EFFECTIVE TALENT MANAGEMENT GUIDELINE

FOR SUCCESS

Leadership and Talent Division
Royal Civil Service Commission

Table of
CONTENTS

Foreword

In today's dynamic and competitive landscape, the success of any organization hinges on its ability to attract, develop, and retain top talents. Towards this end, the Talent Management Guideline (TMG) is developed as a strategic blueprint designed to empower our workforce and align their growth with the overarching national goals. The TMG embodies our commitment to fostering a culture of high performance, innovation, and merit.

The development of this TMG involved extensive research, consultation, and collaboration across all levels of civil servants including building a team of experts. It integrates best practices and contemporary strategies in talent acquisition, development, performance management, and succession planning. Our goal is to ensure that every civil servant has the opportunity to reach their full potential and contribute meaningfully to our national vision.

Central to this policy is the recognition that our civil servants are our most valuable asset. By investing in their development, we are investing in the future of Bhutan. This document outlines clear policies and procedures to guide the entire talent management lifecycle, from recruitment and onboarding to continuous learning and career progression. It emphasizes the importance of creating an inclusive environment where diverse talents can thrive and innovation can flourish.

As we implement this TMG, we call upon all civil servants to engage with it proactively. All managers and leaders are encouraged to utilize this guideline to mentor and support your teams effectively.

Together, we will build a resilient and agile civil service organization, ready to meet the challenges of tomorrow. Let us embrace this guideline with a shared commitment to *A High Performing Civil Service for High Income GNH Economy* and a collective vision for our future success.

Thank you for your dedication and hard work in making civil service a place where talent is nurtured and valued.

Tashi Pem
Chairperson

1. Purpose and Objectives

1.1. Purpose

One of the key functions of the Commission is to formulate, administer and evaluate programs pertaining to the development and retention of qualified and competent workforce in the civil service as outlined in Section 27 (e) of Civil Service Act of Bhutan 2010. Further, chapter 10 of BCSR 2023 on Performance Management System and Career Progression states a policy to reward and motivate potential and competent civil servants by providing equal career advancement opportunities to retain the best and the brightest.

The Bhutan Civil Service recognizes the importance of nurturing and leveraging talent to lead transformation and drive national development goals. This Talent Management Policy aims to attract, develop, and retain a diverse pool of high-performing individuals committed to public service excellence vetted for delivery of results (performance), higher competency and the ability to hold Civil Service values.

Talent Management refers to the development and integration of HR processes that attract, develop, engage and retain the knowledge, skills and abilities of employees that will meet the current and future business needs. It is a process by which one or more successors are identified for key positions (or groups of similar key posts) and career moves and/or development activities are planned for these successors.

Successors may be fairly ready to do the job (short-term successors) or seen as having longer-term potential (long-term successors).

This TMG has been designed to develop and retain qualified and competent workforce as mandated by the Civil Service Act of Bhutan 2010 to ensure seamless continuity of talents across all professions in the Executive and Specialist positions. The TMG aims to attract, develop, and retain a diverse pool of high-performing individuals dedicated to public service excellence.

1.2. Objectives

The specific objectives are:
1. **Continuous Identification of Talents:** Recognize potential talents early from the schools.
2. **Career Mapping and Leadership Development:** Create a structured path for career advancement and leadership development.
3. **Building Technical Expertise:** Develop critical technical skills across various fields.
4. **Continuous Development:** Implement targeted interventions to nurture and grow talent.

2. Supply of Talent and Its Definition

2. 1. Supply of Talent

There are three window through which talents are recruited into the civil service:

1. **Undergraduate Scholarship:** This is an institutionalized program wherein RGoB budgets scholarship for every five year plan and is cascaded for annual implementation. This is through identification of early talent pools. Following which the Bhutan Civil Service Examination is conducted to ensure quality control, and is recruited into the civil service.
2. **Selection through open competitive selection (P1M+EX3):** Talents are identified through performance management system and selection into the management positions are usually through open competitive selection process.

1. **Specialist field**: Specialists are promoted through the Specialists career based on performance management, and area of specialisation with deep technical expertise.

2. 1. Definition of Talent

Talent is defined as any individual who has the capability to make a significant difference to the current and future performance of an organization.
Further, talent can be spotted through assessment, which indicates consistent high performer, and high potential in core & critical roles now or in the future.

Based on the current civil service structure, the leadership positions are all considered as a talent position. In addition to the leadership position, technical positions requiring continuity can also be considered as talent positions as Specialist (technical experts).

Individuals who are consistent performers with right values and performance and potential score of Very Good and above. However, inconsistent performers will be removed from the talent pool.
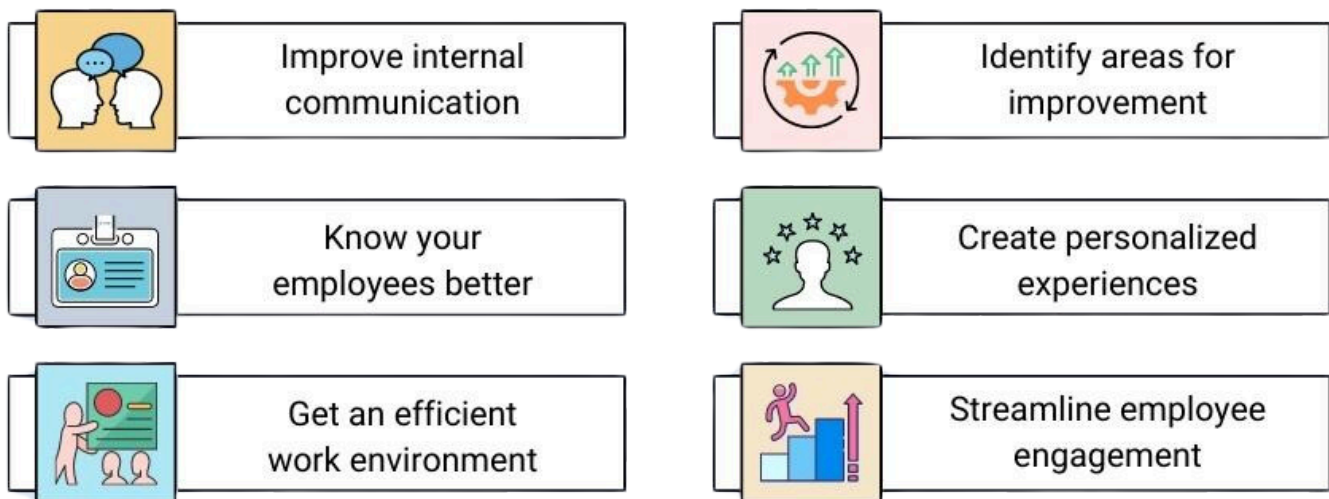
Agencies as part of the TMG should develop a talent persona to match talent pool to a talent position identified above.

The broad definitions of talent persona are:

1. A talent persona is a detailed profile that describes the characteristics, skills, experiences, and traits of an ideal candidate for a specific role (talent) within an organization.
2. It goes beyond a traditional job description by providing a deeper understanding of the qualities and attributes needed for success in the role.
3. Talent personas are typically developed through a combination of research, stakeholder interviews, and analysis of existing top performers in similar roles.
4. This will help recruiters and promoting entities like Human Resource Committees to identify and attract candidates who are the best fit for the position and align with the organization's culture, values, and strategic objectives.
5. Talent personas serve as a valuable tool in talent recruitment, promotion or transfers enabling organizations to target their recruitment efforts.

Agencies are required to define who is a talent and develop talent personas relevant to the mandate of the agency as part of the TMG.

Benefits of Employee Personas

Improve internal communication	Identify areas for improvement
Know your employees better	Create personalized experiences
Get an efficient work environment	Streamline employee engagement

3. Criteria for identification of Talent

3.1 Performance

1. Agencies are required to use the **performance dashboard** Key Performance Indicators (KPIs), which have established measurable indicators that define success in the current role. These metrics provide objective benchmarks for evaluating performance and tracking progress over time.
2. **Job-Specific Competencies** current Competency Based Framework (CBF) to be used to identify the specific skills, knowledge, and abilities required to excel in a particular role. These competencies should directly align with the responsibilities and requirements of the job.
3. **Leadership Capabilities** current Leadership Capability Framework (LCF) aligned to Direction, Delivery and Drive to be used to assess leadership potential.
4. Minimum Performance and Potential Assessment of Very Good and above as mandatory to be identified as talent.

3.2 Potential: Indicators of Potential

In addition to the available information through the MaX (PMS), following can either be made integral part of performance assessment or used in as an additional talent identification criteria:

    a. **Quality of Work**: Assess the quality of an individual's work output, including accuracy, thoroughness, and attention to detail. High-quality work demonstrates commitment to excellence and contributes to overall organizational success.

    b. **Productivity and Efficiency:** Evaluate an employee's productivity levels and efficiency in completing tasks and meeting deadlines. Effective time management and the ability to prioritize tasks are essential for maximizing productivity.

    c. **Problem-Solving and Decision-Making:** Assess an individual's ability to identify problems, analyze situations, and make effective decisions. Strong problem-solving skills contribute to innovation, process improvement, and overcoming challenges in the workplace.

e. **Teamwork and Collaboration:** Assess how well an individual works with others, contributes to team goals, and fosters a positive work environment. Collaboration skills include listening, sharing ideas, supporting colleagues, and resolving conflicts constructively.

f. **Adaptability and Flexibility:** Assess employees' ability to adapt to change, learn new skills, and thrive in dynamic environments. Adaptability is crucial for navigating challenges, seizing opportunities, and driving organizational resilience.

g. **Customer Focus:** For customer-facing roles, evaluate an individual's ability to understand and meet customer needs, provide excellent service, and build positive relationships with clients or customers.

4. Approving Authority

4.1 Approving Authority

The identification and management of talent shall follow these general principles:

- All agencies must develop a Talent Management Framework (TMF) aligned with the Talent Management Guideline.
- Each agency must establish a Talent Steering Committee (TSC) and a Talent Management Committee (TMC).
- The TSC provides strategic oversight, while the TMC handles operational implementation.
- In smaller agencies with limited hierarchy, both TSC and TMC functions may be combined within a single committee.

4.1 Skills Inventory Applications

The skills inventory applications can be on the following areas:

1.W**orkforce Planning:**

Skills inventory helps organizations understand the skills and competencies present within their workforce. This information is crucial for forecasting future skill needs and identifying skill gaps. It enables organizations to plan recruitment, training, and development initiatives strategically. Based on the above skills available, agencies should review and analyze gaps through the staffing, the existing staff, and determine bench strength in line with the talent positions identified. Further, agencies also can review the supply of the staff through undergraduate scholarship, and the in service candidates and submit the graduate requirement to RCSC. Agency is responsible to ensure smooth supply of talent through objective plans.

2. **Training and Development:**

Skills inventory assists in identifying training needs at both individual and organizational levels. By analyzing skill gaps, organizations can design targeted training programs to enhance the capabilities of employees, improving overall performance and productivity. This to be the data point for submitting 5 year HRD priority areas which are cascaded into a yearly priority list.

3.**Performance Management:**

Skills inventory provides a structured framework for evaluating employee performance based on their skills and competencies. It enables managers to set relevant performance goals, provide constructive feedback, and assess employees' contributions accurately.

5. Talent Development Approaches and Roadmap

5.1. Talent Development Approaches:

Recommended talent development approaches include:

1. **Coaching and Mentoring:**
Provide guidance and support to employees for skill enhancement through scheduled coaching and mentoring practices.

2. **Individual Development Plans:**
Document growth goals and required support in the performance dashboard.

3. **Stretch Assignments and Job Shadowing**: Give Provide stretch assignments and shadowing opportunities to develop new skills and perspectives.

4. **Job Rotation and Succession Planning:** Develop diverse skill sets and ensure leadership continuity.

Recruitment, Retention, Development, and Succession Planning
The TMG emphasizes:

- Merit-based recruitment and competency assessments for fair hiring practices.
- Employee retention through supportive environments, competitive compensation (where relevant), and transparent promotion opportunities.
- Continuous development through training programs, workshops, and mentorship.
- Succession planning to ensure smooth transitions in leadership roles and technical field.

5.2. Talent Roadmap

A talent roadmap is a document that lays out the steps necessary to attract and nurture the mix of employees your agency needs to groom and retain.

A talent road map should be developed by each Chief, Specialist head or executive, and the following are suggested steps:

Step 1: identify performance gap/issues
Step 2: Establish desired performance goals and outcomes
Step 3: select suitable learning methods
Step 4: Assess how learning is assessed and transferred.

The online MaX performance dashboard can be used to record the above. The talent road map should also include the overall talent development aspect based on the above recommended indicative list.

6. Monitoring and Evaluation, Compliance and Ethics

6. 1. Monitoring and Evaluation

A key performance indicator for all managers will be on the implementation of Talent Management Guideline through the development of agency specific TMF and ensuring its effective implementation.

RCSC shall:

1. Regularly review and evaluate the effectiveness of talent management initiatives to identify areas for improvement.
2. Solicit feedback from employees through surveys and focus groups to gauge satisfaction and engagement.
3. Adjust policies and practices as needed to ensure alignment with organizational goals and evolving workforce needs.

The Royal Civil Service Commission is committed to nurturing a talented and motivated workforce capable of leading transformation and driving sustainable development. Through proactive talent management strategies, we aim to build a culture of excellence, innovation, and public service ethos that reflects the aspirations of the Bhutanese people.
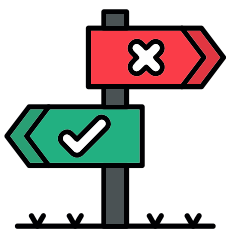
Annexures
Annexure 1: Recommended Tools for Talent Identification
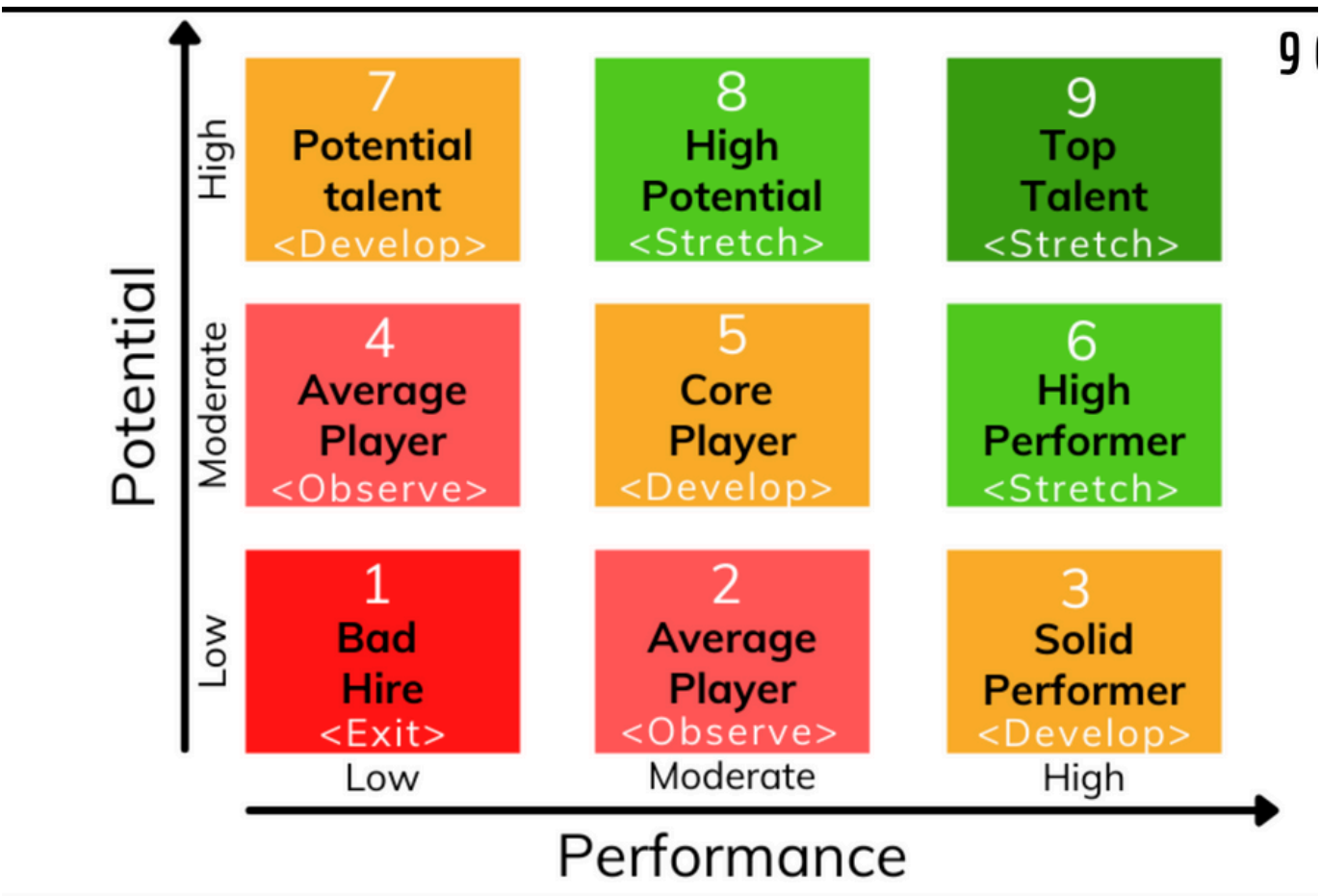**Annexure 2: General ToR for Talent Steering Committee and Talent Management Committee**
These annexures provide detailed tools and frameworks for agencies to customize their talent management practices according to their specific needs and mandates.

Annexure 1: Recommended Tools for Talent Identification

Recommended tool for identification of Talents are:

Developing 9-Box Grid: Use 3X3 concepts to assess the pool of talents into different categories for targeted intervention based on performance and potential.

Annexure 2: General ToR for Talent Steering Committee and Talent Management Committee

Drive strategic initiatives for National level Talent Management and Development for Ministries and Agencies

Purpose:
Define the overarching objectives and strategic direction on talent development initiatives.
Provide guidance and oversight to ensure alignment with national priorities and goals.
Facilitate collaboration among stakeholders to optimize talent development efforts

Composition:
Specify The Membership Criteria, including representation from ministries and agencies
Define the roles and responsibilities of committee members, including the chairperson and any designated sub- committees.

Scope of Work:
Identify areas of focus for talent development, such as education, vocational training, trade, entrepreneurship, and innovation.
Determine target demographic and regions for intervention, considering socio-economic disparities regional disparities.
Establish performance metrics and evaluation criteria to measure the effectiveness of talent development programs.

Annexure 2:
General ToR of Talent Management Committee:
Objective:
Define the specific operational goals and objectives of the committee in enhancing talent development initiatives at a tactical level.
Align the committee's activities with broader strategic objectives set by the National Talent Steering Committee or relevant authorities.

Composition:
Determine the representation from relevant stakeholders such as HR professionals, educators, industry leaders, and government officials.
Define roles and responsibilities within the committee, including chairperson, coordinators, and working groups if necessary.

Scope of Work:
Specify the areas of focus for operational activities, such as recruitment, training, retention, and career development of talent.
Identify key performance indicators and benchmarks to measure the success of tactical initiatives.

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