

Bhutan Power Corporation

Evidence Guides for Appraisal of Competencies

Leadership, Groups 1-2

Use of appropriate skills to ensure BPC's strategic plan and departments' operations align with the vision, mission and values of BPC.

Outstanding: All staff in the group are committed to fulfilling BPC's vision and mission while applying BPC's values. All know what to do, why and how, and all are performing very well. Together they exceed the expectations of customers and other stakeholders. The staff member has earned respect. BPC has grown stronger and more successful.

Very good: All staff in the group are performing well with a clear focus on BPC's vision, mission and values. Together they have satisfied stakeholders' expectations and met their objectives.

Good: All staff in the group are satisfying the requirements of their positions and applying BPC values.

Satisfactory: The staff member has been trying to work with others in their area to produce the results expected by the organisation but has not demonstrated the necessary leadership skills to overcome challenges. The staff member is expected to benefit from training or other support.

Unsatisfactory: The staff member's apparent lack of effort or concern for poor results and/or complaints, avoidable errors and ethical failures reflect poorly on BPC.

Team Leadership, Groups 3-5

Ability to communicate BPC's vision and inspire motivation amongst employees to stay focused on major goals.

Outstanding: All team members understand, and are committed to, BPC's vision, mission, values and major goals. All know what to do, why and how, and all are performing very well. Together they focus on exceeding the expectations of customers and other stakeholders.

Very good: All team members are performing well with a clear focus on BPC's vision, mission and values. Together they have satisfied stakeholders' expectations and met their objectives.

Good: All team members are satisfying the requirements of their positions and applying BPC values.

Satisfactory: The team leader has been trying to work with others in their area to produce the necessary results but has not demonstrated the necessary leadership skills to overcome challenges. The team leader is expected to benefit from training or other support.

Unsatisfactory: The team leader's apparent lack of effort or concern for poor results and/or complaints, avoidable errors and ethical failures reflect poorly on BPC.

Team Work, Group 6

Ability to work cooperatively with other team members and participate as an active and contributing member of a team to achieve team goals.

Outstanding: The staff member's skills and knowledge are highly regarded by other members of the team. She or he provides work-related and personal support and advice for others and serves as a model of commitment and cooperation.

Very good: The staff member maintains high standards of work and assists other members of the team to do the same.

Good: The staff member does a fair share of the team's work at an acceptable standard, giving and taking support and assistance as required. The staff member is reliable and punctual.

Satisfactory: The quality and/or quantity of work performed by the staff member does not meet the standard set by other members of the team. The staff member is expected to benefit from training or other support.

Unsatisfactory: The staff member's apparent lack of effort or concern for poor results and/or complaints, avoidable errors and ethical failures reflect poorly on BPC.

Problem Solving and Decision Making, Groups 1-5

Ability to break down problems into components and recognize interrelationships; and the ability to make sound, well-informed, and objective decisions.

Outstanding: The staff member is highly regarded as a clear thinker and creative problem solver who always makes fair, timely decisions in the overall best interests of BPC. She or he can respond to urgent problems instinctively and effectively while mindful of longer term implications of action or inaction.

Very good: The staff member defines and deals with both short and long term symptoms and causes of simple and complex problems; analyses appropriate evidence and consults effectively; and makes fair and timely decisions.

Good: The staff member analyses problems to determine and deal with causes as well as symptoms, using appropriate evidence in consultation with relevant stakeholders to make fair, timely decisions.

Satisfactory: The staff member appears to have difficulty gathering and evaluating evidence and thinking through common decision-making biases. She or he either lacks the necessary confidence to make decisions that involve risk of failure or offence, or is overconfident and makes reckless inappropriate decisions responding to immediate symptoms rather than causes.

Unsatisfactory: The staff member either ignores problems and avoids making decisions or makes impulsive, biased decisions without checking facts, consulting stakeholders or considering options.

Action Oriented, Group 6

Ability to consistently maintain a high level of activity and work with effectiveness and determination over a sustained duration.

Outstanding: BPC can rely on the staff member to work well, with or without supervision and direction, and produce results that exceed stakeholders' expectations. Her or his dedication and high level of skill can serve as an example for others.

Very good: The staff member is reliable, punctual and efficient, completing a high rate of work at a consistently high standard with minimal supervision or direction.

Good: The staff member consistently works well, following instructions, policies and procedures as instructed, reliably and on time.

Satisfactory: The staff member appears to work consistently but delivers limited results. She or he would benefit from further training or support and might need to pay more attention to punctuality.

Unsatisfactory: The staff member appears reluctant to work without constant close monitoring and supervision. Her or his work is often late and/or of a poor standard.

Strategic Focus, Groups 1-3

Ability to understand the need for BPC to change in light of internal and external trends & influences; and be committed to achieving long-range goals by influencing employees to translate vision into action.

Outstanding: The staff member has a consistent clear focus on BPC's constant overall goals. She or he is not distracted by insignificant details but is always looking for significant trends, opportunities and threats that could affect BPC's success. When appropriate, the staff member finds innovative ways for BPC to adjust operations in response to the changing environment.

Very good: The staff member monitors the BPC environment and identifies new and potential changes that could require change in BPC's operations. She or he is flexible in adjusting operations to suit the changes, while always focusing on broader priorities.

Good: When circumstances change within or around BPC the staff member adjusts work to take advantage of new opportunities and avoid new risks, without losing sight of BPC overall strategy.

Satisfactory: The staff member has difficulty focusing on both constant overall goals and changing circumstances at the operational level, and would benefit from training or support in this area.

Unsatisfactory: The staff member makes no apparent effort to balance constant, overall long-term goals and changes in the operational environment. This can mean either ignoring new opportunities and threats; or focusing on day to day changes and ignoring the overall goals.

Quality Orientation, Groups 4-6

Ability to monitor and check work to meet quality standards and ensure work's completeness and accuracy.

Outstanding: The staff member's work is recognised as an example of best practice. Always efficient, reliable, punctual and innovative, she or he demonstrates ways of improving the quality, timeliness and/or value of work performed.

Very good: The staff member works to consistently high standards of efficiency, reliability, accuracy and value, getting things right first time.

Good: The staff member completes assigned work as and when required, identifying and correcting mistakes and avoiding waste, delays and unnecessary costs.

Satisfactory: The staff member appears to make an effort to carry out the jobs well and on time, but the quality and/or quantity of the work does not meet BPC's standards. The staff member would benefit from training or other support with some or all parts of the job.

Unsatisfactory: Avoidable delays, errors, complaints and/or extra costs indicate that the staff member has not paid appropriate attention to the standards expected at BPC.

Interpersonal relationships, Groups 1-6

Ability to establish and maintain positive and productive working relationships.

Outstanding: Staff members with excellent interpersonal skills are trusted, respected and welcomed in all social and work-related settings. They get along so well with everyone that they can serve as peacemakers in times of conflict, helping others overcome differences to work together well.

Very good: The staff member is a popular member of the team who maintains strong relationships of trust with people throughout BPC and, where appropriate, with professional networks and representatives of other organisations.

Good: The staff member fits in with members of their team and is welcome to work with others.

Satisfactory: For various reasons, the staff member has difficulty getting along with others at work.

Unsatisfactory: Other people avoid working with the staff member, who is believed to be rude, untrustworthy and/or unpleasant.

Customer Orientation, Groups 1-6

Ability to understand the needs and expectations of both internal and external customers.

Outstanding: Internal and/or external customers have expressed their appreciation of work designed, managed and/or delivered by the staff member. The staff member improves the reputation of BPC.

Very good: The staff member shows a consistent focus on customer satisfaction, approaching tasks from the customer's perspective and representing customer interests within BPC.

Good: The staff member responds well to internal and external customers.

Satisfactory: The staff member appears to place a higher priority on his or her own interests and convenience rather than the interests and convenience of customers.

Unsatisfactory: Reasonable customers, other staff and stakeholders have complained about the staff member's manners, reliability and/or standard of work.

Managing Change, Groups 1-2

Ability to take initiative for organizational changes required to improve the organization's effectiveness and efficiency.

Outstanding: The executive or senior manager has led a major change successfully, resulting in – for example – better quality, more efficient services and more satisfied customers, more committed loyal staff, improved financial performance, acclaim from external stakeholders, etc.

Very good: The executive or senior manager has made a major contribution to the success of a change involving and/or affecting large parts of the organisation.

Good: The executive or senior manager has managed change successfully in their own area of responsibility, ensuring the engagement of stakeholders and the achievement of realistic milestones and improvements.

Satisfactory: Due to a range of factors, the executive or senior manager has been unable to plan and implement necessary changes and needs training and support in this area.

Unsatisfactory: The executive or senior manager has caused waste, delays, confusion and/or conflict by proposing unnecessary change that is poorly explained, and/or failing to make or implement realistic plans.

Negotiation, Group 3

Ability to explore alternatives to reach agreements and solutions that gain the support and acceptance of all parties

Outstanding: Outstanding leaders of professional or technical teams have succeeded in negotiations with internal and/or external stakeholders by presenting their specialist perspectives and expertise persuasively, demonstrating the alignment with BPC goals. They have ensured that their teams' concerns, opportunities and requirements are central to BPC planning.

Very good: Negotiations by the leader of the professional or technical team have strengthened the team's position in BPC and with external stakeholders.

Good: The leader of the professional or technical team has combined her or his specialist expertise with a sound understanding of BPC policies and priorities to secure the respect and support of all parts of the organisation.

Satisfactory: The requirements and expectations of the professional or technical team are not being met in BPC because the team leader needs training or other support to negotiate on their behalf.

Unsatisfactory: The leader of the professional or technical team has represented the team's expertise so poorly that the team's contribution is regarded as irrelevant to the achievement of BPC's goals.

Adaptability, Groups 4-6

Ability to adapt to changes in assignments, priorities and the changing conditions.

Outstanding: The staff member is always willing to trial new work, has provided constructive feedback to support change and has assisted other team members with adjustments to their assignments, priorities or changing conditions.

Very good: The staff member is very quick to learn new work and has helped other team members adapt to change.

Good: The staff member adapts well to new priorities and new conditions at work.

Satisfactory: The staff member has demonstrated willingness to adapt to changes at work but has needed extra time, training or other assistance.

Unsatisfactory: The staff member has resisted change at work.

Coaching, Groups 1-2

Ability to provide timely guidance and feedback to support and strengthen knowledge/skills in areas required to accomplish a task or solve a problem to reach agreements and solutions that gain the support and acceptance of all parties

Outstanding: The staff member is sought after, respected and trusted as a coach by people who need or want to improve their work performance and/or career prospects. She or he is a skilled and empathetic listener who can be relied on for constructive feedback. She or he supports and motivates people, helping them to clarify their concerns and goals, to focus on key issues and to develop their own ideas from new perspectives. People coached by the staff member have shown improved results, greater commitment and satisfaction with their careers at BPC.

Very good: The staff member is a skilful, interested coach who has helped others focus on areas where they need or want to improve. The performance and well-being of people coached by the staff member has improved over the appraisal period.

Good: As a coach the staff member is supportive and empathetic but also willing and able to provide constructive feedback that helps people find ways to improve their performance.

Satisfactory: The staff member appears unable to understand other people's work-related concerns and is therefore a poor coach. People assigned to the staff member for professional development have shown little improvement.

Unsatisfactory: Unsatisfactory coaches show little concern for, or interest in, the personal or professional growth of the people they are expected to support and help develop. The staff member has demoralised other people, leading to stress, unhappiness and reduced performance for BPC.

Creativity and Innovation, Group 3

Ability to use creativity and imagination to develop new insights into situations and apply new solutions to problems. Also has the ability to come up with new unique ideas.

Outstanding: The staff member is willing and able to imagine that things could be better, and keen to find ways of making the necessary improvements. This can mean comparing past and current situations, looking for patterns, trends, anomalies and missing pieces. It can also involve adapting and applying ideas from completely different contexts, eg other industries, other regions, other areas of technical expertise, or other periods of history. The employee is prepared to 'have a go' at trying new ways of doing things or supporting others' ideas to resolve issues and bring about positive change in the workplace. An outstanding innovator has demonstrated the ability to generate and assess multiple options when facing new problems.

Very good: The staff member has demonstrated the ability to identify, collect and synthesise information from a range of sources to reveal patterns, trends and missing pieces. He or she has applied this information to design better ways of working and producing value for BPC's customers and other stakeholders.

Good: The staff member has taken responsibility for innovation in his or her professional or technical area. She or he has monitored trends, patterns, gaps, successes and failures; identified the relevant similarities and differences between past, current and ideal practices; and explored options for delivering improved performance.

Satisfactory: The staff member appears unable to identify relevant patterns, trends, changes and anomalies that can affect performance, and/or appears unable to generate and explore new ways of working better. She or he would benefit from training or other support in this area.

Unsatisfactory: The staff member appears to lack the skill, confidence and/or motivation and willingness to identify and investigate opportunities for improved performance in his or her area of professional or technical responsibility.

Safety Awareness / Knowledge Sharing, Groups 4 - 5

Ability to identify and use corrective measures to resolve conditions that affect employee safety and upholding of BPC safety standards.

Outstanding: The staff member has demonstrated the ability to detect and manage hazards effectively, and has therefore reduced risks in the workplace and in the community. She or he has led improvements in safe systems of work at BPC, eg developing, trialling and overseeing the implementation of procedures that avoid or minimise hazards. She or he trains and assists others to reduce risks.

Very good: The staff member has made a significant contribution to improving safety at work. She or he monitors and reports hazards and has assisted in the development of safety management procedures and training for others. She or he demonstrates best practice in the safe maintenance and handling of tools and materials, the application or training and use of personal protective equipment.

Good: The staff member demonstrates awareness of hazardous working conditions and safety problems that others have reported. She or he applies safety guidelines consistently, eg checks the condition of tools and materials, keeps the workplace tidy and clean, uses protective equipment as instructed, and assists in reducing risks for others.

Satisfactory: The staff member appears to have difficulty detecting hazardous working conditions and safety problems. She or he has failed to keep the workplace, materials and equipment in a safe, secure condition and does not apply safety instructions consistently or well.

Unsatisfactory: The staff member has demonstrated little concern for safety at work. She or he has not followed safe working instructions, has not used personal protective equipment correctly, has ignored hazards and taken unnecessary risks.

Planning, Groups 1-6

Ability to organize work, set priorities, and determine resource requirements.

Outstanding: Outstanding planners have demonstrated a very clear understanding of all that has to be achieved and how to achieve it. They have considered, for example, who has to be involved or informed, what steps have to be taken in what order, what resources will be required and where they will come from, and where and how to allow for time and resource contingencies. Their plans can be implemented efficiently and deliver results that exceed the original requirements.

Very good: The staff member's planning has made it easy for all members of the team to carry out their jobs to a high standard, delivering a high level of customer service on time without relying on contingency resources.

Good: The staff member has planned work effectively to provide a high standard of service using available resources with minimal waste or delay and no unexpected costs.

Satisfactory: Work has been delayed, rushed or performed to a limited standard because of poor planning by the staff member, who needs training and/or other support in this area.

Unsatisfactory: The staff member has failed to plan their work and/or the work of others. This has resulted in poor quality, wasted time, wasted resources, stress for other staff and unhappy customers.

Communication, Groups 1-6

Ability to convey and receive information and ideas that foster open exchange of information to individuals or groups in a way that involves the listener, helps them understand and retain the message, and invites response and feedback.

Outstanding: Outstanding communicators at all levels convey their messages in ways that work best for their listeners and readers. They are concise, versatile, persuasive and interesting in formal or informal settings, with sympathetic or hostile individuals and groups, where there is a high level of shared knowledge or very little prior understanding of the issues being considered. They encourage and appreciate responses and feedback, even from difficult people. Those they communicate with feel valued and are better informed and better represented.

Very good: The staff member communicates effectively with internal and external stakeholders. She or he has the capacity to convey complex information and ideas in ways that their listeners and readers will understand, and ensures that she or he understands the responses and feedback offered.

Good: The staff member is a skilled presenter and receiver of information, both verbal and written, who recognises the needs and interests of listeners and readers.

Satisfactory: The staff member lacks the necessary confidence and/or skill to communicate effectively with people who do not already have a shared base of knowledge and understanding. Her or his listeners and readers have become confused and/or bored and inattentive.

Unsatisfactory: Unsatisfactory communicators focus on themselves rather than their listeners and readers. They show no interest in whether people understand their messages, or in other people's ideas. They listen only for opportunities to argue and answer, not so that they can learn. As a result, people are either unwilling or unable to appreciate the ideas and information that the poor communicator set out to convey.