

Leadership Development Program (LDP) for P2 level Civil Servants

1. Introduction

As part of the Civil Service Reforms (CSR), the Royal Institute of Management (RIM) has been mandated to conduct development and assessment activities for all civil servants at the P2 position level. In this regard, RIM conducts Leadership Development Program (LDP) and assessment activities to support aspiring P2-level civil servants in transitioning to leadership positions and acquiring critical leadership competencies.

The program is designed in alignment with the key competencies and behavioral indicators identified for P1 positions in the Leadership Capability Framework, and is strategically positioned to contribute to the implementation of the 2025 Strategic Road Map for civil service transformation. It aligns with the overarching E2B10X Goal, which aims to enhance efficiency and excellence in public service delivery by tenfold.

The LDP is intended to bring about meaningful behavioral change—encouraging civil servants to take ownership of their professional development rather than relying solely on agencies for skill-building. It also promotes a performance-driven culture by instilling the habit of applying learned knowledge and skills to improve both individual and organizational outcomes.

The program will provide participants with the opportunity to build the values, skills, knowledge, and networks required to lead for greater impact. These objectives will be achieved through reflective learning, practical skills application, and comprehensive assessment activities, all contributing to the broader reform goals of a future-ready civil service.

2. Objectives

The Leadership Development Program is designed to:

- i. Equip aspiring P2 civil servants with the mindset, skills, and readiness required to assume leadership roles within the civil service;
- ii. Strengthen leadership competencies as outlined in the Leadership Capability Framework, ensuring alignment with the behavioral expectations for P1 positions;
- iii. Foster a culture of continuous and self-directed learning by cultivating the capacity for lifelong learning, encouraging participants to take ownership of their professional growth, and consistently build their leadership and management capabilities in pursuit of high-impact public service.

3. Program structure and delivery

The Leadership Development Program for P2 position holders consists of three modules and a Leadership Change Initiative (LCI) as shown below in Table 1. It is delivered over a period of six months with a time gap of one month between the three modules. This is done to provide participants with the opportunity to experience applying the learnings from each module and to immerse themselves in the process and engage in learning with concerned facilitators for any feedback and comments. Each module in the program is further divided into three sub components; a pre-session, a face-to-face session and a post-session.

The **pre-session** will be off-campus and is self-learning of the resources and assessment at the end of the workshop. This will push the participants to prepare for the workshop so that the face-to-face learning is not a one-way traffic and the discussions are meaningful through active participant engagement.

This will be followed by a **face-to-face/virtual on-campus** learning consisting of facilitator led discussions, individual reflections by participants, group work and real-life guest speaker experience sharing. The facilitators will ensure all participants are engaged in the learning process.

The **post-session** primarily focuses on application of tools and skills acquired from the workshop on initiatives and assignments at the workplace. During the post-session period, the facilitators will be available to provide assistance to the participants for their assignments, learning applications and the workplace initiatives.

Throughout the various phases of the LDP, all the participants will work on a Leadership Change Initiative (LCI). The initiative will be assessed as a capstone activity and will therefore cumulate the learnings from more than one module. The participants will be given three months after their third module to work on and implement some or all of the Leadership Change Initiative.

The program structure and delivery activities are shown in Table 1 followed by details on assessment and weightage under Table 2.

Table 1: Program Structure and Delivery

	Module 1: Value Based Leadership	Module 2: Leading for Strategic Impact	Module 3: Leading Transformational Change	Leadership Change Initiative (LCI) Project
Pre-session (sharing pre-reading materials)	14 days before the workshop	14 days before the workshop	14 days before the workshop	NA
Onsite Session (As per run sheet)	3 days	3 days	3 days	7 minutes Presentation and 8 minutes Q&A

Assignment submission & upload on LMS	14 days after the workshop	14 days after the workshop	14 days after the workshop	2 days before the scheduled presentation
Assignment marking & submission by facilitator	14 days after the assignment submission (Note: The respective facilitators shall mark and provide feedback in the moodle whereby Programme Leader shall download and compile for endorsement)			By end of the presentation/day
Declare marks/ feedbacks	2 days after the mark submission (to be moderated by Programme Leader and endorsed by Center & and then release to the participants)			
Post Session	28 days	28 days	28 days	3 months application

4. Assessment of participants and course evaluation

4.1. Assessment of participants

In order to optimize the learning experience, participants are assessed using a variety of assessment tools. All participants are required to complete the assignments before attending the workshop and the assessments during and at the end of the workshop. Since the main objective of the LDP is to bring desired behavioural change, all participants are to take the assessment activities and dues dates seriously for each module and to ensure the minimum threshold of “Good” (60%-70%) is achieved as per the rubric. The details of the assessment are as follows:

4.2. Module Assessment

The following assessment methods and rubrics attached in the annexure will be used to assess the learning outcomes for each module. The participants are recommended to go through the rubrics. 1) Pre-workshop assessment consisting of (1) quiz, (2) workshop participation and (3) reflective writing.

- a. Rubric for in-class workshop participation assessment
- b. Instruction for reflective writing assignment
- c. Rubrics for Reflective Writing assessment

Table 2: Assessment Items and their weightage for each module

No.	Assessment activities	Weightage	Due dates for submission by participants
1	Pre-workshop assessment (Quiz)	10%	On the last day of the workshop
2	Workshop Participation	20%	Throughout the workshop
3	Reflective Writing	70%	14 days after the workshop
	Total	100%	

4.2. Overall Assessment

Each participant shall be assessed from 100%. Each module and the LCI will be initially assessed out of 100% and then converted to 25% to calculate the consolidated score as shown in **Table 4**. Participants will be given a certificate of completion after fulfilling all the requirements of the Program. Participants who score in the excellent category will be acknowledged with a certificate of merit.

At the end of the Program, each participant will make a presentation of their LCI. Refer the following annexures for more

details on the LCI requirement.

- a. Instructions for developing the Leadership Change Initiative (annexure 4)
- b. Template for developing Leadership Change Initiative assignment (annexure 5)
- c. Rubric for Leadership Change Initiative (LCI) assessment (annexure 6)

Table 3: Assessment Items and their weightage to the overall assessment

Sl. No.	Assessment activities/module score (Out of 100%)	Weightage to the final score
1	Module 1	25%
2	Module 2	25%
3	Module 3	25%
4	Leadership Change Initiative	25%
Final consolidated Score		100%

4.3. Workshop evaluation

Participants' feedback shall be sought after every workshop for continuous improvement of the Program as per the assessment criteria attached in annexure 7.

5. Feedback to the participants

The participants shall get feedback on their learning journey at different stages of the Program through the various assessment activities and by seeking feedback from the facilitators. For the pre-workshop assessment consisting of quizzes, they will get the grades immediately after the quiz. For the workshop participation and the reflective writing, those participants who do not meet the minimum requirement shall be informed.

6. Attendance requirements

All participants are required to maintain 100% attendance in each module and it is part of the workshop participation score. Refer workshop participation rubrics (annexure 1) for more details on your workshop participation score.

7. Training cost and fee

The whole cost of the training for all participants attempting for the first time shall be borne by the Royal Civil Service Commission. Participants who score less than the minimum threshold of “Good” (60%-70%) on their first attempt **on each modules** and ranks “not meeting the expectation” on their first attempt shall repeat the Program if they wish and shall bear the training cost and all related expenses.

8. Facilitators and Coordination Team

The following faculty members have been identified for the three modules:

Sl.No	Facilitation Team	Coordination team
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1 2 3 4 5 6	Jit Tshering Dechen Pelden Namgay Ugyen Lhendup Chonga Zangpo Namgay Dem	<p>Program Lead: Mani Tshering Senior Lecturer Centre for Leadership Development Contact Mobile No. 17621073 Email: mani_tshering@rim.edu.bt</p> <p>Program Support: Karma Yangzom Program Assistant Centre for Leadership Development Contact Mobile No. 17609654 Email: karma_yangzom@rim.edu.bt</p> <p>Head of Center: Ugyen Lhendrup Senior Lecturer Centre for Leadership Development Contact Mobile No. 77266399 Email: ugyen_lhendup@rim.edu.bt</p>