

ROYAL CIVIL SERVICE COMMISSION



STRATEGIC ROADMAP (2025-2035)

Building an accelerator Operating System (aOS) for an Enlightened Entrepreneurial Bureaucracy (E2B)



117th National Day Address

“An important thing for the people to understand is that we are pursuing “One Country, Two Systems” by establishing the GMC as a Special Administrative Region. However, we do not intend to maintain the “two systems” forever.

Ultimately, they must converge into “One Country, One System.” The innovations emerging from the GMC must be mirrored across the rest of Bhutan for the nation to succeed as a whole. But this convergence will only succeed if we implement parallel reforms throughout the country — **strengthening democracy, aligning the bureaucracy with future needs, improving laws, and reforming the education system to empower our people.**”



DIAMOND STRATEGY

“The bureaucracy must be agile enough to keep up with the rapid changes and innovations arising from the GMC. Our goal is to create an **Enlightened Entrepreneurial Bureaucracy** within the next 10 years to ensure successful convergence. If we fail to do this, comparisons will inevitably be made between the success of GMC and the lack of progress elsewhere in Bhutan —and if there is no convergence, I will have failed.”





OUR VISION

“To become an Enlightened Entrepreneurial Bureaucracy by 2035”

OUR MISSION

Rooted in meritocracy, intelligence-driven, innovative and integrity-centered, the Civil Service is led by high-impact leadership and an entrepreneurial spirit to shape transformative policies and sustainable solutions, fulfilling the Noble Diamond Strategy in ten years.



High Impact Leadership

Develop 10X leaders, who create a force of multiplying-effect, accelerating progress, raising standards, and inspiring transformative changes. They challenge status-quo and traditional expectations.

The leaders set exceptional vision, deploy strategic thinking, and personal drive, enabling them to transform people, process and technology.



Talented Entrepreneurial Professionals

Equip civil servants with the necessary competencies to embrace forward-thinking mindset with strong business acumen proactively seeking opportunities to innovate and drive higher value for the people of Bhutan.

Excel at spotting gaps and untapped potentials, take calculated risks, optimize outcomes, bring ideas to action and deliver tangible results.



Streamlined Bureaucracy Driving Efficiency

Eliminate obsolete rules and unnecessary bureaucratic process layers, and hassles including structures to reduce administrative burdens and accelerating decision-making and accountability.

Encourage collaboration and coordination among civil service agencies to work towards the common goal of national development, breaking down silos, building trusted relationships and fostering a unified approach.



High Performing Workforce

Build a high performance-culture that consistently exceed expectations and drive exceptional standards and results.

The collective commitment to excellence fosters innovation, boosts productivity and maintains a sustainable competitive advantage for Bhutan.



Driven and Motivated Workforce

Boost the morale and motivation of civil servants by recognizing and rewarding performance, fostering a sense of pride, and creating an environment where they feel valued and empowered.

Civil servants are motivated, deeply engaged, passionate and goal-oriented in their roles.



Citizen-Centric Service

Transform the civil service into a citizen-centric organization that prioritizes the needs and expectations of the public, ensuring that service delivery is efficient, transparent, and responsive.

The Bhutanese people live the true GNH.



Operating Values

Living MERITT everyday

01 M-Meritocracy

We prioritize merit and professionalism in all processes, ensuring that the most capable individuals advance based on abilities and achievements.

02 E-Enterprising

We forge a culture of embracing initiative and innovation. An enterprising spirit driving progress, continuous improvement, pushing boundaries to solve problems and create new opportunities.

03 R-Results-oriented

We focus on delivering tangible outcomes by setting ambitious targets and measuring impact rigorously, ensuring that our work directly contributes to progress.

04 I-Integrity

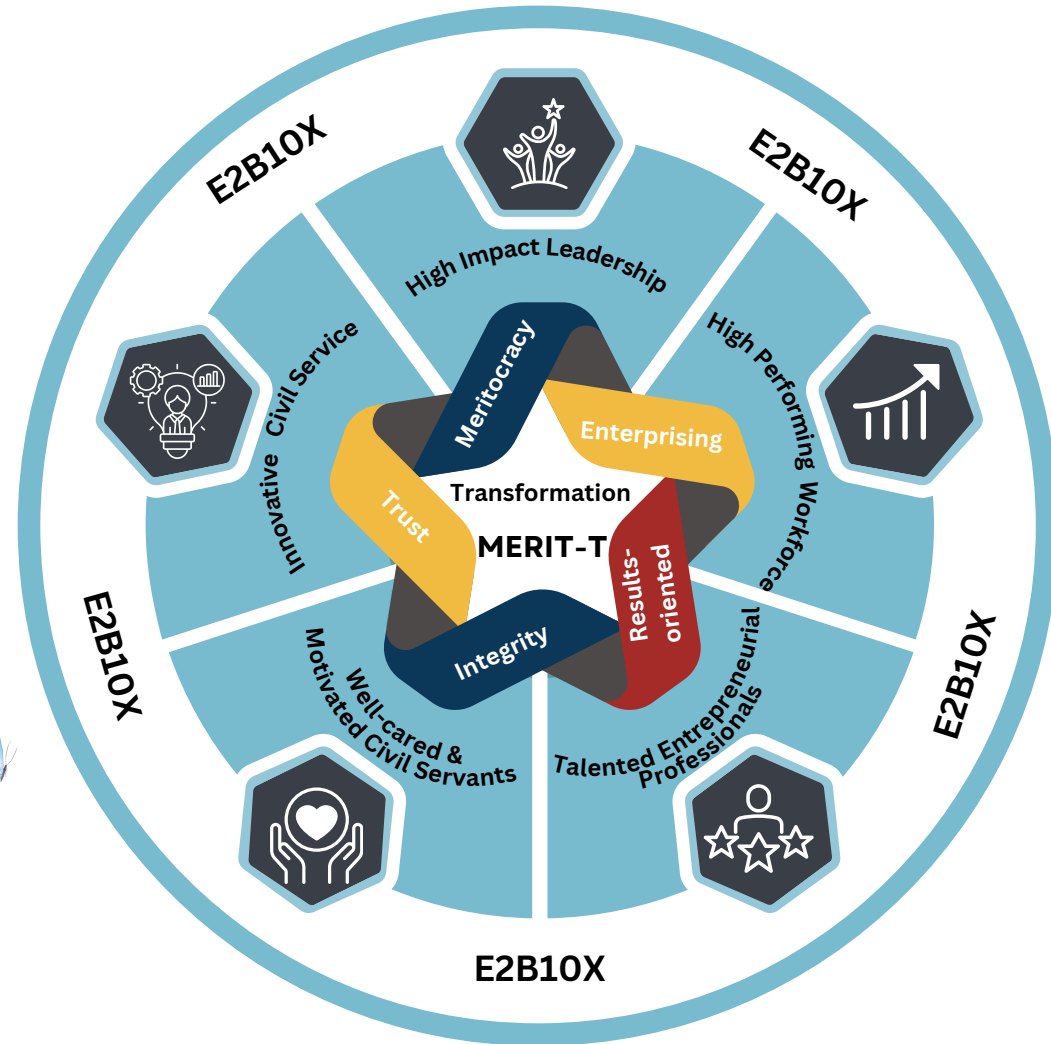
We are committed to upholding the highest ethical standards, being responsible and honest, credible by taking accountability for our actions and decisions.

05 T-Trust

We establish confidence in relationships through open and clear communication across all levels, breaking down silos and joined up to achieve shared success. We earn public respect and trust by placing the needs and expectations of citizens at the forefront of all actions.

06 T-Transformation

We drive change and continuously pivoting, evolving, adapting and growing, positioning Bhutan strategically. We transform into E2B10X and deliver the Diamond Strategy.





5 Strategic Thrust Areas

The five thrust areas are the accelerator Operating System (aOS) for E2B10X. The roadmap will focus on building the aOS for E2B with the following key interventions.

1

HIGH IMPACT LEADERSHIP

Mission driven CEOs delivering high impact teams and goals.

2

HIGH PERFORMING WORKFORCE

Fostering a culture of high standards and performance accelerating national progress.

3

TALENTED ENTREPRENEURIAL PROFESSIONALS

Enterprising professionals highly talented and driving higher productivity.

4

MOTIVATED CIVIL SERVANTS

Well cared, motivated and trusted civil servants loyal to serve the Tsa-Wa-Sum.

5

INNOVATIVE CIVIL SERVICE

Empowered to experiment and solve problems, improving efficiency and increasing quality of life for citizens.



5 Strategic Thrust Areas

Key Interventions

1

HIGH IMPACT LEADERSHIP

- Leadership development and pipeline.
- High-impact leadership coaching.
- Remodel executive management.
- Fast stream leadership challenge program.
- 10X goals, 10X actions, impact programs (areas for 10X change).

2

HIGH PERFORMING WORKFORCE

- Enhanced performance accountability culture.
- Enhanced productivity and efficiency (Workforce optimization).
- AI fluency enhanced.
- Strengthen Dzongkhag/Thromde administrations.
- Global benchmarking and citizen satisfaction surveys.
- Job rotation and job enlargement programs.

3

TALENTED ENTREPRENEURIAL PROFESSIONALS

- Civil Service Skills Framework for competency and professional development.
- Building deep professional specialist.
- Sustainable professional development with national institutes.
- Remodeling Civil Service Examinations and talent attraction programs.
- Internship and fast stream recruitment programs.
- Talent management and HiPo programs.

4

MOTIVATED CIVIL SERVANTS

- Civil Service Well-Being Program:
 - Civil Service Welfare Fund
 - Civil Service Help-desk
- Civil Service in focus.
- Organization performance recognition (Agency Excellence Award).
- Strengthen the performance management system and reward structure.

5

INNOVATIVE CIVIL SERVICE

- E2B10X lab: leading efficiency in process, people and productivity.
- Civil Service innovation forum and dialogues.
- Create business ventures from non-core functions and process outsourcing.
- Pilot performance based organization management and staffing.



Major Expected Outcomes

High Employee Engagement:
Survey-based metric on Job Satisfaction:
Very Good and Above Achieved.



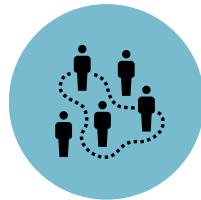
Civil Service globally benchmarked
by 2027.

Customer Centric Service:
Customer Satisfaction
Index increased from Very
Good to Excellent by the
end of 13th FYP.



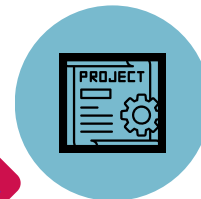
Execution Excellence:
Agencies Deliver 100%
of 13th FYP KPI by 2030.

Improve civil service to
citizen ratio from 1:27 to 1:29
by 2030.



Top Talent Attraction:
Top 15% of university
toppers recruited in the
civil service.

Process improvements reported
annually.



The number of E2B10X projects
successfully implemented by 2030.



The Civil Service prepared, equipped, and ready for the convergence initiative under the Diamond Strategy by 2035.



Communication and Change Management Plan

The Commission will work closely with the government, all civil service agencies, every level of civil servants, external partners, and the public to achieve the E2B.

A well-structured communication and change management plan is vital for smooth and successful implementation. We will consult and engage through multiple channels and seek strong support to advance Civil Service reform.

Please do look-out to our usual communication channels listed below:

* E2B10X Lab

The E2B10X lab is open to civil servants and general public to pitch ideas, text and pilot process change in the civil service.

* HR Solution Hub

The HR Solution Hub serves as a dedicated contact point for all HR inquiries.

* Civil Service E-Corner Q&A Series Platform

A dedicated digital platform where civil servants can access timely updates, announcements, and clarifications related to ongoing changes. This ensures transparency and keeps all civil servants informed about the progress of the road map.

* Executive Forums

Annual Executive Forums where executives discuss issues related to civil servants and co-create solutions and way forward.

* Website Feedback

A feedback option is available on the website for easy and efficient communication.

www.rcsc.gov.bt

* Monthly Webinars for HROs

Regular webinars are organized for Human Resource Officers (HROs) to ensure consistent and clear communication across agencies. These webinars provide a space to discuss changes, address concerns, and equip HROs with the information they need to cascade updates within their respective agencies effectively.

* Annual Report

RCSC publishes annual report which offers a comprehensive overview of the year's activities, achievements, and strategic developments, highlighting key initiatives and outcomes across various programs and services.

