



Civil Service Reforms

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This document sets out a framework for the selection of civil servants. It identifies and describes five core values upon which the selection criteria will be based. Specifically, it offers a framework for the selection of civil servants followed by operating procedures.

Selection in Civil Service

Civil Service Reforms: Framework for Selection

During the last two decades, most civil service reforms (CSR) have been associated with movements towards democracy and economic reform efforts. These reforms have been taking place in almost all types of countries including developed ones like New Zealand and the United Kingdom, as well as in rapidly modernizing nations such as Chile, Malaysia, and Singapore and a bulk of developing countries where these are needed most. Scope of these reforms has great variations, in some countries these have been comprehensive and in others it is limited. While the experience of most of these reforms has been mixed, most indicate support for improving the efficiency of the economy as a whole, including the private sector, the public sector, and the government itself. Though difficult to organize and implement, such integrated reforms have led to economic growth in some countries, among them Botswana, Chile, Malaysia, Mexico, and Singapore.

According to a UN report¹ on global civil service reforms, it is generally agreed that a competent civil service has the following characteristics:

1. it is merit-based and politically neutral;
2. it is well-structured, “right-sized”, and well-paid;
3. it is accountable, professional, and generally free of corruption;
4. it is relatively autonomous, responsive, and representative;
5. it is well-trained, performance-oriented, and relatively open.

Keeping in view these generally acceptable characteristics, guidelines for selection framework of Pakistan Civil service are proposed.

Selection & Values

Reform process, at its most fundamental level involves rearranging human configurations and modifying human behavior (Olsen and Peters, 1996). That is why it is critical that any reform process, at its core requires a cultural change. Values are atoms of a cultural element and consciously conceived values help nurture a desirable culture. In our search for highly desirable global civil service values, matching the 5-point general characteristics of effective civil service mentioned above, we identified an exhaustive list of possible values that must prevail in civil service of Pakistan. After due deliberations and in search of simple, culturally aligned and implementation friendly values, we suggest that The Civil Service Code may set out following core values and the standards of behavior expected of all civil servants:

- Integrity - putting the obligations of public service above personal interests
- Honesty - being truthful and open
- Objective Neutrality - basing advice and decisions on rigorous analysis of the evidence without personal biasness
- Impartiality - acting solely according to the merits of the case and serving governments of different political parties equally well
- Service – exhibiting personal humility and helping behavior in all interactions especially with general public.

¹ <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN001183.pdf> accessed 22 August 2015.



Figure 1: Core Values

The whole process of Human Resource management should be aligned with the value system of the organization because it provides the strategic glue to holdup all interconnected functions of HRM. So, it seems highly desirable that selection of civil servants must be based upon the suggest core values.

FRAMEWORK FOR SELECTION:

Purpose

To select and onboard best in class high performance candidates in each function of the civil service based on 5-point characteristics of effective civil service.

Focus

To select and onboard best in class high performance candidates, possessing or adaptive to, the core values of civil service.

Competency framework for Selection in Pakistan Civil Service

As noted in a UN report on Civil Service reform “One of the greatest challenges in CSR is corruption, weak ethics, and a lack of professionalism in the public service.

Ideally we should seek candidates who are accountable, professional, and generally free of corruption, politically neutral, well-trained, performance oriented, relatively open, autonomous, responsive, and representative. These attributes are also highly aligned with the recommended values of effective civil service. Based on this concept the PACE framework is suggested.

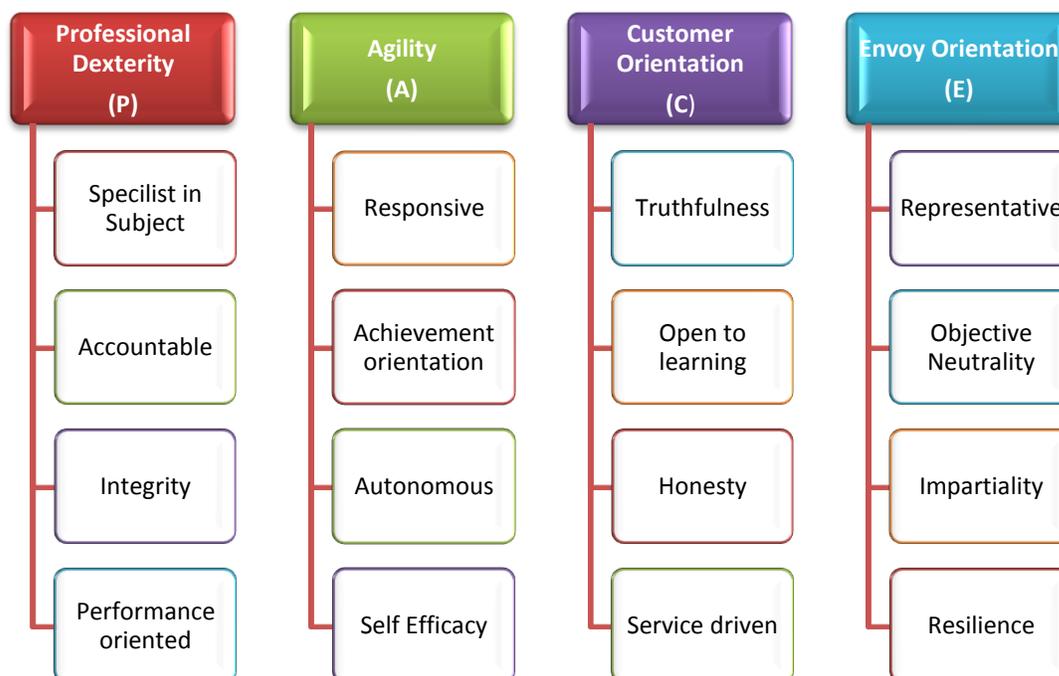


Figure 2: PACE Competency Framework

Recruitment Cycles:

Two cycles of recruitment shall be completed in a year to fulfill the human resource requirements of civil service. Ex-cadre employees shall be eligible for the recruitment.

Selection Process: Operating Procedure

Figure 3 (See below) depicts the overall process of selection followed by detailed operating procedure for screening, testing and final selection. This operating procedure describes the step by step guidelines for the execution of selection function in civil service of Pakistan. All related information sheets and formats are annexed for quick reference.



Figure 3: Selection Process of Civil Services

Step 1: Initial Screening and Screening Test

Initial screening will be done on the basis of history profile. It includes information on age, domicile, qualification, and CNIC. This information will be collected electronically through e-recruitment systems and thus shortlisted candidates will be eligible for the next process. Identity verifications shall take place at this stage and NADRA systems should be integrated with FPSC system for quick in time verification. Initially screened candidates shall be exposed to a multiple choice test measuring general aptitude of the candidate. Qualifying score each year should be determined to short list a pool of candidates. Test type and sample items of the screening test are attached in Annexure A.

Step 2: Written Test (25%)

Short listed candidates will then be exposed to an extensive written test on ongoing criteria and style. Compulsory subject list need to include subjects like management and communication in Urdu and English. A proposed list of compulsory subjects and 24 occupational areas are attached in Annex B. It is important that subjects taken by the candidate must be relevant to function of civil service in which they are selected.. This might increase the possibility of identifying professionally dexterous (i.e. P of PACE framework) candidates. It is emphasized that contents of the test should be upgraded with predetermined timelines and not on ad hoc basis. And difficulty level of all written tests should be increased by 10% every year to reap the same quality output. This test shall hold 40% contribution in overall selection. Qualified candidates from shall go through 3 days assessment centre.

Step 3: Assessment Centre (60%)

This is a three day activity of assessing predictive performance in which candidates shall be evaluated on PACE framework criteria, core values and job related skills that are grouped as follows.

- | | | |
|---|-------|-------------------------------|
| 1. Management, Administration and leadership Skills | 25% | (See Annexure C for details) |
| 2. Psychometrics | (25%) | (See Annexure D for details) |
| 3. Operational Skills including computer skills | (10%) | (See Annexure E for details) |

Step 4: Final Interview (15%)

This shall be a semi-structured interview evaluating job related and personal aptitude related aspects of the candidate. Interview panel will include subject specialists and psychologists, administrators and line officials. Private sector recruitment and selection specialist shall also be included in the panel. Interview format is attached in Annexure F.

Annexure A:

Annexure A: General Aptitude test for screening

This test² shall comprise of 100 question items across the following topics:

- Quantitative Aptitude - Basic math, numeracy and problem solving abilities are checked
- Verbal Aptitude - Basic vocabulary and grammar are checked through word and sentence problems
- Logical Reasoning - Word puzzles are used to assess logical reasoning skills
- Attention to detail- Pictorial, Paired comparisons

Quantitative:

The following table describes the income of various industries over a five year period. There are nine questions in this section and each has a Hint Box for you to fill in if you need help. The data table is repeated on each page. The next section 2.1 contains full solutions to all these problems.

INCOME OF INDUSTRIES (in billions of euros)					
Industry	Year 1	Year 2	Year 3	Year 4	Year 5
Financial Services	70	82	92	100	110
Telecommunications	17	20	21	23	24
Engineering	33	40	44	49	54
Agriculture	26	28	28	32	53
Manufacturing	193	198	206	233	267
Transportation	38	41	44	47	51

Question 1.

Which industry had the largest increase in the euro amount of income from Year 3 to Year 4?

For example, Financial Services has an increase of $100-92=8$ billion euros from year 3 to year 4.

Example:

Of the 3,600 employees of Company X, one-third are clerical. If the clerical staff were to be reduced by one-third, what percent of the total number of the remaining employees would then be clerical?

- A. 25% B. 22.2% C. 20% D. 12.5% E. 11.1%

² A team of experts shall design the complete test and due consideration must be given to identify test items in all four domains. The first year test shall become a baseline for difficulty level and must be referred to the design of an upgrade test every year. Assistance of institutions like NTS may be sought in this regard.

Verbal Aptitude

Example

_____ is usually _____ of snow in _____.

- A) Their.....alot.....january
- B) There.....alot.....January
- C) Their.....a lot.....January

Example:

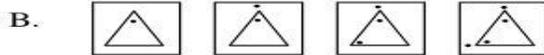
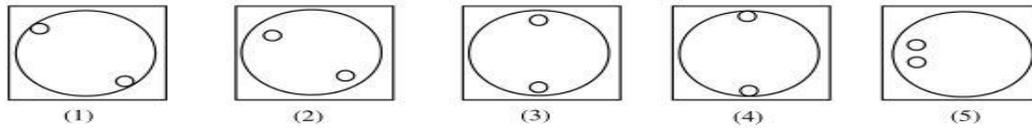
house : _____ = tree : _____

- (A) window – apple tree
- (B) villa – tree trunk
- (C) roof – branch
- (D) front door – furniture

Logical Reasoning

Examples:

A. Which of the following is the odd-one-out?



Which of the following continues the sequence above?



Attention to Detail

Indicate whether each pattern in boxes 1-5 belongs to Group A, Group B or neither group.

A		B	
○ + △	+ ○ □	○ ○ ○ □ △ +	△ + △
△ △ △	+ ○ +	+ △ ○	
1 □ □ □	2 △ + ○	3 + △ ○	4 ▷ △ ○
			5 ○ ○ +

Annexure B

Proposed Cadres of Civil Service and Structure of Subjects

Cadres of Civil Service (Based on Profession and professional qualification)

1. Administration/Management
2. Human Resource Management
3. IT Application
4. Planning Wing
5. Policy Wing
6. Governance and Procedures
7. Economic Development
8. Infrastructure
9. Law & Legal Procedure (judges, Investigation Police etc)
10. National Security(police, FIA, IB etc)
11. Media & Communication
12. Transportation
13. Food and Water Security
14. Foreign Affairs
15. Disaster Management
16. Taxation & Revenue
17. Energy Management and Research
18. Health Care & Medicine
19. Primary and Secondary Education
20. Higher Education
21. Industry & Public Corporation
22. Tourism
23. Economic & Social Reform
24. General

Structure of Subjects:

Compulsory Subjects (600 Marks)

Pakistan Studies
Islamic ethics
Economy of Pakistan
IT Applications
Communication Skills in Urdu and English
Management

Area of Specialization Courses (600 Marks)

Annexure C:**Assessing Management, Administration and leadership Skills**

The managerial, administration and leadership skills include Interpersonal skills, performance orientation, achievement orientation, efficacy, objective neutrality, customer orientation and resilience.

These skills will be tested through a comprehensive test that consists of three parts: ‘*Situational Analysis Exercises*’, ‘*Policy Recommendation Exercises*’ and ‘*Briefing Exercises*’.

1. *The Situational Analysis exercises:*

The Situational Analysis exercises will be written exercises designed to test candidate’s ability to build productivity relationship, performance orientation and drive, influencing team members positively, problem solving, conceptual skills, conflict management, interpersonal skills, problem solving, negotiation skills, and thinking constructively.

The exercise will be divided in two parts, each of 45 minutes duration. In the first part candidate will be presented with a scenario which describes a challenging situation in the area of interpersonal relationship. Candidates will be asked to come up with a solution. In the second part of the exercise candidate is given a new challenge related to the scenario which requires thinking imaginatively and taking immediate actions.

2. *Policy Recommendation Exercise*

This written exercise will be designed to test candidate’s ability to drive for results, make decisions and communicate with impact. The candidate will be given a memo describing the tasks to complete, with information about the central issue, a summary of ongoing problems, an organizational chart, e-mail messages from different employees giving their perspectives on the problems, pertinent regulations, and details about the past performance of the staff. Candidate will be given one hour to complete the exercise.

3. *Briefing Exercise*

This exercise will last for 30 minutes and will be designed to test candidate’s ability to plan and think constructively and communicate effectively. The candidate will be presented with an unexpected hypothetical problem and he will have to prepare an effective response to all the stakeholders to calm down the situation and steer it towards an appropriate solution.

Annexure D:

Assessing Psychometrics (25%)

Purpose of Psychometric assessment is selection of civil servants banks on identifying the most suitable candidates who are aligned with core values of civil service and possess an appropriate psychological capital that matches with the PACE framework. Checklist of actionable behaviors on core values and PACE framework parameters shall be developed and candidates shall be assessed on checklist parameters. Besides these observation self report measures of MBTI^R, PsyCap^R profile of each candidate shall be recorded. Modified Reid Integrity Interview shall be used to gauge integrity and honesty.

Sample items from PsyCap and MBTI

PsyCap

1. I feel confident analyzing a long-term problem to find a solution.
2. I can think of many ways to reach my current work goals.

MBTI

1. In making decisions do you feel more comfortable with:
 - a. standards
 - b. feelings
2. Which is more satisfying to you
 - a. to discuss an issue thoroughly
 - b. to arrive at agreement on an issue

Annexure E:

Assessing Operational Skills including computer skills (10%)

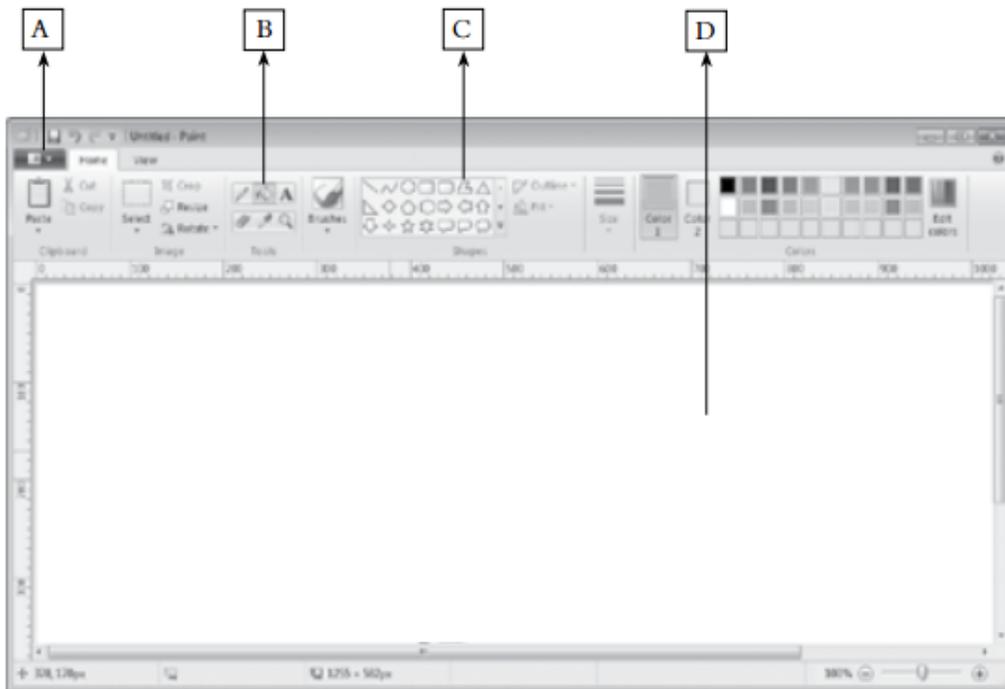
Example questions

Q1. When sending an email you received, what function should you use?

- A. Follow Up B. Forward C. New D. Reply

Q2. To shut down a computer, first click on the _____ button.

Q3. In the Paint window shown below, write the names of the items marked A-D.



Annexure F:

Assessment in Final Interview (15%)

1. Experience and motivation Interview:

Candidate will be questioned on his motivation to join the Civil Service, his education and work experience as well as cross-cultural skills. Assessors will evaluate a candidate's potential to serve successfully as a Civil Service Officer by discussing what the candidate has done with the opportunities presented to this point in his or her life.

2. Hypothetical Scenarios:

The candidate will be presented with a series of hypothetical scenarios that are designed to test the candidate's situational judgment. The candidate will be given a brief scenario to read that provides information about the country and the candidate's position in the Civil Service, setting the scene for the hypothetical situation which is closely related to real-life situations regularly encountered by Civil Service Officers.

The hypothetical scenarios challenge candidates to think quickly. Assessors look for a candidate who can organize for action, take responsibility, and respond to new situations creatively and effectively. While there is no single right or correct answer, a strong candidate will demonstrate mature thinking, recognize alternative approaches, and consider both the long-and short-term consequences of responses.

3. Job Specific and general knowledge questions:

The candidates will be asked specific questions related to the career tracks or groups they have chosen to test their subject specific knowledge. Candidates will also be asked general knowledge questions related to various fields of study to gauge the awareness level of the candidate.

4. Past Behavior Interview:

In this segment of the interview, candidates are asked a series of questions so as to learn more about a candidate's experiences. Candidates are given a question sheet containing different dimensions being assessed, with two questions under each dimension. Candidates will have five minutes to select the questions they wish to discuss for each dimension (one question for each dimension) and to prepare their responses.