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ROYAL GOVERNMENT OF BHUTAN
ROYAL CIVIL SERVICE COMMISSION
Excellence in Service



Press Release

Effective leadership is foundational to organizational success and developing a good pool and selecting the right kind of people to leadership positions is crucial. P1 is the first level leadership position in the civil service and pool for future executives, hence the Royal Civil Service Commission (RCSC) feels it is critical that the recruitment process is strengthened. The Commission has decided to enhance the selection systems by introducing Psychometric Tests for shortlisting of eligible applicants and refining the interview criteria and rubrics for panel assessment to make it more objective and job focused so that chances of the right person for the job is enhanced based upon job success profile.

The Psychometric Tests is a two part, three-dimensional instrument that assesses candidates' cognitive ability, their ability to apply their aptitude to make correct decisions and their inherent personality and preferences that will come to the fore as they operate. All of these assessed dimensions are anchored in the Leadership Capability Framework under the themes of strategic orientation, result focus, productive work relationships, personal drive and integrity and effective communication. The individual will be required to meet the *minimum threshold* to be able to sit for the final selection through viva voce.

To strengthen the process of interviewing, Competency based assessment interview score sheets have been developed based on the Leadership Development and Management Competency Framework (LMDCF) and Experience checklist as per the Terms of Reference of the position. The interview assessment sheet will help Panelists to assess candidates on what capabilities they have to be successful on the job and their future potential as executives. It includes description of each competency with markers identified to reduce subjectivity and ensure uniformity amongst the panelist in the assessment. We also expect that through these changes, candidates will be encouraged to invest in self learning and development. RCSC will be rolling out Psychometric Tests with effect from May 1, 2021.

RCSC has reviewed the data on P1 selections and has noted that on an average, the ratio of applicants to the post is almost always 1:1 or 2:1, which indicates a very small pool of applicants. With frequent P1 selections occurring, there are challenges in getting panelists with relevant domain knowledge and position level which is critical to ensure integrity of the selection process. Further, the recruitment and appointment of P1 needs to be made more predictable to enhance transparency. Therefore, in order to account for these concerns, the recruitment of P1 Management will henceforth happen two times in a year with an appointment effective date as 1st January or 1st July.