presented in the case *Thus the panel may present cases or problems and ask the candidate on his reactions and views.*
	3.5 Initiative & team work *(Importance the candidate places on these two aspects)*	This could be assessed from the initiatives and leadership roles that the candidate has engaged in as well as the importance the candidate places on initiative and teamwork. The panel may consider the following: • openness to ideas and seeing opportunities • Willingness to take initiative • Being able to relate and collaborate with others.

4. Student Affairs	**4.1 Management of student affairs** *(ability to manage and provide advisory services to students' activities and maintain discipline and regulations along with the responsibilities for academic and research activities)*	This could be assessed in terms of: • Ability to provide advisory services to the students body of the College and maintain internal discipline, regulations, peace and harmony • Preside over students' activities and functions including morning assembly, gatherings and meetings • Assist in coordinating student intake, admission, registration and certification • Provide student services by looking after the clubs, associations, counseling and guidance • Coordinate and supervise co-curricular activities such as sports, games, cultural activities, spiritual discourses, retreats, etc.
	4.2 Interest & the will *(to remain engaged in academic work in the future)*	This can be established from the candidate's interest and will to get engaged in students' affairs in the future.

GUIDELINE - SELECTION CRITERIA DESCRIPTION FOR DEAN OF RESEARCH AND INDUSTRIAL LINKAGES

Viva Voce

The whole of the assessment would be based on a discussion on the leadership and management role that the candidate has to take up. It covers his understanding of the situation; the joys and frustrations of the work; his ability to inspire other colleagues (academics, and administrative & technical staff) as well as his passion for the job and aspiration for the organisation.

CRITERIA	FACTORS	DESCRIPTIONS
1. Personality	***1.1** Attitude, demeanor and confidence*	Assessment of the personality is based on how the candidate holds and presents during the interview. Assessment can be made in terms of the candidate's: • openness to ideas, • firmness in well considered views • track record of high integrity, honesty and professionalism. *Here the panel may want to discuss/ask questions which will give an understanding of the values and goals of the candidate in life.*
2. Language & Communication	**2.1 Dzongkha** *(Fluency, clarity & Vocabulary)*	Assessment of the language proficiency (both Dzongkha and English) may be done in the context of the general discussion on the leadership and management role of the position. *Here the panel may assess the language proficiency in terms of the candidate's ability to:* • organise his thoughts and present clearly. • read and understand • ommunicate effectively • demonstrate fluency, clarity and vocabulary usage.
	2.2 English *(Fluency, clarity & Vocabulary)*	
3. Leadership & Management role of the position (*Knowledge, Skills & understanding*)	**3.1 General awareness** *(of challenges and opportunities)*	Assessment of the knowledge & understanding of leadership and management based on the following: · General awareness of the challenges and opportunities and the current situation of the organisation · Awareness based on the discussion of the overall scenario in education globally as well as in the context of Bhutan.
	3.2 Strong work ethics *(firm belief in hard work, dignity of work and motivation)*	Assessment on: · The candidate's firm belief in the dignity of work · The candidate's work ethics, motivation and value attached tohard work

	3.3 Openness to experience *(well developed and positive orientation towards learning)*	Assessment of candidate on openness to experience and learning can be based on: • The characteristics of the candidate demonstrating a well developed intellect and positive orientation towards learning • Such characteristics or traits should include a person being imaginative, cultured, curious, original, broadminded, intelligent and sensitive *The panel may ask about the keenness of the candidate to experience and learning.*
	3.4 Analytical skills & promptness *(ability to respond and resolve issues as presented in the case)*	The analytical skills may be judged from the discussion of the situational analysis of the present as well as future work situation. This can be assessed in terms of the candidate's ability to: • comprehend issues with promptness • respond and resolve issues as presented in the case *Thus the panel may present cases or problems and ask the candidate on his reactions and views.*
	3.5 Initiative & team work *(Importance the candidate places on these two aspects)*	This could be assessed from the initiatives and leadership roles that the candidate has engaged in as well as the importance the candidate places on initiative and teamwork. The panel may consider the following: • openness to ideas and seeing opportunities • Willingness to take initiative • Being able to relate and collaborate with others.
4. Research engagement	**4.1 Develop research capacity and establish institutional research linkages for the College** *(ability to lead in developing research policies and implementation of research projects for the College and establish institutional linkages with external organisations)*	This could be assessed in terms of: · Involvement in designing research policies, procedures and standards for the college · Implementation of high degree research programs · Lead research activities of the college faculty · Develop research infrastructure and facilities that support research · Facilitate access to both internal and external sources of research fund · Establishment of industrial linkages and opportunities for research and consultancy services
	4.2 Interest & the will *(to remain engaged in academic work in the future)*	This can be established from the candidate's interest and will to get engaged in research work in the future.

ANNEXURE 5A/8

SELECTION INTERVIEW GUIDELINES 2017

Royal University of Bhutan

1. Guidelines for the Panel Members

1.1 The interview is the opportunity for the selection committee to meet the candidates and to discuss their experience and skills. It is important to bear in mind that the interview is a two way process and, whether successful or not, each candidate will take away with them an impression of the University.

1.2 Members of the interview committee will ensure that questions are relevant to the experience, aptitude and skills required to do the job. As such, the questions need be designed to allow panel members to judge a candidate's ability to perform the duties as outlined in the job description and person specification.

1.3 All panel members will familiarise themselves with the job and the applicants in advance of the interview.

1.4 In situations where a member of the interviewing committee has a potential conflict of interest (e.g. personal relationship with a candidate) this matter must be raised with the Chair before the start of the interview. In such circumstance, the member will be asked to leave the committee.

1.5 Generally, the following types of interview questions are asked:

1.5.1 Open: These types of questions are used to encourage full responses (e.g. 'Tell me about ...' 'how did you organise....')

1.5.2 Probing: These types of questions are used to follow up points raised in answer to open questions and to drill down to uncover important details. (e.g. What did you do exactly; Give me an example of; Explain what you mean by …). Probing questions include situational questions to elicit practical experience or judgment and 'contrary evidence' questions to check an assumption made about the candidate by seeking evidence to the contrary.

1.5.3 Closed: These type of questions normally demand a 'yes' or 'no' response, and should only be used for clarification or control (e.g. bringing a line of questioning to its conclusion).

1.5.4 Behavioral: Behavioral questions ask the candidate to describe how they handled a real situation in the past and encourage them to give concrete examples of how they applied their skills or knowledge. For example: 'Tell us about a time when you had to prioritise a number of important tasks.'

1.6 The following types of questions should generally be avoided or used sparingly:

1.6.1 Hypothetical: Asking an interviewee how they would handle an imaginary situation given a certain set of circumstances may reveal how well they can think on their feet but will not tell you how they will actually perform. Therefore you may find it helpful to also seek evidence from the past as a more reliable predictor of future behavior.

1.6.2 Leading: e.g. 'You are fully trained in the use of an XYZ Personnel Information System, aren't you?' 'Obviously you found that a rewarding experience?' (The candidate knows exactly the answer you are looking for).

1.6.3 Multiple: e.g. 'Tell us about your educational background, your career history to date and your strengths and weaknesses'. By the time the candidate has finished telling you about their educational qualifications, you will probably both have forgotten what else you asked. Further, a clever candidate will undoubtedly tell you about his or her strengths but ignore the issue of weaknesses.

1.6.4 Personal: Domestic or family situation; marital status; The occupation of a spouse or partner; health/sickness or absence record; questions which may be perceived to be related to the race, gender, age, religion, sexual orientation, gender identity or disability of the candidate.

1.7 In general the selection interview should be guided by the following:

1.7.1 Interviews are not interrogations and are not conducted solely for the benefit of the interviewer(s). They involve a two-way exchange and it is important that the interviewee is allowed ample opportunity to gather information or express opinions;

1.7.2 Base decisions on facts rather than intuition;

1.7.3 Avoid stereotyping of "good candidates" by comparison with previous job-holders;

1.7.4 Use essential and desirable criteria in selection;

1.7.5 Avoid selecting the candidate who will best "fit in" – this may lead to "cloning" and the perpetuation of current profiles;

1.7.6 Conduct interviews in a systematic and structured way. The aim is to gather evidence about how each candidate meets the criteria outlined in the Position Profile;

1.7.7 Candidates may be asked the same 'core' questions, which test their skills and abilities against the criteria. However the questions may differ where the panel deems it appropriate to probe candidates for further information/clarification.

1.7.8 It is important that where internal candidates are being considered alongside external candidates, nothing is done which gives either an advantage or a disadvantage, or which could give the appearance of doing so. Particular care must be exercised where a candidate is known to members of the interview panel.

2. Guidelines for the Chair /Organisers

2.1 Pre-Interview

Ensure that everything is prepared well in advance of the selection interview. Amongst others, following may be observed:

2.1.1 Planning the interviews for an appropriate time and place – ensuring that the venue is private and without interruptions. If a candidate has indicated a disability and asked for adjustments to be made to the recruitment process, the HRO should discuss this with the Chair and make reasonable adjustments accordingly.

2.1.2 Allowing enough time between interviews for breaks and, at the end of the interviews, time for a full review to take stock of the proceedings.

2.1.3 Committee members studying and familiarising themselves with all the documents related to the selection process e.g. job description, person description, selection interview, scoring tools, application form /CV and any supporting documents.

2.1.4 Meeting of the Selection Committee members in advance of the interviews to agree on the list of questions, focus of the interview and individual tasks.

2.2 During Interview

During the actual interview, the committee should be guided by the following:

2.2.1 Start on time;

2.2.2 Start with a welcome;

2.2.3 Seek to establish rapport;

2.2.4 Explain the purpose of the interview and the stage in the selection process;

2.2.5 Provide brief information on the nature of the job and College/OVC/Department;

2.2.6 Ask relevant questions (see next section);

2.2.7 Allow the applicant to do the majority of the talking;

2.2.8 Listen actively;

2.2.9 Do not seek to fill silences (you may discourage the candidate from providing more information);

2.2.10 Check gaps, omissions, or contradictions;

2.2.11 Check claims relating to level and type of experience/knowledge;

2.2.12 Use a logical sequence of questions and provide links between sections;

2.2.13 Allow sufficient time for the applicant's questions;

2.2.14 Take brief notes;

2.2.15 Keep control of the content and timing;

2.2.16 Summarise; and

2.2.17 Close on a positive note – thank the candidate and confirm the next stage of the process/when they are likely to know the outcome.

2.3 Post Interview: (applied only in circumstances where the selection panel remains dissatisfied with the applicants)

A brief record should be kept for each interview, giving the reasons for the rejection of each unsuccessful candidate and the reasons supporting the selected candidate.

At the end of the interview of candidates for a post, the committee should:

2.3.1 Compare the information gained about the applicant with the essential and desirable criteria;

2.3.2 Allow each member of the interview panel to have an input into the final decision;

2.3.3 Make a record of the panel's decisions (this may be required should candidates request feedback or challenge your decision).

2.3.4 Follow up the interview with the appropriate documentation, including a completed interview decision grid, to the Office of the Registrar.

2.4 Roles & responsibility of the Chair:

2.4.1 Ensure that all stages of the selection interview process are carried out correctly and within the requirements of the University's approved procedures;

2.4.2 Confirm that the make-up of the Selection Committee adheres to any University requirements;

2.4.3 Ensure that the location chosen for the interview and facilities provided meet the needs of any candidates with disabilities;

2.4.4 Ensure that all members of the committee are briefed and prepared for the interview;

2.4.5 Ensure that interviews are managed correctly so that members of the panel and applicants are given a proper opportunity to ask relevant questions and that agreed time limits are adhered to;

2.4.6 Ensure that questions asked to candidates relate to the criteria laid out in the Position Profile and are comparable for all candidates;

2.4.7 Ensure that nothing of importance in enabling the panel to reach an objective assessment is missed or overlooked and that they follow up areas not adequately explored;

2.4.8 Ensure that unlawful and unjustifiable discrimination does not take place during the interview or assessment of candidates; and

2.4.9 Ensure that the panel's decision is summarised and recorded.

ANNEXURE 5A/9

ROYAL UNIVERSITY OF BHUTAN

DECLARATION OF CONFLICT OF INTEREST

Royal University of Bhutan

Name: _____

Position Title:_____

Official Address:_____

Declaration:

I hereby declare that (please tick (√) the relevant one):

☐ **I DO NOT have any of my family member(s)/relative(s) appearing for the selection interview of ……..**

☐ **I DO HAVE my family member(s)/relative(s) appearing for the selection interview of …….**

His/her details are:

Name:……..

CID Number:……

Relationship to you:……..

Signature:……

Date:…….....……

CHAPTER 5B

RECRUITMENT, SELECTION AND APPOINTMENT OF GENERAL SERVICE STAFF

1. Objective

1.1 To facilitate appointment and management of service-oriented staff;

1.2 To meet the requirement of skilled and semi-skilled service staff in the University.

2. Strategy

2.1 Endeavour to outsource the services to private parties in order to minimise the appointment of General Service Staff (GSS) and gradually replace the GSS appointment system.

3. Authority for Appointment

3.1 Appointment shall be made by the College/OVC concerned based on the approved staffing pattern or norms and standards.

4. Recruitment Procedure

4.1 The College/OVC shall recruit staff in general service category through open competition and ensure fair and transparent process.

4.2 The College/OVC shall verify all required documents such as citizenship identity card, security clearance certificate, medical fitness certificate and any other document that may be required.

5. General Terms of Appointment

5.1 A candidate shall be a Bhutanese citizen.

5.2 A candidate shall have attained a minimum age of 18 years and not more than 45 years at the time of recruitment.

5.3 Physical fitness of the candidate shall be taken into account.

5.4 Initial appointments shall be made for a period not exceeding two years.

5.5 A GSS shall sign an agreement with the College/OVC specifying the terms and conditions at the time of appointment.

5.6 Performance appraisal of staff under general service category shall be carried out based on agreed outputs.

5.7 A GSS shall not be eligible for transfer.

5.8 A GSS shall be retired on completion of 56 years of age at the latest.

6. Remuneration and Benefits

6.1 The remuneration of a GSS shall be fixed as per the rule and shall be entitled to annual increment.

6.2 A GSS appointed under this rule shall not be admissible for contract allowance.

7. Leave and Travel

7.1 A GSS appointed under the provisions of this rule shall be eligible for earned, maternity, paternity, casual, medical, and bereavement leaves, LTC, TA & DA as admissible to operational position category.

8. Medical Facility

8.1 The staff of the University shall be entitled to medical treatment as per rules prescribed by the Ministry of Health.

9. Housing

9.1 GSS shall make their own arrangements for housing. However, if accommodation is provided, house rent shall be deducted as per the prevailing rules.

10. Pension, Provident Fund and Insurance

10.1 A staff under general service category, with more than one year of employment, shall be covered by the National Pension and Provident Fund Scheme and Staff Group Insurance Scheme.

11. Deduction

11.1 All statutory deductions shall be made in accordance with the rules.

12. Retirement Benefit

12.1 Gratuity shall be paid at the rate of one month's last basic pay for every completed year of satisfactory service. The gratuity shall also be payable to the nominee(s) of a GSS if the staff expires while in service.

12.2 Other benefits such as transfer grant, travel allowance, transfer charge of personnel effects, DSA, etc. shall be paid as per the prevailing rules applicable to operational level staff.

13. Extension

13.1 The extension of service for GSS shall be granted by the authority, which is vested with the powers to recruit them.

13.2 The GSS's term of appointment may be extended/renewed with the consent of both the concerned College/OVC and the staff concerned for terms not exceeding two years at a time provided the term does not exceed retirement age.

13.3 The extension shall be granted only to those having a clean service history, which shall not contain any record of indiscipline, adverse report, misdemeanor, or any act that is considered as violation of the University Code of Conduct and Ethics under Chapter 15.

13.4 Performance shall be considered as the main criterion for service extension.

14. Termination of Service

14.1 A minimum of one month's notice shall be issued by the party intending to terminate the service before expiry of the term. Basic pay of the staff concerned for the period of the stipulated notice period shall be paid by the defaulting party in the event of failure to give the required period of notice.

14.2 The services of a GSS shall be terminated without payment of compensation thereof, if the staff is found guilty of an administrative offence by the disciplinary authority.

14.3 A GSS shall be given an advance notice of three months in case the University decides to outsource the services of GSS positions.

15. Accountability

15.1 An appointment, which does not conform to this rule, shall be treated as unauthorised, and hence shall be revoked by the University.

15.2 The concerned College/OVC responsible for the violation shall be accountable and liable for administrative actions.

16. GSS Position

16.1 The positions under general service category consists of:

16.1.1 Messenger - College/OVC;

16.1.2 Cleaner - College/OVC;

16.1.3 Cook - College/OVC;

16.1.4 Security Guard;

16.1.5 Care taker;

16.1.6 Fitter (for plumbing works);

16.1.7 Farm Attendant; and

16.1.8 Gardener.

CHAPTER 5C

FIXED-TERM APPOINTMENT

1. Objective

1.1. To recruit and retain staff with the requisite qualifications, experience and skills for:

1.1.1. Time bound projects and programmes;

1.1.2. Meeting short-term HR requirements in the University;

1.1.3. Long-term positions, where there is an acute shortage of human resources; and

1.1.4. Enrichment of programmes in the University.

2. General

2.1. Fixed-term appointment shall mean employment on conditions which remains fixed for a specific period of time.

2.2. Fixed-term appointment shall be categorised as follows:

2.2.1. Long-term appointment for one year or more;

2.2.2. Short-term appointment for less than one year; and

2.2.3. International volunteers and externally funded staff.

2.3. The rules in this Chapter from Section 2 to Section 9 shall apply only for long-term appointment defined under Clause 2.2.1.

2.4. The recruitment procedures and remunerations for those on short-term appointment defined under Clause 2.2.2 such as consultants, experts, resource persons, adjunct faculty etc. shall be guided by Section 10 in this Chapter. Recruitment procedure for international volunteers shall be guided by Section 11.

2.5. Recruitment of expatriates on fixed-term appointment especially for administrative and technical category shall be considered only when Bhutanese citizens with requisite qualification, experience and skills are not available;

2.6. The University may maintain certain percentage of expatriates as academics for diversity and enrichment of campus.

3. Authority

3.1. The HRC shall approve the position and terms of reference for each position identified for fixed-term appointment in the University.

4. Recruitment Procedure

4.1. College/OVC shall identify positions for fixed-term appointment, draw terms of reference for each of the positions and seek approval from the HRC. Once the positions are approved, the College/OVC shall carry-out out the recruitment for the approved long-term appointment positions.

4.2. The recruitment of staff on fixed-term appointment shall be based on merit through a fair, open and competitive selection process;

4.3. All staff appointed under this rule shall execute an agreement with the employing College/ OVC in the prescribed form given at ***Annexure 5C/1;***

4.4. All staff shall also sign an Oath of Allegiance in the prescribed format at ***Annexure 5C/2;***

4.5. The College/OVC shall submit appointment order to the concerned authority for work permit in the case of appointment of expatriates soon after the confirmation of appointment;

4.6. College/OVC shall submit to the Office of the Registrar relevant documents, including details of fixed-term appointment for issuance of SID number for those who are appointed for one year or more.

4.7. Only upon the allotment of SID number, shall the appointment be considered endorsed by the University.

5. Orientation

5.1. Every expatriate appointed shall be oriented by the College/OVC on the culture, traditions, government policies and the Code of Conduct and Ethics and properly inducted into the position;

5.2. A Bhutanese citizen selected for fixed-term appointment shall be briefed and properly inducted into the position.

6. Terms and Conditions

6.1. The duration for appointment of staff on fixed-term shall be for a maximum period of two years.

6.2. Academics may also be considered for fixed-term appointment after their superannuation, with the age ceiling up to 70 years, based on their fitness and the need of the University or scarcity. 'Scarcity' shall be determined by advertising the position six months prior to superannuation. However, academics with outstanding performance ratings for three consecutive years before superannuation may be retained on fixed-term appointment.

6.3. Be appointed to a position level based on experience and qualification, which shall be guided by the lateral entry criteria prescribed in the Position Profile Matrix in the Position Directory.

6.4. Abide by the University Code of Conduct and Ethics.

6.5. Abide by the terms and conditions specified in the Agreement.

6.6. Be liable to be posted or transferred to any College or functional unit of the University.

6.7. Not be eligible for any formal training apart from the University led training and job related orientation.

6.8. Be subject to Performance Appraisal as per Chapter 7, RUBHRRR 2017.

7. Remuneration and Benefits

7.1. Remuneration:

7.1.1. A staff on fixed-term appointment may be paid with a monthly salary and all allowances at the rate paid to the regular staff except for fixed-term allowance;

7.1.2. Staff on fixed-term appointment may be considered a fixed-term allowance of 30% of the basic pay, based on need, competency and scarcity;

7.1.3. A provision for market upload/scarcity allowance in addition to the 30% fixed-term allowance may be considered on case by case basis in order to attract or retain staff on fixed-term appointment with specialised skills and knowledge that are difficult to find with just fixed-term allowance.

7.1.4. Annual increment shall be given as per the remuneration and benefits rules and regulation of the University.

7.1.5. Enhancement of pay scale and position level for staff on fixed-term appointment shall be decided at the time of renewal of the term. Enhancement of position level shall be based on the promotion criteria used for regular staff and performance of the staff.

7.1.6. As and when the University pay is revised, remuneration of staff on fixed-term appointment shall also be revised accordingly.

7.2. Leave and Travel:

7.2.1. A staff appointed on fixed-term shall be eligible for TA, DA, Leave and Leave Travel Concession (LTC) as per Chapter 10 and Chapter 11 of RUBHRRR 2017; and

7.2.2. A staff on fixed-term appointment shall not be eligible for ex-country short-term professional development programme, extraordinary leave and study leave except for University-led professional development programmes.

7.3. Medical Facility

7.3.1. Medical treatment for a staff on fixed-term appointment and the family members shall be provided as per the medical treatment rules of the Ministry of Health.

7.4. Housing

7.4.1. A fixed-term staff shall make own arrangements for housing. However, in the event University provides accommodation, house rent shall be deducted from the salary according to the prevailing rules governing housing.

7.5. Pension, Provident Fund and Insurance

7.5.1. A staff on fixed-term appointment shall be governed by rules and regulations of the National Pension and Provident Fund Scheme and the Government Staff Group Insurance Scheme.

7.6. Compensation for Service-Incurred Injury

7.6.1. In the event of illness, injury or death attributable to performance of service on behalf of the University, the staff shall be entitled to compensation payable under Staff Group Insurance Scheme and Chapter 17, RUBHRRR 2017.

7.7. Deduction

7.7.1. Personal Income Tax (PIT) and other statutory deductions shall be made according to prevailing rules.

7.8. Terminal Benefit

7.8.1. One month's last basic pay shall be paid as gratuity for every completed year of satisfactory service in accordance with the prevailing rules. The gratuity shall be payable when:

7.8.1.1. The University terminates the agreement; or

7.8.1.2. The staff is required to resign due to illness or disabilities incurred while in service; or

7.8.1.3. In case of the demise of the staff while in service.

7.8.2. The Gratuity shall be payable to the nominee(s) of the staff in case of his demise while in service.

7.9. Repatriation/Retirement Benefits

7.9.1. The following benefits shall be paid to a staff on fixed-term appointment at the time of retirement/repatriation in addition to the gratuity and refund of contribution to the Group Insurance Scheme (GIS):

7.9.1.1. Transfer grant according to the prevailing rules;

7.9.1.2. Travel allowance of an amount equal to the last basic pay; and

7.9.1.3. Transport charge of personal effects as per prevailing rules.

7.10. Mode of Payment

7.10.1. Remuneration, allowances and all other entitlements under this rule shall be payable only in Ngultrum.

8. Renewal and Extension

8.1. The duration for renewal of fixed-term appointment shall be for a maximum of two years at a time.

8.2. Renewal of services shall be done with the consent of both the employer and staff as prescribed in the form given at ***Annexure 5C/3.***

8.3. Renewal of services shall be decided one month prior to the expiration of the fixed-term agreement for administrative and technical staff, and three months prior to the expiration of the agreement for academics.

8.4. Renewal of fixed-term agreement for Bhutanese academic shall be considered in the areas that are scarce in the job market. 'Scarcity' shall be determined by advertising the position six months prior to expiration of the fixed-term agreement.

8.5. Bhutanese academics with outstanding performance ratings during the fixed-term period before renewal may be retained on this mode of employment.

8.6. In the case of academics whose term ends in the middle of a semester shall have their service extended till the end of the semester.

8.7. Renewal of service shall be granted only to those having a clean service history, which shall not contain any record of indiscipline, adverse report, misdemeanor, financial dishonesty, or any act that is considered as violation of the University Code of Conduct & Ethics, Administrative Discipline Rules and Regulations.

8.8. Performance shall be the main criterion for extension and renewal of the duration of service.

9. Termination of Service

9.1. A minimum of one month's notice for administrative & technical staff shall be issued by the party intending to terminate the service before expiry of the term. In the case of academics, three months' notice shall be required. In the event of failure to serve the notice in advance of the required period, the defaulting party shall pay to the other the basic pay for the prescribed notice period.

10. Fixed-term Appointment for Short-Term

10.1. General

10.1.1. Fixed-term appointment on short term basis shall include the following types:

10.1.1.1. Adjunct faculty: refers to part time faculty or faculty employed by the University/College to teach a particular area of subject.

10.1.1.2. **Resource persons:** are those who have specialised expertise, knowledge and experience in a particular area of work that is useful to facilitate workshops, trainings, development exercises and related activities for a specific period of time. They may also be hired as a member for programme validation, programme review, survey design, programme development, as interview panel, designing a specific project, advisors to the University on key issues and to work on specific areas of development for a specific period.

10.2. Appointment Procedures and Remunerations for Adjunct Faculty

10.2.1. The concerned College may appoint adjunct faculty through bilateral discussions with the candidate who wishes to teach in a College in areas where the College has expertise gap, staff shortage or the candidate's expertise is highly useful for the College.

10.2.2. A College may employ an adjunct faculty for duration of up to one year based on the need of the college.

10.2.3. The adjunct faculty shall take up all responsibilities like a regular academic for the delivery of a module including teaching, assessment, question paper setting, evaluation, and participation in Programme Board of Examiners meetings.

10.2.4. A College may allow adjunct faculty to use their title in their Business Cards during their tenure with the College. The College may maintain a list of adjunct faculties for record.

10.2.5. Remunerations for adjunct faculty from outside the country will be as decided between the employing College and the staff.

10.2.6. Remunerations for adjunct faculty from Bhutan will be paid at a rate of:

10.2.6.1. Nu 1300 per delivery hour (inclusive of preparation, assessment, question setting, paper evaluation and reassessment). The total number of delivery hour shall be determined by the module descriptor.

10.2.6.2. One round trip travel expense in the form of DSA and Mileage as per the prevailing rate between the workplace and the College.

10.3. Appointment Procedures and Remunerations for Resource Persons

10.3.1. The concerned College/OVC may hire the resource persons by directly contacting the individuals having relevant expertise, skills and competence for the said work.

10.3.2. Remunerations:

10.3.2.1. Resource persons shall be paid at the rate of Nu 2000 per day. This shall not be paid to resource person from within the same college that is responsible for the said work.

10.3.2.2. Modest accommodation and meal.

10.3.2.3. One time round trip to travel in the form of mileage, and per diem of Nu. 1500 per day during the travel irrespective of the position level.

11. International Volunteers and Externally Funded Staff

11.1. The University shall determine the requirement, approve and coordinate recruitment of international volunteers in the University.

11.2. International volunteers shall be governed by the terms and conditions set at the time of approval for recruitment.

12. Accountability

12.1. An appointment on fixed-term of international volunteers in the University which does not conform to this rule shall be treated as unauthorised and hence it shall be revoked by the University.

12.2. The authority responsible for the violation shall be accountable and liable for administrative actions.

Annexure 5C/1

ROYAL UNIVERSITY OF BHUTAN
THIMPHU, BHUTAN

FIXED-TERM APPOINTMENT FOR ONE YEAR OR MORE

AGREEMENT ON SERVICE TERMS AND CONDITIONS

PART I: GENERAL CONDITIONS

Passport size photograph

1. Agreement

THISAGREEMENT is executed on_____day_____month_____year between the University, hereinafter called "the University" described in part-I and Mr./Ms. _____ , hereinafter called "the staff" whose particulars are given in part II.

WHEREAS the University desires to engage the services of the staff on fixed-term appointment based on the terms and conditions hereinafter set forth; and

WHEREAS the staff on fixed-term appointment is ready and willing to accept this engagement of service with the University on these terms and conditions.

2. Nature of Service

2.1 The University shall employ the staff on fixed-term appointment and the staff shall serve the University as (position)_____ .

2.2 The staff on fixed-term appointment shall be liable to be posted or transferred to any College/ OVC.

3. Duration of Agreement

The employment hereunder shall be for a total period of…… months commencing from the day of…….month……..year…… (hereinafter referred to as the duration of service), subject to premature termination as hereinafter provided.

4. Documents

4.1 The staff at the time of reporting **(or selection)** for duty shall produce a medical fitness certificate from a qualified medical officer and a certificate of character and good conduct signed by a senior government officer of the country of the nationality or his/her last employer.

4.2 Upon joining duty in the organisation concerned, the staff shall send a copy of his/her joining report through the concerned College/OVC to the University.

4.3 An expatriate appointed on fixed-term employment shall produce a certificate issued by the police/local authority of the area of the staff's home address, certifying that the staff is a bona fide inhabitant of that locality, or a letter from an Embassy of the country of which the staff is a national certifying/verifying the nationality of the individual concerned or a valid passport.

4.4 A Bhutanese applying for fixed-term appointment shall produce a valid security clearance certificate and other documents specified by the University.

4.5 The staff shall produce attested copies of certificate/testimonials in support of education qualifications, date of birth, experience, etc. to the University/College/OVC concerned for record.

4.6 The staff shall sign an Oath of Allegiance in the prescribed format at ***Annexure 5C/2.***

5. Remuneration and Allowance

The University shall during the employment pay to the staff the remuneration specified in Part-II, which shall be payable monthly on the last working day of every calendar month.

6. Duty

6.1 The staff shall devote exclusively to duties or to such other duties as the University shall reasonably assign to the staff and shall personally attend thereto at all times by day or by night (including Sundays and public holidays, if necessary) except in the case of illness or accident in which case the staff shall forthwith notify the University of such illness or accident and shall furnish such evidence as it may require.

6.2 The staff shall promptly and faithfully obey, observe and comply with all lawful orders, instructions and directions of the University and observe all the rules and regulations and instructions in force for and in respect of the University's property and management thereof.

6.3 The staff, whenever required by the University shall give full and proper interaction in the staff's occupation and in the specified duties of office of the staff to such other person or persons as the University shall communicate to the staff and the staff shall convey to such person or persons any secret methods, processes or information learnt or acquired in the course of employment herewith or otherwise.

6.4 Leave and Travel

6.4.1 The staff shall be eligible for TA & DA, Leave (except extraordinary leave and study leave) and leave travel concession (LTC), as per the RUBHRRR 2017.

6.5 Medical Facility

The staff and the family members shall be provided medical treatment by the Government as per the prevailing medical treatment rules.

6.6 Housing

The staff shall make own arrangements with regard to housing and furniture. However, if Government accommodation is provided, house rent shall be deducted from the salary according to the prevailing rules.

6.7 Compensation for Service Incurred Injury

In the event of illness, injury, or death attributable to the performance of service on behalf of the University under the terms of this Agreement, the staff shall be entitled to compensation payable under Group Insurance Scheme and Chapter 17, RUBHRRR 2017.

6.8 Pension, Provident Fund and Insurance

The staff under this rule shall be governed by rules and regulations of the National Pension and Provident Fund Scheme and the Government Staff Group Insurance Scheme.

6.9 Deduction

Personal Income Tax and other statutory deductions shall be deducted according to the prevailing government taxation rules.

6.10 Terminal Benefit

6.10.1 Gratuity

One month's last basic pay shall be paid as gratuity for every completed year of satisfactory service in accordance with the rule. The gratuity shall be payable when:

- The University terminates the agreement, or
- The staff is required to resign due to illness or disabilities incurred while in service.
- In case of the demise of the staff while in service.

The Gratuity shall be payable to the nominee(s) of the staff in case of demise while in service.

6.10.2 Repatriation/Retirement Benefit

The following benefits shall be paid at the time of repatriation/retirement:

6.10.2.1 Transfer grant according to the prevailing RUBHRRR 2017.

6.10.2.2 Travel allowance of an amount equal to the last basic pay that the staff is entitled to at the time of repatriation.

6.10.2.3 Transport charge of personal effects as per the prevailing rules.

7. Mode of Payment

Remuneration and allowances and all other entitlements under the agreement shall be payable only in Ngultrum.

8. Code of Conduct and Ethics

8.1 The staff shall, at all times during the continuance of this Agreement, use best endeavors to promote the interest and welfare of the University.

8.2 The staff shall respect all the Bhutanese spiritual, traditional and cultural values and practices and conform to the University Code of Conduct and Ethics. Accordingly, the staff shall conduct in a fitting manner that:

8.2.1 The staff does not pose any danger to the socio-economic and political stability of the country;

8.2.2 The staff does not involve in proselytisation or undermine the traditional, cultural or religious values of the society;

8.2.3 The staff does not bring any undesirable influence and harmful practices which may have a damaging effect on the society, such as the use and abuse of narcotics;

8.2.4 The staff does not engage in politicising the people or flaring up communal ill feeling among the Bhutanese people;

8.2.5 The staff's dress, behaviour and habits are congenial to decorum of the Bhutanese society;

8.2.6 The staff does not engage in anti-government/national propaganda and criticism of the system of Government and its policies through speech or in writing;

8.2.7 The staff shall refrain from visiting places/institutions restricted for entry by foreigners without a specific written permit;

8.2.8 The staff is prohibited from engaging in employment other than permitted by this agreement and shall not participate in paid activities; and

8.2.9 The staff avoids personal relationships with firms selling office or other equipment and avoids the acceptance of favours or gifts, or being placed otherwise under obligation to any commercial representative or to any University's client or customer.

9. Rights and Obligations of the Staff

9.1 The rights and obligations of the fixed-term staff are strictly limited to the terms and conditions of this Agreement. Accordingly, the staff shall not be entitled to any benefit, payment, subsidy, compensation or entitlement, except as expressly provided in this agreement.

9.2 The staff shall be solely liable for claims by third parties arising from the staff's own negligent acts or commissions in the course of performing this agreement, and under no circumstances shall the University be held liable for such claims by third parties.

9.3 The title rights, copyrights, and all other rights of whatever nature in any material produced under the provision of this agreement by the staff shall be vested exclusively with the University.

9.4 The staff shall not be concerned or interested directly in any other business except that of the University.

9.5 The staff shall not, at any time during the continuance of employment hereunder, acquire or attempt to acquire any option or concession in Bhutan for self or any other person.

9.6 The staff shall not draw, accept or endorse any bill on behalf of the University or in any way pledge the credit of the University except so far as the staff may have been authorised by the University either generally or in any particular case.

10. Unpublished Information

10.1 The staff shall not communicate to any person, government agency, or other College/OVC of the University any unpublished information made known to the staff by reason of the staff's association, except, as required by this assignment or upon written authorisation by the University.

10.2 The staff shall not advertise or publicise the staff's association with the University for unauthorised actions under this agreement. Nor shall the name, letterhead, emblem, or official seal of the University be used for business or professional purposes or otherwise without the prior written approval of the University. Such materials intended for official use by staff of the University should not be permitted to come into the possession of persons who might make unauthorised use of them, and shall not be used for personal purposes. The provision shall survive the expiration or termination of this agreement.

11. Confidentiality and Non-competition

The University requires, and the staff agrees that, during the term of the employment and at any time thereafter, the staff shall retain in confidence and not divulge or make available without the University's advance written consent to any person, firm, corporation, or entity other than the University or its designee, any information whatsoever unless permitted under the provisions of Academic Freedom. This includes the written embodiments of services for the University, in reports, studies, or the like, acquired or developed by the staff during the term of employment, which relates to or concerns the business or operation of the University or of its clients or customers.

12. Renewal of Service

12.1 Not less than three months (for academics) and one month (for administrative & technical staff) before the date under this Agreement is due to expire, the staff shall inform the University in writing whether the staff desires to remain and continue in the service of the University, who shall thereupon consider whether to re-engage the staff, provided that any such re-engagement shall be upon such conditions, including the duration of the new agreement, as shall be agreed upon between the University and the staff.

12.2 Renewal of staff on fixed-term agreement shall be carried out through the CMC/SMT for the College/OVC respectively. The Administrative/HR Officer shall submit the list of staff interested to renew their services (six months prior to date of expiration for academics and one month prior to the date of expiration for administrative & technical staff) including required documents to the CMC/SMT for decision.

12.3 Performance shall be an important determining factor for extension/renewal. 'Outstanding' rating for Bhutanese academics and a minimum of 'Very Good' rating for others should be required for the renewal of service.

12.4 Any notice to be given hereunder shall be given in writing and be delivered or sent by registered post to the University, and any complaint or application of the staff shall in the first instance be addressed to the Head of the office of the employing College/OVC.

13. Termination of Service/Agreement

13.1 A minimum of one month's notice for administrative & technical staff shall be issued by the party intending to terminate the service before expiry of the term. However, in the case of academics, six month's notice shall be required. In the event of failure to serve the notice in advance of the required period, the defaulting party shall pay to the other, the basic pay of the staff for the stipulated notice period.

13.2 The staff shall be liable to be separated from service at any time when the University finds the staff's services redundant or on violation of any of these provisions.

14. Dismissal

14.1 If at any time during employment, the staff shall be tried for gross misconduct or breach or non-observance of any of the stipulation herein. The staff shall at the option and discretion of the University forfeit the gratuity. In addition to such forfeiture, the University may terminate the services of the staff forthwith and without any notice or payment in lieu thereof. Upon such termination, the staff shall not be entitled to claim any compensation or damages.

14.2 The staff shall be paid post service benefits upon completion of the assignment under this agreement upon production of a clearance certificate from the Royal Audit Authority and the employing College/OVC.

PART II: PAY FIXATION

1. Position Title:…….....……

2. College/OVC in which appointment/renewal is to be made:….....…….

3. Period of Service

   a) Initial appointment: from ……...……..to ……

4. Remuneration

   4.1. Pay Scale: Nu…….....…… ……..……..

   4.2. Basic Pay per month: Nu. ……(in words) Ngultrum …….…….
   …… ……..……only).

   4.3. Other allowances (if entitled):

   (a) ……..: Nu……per month.

   (b) ……..: Nu……per month.

   (c) ……..: Nu……per month.

   (d) ……..: Nu……per month.

   Total (4.2 + 4.3): Nu……per month.

   (Note: Allowances will change with the change in basic pay due to increment)

5. Deduction

   All deductions such as Personal Income Tax, Health Contribution, Group Insurance and house rent (if a government house is allotted) shall be levied as per the prevailing rules.

PART III: MISCELLANEOUS

Laws

The Agreement shall be construed according to and be governed by the laws of the Kingdom of Bhutan.

Appeal

Any appeal due to the breach of any of the terms and conditions under this agreement by either party shall have recourse to a legal action/arbitration in a Court of Law in the Kingdom of Bhutan only.

IN WITNESS WHEREOF I,……..employer for and on behalf of the Royal University of Bhutan and……..…….the staff have hereto set our hands this day and year.

SIGNED by the staff……day/month/year (affix legal stamp).

In the presence of……..

SIGNED for and on behalf of the University:…….. day/month/year.

In the presence of .....

Annexure 5C/2

OATH OF ALLEGIANCE

(FIXED-TERM STAFF)

I,..... having been appointed as ..... do solemnly affirm that I shall faithfully and conscientiously discharge my duties as a staff of the Royal University of Bhutan; and that, do right in all manner to people in accordance with the laws, rules and regulations and Code of Conduct and Ethics of the Kingdom of Bhutan, without fear or favour, affection or ill will; that I shall not directly or indirectly communicate or reveal to any person or persons any matter which shall be brought under my consideration or shall become known to me as a staff of the University, except as may be required for the due discharge of my duties.

Date: **Name and Signature**

Place: (Affix Legal Stamp)

Witness:

Name:

Signature:

Annexure 5C/3

ROYAL UNIVERSITY OF BHUTAN
SERVICE RENEWAL FORM FOR FIXED-TERM STAFF

1. Name:_____
2. SID number:_____
3. Date of Birth: _____
4. Nationality: _____
5. Permanent Address:_____
6. Present College/OVC:_____
7. Appointment under Present Fixed-Term Service:
   a) Date of Appointment:_____
   b) Appointment Letter number.: _____
      (issued by the University).
   c) Position Title:_____
   d) Position Level: _____
   e) Pay Scale per Month: _____
   f) Basic Pay per Month:_____
   g) Allowances: _____
8. Present Service Term: from_____to_____
9. Service Term renewal requested for (in months):_____

During the service period, the fixed-term staff shall abide by the terms and conditions accepted by the staff at the time of initial appointment as revised based on mutual agreement. The new service period shall be as approved by the Secretariat of the University or the competent authority with whom such powers are delegated as the case may be.

Signature of the Staff (Affix Legal Stamp)	Signature of Adm./HR Officer	Signature of Head of College/OVC
Name:……..	**Name:……**	**Name:…….**

Renewal of the service term of the staff is hereby approved for a further period of _____ months from _____ to_____.

The other terms and conditions accepted by the staff at the time of initial appointment shall remain unchanged.

Place:

Date: **Signature:**

Approving Authority:

CHAPTER 5D

APPOINTMENT OF EXECUTIVES

1. Objective

1.1. To attract and retain highly capable and dynamic personnel to take up leadership positions that can ensure provision of quality tertiary education.

1.2. To ensure right leadership that can motivate and inspire staff towards enhancing performance and driving the University towards excellence.

1.3. To articulate strategic direction and emulate best practices for the University to continuously transform itself as per the changing needs.

2. General

2.1. Executive positions in the University shall include:

2.1.1. Vice Chancellor

2.1.2. Registrar

2.1.3. President

2.1.4. Director

2.2. Based on the provision of the Royal Charter and Statutes of the University, the appointment procedures are different among the executives. Accordingly, the appointment procedures, remuneration and other conditions for different groups of executives are provided separately in the following sections.

2.3. The recruitment of executives shall be based on merit through a fair, open and competitive selection process.

2.4. All the executives shall be appointed on fixed-term appointment and shall sign an agreement with the University as per the form provided at **Annexure 5D/1**.

2.5. All executives shall also sign an Oath of Allegiance in the prescribed format at ***Annexure 5D/2.***

2.6. Upon renewal of the agreement for extension of service, all executives shall complete and sign the service renewal form in the prescribed format at ***Annexure 5D/3.***

2.7. The Office of the Registrar shall issue appointment orders and allocate SID number, if relevant.

2.8. Upon completion of their terms, executives shall be allowed to apply for any other position in the University (other executive position or academic position) through open competition. In such a case, the term of office in the new position begins from the starting pay in the pay scale.

2.9. If an executive wishes to apply for an academic position, the incumbent shall be placed in a position and position level as per the criteria prescribed in Position Profile Matrix in the Position Directory as a regular staff. However, the incumbent shall be appointed on fixed-term basis if found beyond the age of 50 at the time of application.

2.10. Executives shall be allowed to undergo short-term Professional Development programmemes (both in-country and ex-country) only, if relevant.

3. Appointment of Vice Chancellor

The Vice Chancellor shall be appointed by the Royal Government of Bhutan on the recommendation of the UC and shall hold office for a period of five years renewable for another five years or until the age of 65, whichever is earlier.

3.1. Eligibility Criteria:

3.1.1. Qualification: Masters degree;

3.1.2. Experience: Currently in Position Level 3 and above, or equivalent (at least five years of experience in executive position or equivalent);

3.1.3. Other experience: Demonstrated academic or research orientation with leadership and management experiences and capabilities; and

3.1.4. Age limit: 60 years and below at the time of application.

3.2. Selection Process

3.2.1. Eight months before the position of the Vice Chancellor is likely to fall vacant, the Secretary of the UC shall report to the UC and propose for the formation of a Search Committee and the UC shall appoint the Search Committee.

3.2.2. The Search Committee shall be constituted with the following members:

3.2.2.1. The Chair of the UC or the Chair's nominee shall chair the committee;

3.2.2.2. One member of the UC who is not a staff of the University;

3.2.2.3. One member from the AB;

3.2.2.4. One member who is external to the University (from the scientific, business community or the government) but recommended and nominated by the UC; and

3.2.2.5. The secretary of the UC shall be secretary to the Search Committee. However, if the Secretary wishes to apply for the position, the Chief Human Resource Officer shall serve as the Secretary to the Search Committee.

3.2.3. Terms of Reference for the Search Committee:

3.2.3.1. The committee shall recommend to the UC suitable person to be appointed as the Vice Chancellor of the University;

3.2.3.2. The committee may adopt various methods including formal advertisement as well as identifying and contacting individuals as may be deemed suitable by the committee; and

3.2.3.3. The committee may establish its own procedures for assessment of the candidates, conduct of interviews and shortlisting.

3.2.4. Code of Conduct for the Search Committee:

3.2.4.1. Persons serving on this committee shall have indicated that they are not one of the candidates for the position;

3.2.4.2. The committee shall hold information regarding the identity of the candidates for the VC in confidence till the end of the search process; and

3.2.4.3. In situation where there is conflict of interest (eg. personal relationship with a candidate), the concerned member shall declare before the selection interview and withdraw from the committee.

3.3. Procedure

3.3.1. The committee shall be recommended to follow the procedure and timeline as given in the Table 5D/1.

Table 5D/1: *Procedures and Timeline for the Selection of VC*

Time Line	Procedure
Week 1	First meeting of the search committee to familiarise and review, if necessary, assessment criteria, interview and short-listing processes for the selection of the VC
Week 2	Advertise the position widely through media inviting application and nomination for a period of one month
Week 3 - 6	• Receive applications and nominations • Compile the list of applicants and nominations
Week 7 – Week 11	• Review the application • In case of committee not satisfied with the applications received through advertisement, the committee may identify other suitable candidates
Week 12 – Week 14	Selection following the procedure (as decided during the first meeting)
Week 15	Conduct interview and finalise the report nominating three candidates (in order of priority) for submission to the next UC
Week 16	• The committee shall submit report to the UC recommending the appointment of a Vice Chancellor. • UC shall finalise the nomination
Week 17	Submission of nomination to the Chancellor or the RGoB or both for endorsement
	Appointment by the UC after endorsement by the Chancellor or the RGoB or both

3.4. Renewal of the term of the Vice Chancellor

3.4.1. 12 months before the expiration of the Vice Chancellor's tenure, the renewal of term shall be submitted to the UC; and

3.4.2. The UC shall recommend for the renewal if found appropriate.

3.5. Dismissal of service of the Vice Chancellor

3.5.1. Issues of performance will be raised with the Vice Chancellor by the Chair of the UC, who will establish the improvement required and the time scale for improvement. If adequate improvement is not achieved, it may result in not granting extension for the second term; and

3.5.2. Where, for reasons of incapacity on health grounds, unsatisfactory performance or misconduct, removal from the post is contemplated. The incumbent will be notified in writing by the Chair of the UC (or nominee) of the alleged conduct, characteristics or other circumstances, which have led the University to contemplate dismissal of the incumbent.

4. Appointment of Registrar

4.1. Eligibility Criteria

4.1.1. Qualification: Masters degree;

4.1.2. Experience: Position Level 3 or equivalent, or 15 years of work experiences in professional positions; and

4.1.3. Other experiences: Leadership and management in education or administration.

4.2. Term of Office

4.2.1. A single term of five years (renewable for another five years or until the age of 60, whichever is earlier).

4.2.2. The position of the Registrar shall be in Position Level 1.

4.3. Selection Process

4.3.1. The University shall advertise the vacant position for a Registrar;

4.3.2. The University shall assess the applications based on eligibility criteria;

4.3.3. A maximum of five applicants shall be shortlisted for selection interview based on academic achievements, academic qualification and degree of relevance of work experience; and

4.3.4. The Selection Committee for the selection of executives shall nominate and recommend the appointment of Registrar to the UC for approval.

4.4. Renewal of the term of the Registrar

4.4.1. Three months before the expiration of the Registrar's tenure, the Vice Chancellor shall consult the Registrar and seek expression of interest for renewal, which shall then be submitted to the HRC.

4.4.2. The Selection Committee for the selection of executives (as the standing committee of HRC) shall review the performance and recommend for renewal of terms to the UC for endorsement.

5. Appointment of Director/President

5.1. Eligibility Criteria

5.1.1. Qualification: Masters degree;

5.1.2. Experience: Position Level 3 or equivalent, or 15 years of work experiences in professional positions; and

5.1.3. Other experiences: Leadership and management in education and administration.

5.2. Term of Office

5.2.1. A term of five years (renewable for another five years or until the age of 60, whichever is earlier);

5.2.2. The positions of the Director/President shall be in Position Level 1.

5.3. Selection Process

5.3.1. The University shall advertise the vacant position for a Director/President;

5.3.2. The University shall assess the applications based on eligibility criteria;

5.3.3. A maximum of five applicants shall be shortlisted for selection interview based on academic achievements, academic qualification and degree of relevance of work experience; and

5.3.4. The Selection Committee for the selection of executives shall conduct the selection interview as per the parameters contained in interview form at **Annexure 5 D/4.**

5.4. Renewal of the term of the Director/President

5.4.1. Three months before the expiration of the Director's/President's tenure, the Registrar shall consult the executive and seek expression of interest for renewal, which shall then be submitted to the HRC;

5.4.2. The Selection Committee for the selection of executives (as the standing committee of the HRC) shall review the performance and recommend for renewal of terms to the HRC for endorsement.

6. Terms and Conditions

An executive shall:

6.1. Abide by the University Code of Conduct and Ethics;

6.2. Abide by the terms and conditions specified in the Agreement;

6.3. Be liable to be posted or transferred to any College or functional division/section of the University.

6.4. Be subject to Performance Appraisal as per Chapter 7**,** RUBHRRR 2017.

7. Remuneration and Benefits

7.1. Remuneration

7.1.1. Executives of the University shall be paid with remuneration and benefits as per Chapter 9, RUBHRRR 2017.

7.1.2. Executives shall be governed by the rules and regulations of the National Pension and Provident Fund Scheme and the Government Staff Group Insurance Scheme.

7.1.3. Annual increment shall be given as per the remuneration and benefits rules and regulation of the University.

7.1.4. As and when the University pay is revised, remuneration for executives shall also be revised accordingly.

7.2. Leave and Travel

7.2.1. An executive shall be eligible for TA, DA, leave and LTC as per Chapter 10 and Chapter 11 of RUBHRRR 2017.

7.2.2. However, an executive shall not be eligible for extraordinary leave and study leave.

7.3. Medical Facility

7.3.1. Medical treatment for an executive and the family members shall be provided as per the medical treatment rules.

7.4. Housing

7.4.1. An executive shall make own arrangements for housing. However, in the event University provides accommodation, house rent shall be deducted from the salary according to the prevailing rules governing housing.

7.5. Compensation for Service-Incurred Injury

7.5.1. In the event of illness, injury, or death attributable to performance of service on behalf of the University, the executive shall be entitled to compensation payable under Staff Group Insurance Scheme and Chapter 17, RUBHRRR 2017.

7.6. Deduction

7.6.1. Personal Income Tax (PIT) and other statutory deductions shall be made according to prevailing rules.

7.7. Terminal Benefit

7.7.1. One month's last basic pay shall be paid as gratuity for every completed year of satisfactory service in accordance with the rule. The gratuity shall be payable when:

7.7.1.1. The University terminates the agreement; or

7.7.1.2. The executive is required to resign due to illness or disabilities incurred while in service; or

7.7.1.3. In case of the demise of the executive while in service.

7.7.2. The Gratuity shall be payable to the nominee(s) of the executive in case of demise while in service.

7.8. Retirement Benefits

7.8.1. The following benefits shall be paid to an executive at the time of retirement in addition to the gratuity and refund of contribution to the Group Insurance Scheme (GIS):

7.8.1.1. Transfer grant according to the prevailing rules;

7.8.1.2. Travel Allowance of an amount equal to the last basic pay; and

7.8.1.3. Transport charge of personal effects as per prevailing rules.

8. Termination of Service

8.1. A minimum of one month's notice shall be issued by the party intending to terminate the service before expiry of the term. In the event of failure to serve the notice in advance of the required period, the defaulting party shall pay to the other, the basic pay for the prescribed notice period.

ROYAL UNIVERSITY OF BHUTAN
THIMPHU, BHUTAN

Annexure 5D/1

AGREEMENT ON SERVICE TERMS AND CONDITIONS

PART I: GENERAL CONDITIONS

Passport size photograph

1. Agreement

THIS AGREEMENT is executed on..….....…day….....…..month…….....….Year between the Employer, hereinafter called "the University" described in part-I and Mr./Ms. _____., hereinafter called "the staff" whose particulars are given in part II.

WHEREAS the University desires to engage the services of the staff on fixed-term appointment based on the terms and conditions hereinafter set forth; and

WHEREAS the staff on fixed-term appointment is ready and willing to accept this engagement of service with the University on these terms and conditions.

2. Nature of Service

2.1. The University shall employ the staff on fixed-term appointment and the staff shall serve the University as _____

2.2. The staff may be posted or transferred to any College/OVC.

3. Duration of Agreement

The employment hereunder shall commence from…….day.....month.....year and end on the …….day.....month.....year, extendable by another term of five years or until the age of superannuation, whichever is earlier.

The extension shall be subject to performance and mutual consent of the University and staff.

4. Documents

4.1. Upon joining duty in the University, the staff shall send a copy of his joining report to the Vice Chancellor.

4.2. The staff shall sign an Oath of Allegiance in the prescribed format at ***Annexure 5D/2.***

5. Remuneration and Allowance

The University shall during the employment pay to the staff the remuneration specified in Part-II, which shall be payable monthly by the last working day of every calendar month.

6. Duty

6.1. The staff shall devote exclusively to duties or to such other duties as the Supervisor shall reasonably assign to the staff and shall personally attend thereto at all times by day or by night (including Sundays and public holidays, if necessary) except in the case of illness or accident in which case the staff shall forthwith notify the University of such illness or accident and shall furnish such evidence as it may require.

6.2. The staff shall promptly and faithfully obey, observe and comply with all lawful orders, instructions and directions of the University and observe all the rules and regulations and instructions in force for and in respect of the University's property and management thereof.

6.3. The staff shall sign the annual performance targets with the Supervisor at the beginning of the performance appraisal cycle and review periodically before the assessment.

6.4. The staff shall obtain approval from the Supervisor for travel within or outside the country, and leave of absence from office for whatsoever reason.

6.5. Leave and Travel

The staff shall be eligible for TA & DA, leave (except extraordinary leave and long-term study leave) and LTC, as per RUBHRRR 2017.

6.6. Housing

The University shall recover house rent from the salary of the staff according to the prevailing rules, if the staff is provided with Government accommodation.

6.7. Pension, Provident Fund and Insurance

The staff under this rule shall be governed by rules and regulations of the National Pension and Provident Fund Scheme and the Government Staff Group Insurance Scheme.

6.8. Deduction

Personal Income Tax (PIT) and other statutory deductions shall be deducted according to the prevailing government taxation rules.

6.9. Terminal Benefit

6.9.1. Gratuity

One month's last basic pay shall be paid as gratuity for every completed year of satisfactory service in accordance with the RUBHRRR 2017. The gratuity shall be payable to the nominee(s) of the staff who expires while in service after putting in a minimum of one year's continuous service.

6.9.2. Post Retirement Benefit

The following benefits shall be paid to the staff only at the time of separation:

6.9.2.1. Transfer grant according to the prevailing RUBHRRR 2017.

6.9.2.2. Travel Allowance of an amount equal to the last basic pay that the staff is entitled to at the time of separation.

6.9.2.3. Transport charge of personal effects as per the prevailing rules.

7. Code of Conduct and Ethics

7.1. The staff shall at all times use best endeavors to promote the interest and welfare of the University.

7.2. The staff shall respect all the Bhutanese spiritual, traditional and cultural values and practices and conform to the University Code of Conduct and Ethics. Accordingly, the staff shall conduct at all times in such a manner that:

7.2.1. Does not pose any danger to the socio-economic and political stability of the country;

7.2.2. Does not involve in proselytisation or undermine the traditional, cultural or religious values of the society;

7.2.3. Does not bring any undesirable influence and harmful practices which may have a damaging effect on the society, such as the use and abuse of narcotics;

7.2.4. Does not engage in politicising the people or flaring up communal ill feeling among the Bhutanese people;

7.2.5. Ensure dress, behavior and habits are congenial to decorum of the Bhutanese society;

7.2.6. Does not engage in anti-national propaganda through speech or in writing;

7.2.7. Does not engage in employment other than permitted by this agreement and shall not participate in paid activities; and

7.2.8. Avoids situations within or outside the organisation, where these potential conflict of interest.

8. Rights and Obligations of the Staff

8.1. The rights and obligations of the staff are strictly limited to the terms and conditions of this Agreement.

8.2. The staff shall be solely liable for claims by third parties arising from the staff's own negligent acts or commissions in the course of performing this agreement, and under no circumstances shall the University be held liable for such claims by third parties.

8.3. The staff shall not draw, accept or endorse any bill on behalf of the University or in any way pledge the credit of the University except so far as the staff may have been authorised by the University either generally or in any particular case.

9. Unpublished Information

The staff shall not advertise or publicise his association with the University for unauthorised actions under this agreement, nor shall the name, letterhead, emblem, or official seal of the University be used for private business.

10. Confidentiality

The University requires, and the staff agrees that confidentiality shall be maintained with regard to information such as written embodiments of services for the University, reports, studies, or the like, acquired or developed by the staff during the term of employment, which relates to the business or operation of the University or of its clients or customers.

11. Renewal of Service

11.1. Not less than two months before the date of which the staff's service under this agreement is due to expire, the University shall inform the staff in writing whether he desires to remain and continue in the service of the University.

11.2. If the staff wishes to change location of service in any executive position College/ OVC after completion of term in a particular location upon fulfillment of required conditions, the staff's service shall begin afresh. However, seniority of the staff shall be protected if transferred in the interest of the University.

11.3. The renewal of service of the staff shall be guided by the performance monitored by the Annual Performance Appraisal, whereas, the staff will have to achieve at least 'Very Good' rating each year during the last five years of service.

11.4. The renewal or extension of duration of service shall be granted to the staff only upon having a clear service history, which shall not contain any record of indiscipline, adverse reports, misdemeanors, financial dishonesty, or any act that is considered as violation of University Code of Conduct and Ethics.

12. Termination of Service/Agreement

12.1. A minimum of two month's notice shall be issued by the party intending to terminate the service before expiry of the term. In the event of failure to serve the notice in advance of the required period, the defaulting party shall pay to the other, two month's basic pay of the staff for the stipulated notice period.

12.2. The staff shall not be indispensable to the University and hence shall be liable to be removed from service at any time on violation of any provisions.

13. Dismissal for Misconduct

13.1. If at any time during his employment, the staff shall be tried for gross misconduct or breach or non-observance of any of the stipulation herein. The staff shall, at the option and discretion of the University, forfeit the gratuity. In addition to such forfeiture, the University may terminate the services of the staff forthwith and without any notice or payment in lieu thereof. Upon such termination, the staff shall not be entitled to claim any compensation or damages.

13.2. The staff shall be paid post service benefits upon completion of assignment under this agreement upon production of a clearance certificate from the Royal Audit Authority and the employing Agencies concerned.

Affix legal stamp

Affix legal stamp

Vice Chancellor

Name:

Signature of Staff

Name:

Citizenship ID number:

SID number:

Witness

Name:

Citizenship ID number:

Witness

Name:

Citizenship ID number:

PART II: PAY FIXATION

1. Position Title:……..……

2. College/OVC in which appointment/extension is to be made:…….

3. Period of Service

   a) Initial appointment: from…….....…… to……

   a) Renewal/Extension: from…….....……to…….....…….

4. Emolument

   4.1. Scale of Pay: Nu…….....……..

   4.2. Basic Pay per month: Nu. …….....……(in words) Ngultrum ……
   …….....……only).

   4.3. Other allowances (if entitled):

   (a) ……..: Nu……per month.

   (b) ……..: Nu……per month.

   (c) ……..: Nu……per month.

   (d) ……..: Nu……per month.

   (e) ……..: Nu……per month.

   Total (4.2 + 4.3): Nu……per month.

(Note: Allowances will change with the change in basic pay due to increment)

5. Deduction

   All deductions such as Personal Income Tax, Health Contribution, Group Insurance and house rent (if a government house is allotted) shall be levied as per the prevailing rules.

Vice Chancellor **Signature of Staff**

PART III: MISCELLANEOUS

Laws

The agreement shall be construed according to and be governed by the laws of the Kingdom of Bhutan.

Appeal

Any appeal due to the breach of any of the terms and conditions under this agreement by either party shall have recourse to a legal action/arbitration in a Court of Law in the Kingdom of Bhutan only.

IN WITNESS WHEREOF I,……..……. on behalf of the Royal University of Bhutan and…….....……..…….the staff have hereto set our hands this day and year.

SIGNED by the staff…….....……day/month/year (affix legal stamp).

In the presence of……..

SIGNED for and on behalf of the University :…….. day/month/year.

In the presence of.....

Annexure 5D/2

OATH OF ALLEGIANCE

I,……..……. having been appointed as…..……
..…..do solemnly affirm that I shall faithfully and conscientiously discharge my duties as an staff of the Royal University of Bhutan; and that do right in all manner to people in accordance with the laws, rules and regulations and Code of Conduct and Ethics, without fear or favour, affection or ill will; that I shall not directly or indirectly communicate or reveal to any person or persons any matter which shall be brought under my consideration or shall become known to me as an staff of the University, except as may be required for the due discharge of my duties.

Date: Name and Signature

Place: (Affix Legal Stamp)

Witness:

Name:

Signature

Annexure 5D/3



ROYAL UNIVERSITY OF BHUTAN

(Service Renewal Form)

1. Name:_____
2. SID number.:_____
3. Date of Birth: _____
4. Nationality: _____
5. Permanent Address: _____
6. Present College/OVC:_____
7. Appointment under Present Fixed-Term Service:
   a) Date of Appointment: _____
   b) Appointment Letter number.: _____
      (issued by the University).
   c) Position: _____
   d) Position Level: _____
   e) Pay Scale per Month: _____
   f) Basic Pay per Month:_____
   g) Allowances: _____
8. Present Service Term: from _____ to_____
9. Service Term Extension requested for (in months): _____

During the service extension period, the fixed-term staff shall abide by the terms and conditions accepted by him at the time of initial appointment as revised based on mutual agreement. The new service period shall be as approved by the Secretariat of the University or the competent authority with whom such powers are delegated as the case may be.

(Affix Legal Stamp)

Signature of the staff

Name

Signature of HRO

Name

Signature of the Vice Chancellor
Name:

Extension of the service term of the staff is hereby approved for a further period of_____ months from _____ to_____. The other terms and conditions accepted by the staff at the time of initial appointment shall remain unchanged.

Place:

Date: Signature

Approving Authority

Annexure 5D/4

INTERVIEW FORM (PRESIDENT/DIRECTOR): VIVA VOCE
ROYAL UNIVERSITY OF BHUTAN

Royal University of Bhutan

Name of the candidate: _____

Criteria	Factors	Marks	Marks awarded
1. Personality (10)	**1.1** *Attitude, demeanor and confidence*	10	
2. Language (20)	**2.1 Dzongkha** *(Fluency, clarity & Vocabulary)*	10	
	2.2 English *(Fluency, clarity & Vocabulary)*	10	
3. Leadership & Management (50) (*knowledge, skills & understanding*)	**3.1 Experience** *(in managing the activities related to the position)*	10	
	3.2 General awareness *(awareness of the situation including challenges and opportunities)*	10	
	3.3 Openness to experience *(well developed and positive orientation towards learning)*	10	
	3.4 Analytical skills & promptness to comprehend issues *(ability to respond and resolve issues as presented in the case)*	10	
	3.5 Initiative & Team Work *(Importance the candidate places on initiative and teamwork)*	10	
4. Policy & Planning (20)	**4.1 Experience in Planning and Policy** *(Development of strategic plans, monitoring and evaluating development programmes)*	10	
	4.2 Interest & the will *(Assume the responsibility of the applied position and strive for excellence in planning and policy making)*	10	
		100	

Place: Date:

Name and signature of the committee member:

GUIDELINE - SELECTION CRITERIA DESCRIPTION FOR PRESIDENT/DIRECTOR

Viva Voce

The whole of the assessment would be based on a discussion on the leadership and the management role that the Director/President has to take up. It covers his understanding of the situation; the joys and frustrations of the work; his ability to inspire the colleagues (both academics and administrative & technical staff) as well as his passion for the job and the aspiration for the organisation.

CRITERIA	FACTORS	DESCRIPTIONS
1. Personality	***1.1*** *Attitude, demeanor and confidence*	Assessment of the personality is based on how the candidate holds and presents during the interview. Assessment can be made in terms of the candidate's: • openness to ideas, • firmness in well considered views • track record of high integrity, honesty and professionalism. *Here the panel may want to discuss/ask questions which will give an understanding of the candidate's deep personal values and life goals.*
2. Language & Communication	**2.1 Dzongkha** *(Fluency, clarity & Vocabulary)*	Assessment of the language proficiency (both Dzongkha and English) may be done in the context of the general discussion on the leadership and management role of the position. *Here the panel may assess the language proficiency in terms of the candidate's ability to:* • organise his thoughts and present clearly. • understand (including reading) and • communicate to function effectively in the position • fluency, clarity and vocabulary usage.
	2.2 English *(Fluency, clarity & Vocabulary)*	

3. Leadership & Management role of the position **(*Knowledge, Skills & understanding*)**	**3.1 Experience** *(Duration, intensity and variety including initiatives)*	Assessment of the knowledge & understanding of leadership and management may be based on the following: • experience of any form of leadership and management related to planning work, co-curricular activities or any community services. • duration, intensity and variety. This could include initiatives one has taken to organise any activity or event.
	3.2 General awareness *(of challenges and opportunities)*	Assessment of knowledge & understanding of leadership and management may be based on: • General awareness of the challenges and opportunities and the current situation of the organisation • Awareness based on the discussion of the overall scenario in education globally as well as in the context of Bhutan.
	3.3 Openness to experience *(well developed and positive orientation towards learning)*	Assessment of candidate on openness to experience and learning can be based on: • The characteristics of the candidate demonstrating a well developed intellect and positive orientation towards learning • Such characteristics or traits should include a person being imaginative, cultured, curious, original, broadminded, intelligent and sensitive *The panel may ask about the keenness of the candidate to experience and learning.*

	3.4 Analytical skills & promptness *(ability to respond and resolve issues as presented in the case)*	The analytical skills may be judged from the discussion of the situational analysis of the present as well as future work situation. This can be assessed in terms of the candidate's ability to: • comprehend issues with promptness • respond and resolve issues as presented in the case *Thus the panel may present cases or problems and ask the candidate his reactions and views.*
	3.5 Initiative & team work *(Importance the candidate places on these two aspects)*	This could be assessed from the initiatives and the leadership roles that the candidate has engaged in as well as the importance the candidate places on initiative and teamwork. The panel may consider the following: • openness to ideas and seeing opportunities • Willingness to take initiative • Being able to relate and collaborate with others.
4. Planning and Policy	**4.1 Experience in Planning and Policy** *(Development of strategic plans, monitoring and evaluating development programmes)*	This could be assessed in terms of: • past experience in planning and policy formulation & implementation • project management • resource mobilisation and management • involvement in development of estate strategy and procurement of works
	4.2 Interest & the will *(Assume the responsibility of the applied position and strive for excellence in planning and policy making)*	This can be established from the candidate's interest and will to be engaged in: • policy formulation dialogues and forums • variety of tasks including administrative/ management works and to perform under pressure including physical verification of site development works

CHAPTER 6

PROFESSIONAL DEVELOPMENT

1. Objective

1.1. To develop an organisational culture that fosters and rewards high quality scholarship and builds a sense of community amongst its staff to realise its top-level plans;

1.2. To encourage the University staff to engage and enhance their knowledge, skills and abilities, to perform their current roles and also future readiness, and to build their personal and professional capacity to benefit themselves and the University;

1.3. To foster high quality collaboration, interpersonal engagement, ethical behaviour and practices; and

1.4. To enhance the ability among staff to adapt to the anticipated rate of change affecting institutions of tertiary education both internally and externally.

2. General rule

2.1. The category of Professional Development shall be as follows:

2.1.1. Short-term Professional Development, less than six months

2.1.2. Long-term Professional Development, six months and more

2.1.3. Work place based Professional Development

2.1.4. Secondment & Job Exchange

2.2. The University shall encourage Professional Development of the staff at all levels along the career stages;

2.3. Professional Development programmes shall align to key priorities of the University, the principles of efficiency (return on investment), diversity, accessibility and recognition;

2.4. The University shall facilitate a diverse and dynamic range of learning and development opportunities for Professional Development;

2.5. Professional Development shall be a shared responsibility between the University and the staff. This will entail the staff to take a lead role in exploring for fellowships that are available internationally, and not depend on fellowships, which the Government or the University has to offer.

2.6. There shall be RUB Study Assistance Scheme designed to encourage personal and professional development of regular staff. The scheme will be funded through multiple sources, such as:

2.6.1. Fellowships granted by Non-Governmental Oraganisations (NGOs), foreign universities, developmental partners, RGoB, projects, university academic/research collaborations, and fellowships obtained by individual staff of the University through competitive selections;

2.6.2. University's own funding; and

2.6.3. The College/OVC shall set aside a specified portion of budget for Professional Development to enable regular staff to undergo Professional Development.

2.7. The University shall institute a system of guiding, counselling and mentoring of younger staff by senior colleagues including induction and orientation to the work place. The senior colleagues (mentors) will help the younger staff to set learning targets to encourage continual growth and development.

2.8. The relevance, level and area of specialisation for Professional Development shall be determined strictly by the College/OVC.

2.9. Service protection shall be ensured for the staff of the University on long-term Professional Development, which is directly relevant to the staff's current position.

2.10. A staff of the University pursuing continuing education through part-time mode (after office hours) shall require approval of the College/OVC.

2.11. The University/College/OVC shall set aside a certain portion of fund for Professional Development.

2.12. Staff are generally encouraged to apply for open scholarships. However, they shall observe the following procedures:

2.12.1. Prior to lodging an application, a staff shall seek consent of the immediate Supervisor or management of the College/OVC on relevance, usefulness of the scholarship for which the staff intends to apply;

2.12.2. The Supervisor or management of the concerned College/OVC shall allow the staff to proceed with application only if the scholarship is in line with the HRD Plan relevant to the area of the staff's work;

2.12.3. Any Professional Development programme secured through open competition but not captured by the HRD plan shall be approved by the College/OVC based on relevance and usefulness;

2.12.4. The College/OVC shall support the staff concerned while lodging the application in the form of referee, recommendation and supporting letters.

2.13. All academics at the University shall undergo Post Graduate Certificate in Higher Education to develop basic teaching skills at the University level. The time involved in undergoing this programme shall be considered outside of the study leave entitlement.

3. Application for Short-term Professional Development

3.1. Short-term Professional Development shall apply to:

3.1.1. Mandatory Structured Professional Development;

3.1.2. Counterpart Professional Development;

3.1.3. Ex-country Study Tour/Institutional Visit;

3.1.4. Attachment and Internship; and

3.1.5. Conference, Symposium, Seminar and Workshop

3.2. Conference, Symposiums, Seminar and Workshop that has learning objectives and cross-college participation shall be considered as Professional Development. Those in-house conferences, symposiums, seminars and workshops organised for smaller internal issues and task should not be considered as part of Professional Development for the purpose of claims.

3.3. Short-term Professional Development shall be approved by the CMC/SMT of the concerned College/OVC and be implemented as per **Annexure 6/1**;

3.4. Structured Professional Development for the executives shall be approved by the University;

3.5. Approval and nomination for short-term Professional Development shall be considered based on relevance to work and not as a matter of right taken in turn; and

3.6. HRC/CMC/SMT shall rationalise on the frequency of the Professional Development of all the staff.

4. Conference/Seminar/Symposium/Workshop Attendance

4.1. A staff shall be encouraged where possible to make substantial contributions to conference/seminar/symposium/workshop through the presentation of papers or by participating.

4.2. The College/OVC shall ensure the relevance of the concerned staff's work to the conference/seminar/symposium/workshop.

4.3. All applicants shall discuss the proposed conference/seminar/symposium/workshop attendance with their Supervisor prior to lodging an application. The Supervisor shall at that time consider the application for the Professional Development based on relevance.

4.4. Registration, travel and associated costs for conference/seminar/symposium/workshop attendance shall be paid for by the College/OVC. Funding for such activities could come from various sources, including but not limited to:

4.4.1. Annual Professional Development budget of the College/OVC;

4.4.2. Collaborations and projects funded by organisations external to the University;

4.4.3. Invitations extended by external agencies; and/or

4.4.4. Funding by the College/OVC. Partial funding support may be provided of up to Nu. 50,000 per staff per year for participation to conference/seminar/symposium/ workshop outside the country, only if the concerned staff has a paper selected for presentation and partial funding support secured from sources external to the University. However, the funding will be done subject to the availability of fund at the College/OVC and fulfillment of any criteria as may be determined by the College/ OVC. The concerned staff shall produce all relevant documents for approval by the College/OVC.

4.4.5. Beside registration fees, the funding for the travel and associated cost for participation in conference/seminar/symposium/workshop outside the country shall be considered as per the entitlement for Professional Development under Section 6 of this Chapter.

4.4.6. Following completion of conference/seminar/symposium/workshop attendance, the concerned staff shall be required to report to the respective Supervisor on the outcomes. The report shall be used to assess:

4.4.6.1. The extent to which the objectives of the attendance have been met, and will be referred to when considering subsequent applications for Professional Development by the staff; and

4.4.6.2. The benefits of the attendance at the conference/seminar/symposium/ workshop and plan of action for dissemination within the organisational area.

5. Eligibility for Short-Term Professional Development Programme

5.1. Have completed probation period; and

5.2. Be on regular mode of employment and not on fixed-term appointment (except executives).

5.3. Staff under GSS category shall be allowed for in-country short-term Professional Development opportunities.

5.4. All categories of staff shall be allowed to undergo short-term Professional Development Programmes including the staff on fixed-term appointment if the Professional Development is led by the University.

5.5. Academics shall also be allowed to undergo short-term Professional Development while pursuing long-term Professional Development through mixed-mode arrangement based on relevance and need.

6. Entitlements

6.1. A staff undergoing ex-country short-term Professional Development shall be entitled to:

6.1.1. Full DSA for the first 15 days and 50% DSA thereafter. If the duration of Professional Development exceeds 30 days, the staff shall be paid stipend for the entire remaining duration.

6.1.2. Full DSA for the travel time from the home country to the destination (as it shall be excluded for the purpose of calculating the total number of days for Professional Development) and it shall be paid at the rates approved by the University.

6.1.3. Teaching Allowance for the entire duration of the short-term Professional Development Programme.

6.1.4. Full DSA for halt in transit for eight hours or more for the next flight while on Professional Development outside the country.

6.1.5. Full DSA for enforced halt. However, payment of DSA for enforced halts shall be limited to two days for a round trip, besides halts in transit.

6.1.6. Full DSA for the actual period of halts required for processing visa, and it shall be paid at the prevailing rates.

6.1.7. 20% DSA shall be paid for Professional Development of 30 days or less, and 20% stipend when the duration exceeds 30 days to cover incidental expenses, if a staff on Professional Development is provided with airfare, rooms and all three meals by the donor or sponsor.

6.1.8. 50% DSA shall be paid for Professional Development of 30 days or less, and 50% of stipend when the duration exceeds 30 days to cover incidental expenses, if a staff on Professional Development is provided with airfare and room by the donor or sponsor.

6.2. DSA or related expenses shall not be paid by the University during Professional Development when the same are paid by the donor.

6.3. Notwithstanding Clause 6.2, a staff shall be reimbursed visa fee, passport fee and airport tax on production of original receipts or documents.

6.4. For in-country short-term Professional Development, a staff shall be entitled to:

6.4.1. DSA at the rate of Nu. 1,000/- per day for duration of 30 days or less (irrespective of the position levels).

6.4.2. 50% of the DSA while attending Professional Development within the same place of work. This excludes expenses pertaining to tuition fee, meals, refreshments, etc.

6.4.3. Stipend at the rate of Nu 8000 per month if the training venue is in Thimphu and Phuntsholing, and Nu 6000 per month if the training venue is in other places for duration of more than 30 days.

6.4.4. TA/DA for travel as per the prevailing rules.

6.5. The College/OVC shall pay tuition fee and administrative cost, if any, directly to the institute offering the Professional Development.

6.6. Entitlement for in-country Professional Development shall be admissible only if the Professional Development programme is considered useful by the College/OVC.

7. Penalty

7.1. A staff shall be liable for the penalty if:

7.1.1. The Professional Development programme is irrelevant,

7.1.2. The Professional Development programme is attended during probation for ex-country Professional Development,

7.1.3. The staff do not report on time,

7.1.4. The staff do not attend the approved Professional Development programme.

7.2. The individual staff shall be required to refund the expenditure incurred for the Professional Development programme.

8. Application for Long-term Professional Development

8.1. Long-term Professional Development shall apply to:

8.1.1. Postgraduate courses

8.1.2. Undergraduate courses

8.1.3. Diploma/Certificate courses with the duration of six months or more;

8.1.4. Any other programme with the duration of six months or more.

8.2. All scholarships shall be made available based on merit;

8.3. The College/OVC shall ensure effective succession planning while implementing long-term Professional Development programmes;

8.4. Service protection shall be ensured for all staff on long-term Professional Development, which are directly relevant to the staff's current position;

8.5. In-country Professional Development shall be enhanced through various modes of education and Professional Development;

8.6. A monitoring and evaluation will be carried out to assess impact of Professional Development programmes and make necessary interventions;

8.7. The University shall not fund or grant study leave with pay and benefits for administrative and technical staff to undergo Bachelors degree programme unless there is scarcity as determined by the University.

8.8. Assistant Lecturers shall undergo Masters degree within three years from the date of appointment. Notwithstanding the Clause on probation, Assistant Lectures shall be allowed to undergo long-term Professional Development soon after their appointment even before the completion of probation period.

8.9. Study leave with pay and benefits shall be granted to Assistant Lecturers to pursue Masters degree even during their probation period. However, probation period shall be continued through their study period for the purpose of regularisation of their services based on monitoring report produced by the concerned Supervisor.

8.10. Assistant Lecturers, who remain without securing long-term Professional Development (Masters degree) for more than three years shall be asked to leave on compulsory retirement unless:

8.10.1. They are teaching diploma programmes; or

8.10.2. There is a case of unavailability of the relevant subject area to pursue Masters degree, or

8.10.3. All possible options are tried and exhausted (which would be considered on case-by-case basis).

9. Mode of study

9.1. Full-time: an arrangement made for availing Professional Development by attending the course full-time on campus.

9.2. Continuing education: an arrangement made for availing Professional Development by attending the course after office hours.

10. Eligibility

10.1. Be a Bhutanese citizen;

10.2. Academic - soon after the appointment;

10.3. Administrative & technical staff - served the University for a minimum of 2.5 years including the probation period at the time of the commencement of long-term Professional Development programme;

10.4. Has at least five years of service left on completion of the long-term Professional Development for academics and not more than 45 years age for administrative and technical staff.

10.5. Is not applying to pursue double degrees at the same level.

10.6. The proposed study programme is relevant to the staff's area of work.

10.7. Has not discontinued a Professional Development programme to which previously nominated for reasons within the staff's control;

10.8. The scholarship granted previously was not terminated by the University for violation of Professional Development and/or other related rules and regulations;

10.9. Not on fixed-term appointment;

10.10. Has completed study obligation as per the gaps requirement provided in the Table 6/1

Table 6/1: *Gaps Requirement*

No. of Professional Development	Gap for Academics	Gap for Administrative & Technical staff, and Instructor
For the 1st long-term Professional Development	No gap for Masters degree or PhD	At least 2.5 years including probation of service for administrative and technical staff
For the 2nd long-term Professional Development	Twice the duration of first long term Professional Development programme for other long-term professional development programme but no gap for PhDs	Twice the duration of first long term Professional Development
For the 3rd long-term Professional Development	The duration of second long term Professional Development programme	Thrice the duration of second long term Professional Development

11. Selection Procedures for Long-term Professional Development Mobilised by the University

11.1. Pre – Selection

11.1.1. All scholarships shall be advertised;

11.1.2. For all donor project-tied scholarships, there shall be restrictive advertisement within the University/College/OVC concerned;

11.1.3. The time between advertisement and application deadline shall be at least four weeks;

11.1.4. An applicant shall be required to submit the following documents:

11.1.4.1. Completed Professional Development form **Annexure 6/2**;

11.1.4.2. Other documents as per the **Annexure 6/3**.

11.1.5. The University/College/OVC shall (as per the checklist at **Annexure 6/4**):

11.1.5.1. Verify all documents;

11.1.5.2. Verify eligibility; and

11.1.5.3. Compile all applications.

11.1.6. The University/College/OVC shall shortlist the applicants with at least five per slot advertised.

11.1.7. Even a single application shall be shortlisted against the slots advertised. However, if no application is received, the slot(s) shall be re-advertised;

11.1.8. Selection shall be processed through the CMC/SMT of the respective College/ OVC, which will be then forwarded to the HRC for review and approval;

11.1.9. Scholarships managed centrally shall be processed by the Office of the Registrar and HRC.

11.1.10. The standard criteria for shortlisting shall be as follows (HRC to determine the details of the shortlisting):

11.1.10.1. Relevance of course to current job

11.1.10.2. Performance evaluation for the last two years

11.1.10.3. Bachelors degree marks

11.1.10.4. Seniority

11.1.11. In case of a single applicant, the applicant shall also be interviewed. The Selection Committee will decide on the suitability.

11.1.12. The University shall inform the shortlisted staffs one week before selection interview.

11.2. During Selection

11.2.1. The University shall conduct interview, if required.

11.2.2. The panel members shall declare conflict of interest, if any. If so, the member shall not participate in the selection interview.

11.2.3. Panel members shall be briefed by the Office of the Registrar and/or College concerned on all relevant information related to selection interview.

11.3. Post-Selection

11.3.1. Upon approval, a staff shall be issued a letter of award in the prescribed format (***Annexure 6/5)*** by the Office of the Registrar.

12. Entitlement

12.1. Remuneration and Benefit on Professional Development

12.1.1. A staff when granted study leave with pay and benefits for any single long-term Professional Development shall be entitled to the full basic pay and benefits for a period of 12 months. When the duration exceeds 12 months, the staff shall be entitled to 50% of the basic pay and benefits for the remaining period.

12.1.2. If an academic enrolls in a PhD programme within six months after the completion of Masters degree, the academic shall be eligible only for 50% of the basic pay and benefits for the entire duration of PhD programme.

12.1.3. Notwithstanding Clause 12.1.1, a staff who has been granted study leave to undergo studies in SAARC countries or as a self-financed student (including third countries) shall be entitled to full basic pay and benefits for the whole duration of the course.

12.1.4. A staff undergoing long-term Professional Development shall be entitled to establishment allowance and stipend for the first month, and the stipend for the subsequent months as prescribed by the University.

12.1.5. A staff shall be covered by medical insurance while on Professional Development. In the event of an emergency where the staff is not covered by a medical insurance scheme, medical expenditure shall be borne by the Ministry of Health on production of original receipts.

12.1.6. A staff shall be paid basic pay, University Allowance and House Rent Allowance only while on long-term Professional Development period.

12.2. Benefit during in-country Professional Development shall apply to:

12.2.1. Entitlement of annual vacation and holidays as per the schedule of the Institute and the stipend until the completion of the approved programme.

12.2.2. For Continuing Education (after-office classes), with study leave as follows:

12.2.2.1.	Term examination preparation	– one week
12.2.2.2.	Trial examination preparation	– one week
12.2.2.3.	Final examination preparation	– two weeks
12.2.2.4.	Actual examinations	– As per schedule

12.2.3. Provision of Uniform/Uniform Allowance, if required, for the particular Professional Development;

12.2.4. Payment of TA/DA for travel to and fro as per the normal rates and subject to other relevant rules;

12.2.5. Payment of actual travel expenditure and DA at the rates prescribed by the University during field attachment/visit;

12.2.6. A staff on Professional Development (irrespective of the position level) for duration of 30 days or less shall be paid DSA at the rate of Nu. 1,000/- per day.

12.2.7. A staff attending in-country Professional Development for more than 30 days shall be paid stipend at the rate of Nu 8000 per month if the training venue is in Thimphu and Phuntsholing, and Nu 6000 per month if the training venue is in other places.

12.2.8. The College/OVC shall pay tuition fees and administrative costs, if any, directly to the institute offering the Professional Development.

12.3. Benefit during Ex-country Professional Development:

12.3.1. Payment of DSA to a staff who is required to halt in transit for eight hours or more for the next flight while on travel outside the country.

12.3.2. Payment of DSA up to actual days of halt required for processing visa as per the Government rates.

12.3.3. Payment of DSA for enforced halts limited to two days for a round trip besides halts in transit.

12.3.4. DSA or related expense shall not be paid by the University during Professional Development, when DSA and other expenses are paid by the donor.

12.3.5. Notwithstanding Clause 12.3.4, a staff shall be reimbursed the visa fee, passport fee, language test or any other test fee which is prerequisite for admission into a programme and airport tax on production of original receipts/documents. The reimbursement shall be made one time per long-term Professional Development programme.

13. Pre-departure Procedure

A staff whose Professional Development is approved, shall report for briefing to:

13.1. The University for long-term Professional Development; and

13.2. College/OVC for short-term Professional Development.

13.3. For long-term Professional Development, a staff shall sign an undertaking with the University in the prescribed format **(Annexure 6/6)** to the effect that on completion of the long-term Professional Development, the staff shall continue in the service of the College/OVC for a minimum period as stipulated or pay the stipulated penalty, unless transferred in the interest of the University.

13.4. A guarantor of a staff shall be briefed on the consequence of the undertaking in case the staff fails to join the University upon completion of the Professional Development programme.

13.5. A guarantor must be acceptable to the University/College/OVC.

13.6. A staff and guarantor shall sign the undertaking in the presence of a staff designated by the University.

13.7. A staff must submit the duly filled departure intimation form and briefing points (**Annexure 6/7**).

13.8. The University shall process with the Ministry of Foreign Affairs for issuance of travel documents.

13.9. In the event a staff has left for long-term Professional Development without completing the pre-departure requirements, the staff's Professional Development programme shall be terminated.

14. Obligations of Staff during Professional Development

As an official nominee of the University, a staff on Professional Development shall adhere to the following:

14.1. Undertake Professional Development as approved by the University/College/OVC;

14.2. Conduct at all times in a manner befitting status and in a manner acceptable to the authority of the Professional Development institute. Staff on Professional Development shall be bound by the 'Code of Conduct and Ethics' as given in the rules including the followings:

14.2.1. Refrain from engaging in political, criminal or commercial activities that shall be prejudicial to the interests and image of the Kingdom of Bhutan;

14.2.2. Abstain from indulging in any activity that adversely affects the institution, national sovereignty and integrity;

14.2.3. Not coerce, attempt to coerce, order, or advise an individual to pay, lend or contribute anything of value to a party, committee, organisation, College/OVC or person whose activities are prejudicial to the *Tsa Wa Sum*;

14.2.4. Refrain from giving expressions and statements on national or international affairs and in particular, from making any written or oral statement without specific prior approval of the University;

14.2.5. Refrain from making any statement of fact or opinion in any document published in the staff's own name or anonymously, pseudonymously, or in the name of any other person or in any communication or a public utterance, make any statement which has the effect of an adverse criticism of any current or recent policy or action of the Government;

14.2.6. Staff are expected to give top priority to acquire knowledge and skills and also carry out the role of "Goodwill Ambassadors of Bhutan";

14.2.7. Submit a course joining report ***(Annexure 6/8)*** within two weeks upon commencement of the course for long-term Professional Development to the Office of the Registrar via concerned College/OVC; and

14.2.8. Submit semester-wise academic progress report for long-term Professional Development to the Office of the Registrar via the College/OVC concerned.

14.3. Staffs failing to adhere to Clauses 14.2.7 and 14.2.8 shall have their salaries, stipends, tuition fees and promotion withheld until the documents are submitted.

14.4. The academic performance of a staff undergoing a long-term Professional Development shall form part of the performance appraisal for any HR actions.

14.5. A staff must complete the Professional Development programme within the approved duration.

14.6. A staff must seek prior approval of the University/College/OVC before undertaking field trips that are part of the course requirement if it is funded by the University and if it has additional funding implication. The application and the programme for such field trips shall be signed and certified by the institute.

14.7. A staff must not change the Professional Development/degree specified in the letter of award or change the University/Institute without prior approval of the University.

15. Repetition and Extension of Scholarship

15.1. A staff shall complete the Professional Development programme within the duration prescribed in the letter of award.

15.2. A staff shall be allowed to repeat a course/examination and given extension of scholarship up to a maximum of one year only when the staff is unable to complete the course due to ill health or due to a reason beyond control.

15.3. Prior approval of the University shall be required for extension of scholarship.

16. Termination of Scholarship

A scholarship shall be terminated if:

16.1. The conduct of a staff is not in conformity to this rule or the Code of Conduct and Ethics.

16.2. Performance of the staff is observed to be below average or unacceptable to the authority of the Institute, the College/OVC concerned and/or the University.

16.3. The staff does not fulfill attendance and other requirements stipulated by the Institute.

16.4. The staff fails to complete the course in the prescribed period and approval for extension is not accorded.

17. Post Professional Development Requirements and End of Fellowship

A staff on completion of Professional Development shall:

17.1. Return and continue in the service of the College/OVC unless the University transfers the staff in the interest of public or through open competition;

17.2. Report to the College/OVC along with the joining report as per **Annexure 6/9**, Professional Development report and course completion certificate & academic transcripts within three weeks of the completion of the Professional Development programme;

17.3. The Professional Development report form as per **Annexure 6/10** shall contain a comprehensive description of the subjects studied and a proposal for utilisation of the knowledge and skills acquired in carrying out the responsibilities;

17.4. Upon joining office, the staff shall be required to make an independent study as to how best the staff could contribute to the College/OVC concerned;

17.5. The staff shall be required to complete the course Feedback Form (**Annexure 6/11**);

17.6. The Office of the Registrar shall organise a debriefing session where:

17.6.1. The staff shall share their achievements, challenges and other experiences; and

17.6.2. Update the staff on the policy reforms of the University.

17.7. The time of reporting back shall be considered from the date of joining the work place.

18. Professional Development Obligation & Penalty

18.1. Obligation and administrative penalty for the long-term Professional Development shall be applied as detailed in Table 6/2.

Table 6/2: *Obligation & Administrative Penalty*

Issue	Penalty
Fails the course	*For Academics* 1. Termination for failing Masters and refund as per undertaking. 2. No further promotion for double the duration of programme for failing PhD. *For Administrative & Technical Staff and Instructors* 3. No further RGoB long-term training. 4. Promotion to be delayed by double the duration of the approved study period from the due date of next promotion
Incomplete course (or pending project/thesis) and upon returning on time	1. No further the University funded long-term Professional Development and no promotion until evidence of completion is submitted 2. Application of penalty for failing the course upon not providing evidence of completion within one year
Change in programme without approval from the RUB	1. Non-acceptance of degree 3. Promotion to be delayed by double the duration of approved study period from the due date of next promotion
Resignation during Professional Development	2. As per Table 6/3 and the undertaking

18.2. A staff failing to report within the stipulated time shall be liable for the following:

18.2.1. Monthly salary on pro rata basis up to three months shall be forfeited; and

18.2.2. Beyond three months, the staff shall be terminated from the service, but liable to pay expenses incurred on Professional Development to the University as per Clause 18.3 of Professional Development obligations and penalty.

18.3. Professional Development obligation and financial penalty for long-term Professional Development shall be applied as detailed in Table 6/3:

Table 6/3: *Obligation & Financial Penalty*

Progressive Numbers of Professional Development	Service Obligation	Financial Penalties (RGoB funded)	Financial Penalties (Private funded/open scholarship)
For the 1st long-term course	2 times the duration of course	2 times the total expenditure incurred on pro rata basis	2 times the basic monthly salary and other benefits for the duration of the course on pro rata basis.
For the 2nd long- term course	3 times the duration of course	3 times the total expenditure incurred on pro rata basis	3 times the basic monthly salary and other benefits for the duration of the course on pro rata basis
For the 3rd long- term course	4 times the duration of course	4 times the total expenditure incurred on pro rata basis	4 times the basic monthly salary and other benefits for the duration of the course on pro rata basis

18.4. An academic shall be allowed to pursue the second long-term Professional Development upon receiving scholarships (or any other external funding) even before the completion of the obligation period. However, the remaining obligation period of the first long-term Professional Development will be accrued on the obligation period of the second long-term Professional Development.

18.5. Obligation for mixed-mode course shall be based on actual absence from work and any expenditure incurred by the University.

18.6. A staff shall be liable for the above service obligations or the financial penalties for the expenditure incurred on the particular Professional Development when:

18.6.1. He fails the course and terminated by the University

18.6.2. He fails to join the University on completion of the Professional Development.

18.6.3. He discontinues his Professional Development for a reason within his control.

18.6.4. He voluntarily resigns from the services of the College/OVC prior to rendering the specified duration of service to the University.

18.7. If a staff fails to pay the expenditure as prescribed under Clause 18.3, his guarantor shall be liable to make the payment to the University. If the guarantor fails to adhere to the Undertaking, legal actions shall be initiated in accordance with the undertaking and the law of the country.

18.8. If a staff is terminated with Professional Development obligation, the obligation shall be treated as per the legal undertaking. In the event the Undertaking is lost/damaged, Professional Development obligation and penalty as per the rules shall be applied based on circumstantial evidence as per the Evidence Act of Bhutan 2005.

18.9. A staff, who is on long-term Professional Development programme with study leave without pay, other benefits, and other financial implications to the University as tuition or stipend, shall serve for a minimum duration equal to the study period. In the event, a staff resigns before fulfilling the service obligation,his post service benefits, except his own contributions shall be forfeited.

19. Systematic Induction and Professional Development of Staff:

19.1. The systematic induction and professional development of staff shall consists of three components:

19.1.1. Induction

19.1.2. Orientation

19.1.3. Continual work place based Professional Development

19.2. Induction

19.2.1. There shall be a general induction programme for all staff aimed at creating awareness among new staff about work related information such as organisational policies, plans and programmes, teaching and learning, research and innovation, HR policies and procedures and financial rules and regulations and individuals work activities;

19.2.2. All new staff, both academic and administrative & technical staff, shall attend the “Induction Programme”.

19.2.3. While the Centre for University Learning and Teaching (CULT) under the Department of Academic Affairs shall be responsible for conducting the induction programme for academics, the concerned College/OVC shall be responsible for the conduct of induction programme for administrative & technical staff.

19.2.4. The induction shall provide detailed information about:

19.2.4.1. RUB and services available across the University.

19.2.4.2. General HR and service conditions

19.2.4.3. Career development and personal growth in the University

19.2.5. The induction shall also provide an opportunity to meet members of the University’s senior team to learn about the University’s history and values, and meet other new staff.

19.3. Workplace Orientation:

19.3.1. Workplace orientation shall be an on-going process. The immediate supervisors shall be responsible for ensuring that a suitable workplace orientation programme is developed for each staff. The Supervisor shall provide the new staff with a kit that is specific to work area and job role and introduce the new staff to the work.

This kit shall contain the following types of information:

19.3.1.1. Information about the job and work area

19.3.1.2. Health and safety information

19.3.1.3. Policies and employment conditions

19.3.1.4. Information on communicating within the College and across the University

19.3.1.5. Information on welfare and amenities on campuses and surrounding community

19.3.1.6. Resources available and how to access them

19.3.1.7. Finance information

19.4. Continual Workplace based Professional Development

19.4.1. A system of guiding and mentoring of younger staff by senior colleagues shall be constituted as a part of a systematic Professional Development programme in the University.

19.4.2. This shall involve Professional Development on the job under supervision, which is a powerful mechanism for the development of the staff. All new staff shall be supervised, guided, instructed and helped in his work by the senior staff.

19.4.3. The Head of Department shall assign a Supervisor for each of the new staff for continuous guidance, mentoring and support for the staff. The new staff shall work under the supervision of senior staff to ensure that they are groomed into professional life and to assist them to find appropriate programmes of studies at Masters level as well as mentor while on studies.

19.4.4. The Supervisor shall help the staff in setting performance targets and learning objectives with targets for the next one year as a part of the performance appraisal system.

19.4.5. The Supervisor and the staff together shall develop a comprehensive programme of activities in the context of the work to help the new staff to learn and develop rapidly.

19.4.6. At the end of the performance review cycle, both the Supervisor and the staff shall prepare a comprehensive report on the learning and present it to the Head of Department.

19.4.7. The system of performance appraisal shall be repeated over the years, thus providing the opportunity to continuously learn and develop. This relationship should eventually mature into a strong professional team.

20. Secondment & Job Exchange

Secondment and job exchange shall be allowed as per need and convenience of the University since it can be professionally rewarding for both individual and organisation, and to provide opportunities for staff to broaden their experience in their particular discipline or area of expertise.

20.1. Secondment

20.1.1. General Rule

20.1.1.1. Secondment shall apply to the temporary transfer of a staff member to a workplace outside the University on a full-time basis, for a period of not more than 12 months at a time.

20.1.1.2. Arrangements shall be made through mutual consent between the University, the concerned staff and the host organisation.

20.1.1.3. The service of a staff sent on secondment shall be protected.

20.1.1.4. The period of secondment shall be considered for the purpose of promotion. Promotion shall be processed and effected only after s/he rejoins the College/OVC on completion of the secondment.

20.1.1.5. The University may, for valid reason, recall a staff before expiry of the secondment period. The University shall, in such cases, notify the Organisation/College/OVC concerned of its decision at least three months in advance.

20.1.2. Staff engagement in secondment shall consist of, but not limited to:

20.1.2.1. Undertaking research in libraries, universities and research institutions;

20.1.2.2. Undertaking professional experience in the workplace;

20.1.2.3. Teaching in an educational institution, or developing teaching or curriculum materials;

20.1.2.4. Exchanges and secondment to other universities, industry, professional or College/OVC and establishments.

20.1.2.5. Secondment may be taken as part of the University Study Assistance Scheme. However, the secondment period shall be covered within the approved and prescribed educational period of study.

20.1.3. Eligibility:

20.1.3.1. Be a Bhutanese citizen

20.1.3.2. A staff applying for the first secondment shall have completed four years of continuous service with the University, and have demonstrated a sustained productivity as recorded through the performance planning and review process.

20.1.3.3. Subsequent secondment shall be allowed after seven years of continuous service with the University.

20.1.3.4. Has clean service record.

20.1.3.5. Has no study obligation.

20.1.4. Staff on secondment shall not be entitled to compensations (salary, allowances, travel expenses, DSA etc) from the University. However, the University shall facilitate (on considered and discretionary basis) such secondment through:

20.1.4.1. Continued accrual of leave credits;

20.1.4.2. Continued contributions to post retirement benefits (pension, provident fund, etc); and

20.1.4.3. Continued annual increment based on performance planning and review processes. The performance planning and review processes for the staff on external secondment shall be carried out for the staff in collaboration with the host College/OVC.

20.1.5. Secondment Obligation

20.1.5.1. The concerned staff shall be made to sign an undertaking to ensure his return to the previously held position or to another agreed position in the University as per **Annexure 6/12**.

20.1.5.2. On completion of the secondment, a staff shall be required to submit a report to the Supervisor.

20.1.5.3. A staff, upon return from secondment shall serve the University double the duration of the secondment period or until the superannuation age, whichever is earlier.

20.1.5.4. The post service benefits, except his own contributions, of the concerned staff shall be forfeited upon failing to return to the University after the completion of the secondment term.

20.1.5.5. A staff failing to complete obligation shall be forfeited the gratuity for the obligation period on pro rata basis (gratuity: one month's basic pay for each year of obligation period). However, a staff falling within this category shall receive all other post service benefits including the pension.

20.2. Job Exchange

20.2.1. Job exchange shall apply to schemes for exchange between the University staff and staff members at other Institutions/Organisations (both in-country or overseas Institutions/appropriate commercial or government College/OVC).

20.2.2. The job exchange shall lead to:

20.2.3. Development of the concerned staff with the best opportunity for enhancement of skills and knowledge in the relevant area of expertise;

20.2.4. Exchange of knowledge and skills between the University and the partner Institution/Organisation.

20.2.5. The job exchange programme shall be arranged by the staff with the involvement of the Head of Department in all negotiations.

20.2.6. The exchange programme shall be approved by the College/OVC if:

20.2.6.1. The employing organisation supports the exchange;

20.2.6.2. The incoming individual possesses qualifications, experience and skills for the particular position and level of responsibility at least equivalent to the outgoing staff; and

20.2.6.3. The incoming person is fully aware of and prepared to accept the conditions of employment relevant to the exchange position.

20.2.7. All regular staff shall be eligible to participate in a job exchange programme upon completion of a minimum of four years of service at the University.

20.2.8. The period of absence from the University shall be subject to negotiation between the University and their institutions with a maximum of 12 months.

20.2.9. In the case of an overseas exchange, the staff member shall ensure that the exchange arrangements are consistent with immigration guidelines and other related rules and regulations.

20.2.10. There shall be the Memorandum of Agreement signed between the concerned staff, the head of the concerned College/OVC and the Registrar (or equivalent) from all the parties. The Memorandum of Agreement shall outline the participating staff' assignments, obligations and other understandings for the period of the exchange.

20.2.11. The exchange programme shall be responsible to arrange and pay for appropriate passports and visas required for overseas job exchanges.

20.2.12. Outgoing staff shall be paid their normal salary by the University. The staff members shall be responsible to make salary payment arrangements with his College/OVC for the period of the exchange.

20.2.13. All salary and employment entitlements for the incoming participants shall be paid by their home institution.

20.2.14. A staff member's normal salary and conditions of employment entitlement shall be allowed to accrue during any period of paid job exchange. Any leave applications submitted during the exchange shall be sent to the new employer (Human Resource Division) via the host Supervisor.

20.2.15. While on exchange, a staff member shall remain on the University payroll, and shall be covered by the University's post service benefit contribution schemes.

20.2.16. Under normal circumstances, all costs (including airfares, insurance and relocation) shall be the responsibility of the staff member. The payment shall be made as per the Memorandum of Agreement, which may be prepared by using the rules as a guideline.

20.2.17. In special cases where it can be demonstrated that the exchange will be of significant benefit to the University, requests for funding shall be considered.

20.2.18. All accommodation and relocation arrangements shall be the responsibility of the new employer.

20.2.19. The University shall make every effort to meet all commitments made in the exchange programme for both outgoing and incoming exchanges, but reserves the right to withdraw from those commitments with a minimum of 30 days' notice should extenuating circumstances arise.

21. Planning and Monitoring Human Resource Development

21.1. The Director of Planning and Resources and the Office of the Registrar shall lead the overall planning and guide the Human Resource Division in identifying the overall HR development needs and strategies and set targets;

21.2. The Department of Planning and Resources and the Office of the Registrar shall coordinate with relevant College/OVC to mobilise and strategise resources for implementation of human resource development plans;

21.3. Registrar shall be responsible for the overall monitoring and ensuring successful implementation of human resource development plans;

21.4. The Human Resource Division in the Office of the Registrar shall be responsible to facilitate the execution of human resource development plans in coordination with the College/OVC;

21.5. The College/OVC shall assess the general Professional Development and higher education (degree and diploma) needs of its staff, formulate projects and implement them both within and outside the country;

21.6. College/OVC shall assess their own specific Professional Development needs, formulate appropriate plans and implement them in accordance with the procedures prescribed in the rules;

21.7. Implementation of human resource development programmes shall rest primarily with management (President/Directors/Deans/Head of Departments). It shall be the responsibility of every Supervisor to ensure that staff are aware of all relevant opportunities for development and are encouraged and supported to participate in such programmes;

21.8. Supervisors shall be responsible for:

21.8.1. Reviewing learning and development needs of staff and assisting staff to identity and develop plans to meet these needs through the respective performance planning and review exercises; and

21.8.2. Allocating funding and related support resources, such as time off work (where applicable) to support development opportunities for staff;

21.9. Professional Development shall be identified in the HRD Master Plan based on the Organisational Development exercise to determine the strategic human resource needs of the University;

21.10. Mid-term review of the HRD Master Plan shall be conducted to ensure the relevance of the Professional Development to the organisational needs as well as to respond to the changing priorities of the College/OVC;

21.11. The performance of an staff undergoing long-term Professional Development shall be monitored and assessed by the Supervisor for the purpose of HR actions;

21.12. University/College/OVC shall maintain up-to-date Professional Development records.

Annexure 6/1

GUIDELINES ON IMPLEMENTATION OF SHORT-TERM PROFESSIONAL DEVELOPMENT

Roles and Responsibilities

The following are the roles and responsibilities of:

1. Office of the Registrar

1.1 Receive, assess and distribute the Professional Development offers equitably to relevant College/OVC;

1.2 Provide technical backstopping to Colleges, if required;

1.3 Guide colleges for proper implementation of Professional Development;

1.4 Carry out Monitoring & Evaluation (M&E) to ensure proper implementation;

1.5 Update data to generate Professional Development reports; and

1.6 Assess the impacts of Professional Development undertaken by staff.

2. Colleges

2.1 Nominate, select and approve in accordance with the RUBHRRR 2017;

2.2 Ensure the relevancy of the Professional Development programmes;

2.3 Rationalise and minimise the frequency of Professional Development availed by a particular staff; and

2.4 Carry out M&E periodically to evaluate if the Professional Development(s) has made an impact on the performance of the staff and office respectively.

3. Staff

3.1 Learn optimally to acquire knowledge and skills for the benefit of College/University/ individual;

3.2 Maintain Code of Conduct and Ethics at all times at the Institute;

3.3 Refrain from engaging in political, criminal or commercial activity;

3.4 Return immediately and report to the College/OVC with joining report and certificate after completion of Professional Development;

3.5 Submit a Professional Development report containing a concise description of the subjects studied and a proposal for utilisation of the acquired knowledge and skills in discharging his day-to-day responsibilities in the College.

Annexure 6/2

PROFESSIONAL DEVELOPMENT FORM

(Note: All sections in this form are compulsory)

1. Particulars of Staff:

1.1	Name	:
1.2	SID number	:
1.3	Position Title	:
1.4	Position Level	:
1.5	Citizenship ID number	:
1.6	Date of Birth (dd/mm/yyyy)	:
1.7	College/OVC & Work Location	:
1.8	Contact number	:
1.9	Email	:
1.10	Permanent Address	:
1.11	Quote Reference No. & Date of	:
1.12	Security Clearance Certificate	:
1.13	Audit Clearance Certificate	:
1.14	Medical Fitness Certificate	:
1.15	Qualification	:
1.16	Date of Initial Appointment	:
1.17	Present Job Description	:

2. Details of Professional Development

2.1	Planned (quote slot number)/Ad hoc	:
2.2	Course Title	:
2.3	Institute/City/Country	:
2.4	Commencement and end dates	:
2.5	Duration	:

3. Details of all past Professional Development (formal and informal). (if the space provided is not sufficient, use a separate sheet). Please start with the last Professional Development.

Course Title	Institute/City/ Country	Start date (dd/mm/yyyy)	End date (dd/ mm/yyyy)	Duration (months)	Source of Funding

I, hereby certify that the above information is correct to the best of my knowledge. I understand that I am liable to be subjected to disciplinary actions by appropriate authorities in the event that they find the above information incomplete and/or incorrect.

Date: (Signature of the Staff)

Official use only

4. Assurance (for long-term Professional Development only) that:

The College/OVC will ensure staff's return to Bhutan immediately after completion of Professional Development. Failing to return shall be dealt as per RUBHRRR 2017.

5 Approval of the HR Committee (attach copy.)

6. Verification: The officials countersigning this form shall be accountable and liable for disciplinary action in case information provided is incomplete and/or incorrect.

Signature
Name of HR Officer
Date:

Signature
Name & Position Title
Seal of the Head of Department/Division
Date:

Signature
Name & Position Title
Seal of the Head of College/OVC
Date:

- *For in-country short-term Professional Development, staff are not required to produce the documents in Annexure 6/3.*
- *For ex-country short-term Professional Development, the original documents are to be retained with College/OVC.*
- *For long-term Professional Development, original documents and a copy of Citizenship ID card are to be submitted to the Office of the Registrar.*

Annexure 6/3

LIST OF DOCUMENTS TO BE SUBMITTED BY A STAFF

1. A copy of Citizenship ID Card;
2. No Objection Certificate from the Supervisor for applying to open scholarship;
3. Medical Fitness Certificate;
4. Valid Security Clearance Certificate;
5. Valid Audit Clearance Certificate;
6. Course content and schedule from the Institute;
7. Attested copies of academic transcripts (for long-term Professional Development);
8. Letter of Acceptance from the Institute; and
9. Any other document that may be required.

Annexure 6/4

CHECK-LIST FOR VERYFYING DOCUMENTS AND ELIGIBILITY OF STAFF FOR PROFESSIONAL DEVELOPMENT PROGRAMMES

Name:…….....……SID number:……Position Title:……

Position Level…….....……Name of College/OVC:……...…….

Course Title: .....

Forms	**1.** Professional Development Proposal from the Division/ Section **2.** In-service Professional Development Form **3.** Copy of Citizenship ID Card **4.** A copy of Audit Clearance Certificate **5.** A copy of Security Clearance Certificate **6.** Acceptance/Invitation Letter from Institute	(Yes No)*
Rules and Procedures	1. Fulfillment of Minimum Years of Service 2. Relevance of Professional Development programme 3. HRD Master Plan/Ad hoc: 3.1 Planned 3.2 Ad hoc	
Past Professional Development Record	**1**. Number of Professional Development Availed: 1.1 Long-term 1.2 Short-term	
Decision of the HR Committee	1. If approved, copy attached	
	2. Not approved	

Processed by HRO:

Signature and date:

Name:

Annexure 6/5

RUB/HRD…….…….. Date…….....

Name of the Staff:

SID number:

Position Title:

Place of Work:

Subject: Letter of Award

Dear .....,

The Royal University of Bhutan is pleased to approve your candidature to pursue long-term studies, the details of which are given below.

Name of the Course	:
Planned/Ad hoc	:
Institute & Country	:
Mode of Study	:
Start Date	:
End Date	:
Duration	:
Funding	:

In addition, we would like to inform that the Royal University of Bhutan has approved **Study Leave with Pay** for the duration of your studies.

You are requested to contact the Office of the Registrar, for **pre-departure briefing** and executing **legal undertaking**.

We would like to wish you the very best for your studies.

With best regards,

Yours sincerely,

(Name and Signature)

Position Title

Cc:

1. .....

Annexure 6/6

UNDERTAKING

I,……..……. son/daughter of…….....……
bearing Citizenship ID number…….....hereby accept the offer of scholarship from…….(mention source of funding) for studies in……
(mention the course) in……(mention institute and country) for a duration of……..months.

I hereby undertake to:

1. Pursue the course and complete it within the duration specified in the Letter of Award No……...dated.....……
2. Not change to another course or Institute.
3. Abide by all rules and regulations of the University and the institute concerned.
4. Not discontinue the course and/or leave the institute prior to completion of the course without written consent from the Royal University of Bhutan.
5. Complete my Professional Development/studies, return to Bhutan and continue in the services of my College/OVC for a minimum period as specified in Clause 18.3, Chapter 6 of RUBHRRR 2017**,** unless the University in public interest transfers my services.
6. Pay to the University an appropriate amount for the expenses incurred by the University on the Professional Development, in accordance with Clause 18.3, Chapter 6 of RUBHRRR 2017, if:
    - 6.1. I discontinue the Professional Development for a reason other than ill health; or
    - 6.2. I return to Bhutan without completing Professional Development; or
    - 6.3. I do not return to Bhutan upon completion of my Professional Development; or
    - 6.4. I return to Bhutan but voluntarily resign from my College/OVC without rendering the specified duration of service.

I hereby do confirm that I have been briefed on all rules governing my Professional Development and I have understood them, including the implication and consequences of deviating from them.

In particular, I understand that in the event that I do not adhere to any one of the above stated conditions, the guarantor and/or I shall be liable for prosecution in the Court of Law as per the provisions of the Penal Code of Bhutan.

Signature

Place: (Affix Legal Stamp)

Date: Name & Office address

Caution: **This is an important legal document and therefore, should be executed after clearly understanding all the responsibilities, liabilities and implications.**

In the event of any failure on the part of the staff to abide by this undertaking, I, as the guarantor hereby undertake to refund to the Royal University of Bhutan the stipulated amount or accept my liability to any other penalty as may be decided by the Royal University of Bhutan.

In the event that I do not adhere to the above, I understand that I shall be liable for legal actions by the University.

Place:

Date:

Signature

(Affix Legal Stamp)

Name of the Guarantor:…….....

Citizenship ID number(attach a copy):…….....

Relation with the staff:…….....….....…

Occupation:…….....…….....

Signature of the witness:

Name:

Citizenship ID number:

Present Address:…….....…….....….

Permanent Address:

Village:…….....……Gewog…….....…Dzongkhag…….....……

Mailing Address…….....……..

Contact number:Telephone…….....Mobile…….....….

Annexure 6/7

DEPARTURE INTIMATION FORM

Chief HRO,

HR Division,

Royal University of Bhutan, Thimphu.

1. Name of the Staff :
2. SID number :
3. Position Title :
4. Position Level :
5. College/OVC where presently employed :
1. Letter of Award number and date :
2. Title of course :
6. Name of the Institute offering Professional Development and Country :
7. Date of commencement of the course :
8. Duration of the course and date of completion :
9. Date of departure from Bhutan :
10. Source of funding :

I, hereby certify that the information given above is correct to the best of my knowledge.

(Signature)

Place:

Date:

POINTS FOR PRE-DEPARTURE BRIEFING (PDB) TO STAFF LEAVING FOR LONG-TERM PROFESSIONAL DEVELOPMENT

1. Obligations during Professional Development

As an official nominee of the Royal University of Bhutan, a staff shall:

1.1 Strive for academic excellence as the primary objective of Professional Development is to learn. Further, performance during Professional Development shall form part of the performance appraisal for promotion and/or any personnel action;

1.2 Conduct himself in a manner befitting his status and acceptable to the Institute;

1.3 Refrain from engaging in political, criminal or commercial activity;

1.4 Refrain from giving expressions and statements on sensitive policy matters on national or international affairs including written or oral statement without specific prior approval of the Royal University of Bhutan on such issues;

1.5 Submit a course joining report to the Office of the Registrar (via an email) within two weeks of joining the programme;

1.6 Submit semester/progress reports;

1.7 Seek approval of the College/OVC concerned – if sponsored by the University – before undertaking field trips. The University shall fund mandatory field trips only;

1.8 Not change from the Professional Development programme or the Institute specified in the Letter of Award; and

1.9 Not take up additional course.

2. Extension

i) A staff shall complete the Professional Development within the duration specified in the Letter of Award;

i) Extension shall not be granted to undertake an additional course; and

ii) Prior approval of the OVC shall be required for extension, for reasons beyond the control of the staff.

3. Termination of Professional Development

Professional Development shall be terminated if:

3.1 The conduct of a staff is not in conformity to the RUBHRRR 2017 and/or to the Institute rules;

3.2 The performance of the staff is below average or unacceptable to the College/OVC;

3.3 The staff does not fulfill the attendance and other requirements stipulated by the Institute; and

3.4 The staff fails to complete the course in the specified period and approval for extension is not accorded.

4. Completion of Professional Development and Return

A staff on completion of Professional Development shall:

4.1 Return and report to the Office of the Registrar with joining report and certificate/provisional certificate/letter of completion within three weeks after completion of Professional Development; and

4.2 Submit a written explanation, if there is any delay in submitting the report.

I hereby do confirm that I have been briefed on rules governing my Professional Development and I have understood them, including the implication and consequences of deviating from them. In particular, I understand that in the event that I do not adhere to any one of the above stated conditions, I and/or the guarantor shall be liable for legal action by the Royal University of Bhutan.

Name:_____Signature (dated):

Email id:_____

Guarantor:_____Signature (dated):

Email id:_____Tel./Mobile number:

Briefed by (Name and signature): _____

Annexure 6/8

COURSE JOINING REPORT FORM AND BANK ACCOUNT INFORMATION

Chief HRO,

HR Division,

Royal University of Bhutan

Thimphu.

Sir/Madam,

Ref: Letter of Award number: Date:

I have joined the Institute as per details below:

1. Course title :
2. Institute & address :
3. Start date and duration :
4. Date of joining :
5. Source of funding :
6. Mailing address :
7. Telephone : Fax : Email :

I have opened the following bank account where payments of stipend and allowance can be sent. (To be completed by staff sponsored through Nationally Executed Projects only).

Account Name :

Name of the Bank :

Complete Address of the Bank :

Bank Account number. :

BSB number. :

Swift Code :

Name: Position Title: Signature and date:

Official address in Bhutan:

Place:

(COUNTER SIGNED)

Place:

Sign and Date: (Course Supervisor/Head of Institute)

Name :

Position Title :

Address :

Email id : Telephone: Fax:

Annexure 6/9

JOINING REPORT UPON COMPLETION OF PROFESSIONAL DEVELOPMENT

Registrar/President

…….....……

….....……

Sir/ Madam,

As per the Letter of Award ..... dated....., the undersigned has successfully completed the Professional Development and hereby would like to report to the College/ OVC on..... .The following documents are attached herewith:

1. Professional Development Report;
2. Feedback Form; and
3. Certificate from the Institute.

Yours sincerely,

Signature & Date:

Name:

SID number:

Position Title:

College/OVC:

Annexure 6/10

PROFESSIONAL DEVELOPMENT REPORT FORM

(TO BE ATTACHED WITH JOINING REPORT FORM ANNEXURE 6/9)

Registrar/President

…….....……..

…….....…….

Ref: Letter of Award No: Date:

I have completed the Professional Development as per details below:

1. Course Title :
2. Location (Institute, City, Country) :
3. Commencement Date & Duration :
4. Completion Date :

I. Describe courses/subjects covered during the Professional Development (please use extra pages if required).

II. Propose how the knowledge and skills gained from the course can be utilised to further improve the effective delivery of services of the College/OVC.

Signature and date:

Name:

Position Title:

College/OVC:

Annexure 6/11

FEEDBACK FORM *(TO BE COMPLETED BY A STAFF, PLEASE TICK/CROSS THE RATINGS APPROPRIATELY)*

Professional Development & Duration:						
Sl. No.	**Particulars**	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**Relevance:** I found the Professional Development relevant.					
2	**Institute:**					
i	**Suitability:** I found the Institute most suitable for this Professional Development.					
ii	**Resource Persons:** Resource Persons were knowledgeable.					
iii	**Service/Facility:** Services and facilities were good.					
iv	**Environment:** Professional Development environment was conducive.					
3	**I had no problems in processing my:**					
i	Security Clearance Certificate					
ii	Audit Clearance Certificate					
iii	Medical Certificate					
4	**Support from my College/OVC:**					
i	Nomination/Selection was transparent, fair and merit-based.					
ii	Processing was on time.					
iii	Dealing Official(s) was professional in service delivery.					
5	**Support from RUB, if applicable:**					
i	Clarification(s) sought was clear.					
ii	Clarification(s) sought was prompt.					
iii	Dealing Official(s) was professional in service delivery.					
6	**Areas for improvement:**					
7	**Any other observation/recommendation:**					

Name & Signature: College/OVC: Date:

Thank you for completing this form. Information shall be used for the purpose of improving service delivery only.

Annexure 6/12

UNDERTAKING FOR SECONDMENT

I, …….....……bearing SID number.….....…….....and Citizenship ID number.…….....…..son/daughter of…….....…….....……..……bearing Citizenship ID number …….....…….hereby accept/decide to go on secondment to…….....…….....……(organisation) for engagement as…….....……. (position) for a period of…….....….months from…….....…..to …….....……

I hereby undertake to abide by the following terms and conditions:

1. On secondment, I shall at all times conduct myself in conformity to the University Code of Conduct and Ethics and in a manner befitting my status.
2. My engagement on secondment shall be based on Chapter 6, Clause 20.1.2 of the RUBHRRR 2017.
3. My service shall be protected by the University while on secondment.
4. I shall complete the secondment term on time and return to the previously held position or to another position assigned by the University.
5. On completion of the secondment, I shall submit a report to my Supervisor.
6. The period of secondment shall be considered for the purpose of promotion. Promotion shall be processed and effected only after I rejoin the College/OVC on completion of the secondment.
7. The University may, for valid reason, recall me before expiry of the secondment period. The University shall, in such cases, notify the Organisation/College/OVC concerned of its decision at least three months in advance.
8. Upon return from secondment, I shall serve the University double the duration of the secondment period or until the superannuation age, whichever is earlier.
9. The post service benefits, except my own contributions, shall be forfeited upon failing to return to the University after the completion of the secondment term.
10. Upon failing to complete my obligation, the University shall forfeit my gratuity in lieu of the obligation period on pro rata basis (gratuity: one month's basic pay for each year of obligation period). However, I shall continue to receive all other post service benefits including pension.

I hereby do confirm that I have carefully read all the terms and conditions laid above and I have understood them, including the implication and consequences of deviating from them.

In the event that I do not adhere to the above, I understand that I shall be liable for legal actions by the Royal University of Bhutan.

In particular, I understand that in the event that I do not adhere to any one of the above stated conditions, I shall be liable for prosecution in the Court of Law as per the provisions of the Penal Code of Bhutan.

Signature

Place: (Affix Legal Stamp)

Date: Name & Office address

In witness hereof:

Name:

Citizenship ID number:

Contact number:

Caution: This is an important legal document and therefore, should be executed after clearly understanding all the responsibilities, liabilities and implications.

CHAPTER 7

PERFORMANCE MANAGEMENT SYSTEM

1. Policy

1.1 To enhance professionalism and staff performance for achieving the University's teaching-learning, research and service goals;

1.2 To enable transparency, fairness and accountability in decision-making processes;

1.3 To promote competency, meritocracy, efficiency and staff motivation;

1.4 To promote a culture of evidence led and performance-based management of human resources; and

1.5 To enhance both organisational and individual development and effectiveness by identifying knowledge and skills required (development needs) for performing the job efficiently.

2. Strategy

2.1 Adopting an inclusive, transparent and bottom-up approach to goal and target setting, and performance appraisal system.

2.2 Applying a multi-level performance management system (PMS)

2.3 Assigning accountability for effective implementation of PMS by developing structures and identifying positions responsible for the implementation.

2.4 Conducting Organisational Development (OD) exercise every five years**.**

2.5 Aligning individual performance goals with those of College and the University.

3. Scope

3.1 The PMS shall cover all categories of staff, including those on probation, study leave, secondment and fixed-term appointment.

4. Knowledge and Access to Information

4.1 Every staff of the University shall be provided with information on the PMS.

4.2 Existing staff shall familiarise themselves with the PMS, and new staff shall be provided with this information through an induction/orientation programme.

5. Goals of Performance Appraisal System

5.1 Enhance performance of staff through continuous and objective performance planning, monitoring, reviewing and assessment;

5.2 Enhance efficiency by aligning staff performance to the organisational goals; and

5.3 Provide an objective basis for personnel actions including incentives, rewards and managing poor performance.

6. Performance Appraisal Cycle

6.1 Performance goals and target setting

6.1.1 The University shall develop annual work plan with goals, Key Performance Indicators (KPIs) and targets based on Vision, Mission, Objectives (VMOs), strategic plan, and strategic directions of the RGoB. The work plan shall be cascaded to College/OVC, Departments and Section/Programmes.

6.1.2 KPIs and targets at the University level shall be recommended by the AB through Academic Planning and Resource Committee (APRC) and endorsed by the UC.

6.1.3 KPIs and targets at the College/OVC level shall be recommended by the APRC and endorsed by the AB.

6.1.4 KPIs and targets at the Department, and Section/Programme level shall be endorsed by the College Management Committee (CMC).

6.1.5 Individual work plan shall be developed based on the annual work plan referred to under Clause 6.1.1. The Position Profile shall also guide the allocation of work to the individuals.

6.1.6 KPIs of the individuals shall be endorsed by the respective department and section/ programme heads. In cases where individual staff has more than one section/ programme heads, a primary Supervisor shall be identified who shall consult all significant section/programme heads of the staff during the work planning, review and assessment period.

6.1.7 Development of annual work plan and individual work plan should be completed at the beginning of the appraisal cycle (within July) depending on your appointment order or last date of promotion.

6.1.8 After the completion of annual work planning, the annual performance agreement shall be signed at all levels as indicated below:

6.1.8.1 The Vice Chancellor shall sign the Annual Performance Agreement with the Prime Minister/UC Chair;

6.1.8.2 The Registrar, Directors and Presidents shall sign the Performance Contract Agreement with the Vice Chancellor;

6.1.8.3 Deans and Section Heads shall sign the Annual Performance Agreement with the Presidents;

6.1.8.4 Heads of Department will sign Annual Performance Agreement with the Dean of Academic Affairs;

6.1.8.5 Programme Leaders shall sign the Annual Performance Agreement with the Heads of Department or Dean of Academic Affairs (if there is no HoDs) at the College;

6.1.8.6 Individuals shall sign the Annual Performance Agreement with respective Programme Leaders or Section Heads or relevant Deans;

6.1.8.7 At the OVC, the Chiefs shall sign the Performance Contract Agreement with the Registrar/Directors. Individuals shall sign the Annual Performance Agreement with the Chiefs; and

6.1.8.8 Internal Auditor and Legal Officer shall sign their Annual Performance Agreement with the Vice Chancellor.

6.2 Performance review (quarterly and/or half yearly review)

6.2.1 Performance review shall happen in the middle of the financial year (December).

6.2.2 Probationers and those whose performance rating was 'Needs Improvement' in the preceding year shall be put through quarterly review.

6.2.3 The Government Performance Management Division (GPMD) shall review the performance of the University as per the performance agreement signed between the Council Chair/Prime Minister and the Vice Chancellor.

6.2.4 The performance review shall be carried out between the respective signing parties on Annual Performance Agreement.

6.2.5 In cases where a staff has been attached to a new Supervisor, and the staff has not worked for at least one quarter of the Appraisal Cycle, the earlier supervisor, if available, shall undertake to review the performance of the staff.

6.3 Annual performance assessment

6.3.1 Performance assessment shall be completed at end of appraisal cycle (June).

6.3.2 The performance assessment shall be carried out between the respective signing parties on Annual Performance Agreement.

6.3.3 For staff on long-term Professional Development programme, their academic performance at the institute shall be taken into account for appraisal for that period. While the academic marks can be used for assessment of course based programmes, assessment of PhD shall be carried out using the tool at **Annexure 7/1**.

6.3.4 For the purpose of promotion and other rewards, the long-term Professional Development shall be considered only after the completion of the programme for which the aggregate marks and rating scale of the University/Institute shall be taken into account to assess the achievement level. However, for PhD, the staff shall be rated as given below:

6.3.4.1 'Outstanding' if received awards and/or completed the PhD on time.

6.3.4.2 'Very good' if completed the PhD with an extension of not more than six months.

6.3.4.3 'Good' if completed the PhD with extension of more than six months but not more than 12 months.

7. Standards and Criteria including Categorisation

7.1 The University shall endeavor in generation of knowledge (research), dissemination of knowledge (teaching, publications) and provision of professional services including community services. Accordingly, academics shall serve the University in three broad areas namely:

7.1.1 Teaching-learning: Student feedback, feedback from the supervisors, peer reviews, external examiner feedback, self-assessment, other awards/merits/honors, list of modules taught, number of programmes developed and evidences of leading initiatives to improve curricula, and teaching-learning.

7.1.2 Research and innovation: Research leadership, publications, innovation based product like prototypes, student research supervision, organisation and/or participation to conferences/seminars, details of research projects undertaken and research grants received, research based services like consultancies etc.

7.1.3 Services: Participation in decision-making bodies, membership to various boards/ committees, leadership roles, administrative and managerial roles, list of short-term training and development carried out, and evidences related to professional accomplishments for the communities (national and/or local levels) etc.

7.2 The Norms and Standards of the University **(as per Annexure 5A/1 in Chapter 5A)** shall guide the overall workload allocation for academics especially in teaching.

7.3 For the assessment of academics, the Academic Performance Index (API) **(Annexure 7/2)** shall be used.

7.4 For the assessment of administrative & technical staff, the objective based assessment shall be carried out.

8. Appraisal instrument

8.1 The performance of the executives shall be reviewed and appraised using the Annual Performance Agreement.

8.2 For the purpose of Performance Appraisal System, Executives shall include the Vice Chancellor, Registrar, Directors, and Presidents.

8.3 Performance planning and assessment of administrative & technical staff shall be guided by the Individual Work Planning (IWP) form attached as **Annexure 7/3.**

8.4 Performance planning and assessment of academics shall be guided by the IWP form for academics attached as **Annexure 7/4**.

8.5 Academics shall reflect outputs in all three major themes namely Teaching-Learning, Research and Innovation, and Services.

8.6 The 360-degree feedback shall be used for the assessment of staff in the University wherever possible. Feedback providers shall include supervisor, peer, subordinate and beneficiary. Each category of staff shall identify feedback providers as given in Table 7/1 which will be reviewed by the HRC from time to time:

Table 7/1**:** *Feedback Providers*

Staff Category	**Feedback Provider**			
	Supervisor	**Peer**	**Subordinate**	**Beneficiary**
Vice Chancellor	UC Chair/ PMO		Registrar, Presidents, Directors	
Registrar	Vice Chancellor	Presidents, Directors	Staff within Office of the Registrar	Dean (SA), Dean (AA) and Admin. Officers
Director (AA)	- do -	Registrar, Presidents, Directors	Staff within the Department	DAA, Programme Leaders of taught programmes for which validation or review has happened during the appraisal period.
Director (RER)	- do -	- do -	-do-	DRIL, Programme Leaders of research based programmes, Research Officers and Liaison Officers
Director (PR)	- do -	- do -	- do -	Finance Officers, Estate Managers
President	Vice Chancellor	Registrar, Directors, Deans	HoDs, Section Heads	Student Leaders
Dean (AA & RIL)	President	Deans, HoD, Section Head, Programme Leaders, Center Heads	Academics	Student Leaders

Dean (SA)	President	- do -	Residence Coordinators and other relevant staff involved in student services	Student Leaders
HoD/ Programme Leader	Dean (AA)	- do -	Academics within department, Lab Technicians/ Assistants	Students enrolled in the modules (only for teaching-learning)
Section Heads	President	- do -	Support staff of the section	Student Leaders, other staff
Academics	Programme Leader/ HoDs	Academics within the Programme/ Departments	None	Students enrolled in the modules

8.7 360 Degree feedback system shall not apply to staff at supervisory & support category, and below.

8.8 Beneficiary feedback shall be focused mainly on the quality of services as per the Beneficiary Feedback Form at **Annexure 7/5,** which will be reviewed by the HRC from time to time.

8.9 Peer feedback shall be focused on core competencies as per the Peer Feedback Form at **Annexure 7/6,** which will be reviewed by the HRC from time to time**.**

8.10 Subordinate feedback shall focus on competencies related to leadership and management skills as per the Subordinate Feedback Form at **Annexure 7/7,** which will be reviewed by the HRC from time to time.

8.11 There shall be at least 10 staff for feedback for beneficiary, subordinate and peer only. Supervisor's feedback shall be provided on the annual performance agreement using performance target and API.

8.12 For academics, weighting assigned for feedback shall be:

8.12.1 Student feedback – 20% of teaching-learning

8.12.2 Peer feedback – 20% of the total score

8.13 For academic leaders, weighting assigned for feedback shall be:

8.13.1 Student feedback – 20% of teaching-learning (which is embedded within the performance).

8.13.2 Average of peer, beneficiary (in case of Deans) and subordinate feedback – 20% of the total score

8.14 For Chief, weighting assigned for feedback shall be:

8.14.1 Average of beneficiary, subordinate and peer feedback – 20%.

8.15 Self-assessment shall be carried out for the purpose of validation and communication. There shall be no weight assigned on self-assessment.

8.16 It is mandatory for all staff holding academic positions to have feedback from their students and for leadership position to have feedback from their subordinates annually. The Head of Departments/Deans/Directors for the academics and the Office of the Registrar shall facilitate and ensure timely execution. The Student Feedback Form is given at ***Annexure 7/8.***

9. Weighting for Academics

9.1 The ratings shall consist of three stages. The first stage shall include assessment of performance as per the targets on the IWP. API shall be used for rating of academics.

9.2 In the second stage, the rating shall be converted into three main categories as given in Table 7/2.

Table 7/2: *Weighting of Categories*

Sl. No	Category	Weight	Remarks
1	Teaching & Learning	60%	The maximum API score shall be 125. Accordingly, the total score shall be converted out of 60%. (student feedback shall be incorporated within this rating and shall constitute 20% of the rating)
2	Research and Innovation	30%	The maximum API score shall vary depending on the position levels (Professor = 110, Associate Professor = 88, Assistant Professor = 50, Lecturer = 34, Associate Lecturer = 20). Accordingly, the total score shall be converted out of 30%.
3	Services	10%	The maximum API scored shall be 30. Accordingly, the total score shall be converted out of 10%.

9.3 In the third stage, scores from feedback shall be incorporated for the calculation of the final score. The overall score received on performance shall be converted into 80 and score received on feedback into 20. The final score shall be the sum of performance score and feedback score as given in Table 7/3.

Table 7/3: *Annual Performance Score*

Annual Performance Score			
Particulars	**Score Received**	**Score Allocated**	**Final Score**
Performance score		80	
Feedback score		20	
		Total	

10. Weighting for Administrative & Technical staff

10.1 The ratings shall consist of two stages. The first stage shall include assessment of performance as per the targets on the IWP.

10.2 In the second stage, scores from feedback shall be incorporated for the calculation of the final score. The overall score received on performance shall be converted into 80 and score received on feedback into 20. The final score shall be the sum of performance score and feedback score as given in the Table 7/4:

Table 7/4: *Annual Performance Evaluation Score*

Annual Performance Evaluation Score			
Particular	**Score received**	**Score Allocated**	**Final Score**
Performance score		80	
Feedback score		20	
		Total	

11. Rating scale

11.1 In order to determine the different categories of performers, the total score shall be converted into rating scale as shown in Table 7/5:

Table 7/5: *Rating Scale*

Sl No	Category	Score
1	Outstanding	85+
2	Very Good	70 – 84.9
3	Good	60 – 69.9
4	Need Improvement	59.9 and below

12. Use of the Performance Appraisal Results

12.1 Performance management strategies for various categories of performers:

12.1.1 Outstanding:

12.1.1.1 Assessed for National Order of Merit

12.1.1.2 Assessed for Promotion after 3 years (consecutive)

12.1.1.3 Assessed for Meritorious Promotion for administrative & technical staff after 3 years (consecutive)

12.1.2 Very Good rating

12.1.2.1 Assessed for promotion after 4 years (average rating)

12.1.2.2 Assessed for administrative & technical staff after four years (average rating)

12.1.2.3 Increment

12.1.3 Good rating

12.1.3.1 No promotion

12.1.3.2 Increment

12.1.4 Need Improvement rating

12.1.4.1 Mentoring/Coaching

12.1.4.2 Training

12.1.4.3 Categorise as a part of quarterly review group in the next performance cycle

12.1.4.4 No promotion

12.1.4.5 No increment

12.1.4.6 Compulsory retirement after three years if no improvement (with retirement benefits)

13. Role of Human Resource/Administrative Officer

13.1 Ensure that every staff and their Supervisor use the appraisal instruments at all times.

13.2 Ensure that the forms are properly completed at the end of each appraisal cycle.

13.3 Generate individual and aggregated performance appraisal report for the staff in respective College/OVC for submission to the University for professorial positions only.

13.4 Facilitate performance feedback between the Supervisor and staff.

13.5 Record ratings of all staff in the system within three months from the end of performance appraisal cycles and enter the final ratings in the HR database.

13.6 The Human Resource Officer shall be responsible and accountable for the effective implementation and management of the Performance Appraisal System under the overall guidance of the HRC of the College/OVC.

14. Accountability

14.1 Structure

14.1.1 The College/OVC with the support of the University shall facilitate training for all staff to enable them to participate meaningfully in the Performance Appraisal System.

14.1.2 The Human Resource/Administrative Officer shall take custody of the performance appraisal forms and shall make them available as and when required.

14.1.3 The management at College/OVC shall identify non-performing staff and make provisions for improvement during the next Appraisal Cycle.

14.1.4 All performance information, including the ratings shall be analysed and archived accordingly, and shall be computed through the use of appropriate software linked to HR database, which shall be used to generate quantitative data as well as document critical incidences. The Human Resource/Administrative Officers shall be responsible for managing this information.

14.1.5 The College/OVC shall submit appraisal information when required by the University.

14.2 The Human Resource/Administrative Officer shall be responsible for ensuring effective implementation of the Performance Appraisal System by providing necessary guidance and support.

14.3 The Supervisor shall be responsible for:

14.3.1 Initiating the appraisal process and establishing the staff's work targets at the beginning of the Appraisal Cycle;

14.3.2 Motivate and encourage the staff to recognise their full potential and improve their performance levels.

14.3.3 Regularly review and monitor the staff's performance during the Appraisal Cycle and provide feedback on performance and achievements to staff;

14.3.4 Assess performance and rating of the staff at the end of appraisal cycle.

14.4 Individual staff shall maintain performance appraisal documents during the Appraisal Cycle and submit the final report to the Human Resource/Administrative Officer, at the end of the cycle.

14.5 Every staff shall ensure that performance is planned, monitored and rated as per the requirements of the Performance Appraisal System and submit the Performance Evaluation forms to Human Resource/Administrative Officer.

14.6 Precautionary measures shall be taken at all levels to maintain confidentiality of information throughout the performance appraisal process. Breach of confidentiality shall be considered an offence and shall result in appropriate disciplinary action.

14.7 The College/OVC shall be responsible for close monitoring and implementation of the PMS.

14.8 Human Resource/Administrative Officer shall be responsible for collecting feedback and share the consolidated feedback rating with the concerned Supervisor.

14.9 Department of Planning and Resources shall be responsible for setting of annual targets and monitoring of the performance of the University and at College level.

14.10 Office of the Registrar shall be responsible for overall administration and management of PMS.

14.11 The UC shall approve the annual performance target for the University.

15. Promote a Performance-based Culture

15.1 Training

15.1.1 Appropriate training programmes shall be made available throughout the University system to develop the competence required for effective performance management. These shall include:

15.1.1.1 Understanding performance management policies;

15.1.1.2 Performance appraisal system;

15.1.1.3 Performance management;

15.1.1.4 Managing and coaching staff performance;

15.1.1.5 Giving and receiving feedback; and

15.1.1.6 Motivation and rewards.

Annexure 7/1

MONITORING TOOL FOR THE STAFF PURSUING PHD

Name of the staff pursuing PhD: ……..……

Name of the Principal Supervisor: ……..……

Name of the Co-supervisor: …….

Form filled for the Semester:……..

Sl. No.	Particulars	Supervisor's remarks	Remarks by work Supervisor based in RUB
1	Indicate critical milestones for the students in the last six months		
2	Comment on the achievement of the student in the last six months		
3	Outline some of the highlights of student achievement including publications		
4	Assess the quality of works of the student during the last six months And provide your rating in the scale of 1 – 5 (with 1 indicating very poor and 5 indicating exceptionally good).		
5	List seminars attended by the student in the last six months		
6	Comment on presentations made by the student in seminars/ conferences during the last six months		
7	Provide your feedback on the student's progression rate to completing of the PhD as per the schedule. And provide your rating in the scale of 1 – 5 (with 1 indicating very poor and 5 indicating exceptionally good).		
8	Indicate major milestone for the next six months		
9	Any other comment.		

Signature of the PhD Supervisor

Annexure 7/2

GUIDELINES FOR ACADEMIC PERFORMANCE INDEX (API) FOR ACADEMICS

1. Context

1.1 These guidelines shall be applicable on assessment of performance and promotion of academics in the University.

1.2 The API score will be considered on yearly basis for the purpose of assessment of performance.

1.3 The API score will be categorised under three themes:

1.3.1 Teaching-learning

1.3.2 Research and innovation

1.3.3 Services

2. Theme I: Teaching-Learning

1.1 API scores under this theme shall be assessed in the areas of (a) teaching related activities; (b) domain knowledge; (c) participation in examination and evaluation; (d) contribution to innovative teaching-learning, new courses etc. The points allocated for each area are as given in the following table:

Sl. No.	Nature of Activity	Maximum Score
1.	Teaching of modules as per the Norms and Standards plus attendance	45
2.	Preparation and imparting of knowledge/instruction as per curriculum; syllabus enrichment by providing additional resources to students	20
3.	Use of participatory and innovative teaching-learning methodologies and ICT	30
4.	Examination duties (invigilation; question paper setting, evaluation/ assessment of answer scripts) as per allotment	20
5	Leading initiative for improvement of teaching-learning strategies	10
6	Other awards/medals/certificate received	10
7.	*Development of new programmes or review of existing programmes including updating of subject contents for course improvement*	*20*
8.	*Lectures or other teaching duties in addition to the Norms and Standards*	*20*
9	*Developing and imparting bridge course/providing remedial*	*10*
10	*Developing and imparting soft skills/communications skill/personality development courses/modules, etc.*	*10*
	Maximum API Score	**125**

Note: *If an academic is required to do Sl. 7-10, the points should be transferred to either research or services for the purpose of assessment.*

GUIDELINES FOR ALLOCATION OF POINTS UNDER THEME I – TEACHING-LEARNING:

Sl. No	Nature of Activity	Maximum Score
1.	Lectures, tutorials, practical, should be based on verifiable records. No score should be assigned if an academic has taken less than 80% of the assigned classes. No score should be deducted for classes not held or missed due to (i) students not turning up or bunking classes ii) any other reason beyond the control of the academic. 25 points for 80% classes taken and 1 point for each remaining % of classes taken. Over and above the maximum score, scores will be added/deducted based on class size i.e more/less than 40 students for undergraduate level and 20 students for masters level programme. • *Teaching undergraduate level with less/more than 40 students = score will be deducted/added by **0.1875 point per student**. • *Ideal Class size is 20 for masters programme. For every deviation of student from 20 shall have point added/deducted by **0.375 (two times greater than undergraduates)**.	45
2.	If an academic has taken classes in addition to the RUB Norms and Standards, then 20 points shall be assigned for each extra module of 40 students or 20 students for Masters programme. If the class size varies, the point shall be added or deducted using the formula prescribed in row 1*.	20
3.	a) Imparting of knowledge/instructions as per curriculum with the prescribed material (Text Book/Manual 10 Points (with documentary proof on VLE) b) Syllabus enrichment by providing additional resources to student such as lab manuals, articles, news, cases, additional reading materials, etc: 10 points (with documentary proof on VLE)	20
4	Development of new programmes including updating of subject contents for course improvement with documentary evidence: • Development of concept paper for CAC = 5 per paper if approved. • Development of document for CAC to be submitted to APRC = 10 per paper, if approved by CAC • Development of document for APRC = 5 per document (if approved) • Development of modules = 5 per module • Development of document for PQC = 20 per document (if approved) • Development of document for validation = 5 per document • Preparation of definitive programme document = 5 per document (Points to be shared among team members if more than one with 5 points more for the leader)	20

5	Programme Review: • Development of review document for CAC to be submitted to PQC = 20 per paper (if approved) • Development of review document for PQC = 5 per document (if approved) • Major review of modules = 5 per module (Points to be shared among team members if more than one with 5 points more for the leader)	20
6	Leading initiative to for improvement of teaching-learning strategies: • Submission of concept paper to CAC or any recognised college level body = 5 per paper (if approved) • Submission of paper to any recognised body or forum outside the college = 10 per paper (if approved) • Submission of paper to any recognised body or forum at the international level = 10 per paper (if approved)	10
7	Other awards/medals/certificate of recognition received (local = 10, national = 10, and international = 10)	
Use of participatory and innovative teaching-learning method		
8	Participatory & innovative teaching-learning process with material for problem based learning, case studies, group discussions, project work, product development, assignment - 5 points each innovative teaching-learning strategy (based on documentary evidence)	10
9	Use of ICT in teaching-learning process with computer-aided methods like power-point/multimedia/simulation/software/self-learning packages etc., (Use of any one of these in addition to chalk & board : 5 points/each) Use of VLE by the academic (5 points) (Based on documentary evidence)	20
10	Developing and imparting bridge course/providing remedial classes minimum of 10 hours (10 Points) and	10
11	Developing and imparting soft skills/communications skill/personality development courses/modules, etc. (10 points)	10
	Examination Related Work	
12	College/University semester/annual examination work as per duties allotted. (Coordination/invigilation-5 points, moderation-5 points, participation in PBE – 5) (100% compliance= 15 Points)	15
13	Timely submission of question papers along with model answers and blueprints – 5, timely submission of marks – 5, Timely submission of module marks – 5. (100% compliance = 15 Points)	15
	Maximum aggregate limit for this theme	**125**

Note: If academics are paid for developing programmes, designing and offering of bridging programmes, development and conduct of part time programmes etc., the academic shall not be awarded API score for any such activity.

GUIDELINES FOR ALLOCATION OF POINTS UNDER THEME II: RESEARCH AND INNOVATION

Sl. No.	APIs	Indicators	API Score
1	***Research papers Published in:***		
(i)	Refereed journal with an impact factor of 2 and above		35/Publication
(ii)	Refereed journal with an impact factor of 1		30/Publication
(iii)	Refereed and Indexed Journals		20/Publication
(iv)	Refereed conference proceedings		15/Publication
(v)	Non-refereed journals and periodicals, having ISBN/ISSN numbers		10/Publication
(vi)	Non-refereed Conference proceedings as full papers, etc. (Abstracts not to be included)		10/Publication
(vii)	Publication of articles in newspapers, magazines		2/paper
2	***Research Publications (books, Chapters in books, other than refereed journal articles)***		
(i)	Books published by Publishers with an established peer review system with ISBN.		50/Sole author (book) and 10 each chapter in an edited book
(ii)	Book publications with ISBN/ISSN number		25/Sole author (book) and 5 each chapter in an edited book
3	***Research/Projects***		
I	***Sponsored projects carried out/ongoing***		
(i)	(a) Project (amount mobilised with grant above Nu. 10 Million)		20/Project
(ii)	(b) Project (amounts mobilised with grants above Nu. 5 million and Nu. 10 million)		15/ Project
(iii)	(c) Project (amounts mobilised with grants between Nu 1 million and Nu. 5 million)		10 / Project
(iv)	(d) Project (amounts mobilised with grants less than Nu. 1 million)		5 / Project
II	***Consultancy/ Projects***		
(i)	(a) Project (amount mobilised with grant above Nu. 1 Million)		15 per project
(ii)	(b) Project (amounts mobilised with grants above Nu. 0.5 million and Nu. 1 million)		10 per project
(iii)	(c) Project (amounts mobilised with grants less than Nu 0.5 million)		5 per project
III	***Reports***		
(i)	Major policy document of Govt. Bodies at University/National level		15/ each national level output; 20/ each for international level
IV	***Resource***		
(i)	-Refresher courses, methodology workshop, training , (max,. 30 points)		1 per day
V	***Conferences / Seminars/Symposia/ workshops etc.***		
(i)	Presentation of research papers (oral/ poster) in International /national Level Regional/University/ College Level		5/ each 3/ each 2/ each 1/ each
(ii)	Invited for conference /seminar/ workshop/ symposium to deliver lecturer/as key note speaker/moderate/chair sessions: *International Level/National Level/Regional/ University /College Level*		5/ each 3/ each 2/ each 1/ each
VI	***Research Supervision***		
(i)	PhD		15/student
(ii)	Masters Thesis by research		10/student
(iii)	Masters/Undergraduate research project		3/project

Theme II: Services

Sl. No.	Nature of Activity	Maximum Score
1.	Student support services and activities (such as social services, assembly, cultural activities, literary activities, games and sports, college events, advisement, pastoral, and counseling etc.) - This could be assessed through the attendance of academics in all these activities.	20
2.	Contribution to university or college level operation (such as membership to various boards/committees, leadership roles, administrative and managerial roles, mentoring etc.)	15
3.	Contribution to professional development and experts services such as (short-term training and development carried out, and evidences related to professional accomplishments for the communities at national and/or local levels, membership to professional associations etc.)	15

GUIDELINES FOR ALLOCATION OF POINTS UNDER THEME III - SERVICES

Sl. No	Nature of Activity	Maximum Score
1.	***Extension, Co-curricular and Related Activities***	
1.1	Participate in significant college activities as defined by CMC (1 point each)	10
1.2	Positions held/leadership role played in the College linked with community services (5 points each)	10
1.3	Social service initiatives (5 points each)	10
1.4	Organising/participating in significant events at university or national level and beyond - 5 points each	10
2.	***Administration and Management***	
2.1	Attending meetings, seminars, conferences, symposium, lectures and other academic and professional events (1 point each)	10
2.2	Membership and affiliations: - International level - 5 - National level - 4 - University level - 3 - College level - 2	15
2.3	Organisation of conferences/seminars/symposia/workshops/training etc: a) International (10 Points each) b) National/regional (5 points each)	10
2.4	Coordination of various programmes and events in the College (5 points each)	10
2.5	Winning fellowships for professional development programmes in the relevant fields (10 points)	10
2.6	Guiding/mentoring new staff (each staff = 5 points)	10
	Maximum Scores Allocated for this theme	**40**

Scores for innovation for instructors: invention, innovation and creative works		
1	***Development of prototype***	
(i)	Patent (of a new product)	45/Prototype
(ii)	Innovation (Improving the existing designs to enhance efficiency)	35/Prototype
2	***Fund generated through creative works and production of utility items***	
(i)	Fund generated above Nu. 1 million	20
(ii)	Fund generated above Nu.0.5 million to Nu.1 million	15
(iii)	Fund generated Nu.0.5 million to 0.25 million	10
(iv)	Fund generated below Nu. 0.25 million	5

Note 1:

The score shall differ based on the type of author as given below:

- Single author shall receive 100% of the API Score
- For joint publication – The principal/first author shall receive 60% of the API Score and co-authors shall receive 40% of the API Score each.
- Reviewer shall receive 60% of the API Score
- Editor/compiler shall receive 40% of the API Score
- For joint research supervision – Principal Supervisor shall receive 60% of the API Score and co-supervisors shall receive 40% of the API Score each.
- If a paper presented in conference/seminar is published in the form of proceedings, the points would accrue for the publication and not under presentation.

Note 2:

- Invention, innovation and creative works: (The group members shall share points for category 1 similar to joint research. All team members shall be given equal score for category 2 only)
- For project work supervision – Principal Supervisor shall receive 50% of the API Score and co-supervisors shall receive/share equally from remaining 50% of the API Score.

Annexure 7/3

INDIVIDUAL WORK PLANNING FORM

ADMINISTRATIVE &TECHNICAL STAFF

Section A: Staff Details

APPRAISAL PERIOD:
SID NUMBER:
NAME OF THE STAFF:
POSITION TITLE: POSITION LEVEL:
DIVISION: COLLEGE/DEPARTMENT:

SECTION B: Performance Assessment (80%)

College/ OVC/ Section Outputs	Activities	Target Value				Target Achieved specified by individual	Staff's Feedback/ comment/ justification	Final Score by Supervisor
		Outstanding (4)	Very Good (3)	Good (2)	Need Improvement (1)			
1. …….....	1. 1……..….							
	1.2. …….....							
2. ……..….	2.1……..….							
	2.2……..….							
						Total		
						Final Score	**Total/No. of activities =……..…**	

INDIVIDUAL WORK PLANNING FORM FOR ACADEMICS						
Section A: Staff Details						
APPRAISAL PERIOD:						
SID NUMBER:						
NAME OF THE STAFF:						
POSITION TITLE:				POSITION LEVEL:		
DIVISION:				DEPARTMENT/SECTION:		
SECTION B: Performance Assessment (80%)						
College/Department Output	**Activities**	**Maximum API**	**Minimum API**	**Self Rating**	**Supervisor's Feedback**	**Final Score**
1. ……	1. Teaching and Learning					
	1.1.					
2. ……	2. Research and Innovation					
	2.1.					
3. ……	3. Academic Services					
	3.1.					
			Total Score			

Annexure 7/5

BENEFICIARY FEEDBACK FORM

Sl No	Particulars	Very Poor	Poor	Good	Very Good	Excellent
		1	2	3	4	5
1	In my view the staff provides efficient and timely delivery of service					
2	In my view the staff shares relevant information and on time					
3	In my view the staff supports new initiative and ideas					
4	In my view the staff recognizes and appreciates contribution made by beneficiary					
5	In my view the staff is approachable					
6	In my view the staff maintains fair and transparent decision making process					
7	In my view the staff discusses issues and addresses grievances					
8	In my view the staff maintains consistency in implementing rules and regulation					
9	In my view the staff promptly responds to queries					

Annexure 7/6

PEER FEEDBACK FORM

SL. No.	Particulars	Very Poor	Poor	Good	Very Good	Excellent
		1	2	3	4	5
1	My view on the staff's sense of time					
2	My view on the staff's commitment to serve beyond the call of duty					
3	My view on the staff's ability to verbally communicate ideas with coherance and clarity					
4	My view on the staff's ability to communicate ideas with coherance and clarity in writing					
5	My view on the staff's teamwork					
6	My view on the staff's ability to listen and accept multiple views and perspectives					
7	My view on the staff's engagement in continuous learning and development					
8	My view on the staff's ability to maintain positive learning relationship with students					
9	My view on the staff's willingness to provide professional support to peers					
10	My view on the staff's ability to influence others through innovative ideas and new initiatives					
11	My view on the staff's ability to engage in the real world issues for enhancing student learning					
12	My view on the staff's engagement in community service					

Annexure 7/7

SUBORDINATES FEEDBACK FORM

SL No	Particulars	Very Poor	Poor	Good	Very Good	Excellent
		1	2	3	4	5
1	My view on the staff's ability to communicate the organisation's vision, mission and strategic priorities clearly					
2	My view on the staff's sense of time and punctuality					
3	My view on the staff's ability to work beyond normal hours					
4	My view on the staff's ability to enhance teamwork culture					
5	My view on the staff's ability to listen and being open to multiple views and perspectives					
6	My view on the staff's engagement in continuous learning and development					
7	My view on the staff's ability to drive and motivate commitment to excellence					
8	My view on the staff's ability to create enabling environment for enhancing organisational efficiency					
9	My view on the staff's engagement in community service					
10	My view on the staff's ability to tap opportunities and create new avenues for growth					
11	My view on the staff's ability to upgrade the knowledge, skills and competencies of staff in the organisation					
12	My view on the staff's ability to identify and reward high performers					
13	My view on the staff's ability to maintain positive rapport and relationship with staff					

Annexure 7/8

STUDENT FEEDBACK FORM

Name of the Tutor: Name of the module:

SL. No.	Particulars	Very Poor	Poor	Good	Very Good	Excellent
		1	2	3	4	5
1	The tutor had a clearly written module delivery plan and made it available to the class					
2	The tutor came to classes well prepared and equipped					
3	The tutor explained concepts clearly					
4	The tutor promoted higher order thinking and problem solving skill					
5	The tutor demonstrated interest and enthusiasm about the module					
6	The tutor provided reading materials at the appropriate time (e.g. manuals, articles, news clips, cases, references etc.)					
7	The reading materials were valuable aids to enriching learning and acquiring knowledge					
8	The tutor reminded the class about plagiarism and its consequences for their performance					
9	The tutor provided clear instructions about the rubrics/marking criteria used in the assessment tasks					
10	The tutor gave timely feedback on assignments and test papers					
11	The tutor gave useful feedback on assignments and test papers					
12	The tutor ensured that the students successfully completed all the assessment tasks as reflected in the module					
13	The tutor evaluated the student assignments with clear criteria known to the students					
14	The tutor used participatory and innovative teaching-learning methods with materials for problem based learning, case study, group discussion, project work, assignment etc.					
15	The tutor used ICT tools to enhance teaching learning process					
16	The tutor consistently treated the students with respect and made time available for consultation both outside and inside the classroom					
17	The tutor was sensitive to the diverse needs of students in the class					
18	The tutor organised remedial classes to improve the performance of diverse learners					
18	The tutor was able to create and maintain a positive learning atmosphere in the class					
19	The tutor was able to demonstrate well as a mentor/guide in research (if applicable)					
20	The tutor was able to participate actively in community services (if applicable)					
21	The tutor was able to demonstrate leadership skills					

CHAPTER 8

PROMOTION

1. Objective

1.1. To reward and motivate potential and competent staff to perform the responsibilities of a higher position;

1.2. To promote fairness, equity and meritocracy amongst the staff through open and competitive promotion system;

1.3. To provide equal career advancement opportunities; and

1.4. To attract and retain the best and brightest staff in the University system.

2. General Rule

2.1. Promotion shall entail a higher degree of responsibilities, requiring greater knowledge, skills, and ability. The criteria for promotion of a staff shall be based on a system that ensures fairness, transparency and meritocracy as per the following parameters:

2.1.1. Academic qualification;

2.1.2. Professional development;

2.1.3. Skills and competence;

2.1.4. Performance as reflected in the performance appraisal;

2.1.5. Relevant experience;

2.1.6. Clean service record;

2.1.7. Fulfillment of criteria in the case of academics;

2.1.8. Fulfilment of the minimum duration requirement;

2.2. In order to process for promotion, a staff shall submit the following documents:

2.2.1. Duly completed Promotion Form given at ***Annexure 8/1***.

2.2.2. Annual Performance Appraisal since the last date of promotion;

2.2.3. Security Clearance Certificate (valid and copy); and

2.2.4. Audit Clearance Certificate (valid and original).

2.3. Professional Development period up to 18 months for any single Professional Development shall be counted as part of active service for promotion.

2.4. Any form of leave up to three months at a time, shall be counted as part of active service for promotion.

2.5. The period of secondment shall be considered for the purpose of promotion. Promotion shall be processed and effected only after the staff re-joins on completion of secondment period. However, promotion shall be considered during secondment period if the staff is on secondment within the University but in different place of work.

2.6. Even if a staff has fulfilled eligibility criteria, promotion shall not be processed/approved during the absence from duty on availing:

2.6.1. Medical leave/ Extraordinary Leave (EOL) beyond three months; and

2.6.2. Long-term study leave.

2.7. Promotion shall be processed for staff during the absence from duty on short-term Professional Development programme;

2.8. Performance of a staff and fulfilment of criteria shall be the basis for promotion;

2.9. Assistant Lecturers shall be promoted as Associate Lecturer automatically soon after the completion of Masters degree;

2.10. Assistant or Associate Lecturer shall be promoted as Lecturer automatically soon after completion of PhD;

2.11. Academics shall require Postgraduate Certificate in Higher Education or equivalent for promotion to Lecturer's position. Assistant Lecturers shall require the said qualification in their second promotion (promotion to Lecturer's position) while academics appointed through later entry shall require the said qualification for first promotion itself.

2.12. Promotion shall be approved/recommended by the CMC/SMT as per the delegation of authority.

2.13. For promotions under the authority of University, the concerned College/OVC shall submit their recommendations to the University for its consideration.

2.14. On approval, Promotion Order shall be issued which shall clearly specify the following:

2.14.1. Name and SID number of a staff being promoted;

2.14.2. Position title and position level, before and after the promotion;

2.14.3. Pay scale;

2.14.4. Promotion effective date; and

2.14.5. Place of posting (College/OVC).

2.15. A letter shall be sent to the concerned staff with justifications if the promotion is not approved.

2.16. The University/College/OVC shall not promote its staff mechanically based only on the completion of the minimum number of years without properly assessing their capability, performance, allegiance, and the need of the College/OVC.

3. Authority to Grant Promotion

3.1. The authority to grant promotion for a staff shall be as per Table 8/1:

Table 8/1 : *Authority to grant promotion*

Authority for Promotion				
Position Category	**Promotion to Position Level**	**Promotion through fulfilment of criteria**	**Promotion within broad-banded position**	**Meritorious Promotion**
Professorial Positions	3 - 1	University	N/A	N/A
Lecturer's Positions	5 - 4	College	N/A	N/A
Instructors	8 - 4	N/A	College	University
Professional	7 - 4	N/A	College/OVC	University
Supervisory & Support	12 - 6	N/A	College/OVC	University
Operational	16 -14	N/A	College/OVC	University

Note:

- **N/A =** Not Applicable
- **University =** The University Promotion Committee for Academics/ University Promotion Committee for Administrative & Technical Staff between Position Level 8 and Position Level 4 to look after.
- The positions for Executive and Chief are non-promotional positions. Appointment to these positions shall be carried out as part of recruitment through open competition.

4. Promotion Schedule

4.1. Promotion shall be approved with effect from 1st January or 1st July.

4.2. For January Promotion

4.2.1. Receive recommendations by College/OVC - **15 October**

4.2.2. Receive recommendations by the University for promotions under its authority - **15 November**

4.2.3. Approve decentralised promotions within broad-banded positions by College/ OVC - **30 November**

4.2.4. Approve promotions under the authority of the University -**15 December**

4.2.5. Receive promotion office orders by the University for decentralised promotions - **25 December**

4.3. For July Promotion

4.3.1. Receive recommendations by College/OVC **- 15 April**

4.3.2. Receive recommendations by the University for promotions under its authority **- 15 May**

4.3.3. Approve decentralised promotions within broad-banded positions by College/ OVC - **31 May**

4.3.4. Approve promotions under the authority of the University **- 15 June**

4.3.5. Receive promotion office orders by the University for decentralised promotions **- 25 June**

4.4. There shall be no retrospective promotion, which means that no promotion application shall be considered after the deadline.

5. Categories of Promotion

5.1. Promotion through fulfilment of criteria;

5.2. Promotion within the broad-banded positions; and

5.3. Meritorious Promotion.

6. Promotion through fulfilment of criteria

6.1. Promotion through fulfilment of criteria shall apply to academics in Lecturer and Professorial positions only.

6.2. The university shall promote the academics to higher positions subject to fulfillment of the eligibility criteria as per the *Position Profile Matrix provided in the Position Directory* and submission of required documents as per Clause 2.2.

6.3. Faster promotion based on merit shall be allowed whereby the most able and exceptional academics can be promoted to higher position (not necessarily just one position above) in shorter period, subject to fulfilling the criteria.

6.4. Assistant lecturers shall not be promoted without Masters degree unless they are teaching undergraduate diplomas.

6.5. Assistant lecturers shall be promoted to Associate Lecturer as soon as they complete Masters degree and join the College.

6.6. Promotion to Associate Professor and Professor positions shall be carried out as per the following processes:

6.6.1. The College shall assess the documentary evidence of the staff as per the specified criteria for promotion and recommend to the University.

6.6.2. The University, through the promotion committee, shall assess and recommend for external Evaluator.

6.6.3. The curriculum vitae of the recommended staff with supporting documents shall be sent to five Professors (outside the country) as external evaluators, identified by the University for blind review. The sample letter and possible questions are at **Annexure 8/2.**

6.6.4. The promotion shall be considered only if at least three of the five external evaluators recommend.

6.6.5. A Professor should acquire at least 'very good' annual performance rating consistently for the past three years to retain the position. Failing which the Professor may be demoted to Associate Professor's position and will be subject to re-apply for Professor's position after rendering a minimum of three years of service as Associate Professor based on performance and fulfilment of criteria.

7. Promotion within Broad-Banded Positions

7.1. Promotion within broad-banded positions shall apply to instructors and administrative & technical staff only.

7.2. A staff shall be promoted within the broad-banded positions without a need to compete for the higher position in order to facilitate the College/OVC concerned to motivate and retain a staff within the College/OVC.

7.3. Promotion within the broad-banded positions shall be based on the following eligibility criteria.

7.3.1. Minimum performance requirement of:

7.3.1.1. Average 'Outstanding' annual performance rating for the last four years when a staff does not meet the minimum qualification requirement of the position as per the Position Profile Matrix; or

7.3.1.2. Average 'Very Good' annual performance ratings for the last four years when a staff meets the qualification requirement of the position.

7.3.2. Completion of the minimum active service in the current position and position level as prescribed under Position Profile Matrix;

7.3.3. Submission of required documents as per Clause 2.2.

7.4. The College/OVC shall compile, review, and approve all broad-banded promotion to Position Level 5 and below using the Promotion Summary Form (***Annexure 8/3).***

7.5. The College/OVC shall share the copies of promotion orders along with a copy of signed promotion summary form with the University.

7.6. Promotion order shall clearly specify the information required under Clause 2.14 of this rule.

7.7. College/OVC shall retain all the promotion documents and shall be produced as and when required by the University.

8. Meritorious Promotion

8.1. The meritorious promotion shall apply only to the Instructor and administration & technical staff;

8.2. Meritorious promotions shall be granted to reward and recognise outstanding performance and leadership qualities of a staff who shall be a role model. Therefore, substantial evidences must be produced to avail such a promotion.

8.3. Meritorious promotions shall be granted to progress by only one position level, if approved;

8.4. Meritorious promotion shall be applicable only to positions in Position Level 5 and below.

8.5. Eligibility criteria for meritorious promotion include the following:

8.5.1. Consistently 'Outstanding' annual performance ratings for the last three years;

8.5.2. Completion of the minimum of three years of active service in the current position;

8.5.3. Potential to shoulder higher responsibilities;

8.5.4. Exceptional act or service in the public interest besides the staff's normal responsibilities;

8.5.5. Suggestion/invention/accomplishment/personal effort which has contributed to the efficiency, economy, or other improvement in the University or RGoB;

8.5.6. Verified and recommended by the College/OVC;

8.5.7. Submission of required documents as per Clause 2.2;

8.5.8. Submission of duly filled supplymentary meritorious promotion form **(Annexure 8/4)**

8.6. CMC/HRC shall receive applications, review and recommend to the University Promotion Committee for meritorious promotions.

8.7. The University Promotion Committee shall review the recommendations and take decisions. The head of the College/OVC and concerned Supervisor who recommends for meritorious promotion shall remain as the reference point for any justification required by the Committee.

9. Appeals Related to Promotion

9.1. In the event, a staff finds that the promotion has not been considered despite fulfilment of all the promotion criteria, the incumbent may appeal to the HRC.

10. Accountability

10.1. A promotion granted without fulfilling the prescribed criteria and/or completing the prescribed processes shall be regarded as invalid.

10.2. The HRC shall reserve the right to revoke such a promotion.

10.3. The authority responsible for granting such promotions shall be accountable and liable for administrative actions.

Annexure 8/1

ROYAL UNIVERSITY OF BHUTAN

Promotion Form

Royal University of Bhutan

SID number:				
Name:				
Gender:	M	F		
Date of Birth:	Day	Month	Year	Nationality
Citizenship ID number:				
Date of Expiry:				

Education: Academic and Professional Development (please start from the Institute last attended)

Name of University/ College/ Institute/ School	Location and Country	Field of Study	Major	Duration		Degree/Diploma/ Certificate obtained
				Start Date	End Date	

Research and Publication:

Title	Date	Name of the Journal/Books (with ISSN/ISBN or other details)

Present Job Identification:

1. Position Title:
2. Position Level:
3. Pay Scale:
4. Occupational Group:

Employment History- Position held so far (starting with the present position)						
College/OVC/ Department/ Section	Position Title	Position Level	Period		Place of Posting	Office Order No. & Date
			From (mm/ yyyy)	To (mm/ yyyy)		

If required, attach a separate sheet.

Extraordinary Leave availed:	**Study Leave availed for long term Professional Development**
Duration: From: To:	Duration: From: To:

No. of active years of services since the date of initial appointment:……..	No. of active years of services since the date of last promotion:……

Performance – Ratings for the past three to four years: (each out of the total factors) copies of performance evaluation reports should be attached.				
Year	Improvement Needed	Good	Very Good	Outstanding
(i) Promotion recommended to:				
1 Position Title: …….....……...……3.Pay Scale:…...…….....……... ……..				
2. Position Level:…….....……..4. Occupational Group:…….....……				

Information verified by HR/Administrative Officer **Signature & Date** **Name & Position Title** (Official Seal)

Recommendation of the College/OVC
I also certify that the information furnished in this form has been verified and is found correct and that there is no adverse report against him during the past three years. **Signature & Date** **Name & Position Title of the recommending authority**
Recommendation/decision of the College/OVC **Signature & Date** **Chairperson,** **HR Committee**
Information verified by the University: **Name of the HRO, HR Division** **Name of the Chief HRO, HR Division** **(Official Seal)** **(Official Seal)** **Date:** **Date:**

Annexure 8/2

EXTERNAL EVALUATOR SOLICITATION LETTER TEMPLATE FOR PROMOTION TO ASSOCIATE PROFESSOR OR PROFESSOR

Royal University of Bhutan

Dear Professor YY:

Thank you for agreeing to evaluate applicant's qualifications for promotion to Associate Professor/ Professor. We know that formulating a well-considered response to such a request is no small task. We want to assure you that your response will be carefully reviewed and treated as an important factor in reaching a decision that is in the best interests of the applicants and Royal University of Bhutan.

With this letter, we have enclosed a copy of applicants' curriculum vitae, and copies of supporting documents. Please contact us if you require further information.

We seek a specific evaluation, including a judgment of the applicants' accomplishments and impact as a researcher and scholar. *We request you to begin by describing any relationship you might have with the applicant.* After that, please help us by addressing the following questions and topics in your evaluation of each applicant based on the CV:

1. How does the applicant compare to academics (in your university) at similar level and also with the best academics in the field? Specific comparisons would be helpful.
2. What is the level of scholarly and/or creative work of the applicant in your assessment?
3. How would you rate the applicant's potential for contributions to the University/society?
4. We would appreciate your assessment on the applicant's service to the profession at the local, national or international level.
5. Finally, we would greatly appreciate your honest assessment as to whether the applicant should be promoted to Associate Professor/Professor.

Please accept our sincere gratitude for undertaking this task. We will need to receive your letter by [date]. If you are unable to provide the evaluation, we would be obliged if you could let us know as soon as possible and recommend others who are appropriate for this task.

Thank you very much for your participation in this process.

Sincerely,

(Source: Boston University)

Annexure 8/3

PROMOTION SUMMARY FORM FOR COLLEGE/OVC: .....

Sl. No.	Name	SID number	Date of initial Appt.	Qualification	Date of last Promotion	BEFORE PROMOTION		ON PROMOTION		Year of Active services completed	PE ratings for the last 4 years	College/ OVC	Remarks
						PT	PL	PT	PL				

Note:

1. Service calculated as on... .....
2. Probation period, professional development period beyond 18 months on any single professional development and leave period exceeding three months are excluded from years of active service in the present position as per Promotion Rules and Regulations.
3. Performance Evaluation Reports for 3-4 years are taken into consideration based on performance ratings.
4. Abbreviations:- IN-Improvement Needed, S-Satisfactory, G-Good, VG-Very Good, OT-Outstanding, PT-Position Title, PL-Position Level.

Prepared and verified by:

Approved by:

(Chairperson of HR Committee)

Annexure 8/4

ROYAL UNIVERSITY OF BHUTAN

SUPPLEMENTARY MERITORIOUS PROMOTION PROPOSAL FORM

To be completed by the Immediate Supervisor:

Please complete the following format most accurately as your statements, information and assessments shall be liable for further verification.

1. Name of immediate Supervisor recommending the proposal:
2. Name of staff proposed for meritorious promotion:
3. College/OVC/Division/Section:
4. Present Position Title:

   Position Level:

   Describe present responsibility of the official (if required attach a separate sheet)
5. Proposed Position Title:

   Position Level:

   Describe the proposed job very clearly (if required attach a separate sheet)
6. Describe the potentials of the staff to assume the responsibility of the proposed post:
7. Besides normal duties, what are the three specific outstanding achievements of the staff. Please complete the attached form.

8. **Achievements/Impacts**

(Impacts may be described in terms of efficiency, economy or other improvements in government operations). If required, please attach an extra sheet.

Sl. No.	Achievement Category	List Achievements	Describe Achievement	List Impact of the Achievements	Describe the Impact
1	**Special act or Service in the public interests**	1			
		2			
2	**Suggestions**	1			
		2			
3	**Inventions**	1			
		2			
4	**Other accomplishment**	1			
		2			

9. **List documentary evidences:**

As an immediate Supervisor, I hereby certify that the above information and assessment are correct to the best of my knowledge. I nderstand that I am liable for further explanations and enquiry as deemed appropriate in the event that the above information is incomplete or incorrect.

Signature of immediate Supervisor & Date

Recommendations of the CMC/SMT

Date :

Place :

Signature :

Name & Position Title:

Recommendation of the University Promotion Committee

Approved: ☐

Not Approved: ☐

Date :

Place :

Signature:

Chairperson:

CHAPTER 9

REMUNERATION AND BENEFITS

1. Objective

1.1. To ensure judicious administration of compensation within the University founded on the principle of equal pay for equal value of work;

1.2. To maintain a competitive remuneration structure;

1.3. To attract and retain the best and the brightest staff; and

1.4. To motivate staff.

2. Pay Scale

2.1. The University's Pay Scale shall be as determined by the UC as per the Royal Charter. The University's existing pay scale is at ***Annexure 9/1.***

3. Revision of remuneration

3.1. The UC shall review the remuneration from time to time.

3.2. The procedure for pay fixation at the time of revision of pay scales shall be as determined by the UC.

4. Pay Fixation

4.1. On Initial Appointment

4.1.1. The basic pay of a staff on initial appointment shall be fixed at the minimum of the scale.

4.2. On Promotion

4.2.1. On promotion, the pay of a staff shall be fixed at the minimum of the pay scale prescribed for the higher position.

4.2.2. Where the minimum of the pay scale of the higher position level is less than the pay actually drawn by the staff in the lower scale, the pay shall be fixed at the scale of the higher position level such that the new pay after promotion is not lower than the actual pay drawn by the staff at the lower position level.

4.2.3. When the difference between the pay at lower scale and higher scale is less than the amount of one annual increment in the higher scale, an amount equal to one annual increment in the higher scale shall be added to the pay drawn by the staff.

4.2.4. When a staff is promoted with effect from a date on which the annual increment is to be granted, the annual increment in the lower position level shall be released first and the pay shall then be re-fixed in the pay scale of the higher Position Level.

4.3. On Demotion

4.3.1. The pay of a staff on demotion shall be fixed at the minimum of the pay scale for the position the staff is demoted to.

4.4. On return from Secondment

4.4.1. A staff, immediately on return from secondment, shall be placed in the same position level and pay scale held before the secondment. The pay in the respective position level/pay scale shall be fixed after taking into account the increment that would have been sanctioned to the staff during the period of secondment. A staff on secondment shall be required to submit annual performance appraisal to the University/College/OVC for the secondment period.

4.4.2. However, the pay of the staff shall be re-fixed in the pay scale first in accordance with Clause 4.2 above as on the date of promotion. The pay and benefits drawn by the staff in the organisation to which the staff is seconded shall have no bearing in re-fixing the pay on return.

4.4.3. A staff on secondment within the University shall be granted promotion during the secondment period.

5. Annual Increment

5.1. Annual Increment, in the respective pay scale, shall be given to all staff based on their performance.

5.2. The College/OVC shall sanction the annual increments to the staff.

5.3. A staff with 'Need Improvement' rating shall receive no increment.

5.4. Date of Increment

5.4.1. A staff shall receive increment on 1st January or 1st July upon serving a minimum of 12 months.

5.4.2. A staff who is demoted shall receive annual increment on 1st January or 1st July upon serving a minimum of 12 months in the demoted position.

5.4.3. Annual increment beyond the maximum ceiling of the pay scale of that position level may be granted by the CMC/SMT of the College/OVC if the staff does not have disciplinary, adverse or non-performance record during the last three years.

5.4.4. In the event of separation, increment shall be released and considered for the purpose of gratuity and other benefits if the staff has completed 12 months of service after the previous increment.

6. Allowance

6.1. A staff shall be entitled to the following allowances as may be determined by the University from time to time:

6.1.1. University Allowance

6.1.1.1. All staff of the University shall be entitled to 15% of the basic pay per month as university allowance.

6.1.2. Teaching Allowance

6.1.2.1. All academics shall be entitled to teaching allowances as per **Annexure 9/2**;

6.1.2.2. Presidents shall be entitled to teaching allowance, which shall be paid proportionate to the teaching workload; and

6.1.3. House Rent Allowance

6.1.3.1. A monthly lump sum based house rent allowance shall be paid to all staff of the University as per **Annexure 9/3**.

6.1.4. Vice Chancellor Allowance

6.1.4.1. The Vice Chancellor shall be paid at the rate of 30% of the basic pay per month as Vice Chancellor allowance.

6.1.5. Fixed-Term Allowance

6.1.5.1. A staff on fixed-term appointment shall be paid 30% of the basic pay per month as fixed-term allowance. While the Registrar, Directors and Presidents shall be paid the fixed-term allowance; other staff may be paid the fixed-term allowance based on need of the University.

6.1.6. Dean Allowance

6.1.6.1. A staff serving as a Dean shall be entitled to the dean allowance of Nu. 5000/-per month as currently in force during the tenure as a Dean.

6.1.7. Communication Allowance

6.1.7.1. The Vice chancellor shall be paid with Nu 3000 per month as communication allowance.

6.1.7.2. The Registrar, Directors and Presidents shall be paid with Nu 1000 per month as communication allowance.

6.1.8. Professional Allowance for Internal Auditor

6.1.8.1. Internal Auditor shall be paid with professional allowance as per **Annexure 9/4**.

6.1.9. Red Kabney Allowance

6.1.9.1. A staff awarded a red Kabney shall be entitled to a monthly allowance equivalent to the amount provided to those in the civil service.

6.1.10. Patang Allowance

6.1.10.1. A staff awarded Patang shall be entitled to a one-time patang allowance as practiced in the civil service.

6.1.11. Officiating Allowance

6.1.11.1. An officiating allowance for executives and leadership positions (Vice Chancellor, Registrar, President, Director, Dean and Chief), at the rate equal to the difference between the incumbent's basic pay and the basic pay of the position the staff is assigned to officiate, shall be provided to a staff officiating for more than one month but not exceeding six months.

6.1.11.2. An officiating allowance of Nu 5000 per month shall be paid for staff officiating as a dean for a period of more than one month but not exceeding six months.

6.1.11.3. A staff serving as Acting Official in executive and leadership positions for more than one month shall be paid an allowance similar to the officiating allowance applied under Clause 7.1.6.1 & 7.1.6.2.

6.1.12. Overtime Payment

6.1.12.1. An overtime payment shall be provided to a staff in position level 12 and below, where they are required by the Supervisor to work beyond the normal working hours, weekends and government holidays.

6.1.13. Government Accommodation

6.1.13.1. All staff provided with government accommodation shall be deducted house rent as per the prevailing rule.

6.1.13.2. A staff occupying government accommodation shall vacate if the staff is on study leave for a duration of more than 12 months.

6.1.14. Uniform/Health and Safety Gears

6.1.14.1. The University shall provide uniform, health and safety gears in kind to its staff if required by the profession as per Chapter 17, RUBHRRR 2017.

6.1.15. Incentives for PhD/Doctorate Qualification

6.1.15.1. One-time double increment shall be provided to staff upon successful completion of their PhDs as incentives;

6.1.15.2. It shall be given to any staff after the completion of PhD/Doctorate with effect from the date of the confirmation of awards upon joining the work station and upon production of documentary evidences unless the staff's PhD awards happen at a later date than the date of joining;

6.1.15.3. If a staff joins the work station on or before the fifteenth day of the month, the incentive will be given from the 1st day of the month; and

6.1.15.4. If a staff joins the work station after the fifteenth day of the month, the incentive will be given with effect from the 1st day of the following month.

7. Non Admissibility of Allowance(s)

7.1. Teaching allowance shall not be paid while availing the following leaves:

7.1.1. Maternity leave (with exception during the annual vacation for academics);

7.1.2. Study leave;

7.1.3. Extraordinary leave (exceeding one month), and

7.1.4. Medical leave exceeding one month.

7.2. Dean allowance shall not be paid while on any kind of leave of more than one month including short-term Professional Development exceeding one month.

8. Other Benefits

8.1. A staff may be entitled to certain other benefits as may be decided by the University.

9. Accountability

9.1. The remuneration and benefits of a staff fixed contrary to the provisions in this rule shall be regarded as irregular and hence liable to be revoked by the University.

9.2. The authority responsible for such lapses shall be held accountable and liable for administrative actions.

Annexure 9/1

PAY AND ALLOWANCES FOR EXECUTIVES

Position Title	Pay Scale	Allowances
Vice Chancellor	75160 -1505-82685	15030 HA, 15% UA, VC allowance of 30%.
Registrar/ President/ Director	54575-1090-70925	10915 HA, 15% UA, 30% contract allowance, proportionate TA to be paid based on teaching workload.

PAY SCALE BY POSITION LEVEL

Position Level	Minimum	Increment	Maximum
Vice Chancellor	75,160	1505	82,685
Position Level 1	54,575	1090	70,925
Position Level 2	45,785	915	59,510
Position Level 3	38,700	775	50,325
Position Level 4	30,990	620	40,290
Position Level 5	27,370	545	35,545
Position Level 6	23,995	480	31,195
Position Level 7	21,370	425	27,745
Position Level 8	17,495	350	22,745
Position Level 9	16,365	325	21,240
Position Level 10	14,830	295	19,255
Position Level 11	13,550	270	17,600
Position Level 12	12,025	240	15,625
Position Level 13	11,125	225	14,500
Position Level 14	10,725	215	13,950
Position Level 15	10,075	200	13,075
Position Level 16	9,155	185	11,930
Position Level 17	8,505	170	11,055
GSS-I	8,080	160	10,480
GSS-II	7,695	155	10,020

Annexure 9/2

TEACHING ALLOWANCE

Position Level	Lump sum Teaching Allowance		
No. of Years in Service	**(0-5) Years**	**(6-10) Years**	**(Above 10) Years**
Position Level 1	5,460	8,185	10,915
Position Level 2	4,580	6,870	9,155
Position Level 3	3,870	5,805	7,740
Position Level 4	3,100	4,650	6,200
Position Level 5	2,735	4,105	5,475
Position Level 6	2,400	3,600	4,800
Position Level 7	2,135	3,205	4,275
Position Level 8	1,750	2,625	3,500
Position Level 9	1,635	2,455	3,275
Position Level 10	1,485	2,225	2,965
Position Level 11	1,355	2,035	2,710
Position Level 12	1,205	1,805	2,405
Position Level 13	1,115	1,670	2,225

Annexure 9/3

HOUSE RENT ALLOWANCE

Sl. No.	Position Level	HRA
1	Vice Chancellor	15,030
2	Position Level 1	10,915
3	Position Level 2	9,155
4	Position Level 3	7,740
5	Position Level 4	6,200
6	Position Level 5	5,475
7	Position Level 6	4,800
8	Position Level 7	4,275
9	Position Level 8	3,500
10	Position Level 9	3,275
11	Position Level 10	2,965
12	Position Level 11	2,710
13	Position Level 12	2,405
14	Position Level 13	2,225
15	Position Level 14	2,145
16	Position Level 15	2,015
17	Position Level 16	1,830
18	Position Level 17	1,700
19	GSS I	1,615
20	GSS II	1,540

Annexure 9/4

LUMP SUM PROFESSIONAL ALLOWANCE FOR INTERNAL AUDITOR

Sl. No	Position Level	Lump sum Professional Allowance for Internal Auditor
1	Position Level 1	10,915
2	Position Level 2	9,155
3	Position Level 3	7,740
4	Position Level 4	6,200
5	Position Level 5	5,475
6	Position Level 6	4,800
7	Position Level 7	4,275
8	Position Level 8	3,500

CHAPTER 10

LEAVE

1. Objective

1.1. To facilitate staff to be away from duty for genuine reasons without having to leave the job permanently.

2. General Rule

2.1. Any type of leave shall not be claimed as a matter of right.

2.2. A staff, even on leave, shall be considered on duty at any time in a day and can be called to duty by the appropriate authority at any time of a day according to exigencies of service.

2.3. Except in the case of sudden illness or unforeseen circumstances, no staff shall remain absent from duty or leave work station without prior permission from the immediate Supervisor.

2.4. The controlling officers, at the beginning of the fiscal year, shall plan the leave for the subordinates in consultation with them. The approval of the competent authority shall be obtained well in advance.

2.5. Staff applying for leave must get approval from their respective Supervisor using the Leave Application Form in **(Annexure 10/1)**

2.6. Submission of application for leave by a staff does not imply that the leave is approved till a written order is passed to that effect by the competent authority.

2.7. Leave shall not be approved beyond the date of retirement.

2.8. If a staff fails to return to duty on expiry of the leave, the College/OVC shall discontinue payment of salary until appropriate disciplinary action is taken.

2.9. Joining time on transfer may be suffixed to any form of leave.

2.10. All leaves shall be appropriately recorded and accounted in the formats given in the service book/HR Information Management System.

3. Category of Leave

3.1. Casual Leave;

3.2. Earned Leave;

3.3. Bereavement Leave;

3.4. Maternity Leave;

3.5. Paternity Leave;

3.6. Medical Leave;

3.7. Study Leave; and

3.8. Extraordinary Leave.

4. Casual Leave

4.1. Granted to a staff for a short period on account of illness or urgent personal affairs, and a staff on casual leave shall be considered on duty for all purposes;

4.2. Admissible for a maximum of 10 working days during a financial year;

4.3. Lapsed, if not availed in the financial year. However, this provision is valid only during the probation period. Otherwise, the unused casual leave shall be carried forward and added to the earned leave;

4.4. Allowed to be availed by prefixing, sandwiching and suffixing government holidays including weekly off-days. Saturday shall also be prefixed, suffixed and sandwiched in the case of those staff for whom Saturdays are working days;

4.5. Debited to the casual leave account when availed by a staff working on Saturday;

4.6. Granted even for half-a-day;

4.7. Recommended by the immediate Supervisor and approved by the head of the College/ OVC or any other competent authority as may be identified by the College/OVC;

4.8. Allowed to be availed by a staff while on tour with the approval of the competent authority, but DA shall not be admissible for the days of casual leave;

4.9. Allowed to be availed by a fresh appointee joining service in the course of a financial year, proportionately calculated on a monthly basis; and

4.10. Casual leave account shall be maintained in respect of every staff.

5. Earned Leave

5.1. A staff shall earn leave at the rate of 2.5 (two and half) days for every completed month of service, except during the probation period;

5.2. There shall be no formal classes on Saturdays. The Colleges may use it for the purpose of organising conferences, seminars, meetings and other activities.

5.3. Earned leave shall be accumulated only to a maximum period of 90 days;

5.4. Government holidays and weekly off days within the period of the earned leave sanctioned to a staff shall not be counted as earned leave. This privilege shall also be extended to those staff for whom Saturdays are otherwise working days;

5.5. Earned leave shall be granted by the Registrar or Director concerned for staff at the Office of the Vice Chancellor and the Presidents for staff at the Colleges. Earned leave for Registrar, Presidents and Directors shall be granted by the Vice Chancellor. The powers to grant earned leave may be delegated to authorities under them as may be necessary;

5.6. A staff shall not accrue earned leave during the period of training exceeding one month;

6. Bereavement Leave

6.1. In the event of death of an immediate family member (*Parents, Siblings, Spouse, spouse's parents and children*) paid bereavement leave of up to 21 days, including weekends and holidays, shall be provided to a staff on each occasion.

7. Maternity Leave

7.1. Maternity leave of six months shall be admissible to a staff and shall be uniform for all births including twins, cesarean and preterm birth. However, staff on fixed-term appointment who have not completed 12 months of service before applying for maternity leave will be eligible for only three months of maternity leave.

7.2. Maternity leave shall be admissible during miscarriage for a maximum period of one month on production of medical certificate.

7.3. In case of demise of child, during birth or within three months of birth, the mother shall be eligible for three months of maternity leave including 21 days of bereavement leave, which ever is more. However, in case of demise of child after three months from birth the mother shall be eligible for bereavement leave only.

7.4. Maternity leave shall, at the latest, commence from the date of delivery.

7.5. Maternity leave may be combined with any other form of leave.

7.6. Government holidays shall be prefixed or suffixed, but holidays intervening the maternity leave shall be counted as leave.

7.7. Maternity leave shall be granted by the respective controlling officer on production of medical certificate, each time.

7.8. To facilitate baby feeding, mothers with babies up to 24 months may be allowed to extend lunch time by another hour (12 noon to 2 pm). In case of teaching, the management shall ensure that services are not affected. And in case of feeding mother where normal working time is not followed, the College/OVC shall facilitate and make appropriate arrangements.

7.9. Maternity leave as per Clause 7.1 shall be granted for a legally adopted newborn baby until the baby is six months old.

7.10. Maternity leave shall be counted as part of active service for all HR actions including for the purpose of calculating earned leave, LTC, promotion, training and retirement benefits.

7.11. A staff who become parents during the period of study leave or EOL shall not be eligible for maternity leave. However, on rejoining service after study leave or EOL, they will be eligible for the balance maternity leave if the child had not attained six months.

8. Paternity Leave

8.1. A staff shall be granted paternity leave of 10 working days uniformly for all births and shall commence from the date of delivery. Paternity leave of 10 working days shall be granted for legally adopted newborn baby until the baby is six months old.

8.2. A staff who become parent during the period of study leave or EOL shall not be eligible for paternity leave.

8.3. In case of demise of mother during delivery or within six months from birth of the child, the father shall be eligible for the remaining months of the maternity leave as extraordinary paternity leave until the child is six months old.

8.4. Paternity leave may be combined with other forms of leave and shall be prefixed or suffixed to public holidays.

9. Medical Leave

9.1. A staff, who has been certified as incapable of performing duties due to illness or injury shall be granted medical leave on production of medical certificate issued by a medical authority in Bhutan for the periods as shown in Table 10/1:

Table 10/1: *Certifying Authority for Medical Leave*

Up to one month	A Medical Doctor
Up to six months	A Medical Board of Doctors appointed by the Ministry of Health
Exceeding six (6) months	Ministry of Health on the recommendation of a Medical Board appointed by the Ministry of Health

9.2. A staff shall be entitled to a maximum of three years of medical leave in the entire service period after which the staff shall be retired with post-service benefits.

9.3. A staff on medical leave shall be paid gross pay to a maximum of one month. If the medical leave exceeds one month, the teaching allowance and professional allowances if any, shall cease to be paid for the subsequent period.

9.4. A staff, who has been granted medical leave for more than three months, on re-joining the duties, shall be required to produce a medical certificate of fitness to perform the duties.

9.5. A staff shall be granted the medical leave for a maximum period of one month to escort a direct dependent of a staff concerned. CMC/SMT of the College/OVC concerned may grant extension based on medical report.

9.6. Medical leave to escort shall be sanctioned only by the CMC/SMT of the College/OVC.

9.7. A staff shall be entitled to TA/DA as per the medical referral treatment rules and regulations.

10. Study Leave

10.1. Study leave shall be granted to enable staff to pursue long-term Professional Development programme.

10.2. Study leave shall be granted only to pursue relevant courses offered in a recognised University/Institute. All such Professional Development programmes pursued by a staff therefore, shall require the recommendation of the College/OVC.

10.3. Administrative and technical staff (including Instructors) on a long-term Professional Development shall be entitled to study leave for a total of 36 months with pay and benefits in the entire service record except to pursue Bachelors degree. A staff may avail study leave without pay and benefits if long-term Professional Development requires more than the entitled 36 months or to undergo Bachelors degree.

10.4. Academics shall be granted study leave with pay and benefits to pursue Masters degree (maximum of 24 months) and PhD (maximum of 48 months) only. An academic may avail study leave without pay and benefits to undergo other long-term Professional Development programme if approved by the University.

10.5. When the long-term Professional Development is directly relevant to the staff's current job, study leave with pay and benefits shall be granted.

10.6. When the long-term Professional Development is not directly relevant to the staff's current job, study leave without pay and benefits may be granted.

10.7. Study leave shall be granted to a staff for the actual duration of the approved Professional Development and travel periods;

10.8. A staff applying for study leave shall produce evidence to the effect that the staff has secured admission for the Professional Development Programme. On the staff's return from the leave, documentary evidence shall be submitted to show the completion of the programme;

10.9. The period of study leave shall be considered as part of active service for the purpose of retirement benefits.

11. Extraordinary Leave

11.1. EOL shall be granted to a staff up to a maximum period of six months in total during the entire service period.

11.2. A staff shall not be eligible for EOL during the probation period.

11.3. EOL shall be granted to a staff for any purpose.

11.4. Government holidays may be prefixed and/or suffixed to EOL, but Government holidays intervening the period of leave shall be considered as leave.

11.5. EOL shall be included while calculating the number of completed years of service rendered by a staff as on the last day of the staff's service for the purpose of gratuity claims.

11.6. Remuneration or other benefits of the position held shall not be granted to a staff for the days of EOL for more than one month at a time.

11.7. Promotion processed prior to availing EOL, if granted, shall be effected only on rejoining the service.

11.8. A staff shall be allowed to retain the University accommodation on full payment of the house rent.

11.9. Authority to grant EOL

11.9.1. All staff - College/OVC concerned

11.10. A staff failing to join the service after completion of the EOL shall be compulsorily retired.

12. Encashment of Leave

12.1. A staff who has at least 30 days earned leave at credit shall be permitted to encash 30 days of earned leave, subject to the following conditions:

12.1.1. The amount payable on encashment of 30 days earned leave shall be equal to the staff's one month's basic pay as on the date of encashment;

12.1.2. 30 days earned leave encashed shall be debited to the earned leave account on the date of such encashment;

12.1.3. Only one encashment of earned leave shall be allowed during a financial year;

12.1.4. Notwithstanding Clause 12.1.3, a staff leaving the service for any reason shall be permitted to encash the entire earned leave at credit;

12.1.5. Similarly, an academic leaving the service for any reason shall be paid full salary for the entitled vacation period;

12.1.6. If a staff on annual vacation is required to attend official duties, the staff shall be paid basic pay and TA/DA for the number of vacation days on duty in addition to normal salary. However, this shall not apply for travel outside Bhutan;

12.1.7. A staff on Professional Development shall be entitled to leave encashment provided the staff has adequate leave balance prior to the departure; and

12.1.8. An academic shall be entitled to encash the accumulated casual leave of at least 30 days as per the conditions specified above.

12.1.9. GSS and staff on fixed-term appointment are entitled to leave encashment on completion of the first year of service.

13. Leave Travel Concession (LTC)

13.1. An amount equal to one month's basic pay as LTC shall be paid to a staff once in a financial year with the maximum ceiling as approved by the UC.

13.2. A staff shall be eligible for the LTC during Professional Development programme period if the staff is on study leave with pay and benefits.

13.3. A staff shall not be eligible for the LTC during the probation period/EOL. If a staff completes the probation period/EOL in the course of a financial year, the staff shall be entitled to the LTC only in the following financial year.

14. Revocation of Leave

14.1. A competent authority shall have discretionary power to revoke leave based on exigencies of the service.

15. Unauthorised Absence

15.1. Unauthorised absence shall not be regularised through grant of leave even if leave is available at credit.

15.2. However, should the College/OVC concerned be convinced that the staff has remained absent under unavoidable circumstances and deserves regularisation, leave may be granted as per the entitlement of the individual staff.

Annexure 10/1

ROYAL UNIVERSITY OF BHUTAN

LEAVE APPLICATION FORM

Royal University of Bhutan

Name of Staff		
Name of Supervisor		
Type of leave		
Effective dates	**From**:	**To:**
Number of days		
Note: Leave other than casual and earned must be supported by documents		
Reasons for leave		
Date of application		
Applicant's signature		
During the applicant's leave of absence, responsibilities will be looked after by	**Name of staff:**	
	Signature	
Status of leave application	Approved	
Leave approved by		Signature
		Date:
Records Section (HRD/ADM)		
Certified that the staff has ----- day(s) ---------- leave balance as on		
Records section authority	Signature	

CHAPTER 11

TRAVEL

1. Objective

1.1 To facilitate staff mobility as required by the job; and

1.2 To compensate staff for travel expenses.

2. Procedure

1.1 A staff shall undertake travel only after obtaining approval from a competent authority.

1.2 Travel shall be planned for a specific period and the programme shall be submitted while seeking approval.

1.3 If a staff is unable to follow the approved tour programme under extenuating circumstances or is required to change it in the interest of the University, the staff shall obtain ex-post facto sanction for making changes in the programme immediately on return at the duty station. However, the staff shall communicate to the authority and seek approval in principle.

1.4 A staff shall carry proper identification documents or letter of authorisation from the competent authority while on travel.

1.5 Travel shall be arranged by the administration concerned in conformity to guidelines issued by the University.

1.6 All ex-country travel shall require the approval of the CMC/SMT as per the delegation of authority.

3. Authority

3.1. The College/OVC concerned shall, depending on the purpose of the travel, have the authority to approve travel of a staff as per **Annexure 11/1**. The authority concerned shall exercise reasonable prudence in approving the travel programme.

4. Entitlement

1.1 A staff travelling to a location farther than 10 kilometres from the duty station shall be eligible for DA provided the staff's absence from the duty station exceeds eight hours. In the rural areas, the official distance shall be as per stipulation of the RGoB.

1.2 The day of duty shall be calculated from the time of commencement of the journey from the place of posting and the days shall be calculated on the basis of 24 hours of absence from the duty station.

1.3 Half DA shall be paid if the absence from the duty station is more than eight hours but less than 12 hours and full DA shall be paid if the absence is 12 hours or more.

1.4 Full DA shall be paid only for the first 30 days of continuous halt on duty at one particular place. After 30 days, only 50% of the DA shall be paid for a maximum period of five subsequent months.

1.5 For continuous stay beyond six months, no DA shall be admissible.

1.6 In the event a staff is required to leave the location of temporary duty prior to completion of the assigned work and return to the same station to continue the same work within a period of six months from the date of commencement of the tour, the duty shall be considered as continuous and the 50% DA shall be admissible for the remaining period.

1.7 In the event a staff is required to leave the location of temporary duty prior to completion of the assigned work, the staff shall be entitled to claim full travel benefits for the journey undertaken outside the jurisdiction of the temporary posting.

1.8 A staff required to halt in transit for eight hours or more for the next flight while on travel outside the country shall be paid DSA.

1.9 DSA shall be paid for the actual period of halts required for processing visa and it shall be paid at the University rates.

1.10 The payment of DSA for enforced halts shall be limited to two days for a round trip while on official travel besides halts in transit, irrespective of the source of funding.

1.11 A staff shall be reimbursed the visa fee and airport tax on production of original receipts/ documents.

1.12 A staff on official travel shall claim TA as per the Form given at **Annexure 11/2.**

5. Rate of Daily Allowance

1.1 A staff while on official tour within or outside Bhutan shall be admissible for DA at the rates prescribed by the University.

1.2 A staff proceeding on medical treatment or as an escort shall be paid DA only at the rates prescribed in the medical treatment rules of the Ministry of Health. The DSA is normally borne by the Ministry of Health. However, medical personnel, or any other staff deputed by the University as an escort, shall be entitled to the normal DA.

6. Mode and Class of Transport

1.1 The Vice Chancellor shall be entitled to travel by business class while travelling by Air and any other staff representing the RGoB as the Head of delegation shall be entitled to travel by business class.

1.2 All staff shall be permitted to claim mileage at the rates prescribed by the University.

1.3 However, the claims have to be based on the shortest route and up to two persons having to combine a car if they are travelling to the same destination for the same official work.

1.4 A staff shall be eligible to claim mileage as per position level without having to produce vehicle registration documents.

1.5 A staff under Supervisory & Support and Operational Categories shall be eligible to claim mileage for two wheelers.

1.6 Mileage claim shall be based on the distance covered by the staff, which is calculated as per the norms prescribed by Road Safety and Transport Authority (RSTA).

1.7 A staff travelling outside the country shall be entitled to claim the mileage for to-and-fro journey as follows:

1.7.1 From the place of work to the airport to drop the staff and return to the work place; and

1.7.2 From the work place to the airport to pick up the staff and return to the work place.

1.8 When the travel expenses are borne by an external organisation, the mode and class of travel shall be determined by the organisation concerned.

1.9 While on tour in areas where there is no road communication, a staff shall be entitled to hire charges of ponies/mules or porter as shown in the Table 11/1:

Table 11/1: *Entitlement for Ponies/Mules or Porter*

Position	Riding Pony with syce	Porter
Position Level 3 and above	1	3
Position Level 8 - 4	1	2
Position Level 17 - 9	1	1

1.10 Once the tour/training/treatment is approved, no separate approval shall be required for travel by the entitled mode/class.

1.11 In the event a staff at College/OVC is required to travel to the centre and other regions to attend a meeting, seminar, workshop, etc., the TA & DA of the staff shall be borne by the concerned College/OVC. If such meetings are fully funded by the donors/organisers, the staff are not entitled to TA & DA from their respective College/OVC, which shall be clearly communicated.

1.12 The Vice Chancellor shall approve travel by a class/mode, other than the one entitled, under special circumstances.

7. Submission of Tour Report

7.1. It is mandatory for every staff to submit report to the controlling authority within a week after the return.

8. Control and Monitoring of Follow-up Actions

8.1. The controlling authority shall ensure that the purpose of the travel is genuine and that the staff has been able to achieve the intended purpose. The authority shall also ensure that appropriate remedial and follow-up actions are taken on time.

9. Accountability

9.1. Travel undertaken not in conformity to the provisions of this rule shall be regarded as illegal and hence the expenses incurred shall be recovered from the staff concerned.

9.2. A staff who undertakes such travel and the approving authority shall be accountable and liable for disciplinary actions.

Annexure 11/1

ROYAL UNIVERSITY OF BHUTAN
TRAVEL AUTHORISATION

Royal University of Bhutan

Name of College/OVC

Name of staff: Date:

Position Title: Position Level:

From		To		Mode of travel	Halt at	Purpose
Station	**Date**	**Station**	**Date**			

Estimated Travelling Expenses: Nu.

Advance Required : Nu.

(**Signature of Staff**) **(Signature & Seal, Head of Finance)** **(Signature & Seal, Controlling Officer)**

Date **Date** **Date**

Annexure 11/2

ROYAL UNIVERSITY OF BHUTAN
TRAVEL ALLOWANCE BILL

Royal University of Bhutan

Name of College/OVC

Name of staff:

Date:

Position Title:

Position Level:

Travel Authorisation No. & Date:

Departure			Arrival			Daily Allowance	Mileage	Bus/Train/ Air fare	Actual Expenses	Total	Purpose of the Journey
Date	Time	Station	Date	Time	Station						
Total											
(-) Advance taken											
Amount claimed for payment/refund: Nu.											

Certified that the travel was performed by me for official purposes and the claims are genuine

Dated signature of the Staff

Certified that the travel was authorised by me for official purposes and the claims appear genuine and reasonable

Signature, Date & Seal of the Controlling Officer

CHAPTER 12

TRANSFER

1. Objective

1.1. To facilitate mobility among University staff so that their services are best utilised in the interest of the University; and

1.2. To diversify the experience & knowledge and develop appreciation for social, cultural and economic conditions prevailing in the country among the staff through change of post, College/ OVC.

2. General Rule

2.1. A staff may be transferred on the basis of needs and relevance. A staff shall not normally be transferred to a post where application of the staff's skills and knowledge may not be relevant.

2.2. Transfers shall not result in the loss of professionals in a College/OVC.

2.3. The CMC/SMT at the College/OVC concerned shall review and recommend transfer to the University as and when they receive transfer proposals from their staff.

2.4. A staff may be transferred to any College/OVC in the interest of the University. The University shall reserve the right to transfer the staff unilaterally.

2.5. If both the husband and wife are staff, their simultaneous transfer to the same location, shall be facilitated, as far as possible.

2.6. All staff including the head of the College/OVC shall not be permitted to transfer University properties along with the staff on transfer.

2.7. If both the husband and wife are staff posted to the same duty station, only one of them shall be eligible for University quarters.

2.8. When a transfer is due to promotion/demotion, the staff's remuneration will be based on the new position and position level.

2.9. The personal file together with the performance evaluation reports, the service record completed in all respects and the Last Pay Certificate, in respect of a staff who is transferred from one College/OVC to another, shall be sent to the College/OVC to which the staff is transferred within 15 days from the date relieved.

2.10. There shall be proper handing/taking over of the charge before a staff is relieved on transfer, including University property and files/records.

3. Authority to Transfer

3.1. The authority to approve transfer shall vest with the University.

3.2. A change in position within a same place of posting shall not be considered as transfer under this rule. Such a case shall be considered as re-designation or re-deployment, which shall be done with the endorsement of the University for all categories of staff except those on fixed-term appointment and GSS.

3.3. A transfer shall normally take place within the same occupational group. However, a staff may be considered for transfer to another occupational group, provided the candidate gets selected through open competition and/or meets the qualifications, skills, abilities and experience requirement of the position for which the candidate is being considered.

3.4. If a transfer involves promotion to a higher position level, the position must be openly advertised to encourage applicants to apply through an open competitive selection system.

3.5. Any staff applying for transfer shall be considered by the University in consultation with both the relieving and the receiving College/OVC. The staff shall complete the transfer application form as per **Annexure 12/1.**

4. Transfer Procedure

4.1. A staff if acceptable to both receiving and relieving College/OVC may propose for transfer.

4.2. A staff who is transferred shall be relieved within 30 days from the date of issue of the transfer order and shall assume the new responsibilities immediately on expiry of the admissible joining time unless otherwise approved by the HRC.

4.3. The personal service record shall be up-dated in the HR Information Management System only when the joining report against the transfer order is received.

4.4. When a transfer order is cancelled, the transfer cancelation order shall be issued.

5. Preparatory Leave

5.1. A staff transferred from one duty station to another shall be eligible for five working days of preparatory leave provided the new duty station is at least 10 kilometers away from the previous station involving change of residence.

5.2. The actual time required for travel shall be allowed in addition to the preparatory leave.

6. Transfer Benefit

6.1. A staff who is transferred shall be entitled to the following transfer benefits:

6.1.1. Travel expenditure for self (DA/TA) and family (TA) as admissible under the rules, given in ***Annexure 12/2,*** subject to revision.

6.1.2. Transfer grant equal to one month's basic pay; and

6.1.3. Transport charge of personal effects at the rates given in ***Annexure 12/2,*** subject to revision.

6.2. A staff transferred within a distance of 10 kilometers from the place of posting shall not be entitled to transfer benefits.

6.3. Transfer granted on request by the concerned staff shall not be entitled to transfer benefits.

6.4. Staff either transferred by the University/College/OVC in the interest of the University or upon getting selected through open competition shall be entitled to transfer benefits.

7. Orientation

7.1. The College/OVC concerned shall ensure that a staff on transfer is properly briefed and inducted to the new position/place of posting.

8. Accountability

8.1. Non-compliance with this rule shall be treated as a violation of this rule and hence, the College/OVC shall be accountable.

8.2. A staff failing to abide by the transfer order shall be liable for administrative actions.

Annexure 12/1

TRANSFER APPLICATION FORM

Royal University of Bhutan

Name of Staff:

SID number:

College/OVC:

Position Title: **Position Level:**

Gender: **Date of joining the existing College/OVC:**

Qualifications:

College/OVC to which transfer is requested:

Reason for Transfer:

If the grounds for the request are to do with:

- Health, medical certificate should be provided
- Re-location of spouse, the office order for the spouse should be supplied together with the following information about spouse:
  - Name of Spouse:
  - Occupation:
  - New employing organisation and address:
  - Date of joining new post:

I request the transfer set out in this form

Staff (Signed) Date:…….....……

I agree to the transfer from my College/OVC

President/Director (Signed) Date:…….

I agree to the transfer to my College/OVC

President/Director (Signed) Date:…….

I support the proposed transfer:

Registrar (Signed)

Date:

I approve the proposed transfer:

Vice Chancellor (Signed)

Date:

Annexure 12/2

ENTITLEMENT FOR TRANSFER TA/DA

1. A staff in Position Level 1-8 shall be entitled to claim mileage as per the standing rate while the spouse and children are entitled for full bus fare.
2. A staff in Position Level 9-11 shall be entitled to claim mileage for two wheelers only for self as per the standing rate, while the spouse and children are entitled for full bus fare.
3. A staff in Position Level 12-17 shall be entitled to claim full bus fare including for spouse and children.
4. When both husband and wife are staff and both are transferred/repatriated together to the same place of posting, the transport charge shall be admissible only for one person.
5. Transport Charge of Personal Effects while Proceeding on Transfer/Retirement:

Grade	Entitlement	Rate	Pack Pony Scale (non-motorable)	Monetary Ceiling
Position Level 3-1	Two Trucks	At the rate prescribed by the RSTA	13	Nu. 55000/-
Position Level 4-8	One Truck	-do-	10	Nu. 27000/-
Position Level 9-17	One DCM or Equivalent	-do-	7	Nu. 15000/-

Note:

1. The transport charge shall be admissible only for the minimum capacity prescribed by the RSTA for various types of trucks;
2. The transport charge shall be admissible only for one way and the distance by the most direct route shall be taken into account;
3. A staff concerned shall submit a written claim based on the distance and prescribed rates. The amount thus claimed or the ceiling prescribed above, whichever is less, shall be payable:
4. The transport charge for the journey to home town on retirement shall be admissible only once during the entire service period, irrespective of changing the status or terms of appointment.
5. In the event University vehicles are used for transportation of personal effects, the transport charge shall not be admissible; and
6. The halt for the trucks shall not be admissible.

CHAPTER 13

PRIVATE TRADE AND EMPLOYMENT

1. Objective

1.1. To ensure that the staff carry out the responsibilities in the service of the *Tsa Wa Sum* in the most efficient and effective manner;

1.2. To expand services of the University and develop sense of enterprise for the long-term sustainability of the University; and

1.3. To gain industrial experience to enrich teaching-learning and research in the University.

2. Extent and Jurisdiction

2.1. The rule shall apply to all staff including the fixed-term and general service staff.

3. Authority to Enforce the Rule

3.1. The College/OVC concerned shall be responsible to enforce the rules in respect of their staff.

4. General Rule

4.1. In order to avoid any possible conflict of interest, the following procedures/restrictions shall be strictly observed:

4.1.1. A staff shall declare the business/trade of the staff's spouse/dependents to the College/OVC where the staff is employed. The College/OVC shall maintain a list of spouses and dependents of their staff engaged in formal and non-formal business.

4.1.2. No spouse or dependent of a staff shall be allowed to participate in supply of goods and services to the College/OVC where the staff is employed or where the staff has an authority over it.

4.1.3. A staff shall refrain from participation in the Tender Committee if there is a conflict of interest by way of participation of the staff's close relative/associates in the bid or the staff concerned has a direct interest in any of the parties competing in the bid.

4.1.4. A staff participating as a member of a tender committee shall not communicate any information to the bidders, except those officially required.

4.1.5. A staff shall not carry out any private trade/employment outside the University that may have conflict of interest.

4.1.6. Special privileges and entitlements shall not be misused.

4.1.7. A staff shall not hold majority shares of any company that owns colleges/institutions affiliated to the University.

4.2. In order to encourage sharing expertise and developing skills, the staff of the University shall be allowed to participate in the following activities:

4.2.1. A staff shall be allowed to become a member of the Board of Directors of a private company.

4.2.2. A staff shall be allowed to become a board member/director of public companies, firms, institutes, etc.

4.2.3. A staff shall be allowed to become a member of Editorial Board of any newspaper and other media.

4.2.4. A staff shall be allowed to carry out consultancy services as per the prevailing University rules.

4.3. A staff shall be required to seek approval of College/OVC concerned to participate in the above activities.

4.4. Participation to the above activities shall be based solely on relevancy to the area of work or expertise of the concerned staff.

4.5. A staff shall refrain from engaging in the above activities on individual's profit motive.

5. Liability

5.1. Submission of false information in relation to this rule or suppression/withholding of any relevant information by a staff shall be treated as an offence and shall be liable for administrative action.

6. Penalty

6.1. A staff engaged in activities in violation of this rule shall be liable for:

6.1.1. Compulsory retirement, termination or any other appropriate administrative penalty; and

6.1.2. Prosecution in the Court of Law.

CHAPTER 14

UNIVERSITY CODE OF CONDUCT AND ETHICS

1 Objective

1.1 To ensure that the University operates efficiently and effectively and that staff are treated fairly and equitably.

1.2 To ensure that the University staff work with highest ideals, values and standards required by the University to work towards the common goal.

1.3 To assist staff in the identification and resolution of ethical issues.

2 General Code of Conduct and Ethics

2.1 Staff shall be expected to:

2.1.1 Be creative and productive;

2.1.2 Take interest to learn everyday and do it better each day; and

2.1.3 Identify their strengths to uphold them and their weaknesses to improve upon.

2.2 A staff shall act honestly, conscientiously, reasonably and in good faith at all times having regard to their responsibilities, the interests of the University and the welfare and wellbeing of staff and students. They shall cherish, subscribe and promote the value of *Tha Damtshig* and *Lae Jumdrae*.

2.3 A staff shall:

2.3.1 **B**e present at work as required and to be absent from the workplace only with proper authorisation;

2.3.2 Carry out duties in an efficient and competent manner, and maintain specified standards of performance;

2.3.3 Comply with lawful and reasonable instructions and policies of the University and serve as directed. However, staff shall be encouraged to take up additional initiatives and be creative/innovative within their area of responsibilities;

2.3.4 Respect the privacy of individuals and use confidential information only for the purposes for which it is intended;

2.3.5 Neither use, nor allow the use of, University property, resources, or funds for other than authorised purposes; and incur no liability on the part of the University without proper authorisation;

2.3.6 Maintain all qualifications (including registration and annual practising certificates) necessary for the performance of their duties legally and efficiently;

2.3.7 Not demand, claim or accept any fee, gratuity, commission or benefit from any person or persons other than the University in payment for any matter concerned with their duties and responsibilities, nor to accept any gift or favour from any source which could be seen as influencing a business relationship; and

2.3.8 Avoid conflict of interest.

2.4 Misconduct shall mean contravention of the above obligations. Serious misconduct shall mean serious and/or repeated contravention of the above obligations.

2.5 If established, misconduct shall lead to a reprimand and warning. Serious misconduct, if established, shall lead to summary dismissal, that is, dismissal without notice.

2.6 Serious misconduct shall be considered as behaviour, which undermines the employment relationship between staff and the University, and/or threatens the wellbeing of staff and students. It shall include, but not limited to the following:

2.6.1 Refusing to perform properly specified duties or to carry out lawful and reasonable instructions of managers or supervisors;

2.6.2 Assaulting or threatening any staff, student, or visitor on University premises;

2.6.3 Behaving in a manner causing safety risks to students or staff, such as smoking in areas specifically designated as hazardous or unauthorised use of safety equipment;

2.6.4 Being under the influence of alcohol or non-prescription drugs while at work;

2.6.5 Having unauthorised possession of, or removing property belonging to the University, another staff member, student or visitor;

2.6.6 Wilfully submitting a false claim on a timesheet, for expenses, or any other deliberate falsification of a University record;

2.6.7 Deliberately or recklessly acting, or failing to act, in a manner resulting in serious damage to University property or failing to intimate the authority on knowledge of such act by others; and

2.6.8 Repeatedly contravening the Code of Conduct and Ethics.

2.7 The University shall expect all staff to perform well, conduct themselves reasonably, and overcome minor problems without the need for formal discipline. Initially, problems shall be dealt with in the expectation that staff give their best once a deficiency is pointed out and that any difficulty can be overcome at the workplace level.

2.8 Where the University has reasons to believe that a satisfactory standard of performance has not been reached and maintained or that the code of conduct and ethics has otherwise been breached, the staff is liable for administrative actions.

2.9 Procedures for the establishment of allegations:

2.9.1 Notice of the specific allegation of misconduct and of the likely consequences shall be provided to the staff if the allegation is established;

2.9.2 Sufficient opportunity for the staff shall be given to explain or refute the allegation; and

2.9.3 Proper and unbiased consideration of the explanation shall be maintained.

2.9.4 During interrogation or meetings related to allegation, the staff shall be allowed to bring a friend or any other person to attend with.

2.10 The University shall either reprimand or warn the staff in the case of disciplinary breaches in order to improve the performance or conduct of the staff.

2.11 The University may call for formal or informal warning. Formal warnings in writing, usually at least two warnings may be given although some circumstances may call for one final warning.

2.12 Formal warning shall include:

2.12.1 A statement of the specific problem;

2.12.2 The University standard or policy breached;

2.12.3 The corrective action required including the period within which corrective action must be taken;

2.12.4 Reference to the meeting(s) with the staff and any explanation given by the staff;

2.12.5 Reference to prior warning(s), if any;

2.12.6 Consequences of failure to take required corrective action or any further breach; and

2.12.7 The University's decision.

2.13 Suspension:

2.13.1 The University shall ensure that the staff remains away from work while the matter of concern is being investigated.

2.13.2 A staff on suspension shall be considered to be on leave of absence with pay.

2.14 If the allegation is found to be very serious, the University shall dismiss the staff by issuing formal order.

3 Code of Conduct and Ethics for Academics

3.1 An academic shall be responsible to advance and disseminate knowledge and understanding to strive for excellence in teaching-learning, research, and services. They shall also be responsible to participate effectively in the operation of the University.

3.2 The University shall encourage academics to act as critics and conscience of society.

3.3 The University shall ensure that academics have the right to academic freedom, which is essential to teaching-learning, research, and services of the University.

3.4 Academic freedom shall be practised:

3.4.1 Consistent with the obligation to base teaching-learning, scholarship, research, and services on an honest search for and dissemination of knowledge; and

3.4.2 Engaging in teaching-learning, scholarship, research, and services only in areas where they have expertise, and distinguish clearly between such areas and matters of personal opinion.

3.5 The activities of academics shall be consistent with the responsible use of academic freedom and academics shall in no way act or omit to act so as to limit unreasonably the academic freedom of any other person.

3.6 The role of academics in the achievement of equity by way of equal educational and employment opportunities shall be affirmed.

3.7 In pursuit of these objectives and in the context of academic freedom, it shall be recognised that academics may sometimes act in their teaching-learning, scholarship, research, and services as critics of prevailing modes of thought, understanding, policies, practices and behaviour both within the University and more widely, and may offer alternative modes of thought, understanding, policies, practices and behaviour.

3.8 The University shall acknowledge and affirm the legitimacy of such activities and consistent with this Code shall support academics engaged in them.

3.9 As a teacher and Supervisor of students, academics shall:

3.9.1 Treat students with respect at all times;

3.9.2 Not allow personal relationships with students to affect or appear to affect the professional relationship between them;

3.9.3 Recognise that all forms of harassment are completely unacceptable;

3.9.4 Encourage students to think independently and to exchange ideas freely;

3.9.5 Develop and maintain expertise in areas in which they teach;

3.9.6 Communicate effectively in both formal and informal contexts, and allow students reasonable access for this purpose;

3.9.7 Develop assessment procedures that are fair and effective and that contribute to student learning, and administer them in a fair and efficient manner, and provide timely and constructive feedback to students;

3.9.8 Ensure that they are familiar with current regulations relating to their teaching and assessment procedures;

3.9.9 Continually seek to improve their teaching effectiveness on the basis of all available information about their performance and its impact on students;

3.9.10 Undertake professional development activities intended to improve teaching effectiveness;

3.9.11 Where appropriate, provide suitable advice and assistance to former students in their academic and professional development;

3.9.12 Refrain from seeking or revealing confidential information about students without the permission of the student concerned except in a recognised official capacity and in appropriate circumstances such as a clear risk to the student or another person, in an emergency, or where required by law.

3.10 As a researcher and scholar, academics shall:

3.10.1 Treat other researchers and research subjects with respect at all times;

3.10.2 Seek to develop new understanding of their areas of expertise, both for the increase of knowledge for its own sake and for the wider public interest;

3.10.3 Scrupulously acknowledge the contributions that others have made towards their research and scholarship, especially staff and students;

3.10.4 Accept an obligation to disseminate the results of their research through publication, conference presentations, and in other appropriate ways; and

3.10.5 Comply with the standards and ethics of their own professional societies, and with nationally and internationally accepted standards.

3.11 As a consultant and practitioner, an academic shall:

3.11.1 Avoid taking work that would in any way interfere with the fulfilment of their duties as a staff of the University;

3.11.2 Refrain from engaging in any work that would compromise their integrity and independence as academics;

3.11.3 Represent their academic competence truthfully;

3.11.4 Avoid representing themselves as acting for, or on behalf of, the University when undertaking private consulting work; and

3.11.5 Avoid improper use of the publicly funded resources of the University for personal gain.

3.12 In their relation with other staff, an academic shall:

3.12.1 Treat all other staff with respect at all times;

3.12.2 Assist other staff where appropriate and in particular act as mentors towards new staff;

3.12.3 Give due credit to the contributions of other staff;

3.12.4 Refrain from acting in any way that would unfairly harm the reputation, or career prospects of other staff;

3.12.5 Not allow personal relationships with other staff to affect or appear to affect the professional relationship between them;

3.12.6 Recognise that all forms of harassment are completely unacceptable;

3.12.7 Be prepared to act appropriately and constructively where a staff's behaviour is clearly in breach of this Code or the Law; and

3.12.8 Refrain from seeking or revealing confidential information about other staff without the permission of the person concerned, except in a recognised official capacity and in appropriate circumstances such as a clear risk to the staff member or another person, in an emergency, or where required by law.

3.13 As manager, an academic shall:

3.13.1 Manage their unit in a way which will help staff to teach and research effectively;

3.13.2 Promote professional development for all staff;

3.13.3 Ensure that all staff have available to them a fair and appropriate share of departmental resources;

3.13.4 Encourage appropriate discussion amongst staff on major policy matters including new staff appointments;

3.13.5 Report fairly and well within time for probation and promotion purposes on staff who are responsible to them; and

3.13.6 Not allow personal relationships with staff to affect or appear to affect the managerial relationship between them.

3.14 As staff, an academic shall:

3.14.1 Acknowledge and contribute to the achievement of the University's objectives;

3.14.2 Participate appropriately in the institutional life of the University;

3.14.3 Refrain from representing themselves as spokespersons for the University/college unless authorised to do so;

3.14.4 Take all due care and responsibility to uphold the reputation of the University and not engage in activities which would justifiably bring the University into disrepute; and

3.14.5 Accept a responsibility as stewards of University property.

4 Harassment at Workplace

4.1 The University shall remain committed to providing a work and study environment that is free from any form of harassment, including sexual harassment and bullying. The University shall find any form of harassment totally unacceptable and shall recognise the adverse effect such behaviour has on people who work in or use the University's facilities.

4.2 All staff, and students, shall have the right to be treated with equal regard, dignity, concern and decency. Any action or inaction, communication or behaviour that could reasonably be interpreted as harassment or bullying shall not be tolerated. Harassment of any kind denies the worth, integrity and dignity of human beings, fails to respect human rights, and may constitute unlawful discrimination.

4.3 All staff with line management responsibility shall take all reasonable steps to ensure that the work or learning environment for which they are responsible is free from sexual harassment and other forms of harassment including bullying.

4.4 The University shall provide impartial processes for dealing with harassment and bullying and shall assist in the resolution of complaints. These processes shall be made available to everyone in the University environment including students and staff.

4.5 Harassment of any kind, if proven, constitutes unacceptable behaviour. The University shall consider disciplinary action if a staff is found to have harassed another student or staff.

4.6 To assist in the resolution of any harassment or bullying complaints made by any member of the University community against any other member, this rule shall provide a clear policy and fair procedure that are well known and understood by staff.

4.7 Sexual harassment shall be considered unlawful that may consist of any physical or verbal sexual behaviour that is unwelcome, uninvited and unwarranted. It can arise from sexually orientated jokes; innuendo; unnecessary physical contact; invitations for outings; requests for sex; displays of offensive material, posters or graffiti; derogatory comments; and offensive messages, emails or telephone calls. It is a situation that directly or indirectly subjects a person to sexual behaviour that is unwelcome or offensive to them and that, either by its nature or through repetition, has a detrimental effect on that person's ability to study or engage in the staff's normal work activities.

4.8 Sexual harassment shall be deemed most serious when it includes any of the following:

4.8.1 An implied or expressed promise of preferential treatment for complying with a sexually orientated request;

4.8.2 An implied or expressed threat of detriment e.g. to employment status or student work, or the actual causing of detriment, for refusing to comply with a sexually orientated request or because a person has made, or indicates an intention to make a complaint or has in any other way objected to the sexually orientated behaviour; and

4.8.3 Actual physical sexual assault or rape as specified by the Law.

4.9 Mutual social interactions or relationships freely entered into shall not be considered as sexual harassment unless otherwise specified by the Law.

4.10 All who work in or use the University facilities shall have the right to be free from fear or concern about being harassed under any of the following categories:

4.10.1 Racial harassment that involves the use of language, visual material or physical behaviour that may directly or indirectly express hostility against, or bring into contempt or ridicule, a person on the grounds of their race, colour or ethnic or national origins;

4.10.2 Harassment may also be based on gender, marital status, religious or ethical belief, disability, age, political opinion, employment status, family status, sexual orientation, or involvement in the activities of a staff organisation. Within the University harassment can be further defined as interference in the pursuit of work or study, or the proper enjoyment of University amenities, by offensive, unwelcome or unwarranted attention from any member of the University community towards another. If such behaviour makes a person feel offended and humiliated or intimidated and frightened or uncomfortable at work or in class or leaves them feeling that their morale or work effectiveness has been affected, then it shall be considered unlawful discrimination; and

4.10.3 Bullying means repeated, deliberate and targeted conduct by a person towards a member (or members) of the University community which is offensive, intimidating or humiliating and which detrimentally affects that member's well-being.

4.11 In addition, the improper use of power based on academic or administrative status (i.e. the use of a position to insult, bully, dominate, manipulate, disadvantage or discriminate) shall also be considered harassment.

4.12 **Procedures for the Resolution of Harassment Complaints**

Every College/OVC shall have focal person(s) whose role is to:

4.12.1 Listen to an explanation of the problem and be supportive;

4.12.2 Provide information on possible courses of action;

4.12.3 Help identify what action a person wishes to take, if any; and

4.12.4 Facilitate subsequent processes.

4.13 The primary role of the focal person(s) shall be to explore options and offer support. At this stage the objective shall be to encourage and assist the person to resolve the problem wherever possible or to identify a suitable course of action appropriate to the circumstances.

4.14 Discussions with a focal person shall be strictly confidential, and at this stage of the process only a statistical record shall be kept. The focal person shall:

4.14.1 Help clarify whether the offending behaviour constitutes a form of harassment or discrimination;

4.14.2 Explore possible strategies for resolving the situation;

4.14.3 Provide advice about rights under the relevant legislation and the formal procedures available for resolving the complaint;

4.14.4 Provide support and assist in identifying the course of action to be taken, if any;

4.14.5 Take no further action;

4.14.6 Attempt to resolve the issue; and

4.14.7 Request formal intervention.

4.15 If the staff undertakes to resolve the situation independently, the focal person shall follow up within seven days to ensure that the problem is resolved to the person's satisfaction. The focal person shall not take any further action without consent. If the matter does not proceed beyond the initial advice stage then only a statistical record shall be kept by the focal person. This shall be forwarded to the President (or Registrar for staff of OVC) for monitoring purposes.

4.16 The focal person shall make a judgment based on consultation with the complainant, depending on the course of action being proposed at this point, whether the person who is the subject of a potential complaint shall be informed of the matter.

4.17 Separate focal person shall, in the first instance, provide confidential support and assistance to both the person raising concerns and the person who is the subject of those concerns.

4.18 After discussing the problem, the person may wish to make a formal complaint. Any formal complaint of harassment shall be made in writing to the President (or Registrar for OVC staff) within seven days. The person complaining ('the claimant') shall write, sign and date a brief written summary of the incident or incidents of alleged harassment. This statement shall be given to the person being complained about ('the respondent'). Formal complaints shall be dealt with as quickly as possible, and in normal circumstances within sixty days. A decision shall be made by the President (or Registrar for OVC staff), in consultation with the parties, as to the most appropriate managed intervention process in the circumstances.

4.19 It shall be recognised that some alleged behaviour may constitute serious misconduct (and possibly a criminal offence to be referred to appropriate external authorities). If so, an immediate formal investigation under the University's discipline procedures for staff is required and the matter shall be referred to the Registrar as appropriate.

4.20 Alternatively, and wherever possible, the President or Registrar shall set up processes to resolve complaints impartially, sometimes involving a mediator. Such processes are confidential and agreed to by both parties. The appointed mediator, who may be a senior focal person or external to the University, shall contact both parties ('the claimant' and 'the respondent') and discuss the mediation process. During the mediation the mediator shall listen to, explore and discuss resolution of the issue with the complainant and the respondent, (together with their respective representatives and/or support people) and, where appropriate, other relevant people. The aim of mediation shall be to reach an agreement, to resolve the problem and ensure that it does not continue or recur.

4.21 The Vice Chancellor and the Registrar, if appropriate, shall be informed and provided with regular progress reports regarding the resolution of any formal complaints.

4.22 It shall be recognised that a resolution may not be achieved in every case. If the mediator is unable to resolve a complaint, the mediator shall provide a confidential summary report to the President/Registrar so that a decision may be made on the most appropriate future action. This may include referral to:

4.22.1 The Registrar; and/or

4.22.2 The Vice Chancellor;

4.23 A claimant may at any time decide to refer a complaint of discrimination and harassment through the labour and employment act.

4.24 Claimants shall have the right to withdraw from the process at any stage. However, this shall not necessarily halt further investigation and/or action, e.g. disciplinary procedures, by the University where there is a perceived risk, or such action is appropriate, or where there would be legal implications if some action is not taken.

4.25 The University shall remain committed to maintaining confidentiality unless there are exceptional circumstances involving probable risk to the safety of any individual, or where maintaining confidentiality would be unlawful.

4.26 Due to the possibility of defamation proceedings, all information shall be kept as confidential as possible. Claimants and respondents shall be advised not to discuss any matters pertaining to a complaint with anyone other than those directly involved.

4.27 The University shall observe the principles of natural justice and procedural fairness by ensuring that anyone whose interests may be adversely affected by a complaint is aware of the allegations against them, including the identity of the person making the allegations, and given the opportunity to respond. The University shall not act on anonymous complaints.

4.28 The parties involved with or affected by complaints dealt with under these procedures shall be entitled to a fair hearing and shall be kept fully informed throughout the process.

4.29 Penalties would be applied through the following:

4.29.1 Staff of the University shall be bound by the Code of Conduct and Ethics, and attention shall be drawn to the discipline provisions contained in that policy. Academics shall also be bound by the Code of Conduct and Ethics for academics.

4.29.2 The penalties may be applied based on the Labour and Employment Act of Bhutan 2007.

4.30 Options for restitutions shall include:

4.30.1 A formal apology to the claimant by the respondent, or vice-versa;

4.30.2 Consideration where a student has suffered detriment to their academic course work.

4.30.3 Correction, if possible, where a staff has suffered detriment in the job.

4.30.4 Provision of assistance in obtaining counselling, or medical assistance, where this has been recommended.

4.31 Should any person make a complaint that is found to be false or vexatious, sanctions may be applied, either through procedures set out in the Code of Conduct and ethics or, through the CMC.

CHAPTER 15

GRIEVANCE REDRESSAL AND ADMINISTRATIVE DISCIPLINE

1. Objective

1.1 To promote transparency, efficiency, professionalism and accountability in the University.

1.2 To promote high morale and create confidence among the staff by ensuring justice, fairness and equity in the operation of the University.

1.3 To ensure that the College/OVC shall create conducive work environment to enable staff to properly and efficiently perform duties and responsibilities.

1.4 To ensure that a staff shall not be falsely accused, which would unjustly injure the staff's reputation or cause unjustified and unreasonable worries.

1.5 To ensure that a staff observes a standard of behaviour in accordance with the RUBHRRR 2017 and Laws of the Country.

1.6 To ensure that staff shall be protected against intimidation and/or legal action resulting from discharge of official duties in accordance with the rules and procedures.

1.7 To provide speedy and just process in the conduct of disciplinary actions against an erring staff so that discipline within the staff of the University is promoted.

1.8 To ensure an authority vested with the power to enforce discipline shall lawfully exercise such power against an erring staff.

2. General Rule

2.1 The University shall have in place Grievance Redressal System to hear and redress the complaints and grievances related to administrative actions where a complainant is not satisfied with the decisions related to HR actions such as recruitment, promotion, transfer etc., and other administrative decisions such as allocation of housing, disciplinary action etc.; and

2.2 The University shall have in place a system to deal with staff disciplinary issues.

3. Grievance Redressal System

3.1 The University shall establish University Grievance Redressal Authority (UGRA).

3.2 The terms of reference of the UGRA is contained in the Governance Manual.

3.3 A staff may appeal to the Vice Chancellor or Legal Officer on administrative decisions taken by the College/OVC.

3.4 A staff may appeal to the Vice Chancellor or Legal Officer on administrative decisions taken by the College/OVC within the prescribed period, if any. For instance, a candidate may appeal on recruitment within 10 days from the date of declaration of results.

3.5. A staff may appeal to the Vice Chancellor or Legal Officer on administrative decisions taken by the College/OVC.

4. Administrative Discipline

4.1 All administrative and disciplinary issues concerning a staff shall be acted upon by the University or when being approached by individual staff as per the provisions of this rule, except criminal proceedings, which shall be under the jurisdiction of Courts.

4.2 Completion of a criminal trial or civil suit against a staff in a Court of Law shall not preclude the Disciplinary Committee from exercising jurisdiction under this rule.

4.3 The HRC and CMC/SMT shall:

4.3.1 Enforce all the provisions of the Royal Charter, the Statutes, RUBHRRR 2017 and other laws governing the discipline of the staff;

4.3.2 Exercise appellate authority in required cases;

4.3.3 Summon witnesses and/or the parties concerned with disciplinary complaints, issue subpoena and subpoena duces tecum, and take testimony in an investigation or delegate such power to a proper committee or authority or an appropriate and competent staff;

4.3.4 Punish or recommend punishment of the witness or the party concerned who fails to comply with a summons, subpoena duces tecum, duly issued according to the subpoena or procedures herein prescribed, and with the same penalties provided in the law; and

4.3.5 Enforce decisions on disciplinary actions involving staff.

4.4 The HRC and CMC/SMT of the College/OVC concerned, shall function as the Disciplinary Committee, and shall initiate disciplinary action against an erring staff.

4.5 The powers to impose a penalty on a staff shall be exercised by the respective authority as under Table 15/1:

Table 15/1: *Powers to Impose Penalty*

Position Category	Minor Penalty	Major Penalty
Position Level 3 and above	CMC/SMT	HRC
Position Level 4-17	CMC/SMT	CMC/SMT
GSS	CMC/SMT	CMC/SMT

4.6 The powers to impose both minor and major penalty on executives shall be exercised by the HRC.

4.7 The committees may designate, from within the University, a responsible and competent staff as an investigator or constitute an Investigation Committee to conduct formal investigation of an administrative case against a staff under the Committee's jurisdiction and submit investigation reports.

4.8 Appellate Authority to review and modify the decisions taken by the Disciplinary Committee shall be as shown in Table 15/2:

Table 15/2: Appellate Authority

Position Category	Minor Penalty	Major Penalty
Position Level 1-8	HRC	HRC
Position Level 9 – 17	CMC/SMT	HRC
GSS	CMC/SMT	CMC/SMT

4.9 Appellate Authority means Administrative Tribunal established in accordance with Section 6, Article 26 of the Constitution, for appeal cases from the University, and from College/OVC concerned.

4.10 The Appellate Authority, on receipt of an appeal from the defendant, shall review the decision taken by the Disciplinary Committee to confirm that the prescribed provisions and procedures have been adhered to and action taken is reasonable and lawful. The authority shall adopt or modify such a decision if warranted under the circumstances. The reasons thereof and the circumstances shall be fully stated in each case.

4.11 The Appellate Authority may constitute an Administrative Review Committee if necessary in order to review the decision taken by the Disciplinary Committee and to submit its findings and recommendations thereof for decision-making.

4.12 The reports/recommendations of the committee designated herein (Investigation Committee, Committee on Administrative Cases, or Administrative Review Committee) shall be jointly signed by the committee chairperson and the members. Any qualifying statement or dissenting views shall be reflected in the committee report/recommendations, or indicated above the signature of the chairperson or the member concerned.

5. Fiscal Responsibility, Accountability and Liability

5.1 A staff whose official duties and responsibilities require possession or custody of University funds, properties or accountable forms shall be liable for their safekeeping.

5.2 The President and the Registrar shall be primarily responsible for all University funds and properties, or any lapse of fiscal responsibility and duties pertaining to their jurisdiction.

5.3 A staff shall be held responsible and liable for expenditure of University funds, use of University properties, or any decision or action thereon in violation of the provisions of the Royal Charter, the Statutes of the University and RUBHRRR 2017 and laws.

5.4 A staff responsible for University vehicles, machineries or any other forms of property shall be liable for the value thereof in case of improper or unauthorised use or misapplication by the staff or any person for whose acts the staff may be responsible. Similarly, the individual concerned shall be held responsible and liable to make good of all loss, damage, or deterioration of such properties caused by negligence or misuse.

5.5 Every staff accountable for University funds shall be liable for all losses resulting from unlawful deposit, use, or application thereof and for all losses attributable to negligence in keeping of the funds.

5.6 A staff shall not be relieved from liability by reason of having acted under the direction of a superior if the staff fails to notify the superior in writing on the illegality of such an act. The superior directing any illegal action shall be primarily responsible for any loss incurred thereby, while the staff who fails to serve the required notice shall be secondarily responsible.

5.7 A staff shall not have any personal or monetary interest in any contract or transaction of the respective College/OVC. The individual shall be held primarily responsible for any violation of this rule, unless it is evident beyond reasonable doubt that:

5.7.1 It was for the best interest and exigencies of the service;

5.7.2 It was due to force majeure or fortuitous event; or

5.7.3 It was inevitable to prevent further losses and to ensure continuity of University operation.

6. Causes for Disciplinary Action

6.1 Disciplinary action against a staff shall be taken for offences related to:

6.1.1 Conduct or behaviour;

6.1.2 Performance of official duties; and

6.1.3 Fiscal responsibility, accountability and liability.

6.2 Offences related to conduct or behaviour in violation of Code of Conduct and Ethics shall be as reflected in Chapter 14.

6.3 Offences related to performance of official duties shall be:

6.3.1 Neglect of duty, inter-alia, non-compliance with or non-enforcement/non-implementation of the provisions of the Royal Charter, the Statutes and RUBHRRR 2017, lawful and proper orders, directives, appropriate recommendations, sanctions, etc. without justifiable reasons;

6.3.2 Abuse of official authority and position;

6.3.3 Refusal to perform official duty; and/or

6.3.4 Insubordination.

6.4 Offences related to fiscal responsibility, accountability and liability shall be:

6.4.1 Misuse of University funds and properties;

6.4.2 Non-remittance/non-deposit of collections;

6.4.3 Incurring of illegal and unauthorised expenditures, including unjustified, irregular, excessive, unnecessary and extravagant expenditures;

6.4.4 Malversation, embezzlement, malfeasance and misappropriation of University funds and properties;

6.4.5 Failure of a staff to produce or render accounts of University funds and properties entrusted to the staff upon demand by an appropriate authority;

6.4.6 Failure on the part of a staff concerned to submit records, documents and reports required by rules & regulations and laws within the prescribed period, without justifiable reason;

6.4.7 Failure of a responsible officer or any staff to render or settle the accounts and make good the staff's fiscal responsibility/accountability. This shall include unlawful departure or attempt to leave Bhutan without securing certificate from the authority concerned showing that the accounts have been finally settled;

6.4.8 Flagrant or wilful violation of rules & regulations and laws on financial management and control;

6.4.9 Failure to settle liability for losses, damages, etc. as hereinafter prescribed; and

6.4.10 Refunding of the misappropriated funds or deposit of the cost of misused materials, properties or equipment shall not relieve a staff from the liability of having committed the offence. The staff involved in such irregularities shall be liable for administrative and legal actions even after such refunds are made.

7. Filing of Administrative Charge(s)

7.1 An administrative charge against a staff may be filed by:

7.1.1 The Disciplinary Committee on its own initiative; or

7.1.2 Any person other than the Disciplinary Committee in the form of a written complaint, supported with sufficient documentary evidence.

7.2 A complaint, including anonymous letters, not filed properly as prescribed hereinabove, shall not be admitted.

8. Notification to the Respondent Staff

8.2 The Disciplinary Committee, when convinced that a prima facie case exists, shall notify the respondent staff in writing of the administrative charge(s) and require the staff to answer the charge within 30 days from receipt of the said notification.

8.3 The respondent staff shall answer the charge(s) and support it with relevant documents and evidence.

8.4 The Disciplinary Committee may dismiss the case when the respondent staff's answer proves beyond doubt that the administrative charge(s) is/are without basis.

9. Investigation and Adjudication

9.1 The Disciplinary Committee shall direct the conduct of a formal investigation to establish the truth and the validity of the respondents answer and to determine the other parties involved in the case when the respondent staff pleads not guilty of the administrative charge(s) and the plea is not corroborated.

9.2 Formal investigation shall be conducted by an investigator or an investigating committee duly designated by the Disciplinary Committee. Where two or more staff are respondents in the same case, common or simultaneous proceedings may be conducted.

9.3 The Investigator or Investigating Committee shall commence formal investigation within 30 days from receipt of the respondent staff's answer.

9.4 The Disciplinary Committee may order the conduct of an investigation even if the respondent staff does not request a formal investigation or when the authority is convinced that no decision can be judiciously taken without such an investigation.

9.5 The Evidence Act of the Kingdom of Bhutan 2005 shall govern evidence of the case.

9.6 A person who is either related or prejudiced against a respondent staff shall not be eligible to serve as a witness or in the Committee.

9.7 The Investigator or an Investigating Committee appointed by a Disciplinary Committee may order testimony to be taken by deposition at any stage of a proceeding or investigation. Depositions may be taken before an individual designated by the Investigator/Investigating Committee under the direction and shall be subscribed by the deponent. Any person connected with the case may be compelled to appear and produce documentary evidence before the Committee.

9.8 The investigation shall be completed within 30 days from its commencement. The period for investigation may be extended for not more than 30 days by the Disciplinary Committee.

9.9 The Investigator or Investigating Committee shall submit to the Disciplinary Committee a written report on the investigation within 30 days after the completion of the investigation.

9.10 Where a committee on administrative cases has been constituted as deemed necessary in accordance with this rule, an investigation report shall be submitted through the said committee. The committee shall commence its function within 10 days upon receipt of the investigation report.

9.11 The complainant and the respondent staff may avail themselves of the services of counsel(s) (Jabmi) and require the presentation of witnesses and evidence in their favour through the process of written summons, subpoena or a subpoena duces tecum.

9.12 The Disciplinary Committee shall complete its report of recommendation within 30 days from the commencement of its function.

9.13 Administrative cases shall be determined by a preponderance of evidence, which must clearly and convincingly outweigh opposing evidence in the judgment of the proper authority rendering the final decision.

10. Decision

10.1 A decision shall be rendered by the Disciplinary Committee within 30 days from the receipt of the investigation report, if no committee on administrative cases had been constituted for the particular case. However, where a committee on administrative cases has been duly constituted for a particular case, the decision shall be rendered within 30 days from the receipt of the committees report and recommendations.

10.2 A copy of the decision rendered by the Disciplinary Committee shall be furnished to the President concerned and the Registrar.

10.3 The decision shall be executed and enforced by the Disciplinary Committee after remedies are available to the respondent.

10.4 The Disciplinary Committee shall take into consideration the nature of the offence, circumstances leading to the committing of the offence and the past service record of the respondent before imposing a penalty of removal from the service with retirement benefits or termination without benefits.

11. Summary Proceedings

11.1 The HRC, upon recommendation of the CMC/SMT may remove or dismiss a respondent staff from the service without formal investigation when a staff:

11.1.1 Habitually exhibits bad behaviour and poor performance as may be indicated in the Performance Appraisal; and

11.1.2 Is charged with a very grave or serious offence and the guilt is proven with evidence beyond reasonable doubt.

12. Penalty

12.1 In the imposition of penalties, the Disciplinary Committee shall take into consideration the nature and seriousness of the offence, as well as the circumstances, which either mitigate or aggravate the intention of the respondent staff and the offence.

12.2 For the purpose of administrative disciplinary action, one penalty per charge shall be imposed. However, if convicted by the Court of Law for criminal offences, Clauses 10.9 and 10.10 shall apply.

12.3 The same penalties shall be imposed for similar offences under similar circumstances.

12.4 A minor penalty shall consist of actions such as:

12.4.1 Reprimand, which shall be generally issued for:

12.4.1.1 Irregular attendance;

12.4.1.2 Unbecoming etiquettes and manners;

12.4.1.3 Poor performance reflected in the performance appraisal;

12.4.1.4 Carelessness and/or negligence of duties; and

12.4.1.5 Non-compliance/failure to implement the provisions of the Clauses 12.4.1.6 Royal Charter, the Statutes, RUBHRRR 2017, and other laws and rules.

12.4.2 Fine of an amount not exceeding one month’s salary.

12.4.3 Withholding of training.

12.4.4 Withholding of one/two annual increments.

12.4.5 Three or more reprimands or minor penalties would lead to a major penalty.

12.5 A major penalty shall consist of:

12.5.1 Withholding of annual performance increment for a period of three to five years;

12.5.2 Reduction of salary below the existing pay level but with entitlement to normal increments on due dates;

12.5.3 Withholding of promotion;

12.5.4 Reversion or demotion to a lower position level;

12.5.5 Compulsory retirement from service with post retirement benefits; and

12.5.6 Dismissal or termination of service without post retirement and other benefits, except one's own contribution.

12.6 In no case shall imprisonment be imposed as a penalty in an administrative case. It shall be pronounced only by a Court of Law. If warranted under the circumstances, the University or any other Disciplinary Committee shall file appropriate criminal charges against a respondent staff in a Court of Law in Bhutan.

12.7 All disciplinary cases involving a regular staff, staff on fixed-term or GSS, after establishing, beyond reasonable doubt by the College/OVC, the need for criminal prosecution shall be forwarded to the Court of Law through the Office of Attorney General.

12.8 A staff shall be terminated from service as per Clause 10.5.6 of this rule if the staff is convicted by the Court of Law for an offence of misdemeanour and above, related to official functions;

12.9 A staff shall be compulsorily retired from service without post service benefit if the staff is convicted by the Court of Law for a criminal offence of misdemeanour and above for offences not related to official functions;

12.10 A staff convicted of any petty misdemeanour may be retired from service with or without post service benefits based on the nature and gravity of the offence.

12.11 Any minor or major penalty imposed on a staff shall be entered in staff's service record. It shall like-wise be reflected in the Annual Performance Appraisal and "Negative List" of the Royal Audit Authority and the University.

13. Suspension

13.1 The College/OVC may, except for the Vice Chancellor and the Registrar, place a staff under suspension pending an investigation when:

13.1.1 The staff is charged with dishonesty, grave misconduct, neglect of duty, or abuse of official authority and power;

13.1.2 There are justifiable reasons and the evidence of strong guilt; and

13.1.3 The staff faces criminal charges in a Court of Law.

13.2 The University shall be the authority to suspend the Vice Chancellor and the Registrar under similar circumstances pending an investigation.

13.3 Suspension shall be effected through a formal office order, which shall be notified to the University and the staff concerned, and respective College/OVC if the order is issued by the University.

13.4 A staff under suspension shall receive a subsistence allowance of an amount equal to half of the pay to which the staff is entitled to immediately before being placed under suspension.

13.5 The subsistence allowance at 50% of the last basic pay shall be paid up to a maximum period of 12 months of suspension. The authority concerned shall ensure that the disciplinary case is decided within 12 months, failing which the matter shall be reported to the University. However, on finalisation of the disciplinary proceedings if the staff is found innocent and acquitted of all charges and accordingly reinstated in service, the staff shall be entitled to receive full salary for the entire period of suspension.

13.6 The period of suspension shall be considered as part of active service for the purpose of gratuity, annual increment and promotion only if the respondent staff is found innocent and acquitted accordingly.

13.7 Where an order of suspension is issued or deemed to have been made, or extended by the Disciplinary Committee, a copy of the order and the detailed report of the case shall be furnished to the President or Registrar concerned and the University, within a period of 10 days from the date of suspension.

13.8 An order of suspension shall remain in force as herein provided, unless it is modified or revoked by the appropriate authority.

13.9 Where a staff is suspended, whether in connection with a disciplinary proceeding or otherwise, and another disciplinary proceeding is commenced against the staff during suspension, the authority competent to place the staff under suspension may, for justifiable reasons, order the continued suspension of the staff until the completion of all the proceedings against the staff.

13.10 In the event a respondent staff expires during suspension, the administrative case against the staff shall be immediately decided, so that whatever benefits decided in the staff's favour may be availed of by the family or legal nominees.

13.11 The College/OVC concerned shall not recruit new staff in place of incumbent when the incumbent is under suspension till all the administrative and/court proceedings are completed and the final decision against the incumbent is taken.

14. Appeal

14.1 A respondent staff may appeal against the decision of the Disciplinary Committee within 10 days from the receipt of the decision to the UGRA. Such an appeal shall be submitted for the reasons that:

14.1.1 There is evident injustice due to grave abuse of discretion;

14.1.2 The decision is not supported by the evidence on record;

14.1.3 Evidence was not considered when imposing the penalty;

14.1.4 Newly discovered or additional evidence which materially affects the decision is presented; and/or

14.1.5 There is patent error in the interpretation of rules & regulations and laws, prejudicial to the interest of the respondent staff.

14.2 The UGRA, while reviewing the appeal shall examine whether the disciplinary authority has complied with the due process.

14.3 Decision on the appeal shall be rendered within 30 days from receipt of the appeal.

14.4 The decision of the UGRA shall be enforced by the Disciplinary Committee.

14.5 An aggrieved staff, if not satisfied with the decision of the UGRA, may appeal against such decision to the Court of Law.

14.6 In the event the Court of Law acquits the staff on reviewing the appeal against the decision of the Disciplinary Committee, the penalty imposed by the Disciplinary Committee shall stand revoked. The staff concerned shall be reinstated in the service.

14.7 The University shall maintain the “Negative List” of Staff as follows:

14.8 Definition

14.8.1 The Negative List may be defined as a register or list of staff who have been punished as guilty by the Court of Law through conviction for breaching the law of the nation and/or who have been punished by the College/OVC concerned through administrative actions for breaching the provisions of the RUBHRRR 2017.

14.9 Objective

14.9.1 To have a clean and sincere University run by people of strong moral and character;

14.9.2 To guide future HR actions, especially appointment to senior and important positions; and

14.9.3 To keep vigil on erring staff.

14.10 Criteria

14.10.1 If a staff has been convicted by the Court of Law, the staff shall automatically be included in the Negative List or terminated as per the Law; and

14.10.2 If a staff has been sanctioned major and repeated minor administrative actions by the College/OVC concerned, the staff shall automatically be included in the Negative List.

14.11 Duties of College/OVC

14.11.1 The College/OVC concerned shall maintain list of staff falling under the Section 13; and

14.11.1 The College/OVC concerned shall share the Negative List with the University with details.

14.12 Time frame

14.12.1 A staff convicted of any felony or misdemeanour by the Court of Law will be terminated from service immediately and the staff's name shall feature in the Negative List permanently;

14.12.2 A staff convicted of petty misdemeanour and below by the Court of Law, if not terminated, the staff's name shall feature in the Negative List for minimum period of two years;

14.12.2 A staff who has been sanctioned administrative actions by the College/OVC concerned will feature in the Negative List for a period as prescribed in the reprimand letter/office order.

14.13. Implications

14.13.1 Custody

14.13.2 The Office of the Registrar shall be the custodian of the Negative list.

CHAPTER 16

SEPARATION FROM EMPLOYMENT

1. Objective

1.1. To ensure retirement of a staff of the University with full grace, respect and mutual appreciation upon reaching superannuation age;

1.2. To promote dignity and financial security to a staff during post separation period so that the staff is content while in service enabling to contribute to the best; and

1.3. To ensure appropriate separation schemes.

2. Categories of separation

2.1. Superannuation

2.1.1. A staff shall retire from service on attaining the following superannuation age as shown in Table 16/1:

Table 16/1: *Age of Superannuation*

Position Level	Age of Superannuation
Vice Chancellor	65 years
Position Level 1-3	60 years
Position Level 4-8	58 years
Position Level 9 – 17	56 years
GSS	56 years

2.1.2. The College/OVC shall be responsible for issuing superannuation orders for staff of Position Level 4 and below upon attaining superannuation age, without seeking the approval of the University;

2.1.3. The date of birth recorded in the service record at the time of the initial appointment (which will be based on the Citizenship ID Card) of a staff shall be the basis for deciding the date of retirement;

2.1.4. Except otherwise specifically provided by this rule, the actual retirement on superannuation shall be effective on the first day of the month following the actual date of retirement. The gratuity and other post retirement benefits shall be computed as on the effective day of retirement;

2.1.5. No staff under administrative & technical category shall be retained in regular or fixed-term service beyond the age of superannuation;

2.1.6. Academics may be retained on fixed-term appointment service after the superannuation, based on the fitness of the person and the need of the University until the age of 70; and

2.1.7. The College/OVC concerned shall issue the office order of superannuation as per the delegation of authority to accept resignation.

2.2. Resignation

2.2.1. The powers to accept voluntary resignation submitted by a staff shall be vested with the following authorities respectively, based on the position category of the University as shown in Table 16/2:

Table 16/2: *Authority to Grant Voluntary Resignation*

Sl. No.	Position Level	Authority
1	Position Level 1 – 3	University
2	Position Level 4 and below including GSS	College/OVC

2.2.2. A staff, subject to other rules, may seek voluntary resignation from service after giving notice of at least three months in advance for academic staff and at least one month in advance for administrative & technical Staff.

2.2.3. A staff who fails to give the prescribed period of notice of resignation shall be liable to pay an amount equal to the basic pay for the prescribed period of notice;

2.2.4. A staff shall resign from service prior to standing as a candidate for election to the parliament and local government or to any elective bodies;

2.2.5. The authority that recommends and accepts the resignation shall ensure that the resigning staff has complied with the conditions of service laid down in the training, secondment and other rules;

2.2.6. A staff shall submit resignation to a competent authority, as per the delegation of authority for approval;

2.2.7. In the interest of the University, the College/OVC may withhold a voluntary resignation up to a maximum period of six months in case of academic staff and three months in case of administrative & technical staff from the notified date;

2.2.8. A staff who dies while on duty or suffers from illness and unable to perform regular duties for three years or more, shall be retired from the service with full retirement benefits; and

2.2.9. A former staff of the University/corporation/private sector/CSO/government agency who exited from the services on compulsory retirement or termination shall not be eligible to apply for any form of re-employment in the University. However, staff who have voluntarily resigned from above mentioned agencies may be eligible to apply for positions in the University through open competition only.

2.3. Compulsory Retirement

2.3.1. The University may compulsorily retire a staff:

2.3.1.1. On disciplinary grounds in accordance with Chapter 15: Administrative Discipline; and

2.3.1.2. Upon conviction by the Court of Law for criminal offences or misdemeanor and above not related to discharge of the official functions.

2.4. Termination

2.4.1. The University may terminate a staff:

2.4.1.1. Upon conviction by the Court of Law for criminal offences of misdemeanor and above related to discharge of official functions; and

2.4.1.2. On disciplinary grounds in accordance with Chapter 15: Administrative Discipline.

3. Retirement Benefits

3.1. Gratuity

3.1.1. Eligibility

3.1.1.1. A staff who is separated from the service shall be entitled to receive gratuity after rendering a minimum of 10 years of service except for those on fixed-term appointment and death cases while in service;

3.1.1.2. A staff terminated from service, either on disciplinary ground or convicted of a misdemeanor or felony under any court of law, shall not be eligible for gratuity.

3.1.2. Amount

3.1.2.1. The amount of gratuity payable under this rule shall be computed based on the last basic pay drawn times the number of completed years of service (fraction of a year with six months or more shall be rounded up to a year).

3.1.2.2. A staff failing to complete secondment obligation shall be forfeited the gratuity for the obligation period on pro rata basis (gratuity: one month's basic pay for each year of obligation period).

3.1.3. Ceiling

The ceiling on quantum of gratuity shall be as per the rate prescribed by the RGoB.

3.1.4. Conditions

Gratuity shall be paid to a staff by the College/OVC only upon production of an Audit Clearance Certificate and upon confirming that the retiree has no outstanding advances or loans from financial institution to which the College/ OVC was the guarantor.

3.1.5. Recovery

3.1.5.1. The amount due from a staff, if any, at the time of retirement or demise and not recoverable otherwise, shall be recovered from the gratuity payable to the incumbent, the staff's nominees or other legal heir to whom such payments may be released.

3.1.5.2. In case of demise of a staff, the recovery or penalty against the service obligation shall be treated null and void.

3.1.5.3. Any outstanding in terms of training obligation as defined in Chapter 6, RUBHRRR 2017 shall be recovered from the staff's gratuity and other retirement benefits payable to the staff.

3.1.6. Authority

Gratuity shall be sanctioned to a staff by a competent authority to which such powers are delegated in the financial manual after completing the required formalities and the sanction shall be accorded in the prescribed form.

3.2. Pension

3.2.1. A staff who has served a minimum of 10 years in the service and made 120 monthly contributions to the pension account or retires from service on attaining University retirement age, shall be entitled to monthly pension benefits, as per the National Pension and Provident Fund Rules and Regulations.

3.2.2. If a staff is terminated, the staff shall not be eligible for the pension benefits but entitled to refund of the staff's own contributions made to the pension account.

3.3. Provident Fund

3.3.1. A staff who has served for a minimum of one year and retired from service, shall be entitled to the provident fund benefits, both the staff and University's contributions together with returns thereon credited to pension account as per the National Pension and Provident Fund Rules and Regulations.

3.3.2. A staff whose services are terminated shall be entitled only to the staff's own contribution together with returns credited thereon to provident fund account.

3.3.3. Monthly Pension and Provident Fund:

The amount of monthly pension benefits and the Provident Fund payable to retired staff under the National Pension and the Provident Fund benefits shall be subject to the provisions in the National Pension and Provident Fund Rules and Regulations.

3.3.4. Conditions:

A copy of the order relieving a staff on separation from the employment of the University shall be endorsed to the National Pension and Provident Fund, which shall form the basis for the National Pension and Provident Fund to sanction the pension and provident fund benefits.

3.3.5. Recovery

The amount accumulated to a member under the National Pension and Provident Fund shall not be liable to attachments, garnishments, levy or seizure, except to pay any dues of the member payable to the National Pension and Provident Fund or to the University.

3.3.6. Authority

Pension and Provident Fund benefits shall be sanctioned to a retired staff by the National Pension and Provident Fund in accordance with the National Pension and Provident Fund Rules and Regulations.

3.4. Verification of Service

The services of a staff claiming gratuity, pension and provident fund benefits under this rule shall be verified with respect to the service book of the staff of the University and certified in the prescribed form by a designated authority.

3.5. **T**ravel Allowance, Transfer Grant, and Transport Charge of Personal Effects

3.5.1. A staff who leaves the service for any reason, other than termination, shall be entitled to:

3.5.1.1. TA of an amount equal to one month's last basic pay of the staff of the University.

3.5.1.2. Transfer grant of one-month basic pay

3.5.1.3. Transport of personal effects as per the rules in force subject to Chapter 11, RUBHRRR 2017.

3.6. Group Insurance Scheme

A staff who leaves service shall be entitled to the benefit of Staff Group Insurance Scheme.

3.7. Benefits Payable to the Family when a Staff Expires

3.7.1. If a staff expires while in service including probation period, the staff's family or legal nominee shall be entitled to all retirement benefits; and

3.7.2. If a staff is required to resign due to illness or disability incurred while in service, the staff's family or legal nominee shall be entitled to all retirement benefits.

3.8. Personal Pay

Personal Pay if any as per Chapter 9, RUBHRRR 2017 shall be clubbed with the basic pay for calculation of retirement benefits.

4. Incidence of Payment

Gratuity and other retirement benefits shall be paid to the retired staff.

4.1. Gratuity and other terminal benefits shall be claimed by a staff from the College/OVC from which the staff received the last pay.

4.2. For a staff, who has served both in a College/OVC and in the civil service, but not claimed gratuity while resigning from the civil service to join the University, the gratuity shall be paid for the entire service period.

4.3. In the event the annual increment is due for a staff on the day following the date of retirement, the annual increment shall be released and it shall be considered for the purpose of calculating all retirement benefits.

4.4. Gratuity and other benefits shall also be payable to the nominee(s) of a staff who expires while in service.

4.5. Gratuity and other benefits payable to a staff who expires without filing the nomination shall be disbursed in accordance with the law of the country.

4.6. TA, Transfer Grant and Transport Charges of Personal Effects shall be payable to a staff only upon fulfillment of service obligation under Chapter 6, RUBHRRR 2017 and also for those who have not served at least two years of active service to the University.

4.7. A retired staff or the staff's survivor or nominee shall not be paid gratuity and other benefits, if the staff:

4.7.1. Is under indictment or has charges outstanding against the staff referred under the rules of the University for offences related to official functions;

4.7.2. Willfully remains outside the Kingdom of Bhutan with the knowledge of the indictment or charges, as the case may be; or

4.7.3. Fails to appear, testify, or produce a book, paper, record, or other document, relating to the service as a staff, before a government appointed authority or a Court of Law concerning the past or present relationship with a foreign government/agency or a matter involving or relating to an interference with or endangerment of, or involving or relating to a plan or attempt to interfere with or endanger the national security or sovereignty of the Kingdom of Bhutan.

5. Nomination

5.1. A staff shall submit to the College/OVC concerned a nomination in the prescribed form conferring on one or more persons the right to receive the retirement benefits that may be due to the staff in the event of demise.

5.2. A staff, who desires to nominate more than one person under Clause 5.1 above, shall specify the amount payable to each of the nominees.

5.3. A staff may, at any time, cancel a nomination and submit a fresh one in its place.

5.4. A staff may state in a nomination that in the event of predecease of the nominee, the right conferred upon the nominee shall automatically change to another person or persons, as may be specified in the nomination.

5.5. A staff not having a family at the time of nomination shall file a fresh nomination on acquiring a family and if one fails to comply with this requirement, the benefits shall be paid to the nominees submitted earlier or disbursed in accordance with the law of inheritance, as the case maybe.

5.6. Every nomination made and every notice of cancellation by a staff shall, to the extent it is valid, take effect on the date on which it is received by the College/OVC concerned.

5.7. The personal file and service record of the staff separated from employment of the University, irrespective of the reason for the separation, shall be retained by the respective College/OVC for a period of 25 years for Position Level 1 – 3 and 15 years for Position Level 4 – 8.

6. Formality

6.1. There shall be proper handing/taking over of the charge before a staff is relieved on retirement, including the University property, files and records.

6.2. The College/OVC concerned shall take the responsibility to process on time the staff's post-retirement benefits upon superannuation or retirement.

6.3. A staff with clean service record shall be relieved with appreciation and dignity.

7. Accountability

7.1. A separation not carried out in conformity to the provisions of this rule shall be regarded as illegal. CMC/SMT of the College/OVC concerned shall be held accountable for such separation.

7.2. A staff who dishonours the office order issued by the competent authority shall be accountable and liable for disciplinary actions.

8. Commendation

8.1. A staff retiring after minimum of 20 years of clean service record shall be awarded an “Expression of Commendation” in appreciation of the staff’s service by the Vice Chancellor for Position Level 1 – 3, Registrar for Position Level 4 and below at Office of the Vice Chancellor and President for Position Level 4 and below at the Colleges.

8.2. All regular staff superannuating from the University shall be freed from their regular duties one month prior to date of superannuation. During the time the staff shall prepare for post service life, reflect on their contributions and carryout necessary formalities for the post service benefits.

CHAPTER 17

OCCUPATIONAL HEALTH AND SAFETY

1. Objective

1.1. To ensure safe and healthful working environment for the staff to perform their duties;

1.2. To promote and maintain the highest degree of physical, mental and social wellbeing of staff in the University; and

1.3. To provide a basic security to the staff in order to give them a sense of care.

2. General Rule

2.1. The occupational health and safety rule shall apply to all staff of the University viz. regular, fixed-term and general service staff.

2.2. The University shall provide and maintain a working environment for staff that is safe and without risks to health and well-being.

2.3. The University shall provide accident compensation for all the staff.

2.4. The University shall:

2.4.1. Identify existing and new hazards at work and assess each identified hazard to determine whether or not it is a hazard to any staff at work;

2.4.2. Eliminate or reduce the health and safety risks of each significant hazard at the workplace;

2.4.3. Provide such information, instruction, training orientation and supervision as is necessary to enable staff, and health and safety representatives to perform their work in a manner that is safe and without risks to health;

2.4.4. Institute and maintain effective communication and co-operation with a health and safety representative, and staff about health and safety matters at the workplace;

2.4.5. The College/OVC shall monitor the health and safety conditions at the workplace;

2.4.6. The College/OVC shall keep information and records relating to the health and safety of staff at the workplace;

2.4.7. College/OVC shall prepare a detailed Occupational Health and Safety Standards for specific types of work. It shall include the following:

2.4.7.1. Addressing the hazards and risks at the workplace;

2.4.7.2. Outlining the procedures and responsibilities for preventing, eliminating and minimising the effects of those hazards and risks;

2.4.7.3. Identifying the emergency management plans for the workplace; and

2.4.7.4. Specifying how consultation, training and information are to be provided to staff at the workplace.

3. Compensation

3.1. The College/OVC shall provide the compensation of accident based on the severity and degree of injury and damage caused by the accident as per **Annexure 17/1**

3.2. To compensate a staff if personal injury is caused to the staff by accident arising out of and in the course of the staff's employment. However, the University is not liable in respect of an injury caused by an accident which is directly attributable to:

3.2.1. The absence of a staff from workplace due to any form of leave;

3.2.2. The wilful disobedience of a staff to an order expressly framed for the purpose of securing the safety of the staff; or

3.2.3. The wilful removal or disregard by the staff to any safety guard or other device when the staff knew to have been provided for the purpose of securing the safety of the staff.

3.3. Compensate staff in the event of the staff contracting an occupational disease, which arises out of the staff's occupation, and is peculiar to that job.

4. Responsibility of the University

4.1. The University shall ensure that, staff and students are not exposed to risks to their health or safety arising from the conduct of the undertaking of the University.

4.2. The University shall bear expenses for machineries, systems, arrangements, facilities, equipment, protective clothing and equipment, information, instruction, training or supervision provided and maintained at a workplace in relation to occupational health and safety.

4.3. The College/OVC shall provide necessary safety equipment as required by the nature of job. The safety equipment relevant to the University, including, but not limited to, are as follows:

4.3.1. Safety Goggles

4.3.2. Lab Apron

4.3.3. Safety Gloves

4.3.4. Lab Coat

4.3.5. Safety Cans

4.3.6. First Aid Kits

4.3.7. Chemical Fume Hoods

4.3.8. Safety Water Supply

4.3.9. Fire Extinguisher and Blankets

4.3.10. Helmets and Hats

4.3.11. Earmuffs and Earplugs

4.3.12. Chainsaw Jackets

4.3.13. Safety Belts, Saddle Belts and Rope Saddles

4.3.14. Flash Light/Torch

4.3.15. Walkie-Talkie

4.4. Any staff shall immediately notify the College/OVC of an accident or an incident that:

4.4.1. Resulted or could have resulted in death, loss or impairment of bodily function, loss of consciousness, electrical shock, acute or chronic symptoms of exposure to any substance at the workplace, any other serious bodily injury or any injury or disease requiring medical treatment; or

4.4.2. Caused a loss of production or working time at the workplace.

4.5. In the event of death of the staff due to accident at work, The College/OVC shall immediately notify the nearest police station giving details of the accident.

4.6. The College/OVC shall prepare a written record of the accident or incident within 5 working days from the day the College/OVC becomes aware of it.

5. Responsibility of staff

5.1. While at work, a staff shall:

5.1.1. Take reasonable care for the staff's own health and safety and for the health and safety of any other staff or person who may be affected by the staff's acts or omissions at the workplace; and

5.1.2. Shall not be under the influence of alcohol, drug or any psychotropic substance.

5.2. A staff shall not:

5.2.1. Willfully or recklessly interfere with or misuse anything provided in the interests of health and safety or welfare at the workplace; or

5.2.2. Willfully place at risk the health or safety of any person at the workplace.

5.3. A staff who contravenes Clause 5.2.1 and 5.2.2 shall be liable to pay a fine at the rate of the Daily Minimum National Wage Rate to a maximum of one year of the Daily Minimum National Wage Rate

6. Right of a staff

6.1. If a staff has reasonable justification to believe that a work situation presents an imminent and serious danger to life or health, the staff may remove themselves from that situation.

6.2. A staff taking action under Clause 5.1 shall immediately report to the College/OVC of that situation.

6.3. The College/OVC shall not:

6.3.1. Require a staff to return to a work situation where there is a continuing or imminent threat of serious harm to a staff; or

6.3.2. Withhold pay from the staff by reason of the staff's action under Clause 5.3 provided that the staff stays at the workplace and continues to demonstrate willingness to work.

6.4. The College/OVC shall appoint a staff as health and safety representative at the workplace to:

6.4.1. Act on behalf of the staff in relation to health and safety matters;

6.4.2. Raise issues which are of concern to the staff about occupational health and safety;

6.4.3. Consult with the College/OVC on health and safety matters; and

6.4.4. Facilitate inspection in relation to occupational health and safety.

Annexure 17/1

COMPENSATION FOR INJURY AND DAMAGE

1. Compensation for accident shall be provided to all staff of the University in the event of injury and damage caused by workplace accidents.

2. The compensation amount shall be fixed with Nu. 300,000 (Three Hundred Thousand only) as ceiling amount.

3. The compensation for accident shall be paid based on the severity and degree of injury and damage as indicated in table below.

Compensation for injury and damage

Particulars	Percentage payable of Capital sum
Death due to workplace accidents	100%
Permanent total disablement preventing from attending to employment, occupation or business of any kind whatsoever	100%
Loss of two limbs	100%
Total loss of sight of both eyes	100%
Loss of one leg above the ankle	50%
Loss of toes: • All • Great, both phalanges • Great, one phalanx • Other than great, if more than one toe is lost, each	 • 20% • 5% • 2% • 1%
Loss of one eye	50%
Loss of hearing – both ears	50%
Loss of hearing – one ear	15%
Loss of one arm at or above wrist	50%
Loss of four fingers and thumb of one hand	42.5%
Loss of four fingers	35%
Loss of thumb • Both phalanges • One phalanx	 • 25% • 10%
Loss of index finger • Three phalanges • Two phalanges • one phalanx	 • 10% • 8% • 4%

Loss of middle finger • Three phalanges • Two phalanges • one phalanx	• 6% • 4% • 2%
Loss of ring finger • Three phalanges • Two phalanges • one phalanx	• 5% • 4% • 2%
Loss of little finger • Three phalanges • Two phalanges • one phalanx	• 4% • 3% • 2%
Loss of metacarpals • First or second (additional) • Third, fourth or fifth (additional)	• 3% • 2%

CHAPTER 18

HUMAN RESOURCE INFORMATION MANAGEMENT SYSTEM

1. Objective

1.1 To maintain accurate and up-to-date HR information.

1.2 To develop efficient and effective information management system in the University.

2. General Rule

2.1. The University shall:

2.1.1. Harness the potential of information technology for the management of human resources;

2.1.2. Develop, maintain and update human resource information management system;

2.1.3. Adopt standard operational guidelines on management of staff information;

2.1.4. Connect all College/OVC to the University database; and

2.1.5. Maintain physical record and archive of personnel information at the University/ College/OVC.

3. Responsibilities of the University

The Office of the Registrar shall:

3.1. Be the repository of human resource information of the University.

3.2. Maintain accurate and up-to-date human resource information.

3.3. Ensure adequate information security.

3.4. Provide user training and manual.

3.5. Provide technical backup and support.

3.6. Maintain audit trail of the “system access” by the users.

4. Responsibilities of College/OVC

College/OVC shall:

4.1. Be accountable for updating accurate data into the system within 21 days of the effective date pertaining to any decisions related to human resource.

4.2. Identify staff to whom access shall be granted based on roles and responsibilities to support the College/OVC and the Registrar. The details of access rights shall be determined by the AB based on the system being developed.

1.1 Submit human resource information to the Office of the Registrar on continuous basis to ensure up-to-date information of staff.

5. Access rights and responsibilities

5.1. Access rights and privileges shall be determined by the roles and responsibilities.

5.2. Information shall be strictly used for discharging their responsibilities.

5.3. Access granted to the individual shall be revoked once the role is changed.

5.4. Accountability shall rest on whom the access has been granted.

5.5. Confidentiality of classified information shall be maintained at all times.

5.6. Every individual staff shall have access to view their own personal information.

5.7. In case of error, the staff shall inform Human Resource Officer concerned for correction.

5.8. Human Resource Officer concerned shall make correction based on valid documentary evidence.

6. Archive

6.1. College/OVC shall maintain records of all staff through the system and copies of all HR transactions should be sent to the Office of the Registrar for archiving even if HR transactions are decentralised.

6.2. Personal files of all staff shall be maintained after the date of retirement as prescribed in Chapter 16 on Separation.

7. Accountability

7.1. As per the Royal Charter and Statutes of the University, the Registrar shall be held accountable for the upkeep and maintenance of overall staff records in the University.

7.2. The Administrative/Human Resource Officers of the College/OVC concerned shall be accountable for ensuring effective and efficient use of the system.

CHAPTER 19

SERVICE AWARD

1. Objective

1.1. To recognise and reward staff with outstanding achievements.

1.2. To develop service models for others to emulate.

1.3. To motivate staff to promote innovation, professionalism and service excellence.

1.4. To set high performance culture at work.

1.5. To attract and retain high performers.

1.6. To develop a sense of achievement and pride of being a University staff.

1.7. To recognise and reward staff for dedicated and long standing service to the University and the *Tsa-Wa-Sum*.

2. General Rule

2.1. A staff shall be rewarded for their dedication and outstanding contribution to the University.

2.2. The University shall institute a merit-based, transparent and accountable reward system.

2.3. The award may be given with incentives.

3. Categories of Award

3.1. National Order of Merit (for academic excellence)

3.2. Dedicated Service Award

3.3. Life Time Service Award

3.4. Other Awards

3.4.1. The University may institute any other awards from time to time.

4. National Order of Merit for Academic Excellence

4.1. The nominees for this award must possess a track record of outstanding accomplishments that reflects strongly the visions of their institution and the University.

4.2. The nominees for this award must have a minimum of eight years of teaching experience at the tertiary education level and not necessarily on continuous basis.

4.3. The nominees should have taught at least one module per semester.

4.4. A staff nominated for this award should have no adverse record that is detrimental to the image of the College/University/Country.

4.5. The general application and selection criteria may be determined by the University from time to time based on the following areas.

4.5.1. **Teaching-Learning:** The nominees should have demonstrated excellence in teaching as documented by student evaluations, comments, and feedback. They must demonstrate evidence of recognition for their concern for colleagues' professional growth and development by mentoring and guiding other junior academics. The nominees must show evidences of their sensitivity to the vision of the University. They must possess a record of significant contributions to teaching-learning in the University;

4.5.2. **Academic Leadership Role:** The nominees should have possessed exceptional quality in development of new modules, integration of innovative approaches to teaching-learning or any notable work beyond the classroom setting such as recognition for advising, and active participation with students in professional activities. The nominees' record of achievement should reflect sustained contributions to the College/University over the years;

4.5.3. **Research:** The nominees should have excelled as scholars as documented through publications of scholarly articles, work on editorial boards, membership in prestigious professional committees, references, leading or significant involvement in major research projects, and securing research funding. They should have participated in conferences, seminars and symposiums. The nominees' record of achievement in research and scholarly works should reflect sustained contributions to the University over many years;

OR

4.5.4. **Creativity and Innovation:** The nominees should have demonstrated excellence in artistic skills such as composition of music, creation of art, cultural performances and others that are uniquely outstanding. Or the nominees should have demonstrated excellence in the area of innovation such as creation of prototypes that has benefited the society at large. Contributions of creative and innovative work could be assessed based on its relevance to the need of the University community. Demonstration of excellence in creativity and innovativeness would require nominees to produce tangible proof that has/have been nationally or internationally recognised for award;

4.5.5. **Services to the University:** The nominees should have demonstrated excellent track records for having provided services to the College/University. One's contributions in this area could be demonstrated in forms such as drafting and editing university documents, facilitating mindfulness/human value sessions, running clubs and societies, participating in various committees both at the College or University levels, taking up administrative and managerial roles and other leadership activities. Further, by providing professional development services to the University;

OR

4.5.6. Services to Broader Community: The nominees should have excellent track record of unwavering interest in providing unsolicited community services both within and beyond the University. The community services would include building homes for the needy, providing counseling services to the sick and aged, leading cleaning campaigns, strengthening farm roads and providing other voluntary services that benefits the communities amongst others; and

4.5.7. Consultancy and Advisory Role: The nominees should have shown evidences of considerable time committed to providing consultancy services in the area of one's interest/specialisation. Consultancy and advisory role include participation as Board Members in areas of specialisation, carrying out consultancy projects, participation in various advisory bodies and task forces among others. The consultancy and advisory services provided to institutions and organisations may or may not have received financial remunerations but must have sought written approval of the CMC for endorsement. This is essential to ensure that the nominee has not neglected their primary responsibilities of teaching and research.

5. Nomination Procedure

5.5.1. Any staff or student can recommend an individual for the awards to the CMC with documentary evidences through the Administrative Officer;

5.5.2. The CMC after careful scrutiny and having been satisfied with the nominations will forward the same to the HRD of the Office of the Registrar;

5.5.3. The HRD shall present the proposals to a reviewing committee consisting of Registrar as Chair; Director of Academic Affairs; Director of Research & External Relations; and Director of Planning & Resources;

5.5.4. The Committee may determine specific selection criteria from time to time and review and finalise the nominations on behalf of the HRC based on number of slots made available to the University;

5.5.5. Upon finalising the list of nominations by the Committee, the Registrar shall submit the list to the Office of the Gyalpoi Zimpon and Privy Council of Bhutan.

5.1. Schedule

5.1.1. The schedule for the nomination is as shown below in Table 19/1:

Table 19/1: *Schedule for Nomination*

Date	Activity
31 May	CMC receives nominations
15 June	CMC reviews nominations
1 July	CMC sends proposals to HRD, Office of the Registrar
15 July	HRD presents the nominations to HRC
25 July	HRD forwards nominations to the Office of the Gyalpoi Zimpon and Privy Council of Bhutan

6. Award for Dedicated Service

6.1. This award is given to all categories of staff in the University.

6.2. The procedure for the selection of this award are as follows:

6.2.1. The staff nominated for this award should have no adverse record during the service period;

6.2.2. The award shall be based primarily on the duration served in the University as shown in Table 19/2:

Table 19/2: *Particulars of Award*

Years of Active Service	Particulars of Award
30 years	Certificate with a Pin (Gold)
20 years	Certificate with a Pin (Silver)
10 years	Certificate with a Pin (Bronz)

6.2.3. The College/OVC shall submit a list of staff eligible for the award to the University each year;

6.2.4. The University shall verify and finalise the list and submit to the RCSC each year; and

6.2.5. Upon receipt of the nominations, the RCSC shall verify and finalise the list of awardees.

7. Award for Life Time Service

7.1. This award is given to all categories of staff in the University.

7.2. The procedure for the selection of this award are as follows:

7.2.1. The award for life time service shall be given to the staff who have served the University for at least 25 years at the time of superannuation in recognition of the service to the University and the *Tsa-Wa-Sum*;

7.2.2. The award shall be a Certificate along with a Badge;

7.2.3. The College/OVC shall submit a list of staff due to superannuation in the next six months in January or July each year to the University;

7.2.4. The University shall verify and confirm the nominations and submit the list to the RCSC; and

7.2.5. The RCSC shall verify and finalise the list of awardees.

8. Accountability

8.1. The Registrar shall be responsible for ensuring effective implementation of the award systems.

8.2. The Registrar/President shall be responsible for timely initiation and submission of nominations as per the schedule outlined.

8.3. The Registrar/President shall be responsible for the nomination/selection of the most deserving staff that would fulfill the noble wishes of the Druk Gyalpo.

TRANSITION PLAN
Implementation of RUB HR Rules and Regulations 2017

1. Objective

1.1. To ensure smooth transitioning from the existing system to RUBHRRR 2017.

1.2. To implement RUBHRRR 2017 with clear communication of HR policies and rules with all staff and especially the key implementers such as Executives, Human Resource Officers and Administrative Officers.

1.3. To ensure the introduction of RUBHRRR 2017 without any adverse affect to the existing staff due to the change in policies and rules.

2. Issues and Mitigation Plan

2.1. Staff who are currently in specialist positions (ES) under administrative and technical category will have their current position level, position title, pay and benefits protected. However, there shall be no further progression to the next position level as this position category is phased out in the RUBHRRR 2017. These staff can be promoted to the next position level or above only in executive or academic positions through open competition or selection interview, and upon fulfillment of criteria.

2.2. Existing staff who are not able to meet minimum academic qualification as per the Position Profile Matrix but are assigned with roles of resident coordinator may be continued in the Colleges. They shall be subject to current career structure where those entered at Position Level 13 shall rise up to Position Level 8 and those who entered at Position Level 10 shall rise up to Position Level 6.

2.3. Librarians who are currently paid Teaching Allowance shall be subject to withdrawal of the Teaching Allowance after five years i.e. July 2021.

2.4. Instructors who are not teaching credited modules but are teaching certain skills such as music, dances, sports and are paid Teaching Allowance shall be subject to withdrawal of the Teaching Allowance after 5 years i.e. July 2021. They may be re-designated as Technical Associates as per the decision of the respective College.

2.5. Existing staff at Support and Supervisory category shall be subject to current position structure i.e. those entered at Position Level 13 shall rise up to Position Level 8 and those who entered at Position Level 10 shall rise up to Position Level 6.

2.6. Officers and residence coordinators who were recruited at Position Level 9 (S1) and are still in the same position shall be upgraded to Position Level 8 (P5) w.e.f July 2016. However, staff who were recruited at Position Level 9 (S1) and are already in Position Level 8 (P5) will be given two increments in order to protect their seniority.

2.7. Probation rules prescribed in the RUBHRRR 2017 shall apply with immediate effect to those

staff who are still on probation at the time of implementing RUBHRRR 2017.

2.8. All existing staff in ESP category shall be transited to GSS category with the implementation of the RUBHRRR 2017 by enhancing their roles and responsibilities.

2.9. All fixed-term staff shall be guided by the current fixed-term agreement. The new rule shall apply only on renewal upon completion of the current term. They may be considered for promotion within this year dependent on the fulfillment of new promotion criteria.

2.10. Existing Presidents/Directors shall be transited to the new position on fixed-term basis with effect from 1st July 2016. Therefore, they shall be required to resign from the regular position to get into the new term.

2.11. Academics who are currently pursuing long-term studies on EOL shall be guided by the existing bond signed between the University and the concerned staff. This new rule on study leave shall apply to staff who pursue long term Professional Development programme from the date of implementation of the RUBHRRR 2017.

2.12. For PMS, the criteria for promotion shall be applied with immediate effect. However, the annual performance assessment of the past years should still be taken into account to assess the staff's eligibility in assessment for promotion as per promotion criteria.

2.13. PGDHE as a criteria for promotion of academics shall not apply to regular academics who have already reached Position Level 4 and above (i.e. Lecturer and Professorial positions). This is in recognition of their long standing teaching experience in the University.

2.14. Staff currently on EOL shall be continued. The new rule on EOL shall apply from the time the University implements RUBHRRR 2017.

2.15. Any specific issue that is not covered by the above provisions may be discussed case-by-case basis in HRC for decisions along the overall policy objectives of this transition plan.

3. Way Forward

3.1. Key implementers such as Administrative/Human Resource Officers, and those with administrative responsibilities shall be familiarised with the document through Training of Trainers (TOT) sessions for dissemination and proper implementation.

3.2. The rest of the staff will be familiarised with the new RUBHRRR 2017 by the attendees in TOT in their respective Colleges on a regular basis.

3.3. Specialised training sessions, for various groups of staff in both the academic and administrative positions who have supervisory and leadership roles, shall be carried out on regular basis.

GLOSSARY

1. ***Academics –*** *Teaching faculty in the University including Instructors.*
2. ***Ad hoc –*** *Any partially or fully funded Professional Development programme, which is outside the Five Year Plan.*
3. ***Administrative & Technical Staff –*** *All other staff who do not fall within the academic's category in the University.*
4. ***Active Service –*** *An official treatment of the service of a staff as regular or full-time service for the purpose of any administrative action even if the concerned staff may be out of station.*
5. ***Apolitical –*** *Not linked with political parties or engaged in any political activity.*
6. ***Appellate Authority –*** *The Administrative tribunal for appeal cases in the University.*
7. ***Appraisal Cycle –*** *Timeframe of one year in which a staff's performance is either directly observed or verified for the purpose of providing a formal appraisal rating.*
8. ***Asset –*** *Items of value including land, property, shares, bonds, copyrights, bank deposits or goodwill worth Nu. 50,000 or more.*
9. ***Autonomous Agency –*** *An agency established and mandated to function with autonomy by Royal Charter, Executive Order or Act of the Parliament.*
10. ***Basic Pay –*** *The remuneration fixed on a time scale.*
11. ***Clean Record –*** *A staff's personal file that does not contain any record of indiscipline, adverse report, misdemeanor, financial dishonesty, or any act that is considered as violation of the University Code of Conduct & Ethics, Administrative Discipline Rules and Regulations.*
12. ***Colleges –*** *The constituent colleges of the Royal University of Bhutan.*
13. ***Compulsory Retirement –*** *Involuntary retirement from the University service with post service benefits.*
14. ***Conflict of Interest –*** *A conflict between the official duties and private interest of a staff, including not only the staff's vested interest but also those of the staff's family.*
15. ***Constitution –*** *Constitution of the Kingdom of Bhutan.*
16. ***Conviction –*** *When a staff is found guilty of a criminal offence.*
17. ***Core Competencies –*** *Essential abilities required to perform the duties of a particular position, which may be expressed through skills, knowledge, and abilities.*
18. ***Corruption –*** *Misuse of official authority for personal gains as defined by Anti Corruption Commission.*
19. ***Criminal Offence –*** *Any offence as defined by the Penal Code of the Kingdom of Bhutan.*

20. ***Daily Subsistence Allowance (DSA) –*** *The allowance payable per day to a staff during official tour.*

21. ***Direct Dependent –*** *Spouse, spouse's parents, children, parents and siblings.*

22. ***Embezzlement –*** *Fraudulently taking government property or fund for personal gain.*

23. ***Enforced halt –*** *A halt, which a staff or family in the course of a journey is obliged to make at an intermediate station for a reason beyond control.*

24. ***Fixed-term appointment –*** *Time bound employment offered by the Royal University of Bhutan to any person.*

25. ***Force Majeure –*** *An event or effect that can be neither anticipated nor controlled.*

26. ***General Service Staff (GSS) –*** *A person employed to perform basic and manual work in the University on a consolidated salary and not on a regular mode of employment.*

27. ***HR Audit –*** *Assessment of the implementation of all HR actions by the College/OVC as per the laws and rules that are in force with the view to ensure fairness and objectivity in the University.*

28. ***Insubordination –*** *Defiance of authority.*

29. ***Lateral Entry –*** *Appointment of a staff in higher position level based on experience.*

30. ***Major Penalty –*** *Withholding of annual increments, reduction of salary, withholding of promotion/demotion, compulsory retirement or termination from the service.*

31. ***Malfeasance –*** *A wrongful or unlawful act.*

32. ***Malversation –*** *Official corruption.*

33. ***Minor Penalty –*** *Includes reprimand, fine of an amount not exceeding one month's salary or withholding of professional development.*

34. ***Misappropriation –*** *Application of the University's property or money dishonestly to one's own use.*

35. ***Misdemeanor –*** *As per the definition provided in the Penal Code of Bhutan.*

36. ***Negative list –*** *The record of defaulting staff maintained by the University for any Administrative Action.*

37. ***Non-partisan –*** *Non-supportive and neutral to any political parties.*

38. ***Oath of allegiance and confidentiality –*** *The execution of a pledge of service and adherence to the code of conduct and ethics.*

39. ***Organisational Development (OD) –*** *An University's effort to regularly review its mandates and capacities, for taking the right decisions and measures to improve performance and assure delivery of high quality services.*

40. ***Occupational Group –*** *A division of the occupational structure which embraces a group of associate occupations.*

41. ***OVC –*** *Office of the Vice Chancellor*

42. ***Performance Appraisal –*** *The process of documenting performance accomplishment, determining whether and how well performance outputs were accomplished and assigning appropriate ratings based upon assessment.*

43. ***Performance Evaluation –*** *Both appraisal of performance and assessment of individual capacity/potential.*

44. ***Prima Facie –*** *Clear case at first sight.*

45. ***Proselytisation –*** *Deliberately persuading or influencing others to accept ones own belief, religion, faith etc.*

46. ***Regular Employment –*** *Staff recruited by the University on full-time basis with the intention to retain until the superannuation age and are eligible to all pay and benefits as outlined in the RUBHRRR 2017.*

47. ***Staff –*** *Any person employed by the Royal University of Bhutan.*

48. ***Subpoena Duces Tacum –*** *A subpoena ordering the witness to appear and to bring specific documents, records or things.*

49. ***Subpoena –*** *Written order commanding a person to appear before a court or other tribunal subject to a penalty for failing to comply.*

50. ***Supervisor –*** *A staff who is above the staff in the chain of command in the University from whom the staff receives the majority of instructions regarding work and to whom the staff directly reports.*

51. ***Undergraduate Degree:*** *Refers to Bachelors degree.*

52. ***University –*** *Refers to the Royal University of Bhutan.*

53. ***University Council*** *– Refers to the University Council of the Royal University of Bhutan.*