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ROYAL GOVERNMENT OF BHUTAN
ROYAL CIVIL SERVICE COMMISSION
Excellence in Service



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August 23, 2022

An Open Letter to All Civil Servants

Dear Civil Servants

His Majesty's 10th August 2022 address to the Royal Institute of Management graduates said that Bhutan has a window of opportunity to forever change the course of our future and ensure that our children inherit a successful nation. This is also why our Civil Service has started the process to transform ourselves to a better Bhutan for the people of Bhutan.

The world around us is changing so rapidly. If we cannot keep pace, we will be left behind. The need to transform our Civil Service must also be seen in this context. Some of us are feeling anxious and concerned about this. Every single civil servant has a role to play in reforming our Civil Service. Our leaders cannot do this on their own. It does not help that some of what is being shared about Civil Service reform over social media platforms has not been entirely accurate. This is why I have decided to write this open letter to all our Civil Servants.

In reforming our Civil Service, we have been doing the following:

1. Reviewing the current structures of our civil service agencies so that we can be more coordinated and better positioned to tackle the challenges that are coming our way.
2. Relooking our systems to make it more relevant, efficient and effective.
3. Building our capacity to better use technology to improve productivity and better serve the people of Bhutan in our public service delivery.
4. Grooming a cadre of civil service leaders who has the capabilities and heart to lead Bhutan to developed country status in the future.
5. Identifying technology, infrastructure, clean energy, water, and sustainable food production as the foundation upon which to build all our other plans and programmes.

More than ever before, all our civil servants will need to start thinking about reskilling and upskilling ourselves in time for the future. Some of us will need this more than others, and we will want to give every civil servant a decent opportunity to do so. The more savvy ones amongst us have even started to use the internet - a treasure trove of freely available resources - to improve ourselves. I urge the rest of us to follow suit.

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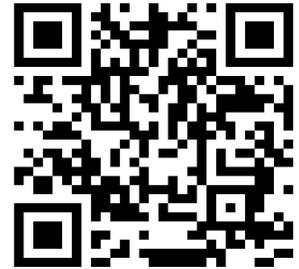
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The reality is that some positions may become redundant. For others, they may find themselves in expanded positions with greater demands. For those who can meet these heavier demands and responsibilities, we will want to pay them better commensurate with their work and encourage them to contribute at a higher level. Those who do not perform should expect a smaller pay package or even have to exit from the system. This is what moving the entire civil service to a performance-based incentive system and higher productivity is all about.

Colleagues, our Civil Service and the dynamism, effectiveness, and efficiency that we envisage it to have will be one engine to drive Bhutan into the future. We need all civil servants to be united and play our part, knowing we are only as strong as our weakest link.

Using the QR code or [the link here](#), please register to join my colleagues and I at a virtual meeting, as we unpack some of the issues about civil service reform and even dispel some of the myths that you might have already heard. Once you have registered, we will communicate with you the details of the virtual meeting via email. If there is sufficient interest, we might organise more virtual sessions in the coming weeks.



Yours sincerely,

(Karma Hamu Dorjee)
Chairperson