



BHUTAN CIVIL SERVICE IDENTIFICATION OF CORE COMPETENCIES



Instructions

The core competencies are the special skills/qualities required to fulfill the roles and responsibilities of the position. The manager and the employee should jointly identify six core competencies relevant to the employee's position. The core competencies may be identified using the Sample Competency Library provided in Appendix I.

Each core competency will be evaluated at the end of the appraisal cycle using the Core Competency Rating Scale (see Appendix H).

Agreed Core Competencies
1.
2.
3.
4
5.
6

(Signature of the Employee)

(Signature of the Manager)



**BHUTAN CIVIL SERVICE
SUMMATIVE PERFORMANCE REVIEW FORM**



For the periodto

Employee / Manager Information

Name of Agency:

Name of the Employee

Employee ID No:

Position Title:

Position Level

Major Occupation Group:

Sub Group:

Name of the Manager:

Position Title of the Manager:

Process: In the first instance, the employee is to complete the Summative Review Form as best they can with reference to the Work Planning and Review Forms. Performance Outputs and Core Competencies are to be listed/described and a ‘self-rating’ given along with supplementary information where necessary. Note: under Performance Outputs, a separate rating is required for both the ‘quantity’ and ‘quality’ sections. When complete, the form is then submitted to their manager. The manager will review the form and make appropriate notes. A meeting between the manager and employee is then arranged to discuss the Summative Review Form in more detail and finalize ratings. The ‘final rating’ is to be approved and written down by the Manager.

**BHUTAN CIVIL SERVICE
SUMMATIVE PERFORMANCE REVIEW FORM (CONTINUED)**

RATINGS ON PERFORMANCE FACTORS
(Use additional sheets if required)

<i>(Ratings should pertain to Performance Outputs as outlined in Work Planning and Review Forms. Add additional outputs as necessary)</i>	Employee self-rating:	Final rating (Manager):
PERFORMANCE OUTPUT 1:		
Quantity of Work: 1		
Quality of Work::		
PERFORMANCE OUTPUT 2:		
Quantity of Work:		
Quality of Work:		
PERFORMANCE OUTPUT 3:		
Quantity of Work:		
Quality of Work:		
Quality of Work:		
	TOTAL FINAL RATING:	
Divide 'Total Final Rating' by number of individual final ratings =	AVERAGE RATING (A):	

(Signature of the Employee)

(Signature of the Manager)

BHUTAN CIVIL SERVICE
SUMMATIVE PERFORMANCE REVIEW FORM (CONTINUED)

RATINGS ON CORE COMPETENCIES

(To be completed by the Employee)			
Core Competency	Comments:	Employee Self-rating:	Final Rating (Manager):
1			
2.			
3.			
4.			
5.			
6.			
		TOTAL FINAL RATING:	
Divide 'Total Final Rating' by 6 =		AVERAGE RATING (B):	

(Signature of the Employee)

(Signature of the Manager)

DEVELOPMENT NEED OF THE EMPLOYEE

<p>Comments by the Employee (Comment on some of your special achievement and on areas that you need to improve)</p> <p>(Signature of the Employee)</p>

BHUTAN CIVIL SERVICE
SUMMATIVE PERFORMANCE REVIEW FORM (CONTINUED)

Comments by the Manager:

(Comment on the special achievements and/or development needs of the employee and suggest some measures to improve the performance of the employee)

(Signature of the Manager)

THE APPRAISAL MEETING WITH THE EMPLOYEE IS CONCLUDED AT THIS POINT.

THE MANAGER SHALL COMPLETE THE FINAL RATINGS CALCULATION BELOW, AND FORWARD THE SUMMATIVE REVIEW FORM TO THE HEAD OF AGENCY FOR REVIEW AND FINAL APPROVAL.

FINAL RATINGS CALCULATION:

Average Rating (A): _____ 60% Weightage

+ Average Rating (B): _____ 40% Weightage = Final Rating (C): _____
• Calculation: $(A \times 0.6) + (B \times 0.4) = C$

If C = [tick appropriate box to confirm Final Rating and associated Performance Increment (PI)]:

- | | | | |
|--------------------------------------|--------------------|--------------------------------------|---------------------------|
| <input type="checkbox"/> 3.50 – 4.00 | Outstanding (2 PI) | <input type="checkbox"/> 1.50 – 2.49 | Good (1 PI) |
| <input type="checkbox"/> 2.50 – 3.49 | Very Good (1 PI) | <input type="checkbox"/> 0 – 1.49 | Improvement Needed (0 PI) |

Name and Signature of Manager

Approval by Head of Agency

Comments by the Head of Agency:

(Comment on the general performance and potential of the employee)

(Name and Signature of
Head of Agency)



BHUTAN CIVIL SERVICE

FEEDBACK FORM

To be completed by the immediate subordinate for those holding executive, managerial and formal supervisory positions.



Name of the Employee whom the feedback is for:	
Employee Position Title: Employee ID:	
Name of the Manager:	
Manager Position Title:	
Agency:	
Date:	

THIS FEEDBACK WILL BE KEPT ANONYMOUS. YOU ARE REQUIRED TO PROVIDE HONEST AND CONSTRUCTIVE COMMENTS ON THE EMPLOYEE'S OVERALL PERFORMANCE AND MANAGEMENT STYLE/PRACTICE.

1. **LIST ONE OR MORE THINGS YOU WOULD LIKE YOUR MANAGER TO STOP DOING:**

2. **LIST ONE OR MORE THINGS YOU WOULD LIKE YOUR MANAGER TO CONTINUE DOING:**

3. **LIST ONE OR MORE THINGS YOU WOULD LIKE YOUR MANAGER TO START DOING:**

4. **LIST ONE OR MORE THINGS YOUR MANAGER COULD DO BETTER:**