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# Standard Operating Procedure Manual

Lhak-Sam

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## CHAPTER 1

### PRELIMINARY

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#### **1.1. Title, Extent and Commencement**

- 1.1.1. *These Rules shall be known as the Lhak-Sam Service Rules and Regulations – 2014, promulgated by Board of Directors under the authority vested upon them by the Article of in Lhak-Sam (Governance Manual) hereafter referred to as SRR.*
- 1.1.2. *These Rules shall extend to all the employees of Lhak-Sam.*
- 1.1.3. *These Rules shall come into force with effect from the date announced through the Board executive orders. Any Amendments and additional provisions shall come into effect from the dates announced by the Board given in **Schedule I**.*

#### **1.2. Amendment and Interpretation**

- 1.2.1. *The authority for amendment and interpretation of any provision under these rules shall vest with the board and its interpretation shall be final and binding.*
- 1.2.2. *Any matter not covered under these rules may be regulated on the basis of the provisions contained in the Bhutan Civil Service Rules.*
- 1.2.3. *Every new rules or major alteration to the existing rules shall take effect, unless otherwise directed by the Boards, from the date on which the new rule/amendment is approved.*

#### **1.3. Provision for the Executive Director**

*Unless explicitly mentioned, the Executive Director of the Lak -Sam shall be eligible and shall be guided by all the provision of this SRR as a regular employee of the Lhak-Sam.*

#### **1.4. Definitions**

- 1.4.1. *“Basic Pay” means the amount of money payable to an employee every month without including any allowances and perquisites.*
- 1.4.2. *“Board” means the Board of Directors of Lak -Sam*
- 1.4.3. *“Bond” means an undertaking signed between an employee and Lhak-Sam to uphold the agreement.*
- 1.4.4. *“ED” means the Executive Director of the Lak -Sam who is also referred to as Secretariat.*

- 1.4.5. *"Chairman" means the Chairman of the LAK -SAM Board.*
- 1.4.6. *"Competent Authority" in relation to the exercise of any power means any other authority comprising of groups of individuals or an individual to whom the power is vested by the Board.*
- 1.4.7. *"Contract Employee" means any person with requisite qualifications, experience and particular skills necessary to carry out responsibilities of the job for the fixed tenure or term within certain terms and conditions laid down in his contract with the Lak -Sam.*
- 1.4.8. *"DSA" means Daily Subsistence Allowance.*
- 1.4.9. *"Executive Committee" means a Committee comprising of officials (nominated by the Executive Director) with Executive Director as the Chairman of the Committee.*
- 1.4.10. *"Family" of an employee shall include the employee's legal spouse, legitimate children and parents.*
- 1.4.11. *"Grade" means a level of position defined for an employee in the Lak -Sam based on which he is defined to work or is defined to benefit from the organization.*
- 1.4.12. *"Executive Committee" means executive body of the Lak -Sam involved in making Executive Committee decisions.*
- 1.4.13. *"Month" means a calendar month in accordance with the English Calendar unless otherwise specifically mentioned.*
- 1.4.14. *"Provident Fund" means the provident fund as defined in the Provident Fund Rules of the National Pension and Provident Fund.*
- 1.4.15. *"Regular Employee" means a person in the regular service of the Lak -Sam.*
- 1.4.16. *"Salary" means the amount of money drawn by an employee every month including his basic pay as fixed by the Lak -Sam and all other emoluments claimed or paid to him by the Lak -Sam.*
- 1.4.17. *"Supervisor" means the Official appointed to be the line Official of an employee.*
- 1.4.18. *"Social Media" means web based media or word of mouth.*
- 1.4.19. *"Organization" means Lhak-Sam.*
- 1.4.20. *"HOD" means head of division.*

1.4.21. "STCBP" means short term capacity building programme.

1.4.22. "LPTCBP" means long term capacity building programme.

### **1.5. Powers of the Executive Committee**

*The following powers are vested with the Executive Committee to be reviewed by the Board from time to time:*

1.5.1. *Determine the Organization Structure of the Lak -Sam and propose to Board for approval.*

1.5.2. *Create posts, recruit, reward, assign, transfer, promote, demote, take disciplinary actions, suspend, terminate, train or any other actions that fall within the authority of the Executive Director and Executive Committee as specified in this service rules.*

1.5.3. *Determine working hours, tea and lunch breaks, leave periods, etc.*

1.5.4. *Implement employees' code of conduct, ethics and disciplines.*

1.5.5. *Determine facilities (including working dress) and working standards.*

## CHAPTER 2

### SERVICE CODE OF CONDUCT AND DISCIPLINE

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#### **2.1. Employee Code of Conduct:**

*All employees shall abide by the following codes of conduct in order to serve and provide the best possible services and contribute to the overall development of the Lak -Sam:*

- 2.1.1. *Maintain the highest standards of integrity, honesty, selflessness, loyalty and endeavour to maintain professional excellence in the service of the Lak -Sam.*
- 2.1.2. *Always render services to the clients with due respect, courtesy, sincerity and efficiency.*
- 2.1.3. *Ensure transparency, efficiency and accountability in the Lak -Sam.*
- 2.1.4. *Ensure creativity, courtesy and co-operation within the Lak -Sam and judicious use of resources and handle the properties of the Lak -Sam with care and diligence.*
- 2.1.5. *Refrain from corruption, embezzlements, misappropriation of funds, misuse of Lak - Sam resources and properties, and avoid all forms of discrimination.*
- 2.1.6. *Maintain confidentiality and not disclose any Lak- Sam information without authorization or prior permission.*
- 2.1.7. *Not to hold any other regular job while in service of the Lak -Sam nor engage in any activity (commercial or otherwise) that would cause conflict of interest with his official duties and responsibilities.*
- 2.1.8. *Abstain from consuming intoxicating drinks and use of psychotropic or habit-forming drugs.*
- 2.1.9. *Maintain official decorum and refrain from indulging in habits and behaviour that infringe upon the performance of official duties or tarnish the image of Lak -Sam.*
- 2.1.10. *Not misuse his official position and authority for taking undue personal advantage of any form from any subordinate or colleague.*
- 2.1.11. *Not indulge in riotous behaviour within the office premises.*
- 2.1.12. *Not give false information to mislead any authority.*

- 2.1.13. *Always abide by the Rules and Regulations of the Lak -Sam and Laws of the Kingdom of Bhutan.*
- 2.1.14. *In violation of the Public Health Law of the country he/she shall be deregistered from Lhak-Sam.*
- 2.1.15. *In violation to the Sexual harassment /abuse act within the office hour or office premises he/she shall be dealt as per the Law of Kingdom of Bhutan.*

### **CHAPTER 3**

#### **ORANIZATION STRUCTURE, ENTRY GRADE AND WORKING HOURS**

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##### **3.1. Organization Structure**

*The Lak -Sam shall have a clearly defined organization structure with the Executive Director as the Executive head. The Board shall be the apex of Authority and shall guide the Executive Director and Executive Committee.*

*Any addition, deletion or restructuring of the organization shall be made only with the approval of the Board.*

##### **3.2. Entry Grade**

*The Lak -Sam shall have grades from Grade ..... to Grade..... The entry grade for various categories of employees with different educational qualification shall be as per **Schedule II**.*

##### **3.3. Staffing Pattern**

*The Executive Committee shall determine the overall staffing pattern and employee strength required as per the Organization Structure and seek approval of the Board.*

##### **3.4. Post Creation and Approval**

*The Executive Committee shall review the creation of new posts, as required from time to time when there is increase in work volume and change in operational technology.*

*The Board shall approve the creation of new posts in the positions of Head of Division and above.*

### **3.5. Working Hours**

3.5.1. *Employees should work for a minimum of 24 hours per week throughout the year. The normal working hours shall be between 9 A.M to 5.00 P.M from Monday through Friday in summer and from 9 am to 4pm in winter.*

### **3.5.2. Nursing Mothers**

*On return from maternity leave, a nursing mother shall be permitted to interrupt her work for one hour in every four hours for a period up to one month immediately after the expiry of the maternity leave to nurse the child. These interruptions shall be treated as active duty for which the employee shall be paid.*

### **3.6. Holidays**

*During all national holidays and local holidays declared by the respective Dzongkhags, the Lak - Sam offices shall remain closed.*

## **CHAPTER 4**

### **PAY & ALLOWANCES**

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#### **4.1. Pay**

*The pay structure for different grades in the Lak -Sam shall be as in **Schedule III**. The salary shall be reviewed and revised periodically to:*

- a. Maintain competitive Lak- Sam salary structure*
- b. Attract and retain the best and brightest employees.*
- c. Provide continuous motivation to Lak -Sam employees*

#### **4.2. Pay Fixation**

##### **4.2.1. On initial appointment**

*The basic pay of an employee on initial appointment shall normally be fixed at the minimum of the scale.*

#### **4.3. Increment**

##### **4.3.1. Annual Increment**



*Annual increment, in the respective pay scale, shall ordinarily be allowed to all employees who are appointed on a scale of pay for rendering one year of satisfactory service, as a matter of course unless it is withheld through specific orders on grounds of unsatisfactory performance or on other disciplinary grounds.*

#### **4.3.2. Date of Increment**

*4.3.2.1. An employee appointed/promoted to a time scale of pay between 1<sup>st</sup> January and 1<sup>st</sup> July of a year shall draw his first increment in that scale on 1<sup>st</sup> July of the succeeding year, and if appointed/promoted between 1<sup>st</sup> July and 1<sup>st</sup> January of a year, he shall draw his first increment on 1<sup>st</sup> January of the succeeding year unless specified otherwise in the rules governing the terms and conditions of appointment.*

#### **4.4. Salary Advance**

*Depending on the need, the Executive Director may sanction salary advance upto a maximum of Nu 10,000.00 to an employee recoverable within 12 months from the date of disbursement of advance and beyond needs to seek board approval.*

## **CHAPTER 5**

### **RECRUITMENT AND APPOINTMENT**

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#### **5.1. General Rule**

*5.1.1. The Lak -Sam shall determine the employee strength in the various categories from time to time in accordance with its human resource and organisation needs. Positions shall be filled by either promotion of existing employees or direct recruitment in conformity with the recruitment rules and regulations of the Lak -Sam.*

*5.1.2. The Lak -Sam shall recruit only Bhutanese nationals as far as possible keeping in view the Royal Government's policy to reduce dependency on foreign workforce. Foreign workers shall be employed only when nationals are not available. However Lhak-Sam can accept Foreigner as an voluntary worker with no cost to the organisation.*

*5.1.3. The Lak -Sam shall provide equal opportunities to all potential candidates without being biased to gender, race, religion, political affiliation or any other human traits with the exception of nationality where the position can be defined for local employment only. The Lak -Sam shall endeavour to attract and employ the finest talent available, based on transparency, fairness and merit.*

#### **5.2. Authority for Selection, Recruitment and Appointment**

*The Executive Committee shall be authorized to select, recruit and appoint candidates against the approved posts, except for the posts of Head of Division and Executive Director which the Board shall approve.*

### **5.3. Eligibility**

*A candidate shall:*

- a. Meet all qualification requirements specified for the particular position;*
- b. Have qualified in the selection process prescribed for the profession concerned; and*
- c. Have attained at least the age of 18 based on Citizenship Identity Card (CID), unless specified otherwise in these rules.*

### **5.4. Disqualification for Appointment**

*A candidate shall not be eligible for employment in the Lak -Sam if he/she has:*

- a. Been convicted of a criminal offence;*
- b. Been terminated or been compulsorily retired on disciplinary ground, either from the Civil Service or from any other Agencies;*
- c. A mental disorder, adjudged by a competent medical authority that would inhibit proper discharge of his duties;*
- d. Intentionally provided false information in the application for employment or used fraudulent practices in the selection/recruitment process/examination;*
- e. Furnished fake/forged testimonials/documents;*
- f. Failed or refused to furnish testimonials as required; and*
- g. Been legally disqualified by the government for appointment in the Lak- Sams.*

### **5.5. Entry Level Recruitment**

*Normal entry points for recruitment at the entry level will as per **Schedule II**. However, Executive Committee may allow entry into a higher level based on the qualification and experience of the candidate.*

### **5.6. Recruitment Procedure**

*This Rules & Regulations are designed to facilitate the appointment of suitable candidates against approved positions in order to carry out the responsibilities entrusted in the most efficient and effective manner and provide systematic induction of qualified and capable personnel into the Lak -Sam.*

#### **5.6.1. Vacancy Announcement**

*Vacancies shall be announced to the public through the local media/social media giving details of the requirements of the posts in advance of the selection and recruitment date.*

*All vacancy announcements shall contain the following:*

- a. Job title*
- b. Grade at Entry Point*
- c. Job description Summary*
- d. Salary*
- e. Required minimum qualification*
- f. Required minimum experience*
- g. Application deadline*
- h. Special requirements, if any*
- i. Nationality*

#### **5.6.2. Application**

*An application in the prescribed form given as **Schedule IV** shall be submitted within the prescribed deadline indicating clearly the Job Title applied for. The following documents shall be attached with all duly filled application forms:*

- a. Curriculum Vitae/Resume*
- b. Copies of academic transcripts, as applicable*
- c. Copy of Citizenship Identity Card*
- d. Security Clearance Certificate*
- e. Medical Fitness Certificate*
- f. Contact Address of Applicant*
- g. Any Other Information that may be asked for*

#### **5.6.3. Preliminary Screening**

*The Organisation of the Lak -Sam shall carry out the preliminary screening of all applications and shortlist the candidates meeting all the requirements mentioned under 5.7.2 above.*

#### **5.6.4. Functional Screening**

*The resumes of all short-listed candidates shall be handed over to the selection committee (Organisation shall facilitate the screening process) for further assessing the suitability of the candidates and narrowing down the shortlist in order of merit.*

#### **5.6.5. Shortlist Announcements**

*The Organisation shall announce the names of the shortlisted candidates including the date and time for interview and any special requirements.*

### **5.6.6. Selection**

*Short-listed candidates shall report to the Selection Committee on or at the prescribed date and time. The Selection Committee for recruitment shall comprise of the Members from Executive Committee with no or minimal conflict of interest.*

*Technical experts from outside the Lak -Sam may be invited based on specific need as an observer.*

*The Selection Committee shall follow appropriate procedures in selection of the candidate.*

### **5.6.7. Appointment**

*The Executive Committee shall issue an Appointment Order of the selected candidate for the post. The order shall provide details of the appointment date, job title, grade, salary structure, date of annual increment, allowances, probation period, place of posting, etc. Copies of the order shall be given to all the relevant Divisions or Sections.*

*5.6.8. The general starting salary for an employee entering in a certain grade would be the starting salary of that grade. However, exceptions can be made in recognition of some relevant experience or where the employee being recruited possesses qualification and competency that is scarce in the market.*

## **5.7. Probation**

*5.7.1. Every person appointed in the Lak -Sam, with the exception of employees appointed on contract, Elementary Service and Consolidated Pay basis, shall undergo a probation period of three months. During this period of trial, the Executive Committee shall assess the competence, character, aptitude, discipline and suitability of the candidate.*

*5.7.2. While the employee is on probation period, GPF shall not be deducted from his/her salary.*

*5.7.3. A probationer shall be liable for termination from service during probation without any right or recourse to appeal if his performance is found unsatisfactory or his continuation in the service is not in the interest of the Lak -Sam. Similarly, the probationer has the right to resign at any time during the probation period. In both cases, a notice of seven days shall be given or payment in lieu of notice period.*

*5.7.4. The regularization of the employee shall commence from the next day after successful completion of his probation period. A letter of confirmation shall be issued to this effect.*

- 5.7.5. *An employee availing maternity leave or paternity leave and medical leave during the probation period shall have the probation period extended by the equal duration of such leave availed.*
- 5.7.6. *The probation period shall not be considered as part of the active service for the purpose of promotion and any other benefits.*
- 5.7.7. *An employee, during probation, shall be eligible to avail casual leave, medical leave, maternity leave and paternity leave only.*

## **5.8. Contract Employees**

- 5.8.1. *The Lak -Sam shall under the normal contract term recruit Bhutanese nationals with requisite qualification, experience and skills necessary to carry out regular activities wherever necessary.*
- 5.8.2. *The Lak -Sam shall consider appointment of expatriates in the event of non-availability of Bhutanese nationals.*
- 5.8.3. *The Board shall approve the appointment of contract employees.*
- 5.8.4. *Initial appointments shall be executed for a period of one year, subject to further extension depending on need and performance on mutual agreement. A candidate appointed on contract shall not be placed under probation.*
- 5.8.5. *Candidates appointed on contract shall execute a contract agreement with the Lak -Sam.*

### **5.8.6. Pay & Benefits**

#### **a. Salary and Allowances**

*Salary and allowances to contract employee shall be paid as per the agreed terms and conditions in the contract agreement.*

#### **b. Deductions**

*Personal Income Tax (PIT) and other statutory deductions shall be levied according to the Government rules.*

### **5.8.7. Termination of Contract**

*The contract may be terminated before expiry of the term by either party by issuing a minimum of one month's notice. 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.*

## **CHAPTER 6**

### **CAPACITY BUILDING**

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#### **6.1. Policy**

*LAK -SAM's capacity building policy is to provide cost-effective capacity building programs which is clearly identified, and is supportive of, current and future organisation requirements, to agreed standards and within financial limits determined by the Executive Committee and Board.*

*The following categories of capacity building shall be provided:*

- a. Short-term Capacity building Programs - any capacity building duration up to period of 6 months*
- b. Long-term Study Programs - capacity building duration exceeding 6 months*

#### **6.2. Authority to approve conduct of Capacity building Programmes**

*All capacity building programmes shall be executed as and when the resources and fund are available with the Organisation or any other sponsor /invitation.*

*The Executive Director shall approve other than the Head of Division .The Head of Division and Executive Director shall be approved by Board.*

#### **6.3. Short-Term Capacity building Program (STCBP)**

*6.3.1. The Short-term Capacity building Program shall include the following:*

- a. In-house Capacity building*
- b. In-country capacity building*
- c. Capacity building outside the country*
- d. Workshop/Conference/Seminar*
- e. Study Tours*

#### **6.3.2. Eligibility Criteria**

*An employee shall fulfil the following criteria to be eligible for capacity building programs:*

- a. Is a Bhutanese citizen*
- b. Meets the qualification requirements.*

- c. *Has clear service record or should have improved indicatively his performance over a period of time*
- d. *Capacity building is relevant to his job responsibilities.*
- e. *Successfully completed the probation period.*
- f. *Other Criteria: The nominee shall fulfill all other criteria desired by the Lak -Sam or sponsor such as Security Clearance Certificate, Medical Fitness Certificate, Internal Audit Clearance, etc.*

### **6.3.3. Rules Applicable to Employees on STCBP**

*The following rules shall apply to employees attending STCBP:*

- a. *Leave shall accrue as if the employee were on regular duty.*
- b. *The employee shall report to the capacity building venue/Institute at the prescribed time and date. Failing to report as scheduled, unless due to causes which are beyond the candidate's control, the employee shall have to give a written explanation to the Executive Committee after he returns.*
- c. *The employee shall report to work immediately upon completion of the event. Proper justification and explanation shall have to be given for the failure to report. If the explanation is not adequate, the excess period shall be considered as leave without pay, only to a maximum period of 30 days beyond which disciplinary action will be taken.*
- d. *The employee shall produce original bills and invoices for all claims except for incidental expenses.*
- e. *The detailed report on the programme to be submitted upon completion of the programme.*

### **6.3.4. Entitlements during capacity building period**

*The entitlement during the period shall be as per the rules and regulation of the funding agency.*

## **6.4. Long -Term Capacity building Program (LTCBP)**

### **6.4.1. Objectives**

*The main objectives of Long-Term Capacity building Program for the employees in LAK -SAM shall be to:*

- a. *Fulfil the objective of having highly qualified human resources towards attaining complete self reliance in the smooth functioning of the Lak -Sam.*
- b. *Enhance efficiency, capability and quality of existing employees.*
- c. *Promote human resources skill enhancement through long term capacity building aimed at achieving the Lak -Sam's long term goals.*

#### **6.4.2. Application**

*Long-term capacity building program shall include all capacity building programs longer than six months in recognized capacity building institutes both within and outside the country resulting in the earning of a degree/diploma or professional certificate.*

#### **6.4.3. Eligibility for LTCBP**

- a. The candidate must be a regular employee of the Lak -Sam.*
- b. The candidate must be a Bhutanese citizen.*
- c. Employees on contract, deputation and secondment shall not be eligible for long-term capacity building program.*
- d. A candidate must have completed a minimum of 3 years of continuous and satisfactory service excluding probation period to qualify for any long term capacity building program and should have consistently performed very well in the appraisal rating for the last 3 years.*
- e. Candidates must have a clear record of service. That is, he must not have had any adverse performance ratings and/or serious audit or any other disciplinary actions taken against the candidate during the tenure of his employment with the Lak -Sam.*
- f. A candidate shall not be eligible for any LTCBP, in case he has discontinued any LTCBP to which he was previously nominated for reasons within the control of the candidate.*
- g. A candidate shall not be eligible for any LTCBP if he failed to complete a previous capacity building program successfully.*
- h. A candidate shall not be eligible for any LTCBP if a scholarship granted to him previously was terminated by the Lak -Sam or the Institute for violation of capacity building or other related rules and regulations.*
- i. A candidate shall not be eligible for any LTCBP if his choice of course of study is not relevant to his job responsibility.*

#### **6.4.4. Selection Criteria**

*The following general terms and conditions shall apply for the selection of candidates:*

- a. Qualification (should have a minimum requirement set forth by the university/institution to be enrolled in).*
- b. Recommendation from the immediate supervisor.*



- c. Letter of acceptance from the donor agency in case of donor financing.
- d. All the following clearances and original certificates must be produced:

- Audit Clearance Certificate
- Security Clearance Certificate
- Academic Transcripts (Original)
- Copy of Citizenship Identity Card
- Medical Fitness Certificate requirement is within the discretion of the Board.

#### **6.4.5. Entitlement during LTCBP**

The entitlement during the period shall be as per the rules and regulation of the funding agency.

#### **6.4.6. Obligations of an Employee nominated for LTCBP**

A nominee on capacity building shall:

- a. The employee should give one month notice prior to leaving for the programme.
- b. Submit a joining report to the Executive Committee within a month on completion of capacity building.

#### **6.4.7. Pre-departure Formality**

An employee selected for a LTCBP shall sign a Organisation Undertaking with the Lak -Sam prior to leaving for capacity building. The Organisation Undertaking is given at **Schedule V: Organisation Undertaking for LTCBP.**

#### **6.4.8. Repetition and Extension of Scholarship**

- a. A candidate shall be allowed to repeat course/examination and shall be given extension to enable him to complete the course due to ill health or due to a reason related to the Institute/University, which is beyond the control of the candidate. The Executive Director shall approve repetition and extension of scholarship on a case-by-case basis.
- b. Extension shall not be granted to undertake an additional course.
- c. Prior approval of the Executive Director shall be required for repetition and extension of sponsorship.

#### **6.4.9. Reporting and feedback**

Prior to commencing formal capacity building, the individual staff member is required to

*prepare objectives and learning outcomes by which the success or otherwise of the capacity building may be evaluated. These are to be submitted to the Executive Committee routing through their respective controlling Officials or the Head of the Divisions with recommendations.*

*On completion of the capacity building, a brief report should be submitted by the trainee.*

## **CHAPTER 7**

### **LEAVE**

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#### **7.1. Leave**

*Leave shall not be claimed by an employee as a matter of right and the mere submission of leave application cannot be treated that the leave applied for has been sanctioned. It is the responsibility of the concerned employee to see that his leave is sanctioned well in advance. The authorities vested with the powers to approve and grant leave shall exercise their discretion in granting leave to ensure maximum output from an employee.*

*The employees shall be encouraged to avail the accrued leave in any given year in order to ensure that employees are refreshed and invigorated and therefore, be able to put in their maximum efficiency and optimum level of performance.*

*The employee should fill up the leave application form given in **Schedule VI** to avail any type leave and submit to the concern head.*

*An employee shall be entitled to the following types of leave:*

#### **7.2. Casual Leave**

*Casual Leave shall be:*

*7.2.1.1. Granted to an employee for a short period on account of illness or urgent personal work and he shall be deemed to be on duty for all purposes.*

*7.2.1.2. Admissible for a maximum of 10 days during a calendar year.*

*7.2.1.3. Allowed to be availed by an employee while on tour with the approval of the competent authority but daily allowance shall not be admissible for the days of casual leave.*

*7.2.1.4. Allowed to be availed by a fresh appointee joining service in the course of a calendar year, proportionately, calculated on a monthly basis.*

7.2.1.5. *Admissible to an employee transferred from one office to another only to the extent of balance at credit for that particular calendar year on the date of transfer and recorded in the last pay certificate.*

7.2.1.6. *Accounted in respect of every employee in the format annexed in the service book.*

#### **7.2.2. Earned Leave**

7.2.2.1. *An employee shall earn 30 days leave in a year.*

7.2.2.2. *An employee shall not accrue earned leave during capacity building (with more than six months duration), study leave, medical leave, maternity leave, extraordinary leave.*

7.2.2.3. *An employee returning to work in fewer days than the earned leave sanctioned shall be allowed to re-adjust the unused portion of the earned leave upon submitting his joining report.*

#### **7.2.3. Maternity Leave**

7.2.3.1. *Female employee shall be granted maternity leave for a period of upto three months per confinement.*

7.2.3.2. *Maternity leave shall normally commence one month prior to the date of confinement and shall, at the latest, commence from the date of delivery.*

7.2.3.3. *In the event of miscarriage, female employees shall, upon production of a medical certificate, receive maternity leave for a period of one month.*

7.2.3.4. *Employees shall receive their basic salary and any allowances in the normal way during maternity leave.*

7.2.3.5. *Maternity leave may be combined with any other type of leave.*

7.2.3.6. *Government holidays shall be prefixed or suffixed but holidays intervening the maternity leave shall be counted as leave.*

7.2.3.7. *An employee availing maternity leave during the probation period shall have her probation period extended by the equal duration of such leave availed.*

7.2.3.8. *On return from maternity leave the employee shall continue in the same or similar position to the position held by the employee before leaving on maternity leave.*

#### **7.2.4. Paternity Leave**

- 7.2.4.1. *A male employee shall be granted paternity leave of five working days.*
- 7.2.4.2. *The paternity leave may be combined with other types of leave (except extraordinary leave) and shall be prefixed or suffixed to Government holidays.*
- 7.2.4.3. *An employee availing paternity leave during the probation period shall have his probation period extended by the equal duration of such leave availed.*

**7.2.5. Medical Leave**

- 7.2.5.1. *An employee, who has been certified as incapable of performing duties due to illness or injury, shall be granted medical leave on production of a medical certificate issued by a medical authority in Bhutan as detailed below for the periods:*

<b>Sl. No.</b>	<b>Duration</b>	<b>Approving Authority</b>
<i>i.</i>	<i>Upto one month</i>	<i>A medical Official</i>
<i>ii.</i>	<i>Upto six months</i>	<i>A medical Board of Doctors appointed by the Department of Health Services</i>
<i>iii.</i>	<i>Exceeding six months</i>	<i>The Head of the Department of Health Services on the recommendation of a Medical Official appointed by the Department of Health Services.</i>

- 7.2.5.2. *The period of treatment of an employee within Bhutan or in India including journey period shall be treated as medical leave.*
- 7.2.5.3. *An employee on medical leave shall be paid full pay to a maximum of six months per incidence. If the medical leave exceeds six months, additional leave period shall be considered as leave without pay and shall not be considered as active service for the purpose of promotion and retirement benefits. If the medical leave exceeds one year, the case shall be submitted to the Board for further instructions.*
- 7.2.5.4. *An employee, 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.*
- 7.2.5.5. *Medical treatment and entitlement for employee both within and outside the country shall be as per the Medical Rules of RGOB.*

**7.2.6. Study Leave**

- 7.2.6.1. Study leave shall be granted to an employee to enable him to pursue a formal course of study/capacity building relevant to the Lak -Sam.
- 7.2.6.2. Study leave shall be granted only to pursue relevant courses conducted by recognized Universities/Institutes.
- 7.2.6.3. Study leave shall be granted to an employee for the actual duration of the approved capacity building and journey periods to join the capacity building and to return to the duty station on completion of the capacity building, when sponsored by the Lak -Sam.
- 7.2.6.4. Study leave may be granted to an employee for a maximum period of 24 months when the incumbent arranges his own financing and admission to a course provided the capacity building is relevant to his duties and is endorsed by the Lak -Sam.
- 7.2.6.5. An employee applying for study leave shall produce evidence to the effect that he has secured admission to the capacity building. On his return from the leave, documentary evidence shall be submitted to show that he has completed the course.
- 7.2.6.6. The Executive Director shall be the competent authority for granting study leave. While submitting leave application for study, course details, sponsor details and the letter of confirmation of admission to a course in the Institute/University must be furnished to the Executive Director.
- 7.2.6.7. The entire period of study leave shall be considered as part of the active service for the purpose of retirement benefits and the period of study leave up to 18 months shall be considered as active service for the purpose of promotion.

**7.2.7. Bereavement Leave**

*In the event of death of an immediate family member or in the event of death of spouse's parents, Bereavement Leave of fifteen (15) working days shall be provided to an employee on each occasion.*

**7.3. Authority to grant Leave**

The authority to grant various types of leave shall be as follows:

<b>Type of Leaves</b>	<b>Approving Authority</b>
<ul style="list-style-type: none"> <li>• Casual Leave</li> <li>• Earned Leave</li> <li>• Maternity/Paternity Leave</li> </ul>	<p>ED</p>

• <i>Bereavement Leave</i>	
<i>Study Leave</i>	<i>Board</i>
<i>Medical Leave (leave not exceeding 1 month at a time)</i>	<i>ED</i>
<i>Medical Leave (More than 1 month at a time)</i>	<i>Board</i>

*The any type of leave as per SRR for the Executive Director shall be approved by the board.*

#### **7.4. Unauthorised Absence**

*7.4.1. The unauthorised absence of an employee shall not normally be regularized through grant of leave, even if leave is available at credit and the period of absenteeism shall be treated as “Leave without Pay”, besides taking disciplinary action by the Executive Committee on the employee.*

*7.4.2. Should the competent approving authority be convinced that an employee has remained absent under unavoidable circumstances and deserves regularization, leave may be granted as per the entitlement of the individual employee.*

## **CHAPTER 9**

### **PROMOTION**

---

#### **9.1 Objectives**

- *Facilitate selection and placement of the best suited candidate based on merit to carry out the responsibilities of a higher position.*
- *Facilitate maximization of the output of every employee so that the individual delivers his services in the best possible manner.*
- *Ensure equal opportunities to every employee to develop his capabilities and utilize the potential to the fullest extent to discharge the duties and responsibilities efficiently and effectively.*
- *Safeguard against disparities in granting promotion and provide career advancement opportunities to every employee.*

- *Promotion programme shall be administered based on the principle that the promotion shall:*
  - a. *Be considered as one of the means to reward an employee in a just and fair manner for meritorious services rendered.*
  - b. *Be based on merit and shall be used as a motivating factor.*
  - c. *Be granted only to a post in the immediate higher grade or as provided by rule.*
- *The Lak -Sam shall ensure a promotion system, which would consider all eligible candidates for promotion opportunity.*

### **9.1. Authority to Grant Promotion**

- |   |   |       |
|---|---|-------|
| 9.1.1. Promotion to the post of Head of Divisions and above | - | Board |
| 9.1.2. Rest of the employees                                | - | ED    |

### **9.2. Positional Promotion**

*Positional promotion to the posts of Head of Divisions shall be granted only when the availability of such a post is confirmed in accordance with the organizational structure. Such promotion may or may not place the employee to the next higher grade. Selection for positional promotion shall be as per the following criteria:*

#### **9.2.1. Suitability for the post**

*Each position shall have well defined functions and an employee being considered for promotion to a position shall have suitable qualification, experience, temperament and other requirements to adequately carryout the functions. Suitability of a candidate to a position should be the prime consideration for a positional promotion.*

#### **9.2.2. Clear Service Record**

*A Lak- Sam employee should have no record of indiscipline, adverse reports, misdemeanour, financial dishonesty or any act that is considered as violation of the Lak - Sam's code of conduct and ethics.*

#### **9.2.3. Qualification and seniority**

*Qualification and seniority shall be given consideration when selection for the positional promotion is to be made from among several candidates, otherwise equally eligible.*

### **9.3. General Promotion**

*General promotion shall mean promotion to next higher grade irrespective of whether there is post vacancy or not, subject to fulfilment of the following criteria:*

**9.3.1. Minimum years of satisfactory service**

*The Employee should serve the organisation minimum of three years of satisfactory and active years of service to be promoted to next higher grade. The promotion for the Head of Division and the ED is at the discretion of the Board.*

**9.3.2. Performance rating**

*The performance rating shall be one of the important factors determining the eligibility for promotion. The performance rating for at least for the last three years shall be taken into account for processing the promotion. The performance shall be rated as per the form given in **Schedule VII**; however the performance rating of the HOD and ED shall be under the discretion of the Board.*

**9.3.3. Qualification**

*Minimum qualification requirements prescribed for the respective position shall be satisfied by the employee. However, employees who do not fulfil the minimum qualification requirement shall be eligible for promotion based on their outstanding performance for the past three consecutive years.*

**9.3.4.** *The promotion of an employee shall not be processed during his leave or absence from duties, except when the candidate meets the promotion criteria before availing the leave or when the employee concerned is undergoing a capacity building of six months or less duration.*

**9.4. Promotion procedure**

**9.4.1.** *The HOD shall initiate the promotion process based on the performance and fulfilment of promotion criteria by the incumbent employee.*

**9.4.2.** *All proposals for promotions shall be submitted in the prescribed Form, which is given as **Schedule VIII** to this Rule. Valid Internal Audit and Security Clearance Certificates and any other documents that may be required by the organisation should be submitted.*

**9.4.3.** *The Organisation shall compile and put up the promotion proposals to the Executive Committee for review and decision or recommend to the Board as per Clause 9.2.*

**9.4.4.** *The Executive Committee shall state clearly in writing the reasons if a promotion is not approved after completion of stipulated minimum numbers of years in the same grade.*



9.4.5. All promotions shall be processed only twice in a year and approved only with effect from 1<sup>st</sup> January or 1<sup>st</sup> July of each year, as the case may be.

## **CHAPTER 10**

### **TRAVEL**

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#### **10.1. General**

*Travel shall be undertaken by an employee in the interest of the Lak -Sam to serve a specific purpose and with the prior approval of the competent authority.*

#### **10.2. Procedure**

10.2.1. *An employee shall undertake travel only after obtaining approval from a competent authority.*

10.2.2. *The travel shall be planned for specific period and the programme shall be submitted while seeking approval.*

10.2.3. *Should an employee be unable to follow the approved tour programme due to unavoidable reasons or be required to change it in the interest of the Lak -Sam, he shall obtain post facto sanction for making changes in the programme immediately on his return to the duty station.*

10.2.4. *An employee shall carry with him proper identification documents while travelling.*

#### **10.3. Authority to approve travel**

*An employee shall undertake a travel only after obtaining approval from the competent authority, depending on the purpose of the travel. The authority concerned shall exercise reasonable prudence in approving the travel programme. The authority for approving travel authorizations shall be as given below:*

- |    |  |                   |
|----|--|-------------------|
| a. | <i>Executive Director &amp; Head of Division</i> | <i>- Chairman</i> |
| b. | <i>All the staff below ED&amp;HOD</i>            | <i>-ED</i>        |

#### **10.4. Entitlements for Daily Allowance**

10.4.1. *Employees travelling beyond fifteen (15) kms and involving night halts from the normal place of work shall be eligible for full DA.*

- 10.4.2. *Half daily allowance shall be paid if the distance travelled from the duty station is more than 15 kms and does not involve night halts from normal duty station.*
- 10.4.3. *Half daily allowance shall be paid for return journeys to the duty station.*
- 10.4.4. *The DA shall be paid in addition to the normal salary and allowances.*
- 10.4.5. *Daily subsistence allowance shall be paid for the actual period of halts required for processing visa and it shall be paid at the rates specified in **RGOB or the funding agency Financial Manual**.*
- 10.4.6. *No daily subsistence allowance or related expenses shall be paid by the Lak -Sam for the duration of the capacity building where DSA and other expenses are paid by the donor agencies.*

**10.5. Rate of Daily Allowance**

*An employee while on official tour both within and outside the country shall be admissible for daily allowance at the rates given in **by the RGOB** however the following rate is admissible for post specified below:*

<i>Post</i>	<i>Within Country</i>	<i>Outside country</i>
<i>ED</i>	<i>800</i>	<i>RGOB Rate</i>

*The board members travelling for the Organisation is admissible to claim the DSA at par with the ED.*

**10.6. Mode and Class of Transport**

- 10.6.1. *For employees on tours, the mode of travel within Bhutan shall be private vehicle on mileage, hired vehicle or the Lak -Sam’s vehicle. Allowed to use private vehicle on mileage at the rates prescribed by the Royal Government from time to time for travel within the country and transit through India only or use hired vehicle at the prevailing market rates, both with the prior approval of the ED.*
- 10.6.2. *Mode of travel by air outside Bhutan shall be as per the RGOB rules.*
- 10.6.3. *Any employee who travels by public transport (bus/taxi/train) shall be entitled to claim reimbursement for one seat as per actual on production of receipts.*
- 10.6.4. *While on tour in areas where there is no road communication or where vehicles do not ply, an employee shall be entitled to get the hire charges of ponies/mules or porter*

*charges as per the following scales at the rates prescribed by the Government from time to time:*

**10.7. Submission of Tour Report**

*It is mandatory for every employee who undertakes tour, as per the approved travel authorization, to submit the report for specific purpose such as investigation, research, etc., and tour diary for normal tour after his return to the duty station.*

**10.8. TA/DA Claim**

*An employee shall submit his TA/DA bills in the month following the month of the travel and not later than three months. Thereafter the claim would be treated as time barred and will not be allowed.*

**10.9. Control and Monitoring of Follow-up Actions**

*The immediate supervisor shall ensure that the purpose of the travel is genuine and that the employee will be able to achieve the intended purpose. He shall also ensure that appropriate remedial and timely follow-up actions are taken on the report submitted by the employee.*

**10.10. Accountability**

*A travel conducted not in conformity to the provisions of this Rule shall be regarded as illegal and hence the expenses incurred shall be recovered from the employee concerned. The duration of such travel shall be considered as extraordinary leave. The employee and the approving authority shall be liable for disciplinary action in such cases.*

**CHAPTER 12**

**OFFICE POOL VEHICLE**

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**12.1.1 Pool Vehicle**

*The vehicle assigned for the organisation for office use only.*

*12.1.1 The vehicle shall be used for the office purpose only.*

*12.1.2 Proper log book should be maintained and driver shall be accountable.*

*12.1.3 The maintenance and inspection of the vehicle shall be the responsibility of the administration.*

12.1.4 *Prior approval by the appropriate supervisor is required for the use of vehicle within Thimphu.*

12.1.5 *Employees are not permitted to use organisation pool for non official purpose.*

12.1.6 *If the vehicle has to travel outside Thimphu prior approval has to be taken from the competent authority.*

## **CHAPTER 13**

### **EMPLOYEE SEPARATION AND BENEFITS**

---

#### **13.1. Voluntary Resignation**

13.1.1. *An employee may, subject to other rules, on his own volition resign from service after giving notice of such resignation of at least one month in advance.*

13.1.2. *An employee 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.*

13.1.3. *The powers to accept voluntary resignation submitted by an employee shall be vested with the following authorities respectively:*

<i>Head of Division and above -</i>	<i>Board</i>
<i>Rest of the employees</i>	<i>- ED</i>

13.1.4. *The authority that recommends and accepts the resignation shall ensure that the resigning employee has complied with the service conditions laid down in the capacity building and other rules.*

13.1.5. *An employee shall submit his resignation to the ED through his controlling Official.*

#### **13.2. Termination**

13.2.1. *An employee may be terminated from service as a measure of penalty in accordance with the Service Code of Conduct and Discipline Rules and Regulations without post retirement benefits.*

13.2.2. *The powers to terminate an employee shall be vested with the following authorities respectively:*

<i>Head of Division and above -</i>	<i>Board</i>
<i>Rest of the employees</i>	<i>- ED</i>

### **13.3. Retirement Benefits**

#### **13.3.1. Pension and Provident Fund Benefit**

*The pension and provident fund contribution and benefits shall be paid subject to the provisions in the National Pension and Provident Fund - Rules and Regulations.*

*An employee whose services are terminated from the service by the Lak -Sam on disciplinary ground or has been convicted of a felony under any court of law shall be entitled only to his contribution together with returns credited thereon to provident fund account.*

#### **13.4. Verification of Service**

*The services of an employee claiming the pension and provident fund benefits under this Rule shall be verified with respect to the service book of the employee and certified in the form prescribed by the designated authority.*

#### **13.5. Nomination**

*13.5.1. An employee shall submit to the Lak -Sam a nomination in the prescribed Form conferring on one or more persons the right to receive the retirement benefits that may be due to him in the event of his demise.*

*13.5.2. An employee may, at any time, cancel a nomination and submit a fresh one in its place.*

*13.5.3. An employee 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.*

*13.5.4. An employee 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 nominated earlier or disbursed in accordance with the law of inheritance, as the case may be.*

*13.5.5. Every nomination made and every notice of cancellation by an employee shall, to the extent it is valid, take effect on the date on which it is received by the agency concerned.*

#### **13.6. Retirement Formalities:**

*13.6.1. There shall be proper handing/taking over of the charge before an employee is relieved on retirement, including the Lak -Sam property, files and records.*

- 13.6.2. *The concerned Division/Section shall take the responsibility to process on time his post retirement benefits upon superannuation or retirement.*
- 13.6.3. *An employee with clear service record shall be relieved with appreciation and dignity.*



## SCHEDULE II

### *Positions and Entry Points*

<b>Sl. No .</b>	<b>Position Title</b>	<b>Entry Point Grade</b>	<b>Minimum Qualification &amp; Requirements</b>	<b>Remarks</b>
1	Chief Executive Officer	1	As per the decision of Board.	
2				
3				
4				
5				
6				
7				
8				
9				





**SCHEDULE IV**

**EMPLOYMENT APPLICATION FORM**  
*(New as per the requirement of MOLHR)*

Affix  
passport  
size  
photograph

1. Full Name: \_\_\_\_\_ Sex: M  F

---

2. Village/Municipality: \_\_\_\_\_ Gewog: \_\_\_\_\_  
Dzongkhag: \_\_\_\_\_ House No. \_\_\_\_\_ Thram No. \_\_\_\_\_

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3. Date of Birth: Day  Month  Year   
Nationality: \_\_\_\_\_ Citizenship ID No.: \_\_\_\_\_

---

4. Post Applied For: \_\_\_\_\_

---

5. Mailing Address: \_\_\_\_\_

6. Contact Tel. No.: \_\_\_\_\_

7. I have:
- a) Not been convicted of a criminal offence; True  False
  - b) Not been terminated or compulsorily retired from the any agency except in case of insolvency; True  else
  - c) Voluntarily resigned from any agency; True  else
  - d) Not been adjudged medically unfit for employment by a registered medical practitioner; True  else
  - e) Not intentionally provided false information in the application for employment or used fraudulent practices in the recruitment examination; True

f) Not furnished fake/forged testimonials/documents; True

g) Not failed to furnish testimonials as required: True

h) Not been otherwise disqualified for appointment; True

8. Academic Qualification: (please start with the Institute last attended)

Name of Institute	Country	Course/ Subjects	Year of Completion	Div.	Degree	Dip.	Certificate

9. Capacity building:

Name of Institute	Country	Field of Study	Duration	Yr. of Passing	Div.	Degree	Dip.	Certificate

10. Employment History (if applicable):

Organization	Position Held	Post	Period		Appt. Status	Place Served	Reason for Change
			From	To			
<b>Past Employment</b>							

<b>Present Employment</b>							

11. *Extra Curricular Activities: (please tick appropriate ones and attach attested copies of relevant certificates).*

- |                         |   |
|-------------------------|---|
| (a) Literary ( )        | (b) Sports ( )                              |
| (c) Leadership ( )      | (d) Membership in Community/Association ( ) |
| (e) Awards received ( ) | (f) Others ( )                              |

12. *Reference: Provide the names and addresses of at least TWO referees as below:*

Referee 1:

- a. Name & designation :
- b. Organization/Address :
- c. E-mail address :
- d. Contact No.

Referee 2:

- a. Name & designation :
- b. Organization/Address :
- c. E-mail address :
- d. Contact No.

13. *Declaration: I hereby declare that the information given herein is true and complete to the best of my knowledge. In the event of detection of false or misleading information, I understand that the employer shall withdraw/terminate my service or take any legal action. I also undertake to abide by all Rules and Regulations of agency.*

Date:

**Signature of Applicant**  
(Affix Legal Stamp)

**Checklist of essential documents to be submitted:**

1. *Curriculum Vitae.*
2. *Copy of Bhutanese CID.*
3. *Printed copy of an approved valid Security Clearance Certificate.*
4. *Valid Medical Fitness Certificate.*
5. *Relevant academic transcripts and examination passed certificates.*
6. *Job experience certificates (if applicable).*
7. *Any other certificates of merit (if any).*


**Note:**

1. *Once the copies of above documents are submitted to LAK -SAM, it becomes the official property of LAK -SAM and therefore, in any conditions these documents shall not be given back to candidates.*
2. *LAK -SAM Executive Committee reserves the right to increase or decrease or not to select from the list of candidates after having undergone the selections processes on professional grounds.*

**SCHEDULE V**

**LAK- SAM**

**LTCBP BOND**

*This Organisation Bond is signed between I, ..... and the Lak- Sam on ..... agreeing to the Terms and Conditions as detailed in this Bond:*

- 1) I have been nominated by the Lak -Sam to attend ..... and that I shall gain knowledge, skills and abilities imparted to me by the Institute.*
- 2) I shall abide by the Service Code of Conduct and Ethics of the Lak -Sam while I attend .....*
- 3) I shall be subject to any disciplinary action by the Lak -Sam should I violate Clause 2 of this Bond as per the Rules of the Lak -Sam.*
- 4) I shall return to the Lak -Sam (Employer) to continue my service more efficiently and effectively.*
- 5) I shall serve the Lak -Sam for double the period of study or two years, whichever is more.*
- 6) I shall place my parents/spouse/siblings as my guarantor.*
- 7) Should I fail to abide by Clause 5 of this Bond, I agree to the legal declaration to be considered on me “that I or my guarantor shall pay back double the amount incurred by the Lak -Sam for the study prorated to the number of years left under the undertaking period”.*
- 8) I agree to the Rights of a Court of Justice in Bhutan to interpret the clauses contained in this Bond in accordance with the Law of the Country.*

**Details of Capacity building**

Course Title :  
Course Duration :  
Institute :  
Place & Country :  
Funding Agency/Sponsor :

Signature  
Full name of the employee

Signature  
Full name of the Employer

*(Affix legal stamp)*

*For LAK -SAM*

*Signature*

*Full name of Guarantor*

*(Affix legal stamp)*

*Signature*

*Full name of Witness*

***Note: Guarantor should be the parents/spouse/sibling of the employee and should be supported by authentic document confirming it.***

**SCHEDULE VI**

**LEAVE APPLICATION**

<i>DIVISION:</i>		<i>Date:</i>
<i>1</i>	<i>Name of the Officer/Staff:</i>	
<i>2</i>	<i>Grade</i>	
<i>3</i>	<i>Period of leave</i>	
<i>5</i>	<i>Purpose</i>	
<i>6</i>	<i>Type of leave</i>	

*Signature of the Applicant.*

***Recommendation of Head of Division:***

<i>Recommended/Not Recommended.</i>	<i>Signature of Head of Division</i>
-------------------------------------	--------------------------------------

***Approval of ED:***

<i>APPROVED/NOT APPROVED.</i>	<i>Executive Director</i>
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***Forwarded to Administration Division for necessary action.***



## SCHEDULE VII

### PROMOTION FORM

Division: .....

Month & Year: .....

#### 1. Employee Information

Name:		Employee ID No.	
Designation:		Citizenship Card No.:	
Date of Birth:		Date of appointment:	
Present Grade:		Date of last promotion:	

#### 2. Education: Academic Study and Capacity building (Please start from the last institute attended)

Name of Institute	Location/ Country	Field of study	Duration		Degree/Diploma /Certificate obtained	Remarks
			Start date	End date		

#### 3. Conferences/Seminars/Workshops/Delegations/Meetings attended: (use separate sheet if required)

Title	Country visited	Period		Remarks
		Start Date	End Date	
1.				
2.				
3.				
4.				
5.				

#### 4. Employment History: Post(s) held so far starting with the present (use separate sheet if required). Please indicate the grade changes clearly.

Division / Section/ RO	Designation	Grade	Period	Place of posting	Reason for change	Remarks

			<b>From</b>	<b>To</b>			

**5. Other Details:**

<i>Duration of leave, exceeding 6 months, availed at a time if any, during the service in the present grade:</i>	<i>Due date of annual increment:</i>	
<i>No. of completed years of continuous &amp; creditable service from the date of initial appointment:</i>	<i>No. of years completed/required to be completed in present grade:</i>	
	<i>Completed</i>	<i>Required</i>

**6. Present Duties & Responsibilities:** (attach a separate sheet if necessary):

1
2
3
4
5

**7. Performance:** Rating for the past three years. Copies of performance evaluation reports should be attached.

<b>Year</b>	<b>Poor</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Very Good</b>	<b>Outstanding</b>

**8. Proposition:**

<i>Title, Grade and qualification requirement of the higher post to which promotion is recommended:</i>
<i>Describe the duties and responsibilities of the post to which promotion is proposed.</i>

**8. Recommendation:**

<b>Recommendation of the Division or Section:</b>	
<input type="checkbox"/>	<i>Normal Case</i>
<input type="checkbox"/>	<i>Out-turn/Meritorious Case (describe briefly the outstanding performance shown)</i>
<i>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.</i>	
<i>Date</i>	<i>Signature &amp; Seal of the recommending authority</i>

**10. Decision of Promotion Committee:**

<input type="checkbox"/>	<i>Approved/Recommended w.e.f. .... (DD/MM/YY)</i>
<input type="checkbox"/>	<i>Not approved/Recommended</i>
<i>Reasons for approval/recommendation/rejection:</i>	

*(Signature of Committee Members)*

**11. Decision of the Board**

**THIS PORTION TO BE USED FOR PROMOTION TO POSTS OF HEAD OF DIVISION AND ABOVE ONLY**

*Approved w.e.f. .... (DD/MM/YY)*

*Not approved*

*Reasons for approval/rejection:*

*Date*

**Chairman**  
*LAK -SAM Board*

**SCHEDULE VIII  
LHAK-SAM**

**Performance Rating Form for Employees**

**I. Employee Details:**

<b>Name :</b>		
<b>Designation:</b>		
<b>Grade:</b>		
<b>Division/Unit/Section:</b>		
<b>Appraisal for the period:</b>	<b>From:</b>	<b>To:</b>

**II. Supervisor Details:**

<b>Name of Supervisor:</b>		
<b>Designation:</b>		
<b>Division/Unit/Section:</b>		
<b>Date of Commencement of Supervision:</b>		

S. No.	Performance Factors	Score	Rating	
			HOD	Supervisor
1	<b>Communication Skills</b>			
	<i>Ability to communicate effectively in both oral and written forms and is able to listen and disseminate information effectively. This also includes the ability to follow instructions correctly and efficiently.</i>			
2	<b>Initiative and Resourcefulness</b>			
	<i>Ability to take appropriate actions by implementing and sharing new ideas or methods without having to be directed, and is also able to anticipate needs and requirements of his superiors and clients alike.</i>			
3	<b>Interpersonal Relations and Team Work</b>			
	<i>Ability to build and maintain good working relationships with co-workers, superiors and external interfaces. Actively participates in discussions, team assignments and organization events.</i>			
4	<b>Leaderships, Planning and Organizational Goals</b>			

	<i>Demonstrates competence in establishing a course of action for self and others and accomplishing specific goals. Also points to the ability to plan appropriate assignment of personnel and to allocate resources to achieve work goals. Further, it refers to the capability to establish procedures to monitor the results of delegated assignments and projects.</i>			
<b>5</b>	<b><i>Attitude and integrity towards work</i></b> <i>Ability to demonstrate respect for positional relationship. Demonstrates openness to differing views and acceptance of critics. Maintain cordial relationships. Demonstrates commitment and seriousness to work assigned and to the company as a whole. Provide honest and objective arguments to issues when necessary. Discourage unethical practices and motivate each other to perform their duties sincerely.</i>			
<b>6</b>	<b><i>Work knowledge</i></b> <i>Demonstrates work skills, effective and efficient delivery at work. Ability to undertake additional tasks assigned by his/her supervisors and superiors. Ability to perform under various conditions and situations.</i>			
<b>TOTAL WEIGHTS AND SCORES</b>				

**Comments by the HOD/Supervisor (If Any):**

**III. Summary of Ratings:**

<b>Overall Rating for the Period</b>	<b>(scores)</b>	
<b>HOD</b>	<b>Supervising/Rating official</b>	<b>Reviewing Official</b>
<b>Name:</b>	<b>Name:</b>	<b>Name:</b>
<b>Signature:</b>	<b>Signature:</b>	<b>Signature:</b>
<b>Date</b>	<b>Date</b>	<b>Date</b>

**IV. Benchmark Ratings for Employee performance Standards:**

- a. **A - Excellent:** *The employee performance is excellent showing high quality work outputs and helped achieve organizational goals that otherwise would not have been possible. He/she shows mastery of technical skills and displays thorough understanding of the Organization’s vision and mission. He/she has a major positive influence on the management and operations which contributes substantially to organization’s growth. He/she is willing to rise to challenges, undertakes complex assignments and completes them intelligently and effectively.*
  
- b. **B- Very Good:** *The employee shows very good performance in key areas of responsibility that exceeds expectations and displays a continuous support of the organization goals. He/she shows a good understanding of the organizations vision and mission and the organizations objectives for meeting them. He/she develops practical cost effective means to achieving the organizational goals. He shows capability to get a job done even when faced with difficult and unforeseen problems. The employee produces results of high quality often ahead of schedule with very little supervision. The employees’ communication skills are good and manage to communicate clearly and effectively.*
  
- c. **C - Good:** *The employee shows good, sound performances that meets the organizations goals. All key areas are usually carried according to organizational norms and standards and completed in a timely manner. He/she keeps the supervisor abreast of all progress and changes in the work progress. The employee effectively carries out regular duties and also handles difficult assignments. All work is completed according to set standards and according to the organizations priorities and schedules. He/she communicates clearly and effectively.*

- d. **D - Satisfactory:** *The employee is weak and his/her performance is poor and shows serious shortfalls that need correction. The work requires frequent adjustments to meet minimum acceptable requirements. He/she manages to complete his/her task but often requires assistance and guidance from peers and supervisors. There is a lack of clarity and understanding of the organization's goals and objectives and is vague about the contribution of his/her role towards the organization goals and objectives. Incomplete or Non-compliance to organizational procedure often leads to unnecessary waste of time and resources.*
- e. **E - Unsatisfactory:** *The performance is unsatisfactory and quality and quantity are not adequate. Work output does not meet minimum requirements. He/she shows little or no contribution to organizational goals; failure to meet work objectives; inattention to organizational priorities and administrative requirements; poor work habits resulting in missed deadlines and/or incomplete work products; strained relations; failure to respond to clients' needs; and/or lack of response to supervisor's corrective efforts.*
- f. **F - Unacceptable:** *The performance/conduct is very unacceptable to the company and quality and quantity are unacceptable in all aspects. Work output is far from acceptable to the supervisors and the Management. He/she demonstrates zero contribution to organizational goals; Fails consistently to meet work objectives; inattention to organizational priorities and administrative requirements; poor work habits resulting in missed deadlines and/or incomplete work products; strained relations; failure to respond to clients' needs; and/or lack of response to supervisor's corrective efforts.*