

DZONGKHAG ADMINISTRATION, SAMTSE

SHORT TERM TRAINING GUIDELINES 2024



Background:

Given the background information, the establishment of guidelines for managing the training gaps for Ex-Country Short Term Training (STT) within the Bhutan Civil Service is a strategic move aimed at enhancing the effectiveness and efficiency of human resource development (HRD) practices. This initiative falls under the broader framework of the Bhutan Civil Service Rules and Regulation (BCSR) 2023, which serves as a comprehensive guide for civil service operations, including training and development of personnel.

The directive from the Royal Civil Service Commission (RCSC), as outlined in Letter No. RCSC/HRD-C2/2023/1784, signifies a significant shift towards a more decentralized approach in managing STT. By empowering individual agencies to develop their own guidelines tailored to their specific needs and circumstances, the RCSC aims to foster a more responsive and flexible training environment. This is crucial for addressing the unique challenges and opportunities faced by different agencies, particularly in the context of international training engagements.

The primary objectives of developing agency-specific guidelines for Ex-Country STT include:

- **Identifying and Bridging Training Gaps:** Agencies are now tasked with the responsibility of conducting a thorough needs assessment to pinpoint the specific skills and knowledge gaps among their personnel. This involves a systematic evaluation of the existing competencies against the required competencies to effectively perform their duties. By identifying these gaps, agencies can tailor their training programs to address these needs directly, ensuring that the training provided is both relevant and impactful.
- **Enhancing Service Delivery:** The ultimate goal of any HRD initiative is to improve the quality of service delivery to the public. By equipping civil servants with the necessary skills and knowledge, agencies can enhance their operational efficiency and effectiveness. This not only benefits the service recipients but also contributes to the overall development goals of the country.

- **Facilitating Succession Planning:** A well-designed training and development program is essential for effective succession planning. By identifying and preparing potential leaders through targeted training interventions, agencies can ensure a smooth transition of leadership and maintain continuity in their operations. This is particularly important in the context of ensuring sustainable development and governance.
- **Promoting Equitable Access to HRD Programs:** The guidelines aim to establish a fair and transparent process for selecting candidates for Ex-Country STT. This ensures that all eligible civil servants have an equal opportunity to develop their skills and advance their careers, thereby fostering a more inclusive and motivated workforce.

Authority

The empowerment of agencies to develop their own guidelines for Ex-Country STT underlines the RCSC's commitment to decentralization, capacity building, and institutional development. It reflects a strategic approach to human resource development that values flexibility, responsiveness, and relevance to the specific needs of different agencies. This initiative is expected to contribute significantly to the overall efficiency and effectiveness of the Bhutan civil service, in line with the goals and objectives outlined in the BCSR 2023.

SOP of STT:

Steps	Process/procedure	Remarks	
Step 1	Human Resources (HRS) will serve as the central point for receiving training offers or expressions of interest regarding STT opportunities. HRS conducts a thorough review of the training offers or expressions of	Candidate should submit the Training details /proposal immediately after the receipt of the training so that agency can review the proposal	HRO & HR Assts

	intent received. Based on the review, HRS prepares a proposal to HRC.		
Step 2	HRC makes a decision regarding the approval or rejection of the proposed STT opportunity.	Nomination and approval of the candidates shall be in line with the training gap.	HR Officer & HRC
Step 3	HRS shall ask the candidate to submit the following documents: 1. Valid Audit Clearance Certificate 2. Valid Security Clearance Certificate		HRO & HR Assts
Step 4	HRS to: 1. Process and issue Letter of Award (ZESt generated) 2. Get visa/passport clearance from the Ministry of Foreign Affairs and External Trade	HRS shall inform the Individuals to process their passport and visa.	candidate HRO & HR Assts

Post-Training Integration

- Implement a structured process for knowledge sharing, where employees returning from STT are required to present their learning and how these can be applied to improve practices within Samtse Dzongkhag.

- Encourage the development of action plans that detail how newly acquired skills and knowledge will be implemented on the job.

Monitoring and Evaluation

- Establish mechanisms to assess the impact of STT on individual performance and on achieving departmental and agency goals.
- Regularly review the STT process to ensure it remains aligned with the evolving needs of the agency and continues to provide equitable development opportunities for all employees.

Documentation and Reporting

- Maintain comprehensive records of all STT activities, including applications, approvals, training reports, and evaluations of training effectiveness.
- Periodically report to the HRC on the status and outcomes of STT programs, highlighting successes and areas for improvement.

ANNEXURE I: TRAINING GAP REQUIREMENT FOR SHORT-TERM TRAINING (STT)

Recent Programme availed	Proposed Programme	Gap
STT (In-country)	STT (In-country)	Not required
STT (In-country)	STT (Ex-country)	Not required
STT (In-country)	LTT (In-country/Ex-country)	Not required
STT (Ex-country)	STT (In-country)	Not required
STT (Ex-country): <ul style="list-style-type: none"> • Certificate/Diploma course • Attachment/Internship • Counterpart training • Study Tour/ Institutional visit 	STT (Ex-country): <ul style="list-style-type: none"> • Certificate/Diploma course • Attachment/Internship • Counterpart training • Study Tour/ Institutional visit 	6 months

	<p>STT (Ex-country) exceeding 5 days upto maximum of 14 days:</p> <ul style="list-style-type: none"> • Inspection/ Procurement Visit • Workshop/Conference/Seminar/Symposium/ Forum/ Meeting • Negotiation for Conventions/International representation. Any other ex-country official travels including participation as a Resource Person. 	3 months
	<p>STT (Ex-country) 5 days or less duration:</p> <ul style="list-style-type: none"> • Inspection/ Procurement Visit • Workshop/Conference/Seminar/Symposium/ Forum/ Meeting • Negotiation for Conventions/International representation. Any other ex-country official travels including participation as a Resource Person. 	Not required
<p>STT (Ex-country) exceeding 5 days:</p> <ul style="list-style-type: none"> • Inspection/ Procurement Visit • Workshop/Conference/Seminar/Symposium/ Forum/ Meeting • Negotiation for Conventions/International representation. Any other ex-country official travels including participation as a Resource Person. 	<p>STT (Ex-country) 5 days or less:</p> <ul style="list-style-type: none"> • Inspection/ Procurement Visit • Workshop/Conference/Seminar/Symposium/ Forum/ Meeting • Negotiation for Conventions/International representation Any other ex-country official travels including participation as a Resource Person. 	Not required

	<p>STT (Ex-country) exceeding 5 days upto maximum of 14 days:</p> <ul style="list-style-type: none"> • Inspection/ Procurement Visit • Workshop/Conference/Seminar/Symposium/ Forum/ Meeting • Negotiation for Conventions/International representation Any other ex-country official travels including participation as a Resource Person. 	3 months
	<p>STT (Ex-country):</p> <ul style="list-style-type: none"> • Certificate/Diploma course • Attachment/Internship • Counterpart training • Study Tour/ Institutional visit 	3 months
<p>STT (Ex-country) 5 days or less:</p> <ul style="list-style-type: none"> • Inspection/ Procurement Visit • Workshop/Conference/Seminar/Symposium/ Forum/ Meeting • Negotiation for Conventions/International representation Any other ex-country official travels including participation as a Resource Person. 	<p>STT (Ex-country) 5 days or less:</p> <ul style="list-style-type: none"> • Inspection/ Procurement Visit • Workshop/Conference/Seminar/Symposium/ Forum/ Meeting • Negotiation for Conventions/International representation Any other ex-country official travels including participation as a Resource Person. 	Not required
	<p>STT (Ex-country) exceeding 5 days upto maximum of 14 days:</p> <ul style="list-style-type: none"> • Inspection/ Procurement Visit • Workshop/Conference/Seminar/Symposium/ Forum/ Meeting • Negotiation for Conventions/International 	Not required

	representation Any other ex-country official travels including participation as a Resource Person.	
	STT (Ex-country): <ul style="list-style-type: none"> • Certificate/Diploma course • Attachment/Internship • Counterpart training • Study Tour/ Institutional visit 	Not required
STT (Ex-country)	LTT (In-country/Ex-country)	6 months
STT (In-country)	LTT (In-country/Ex-country)	Not required
LTT (In-country/Ex-country)	STT (In-Country)	Not required
	STT (Ex-country) 5 days or less: <ul style="list-style-type: none"> • Inspection/ Procurement Visit • Workshop/Conference/Seminar/Symposium/ Forum/ Meeting 	Not required

	<ul style="list-style-type: none"> • Negotiation for Conventions/International representation. Any other ex-country official travels including participation as a Resource Person. 	
	<p>STT (Ex-country) Exceeding 5 days upto maximum of 14 days:</p> <ul style="list-style-type: none"> • Inspection/ Procurement Visit • Workshop/Conference/Seminar/Symposium/ Forum/ Meeting • Negotiation for Conventions/International representation. Any other ex-country official travels including participation as a Resource Person. 	3 months
	<p>STT (Ex-country):</p> <ul style="list-style-type: none"> • Certificate/Diploma course • Attachment/Internship • Counterpart training • Study Tour/ Institutional visit 	6 months

ANNEXURE II: DOCUMENTS REQUIRED FOR SHORT-TERM TRAINING

Documents to be submitted before Training

1. STT Review Form
2. Valid Audit Clearance
3. Valid Security Clearance
4. Letter of Award from the Agency

Documents to be submitted after Training

1. Joining/Training Report/Feedback Form 7/A
2. Certificates

Criteria to approve Training Gap Carry Forward

The HRC may approve training gap carry forward considering the following criteria:

1. Relevancy of the training to a particular official
2. Nominations/Invitations received from the sponsoring agency by name and designation.
3. Fully Self funded trainings
4. Officials officiating and serving as focal person for different sectors.

To vet probationers for eligibility for Short-Term Training (STT), the following conditions must be met:

1. **Minimum Service Duration:** The probationer must have served a minimum of 6 months upon their appointment into the service. This ensures that they have had sufficient time to familiarize themselves with their role and responsibilities within the organization before being considered for training opportunities.
2. **Limit on STT Frequency:** The probationer can avail a maximum of 1 STT (ex-country) in a year. This restriction is in place to ensure that STT opportunities are distributed fairly among probationers and to prevent excessive absence from duty due to training activities.

These conditions help in ensuring that probationers are eligible for STT opportunities while also maintaining operational efficiency within the organization.

Conclusion

By adhering to this framework, the Samtse Dzongkhag ensures a systematic, equitable, and strategic approach to addressing training gaps through Ex-Country STT. This approach not only aligns with the BCSR 2023 but also fosters a culture of continuous learning and development, ultimately contributing to enhanced service delivery and the achievement of strategic objectives.

