

**GOVERNMENT OF PAKISTAN**  
**Institutional Reform Cell**  
**Prime Minister's office**  
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**WORKING PAPER (1) ON INDUCTION AND RECRUITMENT SYSTEM**

1. The process of induction and recruitment of Grades 17 to 22 officers falls in the domain of the Federal and Provincial Public Service Commissions (FPSC and PPSCs). The FPSC conducts two disparate types of recruitment methods—one for the cadre services and the other for ex cadre or non cadre jobs. For the cadre services it holds a combined Central Superior Services (CSS) written examination followed by interviews and psychological tests and then allocates the successful candidates to different cadres based on merit and provincial quotas. For the latter it relies mainly upon interviews and in some cases written exam. The entrance standards are not as rigorous as they are for the CSS. One of the major problems that the FPSC is facing today is that it is not able to attract the right pool of candidates for the CSS examination. There are instances where the vacancies to be filled are higher than the number of selected candidates. Questions have also been raised about the efficacy of the current system of single common examination in which domicile and luck play a greater role than the aptitude, suitability or the knowledge and skills required to do the job throughout the career in an increasingly complex, demanding and specialized public sector. These weaknesses can be addressed by a combination of measures by broadening the sources of recruitment, strengthening the capabilities of the FPSC/PPSCs and professionalizing recruitment.

2. The National Commission for Government Reforms (NCGR) and the Federal Public Service Commission (FPSC) recommended that the recruitment sources should be broadened by taking the following measures:-

- i). An active interaction of Federal Public Service Commission (FPSC) and the Provincial Public Service Commissions (PPSCs) with universities and other institutions.

c). **Separate Examinations for Different Occupational Groups.**

The candidates opting for different groups should demonstrate some semblance of skills and knowledge/qualifications that are essential to meet the requirements of each of the occupational groups. It is proposed that a set of mandatory elective subjects must be developed for different groups according to the job requirements e.g. a candidate who is opting for Income Tax, Customs and Excise, Audit and Accounts must qualify papers of Financial Accounting, Financial Management and International Standards of Audit since they reflect the most essential part of the cadre requirement.

d). **Personality Tests:**

The FPSC should be provided higher caliber experts in psychological /psychometric testing to ascertain the aptitude of the candidates .One of the ways to fill in-house shortages is to deploy experts from Universities and other institutions.

**Selection for ex-cadre or non –cadre jobs**

5. In addition to the job descriptions to be developed for all such jobs, qualifications and eligibility criteria should also be carefully mapped. The FPSC/PPSCs should hold written examination at the Grade 17 or 18 levels in the subject matter and then hold interviews with panels drawn from top experts in the field. Those ex cadre jobs that are quite common across the Ministries, form a critical mass in term of numbers, require regular annual inflows at the entry level could be organized into specialist cadres. The FPSC/PPSCs should come up with the proposals in consultation with the relevant ministries/departments.

6.. A summary prepared by the Ministry of Planning, Development and Reform (MPDR) in May 2017 has made the following additional proposals:

- (i) Increase the level of qualification at the intake stage from 28 to 30 years.



Action: Done

(ii) Upgrade the entry level qualification criterion from 14 to 16 years

Action: No decision

(iii) Introduce a two stage examination system by having a preliminary screening test as the first stage to ensure that only good quality candidates move up to the second stage of competition.

Action: No decision

(iv) Introduce professional clusters at the entry level

General ( PAS, PSP, OMG, FSP Postal, Railways) --- 16 years of education

Finance and Economics (,PAAS, C&T, IRS, Customs ,Economist Group)  
---16 years of education in Business Administration, Commerce, Finance, Economics, Chartered Accountancy or related field

Information ( Information)

Action: No decision

(v) Strengthening Federal Public Service Commission

- A committee was formed for drafting of the FPSC Business Rule 2015 and amendments in the FPSC Ordinance 1977. The ministry of Law has drafted amendment in the Act and Article 242 of the Constitution of Pakistan to convert FPSC into a constitutional body like the Election Commission of Pakistan
- Addition of Members HR, ICT, Corporate sector, Civil society  
The Chairman FPSC does not agree and believes the staff should have these areas of expertise and not members.
- Upgrade Technology Platform i.e. website, profile management for applicants, process tracking, Online support center for applicants and payment system
- Recruitment campaign to be conducted through outreach events and the media

7. There seems to be consensus that the Federal and the four Provincial Public Service Commission have to be strengthened, their capacity particularly at the staff level and the Secretariat work has to be reconfigured and enhanced, the information technology tools available need to be upgraded and expanded and the composition and procedure of selecting the Chairman and Members reconsidered.

The task force is requested to assign the review of this working paper to a sub group. A recommended approach is:

- a) Review and discuss the work done so far by federal and provincial Public Service Commissions and particularly recommend whether any of the actions outlined in paras 4-6 above that are pending for decision should be submitted to the Cabinet for approval as part of our short term work plan..
- b) Hold consultations with the members of the Commission, Establishment Division , Secretaries of the Government, Ministry of Law , provincial Chief Secretaries and solicit their views and suggestions particularly in respect to the composition, qualifications and experience, diversity, skill set, eligibility criteria and process of selecting the Chairman and members of the Commission
- c) Examine the extent and the level of legal interventions required to implement these changes.
- d) Place its recommendations in front of the entire task force for feedback.
- e) Revise its recommendations on the basis of the feedback and inputs.