

Great Leadership, Succession Planning and Leadership Development

Civil Service Reform: Great Leadership, Succession Planning and Leadership Development

Background

With a view to ensure that civil servants, particularly p1 and above, are groomed for leadership, Succession planning and leadership development (SPLD) has been identified as an area of reform under the current commission. SPLD has become important given that good leadership is shown to have the single biggest impact on the performance of organizations. More importantly, it has been well proven that leadership skills can be taught.

Leadership is important because of the fact that a good leader is able to make even non-performers perform, do more with less, be impactful. Conversely, a bad leader can destroy an organization, demoralize and demotivate people and turn good people into useless ones. A good leader can have many traits but one hallmark of a good leader is knowing that no matter how amazing or brilliant one is, one can only do so much on their own. The real exponential and transformational effect of good leadership arises from their ability to carry others with them.

Initiatives Undertaken for this reform

1. Establishment of the Executive Management Division
2. Institutionalizing of Succession Planning System
3. Institutionalizing of Leadership Development Programs
4. Institutionalizing of Performance Management System for Leaders
5. Other important notifications

Achievements/ Status

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1. **Establishment of the Executive Management Division** on September 11, 2014 with the mandate to look after the Executives, Specialist and civil servants in P1 management Category. Phase I of this reform focused entirely on the establishment of strong systems of management of Executives. An Executive Management Framework has also been developed for this purpose. Simultaneously with the progress made in institutionalization of systems for executives, focus will then be shifted to institutionalizing systems for management of specialist and P1 management category.

2. Institutionalizing of Succession Planning System

a. No. of Executives appointed, promoted and transferred under the current commission (April 1, 2013 till date)

Sl. No	HR Actions	No. of Executives
1	Appointments (with transfer and promotion)	16
2	Appointments (through open competition)	11
3	Promotion of Executives	10
4	Transfer of Executives	30

- b. An IT based system to plan succession is currently under process.

3. Institutionalizing of Leadership Development Programs

- a. Development of Leadership Capability Framework

In order to ensure that Civil Servants of Bhutan in leadership position are equipped with the right competencies so as to enable them to become effective leader, the Leadership Capability Framework (LCF) has been developed. The leadership Competency Framework (LCF) is a framework that describes the capabilities required in civil servants holding leadership position at various levels such as the Head of Agency and the second tiers in Civil Service Organization. Further, it also describes the corresponding behaviors expected of the leaders.

The LCF will be used for the following purposes:

- Selection of Leaders: The LCF will be used as the basis against which the capabilities of the prospective civil servants for leadership positions will be assessed.
- Development of Capability: The LCF will also provide basis for developing Leadership development programs and investing in Leadership development areas.
- Performance Management: for online Feedback System, LCF will also provide basis for Civil Servants to provide feedback on the executives.

- b. Institution of Executive Forum and Bhutan Executive Services Training

Under the Leadership Development component, the plan is to provide leadership training to all executives, heads of agencies as well as all other officials in Position Level Ex3 and Ex2. The

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effort will be to create and provide, periodically, various targeted trainings to ensure that people in leadership positions in the civil service receive necessary trainings that cover development of desirable leadership traits, domain knowledge as well as ensure that there is convergence on issues of national and strategic importance.

The following trainings are to be provided in country, through the Royal Institute of Governance and Strategic Studies

- **Executive Forum (ExFo)** - which will be attended by Heads of all Civil Service Agencies. The primary objective of the forum will be for the RCSC to interact, in a structured manner, with all heads of civil service agencies on an annual basis on issues of national importance such as civil services reforms as well as topics of relevance to the civil service, such as the use of social media by civil servants, challenges in good governance, as well as networking.
- **Bhutan Executive Services Training (BEST)** – This will be a two week training that will be mandatory for every executive who enters the executive category. The two weeks training will be made up of two components. The first component will focus on leadership skills aligned to the leadership traits that have been identified. These are:

- 1) Strategic view
- 2) Achieving results
- 3) Cultivating productive working relationships
- 4) Exemplifying personal drive and integrity
- 5) Communicating effectively

The second component will focus on National Interest Issues, which every executive must know. This could cover areas from foreign policy stance to immigration, proselytization etc.

The Number of Executives who attended BEST and ExFo till date are as follows

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Sl. No	Leadership Development Programs	Dates	No. of Executives (In-country)
1	Executive Forum I	Dec 1 -2, 2014	18
2	Executive Forum II	Feb 5-6,2015	11
3	Executive Forum III	Feb9-10,2015	15
4	Executive Forum IV	Dec 24-25,2015	14
5	Bhutan Executive Services Training 1	July 27-Aug 8 2015	20
6	Bhutan Executive Services Training 2	Oct 11-24, 2015	19

c. Targeted LDPs in renowned Universities in ex-country

Some training will be provided outside Bhutan, mainly to do with domain expertise, for the area they are being groomed for, in renowned institutes such as Harvard, Civil Service College - Singapore, ANSZOG, Indian Foreign Service, IIM Ahmedabad, IAS etc.

Sl. No	Leadership Development Programs	Institute	Dates	No. of Executives (In-country)
1	Cutting Edge	Harvard Kennedy	May 18-22,	2

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	Development Thinking,	School	2015	
2	Leading Local Governance	Asian Institute of Management, Philippines	July 20-30, 2015	16
3	Women Leadership and Impact in Asia	Lee Kuan Yew School of Public Policy in Singapore	11-12 December, 2015	2
4	Temesek Foundation Leaders in Economic Development	Civil Service College, Singapore	March 14-22, 2016	4
5	Executive Leadership Development Program	University of Queensland, Australia	May 9 to 20, 2016	20

4. Institutionalizing of Performance Management System for Leaders

- Executives on interim transfer with RCSC : Management of Executives who gets displaced for the following reasons
 - on returning from secondment
 - on appointment of new executives in their current position
 - performance
- No. of executives (2)
- Development of Framework for Management's PMS

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- o Status: Under process
- Development of Online Feedback System for Management
 - o Status: Under process

5. Important Notifications

- a. Kabney Patang to be relinquished when the person relinquish the position (RCSC/LS-57/2015/2236 dated December 6, 2015)
- b. Elevation of Dzongdag position from EX3 and EX2 to EX2 and EX1 (RCSC/EMD/1/NOTIFICATION/2015/2325 dated January 19,2015)
- c. Ministry of Home and Culture Affairs to submit the promotion proposals of Dzongrab and Dungpa from P2 to P1 to RCSC (refer RCSC/LS-63/2016/2309 dated February 2,2016)