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## **Outcome of Leadership Assessment Exercise for Directors**

*One-third found promising, will help drive civil service reforms and restructuring*

The Royal Civil Service Commission (RCSC) has completed its assessments of 59 executives at the Director position level. This is the third in a series of leadership assessment exercises for executives in the Civil Service, which was rolled out in January 2022 with 18 and 44 executives at the Secretary and Director-General position levels respectively.

These unprecedented leadership assessments have underscored the importance of having a system that continuously assesses civil servants at all position levels. The RCSC began with the civil service leadership, because it is our leaders who drive results and exemplify accountability.

Comprising local and international assessors, the assessment panel found about one-third of the Directors promising. The RCSC will be further testing their suitability to assume expanded roles. Together with executives at the Secretary and Director-General position levels, these Directors will be involved in driving civil service reforms and restructuring.

Should the Directors do well in these additional responsibilities, while continuing to excel in their current positions, they may be considered for higher level appointments.

The panel found that about one-third of the Directors failed to meet the high expectations required of executives holding these position levels. The RCSC is in the process of managing them out. This decision to manage our executives out had to be taken in service of our national objectives. Our executives may have been appointed to their current positions as a result of past accomplishments and contributions. But past performance in itself does not guarantee future results.

Regardless of how our executives performed in these assessments, the RCSC will continue to closely monitor their performance. Those who consistently perform on the job will be rewarded and recognized. Underperformers will be managed out. Collectively, these initiatives represent the fundamental shift in the RCSC's approach towards leadership selection and performance management.