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 Redress System
- Reforms During last 18 Months
- Statistics
- Challenges
# Ranking in Governance

<table>
<thead>
<tr>
<th>Country</th>
<th>Government Effectiveness</th>
<th>Corruption Control</th>
<th>Rule of Law</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bangladesh</td>
<td>22</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>India</td>
<td>47</td>
<td>35</td>
<td>53</td>
</tr>
<tr>
<td>Indonesia</td>
<td>44</td>
<td>29</td>
<td>34</td>
</tr>
<tr>
<td>Malaysia</td>
<td>80</td>
<td>66</td>
<td>66</td>
</tr>
<tr>
<td>Pakistan</td>
<td>23</td>
<td>14</td>
<td>19</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merit</td>
<td>7.5%</td>
</tr>
<tr>
<td>Punjab</td>
<td>50.0%</td>
</tr>
<tr>
<td>Sindh</td>
<td>19.0%</td>
</tr>
<tr>
<td>Sindh Rural</td>
<td>11.4%</td>
</tr>
<tr>
<td>Sindh Urban</td>
<td>7.6%</td>
</tr>
<tr>
<td>Khyber Pakhtunkhwa</td>
<td>11.5%</td>
</tr>
<tr>
<td>Balochistan</td>
<td>6.0%</td>
</tr>
<tr>
<td>GB-FATA</td>
<td>4.0%</td>
</tr>
<tr>
<td>AJK</td>
<td>2.0%</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Year</th>
<th>Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>9,056</td>
</tr>
<tr>
<td>2010</td>
<td>11,887</td>
</tr>
<tr>
<td>2011</td>
<td>13,071</td>
</tr>
<tr>
<td>2012</td>
<td>14,335</td>
</tr>
<tr>
<td>2013</td>
<td>15,998</td>
</tr>
<tr>
<td>2014</td>
<td>24,640</td>
</tr>
</tbody>
</table>

### % of Qualified Candidates out of Initial Applicants

<table>
<thead>
<tr>
<th>Year</th>
<th>% of Qualified Candidates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>10.0%</td>
</tr>
<tr>
<td>2010</td>
<td>5.2%</td>
</tr>
<tr>
<td>2011</td>
<td>6.7%</td>
</tr>
<tr>
<td>2012</td>
<td>5.6%</td>
</tr>
<tr>
<td>2013</td>
<td>1.5%</td>
</tr>
<tr>
<td>2014</td>
<td>0</td>
</tr>
</tbody>
</table>

### % of Applicants appeared in Exam

<table>
<thead>
<tr>
<th>Year</th>
<th>% of Applicants appeared</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>63.02%</td>
</tr>
<tr>
<td>2010</td>
<td>65.27%</td>
</tr>
<tr>
<td>2011</td>
<td>69.34%</td>
</tr>
<tr>
<td>2012</td>
<td>70.22%</td>
</tr>
<tr>
<td>2013</td>
<td>71.55%</td>
</tr>
<tr>
<td>2014</td>
<td>53.44%</td>
</tr>
</tbody>
</table>

### % of Qualified Candidates out of Actually Appeared in Competitive Examination

<table>
<thead>
<tr>
<th>Year</th>
<th>% of Qualified Candidates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>15.8%</td>
</tr>
<tr>
<td>2010</td>
<td>7.9%</td>
</tr>
<tr>
<td>2011</td>
<td>9.7%</td>
</tr>
<tr>
<td>2012</td>
<td>7.9%</td>
</tr>
<tr>
<td>2013</td>
<td>2.1%</td>
</tr>
<tr>
<td>2014</td>
<td>n/a</td>
</tr>
</tbody>
</table>
Competitive Examination-Weaknesses

Application Processing

- Copies Checking
  - Time Consuming
  - Loss of Objectivity

- Logistic Arrangements

Resource Waste

- Stationary & Manpower
  - Psychological Test & Viva Voce

Waste

Resource
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-

<table>
<thead>
<tr>
<th>Category-I</th>
<th>Category-II</th>
<th>Category-III</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative &amp; Diplomatic Services</td>
<td>Financial Management Services</td>
<td>General Management Services</td>
</tr>
<tr>
<td>• PAS</td>
<td>• C &amp; T Group</td>
<td>• Information Group</td>
</tr>
<tr>
<td>• PSP</td>
<td>• IRS</td>
<td>• ML&amp;C Group</td>
</tr>
<tr>
<td>• FSP</td>
<td>• PCS</td>
<td>• Postal Group</td>
</tr>
<tr>
<td>• OMG</td>
<td>• PAAS</td>
<td>• Railway Group</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Year</th>
<th>Appeared</th>
<th>Passed in Written Exam</th>
<th>Allocated against vacancies</th>
<th>% of Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>2007</td>
<td>3660</td>
<td>1150</td>
<td>134</td>
<td>60</td>
</tr>
<tr>
<td>2008</td>
<td>3137</td>
<td>1110</td>
<td>530</td>
<td>159</td>
</tr>
<tr>
<td>2009</td>
<td>4355</td>
<td>1352</td>
<td>684</td>
<td>216</td>
</tr>
<tr>
<td>2010</td>
<td>5898</td>
<td>1861</td>
<td>480</td>
<td>158</td>
</tr>
<tr>
<td>2011</td>
<td>6850</td>
<td>2212</td>
<td>669</td>
<td>214</td>
</tr>
<tr>
<td>2012</td>
<td>7463</td>
<td>2603</td>
<td>598</td>
<td>201</td>
</tr>
<tr>
<td>2013</td>
<td>8440</td>
<td>3007</td>
<td>172</td>
<td>66</td>
</tr>
<tr>
<td>2014</td>
<td>9250</td>
<td>3920</td>
<td>294</td>
<td>145</td>
</tr>
</tbody>
</table>
THANKS