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ROYAL GOVERNMENT OF BHUTAN
ROYAL CIVIL SERVICE COMMISSION
Excellence in Service



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Transforming Our Civil Service

The Royal Civil Service Commission (RCSC) is working closely with our executives to accelerate efforts to transform the Civil Service. These efforts will result in a fundamental shift and overhaul of the manner in which we deliver public services for our people, and how we organize our Civil Service agencies to do so. We will redesign public service delivery and reorganize our agencies such that the well-being of our citizens and our future generations are front and centre. The Civil Service will strive harder to deliver economic prosperity, progress and wellbeing for all.

In order to achieve this vision and better serve the people of Bhutan, the Civil Service remains committed to continually push ourselves to be more effective and efficient. The recent leadership assessment exercise that started in January 2022 is a significant milestone in a series of transformational changes to revamp our Civil Service and RCSC's approach towards personnel and performance management.

The RCSC has started the process of managing out the 47 executives who have not been able to meet the expectations of the positions that they had been holding. They comprise 7, 22 and 18 executives at the Secretary, Director-General and Director position levels respectively. These executives made up almost 40% of the executives who were put through the leadership assessment exercise. The RCSC individually met these executives to inform them of their assessment outcomes, ensuring a dignified transition. 44 executives took up the Special Retirement offer. Further, two executives took up the offer to transfer to a lower position level and another to a specialist position level.

Going forward, executives will be given expanded roles and are given the opportunity to work with the RCSC to fundamentally transform the civil service. The RCSC will continuously assess all executives. Our executives understand that meeting the high expectations of the leadership assessment conducted earlier this year in no way guarantees their place or progression in the Civil Service.

The transformation of the Civil Service will be driven by agencies that continuously innovate, use data and technology to deliver services, and work effectively and efficiently with one another more collaboratively. Citizen feedback will feature more prominently, so that we can better respond to our citizens' needs. Our citizens should not be made to go in circles. They should get the services that they deserve, whenever they need them.

Agencies may be merged, positions made redundant, and others streamlined. Civil servants, regardless of seniority, who find themselves unable to keep pace with these changes and therefore unable to effectively serve our citizens, may be managed out. The RCSC will continue to push for profound and lasting change that our country needs now and to be ready for the future.