

**WORKING PAPER FOR THE 2<sup>ND</sup> MEETING  
OF THE  
STEERING COMMITTEE**

**NATIONAL TRAINING STRATEGY FOR CIVIL SERVICES**

**NATIONAL COMMISSION FOR GOVERNMENT REFORMS**

## **BACKGROUND**

During the 5<sup>th</sup> meeting of NCGR held on 27 & 28 November, 2006 at Islamabad, Establishment Division gave a presentation to the Commission on Training Strategy for Civil Servants. The same was deliberated at length again during the seventh meeting of the Commission held on 19-20 February, 2007 at Islamabad and also with stakeholders at provincial level. The Training Strategy to be placed before the Steering Committee has also been discussed by the Establishment Division with Rector National School of Public Policy (NSPP) and now comprehensively address the training needs of not only the Civil Servants but of all those who constitute the Public Sector.

## **OBJECTIVE OF THE TRAINING STRATEGY**

2. Recognizing the requirement of capacity building of Civil Servants, government has recently established the National School of Public Policy (NSPP) to focus on management training at middle and senior level positions and links have been established between performance at training courses and promotions. NCGR proposes further measures to address the training needs of public sector employees in a holistic manner:

- (a) strengthen the institutional infrastructure, delivery, incentives and standards of training outside the scope of NSPP;
- (b) expand in service training opportunities for the majority of officers working outside the cadre services and
- (c) upgrade the quality of training institutions in the Provincial Governments particularly for capacity building at the local government level.

## **Present Status of Training Profile :**

3. Management training for civil servants takes three main forms

### **a) Pre Service Training**

#### **i) Common Training Program (CTP) for CSS Probationers**

- The Civil Service Academy, Lahore provides pre-service training to Grade 17 officer appointed as probationers to the Central Superior Services.

ii) **Specialized training Program (STP)**

- The CSA also holds a 20 weeks specialized training program for DMG probationers. In addition, there are 10 other specialized training institutions providing training to the probationers selected for other central superior services.

b) **In-Service Training**

is being offered for new entrants and in service officers through the following institutions:

i) **Secretariat Training Institute (STI):**

- In service Training for direct recruits and promoted officers

ii) **Pakistan Provincial Services Academy (PPSA):**

- Training for provincial service officers of the four provinces and for officers and staff of federal autonomous bodies.
- Punjab & Sindh have now also made their own arrangements.

iii) **National Institute of Public Administration (NIPAs):**

- Two Advanced Management courses annually for federal and provincial government servants BS 18-19.
- Successful completion required for promotion.

iv) **Pakistan Academy for Rural Development (PARD),**

**Peshawar:**

- In service 8 weeks training on selected issues for federal and provincial government officers.

v) **National Defence College (NDC):**

- Also provides training to selected Civil Servants.

vi) **Pakistan Administrative Staff College (PASC):**

- Arranges two courses annually for senior officers from all groups and services.

c) **Training Abroad**

Presently participation in foreign training courses funded by foreign governments/agencies or by GoP has no linkage with an officer's career advancement or progression.

4. The Federal Public Service Commission recruits 700 specialists or technical persons or more annually against non-cadre positions in BS-17 and above in different

ministries of the Government in contrast to 150 officers in the generalist cadre services and cadres. No standardized training is being imparted to these officers.

5. The Board of Governor of NSPP has recently decided the introduction of Common Training Program (CTP) for ex-cadre officers after their initial recruitment by the FPSC. More than 60% officers of the Federal Government belonging to ex-cadre positions do not undergo any training in their career. This seriously impairs the capacity of the Government in designing and implementing projects and programmes requiring specialist inputs.

6. The Provincial Governments have not accorded priority or resources for the continuous training of their officers – both generalists as well as specialists. The demands arising out of the devolution to local tiers of government have brought to our attention the lack of capacity among the officers at District and Tehsil levels.

## **PROPOSALS FOR CONSIDERATION OF THE STEERING COMMITTEE**

### **(a) Management of training at the Federal and Provincial Governments.**

#### **OPTION-1**

7. A centralized Training Division under the Cabinet Secretariat in the Federal Government and S&GAD under the Provincial Government that is responsible for:

- Training Needs Assessment (TNA) of all cadre and ex-cadre officers.
- Select and place the participants in various training courses according to TNA and career advancement requirements.
- Monitor track and maintain an updated scorecard of training received by each officer.
- Advise training delivery institutions to design and organize training courses, workshops to fill in specific skill gaps.
- Utilize the academic institutions and non-government training institutions to augment the training resources in the public sector.
- Coordinate all public sector training institutions for optional utilization of the training infrastructure and resources available.
- Undertake impact assessments of training courses after regular intervals.

- Until such time a Training Division is formed the existing Management Services Wing under the Establishment Division can be strengthened and upgraded to perform this role.

### **Option-1**

Advantage: A more uniform, across-the-board and coordinated training system will emerge.

Disadvantage: The management of such a large number of employees may lead to inefficiencies, delay and bureaucratization of training.

### **OPTION-2**

8. A decentralized training system in which each Division in the Federal Government or each Department in the Provincial Government is responsible for the training of officers under its control. In that case a Training Wing will have to be established in each Division or Department to carry out the functions outlined in para-8 above.

### **Option-2**

Advantage: The numbers are more manageable and training can be more differentiated, nuanced and tailored to the needs of the Division or Department concerned.

Disadvantage: There may be overlap, duplication of facilities and courses and less uniform and less rigorous standards in testing and certification.

### **OPTION-3**

9. A Centralized Training Division under Cabinet Secretariat and Services & General Administration Department at Federal and Provincial levels to carry out some limited functions only while the responsibility for the design, delivery and governance of training will be that of each Ministry/Department. The Centralized Division will perform the following functions:-

- To oversee/ formulate Policy and implementation of training of civil servants, government officers and ex-cadre focusing on:-
  - (a) Testing and evaluation.
  - (b) Standardization of curriculum/ facilities/ services/ pedagogy
  - (c) Monitoring programs
- To undertake impact assessment of all training courses.
- To upgrade the quality of training institutions.

All Divisions and Departments under Federal/ Provincial Government will be responsible for training of officers under their control. The Centralized Training

Division will only be responsible for the above. The Training Needs Assessments (TNA) under this option will be the responsibility of each Division and Department under Federal/ Provincial Government.

### **Option-3**

**Advantage:** While giving independence to Divisions and Departments in running the training institutions, it will be able to provide for an across the board uniform system of training.

**Disadvantage:** It could create problems relating to jurisdiction between Centralized Training Division and Divisions & Departments over their training institutions, as the Centralized Training Division may encroach upon their autonomy.

#### **(b) Training of ex-cadre officers.**

10. The Engineers, Accountants, Economists, Medical Doctors, Educationists, Agriculture experts, Scientists, Financial Analysts etc. who form the bulk officers' grades in the Federal and Provincial Governments should be provided in-service training.

11. Some existing institutions that can be mandated to design training courses or new institutions such as an Engineering Academy may be set up for the design and delivery of professional in service training.

#### **(c) Training of Provincial Officers.**

12. The Provincial Management Academies are being set up for the training of their newly inducted generalist officers, should be asked to expand their activities to in-service training of all officers serving in the Provincial Governments on the lines of the Federal Government.

#### **(d) Incentives, facilities and standards in specialized and professional training institutions.**

13. To attract best staff members to serve as faculty members in various training institutions it is necessary to bring the compensation, incentives and facilities admissible to them at par with those offered at the constituent units of NSPP. It is proposed that the decisions taken by the NSPP Board of Governors in respect to its constituent units on salaries, allowances, facilities, additional points etc. should also be made applicable to all training institutions.

(e) **Governance structure of training institutions.**

14. There is a great deal of variation in the current governance structure of the training institutions. All training institutions should be autonomous bodies with their own boards of directors chaired either by the Minister or Secretary of the Division or Department concerned but consisting of eminent persons in their fields.

15. These training institutions should also be mandated to develop the capacity for policy research in their respective areas of expertise and thus provide inputs to the Ministries in their policy formulation work.

**Decision sought from the Steering Committee.**

16. Steering Committee is requested to consider proposals from serial number 7 to 15 for decision(s)