



ལྷོ། འབྲུག་རྒྱལ་ཡོངས་དངུལ་ཁང་ཚོང་འཛིན།

BHUTAN NATIONAL BANK LIMITED

PCI DSS, ISO 9001 : 2015 & ISO 27001 : 2013 CERTIFIED

Selection of Senior Executive Officers

A. Introduction

The Bank is managed by the Chief Executive Officer (CEO) and in the new Corporate Structure, CEO will be supported by three Senior Executive Officers. The four form the top management (C-suite) of the bank. The three C-suite officers supporting the CEO are responsible for the three core functions of the bank which are Corporate Services, Customer Experience and Operations.

1. The Corporate Services function includes Finance, Human Resources and Administration departments of the bank.
2. The Customer Experience function includes Information Technology, Digital Transformation and Customer Services departments of the bank.
3. The Operations function includes Operations and Remedial department of the bank. Further, Operations Department manages the branches and under them the loans and deposits.

B. Terms of Reference (ToR)

The ToR for the three positions is annexed (Annexure 1).

C. Terms of Service

1. The C-suite Officers shall be appointed on contract for a term of 3 to 4 years and subject to renewal based on performance.
2. Performance shall be measured annually based on Key metrics and targets. The Strategy Management Department will monitor the progress and update the CEO and the Board regularly.
3. The Board will reserve the right to prematurely terminate the contract as per the terms of the Contract Agreement.

D. Application Criteria

1. The candidate must have a minimum of Bachelor's Degree from a recognized University through regular program.
2. The candidate should have attained at least 40 years.
3. The candidate must have a Minimum of fifteen (15) years working experience, out of that the candidate should have at least 5 years of experience in the Executive/ Head position or an equivalent level.
4. Mandatory Documents :
 - a) BNBL Employment Application form
 - b) Curriculum Vitae/Resume
 - c) Copy of Citizenship Identity Card
 - d) Copy of Academic Transcripts/Mark Sheet
 - e) Copy of Medical Fitness Certificate
 - f) Copy of Valid Security Clearance
 - g) Details of Two Referees

Your Relationship Bank

Page 1 of 9



ལྷོ། འབྲུག་རྒྱལ་ཡོངས་དངུལ་ཁང་ཚད་འཛིན།

BHUTAN NATIONAL BANK LIMITED

PCI DSS, ISO 9001 : 2015 & ISO 27001 : 2013 CERTIFIED

Applicants having met the above criteria shall be screened by the Head, Human Resource Department (HRD).

5. Internal candidates in Bands D, E, & F fulfilling all of the application criteria shall be allowed to apply.

E. Cost to the Company

1. Pay and allowances:

SL	Particular	Amount
1	Starting Base Pay	107,091.00
2	Starting Allowances	101,599.00
	Gross	208,690.00

2. Staff Incentive Loans amounting to Nu.11.5 million. Conditions Apply.

3. Other benefits as per bank's HR Policy

F. Selection Process:

I	Shortlisting Process:	Tentative Date
	Stage I: Primary Criteria: Domain Experience specific to the position, Leadership Experience, Academic Qualification (Annexure 2)	20-Jul
	Stage II: Leadership Potential Assessment Test comprising of cognitive and psychometric test	21-Jul
II	Selection Process will comprise of a three Part Assessment Process for Stage II shortlisted candidates:	
	1. Online Time-limited SJT and submission of One-pager Job Scope & Achievements: ✓ Online Time-limited Situational Judgment Test: Online time-limited situational judgment tests that covers realistic scenarios involving all aspects of assessment: ✓ Job Scope & Achievements (One-page response): This should cover what the candidate would like to bring into the job including their outcome/impact-level goals and achievements.	23-Jul
	2. Group Interview: Interviewees will be assessed on leadership competencies based on the LCF. If an individual is rated by 3 out of the 5 panelists as "not meeting" expectation, the candidate will not be allowed to sit for the Individual interview.	26-Jul
	3. Individual Interview: The Candidate who is rated as "Exceeding Expectations" by majority of the Panel will be selected" for the position	27-28-Jul

Your Relationship Bank

Page 2 of 9



ལྷོ། འབྲུག་རྒྱལ་ཡོངས་དངུལ་ཁང་ཚོང་འཛིན།

BHUTAN NATIONAL BANK LIMITED

PCI DSS, ISO 9001 : 2015 & ISO 27001 : 2013 CERTIFIED

After the candidate is selected for the position, the candidate must sign the contract agreement and the Non-Disclosure Agreement

No objection certificate from the employer to be provided

Notarized copies of Academic Transcripts

Annexure 1 A

Terms of Reference

Position Information

Position Title	:	Chief of Corporate Services (CCO)
Position level	:	Executive reporting to the CEO
Duty Station	:	Corporate Head Office, Thimphu, Bhutan

Background

Since our inception in 1997, we have played the lead role in driving change in the Bhutanese banking system; we were the first financial institution to float shares to the public, we introduced Bhutan to the core banking systems(CBS), ATMs, PoS machines, Credit cards, Internet banking, and B-wallet, a forerunner to our mPAY systems. Today the bank has grown to a total asset worth of Nu. 52.80 bn from Nu. 1.03 bn in 1997.

Corporate services vertical comprises of two departments;

- Human Resources and Administration Department
- Finance Department

The key objectives of this vertical are:

- a) To improve **operational excellence** by maximizing asset utilization and
- b) To make BNB **a great place to work** by creating meaningful work and meaningful relationships.

Our purpose, awarded to us by the throne, continues to be **"To provide financial choice through innovation."** This is underpinned by a set of values that go beyond profit and define who we are.

Core values: DELIGHT

Discipline: In practice, thought and action.

Entrepreneurship: Through idea, meritocracy, recognition and empowerment.

Learning: By improving continuously and failing well.

Integrity: Through fairness and transparency in our actions.

Grit: Through passion and resilience in adversity.

Humility: In the way we interact and deliver service.

Teamwork: Through individual respect underpinned by a united purpose.

Your Relationship Bank

Page 3 of 9



ལྷོ། འབྲུག་རྒྱལ་ཡོངས་དངུལ་ཁང་ཚོང་འཛིན།

BHUTAN NATIONAL BANK LIMITED

PCI DSS, ISO 9001 : 2015 & ISO 27001 : 2013 CERTIFIED

Responsibilities:

● Operations management

- Oversee and supervise all functions of the Finance and HR departments
- Design/plan and implement effective financial and budgeting systems
- Design/ plan and implement an effective HR system
- Ensure the departments are completing the assigned tasks/activities

● Decision making

- Ensure all operational decisions for the vertical are made on time and clearly understood (as per delegation of authority)
- Ensure your decisions in the EMC meetings are made on time and clearly understood
- Ensure Vertical's DOA is implemented effectively

● Strategy and policy

- Work closely with the Strategy department to develop and implement the long term strategy
- Provide directions on strategic goals and translate them into functional strategies for the vertical and departments
- Review, communicate and ensure implementation of HR and financial strategies
- Design and manage policies for the departments
- Ensure compliance with legal and regulatory requirements

● Team management

- Review/design and implement effective training system across bank
- Review/design and implement effective manpower allocation
- Review/design and implement effective /efficient PMS
- Provide direction and guidance to department heads
- Monitor and ensure resolution of CARs

● Reporting

- Provide updates/ reports to the management and Board
- Ensure timely communication of necessary information to all employees

● Others

- Supervise the preparation and maintenance of annual budget for the vertical
- Any other functions/ tasks assigned by the management and board in the interest of the bank

Your Relationship Bank

Page 4 of 9



ལྷོ། འབྲུག་རྒྱལ་ཡོངས་དངུལ་ཁང་ཚོད་འཛིན།

BHUTAN NATIONAL BANK LIMITED

PCI DSS, ISO 9001 : 2015 & ISO 27001 : 2013 CERTIFIED

Annexure I B

Position Information

Position Title	:	Chief of Banking Operations (CBO)
Position level	:	Executive reporting to the CEO
Duty Station	:	Corporate Head Office, Thimphu, Bhutan

Background

Since our inception in 1997, we have played the lead role in driving change in the Bhutanese banking system; we were the first financial institution to float shares to the public, we introduced Bhutan to the core banking systems(CBS), ATMs, PoS machines, Credit cards, Internet banking, and B-wallet, a forerunner to our mPAY systems. Today the bank has grown to a total asset worth of Nu. 52.80 bn from Nu. 1.03 bn in 1997.

Banking Operations vertical comprises of two departments:

- Branch Operations Department (overseeing 12 Branches)
- Remedial Department (overseeing NPL management)

The key objectives of this vertical are:

- a) To **delight customers** by providing remarkable services which will enable us to foster more meaningful relationships.
- b) To improve **operational excellence** by simplifying processes through continuous improvement

Our purpose, awarded to us by the throne, continues to be **"To provide financial choice through innovation."** This is underpinned by a set of values that go beyond profit and define who we are.

Core values

Discipline: In practice, thought and action.

Entrepreneurship: Through idea, meritocracy, recognition and empowerment.

Learning: By improving continuously and failing well.

Integrity: Through fairness and transparency in our actions.

Grit: Through passion and resilience in adversity.

Humility: In the way we interact and deliver service.

Teamwork: Through individual respect underpinned by a united purpose

Functions

- **Operations Management**
 - Review/ approve loans and advances, and corrective actions (remedial department) according to delegation of authority
 - Oversee and supervise the functions of the branch operations and Remedial departments

Your Relationship Bank

Page 5 of 9



ལྷོ། འབྲུག་རྒྱལ་ཡོངས་དངུལ་ཁང་ཚོད་འཛིན།

BHUTAN NATIONAL BANK LIMITED

PCI DSS, ISO 9001 : 2015 & ISO 27001 : 2013 CERTIFIED

- Monitor and recommend sectorial limits for loans
- Recommend loan and deposit interest rates to Treasury
- **Decision making**
 - Make timely and accurate operational decisions for the vertical, as per delegation of authority
 - Make organizational decisions as a member of the EMC
 - Delegate and monitor decision systems under the vertical
- **Strategy and policy**
 - Work closely with the Strategy department to develop and implement the long-term strategy
 - Provide directions on strategic goals and translate them into functional strategies for the vertical and departments
 - Review, communicate and ensure implementation of banking and credit strategies
 - Design and manage policies for the departments
 - Ensure compliance with legal and regulatory requirements
- **Team management**
 - Review and endorse manpower and training requirements for the vertical
 - Ensure PMS is applied fairly and in timely manner
 - Provide direction and guidance to department heads
 - Monitor and ensure resolution of CARs
- **Reporting**
 - Present loan proposals from the branches to the Board
 - Present analysis reports to the management and Board
 - Provide updates/ reports to the management and Board
- **Others**
 - Supervise the preparation and maintenance of annual budget for the vertical and for loans and deposit
 - Any other functions/ tasks assigned by the management and board in the interest of the bank



ལྷོ། འབྲུག་རྒྱལ་ཡོངས་དངུལ་ཁང་ཚོང་འཛིན།

BHUTAN NATIONAL BANK LIMITED

PCI DSS, ISO 9001 : 2015 & ISO 27001 : 2013 CERTIFIED

Annexure 1 C

Position Information

Position Title : Chief of Customer Experience (CXO)
Position level : Executive reporting to the CEO
Duty Station : Corporate Head Office, Thimphu, Bhutan

Background

Since our inception in 1997, we have played the lead role in driving change in the Bhutanese banking system; we were the first financial institution to float shares to the public, we introduced Bhutan to the core banking systems(CBS), ATMs, PoS machines, Credit cards, Internet banking, and B-wallet, a forerunner to our mPAY systems. Today the bank has grown to a total asset worth of Nu. 52.80 bn from Nu. 1.03 bn in 1997.

Customer Experience vertical comprises of three departments;

- Information Technology Operations Department
- Digital Transformation Department
- Customer Service Department

The key objectives of this vertical are:

- c) To improve **operational excellence** by leveraging technology to create an agile bank that delivers on the met and unmet needs of our customers and employees.
- d) To Rebrand BNB by providing exceptional products and services that **delight customers**.

Our purpose, awarded to us by the throne, continues to be **"To provide financial choice through innovation."** This is underpinned by a set of values that go beyond profit and define who we are.

Core values

Discipline: In practice, thought and action.

Entrepreneurship: Through idea, meritocracy, recognition and empowerment.

Learning: By improving continuously and failing well.

Integrity: Through fairness and transparency in our actions.

Grit: Through passion and resilience in adversity.

Humility: In the way we interact and deliver service.

Teamwork: Through individual respect underpinned by a united purpose

Functions

Your Relationship Bank

Page 7 of 9



ལྷོ། འབྲུག་རྒྱལ་ཡོངས་དངུལ་ཁང་ཚོད་འཛིན།

BHUTAN NATIONAL BANK LIMITED

PCI DSS, ISO 9001 : 2015 & ISO 27001 : 2013 CERTIFIED

- **Operations management**

- Oversee and supervise the functions of the IT operations, digital transformation and customer service departments
- Ensure IT systems and ADCs are running smoothly
- Review and monitor all research and analysis before project endorsement
- Oversee and execute agreements and MoUs, according to delegation of authority
- Review and monitor progress of all digital projects

- **Decision making**

- Make timely and accurate operational decisions for the vertical, as per delegation of authority
- Make organizational decisions as a member of the EMC
- Delegate and monitor decision systems under the vertical

- **Strategy and policy**

- Work closely with the Strategy department to develop and implement the long term strategy
- Provide directions on strategic goals and translate them into functional strategies for the vertical and departments
- Review, communicate and ensure implementation of digital transformation, IT operations and customer service strategies
- Design and manage policies for the departments
- Ensure compliance with legal and regulatory requirements

- **Team management**

- Review and endorse manpower and training requirements for the vertical
- Ensure PMS is applied fairly and in timely manner
- Provide direction and guidance to department heads
- Monitor and ensure resolution of CARs

- **Reporting**

- Present project proposals to the management and Board
- Provide updates/ reports to the management and Board

- **Others**

- Supervise the preparation and maintenance of annual budget for the vertical
- Any other functions/ tasks assigned by the management and board in the interest of the bank

Annexure 2

Your Relationship Bank

Page 8 of 9



ལྷོ། འབྲུག་རྒྱལ་ཡོངས་དངུལ་ཁང་ཚད་འཛིན།

BHUTAN NATIONAL BANK LIMITED

PCI DSS, ISO 9001 : 2015 & ISO 27001 : 2013 CERTIFIED

Stage 1: Primary Criteria

CHIEF of CORPORATE SERVICES

SL	Assessment Area	Score
1	Education	
	Academic or professional degree awarded by universities or colleges	Y/N
2	Domain Experience	
	At least three years of work Experience in Finance	Y/N
3	Leadership Experience	
	15 years' work Experience with 5 years' Experience in leading an Organization / Department	Y/N

CHIEF of CUSTOMER EXPERIENCE

SL	Assessment Area	Score
1	Education	
	Academic or professional degree awarded by universities or colleges	Y/N
2	Domain Experience	
	At least three years of Work Experience in either IT or Marketing and Customer Service	Y/N
3	Leadership Experience	
	15 years' work Experience with 5 years' Experience in leading an Organization / Department	Y/N

CHIEF of BANKING OPERATIONS

SL	Assessment Area	Score
1	Education	
	Academic or professional degree awarded by universities or colleges	Y/N
2	Domain Experience	
	At least three years of work Experience in Credit or Banking	Y/N
3	Leadership Experience	
	15 years' work Experience with 5 years' Experience in leading an Organization / Department	Y/N

Score of N in any of the assessment area shall disqualify the candidate