

MINUTES OF THE MEETING

TASK FORCE ON CIVIL SERVICE REFORM

Date: 27th September 2018
 Time: 10:00 am to 1:00 pm
 Venue: Prime Minister's Office, Islamabad

The 2nd meeting of the Task Force on Civil Service Reform was held at Prime Minister's Office under the chair of Dr. Ishrat Hussain. Following is a re-cap of the key areas of discussion and decisions.

AGENDA ITEM	DISCUSSION	DECISIONS
<p>Approach Paper for the Consideration of the Task Force</p>	<p>Members' views were sought on the Approach Paper already circulated that carried two proposals for reforming the Civil Service i.e.</p> <p>a) Revamp the structure of Civil Services; create the National Executive Service, Provincial Executive Service, and District Service ; abolish some of the existing cadres or merge them; and carry out reforms of the value chain of the HR policies and</p>	<p>The views of the members were divergent regarding the preferred approach. Some members took a clear stance that unless deeper structural changes were not introduced, real reforms could not take place. However, there was a general consensus that</p>

	<p>management</p> <p>OR</p> <p>b) Work with the existing structure of civil services and postpone until the next phase , major reforms of restructuring the civil services except the creation of District Service and Technical and professional services cadres at the Provincial and Federal level while focusing in the first phase on security of tenure, putting in place a process of appointments and placements with minimal political interference, on reforms of the value chain of HR policies and management practices and on Business process reengineering including introduction of e- government.</p>	<p>an incremental approach was more practical and hence the same should be adopted.It was accordingly agreed to focus on the entire value chain of human resource and management policies of civil service and improve its various aspects.It was also decided to review business processes to improve their efficiency and for that purpose, to immediately focus on the implementation of office-suite</p>
<p>Guiding Principles for Civil Service Reforms</p>	<p>Regarding the civil service reform process,there was a consensus that there was a need to take all stakeholders on board so that their apprehensions or concerns could be addressed. During discussion it was also emphasized that major service delivery takes place at the Provincial and local levels,hence there was a greater need to reform provincial and local government</p>	<p>It was decided that consultations will be held with Civil Servants at Federal and Provincial levels. This process would include all Service Groups, Cadre, Non-Cadre, Ex-Cadre officers both at</p>

	institutions.	<p>Federal and Provincial levels.</p> <p>Dr.Ishrat would visit all Provincial Capitals and hold consultative sessions. Chief Secretaries were appointed as focal persons for this purpose.</p> <p>It was decided that dedicated space will be made available on the PMO website for free flow of ideas and comments on Civil Service Reforms.</p>
Tenure Security	<p>The members agreed that Tenure Security was an integral part of reform agenda and was in line with the vision of the Prime Minister for de-politicising the civil service and enhancing its effectiveness. There was a near consensus on the need to take this proposal to the next stage for its implementation.</p>	<p>It was agreed in principle that the proposal regarding tenure security would be presented for consideration of the Cabinet immediately for future appointments. Careful screening of candidates would be carried out before appointments and postings.</p>

<p>Selection Process for the Key Institutions</p>	<p>Chair emphasized the need for devising an objective criterion for promotion and equal opportunity for selection process for the key institutions. A proposal was also discussed on formation of a high-powered committee consisting of Secretary Cabinet, Secretary Establishment and Secretary to the Prime Minister to make recommendations for the appointments. It was pointed out that where Board of Directors are legally empowered to appoint the CEOs, that process shall be followed.</p>	<p>It was agreed that the various committees would be formed with different membership for selection of chief executives. This committee will not include the Secretary Establishment and concerned Secretary would act as Secretary of the committee. The Board of Directors, when the Federal Government does not have majority sharing can authorize the Selection Committee to follow the process on their behalf.</p>
<p>Value Chain of HR Policies</p>	<p>Discussion was held on ways to improve all components of civil service life cycle. It was noted by the participants that important ground work had been done by producing the working papers on all aspects of the civil service in Pakistan including Induction & Training Policy, Pay and Compensation Performance Management. All that</p>	<p>Sub groups of the Task Force were constituted to finalize recommendations regarding the following areas: a) Induction and Recruitment to be headed by Mr. Nadeem</p>

	needed be done was now to refine the proposals and assess their implementability.	ul Haq b)Training to be headed by Mr.Sleman Ghani c)Performance Management to be headed by Mr.Wajid Rana d)Promotion and Career Planning to be headed by Mr.Shahid Kardar e)Pay and Compensation to be headed by Mr.Shahid Kardar.
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