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ROYAL GOVERNMENT OF BHUTAN
ROYAL CIVIL SERVICE COMMISSION
Excellence in Service



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January 30, 2022

Press Release on the Outcome of Leadership Assessment Exercise.

The Royal Civil Service Commission (RCSC), in January 2022, completed its assessments of 62 executives at the Secretary and Director-General position levels. The RCSC has started with the civil service leadership, because it is our leaders who drive results and exemplify accountability in our organisations. Supported by the RCSC, the assessment panel included local and international assessors from the public and private sectors.

The rigorous process included assessments based on the executive's work plans; responses to realistic work-related scenarios; leadership feedback provided by their supervisors, peers and subordinates; and performance during group and individual interviews.

The panel focused on assessing qualities that will be critical for addressing the challenges Bhutan will face going forward. The panel assessed the executives' personnel management instincts, their ability to approach issues from a higher vantage point, collaborate with one another beyond their organisational boundaries, as well as their drive and ability to deliver results. The panel also assessed their ability to prepare themselves, their teams and organisations for the future. The panel's assessments have guided the Commission in making several critical decisions.

The panel found that about 50% of these executives failed to meet these expectations. The RCSC is in the process of managing them out. The 7% who have exceeded expectations will be assessed further for their suitability to assume expanded roles.

Henceforth, regardless of the outcome of this assessment, RCSC will continue to monitor all executives' performance closely. Those who perform on the job will be rewarded and recognised. Underperforming officers will be managed out.

The RCSC remains committed to ensuring that the Civil Service leadership has the necessary competencies and foresight to navigate the complex challenges that we are grappling with as a nation. Bhutan needs leaders with competencies that can accelerate our development and secure a better future for our children.

The RCSC acknowledges that these assessments have reinforced the need to continuously review the Civil Service's personnel management approach and processes, so that we can effectively differentiate the better performers from the underperformers.

As it rolls out similar assessments for officers at the Director-level in February 2022, the RCSC is reviewing and revamping its system and approach to shift the entire Civil Service to a more effective personnel management system to support Bhutan's transformation.