

## MINUTES OF THE MEETING

### TASK FORCE ON CIVIL SERVICE REFORM

Date: 26<sup>th</sup> October, 2018  
 Time: 02:30 pm to 05:00 pm  
 Venue: Prime Minister's Office, Islamabad

The 4<sup>th</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 ITEMS</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 Karachi 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. Accordingly, meetings in Quetta and Islamabad 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>Analysis of Induction &amp; Recruitment System by the Relevant Sub-Group</b>	<p>The sub-group on Induction &amp; Recruitment presented its preliminary analysis to the Task Force. Principles of reforming the recruitment process and induction and preliminary proposals were put forth by the sub-group which were discussed in detail.</p> <p>Regarding Induction process of the civil servants, the sub-group shared the following preliminary findings:</p> <ul style="list-style-type: none"> <li>• Current mechanism of centralized recruitment has little space to channel substantive, domain-specific knowledge</li> <li>• Current system does not focus on cognitive ability</li> <li>• Structure of exam has become intimately familiar to the “prep” industry</li> <li>• Compulsory subjects do not create any filters relevant to the requirements of the service</li> <li>• Overall quality of candidates remains low. CE-2016 data shows narrow pool of top-tier</li> </ul>	<p>1. After through deliberations by the Task Force, following principles were agreed for the sub-group to base its final proposals on:</p> <ol style="list-style-type: none"> <li>a. Problem solving examination in the first stage</li> <li>b. Psychometric testing to evaluate the aptitude and soft skills of the candidates</li> <li>c. Domain-specific and clusters of subjects for the choice of optional subjects</li> </ol>

	<p>universities more likely to have passing candidates</p> <ul style="list-style-type: none"> <li>• General crisis of higher education is reflected in the recruitment process</li> </ul>	<p>2. It was decided that the sub-group shall make its final recommendations for consideration by the Task Force in its next meeting. It was also decided that the sub-group shall hold consultations with provincial public service commissions as well as other stakeholders.</p>
<p><b>Analysis of Training &amp; Learning System by the Relevant Sub-Group</b></p>	<p>The sub-group on Training &amp; Learning presented its preliminary analysis to the Task Force. While emphasizing the need for reforming the existing system of training of civil servants, a preliminary synopsis was presented by the sub group which highlighted following points:</p> <ul style="list-style-type: none"> <li>• Widening gap between citizens' expectations and capacity of civil service to deliver</li> <li>• The disconnect between the job performance requirements and training</li> <li>• Lack of or complete absence of training for lower tiers of civil servants</li> </ul>	<p>1. After a detailed discussion by the Task Force, following principles were agreed for the sub-group to work upon its final proposals:</p> <ol style="list-style-type: none"> <li>a. Alignment of training content with job requirements</li> <li>b. Content of trainings for senior positions such as NMC should be focused on</li> </ol>

	<ul style="list-style-type: none"> <li>• Lack of a standardized national training policy</li> <li>• Gaps in training curriculum</li> <li>• Lack of understanding of modern drivers of change</li> <li>• Lack of sufficient funding</li> <li>• Limited domain-specific trainings</li> <li>• Lack of quality training staff in STIs</li> <li>• Training contents not aligned to departmental priorities</li> <li>• Weak course evaluations</li> </ul>	<p>inculcating leadership skills in the officers</p> <p>c. Training regime for Ex-cadre civil servants</p> <p>d. Continuous capacity building of the staff of the training institutions</p> <p>2. It was decided that the sub-group shall make its final recommendations for consideration by the Task Force in its next meeting. In this regard, the sub-group shall hold consultations with all relevant stakeholders.</p>
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<p><b>Analysis of Performance Management, Promotion and Career Planning System by the Relevant Sub-Group</b></p>	<p>Presentation by the sub-group on preliminary analysis of Performance Management, Promotions and Career Planning preceded the detailed deliberation on the matter. The sub-group presented its findings and principles regarding the reforms required in promotion and performance evaluation/management framework. It was emphasized that an effective performance evaluation system for the civil service is closely linked with its ability to perform and hence a critical pillar of reform. It was highlighted that an effective management of each player's individual performance is the first step towards broader strategic performance dividends for the organizations.</p>	<p>1. After thorough deliberation by the Task Force, sub-group was requested to work upon its final proposals based upon following guidelines:</p> <ul style="list-style-type: none"> <li>a. Sub-group to focus on an individual officer's performance management as the first step.</li> <li>b. Sub-group would take into consideration various models of individual performance evaluation models prevalent in other countries such as India.</li> <li>c. Sub-group to propose instrument(s) to be used for performance evaluation keeping in</li> </ul>
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