PIDE SLUDGE SERIES | FEDERAL PUBLIC SERVICE COMMISSION RECRUITMENT

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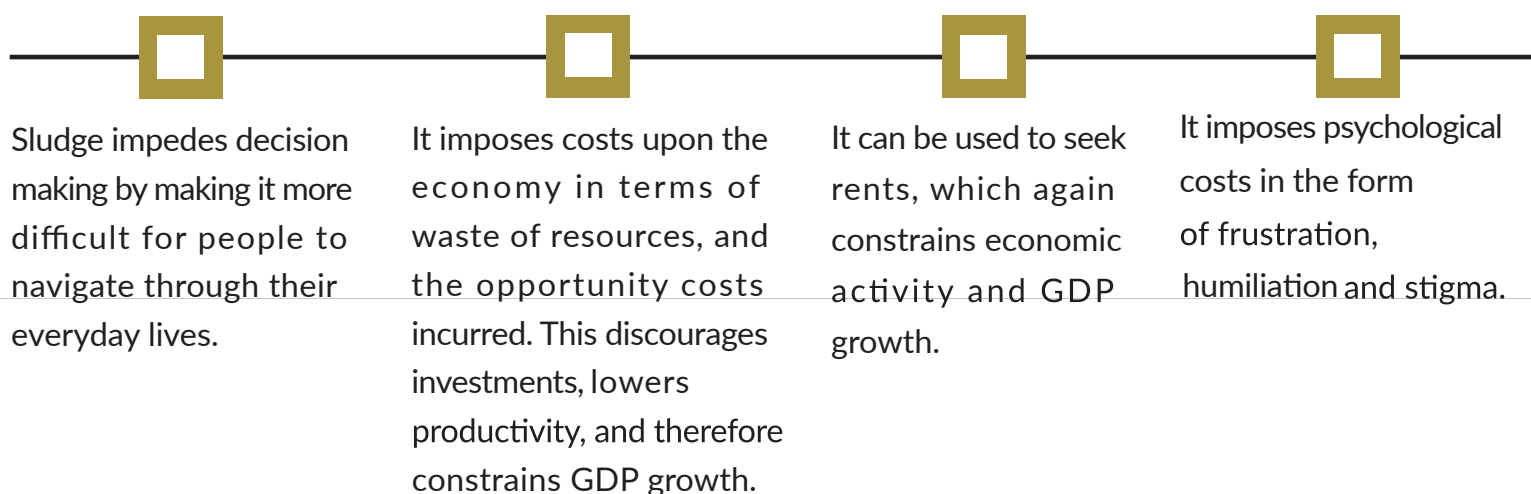
WHAT IS SLUDGE IN THE ECONOMY?

Sunstein (2020) defines sludge as;

⬡ Excessive or unjustified frictions make it difficult for people to get what they want or to do as they wish.

⬡ Frictions that make processes difficult to navigate, such as paperwork burdens that cost time and money, and which may end up frustrating people by depriving them of access to goods, opportunities, and services.

Most of the sludge consists of work not required at all (permissions etc.), duplicative paperwork and wait-time – waiting in a queue or waiting for a public official to decide.
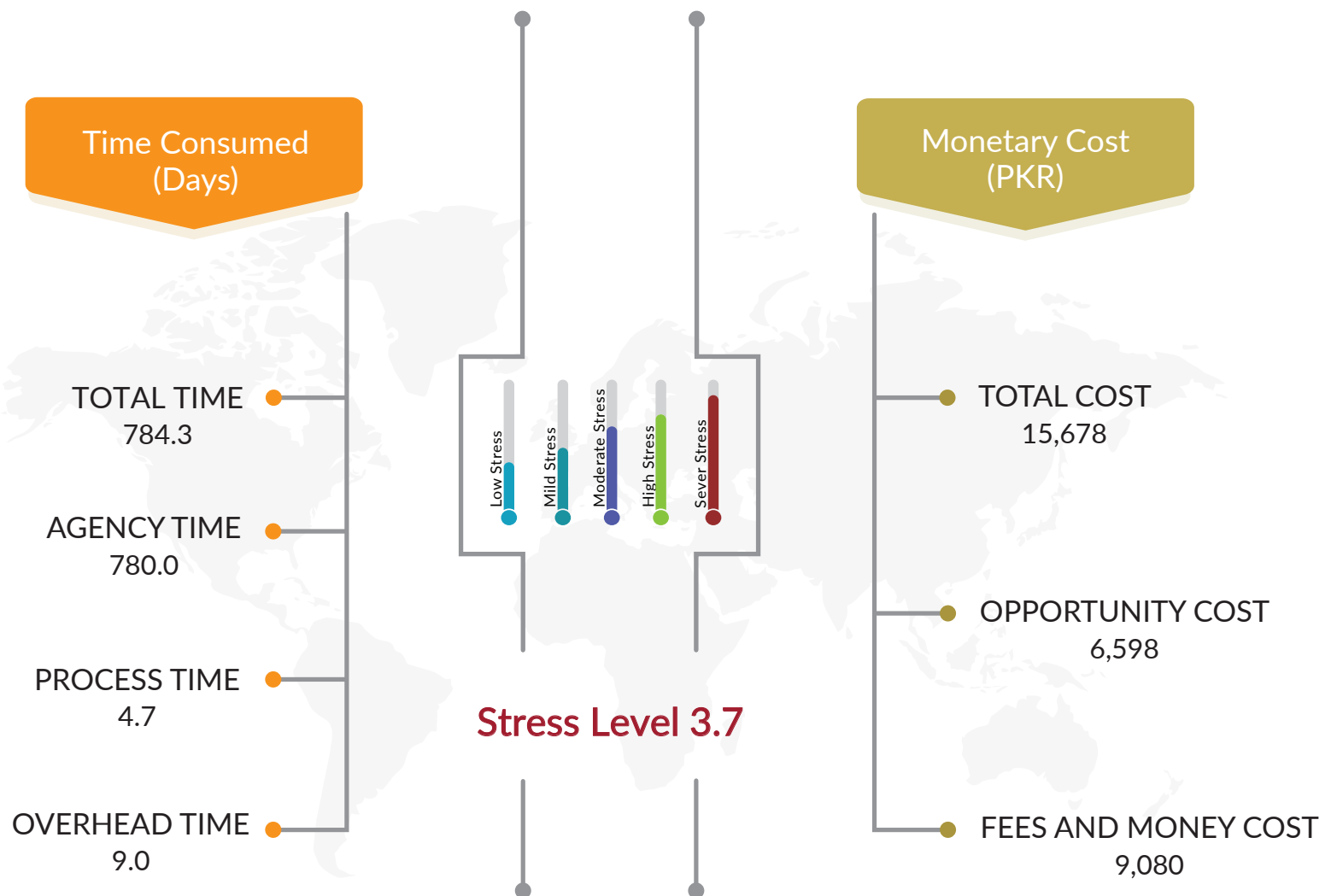
WHY SLUDGE MATTERS?

Sludge impedes decision making by making it more difficult for people to navigate through their everyday lives.

It imposes costs upon the economy in terms of waste of resources, and the opportunity costs incurred. This discourages investments, lowers productivity, and therefore constrains GDP growth.

It can be used to seek rents, which again constrains economic activity and GDP growth.

It imposes psychological costs in the form of frustration, humiliation and stigma.

Examples of sludge include seeking permissions absence of which affects no one, waiting for approvals (bureaucratic red tape), waiting in queues to get a task done, doing manually what is possible digitally at little cost to stakeholders, waiting for court-hearings involving cases that land in courts and securing attestations/verifications and fulfilling legal requirements (agreements on stamp papers, securing persons to sign as witness on agreements, notarize the legal documents).

OBJECTIVES OF THE SLUDGE SERIES
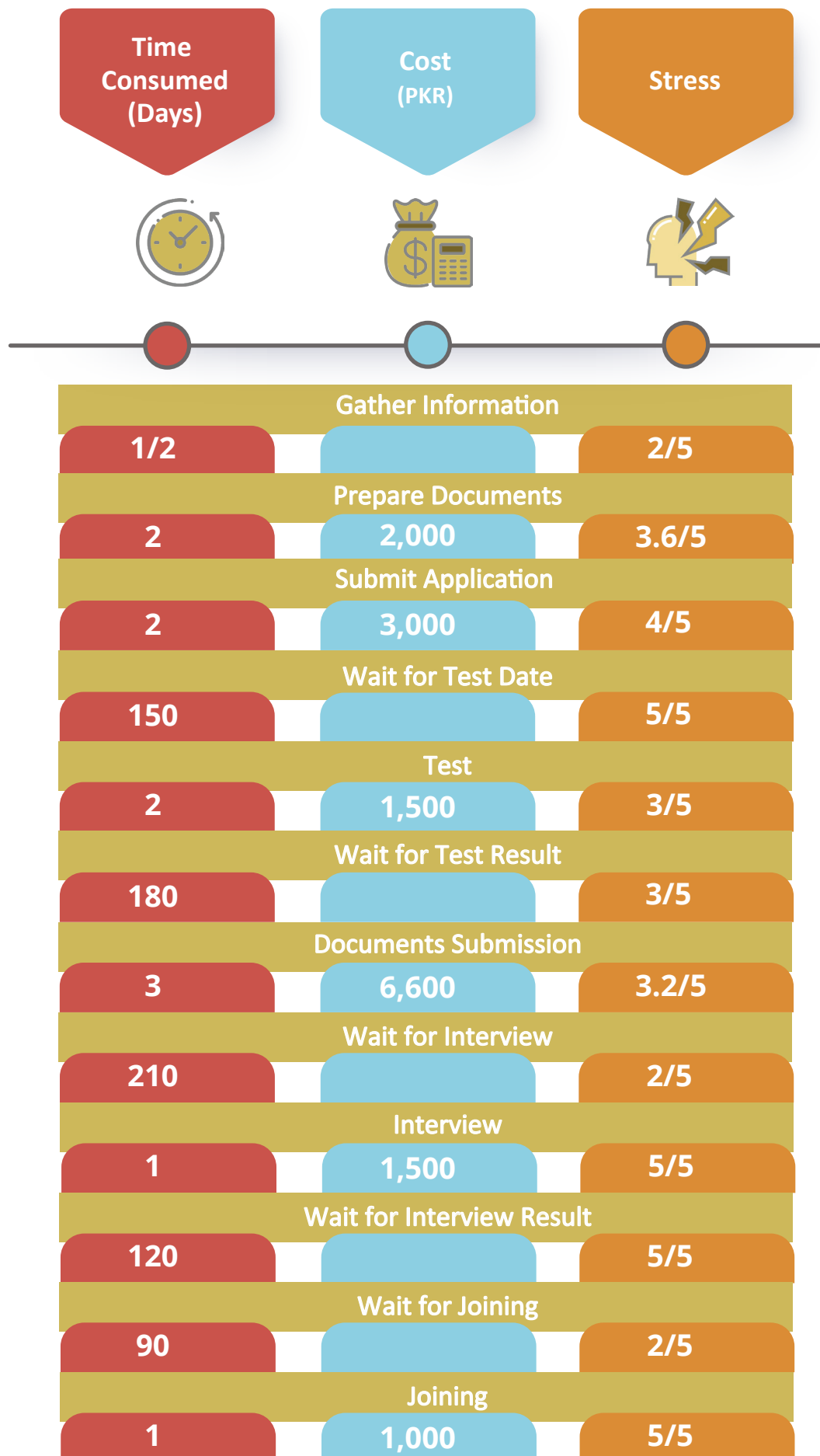
1
To highlight the sludge involved in different activities

2
Induce the concerned agencies to work for reducing sludge

3
To pin down areas where sludge can be reduced; by shortening the process or through digitization

FEDERAL PUBLIC SERVICE COMMISSION RECRUITMENT

Time Consumed (Days)

TOTAL TIME
784.3

AGENCY TIME
780.0

PROCESS TIME
4.7

OVERHEAD TIME
9.0

Monetary Cost (PKR)

TOTAL COST
15,678

OPPORTUNITY COST
6,598

FEES AND MONEY COST
9,080

Low Stress | Mild Stress | Moderate Stress | High Stress | Sever Stress

Stress Level 3.7

Recruitment through FPSC takes around 2.14 years

Cost Around RS: 20,00

Involves High Stress

Chart-1: FPSC Recruitment

Time Consumed (Days)	Cost (PKR)	Stress

Gather Information

| 1/2 | | 2/5 |

Prepare Documents

| 2 | 2,000 | 3.6/5 |

Submit Application

| 2 | 3,000 | 4/5 |

Wait for Test Date

| 150 | | 5/5 |

Test

| 2 | 1,500 | 3/5 |

Wait for Test Result

| 180 | | 3/5 |

Documents Submission

| 3 | 6,600 | 3.2/5 |

Wait for Interview

| 210 | | 2/5 |

Interview

| 1 | 1,500 | 5/5 |

Wait for Interview Result

| 120 | | 5/5 |

Wait for Joining

| 90 | | 2/5 |

Joining

| 1 | 1,000 | 5/5 |

Sources of sludge

1 The selection process for the job applications of different kinds processed by the Federal Public Service Commission is extremely time-consuming – the process involving; test and interview consumes over two years.

2 The candidates spend most of this time waiting for the following:

Wait for An Approximate Number of Days:

Test Date
120 Days

Selection Announcement
120 Days

Test Result
180 Days

90 Days

Total

Interview Date
210 Days

720 Days

3 The primary issue is centralization – selection process of several jobs is conducted together.

Box-1: Civil Service Commision- New Jersy,USA (4-5 Months)

- Online application submission
  - Documents
    - Application form
    - CV
    - Personal statement
    - Fee ($15)
- Application Scrutiny (1 month)
- Online Test (1 month)
- Online Interview (1 month)

Table-1: Steps involved and Time Consumed in FPSC Recruitment

No	Step		Time (minutes)				Overhead	Agency
			Travel	Waiting	Transac-tion / Process	Total		
1	Gather Information (advertisement)				30	30	240 (1/2 day)	
2	Prepare Documents	CNIC scan	90	10	5	105	480 (1 day)	
		Degree scan			20	20		
		Domicile scan			5	5		
3	Fill online form			20	120	140	240 (1/2 day)	
4	Challan submission	Pay Challan Form	45	10	5	60	240 (1/2 day)	
		Visit National Bank	90			90		
		Pay Challan form		30	10	40		
		Scan	90		5	95		
		Upload			5	5		
5	Wait for test date					0		72000 (150 days)
6	Print Roll Number Slip		90	10	10	110		
7	Visit Test Center		90	60		150	480 (1 day)	
8	Attempt Test			30	120	150		
9	Wait for result announcement							86400 (180 days)
10	Recieve Result				30	30		
11	Prepare Documents	CNIC Copy	45	10	5	60	480 (1 day)	
		CNIC Attestation	120	45	5	170		
		Domicile Copy			5	5		
		Domicile Attestation			5	5		
		Degrees Copy			20	20		
		Degrees Attestation			5	5		
12	Post Documents		90	30	30	150	480 (1 day)	

13	Wait for interview call						100800 (210 days)
14	Interview Call			10	10		
15	Visit the Center for Interview	90	240	30	360	480 (1 day)	
16	Wait for recommendation						57600 (120 days)
17	List of selected Candidates			10	10		
18	Join	45	30	60	135	480 (1 day)	43200 (90 days)
Total Time (Days)							
					4.1	**7.5**	**750**

Table-2: Monetary and Opportunity Cost in FPSC Recruitment

No	Step			Cost			Opportunity Cost
				Travel	Fee	Total	
1	Gather Information (advertisement)					0	101.0
2	Prepare Documents	CNIC scan		1,000	10	1,010	353.5
		Degree scan			10	10	67.3
		Domicile scan		500		500	16.8
3	Fill online form					0	471.3
4	Challan submission	Pay Challan Form		500	10	510	202.0
		Visit National Bank		1,000		1,000	303.0
		Pay Challan form			300	300	134.7
		Scan			10	10	319.8
		Upload				0	16.8
5	Wait for test date					0	0.0
6	Print Roll Number Slip			500	10	510	370.3
7	Visit Test Center			1,000		1,000	505.0
8	Attempt Test					0	505.0
9	Wait for result announcement					0	0.0
10	Recieve Result					0	101.0
11	Prepare Documents	CNIC	Copy	1,000	10	1,000	202.0
			Attestation			0	572.3
		Domicile	Copy		10	10	16.8
			Attestation			0	16.8
		Degrees	Copy		10	10	67.3
			Attestation			0	16.8
12	Post Documents			1,000	200	1,200	505.0
13	Wait for interview call					0	0.0
14	Interview Call					0	33.7
15	Visit the Center for Interview			1,000		1,000	1,212.0
16	wait for recommendation					0	0.0
17	List of selected Candidates					0	33.7
18	Join			1,000		1,000	454.5
Total Cost						9,080	6,598.7

The distribution of stress across steps has been calculated by multiplying the total process time (including travel, waiting, and transaction time) of each step with the stress level. The Stress % column in the table contains a percentage representation of stress distribution
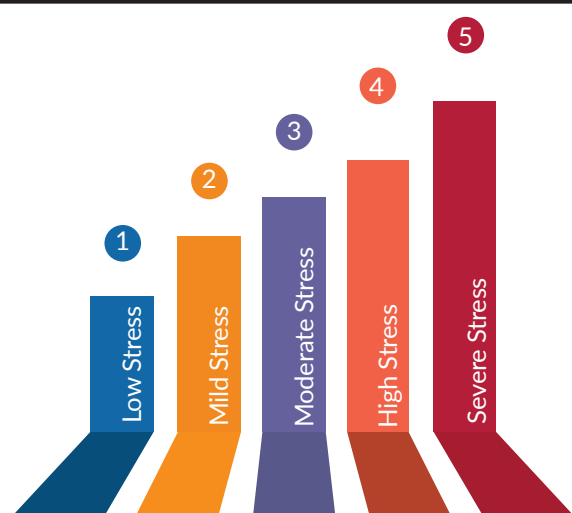

Table-3: Stress Level in FPSC Recruitment Process

No	Step			Stress Level	Stress %
1				2	0.8
2	Prepare Documents	CNIC scan		3	3.9
		Degree scan		3	0.8
		Domicile scan		5	0.3
3	Fill online form			5	8.8
4	Challan submission	Pay Challan Form		5	3.8
		Visit National Bank		5	5.6
		Pay Challan form		5	2.5
		Scan		2	2.4
		Upload		2	0.1
5	Wait for test date			5	0.0
6	Print Roll Number Slip			3	4.1
7	Visit Test Center			2	3.8
8	Attempt Test			5	9.4
9	Wait for result announcement			3	0.0
10	Recieve Result			3	1.1
11	Prepare Documents	CNIC	Copy	2	1.5
			Attestation	4	8.5
		Domicile	Copy	2	0.1
			Attestation	4	0.3
		Degrees	Copy	2	0.5
			Attestation	4	0.3
12	Post Documents			5	9.4
13	Wait for interview call			2	0.0
14	Interview Call			5	0.6
15	Visit the Center for Interview			5	22.5
16	wait for ecommendation			2	0.0
17	List of selected Candidates			5	0.6
18	Join			5	8.4

Table-4: Steps and Time Involved in Processing Applications within FPSC

STEPS	Description	Time (Days)
01	Advertisement of Vacancies (Three different advertisements processed together	90
02	Syllabus for test	30
03	Further arrangement	30
04	Conducting Test	07
05	Grading Test	120
06	Result Preparation	60
07	Selection of panel for interview	90
08	Conducting interviews	120
09	Recommendation	120
10	Joining	120

NOTES:

The information used in the report has been collected through multiple interactions and in-depth interviews with stakeholders including concerned government agencies and private entities. Applicants were key informants and were also interviewed in-depth.

ASSUMPTIONS:

1. Average travel time to any office within Islamabad/Rawalpindi is 45 minutes. Roundtrip takes 90 minutes.
2. The cost for one way trip is Rs.500/-. This is average fare of Uber/Careem
3. Applicant visiting a government agency to meet an official manages to meet the person during the said visit.
4. Stress level included in the report has been assessed based on:

(i) effort-level of the applicant for performing a task

(ii) time involved in completion of the step and

(iii) how crucial the step is for completion of the activity and

(iv) the probability that the task may not be allowed/approved by the authority

concerned.

 The entire foregoing assessment is based on in-depth interviews of applicants.