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ROYAL GOVERNMENT OF BHUTAN
ROYAL CIVIL SERVICE COMMISSION
Excellence in Service



RCSC/ESMD/1/COM/2018/5016

April 23, 2018

Subject: Scheduled Session on Leadership Feedback Scores between Executives and Chief of Divisions

The Leadership Feedback System (LFS) is based on the Leadership Capability Framework (LCF) that is made up of the five leadership capabilities and the 82 behavior indicators. One of the key objectives for introducing the LFS is to foster a culture of providing and receiving feedback through a formal channel, based on the wisdom that the only way to keep learning and growing is to be open and responsive to feedback. The LFS, which complements the qualitative assessment of the performance of Chief of Divisions and Executives through the MAX, will ensure that civil service institutions do not only deliver results but are able to do so into the future by helping to strengthen esprit-de-corp and engagement.

The LFS was launched with effect from August 24, 2016 and as of now, LFS scores of the past two Fiscal Years, 2015-16 and 2016-17, have been collected. While the response to the LFS in terms of compliance and providing it has been good, the real benefits of the system will accrue when it is used as an instrument of change for positive development of individuals through periodic discussions of the scores and identification of strengths and weaknesses. Therefore, in order to meet the true purpose of the LFS, which is to ensure that civil servants in positions of leadership receive feedback from their subordinates, peers and superiors and more importantly, hold discussions at least once a year around the LFS, the Commission during its 129th Commission Meeting held on April 17, 2018 directed that Executives should have scheduled sessions on Leadership Feedback Score as the reference for structured conversation between the Executives, and between the Executives and the Chief of Divisions. Towards this end, Executives will now be able to view their own LFS as well as the LFS of Executives/Division Chiefs reporting to them.

The recommended line of reporting for structured conversation based on agency type is as follows:

1. Ministry:
 - a. Secretary with the Directors/Director Generals (Head of department)
 - b. Director/Director General (Heads of department) with the Chief of Divisions
2. Dzongkhag:
 - a. Dzongdag with the Sector heads, Dzongrab and Drungpa
 - b. Dzongkhag Education Officer with the Principals



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3. Autonomous Agency:

- a. Head of the Agency (Director/Director General/Secretary) with the Chief of Divisions or based on customized reporting line within agencies, if the agency has more than one executive.

Note: Agencies with departments, Sl. No.1 will apply.

The structured conversation based on the LFS score should be an annual event. Every year after the deadline for providing feedback is closed, respective Agencies are requested to schedule the discussion session for each executive/chief of division individually.

Further, to meet the objective of LFS in fostering an effective feedback system to help individuals with their personal growth and development, maintaining appropriate accountability and confidentiality is critical. Therefore, all discussions during the feedback sessions, including reference to persons and events that are part of it, should be treated with the highest level of confidentiality and professionalism.

Lastly, at all times, we request civil servants involved in this activity, whether as provider of feedback or discussant, to look upon feedback as a positive mechanism to improve the ability of civil servants in positions of leadership, and thereby the Royal Civil Service, to meet the aspirations of King, Country and People. Feedback is critical to learning and growing for continuous improvement and the best antidote against complacency. Recommended guide for the structured conversation is attached below for reference, if necessary.

We look forward to your continued support and kind cooperation.

(Dasho Karma Tshiteem)
Chairperson



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Guide for Structured Conversation on LFS Report

1. To view feedback received by subordinates, after login, on the dashboard, click on the *view feedback on the subordinates*.
2. The score is in the Likert scale of 1.00-4.00 and color coded as below:
 - a. Outstanding-3.00-4.00; Green.
 - b. Very Good-2.00-2.99; Yellow.
 - c. Good-1.00-1.99; Orange.
 - d. Need Improvement- <0.99; Red.
3. The dashboard displays feedback received by individual in the following sequence:
 - a. The overall 270° feedback which comprises of feedback from supervisor, subordinate and peer, wherein each has equal weightage.
 - b. The average score based on all behavior indicators from supervisor, subordinate, peer and self-evaluation.
 - c. Highest rated capability.
 - d. Lowest rated capability.
 - e. Individual's strengths, weaknesses and critical feedback with number of respondents who provided particular comment/score.
 - f. Scores under each capability can be viewed, so as to zoom in to individual behavior indicators.
4. Recommended steps for structured conversation but not limited to, are:
 - a. State the constructive purpose of the feedback.
 - b. Describe specifically what LFS score individual has received.
 - c. Provide your assessment based on the feedback, start with the appreciation; highest rated capabilities and behavior indicators and move on to the lowest rated capabilities and behavior indicators.
 - d. Give the person opportunity to respond on the feedback and discuss ways to improve it.
 - e. Summarize and express your support for personal growth and development, the purpose of the LFS.