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 ROYAL GOVERNMENT OF BHUTAN  
 ROYAL CIVIL SERVICE COMMISSION  
*Excellence in Service*



RCSC/LS-2/2019-2020/3482

27/3/2020

Head of Agencies  
Bhutan

Dasho/Sir/Madam,

In line with RCSC 's Plan for Continuing Service Delivery in light of the COVID-19 situation, we have requested all Ministries and Agencies across civil service to categorise the **services and identify staff numbers** as follows:

- A. Critical services requiring physical presence in the duty station like water supply, health, security, communications etc;
- B. Essential and Routine Services that can be delivered via working fully or partially from home and/or remote working; and
- C. Services that can be deferred for the time being because i) they are not critical/feasible; or ii) do not have clients/demand; or iii) there aren't any resources to implement them and iv) cannot be done remotely.

Further with the directive of the government vide their press release of 27th March, 2020 and the need to ensure the safety of our civil servants, the implementation of the plan pertaining to Category (B) and Category (C) must begin from **Monday (30/3/2020)**. Given the short notice to operationalise the Agency plan, Agencies may stagger the rollout but in the shortest possible time.

For Civil Servants who are required to work from office, Agencies should ensure that they are provided the required gear/resources as per the circumstances of the job. Civil servants working from home/remote working must abide by the guideline which is enclosed (**Annexure 1**). For those staying at home, a protocol is shared for reference (**Annexure 2**). These documents are broad guidelines and agencies must customise it to their specific requirements. RCSC will continue to update, improve and share the revised version of our guidelines based on our experience and feedback received from agencies. This will also help us to have a robust guideline for remote working for use in the future.

Please note that the duration of the implementation of this plan is tentatively 3 months i.e. until the end of June, 2020. However, Agencies must be prepared for possible changes to the plan and all staff must be on standby in the event they have to be deployed for any interventions. However in the event of a lockdown, Civil Service Agencies must abide by the Government notification on what kind of movement is permissible. RCSC will continue to communicate any information as and when required.



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We would like to request that should Agencies in the course of implementation revise their list of services against the three categories, to kindly inform us for our updation and compilation. This will facilitate RCSC's work to compile and provide accurate information to relevant agencies as and when required.

Thanking you,

Yours sincerely,

(Karma Hamu Dorjee)  
Chairperson

Copy to:

1. Hon'ble Prime Minister of Bhutan, Prime Minister's Office, Thimphu
2. Dasha Zimpon, His Majesty's Secretariat, Thimphu
3. Hon'ble Speaker, National Assembly, Thimphu.
4. Chairperson, National Council, Thimphu.
5. Chief Justice, Royal Supreme Court, Thimphu.



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# Technical Guide for Remote Working for the Royal Civil Service Commission

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March 2020

# Technical Guide Book for Remote Working for the Royal Civil Service Commission

## 1. Objective

This Technical guideline has been developed with reference to the guideline for remote working developed by RCSC. This guideline will help guide employees at RCSC to deliver the services mentioned in the Business Continuity Plan remotely. Business Continuity Plan is attached in the internal website Annexure A.

## 2. Role and Responsibility

Following are the distribution of the role and responsibility to enable remote working in RCSC.

Division Level	HRC Level	MISD Level	AFS Level
<ul style="list-style-type: none"><li>● Identify Services that can be done remotely (Already done)</li><li>● Develop on Internal communication and working plan.</li></ul>	<ul style="list-style-type: none"><li>● Develop External Communication Protocol.</li><li>● Setting Ground rule for the Organization as a whole</li></ul>	<ul style="list-style-type: none"><li>● Technical Backstopping</li><li>● Training and Refreshers on the Tool Box</li><li>● Making the Tool Box available</li></ul>	<ul style="list-style-type: none"><li>● Arrangement Laptop and Desktop for those who don't have</li><li>● Internet Package arrangement</li></ul>

## 3. Resources Required

For the remote working to work more effectively following resources are must have:

1. Laptop/ Desktop (with wireless facility)
2. Printer for Commission members/Director/Division head
3. Internet package
4. Webcam and Microphone for desktop users.
5. icloud printing (optional)
6. Scanner for letters

## 4. Communication Protocol

- a. All Remote working information will be accessible from Remote working for RCSC internal website.  
<https://sites.google.com/rcsc.gov.bt/remoteforrcsc/home>
- b. Personal Details and Contact Number of staff in RCSC is also available on the internal site (Annexure B Staff Detail)
- c. Primary Communication channel (ICT Tool Box) for RCSC would be as follows:

# ICT Tool Box for Remote Working (RCSC)

## Synchronous communication Channel

- Whatsapp Groups
- Google Meet
- Phone Call & SMS

## Asynchronous communication Channel

- Email
- G-Suite

## Task Management and Others

- Trello
- Internal Site
- Dispatch System
- GDrive & G-Suite

### d. Internal Communication

- All internal communication hierarchy within the organization will be as per the existing delegation of authority.
- Division heads are expected to set a clear target and clear deadline;
- All communication which are not time sensitive are to be delivered through the Asynchronous communication channel.
- Division heads are required to have a daily team stand up meeting every morning.
- Divisions are required to manage their Task through Trello/ or their own task management tool, for keeping track of task and to get status update from members.
- Every division will have their own Trello/other Task Management Tool and Director, RCSC will be a member of all the Trello boards in order to keep abreast of the progress of the projects and also to check on the utilization.
- All decisions made both through Synchronous communication channel or Asynchronous communication channel should be documented in the division common folder.
- MISD shall create the common share file and share it with everyone . And shall be responsible for the security of the share file.
- Divisions shall create their own internal protocol (Ground rules) on how and when the teams will coordinate and meet depending on their nature of work, And also how tasks will be managed.
- Divisions shall also maintain document movement and equipment movement log for their own division.

### e. External Communication

- All external communication will either be signed by Commission Members/Director/Division Head depending on the existing delegation of authority.
- In order to enable dispatch of all outgoing letters, MISD will create an online dispatch number management system. All division heads will be required to save the dispatched letter (Dispatch here means to

scan and send the letter via email) to the Outgoing Letter folder in the common folder on Google Drive.

- iii. To manage the signatory issue, Commission/Director/Division heads will use their assigned printer which may be sent home for this purpose. Cloud print is to be established where possible to cut down the process.
- iv. The scanned copy of the letter should be reverted back to the person concerned by email and the person concerned needs to maintain a copy of the letter in the outgoing file on G-Drive.
- v. And the hard copies should be filed and given back to office once Remote Working is lifted.

## 5. Roll Out Plan

All the employees at RCSC starting from commission members to the Operational Category, will be trained in using the following:

- 1. Trello (For Division Level work distribution and implementation of decision from HRC and Commission Meeting)
- 2. G-Suit (Refreshers Course) (for Filing and record keeping)
- 3. Google Meet( For Meetings and Discussion)

Activity	Accountable	Deadline
1. Tech handbook approved	Kuenga Zam Ganga Ram	23rd March (HRC) 24 <sup>th</sup> March (Commission)
2. 1st Batch Training roll out (HRAD)		
3. 1 <sup>st</sup> Batch Training (HRDD)	Ganga Ram/Kuenga Zam	24 <sup>rd</sup> March
4. Pilot	HRAD/HRDD	25 <sup>th</sup> -27 <sup>th</sup> March
5. 2 <sup>nd</sup> Batch Training (HRMD, ESMD)	Ganga Ram/Kuenga Zam	25 <sup>th</sup> March
6. 3 <sup>rd</sup> Batch Training (Wellbeing Division, HRCS, AFS)	Ganga Ram	26 <sup>th</sup> March
7. 4th Bath (Legal Division, PPPD)	Kuenga Zam	26th March
8. Feedback from Pilot incorporated	Kuenga Zam	28 <sup>th</sup> March

## 6. Reference

Detailed technical guide on using the ICT Tool box can be found on the internal website for remote working.

## 7. General Tips for Remote Working

- 1. Create a good morning routine
- 2. Start with the most important tasks
- 3. Run stand up with your teams

- a. Quick 15 minutes meeting (only 15 minutes max)
  - b. Tell your team what you have done yesterday
  - c. What you plan to do today
  - d. If there are any challenges
4. Be on time
  5. Be responsive and active in checking your mail and internal communication system
  6. Show your work, Make sure that everyone on your team gets an update on what you have done and it is as detailed as possible.
  7. Is the information time-sensitive? if yes, go to chat. If no, go to Trello
  8. When in remote mode over-communication is better than under communication

Under Communication	Overcommunication
Can you please provide me with reporting on content once you get a chance?	Can you please provide me with a short report (~1 page) on our blog metrics, with data pulled from Google Analytics, for next Tuesday before 2PM EST? Make sure to include the following: Top posts, Unique page views, Bounce rate, Conversion rate, and Plans for future posts. You can find a good example of a report in a similar style here: <a href="#">Content Report Template</a> . Thanks!

## 9. Example of a clear deadline

Unclear Deadline	Clear Deadline
"I'll have this complete for Tuesday."	"I'll have this complete for 4PM MDT on Tuesday, September 24."

## Contact Points in case of Issue during Remote working

1. Kuenga Zam, 17986397
2. Ganga Ram, 77200202
3. Passang Wangdi, 17578271

## Definition

**Synchronous communication** includes every form of communication that happens in real-time – responses occur immediately. This form of communication will be used where the information is time sensitive or to have real time engagement of team or stakeholders. RCSC's channel for synchronous communication will be Google Meet for Video Conferencing and Official WhatsApp groups. All divisions will be required to make their own WhatsApp group and one will be made for the management including the commission, director and division heads. The HROs WhatsApp group will also be used for common clarification.

**Asynchronous communication** includes every form of communication that doesn't happen in real-time – responses can occur intermittently. RCSC's channel for Asynchronous communication will be through our government email address and In-G-suit comments (i.e Google Docs). All emails will be required to be responded to within 24hrs timeframe.

## **Guideline for remote-working in Civil Service as a measure for continuous delivery of service during the COVID-19 outbreak**

### **Contents**

1. Objective of working remotely/work from home
2. Ground rules for remote working/work from home
3. Management Processes for remote working
4. Use of Remote Toolbox
5. Accountability and Productivity Measures

#### **1. Objective of working remotely**

This guideline for remote working is for all Civil Service Agencies as a measure to reduce spread of COVID-19. It has now become imperative to be prepared for the eventuality of disruptions to our normal work, to whatever degree it may unfold. In light of occurrence of such events, it can bring our services and workforce to a standstill with physical distancing and other measures like the possibility of lockdowns. In such situations, the health and safety of staff as well as clients should be accorded the highest priority. Building an effective remote team would enable us to operate beyond the confines of a physical office and facilitate continuity of essential services.

The guideline is to help Agencies outline the protocols of official communications and reporting, fixing accountability, protocol on document movement and protocol on use of government resources for remote working/work from home.

Every Agency has its own requirements, processes and practices, therefore they must customise this broad guidelines by adding details that are specific to their own requirements. The following steps must be initiated to be prepared for remote working after mapping out tasks and people:



## **2. Set ground rules for remote working**

This should help to set expectations between managers and team members.

### **2.1 Agree on remote working office hours**

- Document the default expectations in a shareable document.
- Managers to sit with their team to come up with an agreed "Remote Working Office Hours and rules of engagement" document. This must be shared through a common folder that everyone can easily refer to.

### **2.2 Set ground rules for team communication**

Setting ground rules for team communication goes a long way in making sure your team is productive and happy. Communication is critical for effective coordination and operationalising any plan in a short span of time and at any hour of the day. When operating remotely, we need to keep in mind that the kinds of nuanced communication you get in an office setting doesn't translate online. Therefore, setting up communications protocols in advance is most critical and preparedness is key to keeping communication lines live and active.

As such it is critical to identify what are the best tools to use and when to use it? Is the information time sensitive? Why is it important? It helps to set expectations between managers and team members.

On the choice of communication tools, please Refer to the Remote Toolbox section of this document (in Section 4).

The communications plan shall include :

- A file(s) that contain the communication details which the HRD/HRS shall compile and share in common folder with viewing rights to all in the organisation:

Name	Designation	Mobile No	Email	TrueConf ID/Skype/Google meet	WhatsApp /Msg	Emergency Contact other than Employee

Identify the Primary communication channels and applications: It must be decided in advance what will be the primary channels of communication. While multiple communication channels can be explored, a primary means of communication is important.

### 3. Set management procedures

#### 3.1 Task management procedures

Document the steps that employees need to follow to complete a certain task. Divisions/Teams can make their own internal protocol and understanding.

#### 3.2 Motivation and guidance

Provide tools to help employees to make remote working comfortable and accessible.

Supervisors should make themselves available for virtual hangouts, the frequency decided according to their respective needs– to guide, coordinate and motivate team members, provide a conducive environment to brainstorm and make work from home productive.

3.3 **Weekly 1-on-1s** – with team members to chat about how work is going.

### **3.4 Role of Tech Teams**

ICT Teams should make themselves available to support the other team members and provide technical support. ICT teams can support to make:

- Fix ICT System user rights and accountability for remote working
- Protect information and documents for common / shared services.
- Make the manual processes to fit the remote working as far as possible
- Generate daily system user reports and share with supervisors

IT Teams should train staff ASAP on the IT platforms for remote working

### **3.5 Document movement protocol**

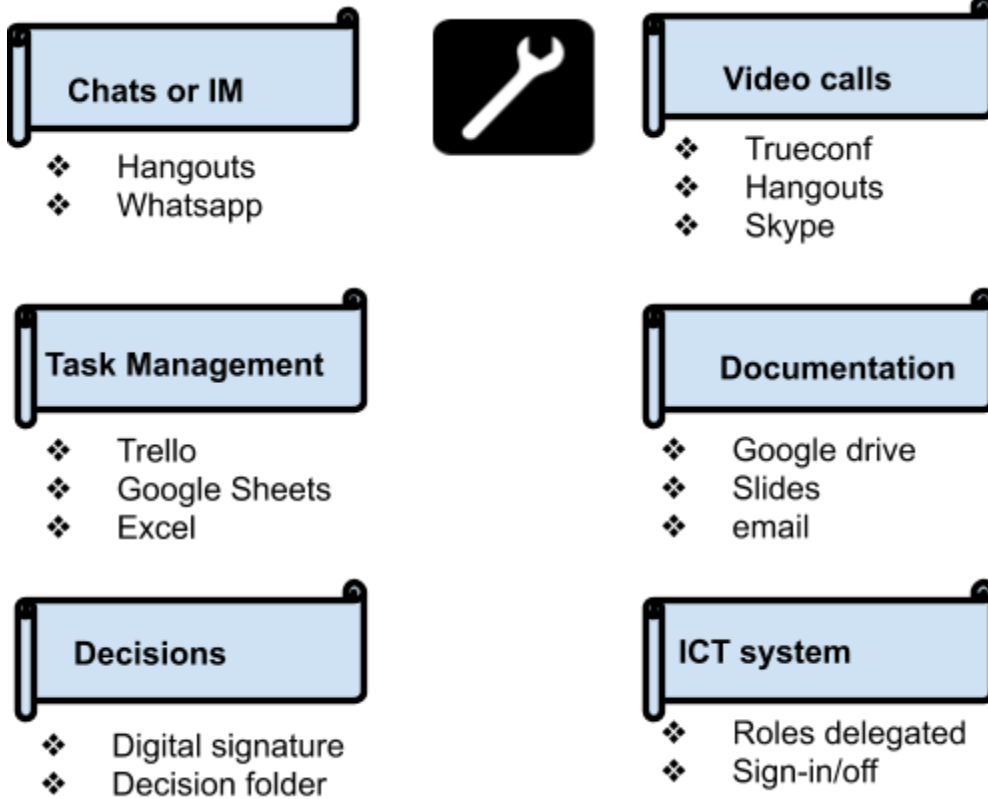
Agencies should institute protocol for document movement between the office and home. If possible one person among a team/division should be identified for maintaining the records of document movement and proper accountability. In our efforts to facilitate remote working, we must not forget to prioritise proper management of documents and files.

Agency should also classify those documents that cannot be taken home.

## **4. Remote Toolbox**

In a remote team, you'll need the right tools to make sure everyone stays on the same page and can continue to execute efficiently.

Identify tools that your team is familiar with or train your teams to use the tools. Some handy tools that make working remotely successful are listed for your reference:



- Use official group chats for seeking common clarifications or cross-platforms with mobile apps
- Set-up accountability for outgoing official decisions
- Create channel of communication for queries and client response mechanism
- Establish protocol for how and when teams will coordinate and meet.
- Remote yet collaborative working
- Data security-It has been possible to build a network of apps tailored to our workflows using the best tool for each job with Google authentication for single sign-on (only one login to Google Chrome to access them all) and integrations between the services. This allows for a single point of entry for data while allowing access to it from wherever it is relevant.

Assess the comfort level with specific applications, such as video conferencing and other collaboration/communication platforms. Where you find gaps, provide training and opportunities for practice before people need to use them to reduce inefficiency. Identify devices owned by the organization that people could use and clarify acceptable "bring your own" phone and laptop options.

***Agency may refer to the RCSC Technical remote protocol attached with this document for setting up your own Remote Tools.***

#### **4. Accountability and productivity management**

**4.1 Accountability System** – develop accountability metrics that align with your team's priorities and values. This helps your team to focus on the right things. Set out- Check-ins & Check-outs time, Pre-empt a set time for calls – E.g., every 2 hours, be available for a phone call.

#### **4.1 Time Blocking.**

Divide your day into blocks of time. Each block is dedicated to tackle a specific task. This helps you focus all of your mental resources on one thing at a time rather than spreading your attention thin across several tasks. Every employee will keep a daily log of activity as shown below.

Time	Task	Work progress	Means of verification
9 AM	Email & messages	Eg. Responded to 5 emails	
10AM	Meetings	HRC	
11 AM	Desk review/proposals	Completed the draft and shared by email	
	Coffee break (11:30-11:45)		

12 AM	Desk review/proposals		
01PM	Lunch		
02PM	Email & messages		
03PM	Meetings		
04 PM	Prepare for tomorrow		
05PM	End of day		

#### 4.2 Jot-down meeting minutes

Have your meeting minutes in a shared doc. that the team can refer to. In the event if a team member couldn't sit in for an important virtual meeting, you can use Zoom's/Google Hangouts auto-record feature so they can playback to keep themselves in the loop.

#### 4.3 Communicate and document tasks

Keep your teammates and supervisors updated of your daily activities either by sharing them in the assigned task management tool or sharing the above daily log of activities.

### 5. Resources for Remote working

Agencies in discussion with their staff must ensure that they have the necessary facilities like computers/laptops to work from home. For internet access, we recommend that Agencies must determine the extent of data usage for working remotely depending on criteria like working on data heavy Online Systems (e.g. ePEMS). We request Agencies to be conservative in allocating and the the use of Government resources.

## 6. General Do's and Don'ts

Do	Don't
Stay Home and limit the number of visitors coming into your space to only very essential visitors.	Organise or attend social gathering like dinner parties, meeting up with friends or make unnecessary visits to hospitals and other public places
Plan gainful engagements or pursue hobbies like reading, listening to music, writing or giving time to family and children.	Get into alternate employment/engagements like operating businesses, driving taxis, manning shops or working in any commercial establishments etc.
Maintain at least 6 feet distance from others when going out to do essential errands such as buying food, get necessary health care, take care of relatives, etc.	Engage in contact sports like playing football, volleyball, or other group games like Khuru/Archery etc where there is possibility to come into close contacts with others
Maintain personal hygiene like washing hands frequently for at least 20 seconds and using hand sanitizer.	Leave the duty station without informing immediate supervisor
Keep yourself healthy through exercise like solitary walks or jogs and having a balanced diet.	Change contact addresses or contact numbers without prior information to your immediate supervisor
Keep updated about organisational activities and be ready to be called to duty at any time.	Use public transportation (Bus, Taxis) unnecessarily
Update yourself with the news and follow BBS, the Ministry of Health Facebook page and website and PMO's facebook page and twitter handle for updates on Covid 19 outbreak.	Spread rumours and fake news which might lead to unnecessary fear and panic amongst the public.
Seek appropriate medical assistance if you develop flu like symptoms	

In addition to the above, everyone should strictly follow HPMs instructions issued 27 March, 2020 regarding public gathering, travel, business/entertainment activities, games and sports .





## Protocol for Civil Servants staying at home

The civil servants who have been identified to stay at home are to abide by the following do's and don't:	
Do	Don't
Stay Home and limit the number of visitors coming into your space to only very essential visitors.	Organise or attend social gatherings like dinner parties, meeting up with friends or make unnecessary visits to hospitals and other public places.
Plan gainful engagements or pursue hobbies like reading, listening to music, writing or giving time to family and children.	Get into alternate employment/engagements like operating businesses, driving taxis, manning shops or working in any commercial establishments etc.
Maintain at least 6 feet distance from others when going out to do essential jobs such as buying food, get necessary health care, taking care of relatives, etc.	Engage in contact games like playing football, volleyball, or other group games like Khuru/Archery etc where there is possibility to come into close contacts with others
Maintain personal hygiene like washing hands frequently for at least 20 seconds and using hand sanitizer.	Leave the duty station without informing immediate supervisor
Keep yourself healthy through exercise like solitary walks or jogs and eating a balanced diet.	Change contact addresses or contact numbers without prior information
Keep updated about your organisation's activities and be on standby to be deployed for duty at any time.	Use public transportation (Bus, Taxis) unnecessarily
Update yourself with the news and follow BBS, the Ministry of Health Facebook page and website and PMO's facebook page and twitter handle for updates on Covid 19 outbreak.	Spread rumours and fake news which might lead to unnecessary fear and panic amongst the public.
Seek appropriate medical assistance if you develop flu like symptoms	