

## Press Release

**ROYAL CIVIL SERVICE COMMISSION OF BHUTAN PARTNERS WITH TEMASEK FOUNDATION,  
SINGAPORE AND SINGAPORE POLYTECHNIC ON THIRD PROGRAMME IN PUBLIC  
ADMINISTRATION**

**Thimphu, Bhutan, 4 November 2019** – As part of civil service reform efforts in the 12<sup>th</sup> Five Year Plan, the Royal Civil Service Commission (RCSC) is partnering with Temasek Foundation and Singapore Polytechnic on a third public administration programme on ‘Professionalizing the Civil Service’.

The programme was officially kicked off this morning with the signing of a Note of Understanding (NoU) between the Royal Civil Service Commission, represented by Honorable Chairperson Dasho Karma Hamu Dorjee and Singapore Polytechnic, represented by Mr Johnny Tan Cheng Hye, Deputy Chairman, Board of Governors. The signing was witnessed by Her Excellency Lyonpo Dechen Wangmo, Minister of Health and Mr Goh Geok Khim, Chairman, Temasek Foundation International.



Reaching out to about 100 public service leaders and officials, this three-year programme aims to enable the Public Service in Bhutan to enhance the capacity and capabilities of its government agencies and public officers to develop and implement a Systematic Approach for Professionalizing the Public Service. As part of the programme, Singapore will share some of its experiences in public administration and officials from Bhutan and Singapore will have the chance to share their respective experiences and challenges in the public service.

This collaboration builds on the good outcomes from the previous two programmes. The first collaboration took place in 2016 and focused on introducing the Design Thinking methodology to enhance the capabilities of the public sector in Bhutan. Many innovative concept solutions have emerged from the Design Thinking programme.

The second collaboration took place in 2018 and was on developing a Competency-based Framework for Bhutan's public service. The competency-based Framework is helping to develop Bhutan's public service in a structured way and the civil servants in Bhutan will have clarity on the skills and mindsets needed to perform their roles. *(More information on both programmes can be found in Annex A)*

The third programme will leverage on the Design Thinking methodology and concepts related to developing Competency-based Frameworks that were the main focus areas of the two previous programmes. Through this programme, the RCSC would be able to support the development of Bhutan Engineer Standards and certification, TVET Teacher Standards and Proficiency Certification and HR Professional standards, which will ensure accreditation, and standardization of professional groups.

The other component of the collaboration is to train, another 50 nursing specialists will receive training in "Advanced Patient Care", which was a priority professional development area identified by the participants from the healthcare sector during the second programme on developing a Competency-based Framework for the public service.

Selected participants will also visit Singapore on a 3-day workshop where they will have the chance to interact with their counterparts from Singapore and share their respective experiences and challenges in the public service. This workshop will include study visits, presentations and dialogues for the participants to find out more about how Singapore transformed its Public Service.

## **Temasek Foundation – Singapore Polytechnic- RCSC Public Sector Innovation Programme (2016-2017)**

Design Thinking (DT) was introduced to the Civil Service in Bhutan in July 2016 in collaboration Singapore Polytechnic (SP), and funding support from Temasek Foundation International (TFI) Singapore with the aim to enhance Public Sector Innovation.

Design Thinking gave Civil Service an option of using human centric approach to solving complex problems with a repertoire of tools in identifying opportunities, generation of innovative ideas and realistic recommendations. It fosters citizen-centric mind-set, attitude, competencies and new way of thinking in managing design-led innovative initiatives.

Since its inception in July 2016 till date, more than 220 civil servants are trained in Design Thinking. The Master Trainers have sustained the collaboration by training other public servants and applying DT to address design challenge issues. Over 7 design challenge projects have been implemented to improve public service delivery.

The DT is offered as a three-day module for the Young Professional's Leadership Program (YPLP) by Royal Institute of Governance and Strategic Studies. This skill set will be given to all the new recruits in the Technical Services by the Royal Institute of Management from 2020.

Around 50 Officials from the Public Sector, including CSOs were trained in DT in September 2019. The training program 'DT for 2040' was conducted so the participants could use DT for envisioning and formulation of a country Strategy Document, Bhutan 2040. This is also an emergent sign of breaking the SILOS, where Government Agencies are collaborating with other actors towards achieving a Common Goal. RCSC will continue to drive innovation in Civil Service.

## **Temasek Foundation – Singapore Polytechnic-RCSC Public Administration (Competency Based Framework for Public Service ) Programme (2018-2019)**

The second collaboration was on Competency-Based Framework for Civil Service. This program was launched on 6<sup>th</sup> August 2018 and RCSC is continuing it by developing frameworks for all major occupational groups. The program is implemented with an objective to build capabilities of the RCSC and partner Agencies in framing and using the Competency driven approach to managing professional development programs to start with.

Through this programme, we have been able to train 260 civil servants out of which 30 of them are trained as Master Trainers. Competency-based Frameworks for 12 occupational groups have been developed and have implemented trainings identified under the framework. The CBF guidebook is developed from the collaboration is used as the guiding document to develop occupational wise frameworks.

The trainings will be driven by the skills, knowledge and attribute gaps assessed using the frameworks. For example, competency gaps at the entry level for Professional and Management Category in Technical Service were in administration and management. RCSC and RIM will provide a month long foundational training in administration and management for all newly recruited Technical Service to fit their role as Manager. RCSC encourages Agencies to adopt the competency driven professional development approach using blended learning comprising of on the job, online resources and classroom learning. RCSC encourages Agencies to create conditions for mentoring and coaching, to integrate the frameworks. These efforts should able us to arrive at the desired performance. The frameworks will also be the foundational document for the new program launched on 4th November 2019 on professionalizing the Public Service.

#### **About Temasek Foundation**

**TEMASEK FOUNDATION** Temasek Foundation supports a diverse range of programmes that uplift lives and advance communities in Singapore and beyond. These are made possible through non-profit philanthropic endowments, gifted by Temasek and managed by the Temasek Foundation under its respective mandates.

For more information, visit [www.temasekfoundation.org.sg](http://www.temasekfoundation.org.sg).

#### **About Singapore Polytechnic**

**SINGAPORE POLYTECHNIC | SP** Established in 1954, Singapore Polytechnic (SP) is Singapore's first polytechnic. It has 10 schools that offer 40 full-time courses and three common entry programmes for close to 16,000 students. SP adopts a proven creative teaching and learning framework and offers students a holistic, authentic and industry-relevant curriculum, innovative and vibrant learning spaces, and enriching overseas programmes.

The Polytechnic is committed to producing competent and versatile graduates who are also imbued with sound values, so that they can be work ready, life ready and world-ready. SP has more than 206,000 graduates and among them are successful entrepreneurs, top executives in multi-national and public-listed corporations, and well-known professionals across various industries and leaders in government.

SP clinched the inaugural ASEAN People's Award in 2015 for its contributions toward the region's community-building efforts. SP is also the first polytechnic to be awarded the President's Award for the Environment in 2010 and the President's Social Service Award in 2011.

For more information, visit [www.sp.edu.sg](http://www.sp.edu.sg).

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