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**Internal Marks Assignment**

**Subject; HR in Public Sector**

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# Q 1. How much of a difference will it actually make in the performance of Civil servants after implementation of these reforms, if any?

## What is CSS (Central Superior Services)?

The Central Superior Services (CSS; or Bureaucracy) is a permanent elite bureaucratic authority, and the civil service that is responsible for running the civilian bureaucratic operations and government secretariats and directorates of the [Cabinet of Pakistan](https://en.wikipedia.org/wiki/Cabinet_of_Pakistan). The Prime Minister is the final authority on all matters regarding the civil service (Pakistan", 2012).

The Civil Service of Pakistan selects only 7.5% of the applicants by [merit](https://en.wikipedia.org/wiki/Meritocracy), education, qualification and experiencewhile the 92.5% are selected by a [quota system](https://en.wikipedia.org/wiki/Quota_System_in_Pakistan). The civil service exams are competitive and provides equal opportunities to males and females, depending on their qualifications. The CSS Examinations are held at the start of every year. The exams are conducted and supervised by the [Federal Public Service Commission](https://en.wikipedia.org/wiki/Federal_Public_Service_Commission). CSS exams have a reputation of a very low pass percentage, in 2015, only 3% of the 12,176 participants cleared the multi-staged exam.

Currently, CSS exams conducted by Federal Public Service Commission include the following Occupational Groups.

1. Pakistan Customs Services
2. Pakistan Administrative Service
3. Police Service of Pakistan
4. Foreign Service of Pakistan
5. Inland Revenue Service of Pakistan
6. Commerce & Trade Group
7. Information Services of Pakistan
8. Military Lands & Cantonment Group
9. Office Management and Secretariat Group
10. Pakistan Audit and Accounts Service
11. Postal Group
12. Railways (Commercial & Transport) Group

## Litrature Review;

“The Civil Service Reforms (CSR) has traditionally focused on downsizing and changing the procedures and structure of the service without emphasising the human element: incentives, professionalisation, mobility, leadership, and teamwork. It is not surprising then that the results have been less than desirable and that change has been severely resisted from within the civil service. This paper contends that we can learn from incentives theory as well as from other branches of the social sciences and management in order to design a PSR that will be incentive-compatible and has a greater chance of success Such a reform will have to use incentives in a way that improves the public servant’s welfare while also improving government efficiency and productivity. For this, rewards must be aligned with productivity and the old monolithic, uniform, and non-meritocratic HRM of the civil service abandoned and replaced with a new method of management that is much closer to practices in the private sector.33 The Thatcher reforms of the 1980s are a good example of the principles laid out here” (Haque, 2007).

“Decades of mismanagement, political manipulation and corruption have rendered Pakistan’s civil service incapable of providing effective governance and basic public services. In public perceptions, the country’s 2.4 million civil servants are widely seen as unresponsive and corrupt, and bureaucratic procedures cumbersome and exploitative. Bureaucratic dysfunction and low capacity undermine governance, providing opportunities to the military to subvert the democratic transition and to extremists to destabilise the state. The civilian government should prioritise reforms that transform this key institution into a leaner, more effective and accountable body” (Brussels, Feb 16 2010).

“If the flaws of an unreformed bureaucracy are not urgently addressed, the government risks losing public support. The recommendations of the National Commission on Government Reforms (NCGR), which was set up by the military regime in 2006 and presented a report to Prime Minister Yusuf Raza Gilani in May 2008, if properly implemented could help reform the civil service (Brussels, Feb 16 2010).

## Example of The Thatcher Reforms (Haque N. a., 1999)

In 1988, Margaret Thatcher’s government adopted the following principles for running the British government:

1. Separation of service delivery and regulatory functions into discrete blocks, each one called an executive agency.
2. Agencies to have control over their budgets, personnel systems, and management practices.
3. Agency chief executive to be paid adequately to attract the talent needed. Performance bonuses of up to 20% of their salaries could be paid but they must be forced to reapply for their jobs every three years.
4. Agency chief executive officers (CEOs) to negotiate a three-year performance contract with their department, specifying the results they would achieve and the management freedoms they would be given.
5. Setting of annual performance targets for each agency.6.All agencies on trial for their lives every five years.

## Results of the Thatcher Reforms

1. 126 executive agencies, which employ almost 75 percent of all civil servants.
2. CEOs now have the freedom they need to manage effectively, but both their pay and job security depend on their agency’s performance against quantifiable standards.
3. If an agency does not perform, it can be abolished, privatised or restructured after its five-year review. Overall, the British had shrunk their civil service by 15 percent by 1994-95, and performance has steadily improved. Operating efficiency has increased by at least 2 percent a year. On average, agencies expended.
4. 7 percent less operating money in 1994-95 than they had the year before.

**So after this short litrature review it is the need of the day to have reforms for this decayed old civil structure.**

**However for this Case study i also contact few of my friends (DC) who are commission officers i will also like to share their point of views and summary of their discussion having;**

“ I dont think induction/retirement and transfer/posting rules can make any difference in the performance and effency of civil servants. We all are witness to the fact that both corrupt and honest officers go along their chosen path irrespective of their postings”.

“Civil service is mostly a generalised services which only need effective and competent leadership to deliver”

“I dont see any positive in these reforms except for one that rotation dives the officers a vast experience, otherwise these are superficial reforms only relevent to the service structure not to the work system. They are most likely to be abused against the dislikes, its sort of planing a control mechanism over civil servants. Officers will be discouraged to take stands on moral and ethical princples”

“These reforms will help resolve the issues of those officers in PAS PSP cadre who are struggling for good posting. Everybody within the cadre would feel himself secure from being totured at undesirable stations. The reforms are highly general in nature, it may not contribute any good other than mentioned above.

So multiple views are there about these reforms, now let see how muct PTI Govt can implement these reforms and how much they will be productive in the future.

# Q 2. In your opinion what are the positive and negative points in these reforms, please state? Suggest any changes you prefer in these reforms to make them more effective.

As per my understanding its upto the implementation that who effectivily any rule or law will be implemented will be more benificial. Most of the public sector SOPs are very well defined but implementaion is too poor.

"The reforms are an effort to get better of the alleged corruption and incompetency on the part of the bureaucracy and is aligned with the government’s vision of bringing transparency and efficiency in the governance. The key areas that these reforms are going to target are promotion, retirement and professional training of the officers” (Ahmed, Feb 16 2020).

Every guidelines have its good and bad points so lets have a go through this reforms positive and Negative aspects.

## Positive Aspects (News, Feb 16 2020);

1. As promised by PTI in their election compain to bring about wide-ranging reforms in the system and introduce a system of internal accountability to encourage competent officials and weed out inefficient people. Now i think this is a step twords their promesis regardless of how effective these reforms will be.
2. This structure will ensuring that the best officers reach the top slots who were dedicated to service.
3. Such rules will deal with the promotion of civil servants in a comprehensive manner as the bar of ‘Promotion. As mentioned in the case that previously there was no promotion rules were framed and there existed few policy memorandums in the scattered forms.
4. Civil Service (Retirement from Service) Rules, 2020, to review the performance of civil servants. This will also help in performance culture and competition.
5. Rotation Policy for PAP/PSP will improve the variety of experience, impartiality and neutrality.
6. first allocation of all officers would be made outside the province of domicile this will also help in impartiality and neutrality.
7. For the promotion to BS 19, the conditions are two years’ service in hard areas essential for promotion to BS 20. This will also help in variety of experience.
8. No PAS/PSP officer would be allowed to serve for more than ten years continuously in a province/Islamabad. This will also help in variety of experience, impartiality and neutrality.
9. Career progression policy for PAS/PSP/OMG officers had been finalized ensuring merit-based placements to have ‘the right officer for the right job.
10. The skill enhancement would be considered to have a core group of sector-specific professionals.
11. For PSP officers, the training requirements must also include more practical aspects relating to law and order as well as security. Specialized courses in counter-terrorism.
12. The cabinet had already approved the performance management reforms which had the salient features like performance audit through agreements to be signed between the minister concerned and the prime minister. A good example of performance management.
13. All the 40 ministries/ divisions will enter into performance agreements starting 1st July, 2020. Under it, a forced ranking system is being introduced including, outstanding: 20%, very good: 30%, good: 30%, average: 10% and below average: 10%.
14. The performance evaluation of the officers would be based on quantifiable KPIs and job descriptions
15. For the first time, submission of declaration of assets made mandatory

## Negative Aspects (Butt, Feb 17 2020).

1. 20 Years for the performance review in too long period.
2. As creticized by the public “Since the package puts too much faith in the goodness of a few men in power, the proof of the pudding lies in the eating,” is how some senior officials, who closely studied the proposed reforms, interpreted the recommendations for The News. They pointed out that the higher level promotion board, which the prime minister himself chairs, has already lowered the standard of merit and fair play in all the grades 21 and 22 promotions that were decided in last 18 months” (Butt, Feb 17 2020).
3. “They further pointed out that in Punjab, the average tenure of provincial secretaries has not been even four months. The government transferred 10 education secretaries, four home secretaries, four food secretaries, three secretaries to the Punjab chief minister and four commissioners and four deputy commissioners of Rawalpindi. “So the real test is not what is preached but what is practiced” (Butt, Feb 17 2020).
4. Bureaucrats said a few measures figuring in the package like increasing the marks of promotion board from 15 to 30 have enhanced discretionary powers of the government. The package said that the collective judgement of the promotion board has become more relevant - more marks for it from 15% to 30%. However, officials said that this, if not used in structured accountable manner, will be used to victimise the officers, who are on wrong side of any political administration. Discretion is mostly exercised to favour or disfavour some officers, they stated (Butt, Feb 17 2020).
5. The officials take with a pinch of salt the mandatory review after 20 years of service that may lead to compulsory retirement. They apprehend that it can be used to discriminate against the bureaucrats, who do not toe the political line and speak truth to powerful people (Butt, Feb 17 2020).
6. The rotation policy, introduced by Pervez Musharraf, they said, is already in existence, but always violated by the children of senior civil servants. It existed in 1997, but incidentally that year sons of three chief secretaries joined civil service and all wanted to go to Punjab. Hence, the policy was put in the cold storage to facilitate them. Unprecedented inter-provincial transfers were made only to be undone after six months, they recalled (Butt, Feb 17 2020).

## Suggessions;

As we see in the litrature review and from the performance of Civil Services it is the extreem need of the day to do some constructive reforms in Civil Services so the need of the reforms have no doubte.

Secondly regardless of the efective reforms implementation is the delema in all public sector organization, So all the constructive reform must be implemented efectivily.

Third as we no that all reforms, structure and policies are always efected badly by political interfearance so all these reforms must be politicaly nutralize and uninterupted.

New concepts of Performance Management and other HR Policies must be implemented in this decade old system.

Reformance review period must be rational. Even we can link short term appraisal with increaments, midium term with promotions and long term (20 Years) with early retirement.

Lastly reforming civil services without reforming the oudated laws and clerical procedure will be a fail effort. Im my openion it is more important to resturcuture the procedure and working methods to enhance performance

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