

## A milestone in developing Competency-based framework for the Public Service

Coinciding with the successful completion of phase one of the collaboration to build capabilities of the Civil Service in developing a Competency-based Public Service Framework, **Mr. Khoo Boon Hui, Board Director, TF Intl, Mr. Soh Wai Wah, Principal and Chief Executive Officer, SP** and other delegates visited Bhutan to join the **RCSC Commissioners** to review the encouraging progress that has been made by the great efforts of the program participants.



RCSC and the participating agencies shared with the delegates the journey they have made so far in developing the framework and received invaluable inputs and feedback from the distinguished delegates, which will greatly benefit the implementation of the subsequent phases of the program.

### **The first collaboration: Design Thinking for Public Service Innovation Program**

The first collaboration “Design Thinking for Public Sector Innovation Program” was successfully implemented and completed from 2016 till 2017. The Design Thinking program was implemented to build capabilities in Design Thinking, foster empathy and citizen-centric mindsets, and to embrace creativity and change in the public sector. Design Thinking is an innovative problem-solving approach and was introduced with the objective to help generate innovative solutions so as to improve public service delivery and enhance the user experience of public services.

Through this collaboration, more than 230 civil servants, from across agencies, were trained in Design Thinking, out of which 50 participants were selected to undergo further intensive training and implemented five design challenge projects and another four projects are now

ready for implementation. 23 participants were appointed as Masters Trainers who are now actively engaged to cascade Design Thinking capabilities to other fellow civil servants and to apply design thinking to address real challenges in the public service.



The Master Trainers have also conducted two cascading workshops in Ministry of Labour and Human Resources and Ministry of Health. Design thinking recommendations are used by JDWNRH to pilot patient appointment in outpatient services and patient referral services. Further, RCSC in collaboration with RIGSS and RIM has instituted Design Thinking program in both institutions.

**The current collaboration: TF Intl-SP-RCSC: Competency-based Public Service Framework for HR Development Program**

This ongoing program comprised a series of training workshops conducted by SP. This Competency-Based Framework for Public Service Programme is the second collaboration



between SP and RCSC, made possible by funding support from TFI. The program aims to build capabilities of the civil servants to enhance professionalism, growth and development in the civil service organizations to ultimately enhance efficiency and effectiveness in service delivery. The outcome of the program will increase the capability in developing and designing Competency-based Framework and bringing about systemic

change by putting in place a Guide Book on designing and implementing Competency-based Framework which will benefit many HR related planning and decisions in the civil service.



Through this collaboration, 120 participants from various ministries, autonomous agencies, and local governments have been trained on the competency-based framework and approach towards effective implementation of the framework. Out of 120 participants, 50 of them were selected to receive further training in developing competency framework.

To date, competency frameworks for seven occupational groups in various government agencies have been developed for implementation.

Subsequently, 25 of these 50 officers will be selected to undergo further training to become Specialists (Master Trainers) who will learn to design and develop a customized training program and train an additional 100 program participants using the customized training program.

#### **Competency-based Framework for Public Service Program Implementation Status:**

1. First workshop conducted from 6-7 August 2018 for 120 participants. Participants were introduced to concept, approach and implementation of “competency-based HR management”.
2. Second workshop conducted from 8-10 August 2018 for 50 selected participants. Participants trained on identification of the role profile and description of the seven selected positions.
3. After the second workshop, participants work on developing the role profile and conducted role profile validation meeting with various relevant stakeholders in head quarter and also in local government.
4. Third workshop was conducted from 27 – 31 August 2018. During the workshop, participants consolidated the validated role profile. Participants were trained on identification of competencies and competency areas for the role profile. Participants have developed the competency and competency areas for the role profile.
5. In between workshop third and fourth, participants worked on validation of the competencies and competency areas with the various relevant stakeholders.
6. Workshop 4 was conducted from 12-16 November. Participants consolidated and refined the validated competency and competency areas. Participants were also trained on how to develop individual development plan and do the training needs assessment.

7. Between workshop 4 and Workshop 5, participants to the stakeholder validation and consolidation of the training needs and individual development plan.
8. Workshop 5 was conducted from 10-14 December 2018. Participants have consolidated the whole framework (role profile, competency & competency area, training needs and individual development plan) and presented to respective management.

## **Background**

The Civil Service Act of Bhutan 2010 mandates the Royal Civil Service Commission to build and maintain capacity and competency in the Civil Service. To fulfill this mandate, a significant amount of fund has been committed in the HR development areas in every Five Year Plan. The training needs are not necessarily assessed and structured on the competency needs of the organizations.

The competency-based program is initiated recognizing the need to develop a Competency-based Framework for all the positions in the Civil Service. Such Framework will guide all Government Agencies, especially the Parent Agencies, to identify the skills need of the employees towards achieving organizational goals. This initiative will also help in continuous development and professionalization of civil servants to deliver their responsibilities effectively and enhance productivity.

The Competency Framework will guide the utilization of the 12th FYP HRD budget, especially short term trainings, carry out succession planning and talent management, reduce skills mismatch and have a structured competency-based management practice in Civil Service organizations. The new capabilities in designing and developing competency framework would be a new set of skills for the participants. The capabilities that we build through the two collaborations will enable the Commission to make significant systemic changes towards transforming the Civil Service from 'good to great' and deliver "excellence in Service" to the people of Bhutan.

\*\*\*\*\*