

# Civil Service well-being

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## **Background**

The RCSC recognises that the well-being of civil servants is essential and fundamental to deliver quality services. Civil servants can give their best and work happily together if they are free from unnecessary worries or problems. Further, Sections 27(f) and 89 of the CSAB – 2010 requires RCSC to promote Civil Service well-being. Towards this, the RCSC has instituted Civil Service Well-being (CSW) in the Civil Service comprising of three programmes. It extends to cover civil servants in two distinct phases of their life. The first phase is their active duty tenure (from entry till exit) and the other phase is after superannuation (till death).

The three programmes are:

- i. Civil Service Support Desk;
- ii. Exit Management; and
- iii. Civil Servants' Welfare Scheme.

## **1. Civil Service Support Desk**

It is true that there are issues and concerns prevailing in the Civil Service which affect the performance of the civil servants. Therefore, the main objective of the Civil Service Support Desk (CSSD) is to provide an avenue for civil servants to raise their issues and concerns related to work place such as conflicts, discrimination, and sexual harassment. Also, the needy civil servants would be provided counseling related to career, long-term absence from work, continued poor work performance, alcohol or drug problems, family problem and domestic violence.

Another problem in the Civil Service system has been the increasing rate of attrition among high performers. To stem this issue, mentoring services would be provided to the competent civil servants. Also, it might help to attract the best and the brightest people in to the Civil Service.

## **2. Exit Management**

Civil servants are often caught unaware and unprepared for life after superannuation. Many are ill prepared to deal with financial, psychological and emotional challenges that accompany separation from the Civil Service. The Exit Management (EM) will, therefore, help civil servants prepare gradually for eventual superannuation – mentally and financially through retirement planning services.

The programme is proposed to serve civil servants through a structured system of retirement planning over a series of sessions namely – at 10, 5 and 1 year/s to superannuation. This programme will, however, be optional as it is intended for civil servants who need guidance and advice.

With EM, the RCSC will also ensure that civil servants superannuate with full grace and respect. Towards this, the agencies were notified on 3 July, 2014 to provide one-month preparatory time for civil servants who are about to superannuate. Also, the agencies will have to facilitate

## Civil Service well-being

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the processing of retirement benefits for the superannuating civil servants. The Well-Being Services, through HR Officers, is continually facilitating smooth transition from Civil Service to superannuation. We receive constant updates from the agencies on the facilitation of retirement benefits for superannuating civil servants.

The EM also aims to procure services of superannuated civil servants in various fields and capacities. In an effort to build the fraternity of the Civil Service, superannuated civil servants will be invited to important National events to interact and replenish their bonds to the Civil Service.

The CSSD and EM have been launched on December 17, 2014.

### **3. Civil Servants' Welfare Scheme**

The third programme of the CSW is the Civil Servants' Welfare Scheme (CSWS), it is a self-help programme 'of, by, and for' the civil servants. The scheme is founded on the principles of self-help, compassion, altruism etc. and is not to be seen as a deposit scheme to benefit through dividends. Under this initiative, regular civil servants can become members of the scheme on a voluntary basis. Members will be required to make monthly contribution of a minimal amount based on their position category. In return for their contribution, members will receive a fixed amount as admissible *semso* grant in the event of death of their dependant. Similarly, dependant will receive admissible *semso* grant in the event of death of a member. However, admissible *semso* grant for the death of the member would be relatively higher than that of the one granted for the death of a dependent. The sum contributed is by far much lesser than the benefit they would receive in times of death, this is possible mainly due to the huge number of civil servants.

The scheme is an initiative to address the simple fact that death is real and is expensive when it occurs in the family. So, for the civil servants who are members of the scheme, one of the biggest concerns of life would be taken care to a large extent without much effort. Moreover, membership is free after superannuation.

While we aim to start small by covering only the incidence of death for the moment, we have plans to consider permanent disability, terminal illnesses, natural disasters, etc. that may befall a civil servant while in active service. This would be decided based on the corpus of the scheme. Also, based on the status of the scheme, we would provide loans at reduced interest rates to members, and also plan on investing the surplus fund in profitable avenues to generate additional income. Moreover, we hope, over time, to evolve the scheme into a "Civil Service Credit Union".

This programme was launched on 11<sup>th</sup> November, 2015 in commemoration with the celebration of the 60<sup>th</sup> Birth Anniversary of His Majesty the Fourth Druk Gyalpo.

## Civil Service well-being

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### ***Conclusion***

The successful launching and operation of the CSW is expected to elevate the morale of the civil servants to a new high and boost efficiency and effectiveness of the civil servants to a better performing class with the predominant concerns of a civil servant as a human being, an individual and a family person are seen to be taken good care of. As CSW progresses over the years, there will be need for expansion on the quantity and quality of the programs to cater to the emerging needs of a dynamic civil service.