

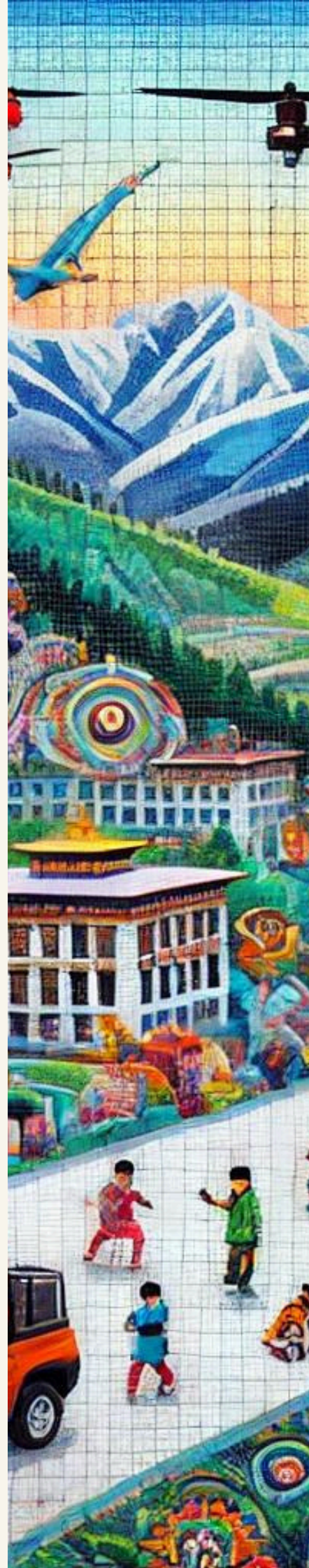


# ASSESSMENT REPORT

**Royal Civil Service Commission and  
GovTech Agency**

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# Acknowledgement

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## Executive Summary

The AI Skills Assessment, jointly conducted by the Royal Civil Service Commission (RCSC) and the Government Technology Agency, aimed to evaluate the current level of AI awareness, skills, and readiness among civil servants in the Professional and Management Category (PMC). The survey covered 54 agencies and received 2,757 responses, representing a broad cross-section of the civil service. The findings reveal varying levels of AI awareness across departments, with notable gaps in specialized skills critical for future digital transformation initiatives. These results highlight the need for targeted training programs and strategic workforce planning to enhance AI capability within the civil service. Based on the survey, it is recommended that the government implement tailored upskilling initiatives and integrate AI competencies into professional development frameworks to ensure preparedness for emerging technology demands.

## Key Insights

- 67.7% of respondents use generative AI like ChatGPT; but there is a notable lack of formal training.
- Low awareness and familiarity with AI ethics and responsible AI practices.
- Significant skill gaps in the use of AI in vertical domains.
- Encouragingly, 98.1% of respondents expressed a strong interest in practical AI training.
- Key barriers such as the absence of structured training programs, limited in-house technical expertise, low AI awareness, and budget constraints were also highlighted.





# Introduction



As part of a national initiative to promote responsible and strategic AI adoption in governance, the RCSC and GovTech Agency have jointly developed the Generative AI Guideline as a foundational framework for AI integration within the Royal Government of Bhutan (RGoB). Building on this effort, an AI Skills Assessment was launched to evaluate the current level of AI awareness, knowledge, and proficiency among civil servants, specifically targeting those in the PMC Category, who play a key role in digital transformation.

## Objectives of the survey

- Identify skill gaps
- Assess training needs
- Develop AI learning and development programs

## Scope of the survey

This survey was rolled out to all civil servants, and the insights generated are the views of the 2,757 respondents representative of 57 agencies.



# Analysis & Findings

## General Information About Respondents



**2,757 Respondents**



**6.1%**  
**(18-24 years)**

**37.4%**  
**(25-34 years)**

**32.5%**  
**(35 - 44 years)**

**20.5%**  
**(45-54 years)**

**3.4%**  
**(55 + years)**

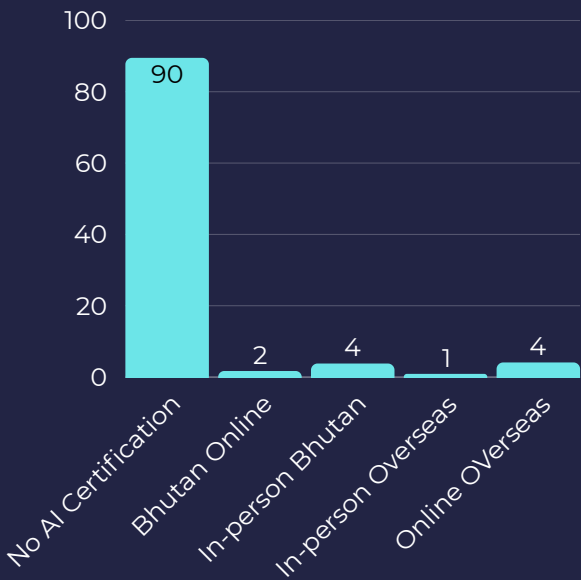
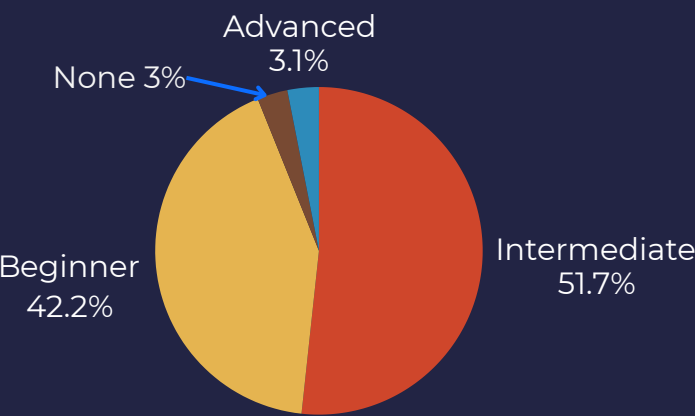
### Occupational Groups

MoESD accounted for the highest number of responses, followed by the MoENR, MoF, NMS, and GovTech Agency.

### Position Level

The highest participation was from the P5 level (31%) and the lowest from P3 (14.1%).

# Respondents' Awareness and Understanding on AI

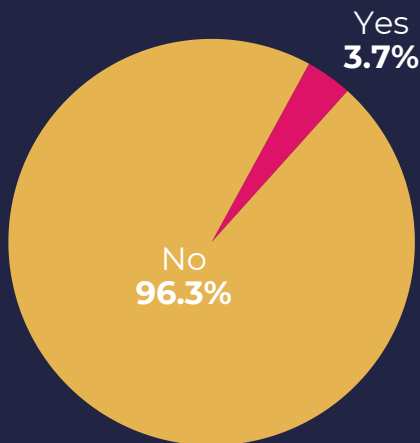


- Majority of the respondents are aware and understands AI, approximately 52 % indicated as being at Intermediate Level (1,424).
- 42.2% (1,163) are at Beginner Level
- Only 3.1 % (86) has rated themselves as Advanced whereas another 3% have zero understanding on AI
- 88.2% of civil servants (2,432) have not attended any AI-related training whereas 11.8% have availed AI training.
- Majority of those who availed indicated that they underwent trainings on Robotic Process Automation (RPA).
- The findings reveal a significant gap in AI literacy and underscore the urgent need for AI-specific training programs tailored to varying competency levels.

From those who have already availed AI related training:

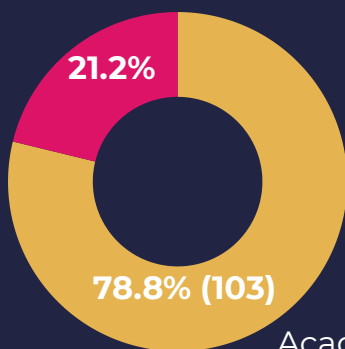
- 89.5% have no formal AI certification.
- 1.7% completed online AI courses within Bhutan.
- 3.8% completed in-person AI training within Bhutan.
- 0.9% completed in-person AI certification outside Bhutan.
- 4.1% completed online AI certification from international platforms

## Respondents response to having worked in AI project



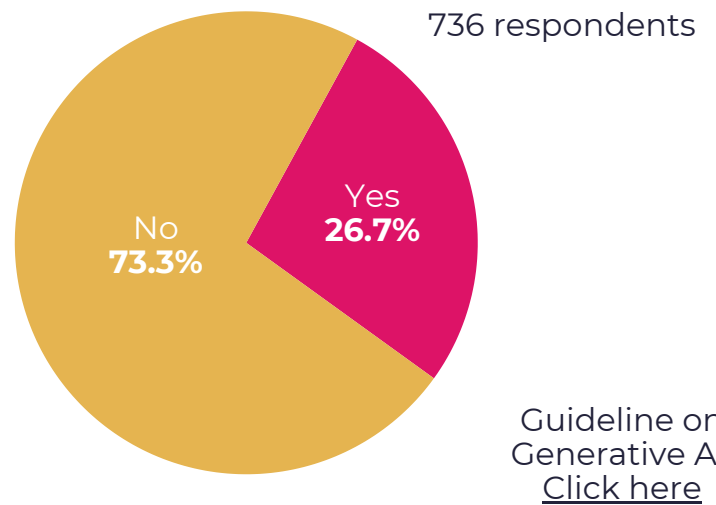
AI project undertaken by 3.7% of the respondents

Government/Industry/Commercial

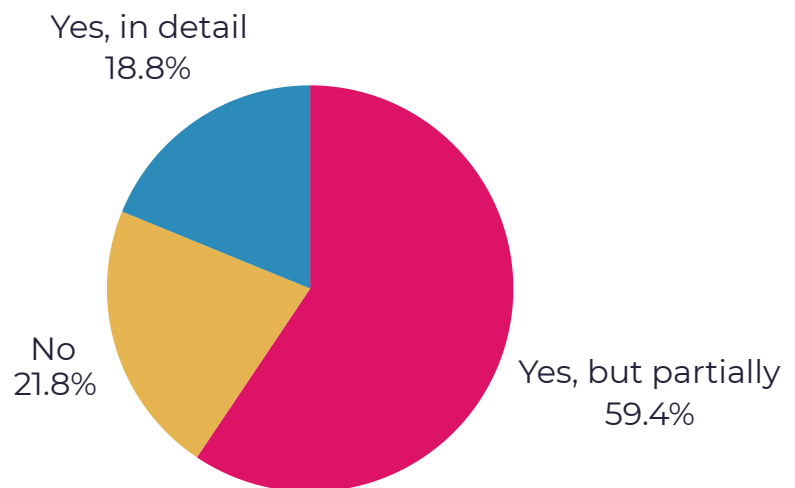


Academic Course Work

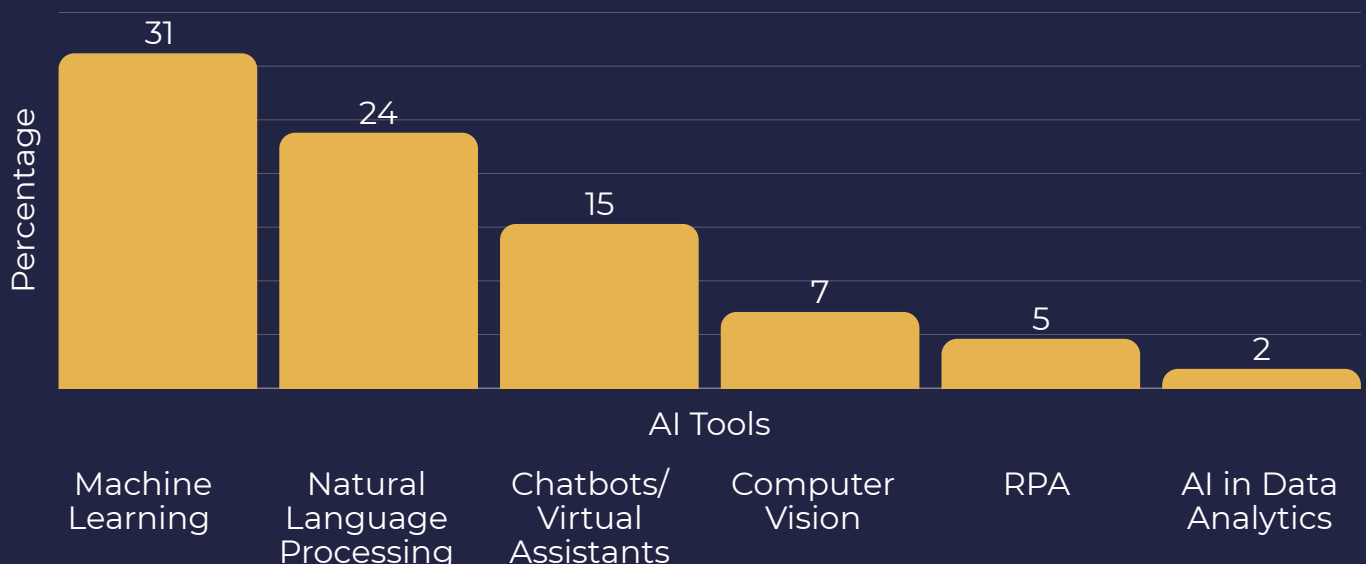
## Awareness on the Generative AI Guidelines developed by RCSC



Did the 736 respondents read the Guideline?



## AI Applications that civil servants understands



## AI Usage in Government

- The growing use, primarily for content creation, communication, and data processing underscores the need for practical, hands-on AI training tailored to government tasks.
- Future training should emphasize not only tool usage but also responsible practices, covering ethics, data privacy, and prompt engineering, in line with national laws and the RCSC-GovTech Generative AI Guidelines.

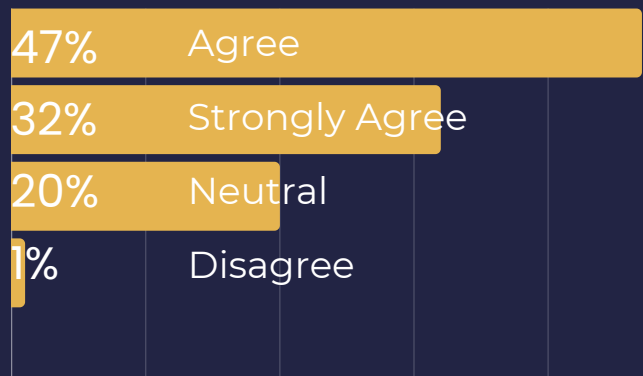
## Barriers to AI Adoption

- Key barriers to AI adoption in government include lack of training programs, low awareness, limited technical expertise, inadequate infrastructure, and budget constraints.
  - Lack of AI-related training 21%
  - Lack of Awareness 17%
  - Limited Technical Expertise 14%
  - Inadequate Infrastructure 14%
  - Budget Constraints 11%
  - Unclear Directives 9%
  - Data Privacy Concern 8%
  - Resistance to Change 5%
- The findings also emphasize the importance of developing a national AI infrastructure roadmap, securing funding or partnerships, and establishing departmental AI focal points supported by regular training and expert collaboration.

### Do you use AI in the workplace?



### Can AI improve government efficiency- Your View



### Why do you use AI?





# AI Training Needs

**YES by  
2,705 respondents**

**Areas of AI  
training that  
interest you the  
most!**

**11%**

For Education

**8%**

For Coding

**8%**

For General Use

**8%**

Collaboration and  
Reasoning

**8%**

Automation

**7%**

Learning and  
Development

**6%**

Disaster  
Management

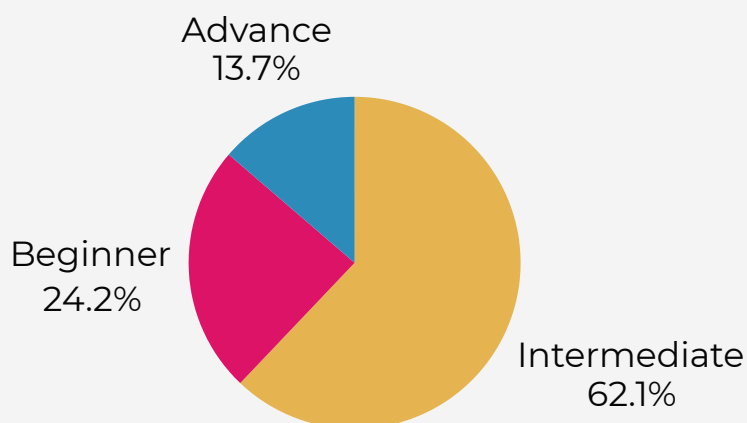
**5%**

For Statistics

**7%**

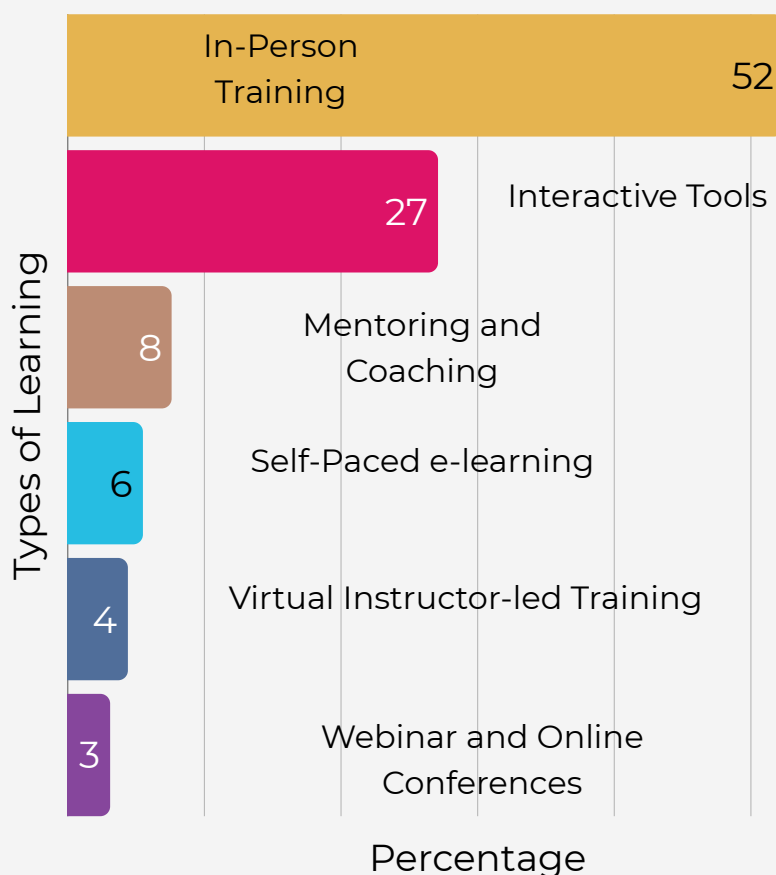
Public Service

## Preferred level of AI Training



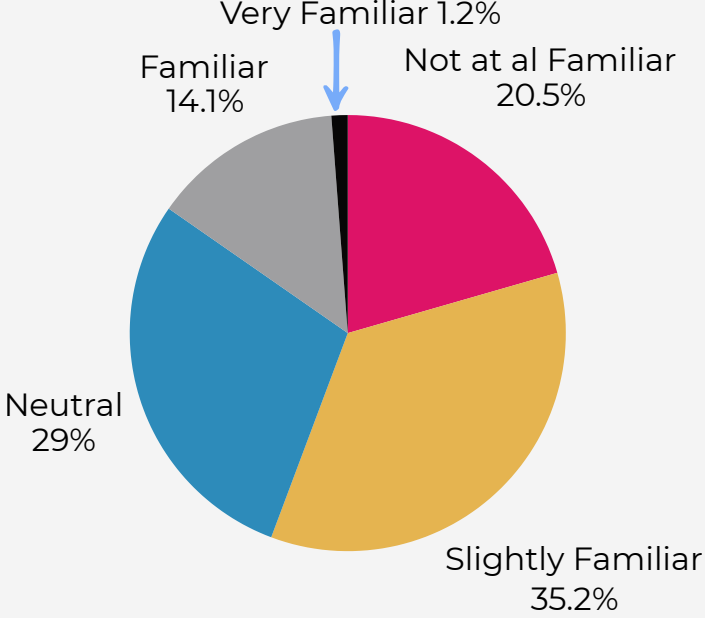
- There is a strong demand for skill-based learning across all proficiency levels and supports mapping respondents to RCSC's standard training categories.
- There is a need to develop a tailored training module with clear learning outcomes and engage AI experts, along with regular updates to training content to keep pace with evolving AI trends.

## Preferred mode of training

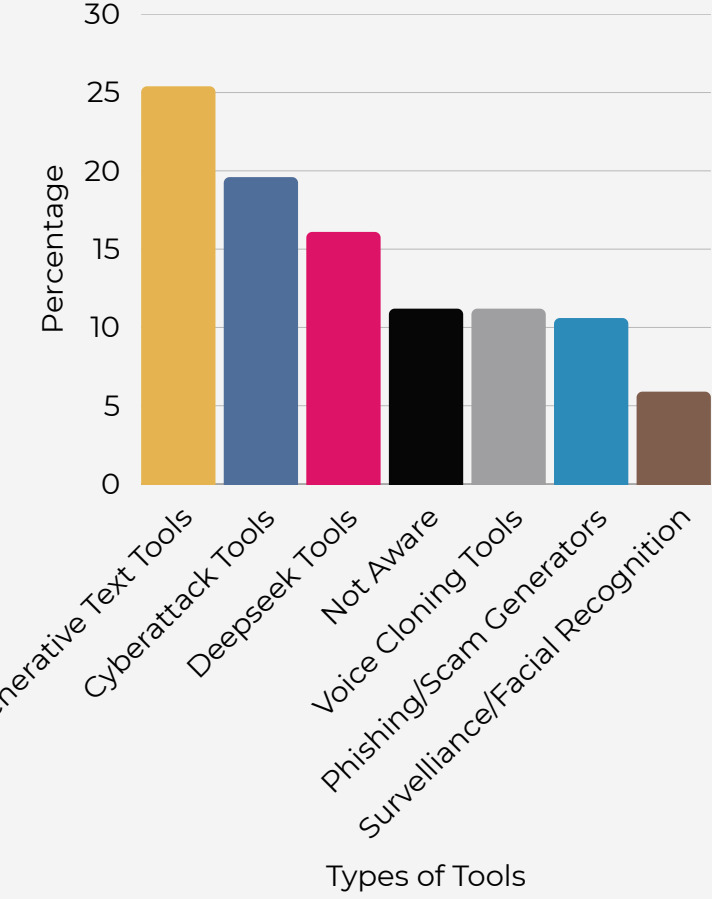


# Ethics of AI

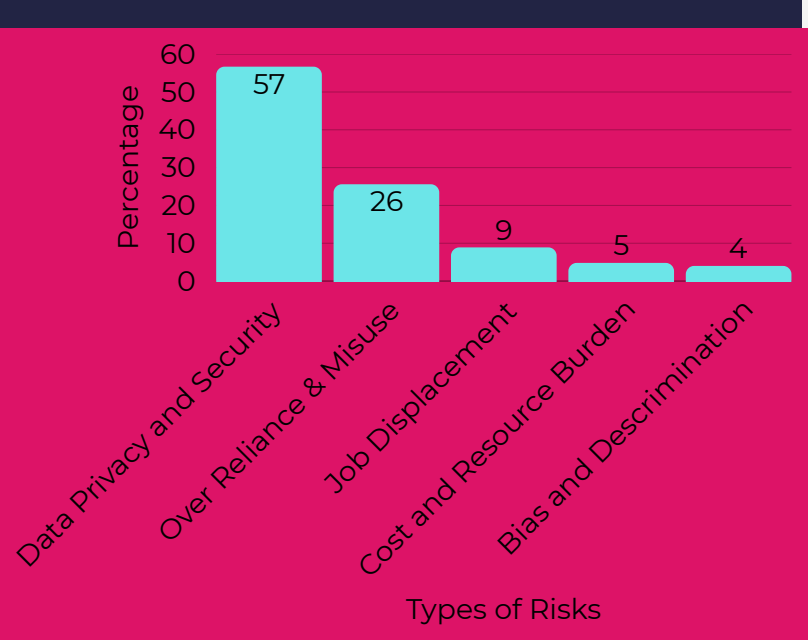
## Familiarity with the concept of ethics in AI



## Which types of AI tools are you aware of being used for harmful or unethical purposes?



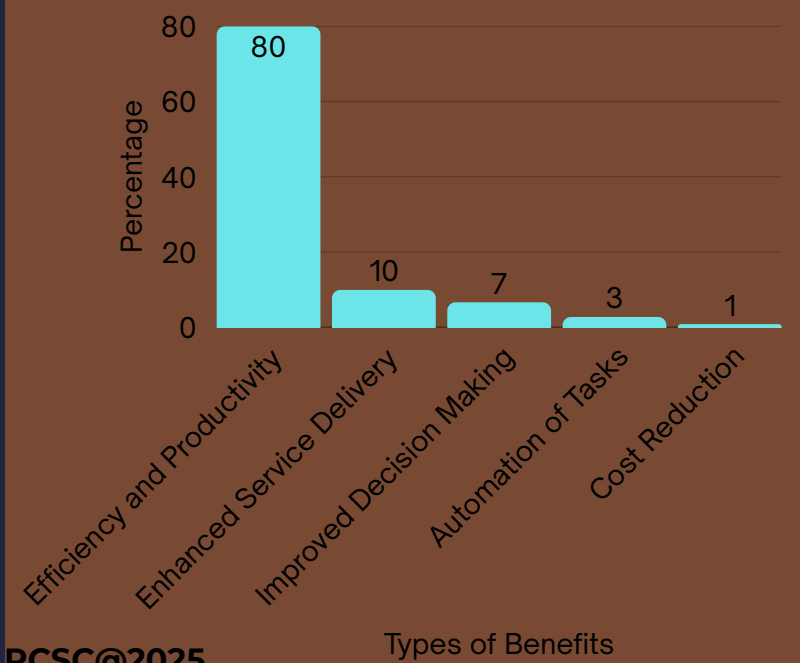
## What are your concerns regarding AI adoption ?



## Open Views on AI

- Majority of respondents (70.4%) emphasized the need for AI-related training and capacity building, reflecting a broad interest in gaining the skills to effectively engage with AI technologies.
- A notable 11.6% stressed the importance of raising awareness among both civil servants and the general public.
- Policy and legal frameworks were highlighted by 7.1%, underscoring the need for clear governance structures. Meanwhile, 5.9% of comments expressed optimism about AI's potential to enhance service delivery.
- Only 4.9% raised concerns about ethical risks and misuse, suggesting that while such issues are acknowledged, they are not yet a primary concern among respondents.

## AI Benefits in Government



# Conclusion

The AI Skills Assessment marks a significant step toward building a future-ready civil service equipped to harness the potential of Artificial Intelligence in governance. By systematically identifying existing capabilities and areas for improvement, the Royal Civil Service Commission and GovTech Agency are laying the groundwork for strategic AI capacity development.

This AI Skills Report will serve as a crucial tool in shaping targeted training initiatives, ensuring that PMC-level civil servants are not only prepared for the evolving digital landscape but are also empowered to lead Bhutan's AI-driven transformation in public service delivery.

## Recommendations

### I. Design a Tiered AI Training Roadmap

#### Beginner Level

- Basic AI and Data Literacy
- Introduction to Generative AI (e.g., ChatGPT, Copilot)
- Navigating AI in daily administrative tasks

#### Intermediate Level

- Responsible AI Use and Ethics
- AI for Public Service Delivery
- Department-specific AI applications

- **Advanced Level**

- Hands-on AI project design and deployment
- Use of machine learning and data analytics tools
- Leadership in AI Strategy and Governance

### II. Integrate AI into Civil Service Learning Framework

- Incorporate AI training into the Civil Service Learning and Development Framework.
- Make AI courses part of mandatory professional development programs



RCSC extends sincere gratitude to all who contributed to the successful completion of this report. The Commission will utilize the findings to make informed decisions on appropriate AI training programs for civil servants.

