

**MINUTES OF THE MEETING**

**TASK FORCE ON CIVIL SERVICE REFORM**

Date: 12<sup>th</sup> October, 2018  
 Time: 10:00 am to 1:00 pm  
 Venue: Prime Minister's Office, Islamabad

The 3<sup>rd</sup> meeting of the Task Force on Civil Services 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.

<b>AGENDA ITEM</b>	<b>DISCUSSION</b>	<b>DECISIONS</b>
<b>Consultative Sessions with Various Groups of Civil Servants</b>	Chair informed the Task Force members that as per the decision taken in the 2 <sup>nd</sup> meeting of the Task Force on CSR, consultative sessions were held in Lahore and Peshawar with various groups of civil servants to ensure diverse and broad-based feedback. It was briefed that all groups of civil servants were supportive of improving the Value Chain of HR. However, the reservations and apprehensions centered generally around the apportionment of positions between provincial and All Pakistan officers, proposed National/Provincial	It was viewed that consultations were useful in dispelling misgivings regarding the reform process and a valuable source of meaningful input as well. Accordingly, meetings in Karachi and Quetta were to be taken in the same spirit.

	Executive Service, disparity among various service groups in terms of promotion opportunities, timescale promotions for the junior positions, inconsistency of allowances among different groups of civil servants and sparse promotion opportunities for technical cadres.	
<b>Summary for the Cabinet on Security of Tenure</b>	<p>In 2<sup>nd</sup> meeting of the Task Force, members had agreed that Tenure Security was an integral part of reform agenda and was in line with the vision of the Prime Minister for de-politicizing the civil service and enhancing its effectiveness. 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>Chair informed the Task Force members that proposal in this regard was submitted to the Prime Minister who had approved it in principle. Establishment Division was in the process of preparing a summary for consideration of the Cabinet.</p>	None
<b>Summary for the Cabinet on Selection Process</b>	In 2 <sup>nd</sup> meeting of the Task Force, members had agreed that there was a need for adopting an objective and merit based procedure for selection of the heads of key	None

<p><b>for the Key Institutions</b></p>	<p>institutions in the government structure. It was agreed that various high-powered committees would be formed with diverse membership for selection of chief executives. 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>Chair informed the Task Force members that a proposal on the aforesaid lines was submitted to the Prime Minister who had approved it in principle. Establishment Division was in the process of preparing a Summary for consideration of the Cabinet.</p>	
<p><b>Reconstitution of Sub-Groups of the Task Force</b></p>	<p>Discussion was held on the progress made by various sub-groups of the Task Force working to formulate their recommendations regarding various facets of civil services value chain. In view of the time bound nature of the task at hand, sub-groups were urged to share their proposals and recommendations in the forthcoming meeting for discussion and feedback from all the members.</p>	<p>Sub groups of the Task Force were re-constituted to make them more effective. Following changes were made:</p> <p>a) Sub-Group on Performance Management and that of Promotion/Career Planning to be merged.</p>

		<p>b) Training to be renamed as Training and Learning.</p> <p>c) Dr. Nadeem ul Haq to lead the sub-groups on Induction &amp; Recruitment and Training &amp; Learning.</p> <p>A new sub-group was constituted to look at the accountability and disciplinary aspects of civil service, comprising of the following:</p> <ul style="list-style-type: none"><li>• Mr. Salman A. Raja (lead)</li><li>• Secretary Establishment</li><li>• Mr. Shaukat Ali, Secretary Food, Punjab</li></ul>
--	--	--

<p><b>Performance Management System</b></p>	<p>Lack of an objective, quantifiable and credible system of performance management has been well recognized as a key contributor towards an ineffective civil service. The existing system is highly subjective and neither reflects an officer's performance nor the degree of its alignment with the organization's objectives. Hence it was emphasized during the discussion that management of individual's performance was the first step towards realization of broader strategic dividends for the organization and overall aims of the government. A need was felt to approach this issue using a two-pronged approach which considers an individual's as well organization's performance management and the linkages between the two.</p>	<p>It was decided that the sub-group on Performance Management, Promotions and Career Planning shall take stock of existing policies/procedures and examine the work already done at various fora in this regard. Based on these, it was to make recommendations to the Task Force for improvements in performance evaluation system and suggest a roadmap for their adoption. The sub-group was to share its recommendations with the Task Force in the next meeting.</p> <p>It was further decided that various relevant documents related to work already done and existing laws/rules and procedures etc. will be shared</p>
---	---	--

		with the Task Force.
--	--	----------------------

<p><b>Promotion Policy and Career Planning</b></p>	<p>Chair underscored that a sound and objective Performance Management system went hand in hand with a fair and equitable system of Promotions. Existing system of promotion was recapped in terms of promotions to Selection and non-Selection grades. It was asserted that since there were no objective evaluators of performance other than integrity and financial propriety columns in the ACRs, promotion decisions often ended up in litigation. Similarly, the existing regime of trainings which were mandatory for promotion, lacked in essential requirements such as leadership skills. It was emphasized that there was an urgent need to revamp the performance evaluation, promotions system and career planning for civil services by the Establishment Division and Services departments of the provinces.</p>	<p>It was decided that the sub-group on Performance Management, Promotions and Career Planning shall review existing policies/procedures regarding system of promotion by taking into consideration the principles laid down in various court judgments on the subject matter and make recommendations to the Task Force for overhaul of promotion policy. It was further agreed that the sub-group shall share its recommendations with the Task Force in its next meeting.</p>
--	--	--