

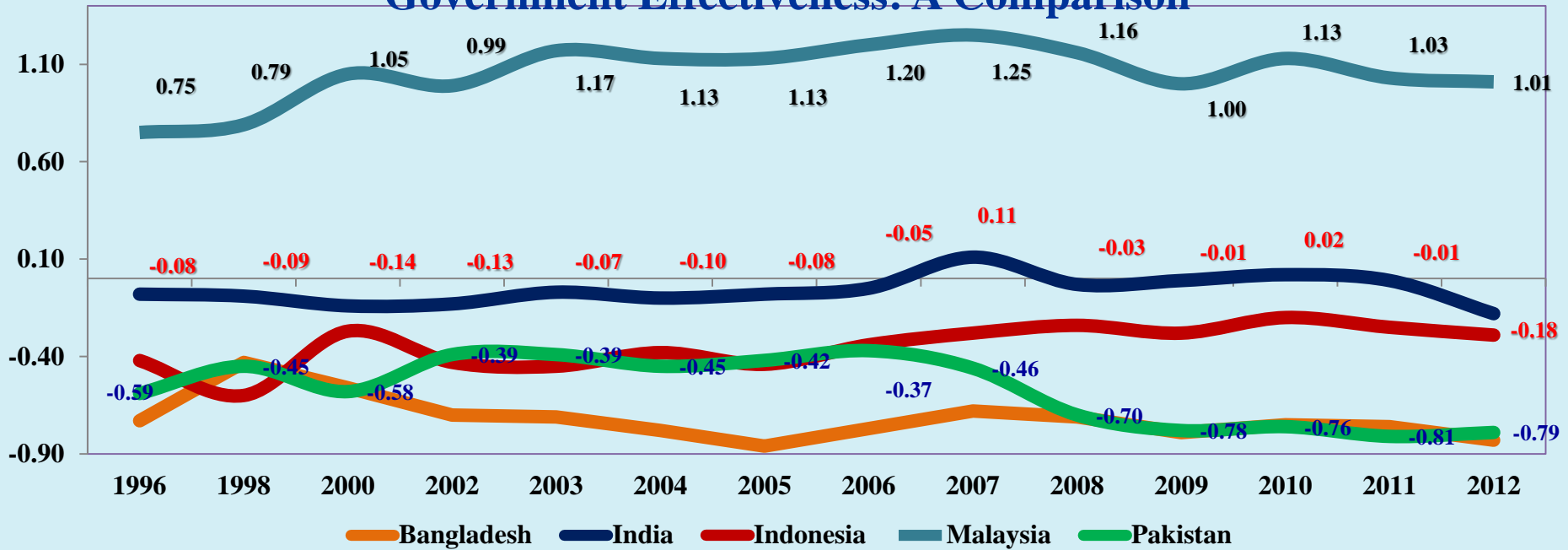
Entry Process in Civil Service: Challenges and the Way Forward

April 23, 2015

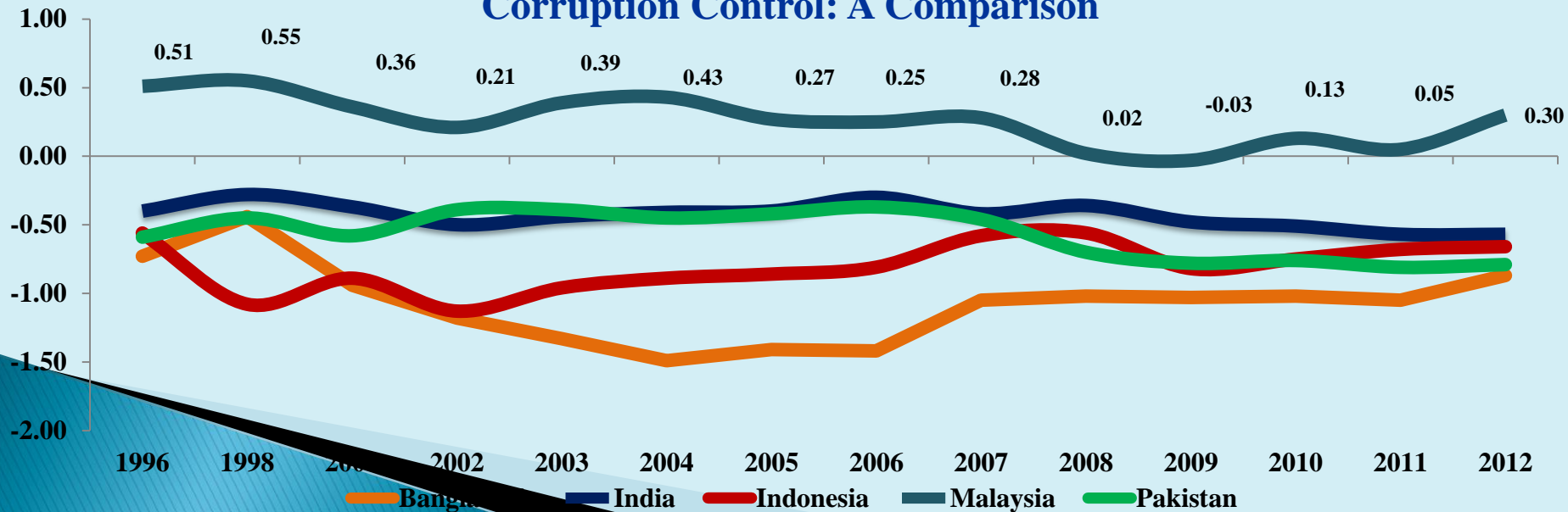
Outline-

- **Governance**
- **Merit Principle**
- **Recruitment by the Commission**
- **Affirmative Action**
- **Selection Approach and Weaknesses**
- **Challenges**
- **Grievances Redressal System**
- **Reforms During last 18 Months**
- **Statistics**
- **Challenges**

Government Effectiveness: A Comparison



Corruption Control: A Comparison



Ranking in Governance

Country	Government Effectiveness	Corruption Control	Rule of Law
Bangladesh	22	21	19
India	47	35	53
Indonesia	44	29	34
Malaysia	80	66	66
Pakistan	23	14	19

Merit Principle

Pillars of Merit...

➤ Merit is the overall ability of a person to perform a job, taking into account his:

- knowledge
- Skills
- Qualifications and Experience
- Potential for Future Development

Determining Merit...

➤ **The Selection Process must ensure:**

- **Transparency**
- **Impartiality**
- **Fairness**
- **Natural Justice**

Interview Board...

- **The Interview Board, therefore, must:**
 - **Understand merit principle and the principles of equal employment opportunity**
 - **Understand requirements of the job**
 - **Possess skills to make a competent assessment of applicants**
 - **No conflict of interest**

Recruitment

Recruitment To...

➤ All Pakistan Services

- ✓ Pakistan Administrative Service
- ✓ Police Service of Pakistan
- ✓ Secretariat Group

➤ Federal Civil Services

- ✓ Commerce and Trade Group
- ✓ Foreign Service of Pakistan
- ✓ Information Group
- ✓ Inland Revenue Service
- ✓ Military Land and Cantonments Group
- ✓ Office Management Group
- ✓ Pakistan Audit and Accounts Service
- ✓ Pakistan Customs Service
- ✓ Postal Group
- ✓ Railway (C & T) Group

Recruitment To...

- **All Civil Posts in BPS-16 and above**
- **All professional, technical or ex-cadre posts in Ministries/ Divisions/Attached Departments under the Federal Government**
- **All contract appointments beyond two years**

Affirmative Action

Representational Equity...

- ▶ All posts for initial appointment in all cadres are filled on the basis of Merit-cum-quota to ensure **representation of all provinces and regions** in the federal services
- ▶ **10% vacancies** are reserved for women in addition to competing for general seats
- ▶ **5% vacancies** are reserved for minorities in addition to competing for general seats

Policy for Recruitment...

- Posts for initial appointment are distributed on the basis of:

Merit	7.5 %
Punjab	50.0 %
Sindh	19.0 %
Sindh Rural	11.4%
Sindh Urban	7.6%
Khyber Pakhtunkhwa	11.5 %
Balochistan	6.0 %
GB-FATA	4.0 %
AJK	2.0 %

Selection Approach of the Commission

Approach---

- **Selection** in a fair and impartial manner
- **Assessing** professional and English knowledge
- **Interview** to assess knowledge, skills, experience & potential
- **Merit:** Based on aggregate marks obtained in written examination and interview
- **Final Selection:** Merit-cum-Quota or reservation

Examinations, Components and Composition of Interview Boards

Types of Examinations...

- **CSS Competitive Examination annually-
Written Exam., Psychological Assessment
& Viva Voce**
- **Induction from Provincial Management
Services into PAS on competitive basis--
Written Examination & Viva Voce**
- **Induction from Armed Forces into PAS,
PSP and FPS on competitive basis (10%)--
Psychological Assessment & Viva Voce;
Written Examination proposed**

Types of Examinations...

- **Final Passing Out Examinations--Written Examination only**
- **Promotional Examination--Written Exam., Psychological Assessment & Viva Voce**
- **Examinations for General Recruitment**
 - **BPS-16 & 17 Screening Test + Interview**
 - **BPS-18 & 19 English Essay & Composition + Professional Paper + Interview**
 - **BPS-20 & 21 English Essay or Case Study**

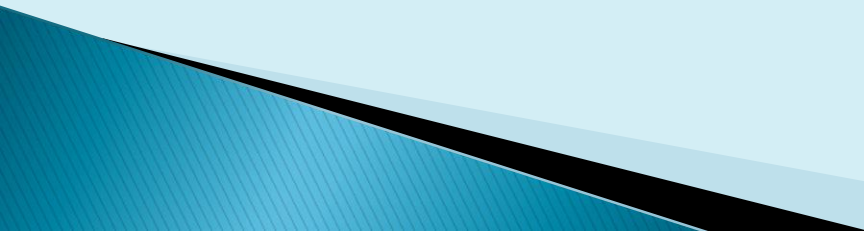
Interview Boards---

- **Competitive Examination:** Chairman + 3 or 4 Members of the Commission
- **Direct (General) Recruitment:**
 - ❖ Two Members of the Commission (Random Selection)
 - ❖ Departmental Representative (JS or above)
 - ❖ Representative of Attached Department if required
 - ❖ Subject Specialist(s) from Academia (Professors)
- **Promotional Examination:** Three Members of the Commission (Random Selection)
- **Induction from Provincial Services and armed forces:** Same Panel as in the case of Competitive Examination

Psychological Assessment---

- Intellectual Caliber
- Emotional Stability
- Leadership Qualities
- Integrity
- Practical Abilities/Potential

International Practices

- ❖ **Educational Qualification: 15-16 years education**
 - ❖ **Screening or Preliminary Examination**
 - ❖ **General Ability Test, Psychological Assessment**
 - ❖ **Specialized Examination for each Service: Korea**
- 

International Practices

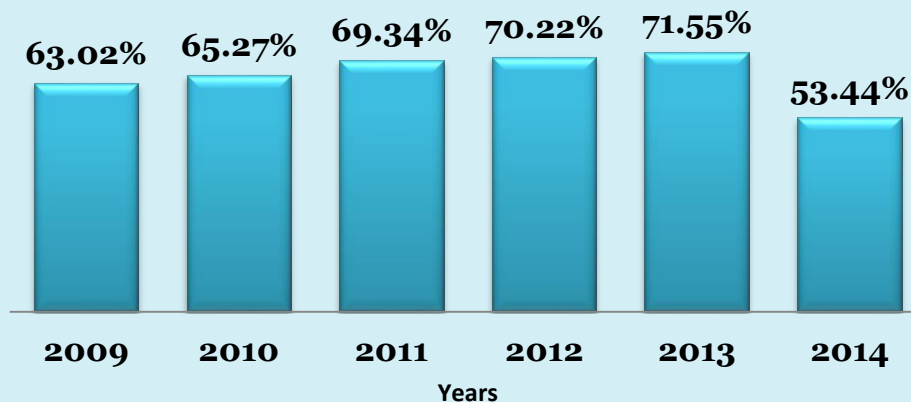
- ❖ **Post Training Service Allocation:
France, India,**
- ❖ **Psychometric Test & Comprehensive
Interview by a High Level Board:
Australia, New Zealand, UK**
- ❖ **Tray Problems, Role Playing, Group
Discussions, Case Studies and 3
stage interviews**

Competitive Examination-Weaknesses

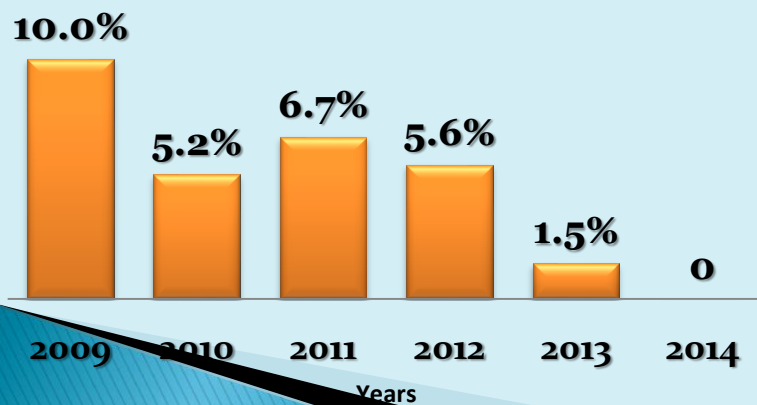
No of Initial Applicants



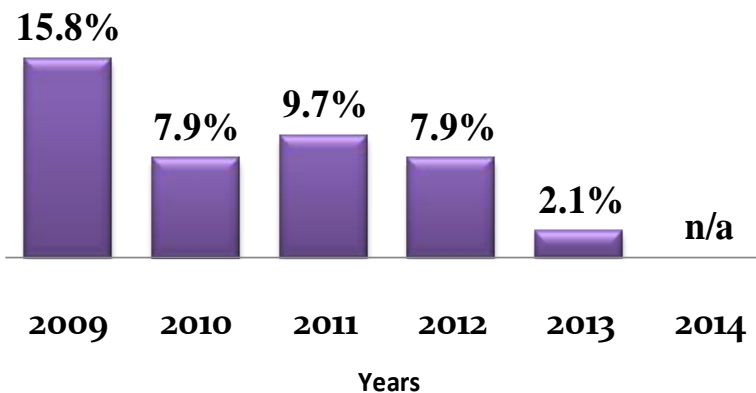
%age of Applicants appeared in Exam



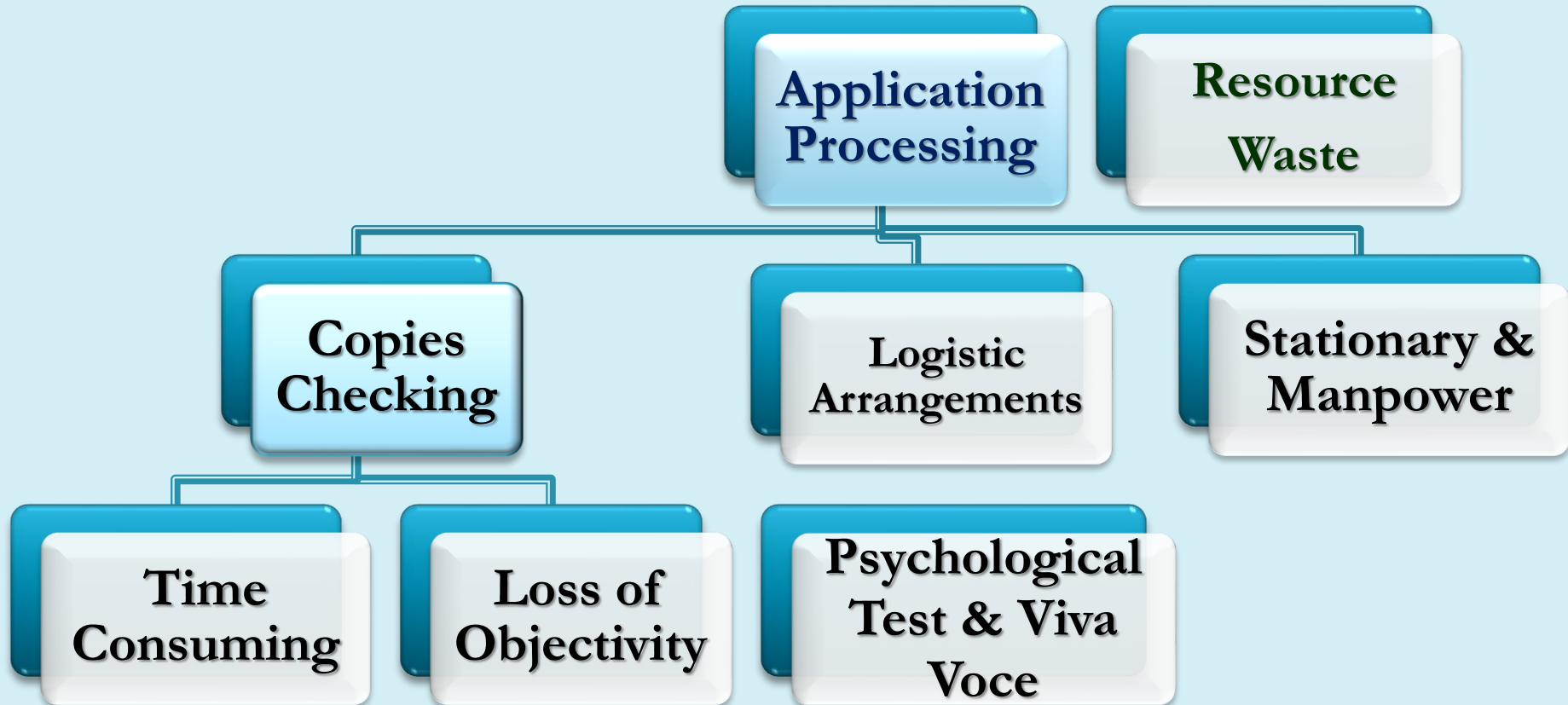
% of Qualified Candidates out of Initial Applicants



% of Qualified Candidates out of Actually Appeared in Competitive Examination



Competitive Examination-Weaknesses



Challenges and Observations

Challenges...

- Increasing dissatisfaction of political leadership with the civil service & reliance on private sector advisors and consultants
- Civil Service seems no longer a choicest career for upper middle or upper-upper class or most private institutions
- Netting high quality potential for the civil service as the competition is amongst average of the averages

Challenges...

- Education is being dealt as commodity rather than sources of knowledge and wisdom
- Generalists vs Specialists
- Notion of High Scoring combination of optional subjects
- Reliance on Academies, Secondary Sources and Sub-standard material available rather than original sources [Book reading]

Challenges...

- **Lack of understanding of optional subjects**
- **Weak understanding of theoretical questions**
- **Candidates lacks clear thinking, comprehension, critical analysis, orderly construction of thinking and coherence in expression**
- **Low level of awareness of domestic and international issues**

Reforms Introduced During Last 18 Months

Reforming Competitive Examination

- Two-stage CE
- Syllabi of all subjects revised after 34 years
- Added 6 new papers of 100 Marks each
- Combining Agriculture and Forestry as One Paper of 100 Marks
- Increasing Marks of the following from 100 to 200
 - Computer Science
 - International Relations

Reforming Competitive Examination

- Reducing marks of 17 subjects from 200 to 100
- Reducing Optional Subjects Groups from 9 to 7
- Neutralizing the notion of high scoring combinations
- Provide more level playing field to all candidates
- Reducing number of days from 16 to 9 days

Reforming General Recruitment

- **BPS-16 & 17** Screening Test + Interview
- **BPS-18 & 19** English Essay & Composition + Professional Paper + Interview
- **BPS-20 & 21** English Essay or Case Study

Accomplished...

- **Reforming Promotional Examination**
(Age, Qualification, No of Attempts, Syllabi for Written Examination, Psychological Assessment and Viva Voce)
- **Revising Psychological Assessment System to make it more intensive and objective and to establish a Research Cell**
- **Revising Commission's Functions and Conduct of Business Rules making it completely independent in all respects**

Accomplished...

- **Automation of the Recruitment System**
- **On-Line submission of applications and Tracking System for all advertised posts**
- **Building Data Bank to set up MCQs papers in-house**

Accomplished...

- **Simplification of forms and processing of Representation and Reviews**
- **Establishment of Legal & Regulation Wing**
- **Reforming Logistics and Security Arrangements for Competitive Examinations and Screening Tests**

In Process...

- **New System for induction of officers from Provincial Services and Armed Forces into Federal Services**
- **Establishing Academic Committee to update syllabi of various subjects periodically**
- **Promotion Policy**- Revised Annual Performance Evaluation Reports, Evaluation of Training Courses, Declaration of Assets, Promotion Criteria, Assessment of CSB pending approval of the Government
- **Two-Tier System** for the Competitive Examination

Way Forward-Roadmap for the Future

- Identification of Broad Areas for the Government where further work & consultations are needed

Timing

Start After
Approval
Phase-I

~ 1 Year

- Education for eligibility from 14 to 16
- Structure of CSS Competitive Examination
 - Option-1 : Continue the Existing System
 - Option-2: 11 Compulsory, 2 Optional
 - Option-3: Separate Examination for each Group and Service-4 in Related Optional
 - Option-4: Identical compulsory Subjects but different optional subjects for clusters

Way Forward-Roadmap for the Future Clusters-

Category-I	Category-II	Category-III
Administrative & Diplomatic Services	Financial Management Services	General Management Services
<ul style="list-style-type: none"> • PAS • PSP • FSP • OMG 	<ul style="list-style-type: none"> • C & T Group • IRS • PCS • PAAS 	<ul style="list-style-type: none"> • Information Group • ML&C Group • Postal Group • Railway Group

Way Forward-Roadmap for the Future

- **Qualifying Marks for Optional Subjects may be increased-33% to 40% at par with Comp. Subjects**
- **Allocation of Groups and Services be made after Common Training and FPOE**
- **Chances to Allocated Probationers to reappear be reduced to One**
- **Follow-up Psychological Assessment as part of Specialized Training, MCMC, SMC and NMC**

Way Forward-Roadmap for the Future

- **Review of Syllabi for Initial & Specialized Trainings, MCMC, SMC and NMC**
- **Establishment of Institutions/University for education in Public Policy and Public Administration like Singapore, France, India**
- **Review of FPOE Scheme and Syllabi for FPOEs**
- **Compensation of Civil Servants to attract talent in the Government**

Statistics

Gender Representation in Competitive Examination

Year	Appeared		Passed in Written Exam		Allocated against vacancies		% of Female
	Male	Female	Male	Female	Male	Female	
2007	3660	1150	134	60	130	59	31%
2008	3137	1110	530	159	273	84	24%
2009	4355	1352	684	216	247	90	27%
2010	5898	1861	480	158	157	48	23%
2011	6850	2212	669	214	170	69	29%
2012	7463	2603	598	201	144	78	35%
2013	8440	3007	172	66	141	54	28%
2014	9250	3920	294	145			

THANKS