

Capacity Development for Transformation Initiatives

Royal Civil Service Commission
Royal Government of Bhutan

Capacity Development Needs in the Civil Service

- Leadership
- Whole of Government mindset
- Citizen Centric orientation
- Co-creation
- Alignment, Accountability & Meritocracy
- Civil Service Wellbeing (PSM)
- Openness to feedback

New Capacity Development Interventions

- Leadership Capability Framework
 - Direction, Delivery, Drive, CSV, Communication skills
- BEST through RIGSS: Mandatory for all Executives
- LCF used for 270⁰ online feedback

New Capacity Development Interventions

- Design Thinking –
 - Govt centric to citizen centric orientation
 - Co-creation with stakeholders
 - Whole of Government approach
- DT Trainings – Special Workshops and RIM/RIGSS Courses
 - 20 Master Trainers trained – over 200 CS in all agencies trained in DT
 - Embedded into civil service training courses to equip every civil servant with this skill

New Capacity Development Interventions

- Public Sector Motivation
 - Autonomy, Mastery, Purpose, Relatedness (inclusion within the work group & organization), Fair & Respectful treatment
- Coaching Skills – through Action Learning Workshops and RIGSS courses
 - 30 Facilitators trained and course imparted to over 1200 civil servants - managers and executives
 - Create a new culture of one-on-one conversations
 - Create open and positive work environment

New Capacity Development Interventions

- Alignment, Accountability, Meritocracy
 - GPMS – 12FYP (inc SDGs) targets cascaded to Agencies (Ministries/Departments) (Annual Performance Agreements - APAs)
 - MaX – APAs cascaded into IWPs (Individual Work Plans)
 - Performance Evaluation of civil servants, based on achievement of IWPs and APAs
 - Automatic rewards (promotions) and punishment
- Targeted workshops to civil servants on GPMS/MaX systems, Target setting, evaluation etc

Thank You

