

GUIDELINE FOR SHORT-TERM TRAINING GAP



Cabinet Secretariat

2024

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Guidelines for Short Term Training (STT) gap for Cabinet Secretariat

Rationale:

This guideline is developed in accordance to the RCSC's directive regarding training gap development for ex-country Short-Term Training (STT), as communicated in RCSC/HRD-C2/2023/1784 dated December 18, 2023. Initially, the BCSR 2018 mandated fixed training gaps between two STT programs for civil servants, but recognizing the challenges of uniformity due to diverse statutory requirements, the BCSR 2023 now delegates the determination of training gap requirements to respective parent/working agencies. As the HR Services oversees all training processes, including ex-country STT, this guideline aids HRS and HRC in managing training gaps specifically for such programs, promoting fairness, transparency, equity, and efficiency.

Objective:

The objective is to maintain a minimum duration between two STT/LTT programs as specified in Section 7.5.2 of BCSR 2023, aiming to ensure uninterrupted service delivery, facilitate succession planning, rationalize frequency, and provide equitable access to HRD programs for all eligible civil servants within the Cabinet Secretariat.

Scope

Training gap guidelines aim to establish a minimum duration required between two STT/LTT programs to maintain service delivery, succession planning, rationalize frequency, and ensure equitable access to HRD programs for all eligible civil servants. The BCSR 2018 initially mandated fixed training gaps, however, recognizing the challenges posed by varying statutory requirements across agencies, the BCSR 2023 grants respective agencies the authority to determine the training gap requirement for STT programs. It's emphasized that consistency within the same agency is crucial to uphold the principles of transparency and fairness in the application process.

Approving Authority: Human Resource Committee (HRC) of the Cabinet Secretariat.

Standard Operating Procedure (SoP) for Managing Training Gaps:

1. Approval Process:

- 1.1. Training invitations received by individuals shall be promptly submitted to their respective Heads of Departments/Divisions for initial review and endorsement.
- 1.2. Any short-term training invitations received from external agencies by departments must be forwarded to the HRS within five (5) working days from the date of receipt. Failure to comply with this timeline shall / may result in HRS not processing the nomination for submission to the HRC.



- 1.3. The concerned Division and HRS shall jointly review the training invitation for relevance and recommend suitable positions for nomination, based on the Competency-Based Framework (CBF). For positions not covered under the CBF, the current Job Description, specific responsibilities, Terms of Reference (ToR), or Individual Work Plan (IWP) shall be used as reference for nomination.
- 1.4. HRS shall review and submit the proposal with recommendations to HRC for deliberation.

HRC shall review the HRS submission and approve/reject based on alignment with the STT checklist and the Cabinet Secretariat's training gap requirements.

2. Communication Protocols:

- 2.1. HRS shall inform the nominee to submit audit clearance and security clearance.
- 2.2. HRS shall communicate the decision to the concerned department/individual.
- 2.3. HRS shall brief the candidate, oversee timely completion and reporting to the agency, and shall ensure post-training forms are completed.
- 2.4. HRS shall report records in Zest for documentation and tracking purposes.

3. Criteria for Training Gap Carry Forward:

HRC may approve carry-forward requests based on:

- 3.1. Justification for mandatory training.
- 3.2. Explanation for why a nominated candidate cannot be replaced.
- 3.3. Recurring requests deferment and carry forward.

Short Term Training Categories (As per BCSR 2023):

1. Certificate
2. Diploma course
3. Attachment
4. Internship
5. Counterpart training
6. Study Tour
7. Institutional visit
8. Inspection visits
9. Procurement visits
10. Seminars
11. Workshops
12. Conferences
13. Symposium
14. Forum
15. Meetings
16. Negotiation for Conventions



17. International representation and any other ex-country official travels, including participation as a Resource Person.

18. Any other ex-country official travels including participation as a Resource Person.

The following training gaps will apply for all Ex-country STT/LTT in the Cabinet Secretariat:

SL	Recent Program undertaken/availed	Proposed Program	Training Gap Obligation
1	STT (In-country)	STT (In-country)	No gap required
2	STT (In- country)	STT (Ex- country) or LTT (In-country/ Ex-country)	No Gap required
3	Mandatory STT (irrespective of duration): Meetings or delegation-related travel that Cabinet Secretariat/PMO officials are required to attend as part of Bhutan's commitments under national, bilateral, regional, or multilateral agreements, treaties, or conventions. These may include conferences, workshops, forums, technical dialogues, governing boards, task forces, and other similar platforms addressing matters of national or international interest. Only those officials traveling as part of the Hon'ble Prime Minister's delegation are classified under mandatory STT.	Mandatory STT (irrespective of duration): Only those officials traveling as part of the Hon'ble Prime Minister's delegation are classified under mandatory STT.	No Gap required
4	STT (Ex- country)	LTT (In-country/Ex-country)	6 months Gap required as per section 7.5.2 of the BCSR 2023
5	STT (EX- country) 5 days or less Certificate/Diploma course/Attachment/	STT (Ex-Country)5 days or less: Certificate/Diploma course/Attachment/ Internship/ Counterpart	No gap required

	Internship/ Counterpart training/ Study Tour/ Institutional visit Inspection visits/Procurement visits/Seminars/ Workshops/Conferences/Symposium/Forum/Meetings/ Negotiation for Conventions/International representation and any other ex-country official travels including participation as a Resource Person.	training/ Study Tour/ Institutional visit Inspection visits/Procurement visits/Seminars/ Workshops/Conferences/Symposium/Forum/Meetings/ Negotiation for Conventions/International representation and any other ex-country official travels including participation as a Resource Person.	
6	STT (EX- country) 5 days or more Certificate/Diploma course/Attachment/ Internship/ Counterpart training/ Study Tour/ Institutional visit. Inspection visits/Procurement visits/Seminars/ Workshops/Conferences/Symposium/Forum/Meetings/ Negotiation for Conventions/International representation and any other ex-country official travels including participation as a Resource Person.	STT (Ex-Country) 5 days or more Certificate/Diploma course/Attachment/ Internship/ Counterpart training/ Study Tour/ Institutional visit. Inspection visits/Procurement visits/Seminars/ Workshops/Conferences/Symposium/Forum/Meetings/ Negotiation for Conventions/International representation and any other ex-country official travels including participation as a Resource Person.	3 months' gap required
7	LTT (In-country/Ex country)	STT (in-country)	No Gap required
8	LTT (In-country/Ex country)	STT (Ex-country) 5 days or less:	No Gap required
9	LTT (In-country/Ex country)	STT (Ex-country) Exceeding 5 days	3 months Gap
10	STT (Ex country) 5 days or more	STT (Ex country) 5 days or more	3 Months gap



11	LTT	LTT : Required to complete LTT obligation as per chapter 7, clause 7.7.7 of the BCSR 2023 : LTT obligation
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4. Eligibility

As per BCSR 2023, a civil servant shall be eligible for STT when:

- 4.1. He is a regular civil servant. However, civil servants on probation shall be eligible for ex-country STT provided it is skills-based or leads to greater specialisation.
- 4.2. Contract employees shall be eligible for profession related in-country and ex-country STT. However, for ex-country STT, the programme shall be skills based or leading to greater specialisation and the candidates shall have at least 6 months minimum service after the end of the course (prior to the contract end date).
- 4.3. The programme is relevant to his work and his position level;
- 4.4. He has completed training gap requirement as per Section 5 of the guideline;
- 4.5. He has at least six months to serve before superannuation at the time of commencement of the course.
- 4.6. He has not been selected for another training programme that is pending implementation.
- 4.7. He is not on Secondment or EOL.

The HRC of the Cabinet Secretariat shall have the authority to grant exceptions to the STT gap requirements, depending on the relevance and necessity of the proposed STT.



Annexure I: STT Review Checklist

STT REVIEW CHECKLIST

1. Detail of the candidate

a. Name:EID:

(attach list of candidates in a separate sheet, if there is more than one nomination)

2. II. Checklist for verifying eligibility for STT (please tick to assure)

☐ He is a regular civil servant. Eligibility for contract employees to avail STT shall be as per Section 4.4.10.2;

☐ The programme is relevant to his work and his position level;

☐ Civil servant on probation shall be eligible for Ex-country STT provided it is skills based or leads to greater specialization.

☐ He has completed training gap requirement as per Section 7.5.2;

☐ He has at least six months to serve before superannuation at the time of commencement of the course;

☐ He has not been selected for another training programme;

☐ He is not on secondment/ EoL;

☐ The proposed STT programme is aligned to the candidate's Super Structure/the Competency based Framework/Annual HRD Plan 1

☐ Ensured frequency of training and minimum training gap requirements after availing STT/LTT.

☐ Verified Acceptance/Invitation Letter from the Institute.

☐ Verified Institute.

☐ Verified Course content.

☐ Verified Security clearance validity.

☐ Verified Audit clearance validity.

☐ Any other Eligibility criteria:

3. Assurance from Agency for approving the Nomination (please tick to assure)

- ☐ The Concerned Department head/Division Chief must give a pre-departure briefing to the candidate.
- ☐ The HRS shall monitor and ensure candidate's return to Bhutan immediately after completion of training and one must submit the training/joining report to the concerned departmental head/division for assessment.
- ☐ The Cabinet Secretariat's HRS shall ensure all STT programmes are updated in the Zest.
- ☐ The Cabinet Secretariat shall carry out M&E periodically to evaluate the impact of the training on performance of the candidate and the office respectively.

4. Decision of the HRC:

HRC no. date:.....

HRC Decision with rationale:

.....

The HRC members including the supervisors/chiefs countersigning this form shall be accountable and liable for the following. Therefore, the HRC shall be adequately informed:

- *Administrative action in case the nomination is processed in violation of BCSR.*
- *Disciplinary action in case the assurance is committed in Sl. No. III are not fulfilled.*

Processed by (Signature)

Name of HR Officer reviewing the nomination

Date:

Note: The checklist shall be completed in ZEST

Annexure II: Details Regarding Issue Type as per ZEST

1. Any Past Issues: Request For Extension, Deferment, Carry Forward, Waiver, Fail/Incomplete, withdrawal, etc.?
: Yes/No, If Yes, provide details on the past issues



2. .Training Proposed Mandatory Or Not (WHY/HOW)?
:Yes/No. If Yes, why?
3. Training Schedule Can Be Postponed (WHY/HOW)?
:Yes/No. If No, why?
4. Nominated Candidate Can Be Replaced Or Not (WHY/HOW)?
:Yes/No. If No, why?
5. If It Could Be Avoided With Proper Planning (WHY/HOW)
:Yes/No. If No, why?
6. Specify If All Other Eligibility Requirements As Per BCSR 2023
are Met.

