

# HUMAN RESOURCE MANAGEMENT GUIDELINE

2022



ROYAL SOCIETY FOR PROTECTION OF NATURE

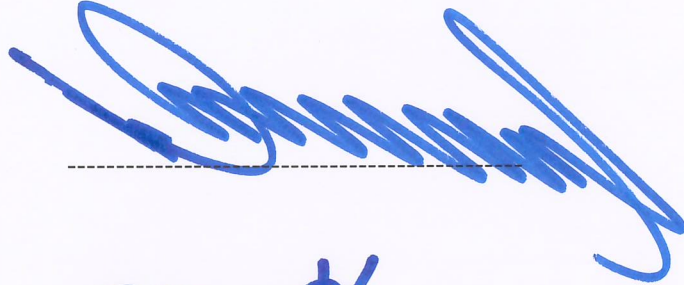


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Date: November 4, 2022

**Incorporators of this document:**

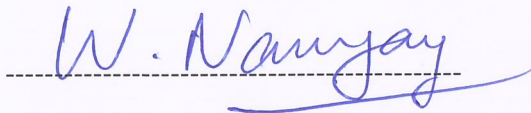
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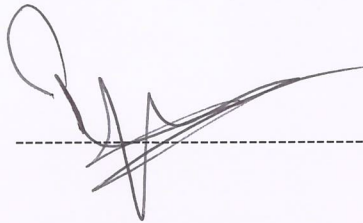
2. Kinley Tenzin, PhD  
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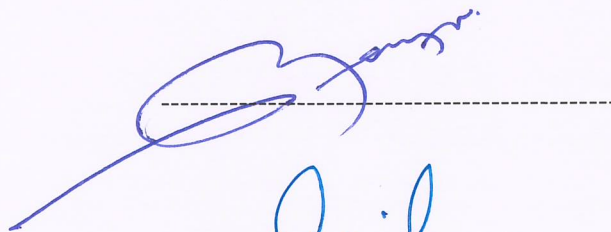
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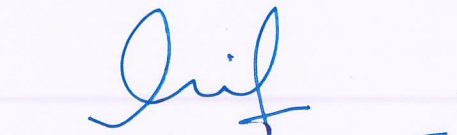
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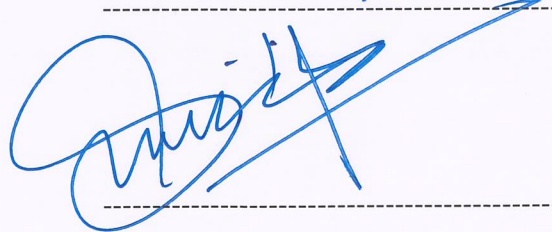
5. Ms. Khachi Wangmo,  
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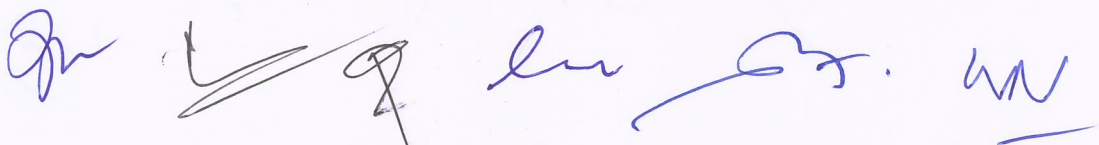
## **INTRODUCTION**

Royal Society for Protection (RSPN) was established in 1987 with an objective of inspiring personal responsibility for environmental conservation for the citizens of Bhutan. In order to achieve this objective, the organization employs a workforce whose terms and conditions of services are determined by the provisions of this Human Resource Guideline.

This guideline embodies the terms and conditions of service of RSPN and shall apply to all staff of the organization except where they are at variance with the laws of Bhutan or as otherwise provided in this guideline.

The management reserves the right to amend this guideline or any part thereof as may be deemed necessary.

Any issues arising out of the interpretation or application of this guideline shall be referred to the Chairman of the Board whose decision shall be final.



## **1. HUMAN RESOURCE MANAGEMENT GUIDELINE**

### **1.1. Purpose of the Guideline**

This guideline is intended in employing people, training them, compensating them, developing policies, and developing retention strategies, besides providing guidance regarding their rights and obligations. This policy applies to all volunteers, trustees and staff of RSPN including members of the Board of Directors.

### **1.2. Human Resource Management Guideline Objectives**

RSPN shall endeavor to achieve the following objectives;

- a) Appropriate remuneration for all staff for services rendered
- b) Fair hearing for all staff
- c) Equal employment opportunities
- d) Provision of appropriate training and facilitation

### **1.3. Human Resource Management Guideline Strategy**

RSPN shall endeavor to attract, engage and retain highly competent staff and optimally use their services.

### **1.4. Role of Human Resource Management**

Seven main roles that HRM plays in RSPN are described in the following section:

#### **1.4.1. Staffing**

RSPN staffing shall involve the entire hiring process from posting a job to negotiating a salary package, and within the staffing function, there are four main steps:

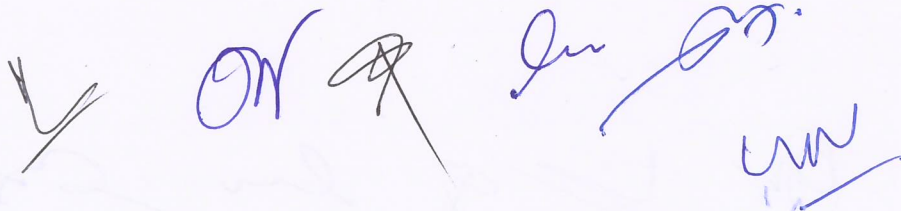
- 1.4.1.1. Developing a staffing plan
- 1.4.1.2. Developing policies to encourage multiculturalism at work
- 1.4.1.3. Recruitment
- 1.4.1.4. Selection

#### **1.4.2. Development of Workplace Policies:** RSPN has the following policies to ensure fairness and continuity within the organization.

- 1.4.2.1. Respect & Dignity at Work Policy
- 1.4.2.2. Ethics Policy
- 1.4.2.3. Discipline (Staff Code of Conduct)
- 1.4.2.4. Gender Policy

#### **1.4.3. Compensation & Benefit Administration**

HRM professionals need to determine that compensation is fair, meets RSPN standards, and is high enough to entice people to work for the organization. Compensation includes anything the employee receives for his or her work. In addition, HRM professionals need to make sure the pay

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is comparable to what other people performing similar jobs are being paid. This involves setting up pay systems that take into consideration the number of years with the organization, years of experience, education, and similar aspects. The employee compensation includes the following:

- 1.4.3.1. Salary
- 1.4.3.2. Health Benefits
- 1.4.3.3. Provident Fund or retirement plan
- 1.4.3.4. Vacation time
- 1.4.3.5. Medical or Sick leave

#### **1.4.4. Retention**

HRM professional must be aware of all the laws that affect the workplace. Retention involves keeping and motivating employees to stay with the organization. Compensation is a major factor in employee retention, but there are other factors as well.

#### **1.4.5. Training & Development**

Once the staff is being employed, RSPN shall ensure that staff not only are trained to do the job but also continue to grow and develop new skills in their job, as employees who feel they are developing their skills tend to be happier in their jobs, which results in increased employee retention.

#### **1.4.6. Dealing with Laws affecting Employment**

HRM professional must be aware of all the laws that affect the workplace.

#### **1.4.7. Worker Protection**

Safety is a major consideration in all organizations. Oftentimes new laws are created with the goal of setting standards to ensure worker safety. It is up to the HRM professional to be aware of worker protection requirements and ensure the workplace is meeting all standards. Worker protection issues might include the following:

- 1.4.7.1. Chemical hazards
- 1.4.7.2. Heating and ventilation requirements
- 1.4.7.3. Use of "no fragrance" zones
- 1.4.7.4. Protection of private employee information
- 1.4.7.5. Safety for field staff having to perform high risk jobs with appropriate gears.

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## 2. DEVELOPING AND IMPLEMENTING STRATEGIC HRM PLANS

### 2.1. Strategic Planning

HRM is not only crucial to RSPN's success, but it should be part of the overall strategic plan. RSPN shall consider these four aspects when creating a good HRM strategic plan:

- 2.1.1. **Make it applicable.** Often people spend an inordinate amount of time developing plans, but the plans sit in a file somewhere and are never actually used. A good strategic plan should be the guiding principles for the HRM function.
- 2.1.2. **Be a strategic partner.** Alignment of corporate values in the HRM strategic plan should be a major objective of the plan. In addition, the HRM strategic plan should be aligned with the mission and objectives of the organization as a whole.
- 2.1.3. **Involve people.** The plan should involve everyone in the organization.
- 2.1.4. **Understand how technology can be used.** Organizations oftentimes do not have the money or the inclination to research software and find budget-friendly options for implementation. People are sometimes nervous about new technology. However, the best organizations are those that embrace technology and find the right technology uses for their businesses.

### 2.2. Writing the HRM Plan

2.2.1. Conduct a Strategic Analysis to provide RSPN with some basic elements to consider and research before writing HRM Plan. A strategic analysis looks at three aspects of the individual HRM department:

- 2.2.1.1. Understanding of RSPN's mission and values. It is impossible to plan for HRM if one does not know the values and missions of the organization. It is imperative for the HR manager to align department objectives with organizational objectives.
- 2.2.1.2. Understanding of the departmental mission and values. Departments must develop their own departmental mission and values.
- 2.2.1.3. Understanding the challenges faced by the department. HRM managers cannot deal with change quickly if they are not able to predict changes. As a result, the HRM manager should know what upcoming challenges may be faced to make plans to deal with those challenges better when they come along. This makes the strategic plan and HRM plan much more usable.

### 2.2.2. Identify Strategic HR Issues, Prioritize issues and Actions

RSPN shall use a strategic planning tool that identifies strengths, weaknesses, opportunities, and threats (SWOT analysis) to determine some of the issues the office is facing. Based on the data gathered, the HRM manager should prioritize the goals and then put action plans together to deal with these challenges. An important aspect of this step is the involvement of the management and executives.





### 2.2.3. Draw up an HRM Plan

Once the HRM manager has met with executives and management, and priorities have been agreed upon, the plans are ready to be developed. The six parts of the HRM plan shall consist of following:

2.2.3.1. **Determine human resource needs:** This part is heavily involved with the strategic plan. The first part of an HR plan will consist of determining how many people are needed. This step involves looking at company operations over the last year and asking a lot of questions:

- 2.2.3.1.1. Were enough people hired?
- 2.2.3.1.2. Did RSPN has to scramble to hire people at the last minute?
- 2.2.3.1.3. What are the skills RSPN's current employees possess?
- 2.2.3.1.4. What skills do RSPN employees need to gain to keep up with technology?
- 2.2.3.1.5. Who is retiring soon? Do RSPN have someone to replace them?
- 2.2.3.1.6. What are the program forecasts? How might this affect RSPN's hiring?

HRM manager shall prepare an inventory of all current employees, which includes their educational level and abilities, which shall provide the big picture on what current employees can do and serve as a tool to develop employees' skills and abilities.

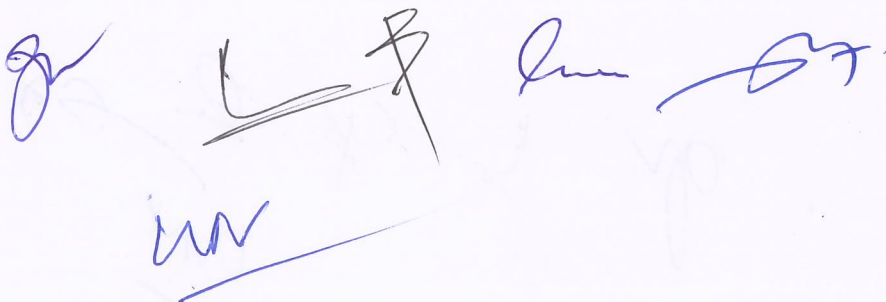
2.2.3.2. **Determine recruiting strategy:** Once RSPN have a plan in place, it's necessary to have a strategy addressing how RSPN will recruit the right people at the right time.

2.2.3.3. **Select employees:** The selection process consists of the interviewing and hiring process.

2.2.3.4. **Develop training:** Based on the strategic plan, what training needs are arising? Is there new software that everyone must learn? Are there problems in handling conflict? Whatever the training topics are, the HR manager should address plans to offer training in the HRM plan.

2.2.3.5. **Determine compensation:** In this aspect of the HRM plan, the manager must determine pay scales and other compensation such as health care, bonuses, and other perks.

2.2.3.6. **Appraise performance:** Sets of standards need to be developed so RSPN know how to rate the performance of the employees and continue with their development.

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### **3. DIVERSITY & MULTICULTURALISM**

#### **3.1. Diversity and Multiculturalism**

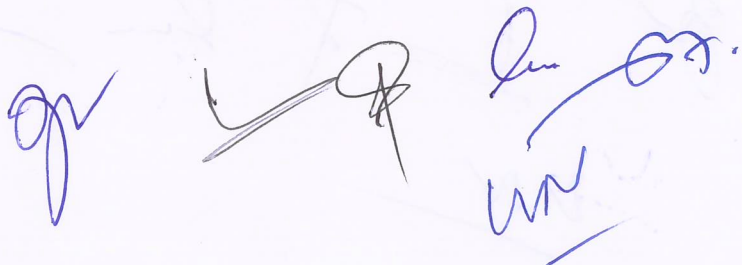
At RSPN, Diversity is defined as the differences between people including race, gender, sexual orientation, religion, socioeconomic status, and much more, while Multiculturalism goes deeper than diversity by focusing on inclusiveness, understanding, and respect, and also by looking at unequal power in society. Diversity focuses on the “otherness” or differences between individuals and has a goal of making sure, through policies, that everyone is treated the same. Multiculturalism looks at a system of advantages based on race, gender, and sexual orientation called power and privilege such as: Race privilege; Social class privilege; Gender privilege; and Sexual orientation privilege.

#### **3.2. Why Diversity and Multiculturalism at RSPN?**

Diversity can help RSPN with policies to prevent discrimination, while multiculturalism can help gain a deeper understanding of the differences between people. Rather than looking at diversity as attaining numerical goals or complying with the law, RSPN combines the concept to create better workplaces. Here are a few main reasons:

- 3.2.1.** As per the clause 11, 12 and 13 of the Labour and Employment Act of Bhutan (2007), an employer and an employment agent shall not discriminate against employees with regard to job application, recruitment, dismissal, transfer, training, demotion, wages and working conditions. Clause 237 of the same act stated that “discrimination” means if a person is treated less favorably, either directly or indirectly, on the basis of race, colour, sex, marital status, pregnancy, religion, political opinion, social origin or involvement in a workers’ association or as an occupational health and safety representative.
- 3.2.2.** RSPN can better serve communities by offering a broader range of services, such as being able to speak a variety of languages and understanding other cultures.
- 3.2.3.** RSPN can better communicate with one another (saving time and money) and customers.
- 3.2.4.** With a multicultural perspective, RSPN can create better ideas and solutions.

Equal right and equal opportunity for employment at RSPN is being enshrined in the RSPN Service Rules and Regulation (2022).





#### 4. RECRUITMENT

##### 4.1. Recruitment Policy

RSPN shall strive to provide equal opportunities to all candidates and apply objective and fair criteria to ensure that candidates are selected, assessed, and incentivized on the basis of their merits, abilities, and performance.

Candidates seeking employment shall normally have attained the minimum age of 18 years (Bhutanese nationals between 13 to 17 years may however be employed against jobs/posts prescribed by MoLHR). All the appointments shall follow the RSPN SRR, which is in line with the selection and recruitment regulations of MoLHR and RSPN.

Positions in the Organization will be filled transparently and on merit-based using open competition as the basis of selection.

##### 4.2. Creation of new Post

4.2.1. A new post may be created by the concerned Departments/Divisions based on the need of the Organization and submitted to the management for approval.

##### 4.3. Authority to Recruit

4.3.1. Recruitment into positions at the Directors and Specialist level shall be submitted to the Board for approval. For all other positions, approval shall be sought from the Executive Director.

4.3.2. The Operations Department in consultation with the relevant Division shall initiate the recruitment process.

##### 4.4. Recruitment Guidelines

###### 4.4.1. Meeting employment needs in-house:

- a. The in-house recruitment process shall be without any discrimination and in line with the Labor and Employment Act of Bhutan () and RSPN regulation.
- b. Vacancies for jobs may be announced within the Organization. This will enable RSPN to retain its experienced employees and provide them with continued employment with RSPN.

###### 4.4.2. Vacancy Announcement

All job vacancies, except those under the temporary job category, shall be recruited as follows:

4.4.2.1. Vacancies for jobs not filled **under clause 4.4.1. above** shall be announced through the public media. These vacancies shall also be posted on the RSPN website.

4.4.2.2. **All vacancy announcements must contain the following information:**

- a. Job Title



- b. Required minimum qualification
- c. Required minimum experience
- d. Nationality
- e. Required documents
- f. Application deadline

**4.4.2.3. Address of RSPN**

The following detailed information shall be made available to interested applicants upon request:

- a. Full Job description/ Terms of Reference
- b. Skills and competencies required to carry out the work
- c. Special requirements if any
- d. Selection procedures (interviews, written examination etc.)

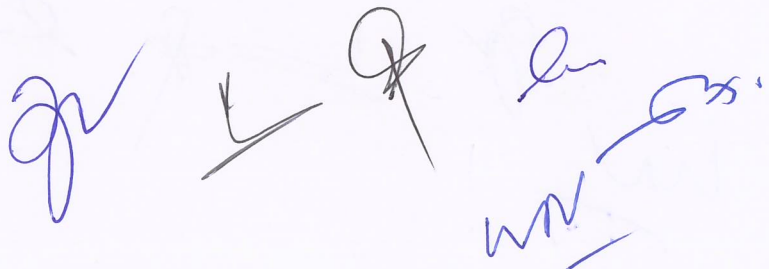
**4.4.2.4. Required documents:**

The written application must be submitted along with the following documentation:

- a. Resume
- b. Copies of academic transcripts
- c. Work Experience certificate
- d. Contact details of referees
- e. Copy of the Citizenship Identity Card
- f. Security Clearance Certificate
- g. Audit Clearance (if applicable)
- h. Valid medical certificate
- i. Any other information that may be required
- j. No objection certificate for in-service candidates

**4.4.3. The recruitment processes**

- 4.4.3.1. The Employer shall recruit Bhutanese nationals keeping in view of Royal Government's policy to reduce dependency on foreign workforce. However, a foreign national may be recruited in the event the nationals do not meet the expected skills.
- 4.4.3.2. Facilitate the appointment of the most suitable employees in the most efficient, transparent, and effective manner.
- 4.4.3.3. The appointments shall be in line with the Labor and Employment Act of Bhutan, 2007 and RSPN SRR.
- 4.4.3.4. Ensure that the people with the required qualifications, competence and right attitude for the right job are hired.
- 4.4.3.5. Any employment not covered under these RSPN SRR shall be conducted as per the Labor and Employment Act of Bhutan, 2007.

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4.4.3.6. All candidates shall submit their applications in writing. No staff shall be recruited through a “backdoor” approach.

4.4.3.7. The RSPN reserve the right to headhunt or advertise in an effort to obtain the best affordable talent in the labour market, in the event RSPN does not get competent candidates through open competition processes.

**4.5. Job Categories**

RSPN shall recruit staff for employment under the following job categories:

**4.5.1. Regular Contract:** Certain employees of RSPN shall be recruited on regular contract with specific terms and conditions drawn against each position.

**4.5.2. Service Contract:** Certain employees of RSPN shall be recruited for a specific time period and for delivering pre-determined services.

**4.5.3. Consolidated Pay Employees (CPE):** This category of employees is employed to perform basic and manual work in RSPN on a consolidated salary.

**4.5.4. Temporary staff:** This category of employees comprises those that are employed for a short term duration of not more than one year. The salary for temporary staff shall be paid as in **Table 1**.

**4.5.5. Volunteers and Interns:** These categories of staff are engaged to perform specific tasks for the Organization with minimal or no cost or obligation to RSPN. The category includes individuals that have voluntarily offered their services as well as those that are deputed/contracted by other volunteer agencies to RSPN. Hence, no remuneration is payable by RSPN except for an honorarium, accommodation or payment of expenses incurred in the event of performing specific tasks assigned by RSPN. However, DSA shall be paid as in **Table 1**.

**4.5.6. Consultants:** Consultants are employed and paid by the Organization to perform time bound, specific and highly professional tasks. Their payments are predetermined and shall be entitled to benefits as per their contract agreement only in line with Labor Rules.

**4.5.7. Consortium of Experts:** This category shall comprise a selected group of highly qualified experts in various fields, who meet specified criteria and have been enrolled under the RSPNs Consortium of Experts. Their engagement shall be determined by the RSPN management team upon recommendation from the HRC and in accordance with the consortium of expert’s guidelines. Under special circumstances the HRC may seek management team’s approval for the enrolment of foreign members.

**Table 1. Incentives for temporary Staff, Intern/Volunteers and Daily paid workers (as per clause 4.5.5.)**

Designation	Incentives	Remarks
Temporary staff	20,000/month	Minimum qualification of Class XII and above

Daily Wage Workers	Minimum of Nu. 215/day	
Intern and volunteers	Minimum of Nu. 1000 per diem on official tours	

**4.6. Employment Terms**

- 4.6.1. Regular Contracted Employees shall be recruited for a period of **5 years**, based on the nature of the job categories, and the contract shall be renewed based on the performance of the employee and the needs of the Organization.
- 4.6.2. RSPN position level and Minimum No. of years required for upgrade to the next level/position shown in **Table 2**.

**Table 2. Position level for upgrade to next level**

From Level	To Level	No. of years and authority to endorse for upgrade to the next position level
<b>Director/ Specialist</b>		
D2/ES2	D1/ES1	5 years by the Board upon recommendation by the ED
D3/ES3	D2/ES2	5 years by the Board upon recommendation by the ED
<b>Chief</b>		
C1	D3/ES3	5 years by the Management upon recommendation by the Director
C2	C1	5 years by the Management upon recommendation by the Director
C3	C2	5 years by the Management upon recommendation by the Director
<b>Officer</b>		
O1	C3	5 years by the Management upon recommendation by the chief
O2	O1	5 years by the Management upon recommendation by the chief
O3	O2	5 years by the Management upon recommendation by the chief
<b>Assistant</b>		
A1	O3	5 years by the Management upon recommendation by the chief



A2	A1	5 years by the Management upon recommendation by the chief
A3	A2	5 years by the Management upon recommendation by the chief
<b>Support</b>		
S1	A3	5 years by the Management upon recommendation by the chief
S2	S1	5 years by the Management upon recommendation by the chief
S3	S2	5 years by the Management upon recommendation by the chief
S4	S3	5 years by the Management upon recommendation by the chief

*\*Note: Considerations for upgrade to the next higher level are subject to the performance ratings and management/board approval listed above.*

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## 5. SELECTION AND APPOINTMENT

### 5.1. Screening, Short-listing & Selection Process

RSPN shall follow the steps involved in choosing people who have the right qualifications to fill a current or future job opening. The selection process consists of five distinct aspects. All individuals involved in the hiring process should be properly trained on the steps for interviewing, including developing criteria, reviewing résumés, developing interview questions, and weighting the candidates.

**5.1.1. Criteria development.** The first aspect to selection is planning the interview process, which includes criteria development. Criteria development means determining which sources of information will be used and how those sources will be scored during the interview. The criteria should be related directly to the job analysis and the job specifications. In fact, some aspects of the job analysis and job specifications may be the actual criteria. In addition to this, include things like personality or cultural fit, which would also be part of criteria development. This process usually involves discussing which skills, abilities, and personal characteristics are required to be successful at any given job. By developing the criteria before reviewing any résumés, the HR professional can be sure he or she is being fair in selecting people to interview.

**5.1.2. Application and résumé review.** Once the criteria have been developed (step one), applications can be reviewed. The Operations Department shall facilitate/coordinate the processes. Human Resource Committee (HRC) shall carry out the screening and short-listing of the candidate(s) and submit to the management.

**5.1.3. Shortlisting:** After determining which applications meet the minimum criteria, HRC must shortlist those applicants to be interviewed.

**5.1.4. Interviewing:** Management (Board of Directors/Secretariat) may appoint the interview panel based on the category of the position announced. The following steps, but not limited to, shall be followed:

Step 1: Written examination

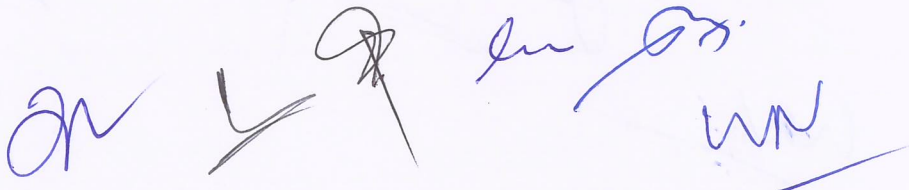
Step 2: Presentation

Step 3: Face-to-face interview, etc.

Interview panel may decide on the weightage for each step. However, it is not necessary that all the above three steps are followed, based on the category of the position announced.

**5.1.4.1. Interview panel shall:**

5.1.4.1.1. Assess the candidates' knowledge, interest, competency and attitude or the willingness to be posted in any of the RSPN offices if selected.





- 5.1.4.1.2. Assess the general language proficiency of the candidate in English, Dzongkha and other local dialects as deemed.
- 5.1.4.1.3. Record assessment scores, remarks, and recommendations in the interview format for each candidate and attest signature.
  - a. Evaluation report of the interview and/or written tests conducted shall be compiled by the Operations Department and the overall results shall be declared with the approval of the Executive Director.
  - b. Candidates called for interview shall not be eligible for reimbursement of expenses incurred on travel unless otherwise communicated to the candidate prior to being called for the interview.
  - c. The interview panels are required to sign the **Conflict-of-Interest declaration form (SRR-FORM -1)** before the interview session.

**5.1.5. Test administration.** Any number of tests may be administered before a hiring decision is made. These may include drug, physical, personality, or cognitive tests. In addition, the reference/background checks are recommended.

## **5.2. Conditions of Appointment**

All staff shall be employed based on the Job Categories, subject to successful annual performance appraisals. RSPN shall not recruit any person whose knowledge and competencies do not meet the requirements of the post(s).

### **5.2.1. Acceptance**

5.2.1.1. Appointees shall accept the offer of employment within 14 days from the date of an offer by submitting a formal acceptance letter.

5.2.1.2. The appointee shall report for duty not later than one month from the date of acceptance or as required by the organization.

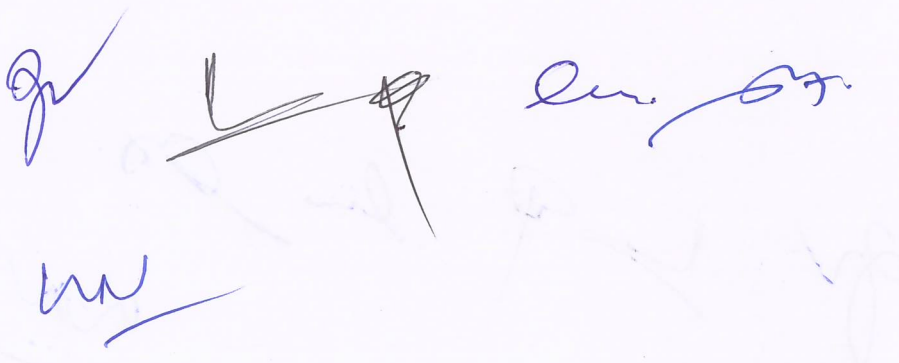
### **5.2.2. Induction**

New recruits shall be subjected to induction to familiarization upon successful interview and ensured appointment.

### **5.2.3. Probation**

On appointment to the organization, staff shall undergo a six months' probationary period after which the appointment will be confirmed after a positive performance appraisal.

### **5.2.4. Termination**



5.2.4.1. RSPN may at any time terminate the appointment of any staff on account of unsatisfactory performance or conduct during the probation period.

**5.2.5. Confirmation**

Confirmation shall be subject to satisfactory performance reports from the immediate supervisor. Staff shall be notified of their confirmation in writing.

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## 6. COMPENSATION AND BENEFIT PACKAGE

### 6.1. Matching Compensation with Core Values

RSPN shall develop a compensation plan that includes salary, retirement plans, medical allowances, vacation time, etc.

### 6.2. Goal of Compensation Package

The goals of compensation at RSPN is to attract people to work for the organization and to retain people who are already working in the organization.

- 6.2.1. First, the compensation package should be positive enough to attract the best people for the job.
- 6.2.2. Once the best employees and talent come to work for the organization, RSPN wants the compensation to be competitive enough to motivate people to stay with the organization.
- 6.2.3. Third, compensation can be used to improve morale, motivation, and satisfaction among employees. If employees are not satisfied, this can result not only in higher turnover but also in poor quality of work for those employees who do stay. A proper compensation plan can also increase loyalty in the organization.

### 6.3. Type of pay systems

- 6.3.1. **Regular Contract Employee:** Certain employees of RSPN shall be recruited on regular contract with specific terms and conditions drawn against each position.
- 6.3.2. **Service Contract Employee:** Certain employees of RSPN shall be recruited on service contract for a specific time period and for delivering pre-determined services, with specific terms and conditions drawn against each position.
- 6.3.3. **Consolidated Pay Employees (CPE):** This category of employees is employed to perform basic and manual work in RSPN on a consolidated salary.

### 6.4. Payment systems

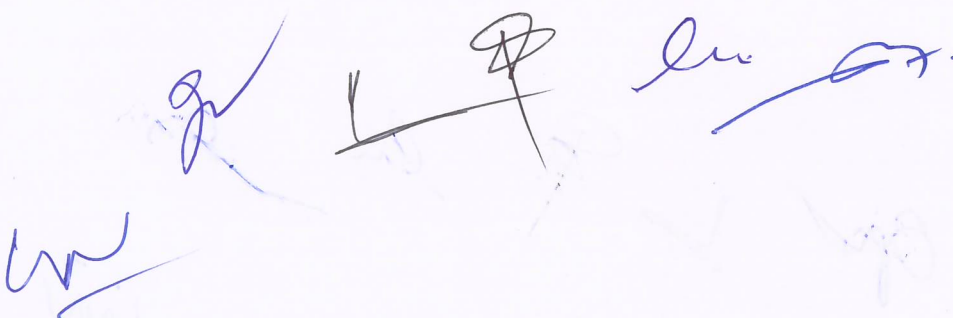
- 6.4.1. RSPN shall base the payment system to the position structure showing entry and threshold levels (Annexure 2 of RSPN SRR).
- 6.4.2. **Negotiation for salary:** the recruited candidate may negotiate for starting salary based on qualification, experiences, skills, competency and organizational fitness.

### 6.5. Salary Payments and Deductions

Staff remunerations shall be determined or revised by the Management from time to time.

### 6.6. Other types of benefit

- 6.6.1. **Human Resource Development:** For long-term HR development in-country, employees shall be provided the tuition fees maximum of Nu. 300,000.00.





**6.6.2. Sick leave:** RSPN Employees shall be granted sick leave on the production of medical certificates/advice from the medical doctor.

**6.6.3. Medical leave**

6.6.3.1. Medical leave: Employees on medical leave shall be entitled to his or her salary up to a maximum period of one year, after which the case shall be submitted to management for recommendation. The grant of such leave shall be based on the production of medical certificates/advice from the medical doctor.

6.6.3.2. Escort Leave: RSPN employee shall be granted attendant leave to attend sick personal who are the immediate family members (employee's father, mother, spouse (s) and children, father-in-law and mother-in-law), for a maximum of one month.

**6.6.4. Medical grant:** Any staff with serious illness that requires referral to a medical institution outside the country shall be eligible for medical grant by fulfilling the following:

6.6.4.1. Referrals from the referral committee of doctors shall be entitled to Nu. 50,000.00

6.6.4.2. In the event the individual cannot produce such referrals but requires medical services from an ex-country medical institution, the management of RSPN shall decide on a case-by-case basis considering the severity of the illness. Any individual availing such grant may be paid up to Nu. 50,000.00

6.6.4.3. Such claims shall be disbursed upon production of medical reports verified by competent authorities.

6.6.4.4. Medical grants can be availed only once a year by an employee.

**6.6.5. Private Provident Fund**

**6.6.6. Gratuity:** RSPN has provision of paying gratuity only upon serving the organization of three years

**6.6.7. Group Insurance Scheme:** The Group Insurance Scheme (GIS) is the most low-cost group and risk coverage with death benefit/total permanent disability of sum assured plus accumulated savings @ 8% per annum; accumulated Savings @ 8% per annum upon separation from the service; and 100% Tax Refund

**6.6.8. Paid Time Off:** RSPN shall provide 30 days Paid Time Off in a year, which employees can use for vacation time, holidays, and/or sick leave.

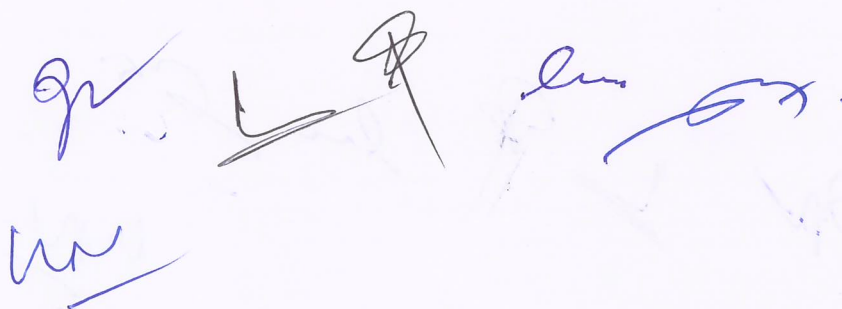
**6.6.9. Paid Holidays:** RSPN shall offer a set number of paid holidays such as National Day, Losars, etc., in sync with the national holidays.

**6.6.10. Casualties Support/compensation** (might be included in the other benefit section): In case of any casualties (injuries, disabilities or death) that occur during the execution of official duties, RSPN shall be liable to support and compensate as follows:

6.6.10.1. Officials who travel to the field are encouraged to Insure Their Travel and that the Insurance Premium shall be supported by RSPN.

6.6.10.2. All medical expenses shall be borne by RSPN. For a period of 12 months, an injured employee is entitled to full salary. In the case of injuries leading to death or spot death, RSPN shall support all the expenditure from the day of decease till 21st day ritual.

6.6.10.3. For other benefits and compensations related to injuries and death occurring while executing the official duties, RSPN shall follow the Labour and Employment Act of Bhutan (2007).

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## 7. RETENTION AND MOTIVATION

The management plays an important role in retaining talented employees who are familiar with the working conditions of the organization and thus perform better than the employees who just come and go.

Motivation plays an important role in employee satisfaction and eventually employee retention. The managers must constantly motivate the employees to extract the best out of them. If an employee has performed exceptionally well, do appreciate him or her.

### 7.1. The Cost of Turnover

In HR, costs associated with turnover are separated into indirect costs and direct costs. Direct turnover costs include the cost of leaving, replacement costs, and transition costs, while indirect turnover costs include the reduced performance.

To avoid these costs, development of retention plans is an important function of the HR strategic plan. Retention plans outline the strategies the organization will use to reduce turnover and address employee motivation.

#### 7.1.1. Reasons for voluntary turnover

To develop retention plans, it is important to address the reasons why people choose to leave an organization to begin with. One mistake HR professionals and managers make is to assume people leave solely on the basis of their unhappiness with their compensation packages. Many factors can cause demotivation within employees. Some of the reasons, that RSPN may consider are as follows:

- 7.1.1.1. A poor match between the job and the skills of the employee.
- 7.1.1.2. Lack of growth. Some employees feel “stuck” in their job and don’t see a way to have upward mobility in the organization.
- 7.1.1.3. Internal pay equity. Some employees, while they may not feel dissatisfied with their own pay initially, may feel dissatisfaction when comparing their pay with others.
- 7.1.1.4. Management. Many employees cite management as their reason for leaving. This can be attributed to over managing (micromanaging) people, managers not being fair or playing favorites, lack of or poor communication by managers, and unrealistic expectations of managers.
- 7.1.1.5. Workload. Some employees feel their workloads are too heavy, resulting in employees being spread thin and lacking satisfaction from their jobs, and possibly, lack of work-life balance as a result.



## 7.2. Retention plan

Effective high-performance work systems (HPWS) is a set of systematic HR practices that create an environment where the employee has greater involvement and responsibility for the success of the organization. Generally speaking, a HPWS gets employees involved in conceiving, designing, and implementing processes that are better for the company and better for the employee, which increases retention. HR's role in creating high performance work systems are training, empowerment, encouraging information sharing, fair and transparent pay systems, formal performance feedback system, encouraging interaction amongst employees, teamwork and team rewards etc.

### 7.2.1. Sources of employee satisfaction information

As there is not a "one size fits all" approach to retention planning, the job satisfaction survey and its findings will make a difference in turnover rates. Research can be performed in two ways.

7.2.1.1. Exit interviews of employees who are leaving the organization can provide important retention information. Exit interviews can be a valuable way to gather information about employee satisfaction and can serve as a starting point for determining any retention issues that may exist in the organization.

7.2.1.2. The second way to perform research is through employee satisfaction surveys. A standardized and widely used measure of job satisfaction is the job descriptive index (JDI) survey. JDI looks at five aspects of job satisfaction, including present job, present pay, opportunities for promotion, supervision, and coworkers.

7.2.2. Once data has been gathered and analyzed, retention plans can be formulated and the plan should always be tied to the strategic goals of the organization and the HPWS developed. Here are the components of a retention plan:

7.2.2.1. JDI survey results, other survey results, and exit interview findings

7.2.2.2. Current retention plans, strengths, and weaknesses

7.2.2.3. Goals of a retention plan (e.g., reduce turnover by 10 percent)

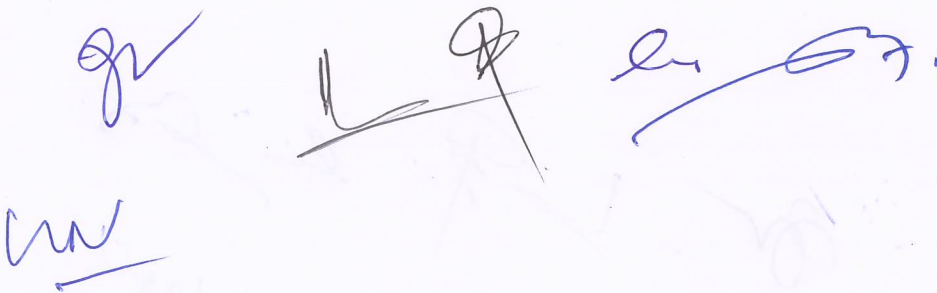
7.2.2.4. Individual strategies to meet retention and turnover reduction goals.

7.2.2.5. Budgeting. An understanding of how your retention plans will impact the payroll budget is important.

## 7.3. Implementing retention strategies

RSPN may apply specific retention strategies to include in our plans, while keeping our budget in mind.

7.3.1. Salaries and benefits: a comprehensive compensation plan that includes not only pay but things such as health benefits and paid time off (PTO) is the first retention strategy that should be addressed. The compensation plan should not only help in recruitment of the right people but also help retain employees. Utilizing a pay banding system, in which the

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levels of compensation for jobs are clearly defined, is one way to ensure fairness exists within internal pay structures.

- 7.3.2.** Training and development: To meet our higher level needs, humans need to experience self-growth. HR professionals and managers can help this process by offering training programs within the organization and paying for employees to attend career skill seminars and programs.

#### **7.4. Performance Appraisals**

The effectiveness of the performance appraisal process can contribute to employee retention, in that employees can gain constructive feedback on their job performance, and it can be an opportunity for the manager to work with the employee to set goals within the organization.

- 7.4.1.** Succession planning: Succession planning is a process of identifying and developing internal people who have the potential for filling positions. The goals of most succession plans include the following:

7.4.1.1. Identify high-potential employees capable of advancing to positions of higher responsibility.

7.4.1.2. Ensure the development of these individuals to help them be “ready” to earn a promotion into a new position.

7.4.1.3. Ensure diversity in the talent bench by creating a formal succession planning process.

- 7.4.2.** Management training: Training of managers to be better communicators and motivators is a way to handle this retention issue.

- 7.4.3.** Conflict management and fairness: Perceptions on fairness and how organizations handle conflict can be a contributing factor to retention. Outcome fairness refers to the judgment that people make with respect to the outcomes they receive versus the outcomes received by others with whom they associate with. There are six main areas employees will use to determine the outcome fairness of a conflict:

7.4.3.1. Consistency: The employee will determine if the procedures are applied consistently to other persons and throughout periods of time.

7.4.3.2. Bias suppression: The employee perceives the person making the decision does not have bias or vested interest in the outcome.

7.4.3.3. Information accuracy: The decision made is based on correct information.

7.4.3.4. Correctability: The decision is able to be appealed and mistakes in the decision process can be corrected.

7.4.3.5. Representativeness: The employee feels the concerns of all stakeholders involved have been taken into account.

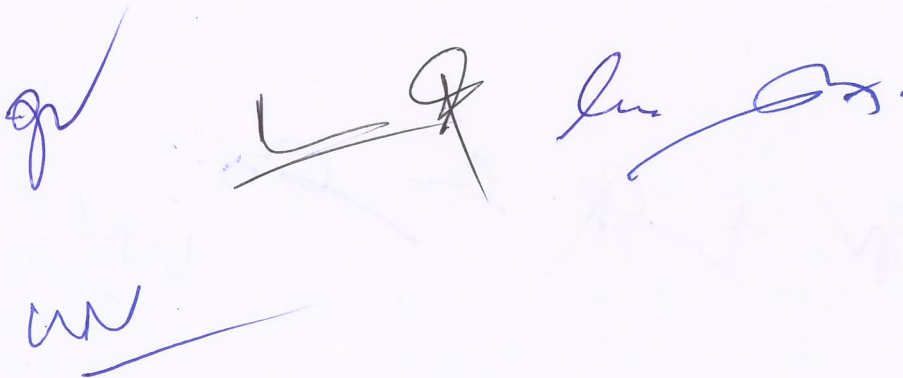
7.4.3.6. Ethicality: The decision is in line with moral societal standards.

In addition to a sense of fairness within the organization, RSPN has the Whistle Blower Policy and Complaint & Grievance Redress Mechanism, to manage conflicts.

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- 7.4.4. Job design, job enlargement and empowerment: Ensuring skills appropriately matching with the job from the initial process is important. Revisiting the recruitment plan and selection process should be a consideration.
- 7.4.5. Work-life balance: A healthy work-life balance is essential to job satisfaction. People need to know their managers understand they have lives outside of work — and recognize that maintaining balance can be even more challenging when working from home. Encourage employees to set boundaries and take their vacation time. And if late nights are necessary to wrap up a project, consider giving them extra time off to compensate.
- 7.4.6. Other retention strategies: more unique ways of retaining employees might include offering services to make the employee's life easier, such as flexi-time, feeding time, daycare services, or on-site yoga classes, etc.

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## 8. TRAINING AND DEVELOPMENT

### 8.1. Steps to take in training an employee

Any effective organization has training in place to make sure employees can perform his or her job. During the recruitment and selection process, the right person should be hired to begin with. But even the right person may need training in how an organization does things. Lack of training can result in lost productivity, lost customers, and poor relationships between employees and managers. It can also result in dissatisfaction, which means retention problems and high turnover. All these end up being direct costs to the organization.

**For effective employee training, there are four steps that generally occur:**

**8.1.1. Employee orientation:** Every new hire should be set up for success from the start. Onboarding process should teach new employees not only about the job but also about the company culture and how they can contribute to and thrive in it. The training and support organizations provide from day one, whether in person or virtually, can set the tone for the employee's entire tenure at organization. The goals of an orientation are as follows:

- 8.1.1.1. To reduce start-up costs: If an orientation is done right, it can help get the employee up to speed on various policies and procedures, so the employee can start working right away. It can also be a way to ensure all hiring paperwork is filled out correctly, so the employee is paid on time.
- 8.1.1.2. To reduce anxiety: Starting a new job can be stressful. One goal of an orientation is to reduce the stress and anxiety people feel when going into an unknown situation.
- 8.1.1.3. To reduce employee turnover: Employee turnover tends to be higher when employees don't feel valued or are not given the tools to perform. An employee orientation can show that the organization values the employee and provides tools necessary for a successful entry.
- 8.1.1.4. To save time for the supervisor and coworkers: A well-done orientation makes for a better prepared employee, which means less time having to teach the employee.
- 8.1.1.5. To set expectations and attitudes: If employees know from the start what the expectations are, they tend to perform better. Likewise, if employees learn the values and attitudes of the organization from the beginning, there is a higher chance of a successful tenure at the company.

**8.1.2. In-house training:** In-house training programs are learning opportunities developed by the organization in which they are used. This is usually the second step in the training process and often is ongoing. In-house training programs can be training related to a specific job, such as how to use a particular kind of software. Some examples of in-house training include the following:

- 8.1.2.1. Ethics training
- 8.1.2.2. Sexual harassment training



- 8.1.2.3. Multicultural training
- 8.1.2.4. Communication training
- 8.1.2.5. Management training
- 8.1.2.6. Training to do the job itself
- 8.1.2.7. Basic skills trainings

**8.1.3. Mentorship programs:** Pairing a new employee with a mentor is a great component to add to the extended onboarding process, especially in a remote work environment. Mentors can welcome newcomers into the company, offer guidance and be a sounding board. And it's a win-win: New team members learn the ropes from experienced employees, and, in return, they offer a fresh viewpoint to their mentors.

But don't limit mentorship opportunities to new employees. Existing staff — and the overall employee retention outlook and team's job satisfaction — can significantly benefit from mentor-mentee relationships.

**8.1.4. External training:** External training includes any type of training that is not performed in-house. This is usually the last step in training, and it can be ongoing. It can include sending an employee to a seminar to help further develop leadership skills or helping pay tuition for an employee who wants to take an accountancy class.

## 8.2. Types of trainings

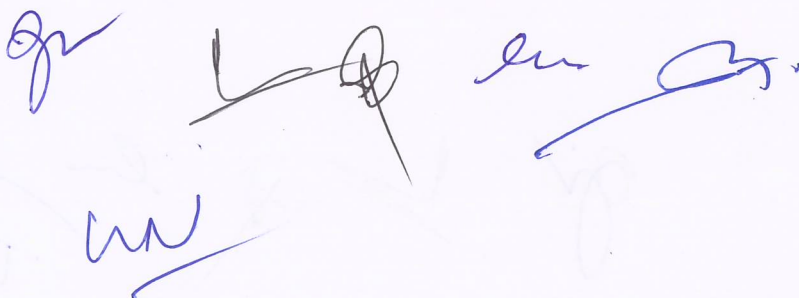
**8.2.1. Based on duration:** Be it externally funded or funded by RSPN, ex-country training for a period of 30 days or less is categorized into short term training. Long term training shall be granted only for in-country and the decision shall be made by the management on a case-by-case basis.

**8.2.2. Based on job nature:** Depending on the nature of the job, training can be planned. RSPN may opt but not limited to the following training: Technical training, Quality training, Skills training, Soft skills training, Professional training, Managerial training, Safety training etc.

## 8.3. Needs Assessment

The first step in planning for a training program is to determine what the organization needs in terms of training. There are three levels of training needs assessment: organizational assessment, occupational (task) assessment, and individual assessment:

**8.3.1. Organizational assessment.** In this type of needs assessment, RSPN may determine the skills, knowledge, and abilities an organization needs to meet its strategic objectives. This type of assessment considers things such as changing demographics and technological trends. Overall, this type of assessment looks at how the organization as a whole can handle its weaknesses while promoting strengths.

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- 8.3.2. **Occupational (task) assessment.** This type of assessment looks at the specific tasks, skills knowledge, and abilities required to do jobs within the organization
- 8.3.3. **Individual assessment.** An individual assessment looks at the performance of an individual employee and determines what training should be accomplished for that individual.

#### 8.4. Career development programs and succession planning

Another important aspect to training is career development programs. A career development program is a process developed to help people manage their career, learn new things, and take steps to improve personally and professionally. Think of it as a training program of sorts, but for individuals. Sometimes career development programs are called professional development plans. Career development programs are necessary for a variety of reasons.

- 8.4.1. First, with a maturing baby-boom population, newer employees must be trained to take those jobs once baby boomers retire.
- 8.4.2. Second, if an employee knows a particular path to career development is in place, this can increase motivation. A career development plan usually includes a list of short- and long-term goals that employees have pertaining to their current and future jobs and a planned sequence of formal and informal training and experiences needed to help them reach the goals.

To help develop this type of program, managers can consider a few components:

- 8.4.3. Talk to employees. Although this may seem obvious, it doesn't always happen. Talking with employees about their goals and what they hope to achieve can be a good first step in developing a formal career development program.
- 8.4.4. Create specific requirements for career development. Allow employees to see that if they do A, B, and C, they will be eligible for promotion. For example, to become a supervisor, maybe three years of experience, management training, and communication training are required. In career development there should be a clear process for the employees to develop themselves within the organization.
- 8.4.5. Use cross-training and job rotation. Cross-training is a method by which employees can gain management experience, even if for short periods of time. For example, when a manager is out of the office, putting an employee "in charge" can help the employee learn skills and abilities needed to perform that function appropriately.

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## 9. SUCCESSFUL EMPLOYEE COMMUNICATION

### 9.1. Communication strategies

Communication is key to a successful career as a human resource manager (HRM) or as a manager.

**9.1.1. Communication and emotional intelligence (EI):** One of the most important aspects to good communication is emotional intelligence (EI). Emotional intelligence is different from IQ. There are five main aspects or domains to EI:

9.1.1.1. Knowing your emotions

9.1.1.2. Managing your emotions

9.1.1.3. Motivating yourself

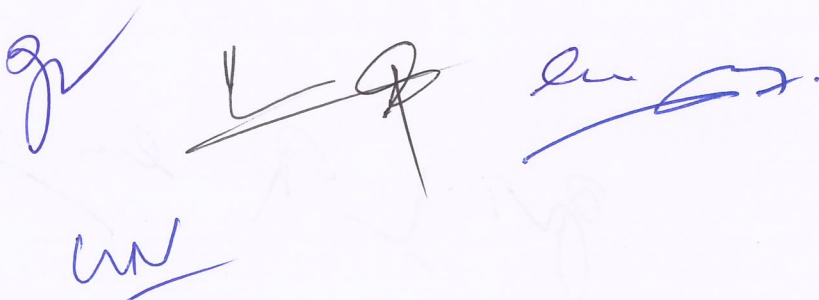
9.1.1.4. Recognizing and understanding other people's emotions; and

9.1.1.5. Managing relationships

### 9.1.2. Communication

Communication in an organization is key to having a successful organization. Those organizations who communicate well with their employees end up with more loyal and motivated workers.

**9.1.3. Listening:** Listening is obviously an important part of communication. There are three main types of listening. Competitive or combative listening happens when we are focused on sharing our own point of view instead of listening to someone else. In passive listening, we are interested in hearing the other person and assume we hear and understand what the person says correctly, without verifying. In active listening, we are interested in what the other person has to say and we are active in checking our understanding with the speaker. For example, we may restate what the person has said and then verify our understanding is correct. The feedback process is the main difference between passive listening and active listening.

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## 10. MANAGING EMPLOYEE PERFORMANCE

### 10.1. Handling Performance

Time and money investment in a new employee is overwhelming but the cost to select, hire and train a new employee is staggering. Therefore, managing performances is critical.

**10.1.1.** Types of performance issues: One of the most difficult parts of managing others isn't when they are doing a great work- it is when they are not doing a good job.

10.1.1.1. Constantly late or leaving early. While RSPN knows that flexible schedules can provide a work-life balance, managing this flexible schedule is key. Some employees may take advantage and, instead of working at home, perform non work-related tasks instead.

10.1.1.2. Too much time spent doing personal things at work.

10.1.1.3. Family issues. Child-care issues, divorce, or other family challenges can cause absenteeism, but also poor work quality.

10.1.1.4. Drug and alcohol abuse. Employees who use substances are 25–30 percent less productive and miss work three times more often than non-abusing employees.

10.1.1.5. Nonperforming. Sometimes employees are just not performing at their peak. Some causes may include family or personal issues, but oftentimes it can mean motivational issues or lack of tools and/or ability to do their current job.

10.1.1.6. Conflicts with management or other employees. While it is normal to have the occasional conflict at work, some employees seem to have more than the average owing to personality issues. Such conflicts may affect an organization's productivity.

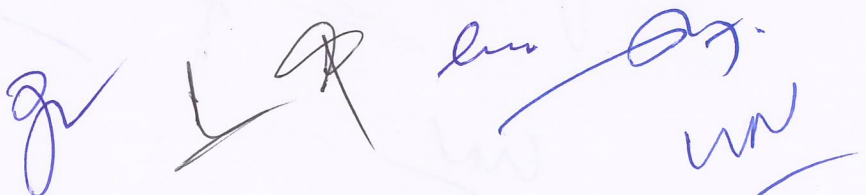
10.1.1.7. Theft

10.1.1.8. Ethical breaches. The most commonly reported ethical breaches by employees include lying, withholding information, abusive behavior, and misreporting time or hours worked.

10.1.1.9. Harassment. Engagement of sexual harassment, bullying, or other types of harassment would be considered an issue to be dealt with immediately and, depending on the severity, may result in immediate termination

10.1.1.10. Employees conduct outside the workplace. Speaking poorly of the organization on blogs or Facebook is an example of conduct occurring outside the workplace that could violate rules and regulations of the organization. Violating specific company policies outside work could also result in termination.

Some of these problems are more serious than others. Some issues may only require a warning, while some may require immediate dismissal. As an HR professional, an HR manager should develop policies and procedures for dealing with such problems.





## 10.2. What influences performance?

When an employee isn't performing as expected, it can be very disappointing. When considering the amount of time, it takes to recruit, hire, and train someone, it can be disappointing to find that a person has performance issues. Some of these factors can be internal while others may be external.

Internal factors may include the following:

- 10.2.1. Career goals are not being met with the job.
- 10.2.2. There is conflict with other employees or the manager.
- 10.2.3. The goals or expectations are not in line with the employee's abilities.
- 10.2.4. The employee views unfairness in the workplace.
- 10.2.5. The employee manages time poorly.
- 10.2.6. The employee is dissatisfied with the job

Some of the external factors may include the following:

- 10.2.7. The employee doesn't have correct equipment or tools to perform the job.
- 10.2.8. The job design is incorrect.
- 10.2.9. External motivation factors are absent.
- 10.2.10. There is a lack of management support.
- 10.2.11. The employee's skills and job are mismatched.

## 10.3. Defining Discipline

Discipline at RSPN is defined as the process that corrects undesirable behavior. The goal of a discipline process shouldn't necessarily be to punish, but to help the employee meet performance expectations.

To have an effective discipline process, rules and policies need to be in place and communicated so all employees know the expectations. Here are some guidelines on creation of rules and organizational policies:

- 10.3.1. All rules or procedures should be in a written document.
- 10.3.2. Rules should be related to safety and productivity of the organization.
- 10.3.3. Rules should be written clearly, so no ambiguity occurs between different managers.
- 10.3.4. Supervisors, managers, and human resources should communicate rules clearly in orientation, training, and via other methods.
- 10.3.5. Rules should be revised periodically, as the organization's needs change.
- 10.3.6. Of course, there is a balance between too many "rules" and giving employees freedom to do their work. However, the point of written rules is to maintain consistency.

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#### **10.4. The Role of the Performance Appraisal in Discipline**

Besides the written rules, each individual job analysis should have rules and policies that apply to that specific job. The performance appraisal is a systematic process to evaluate employees on (at least) an annual basis. The organization's performance appraisal and general rules and policies should be the tools that measure the employee's overall performance. If an employee breaks the rules or does not meet expectations of the performance appraisal, the performance issue model can be used to correct the behavior.

#### **10.5. Performance Issue Model**

Generally, RSPN shall use this model to develop policies around performance, for fairness and consistency. RSPN view performance issues in one of five areas:

- 10.5.1.** First, the mandated issue is serious and must be addressed immediately. Usually, the mandated issue is one that goes beyond the organization and could be a law.
- 10.5.2.** The second performance issue can be called a single incident. Perhaps the employee misspeaks and insults some colleagues or perhaps he or she was over budget or late on a project. These types of incidents are usually best solved with a casual conversation to let the employee know what he or she did wasn't appropriate.
- 10.5.3.** Often when single incidents are not immediately corrected, they can evolve into a behavior pattern, which is our third type of performance issue. This can occur when the employee doesn't think the incident is a big deal because he hasn't been correct before or may not even realize his/her is doing something wrong. In this case, it's important to talk with the employee and let him know what is expected.
- 10.5.4.** If the employee has been corrected for a behavior pattern but continues to exhibit the same behavior, it's termed as a persistent pattern. Often employees correct the problem after an initial discussion but then fall back into old habits. If they do not self-correct, it could be they do not have the training or the skills to perform the job.

#### **10.6. Investigation of Performance Issues**

When an employee is having a performance issue, often it is the responsibility of HR professionals to investigate the situation. Documenting performance failure is the first step in this process. Proper documentation is necessary should the employee need to be terminated later for the performance issue. The documentation should include the following information:

- 10.6.1.** Date of incident
- 10.6.2.** Time of incident
- 10.6.3.** Location (if applicable) of incident
- 10.6.4.** A description of the performance issue
- 10.6.5.** Notes on the discussion with the employee on the performance issue
- 10.6.6.** An improvement plan, if necessary
- 10.6.7.** Next steps, should the employee commit the same infraction
- 10.6.8.** Signatures from both the manager and employee

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Once the issue has been documented, the manager and employee should meet about the infraction. This type of meeting is called an investigative interview and is used to make sure the employee is fully aware of the discipline issue. This also allows the employee the opportunity to explain his or her side of the story. These types of meetings should always be conducted in private, never in the presence of other employees.

### 10.7. Options for handling performance issues

RSPN's last phase of dealing with employee problems would be a disciplinary intervention. Often this is called the progressive discipline process. It refers to a series of steps taking corrective action on nonperformance issues. The progressive discipline process is useful if the offense is not serious and does not demand immediate dismissal, such as employee theft. The progressive discipline process should be documented and applied to all employees committing the same offenses.

The steps in progressive discipline normally are the following:

**10.7.1.** First offense: Unofficial verbal warning. Counseling and restatement of expectations.

**10.7.2.** Second offense: Official written warning, documented in employee file

**10.7.3.** Third offense: Second official warning. Improvement plans may be developed. Documented in employee file.

**10.7.4.** Fourth offense: Possible suspension or other punishment, documented in employee file.

**10.7.5.** Fifth offense: Termination and/or alternative dispute resolution.

### 10.7.6. The Seven tests of Just Cause:

The seven tests of just cause represent a practical and effective way to determine whether a proposed disciplinary action is firmly and fairly grounded. It is fair to assume that these tests will be applied by arbitrators in the event that disciplinary actions are challenged, and it is therefore good practice to apply them prospectively when considering the imposition of progressive discipline.

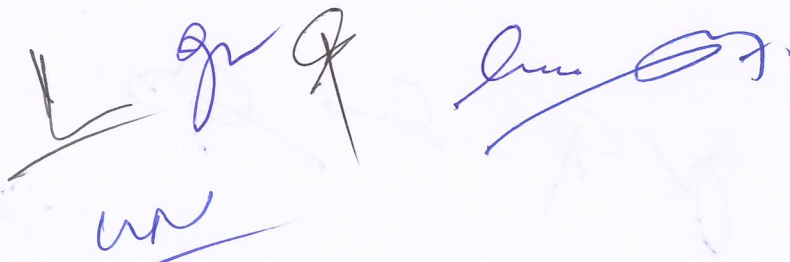
#### Seven tests:

##### 10.7.6.1. Notice

- Prior to imposition of discipline, employee must have notice of rules and expectations.
- Establish through: New employee orientation etc.
- Periodic reinforcement/coaching

##### 10.7.6.2. Reasonable Rules and Orders

- Cannot be inconsistent with rules and orders in place
- Cannot be arbitrary or capricious

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- Must be reasonably related to business necessity

**10.7.6.3. Investigation**

- Must be thorough; consider all evidence, pro and con.
- Must be timely: Should be completed expeditiously & Occurs before discipline imposed
- Give accused opportunity to respond
- Allow representation

**10.7.6.4. Fair investigation**

- Result must not be forgone conclusion.
- Test assumptions/bias.

**10.7.6.5. Proof**

- Level of proof is normally substantial evidence.
- Greater proof required for more serious allegations.

**10.7.6.6. Equal Treatment:** Equal treatment must be balanced against just application:

- Rules must be applied even-handedly and without discrimination.
- Rules must be applied justly.
- Don't blindly apply the same rule to all situations—managers/supervisors are expected to exercise judgment.

**10.7.6.7. Penalty**

- Must be fair, not arbitrary and capricious, or based on emotional response.
- Factor in length of service, prior performance history, and previous progressive discipline.

Whichever direction is taken with disciplining of the employee; documentation is key throughout the process to avoid wrongful termination issues

**10.8. Alternative Dispute Resolution**

Another option in handling disputes, performance issues, and terminations is alternative dispute resolution (ADR). This method can be effective in getting two parties to come to a resolution. In ADR, an unbiased third party looks at the facts in the case and tries to help the parties come to an agreement. In mediation, the third party facilitates the resolution process, but the results of the process are not binding for either party.

**10.9. Employee Separation**

Employee separation can occur in any of these scenarios. First, the employee resigns and decides to leave the organization. Second, the employee is terminated for one or more of the performance issues listed previously. Lastly, absconding is when the employee decides to leave the organization without resigning and following the normal process.

**10.9.1.** Resignation means the employee chooses to leave the organization.



**10.9.2.** If it is determined an employee should be terminated, different steps would be taken than in a resignation.

10.9.2.1. First, documentation is necessary, which should have occurred in the progressive discipline process.

10.9.2.2. Performance appraisals, performance improvement plans, and any other performance warnings the employee received should be readily available before meeting with the employee.

10.9.2.3. It should be noted that the reliability and validity of performance appraisals should be checked before dismissing an employee based upon them.

10.9.2.4. Remember that if the discipline process is followed as outlined prior, a termination for nonperformance should never be a surprise to an employee.

10.9.2.5. Normally, the manager and HR manager would meet with the employee to deliver the news. It should be delivered with compassion but be direct and to the point.

10.9.2.6. Depending on previous contracts, the employee may be entitled to a severance package.

10.9.2.7. A severance package can include pay, benefits, or other compensation for which an employee is entitled when they leave the organization. The purpose of a severance plan is to assist the employee while he or she seeks other employment.

10.9.2.8. The HR professional normally develops this type of package in conjunction with the manager. Some considerations in developing a severance package (preferably before anyone is terminated) might include the following:

10.9.2.8.1. How the severance will be paid (i.e., lump sum or in x equal increments)

10.9.2.8.2. Which situations will pay a severance and which will not?

10.9.2.8.3. A formula for how severance will be paid, based on work group, years with the organization, etc.

10.9.2.8.4. Legal documents, such as legal releases and non-compete agreements

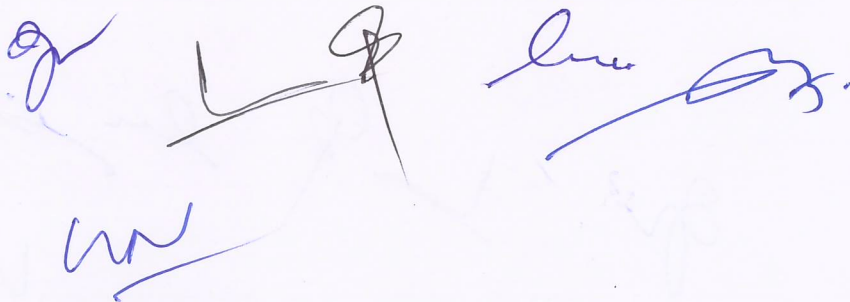
10.9.2.8.5. How accrued vacation and/or sick leave will be paid, if at all.

**10.9.3.** If an employee stops showing up to work, a good effort to contact this person should be the first priority.

10.9.3.1. If after three days this person has not been reachable and has not contacted the organization, it would be prudent to stop paying and seek legal help to recover any items he or she has, such as laptops and other office accessories.

### **10.10. Right sizing and Layoffs**

At RSPN, rightsizing refers to the process of reducing the total size of employees, to ultimately save on costs. When a company decides to right size and, ultimately, engage in layoffs, some aspects should be considered.



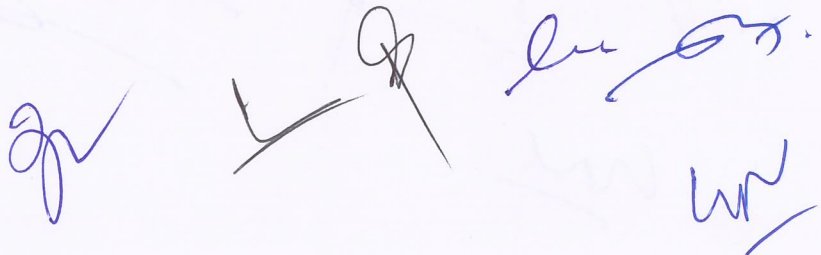
- 10.10.1. First, is the downturn temporary? There is nothing worse than laying people off, only to find that as business increases, there will be a need to hire again.
- 10.10.2. Second, has the organization looked at other ways to cut expenses? Perhaps cutting expenses in other areas would be advisable before choosing to lay people off.
- 10.10.3. Finally, consideration should be given to offering temporary sabbaticals, voluntary retirement, or changing from a full- to part-time position.

The important thing to remember during layoffs is keeping your employees' dignity; they did not do anything wrong to lose their job — it was just a result of circumstances.

### 10.11. Employee Rights

Employee rights is defined as the ability to receive fair treatment from employers. This section will discuss employee rights surrounding job protection, and privacy.

- 10.11.1. Job Protection Rights: If HR doesn't understand or properly manage employee rights, lawsuits are sure to follow. It is the HR professional's job to understand and protect the rights of employees.
- 10.11.2. Privacy Rights

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## 11. EMPLOYEE ASSESSMENT

### 11.1. Performance Evaluation System

Performance Evaluation system is a systematic way to examine how well an employee is performing in his or her job. At RSPN, a word systematic implies the performance evaluation process should be a planned system that allows feedback to be given in a formal—as opposed to informal—sense. Performance evaluations can also be called performance appraisals, performance assessments, or employee appraisals.

**11.1.1. Designing a Performance Appraisal System:** There are a number of things to consider before designing or revising an existing performance appraisal system.

11.1.1.1. The first step in the process is to determine how often performance appraisals should be given. Please keep in mind that managers should constantly be giving feedback to employees, and this process is a more formal way of doing so. At RSPN, performance evaluations are carried out a year.

11.1.1.2. Should pay increases be tied to performance evaluations? This might be the second consideration before development of a performance evaluation process.

11.1.1.3. The third consideration should include goal setting. In other words, what goals does the organization hope to achieve with the performance appraisal process?

Once the frequency, rewards, and goals have been determined, it is time to begin to formalize the process.

11.1.1.4. First, RSPN needs to develop the actual forms that will be used to evaluate each job within the organization. Every performance evaluation should be directly tied with that employee's job description.

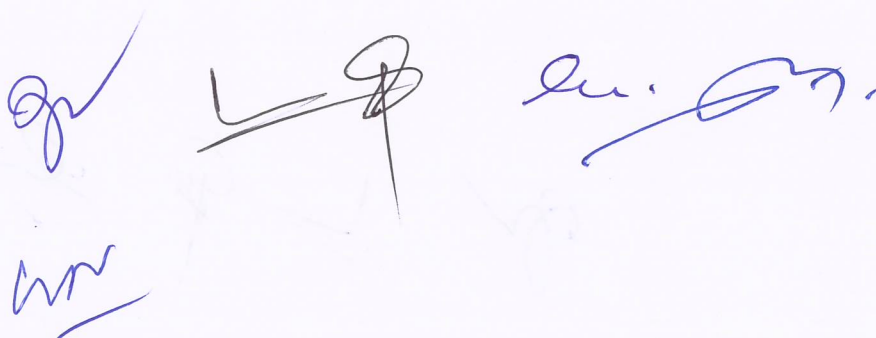
11.1.1.5. Determining who should evaluate the performance of the employee is the next decision. It could be their direct manager (most common method), subordinates, customers or clients, self, and/or peers.

11.1.1.6. At RSPN a 360-degree performance appraisal method is used for core performance evaluation, a way to appraise performance by using several sources to measure the employee's effectiveness. Organizations must be careful when using peer-reviewed information, as peer evaluations might be retaliatory against other colleagues.

### 11.1.2. Performance Appraisal System Errors

Before RSPN begins to develop our performance review process, it is important to note some of the errors that can occur during this process.

11.1.2.1. First, halo effects can occur when the source or the rater feels one aspect of the performance is high and therefore rates all areas high. A mistake in rating can also occur when we compare one employee to another, as opposed to the job description's standards. Sometimes halo effects will occur because the rater is

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uncomfortable rating someone low on a performance assessment item. Of course, when this occurs, it makes the performance evaluation less valuable for employee development. Proper training on how to manage a performance appraisal interview is a good way to avoid this.

11.1.2.2. Validity issues are the extent to which the tool measures the relevant aspects of performance. The aspects of performance should be based on the key skills and responsibilities of the job, and these should be reviewed often to make sure they are still applicable to the job analysis and description.

11.1.2.3. Reliability refers to how consistent the same measuring tool works throughout the organization (or job title). When HR professionals look at reliability in performance appraisals, he or she should ask himself or her selves if two raters were to rate an employee, how close would the ratings be? If the ratings would be far apart from one another, the method may have reliability issues. To prevent this kind of issue, RSPN can make sure that performance standards are written in a way that will make them measurable.

11.1.2.4. Acceptability refers to how well members of the organization, manager and employees, accept the performance evaluation tool as a valid measure of performance.

## 11.2. Appraisal methods

There are three main methods of determining performance. The first is the trait method, in which managers look at an employee's specific traits in relation to the job, such as friendliness to the customer. The behavioral method looks at individual actions within a specific job. Comparative methods compare one employee with other employees. Results methods are focused on employee accomplishments, such as whether or not employees met a quota.

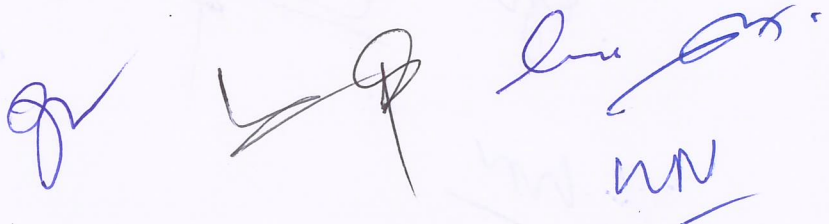
Within the categories of performance appraisals, there are two main aspects to appraisal methods.

**11.2.1.** First, the criteria are the aspects the employee is actually being evaluated on, which should be tied directly to the employee's job description and target achievement.

11.2.1.1. Respective Departments shall ensure the preparation of Annual Target Setting (SRR-FORM-2) is prepared together with their respective Department/Division staff and accordingly submit to Operations Department.

11.2.1.2. Annual Target Evaluation (SRR-FORM-3) shall be rated annually by the respective supervisors. Director (PDD), Director (OD) shall be rated by the Executive Director. Division Chief 's shall be rated by the respect Department Director in accordance with the Organizational Organogram. Rest of the staff by their immediate supervisors.

11.2.1.3. Performance Appraisal Interviews: A performance review process could be intricately detailed and organized, but if the meeting with the employee doesn't go well, the overall strategic objective of performance reviews may not be met. In



the problem solving interview, the employee and the manager discuss the things that are going well and those that are not going well, which can make for a more productive discussion. To provide the best feedback to the employee, consider the following:

- 11.2.1.3.1. Be direct and specific: Use examples to show where the employee has room for improvement and where the employee exceeds expectations.
- 11.2.1.3.2. Do not be personal: Always compare the performance to the standard.
- 11.2.1.3.3. Remember, it is a development opportunity. Encourage the employee to talk. Understand what employee feels that he does well and what he thinks he need to improve
- 11.2.1.3.4. Thank the employee and avoid criticism. Instead of the interview being a list of things the employee does not do well (which may give the feeling of criticizing), thank the employee for what the employee does well, and work on action plans together to fix anything the employee isn't doing well.

**11.2.2.** Second, the rating is the type of scale that will be used to rate each criterion in a core competency evaluation.

11.2.2.1. The core competency of the staff shall be rated and submitted online to ED annually using **Core Competency Evaluation (SRR-FORM-4)**.

### **11.2.3. Annual Performance Evaluation**

11.2.3.1. Annual Performance Evaluation ratings shall be tabulated by the Operations Department Director. In the absence of a Director, the Chief of AFD shall take the role to tabulate. Annual Target Rating and Core Competency rating shall be added together as Annual Performance Evaluation

11.2.3.2. The Operations Department shall maintain confidentiality of the ratings of the employee

11.2.3.3. The Annual Performance Evaluation rating shall be presented to the management for the final endorsement and decision by the Director (OD).

11.2.3.4. The Annual Target Ratings of all the employees shall be Executive Director's compact with the Board.

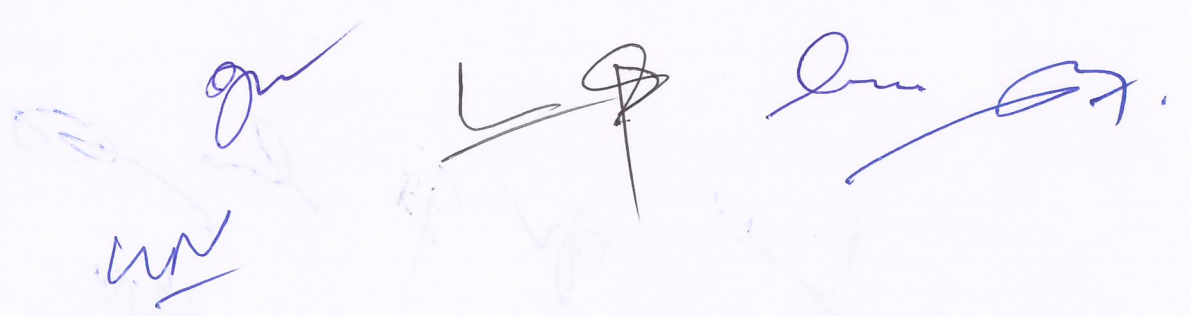
### **11.3. Completing the appraisal**

The result of a completed performance evaluation usually means there are a variety of ramifications that can occur after evaluating employee performance:

**11.3.1.** The employee now has written, documented feedback on his or her performance.

**11.3.2.** The organization has documented information on low performance, in case the employee needs to be dismissed.

**11.3.3.** The employee has performed well and is eligible for a raise.

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**11.3.4.** The employee has performed well and could be promoted.

**11.3.5.** Performance is not up to expectations, so an improvement plan should be put into place

**11.3.6.** The employee hasn't done well, improvement plans have not worked (the employee has been warned before), and the employee should be dismissed.

In each of these cases, planning in advance of the performance appraisal interview is important, so all information is available to communicate to the employee.

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## 12. SAFETY AND HEALTH AT WORK

Workplace safety is the responsibility of everyone in the organization. HR professionals and managers, however, play a large role in developing standards, making sure safety and health laws are followed, and tracking workplace accidents. Labour and Employment Act of Bhutan (2007) addresses workplace laws as they relate to safety.

### 12.1. Labour and Employment Act of Bhutan (2007)

The Labour and Employment Act of Bhutan (LEAB), passed in 2007, has clauses on the Occupational Health and Safety in the workplace. Employers have the mandate to provide and maintain a working environment for employees that is safe and without risks to health, and provide accident compensation for all the employees. Health and safety standards are applied to all kinds of employment with exception to farming.

### 12.2. Health Hazards at Work

While LEAB covers many areas relating to health and safety at work, a few other areas are also important to mention. Stress management, office-related injuries such as carpal tunnel syndrome, and no-fragrance areas are all contemporary issues surrounding employee health and safety.

#### 12.2.1. Stress

12.2.2. Cumulative Trauma Disorders: Cumulative trauma disorders (CTDs) are injuries to the fingers, hands, arms, or shoulders that result from repetitive motions such as typing.

12.2.3. Video Display Terminals: Awareness of the effects of computer monitors and other similar terminals are necessary to ensure a healthy workplace. Vision problems; fatigue; eye strain; and neck, back, arm, and muscle pain are common for frequent users of VDTs. RSPN recommend taking a break after every hour on a computer screen and reducing glare on screens. Proper posture and seat adjustment also limits the amount of injuries due to VDTs.

12.2.4. Chemical and Fragrance Sensitivities: multiple chemical sensitivity (MCS) or environmental illness (EI) is the inability to tolerate an environmental chemical or class of foreign chemicals. Symptoms can include headache, dizziness, inability to breathe, muscle pain, and many more depending on the person. Some examples of such policies might include the following:

12.2.4.1. Institute a fragrance-free workplace policy (e.g., no scented lotions, hair products, or perfumes).

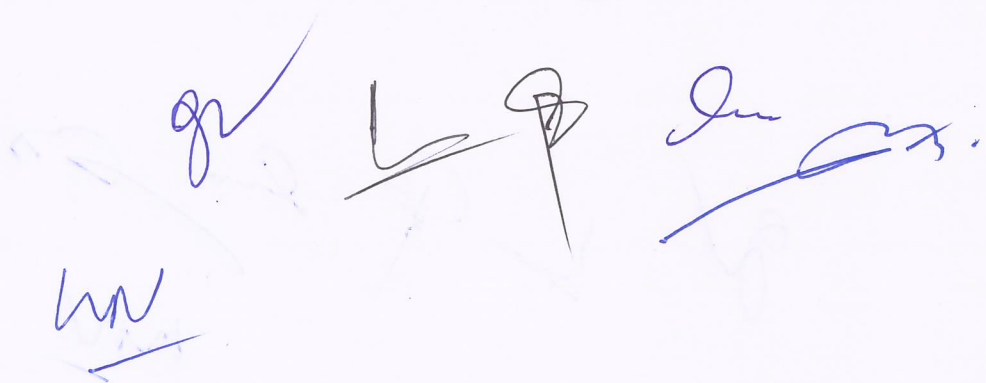
12.2.4.2. Limit use of restroom air fresheners, cleaning agents, and candles.

12.2.4.3. Ensure the ventilation system is in good working order.

12.2.4.4. Provide a workspace with windows where possible.

12.2.4.5. Consider providing an alternate workspace.

12.2.4.6. Be cautious of remodels, renovations, and other projects that may cause excessive dust and odors.

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**12.2.5. Chemicals and Substances:** As per the clause 167 of LEAB, a person who designs, manufactures, imports or supplies any machineries or chemicals for use at a workplace shall:

12.2.5.1. Ensure that the machineries or chemicals are designed, manufactured and labeled to be safe and without risks to the health or safety of employees when used properly and in accordance with relevant information and instructions provided by the designer, manufacturer, importer or supplier; and

12.2.5.2. Take such steps to provide adequate information and instructions to purchasers and users about the use for which each machine or chemical has been designed, its correct installation and any requirements necessary to ensure that it will be safe and without risks to health when properly used.

**12.2.6. Workplace Violence and Bullying:** RSPN Respect and Dignity at Work Policy prevents workplace bullying and harassment (refer RSPN Respect and Dignity at Work Policy)

**12.2.7. Employee Privacy:** In today's world of identity theft, it is important that HR professionals work to achieve maximum security and privacy for employees. When private information is exposed, it can be costly. While keeping employee information private is the responsibility of all management in an organization, ensuring privacy remains the job of the HR professional.


**12.2.8. Promoting a Culture of Health and Safety:** Employee health and safety is a must in today's high stress work environments.

**12.2.9. Casualties Support/compensation** (might be included in the other benefit section): In case of any casualties like natural disasters/accidents occurred during the execution of work in office/ fields and the employees are faced with immediate medical treatment, physical disability or death, the RSPN depending on the situation shall be liable to support and compensate as follows:

12.2.9.1. Seriously injured: Compensation/support to the employee and his or her family

12.2.9.2. Physical disability: Compensation/support to the employee and its family

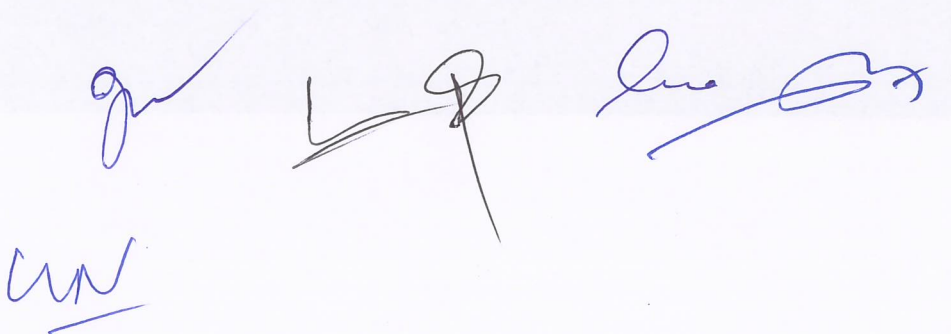
12.2.9.3. Deceased: Compensation/support to the employee and its family

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**13. REFERENCE:**

1. Labour and Employment Act of Bhutan (2007). Royal Government of Bhutan.
2. Human Resource Management (2016). The Open University of Hong Kong. Retrieved from [https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human\\_Resource\\_Management\\_32088.pdf](https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf)



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