

Public Service: Through the Eyes of Civil Servants

Introduction

- 1947: Keynesian philosophy of activist government reigned the Capitalist world.
- Pakistan's Policy Paradigm
 - Government had to lead the economic development effort.
- Policy Outcome
 - Long era of government led development
 - Government became overstretched
 - Government discovered the political advantages of State-led development

Introduction....

- Poor development indicators have forced a reconsideration of the '*activist*' approach
- Research over the '90s shows:
 - Governance Matters

Governance Matters

	Pakistan	OECD Countries
Global Competitiveness*	91/125	
Corruption	147/163	
Judicial Independence	77/102	
Irregular tax payments	77/102	
Property Rights	71/102	
Cost of doing Business		
Launching a business:		
Procedures	11	6.2
Days	24	6.6
Difficulty of Hiring	78	27
Time spent In Paying Taxes	560 hrs./annum	203 hrs./annum

*Five problematic factors for doing business: Corruption, instability/coups, Bureaucracy, Inefficient Government, infrastructure — all can be grouped into government failure

Civil Service Reforms: Previous Efforts

- Reforms upon advice of international lending agencies
- Driven by budgetary considerations:
 - Focus upon downsizing and procedural changes
 - Incentive system remained outmoded characterized by :
 - Declining real wages
 - Wage Compression
 - Non-merit promotion & reward system

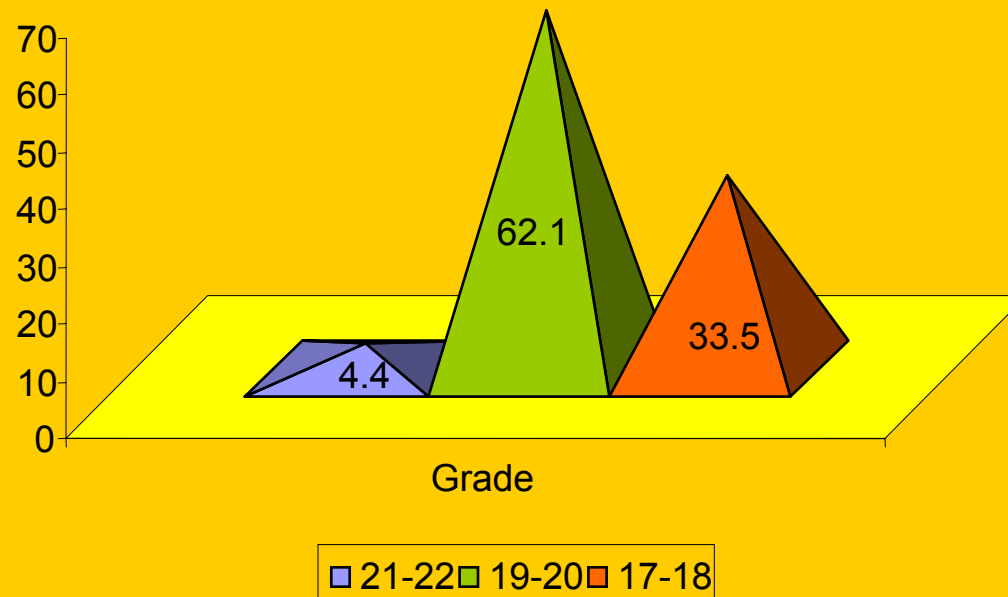
CSR effort in Pakistan

- Numerous failed attempts
- System remains essentially similar to that inherited from colonial past
- Currently Ishrat Hussain Commission is in place
- Any reforms would produce:
 - Winners and losers
 - Potential Losers would attempt to game the reforms
 - Design & implementation of reforms must account for the views of stakeholders

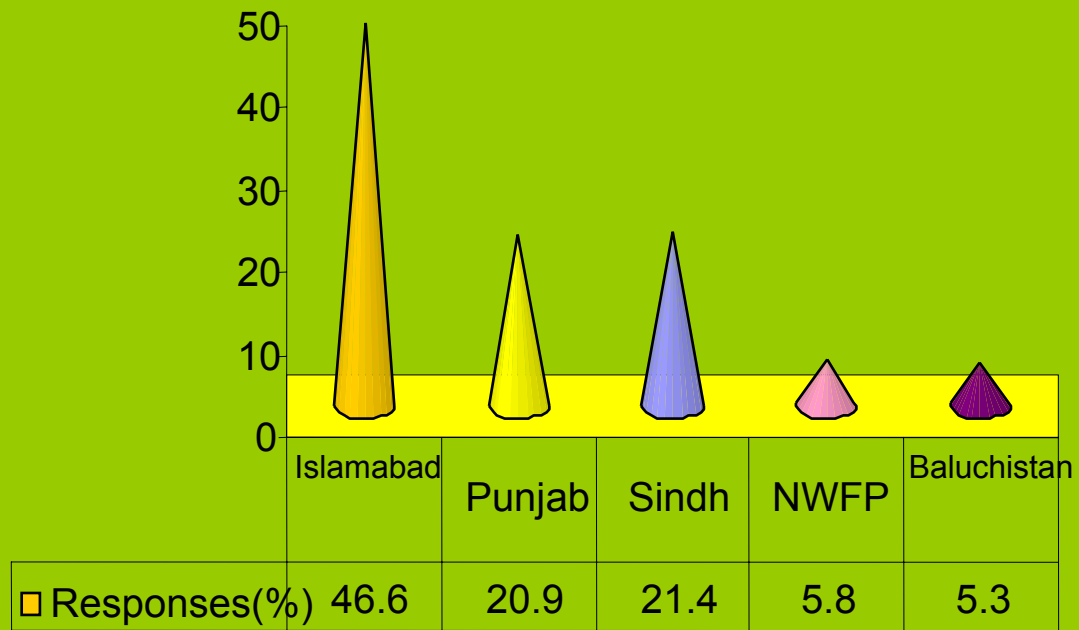
PIDE's Perception Survey of Civil Servants

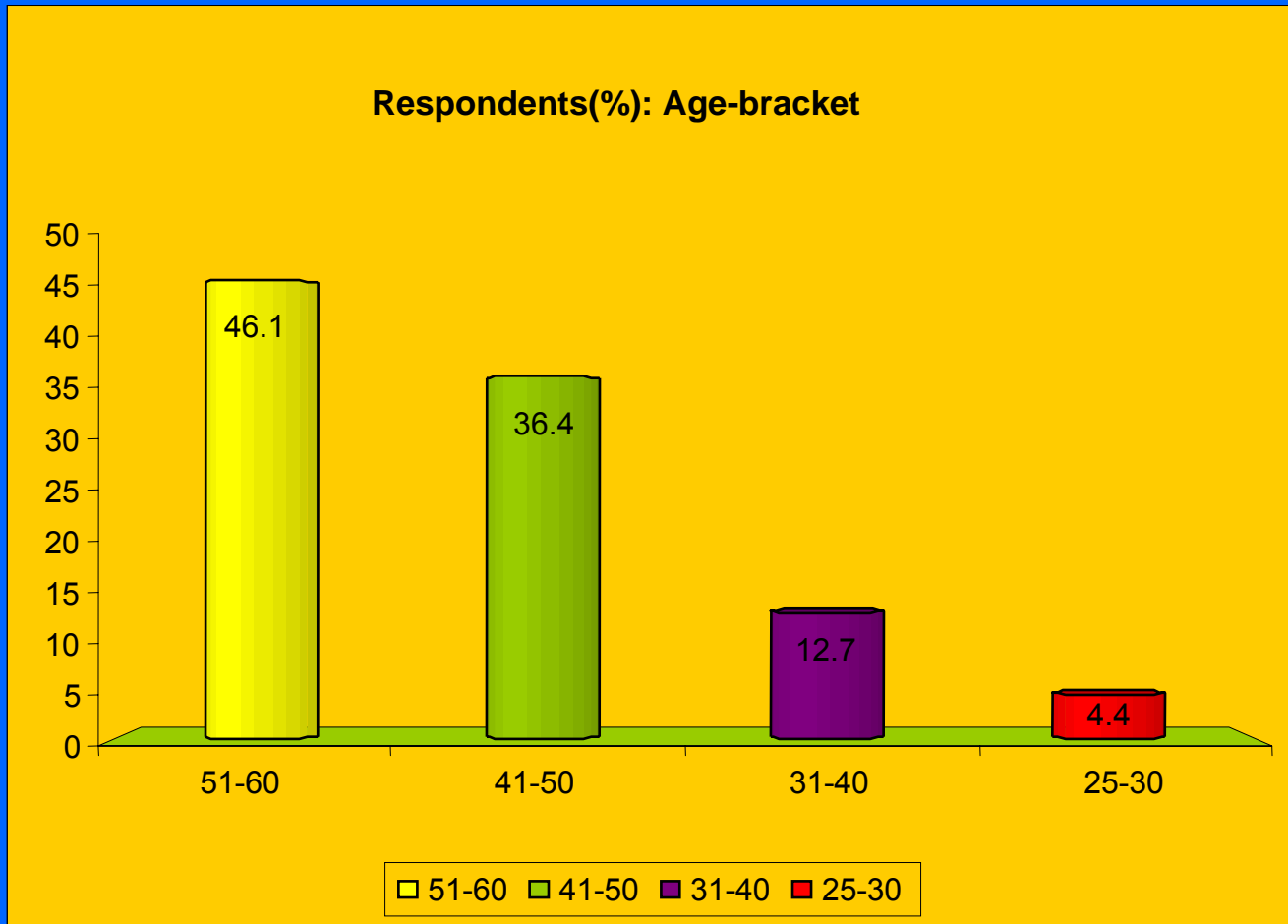
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Respondents (%): Grade-Wise



Responses: Region-Wise

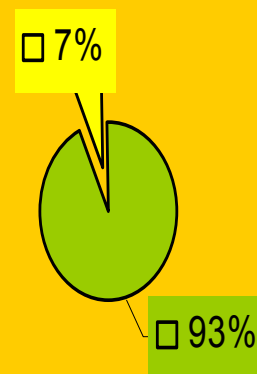




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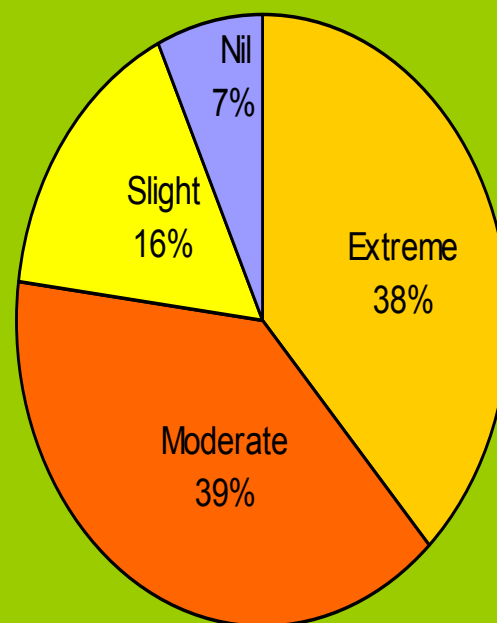
Civil Servants are
Demoralized

Has the performance of Civil Service Deteriorated over the years?



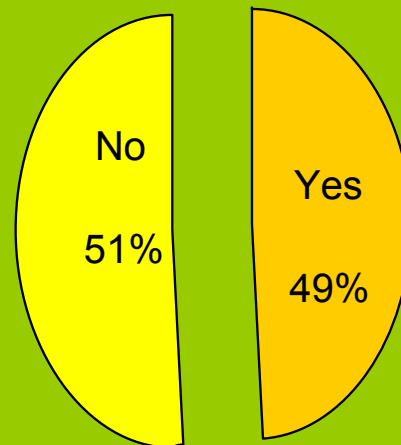
■ Yes ■ No

Civil Servants Performance: Extent of deterioration

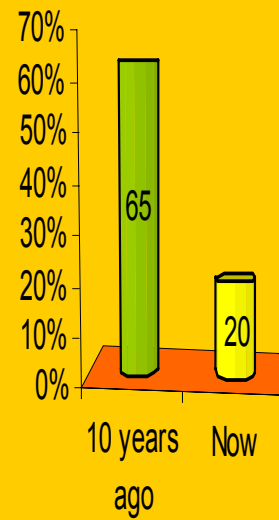


■ Extreme ■ Moderate ■ Slight ■ Same as Before

Does the public carry a good perception of Civil Service

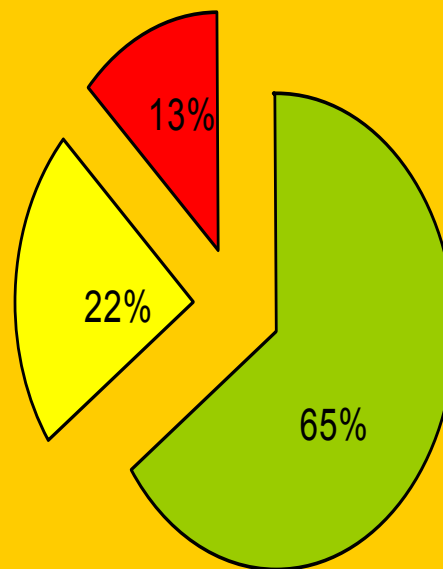


Attitude of Civil Servants towards General Public is authoritative



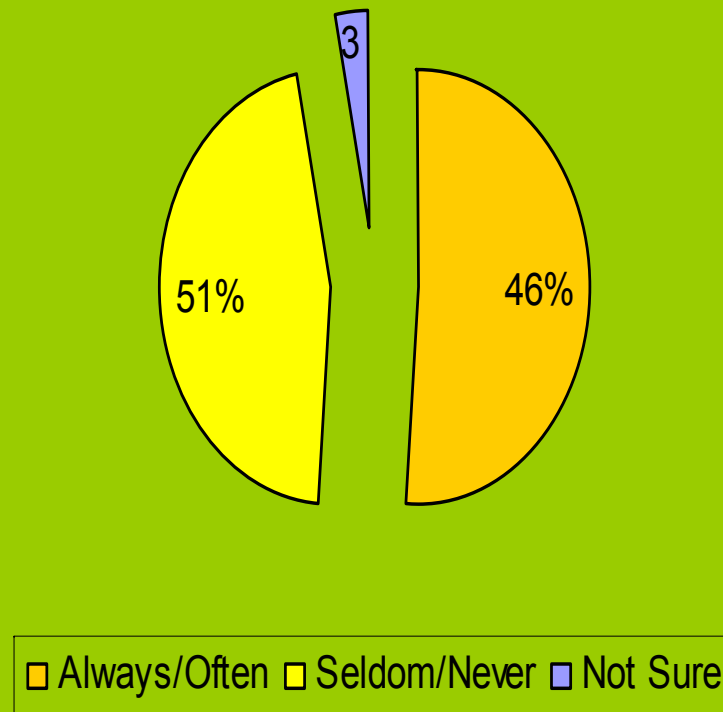
Respondents
(%)

Bribery in Civil Service to get things done



■ Always/Often □ Seldom/Never ■ Not Sure

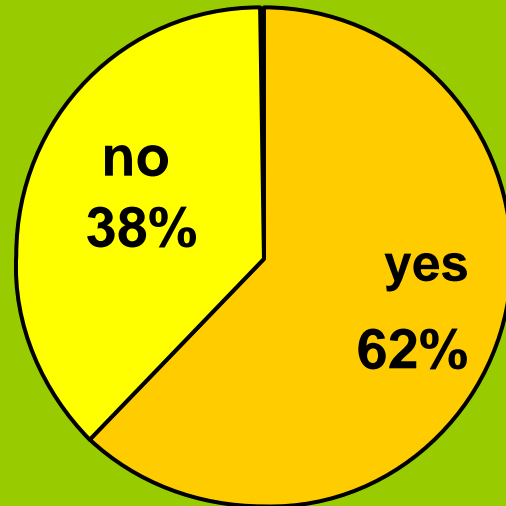
Accountabilty of Civil Servants in cases of Corruption



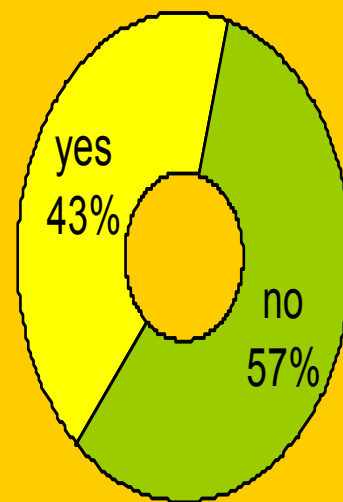
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Faith in Human Resource Management

Is the seniority-based promotion system fair?

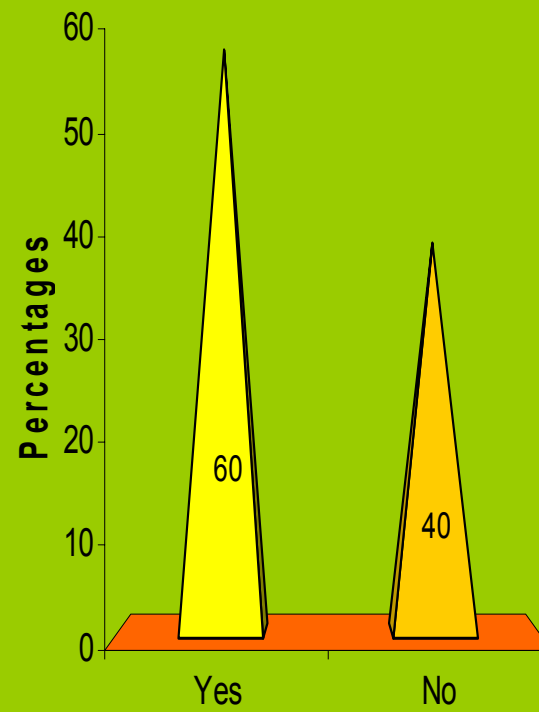


Performance evaluation: Is there a written criteria?

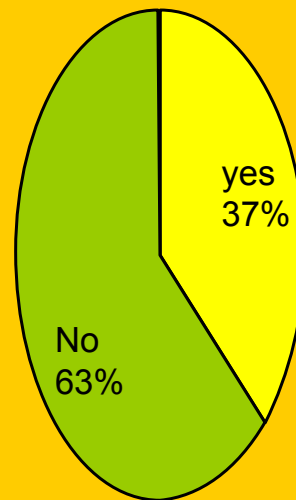


Yes No

Do you have a written Job Description?

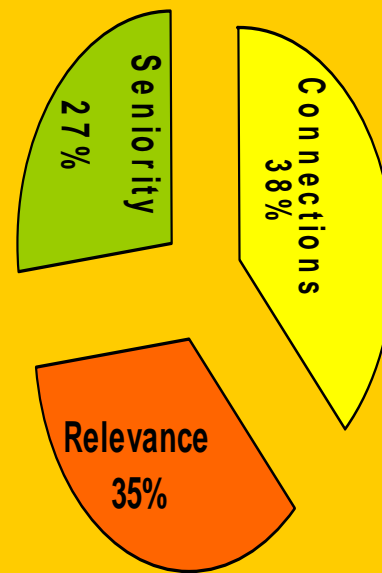


Postings: Academic Background Considered?

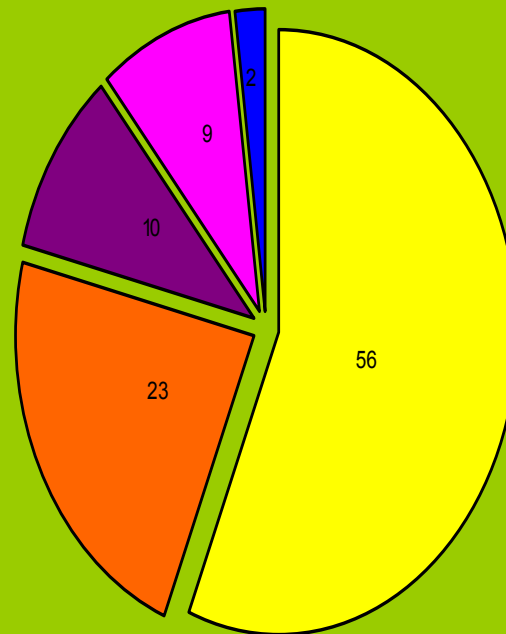


Yes No

Training Nominations: Major Determinants

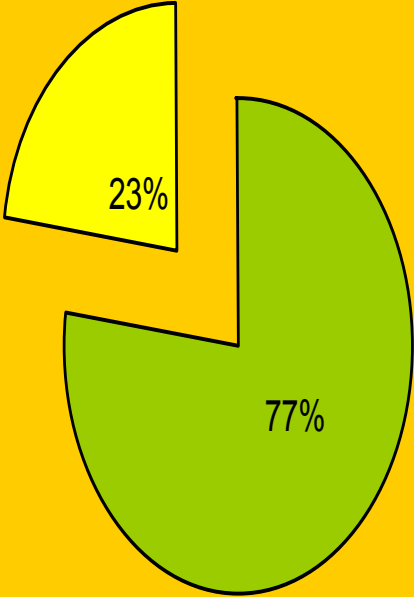


Foreign Training Acquired : Posting Area of nominees (%)



Islamabad Sindh Punjab Baluchistan NWFP

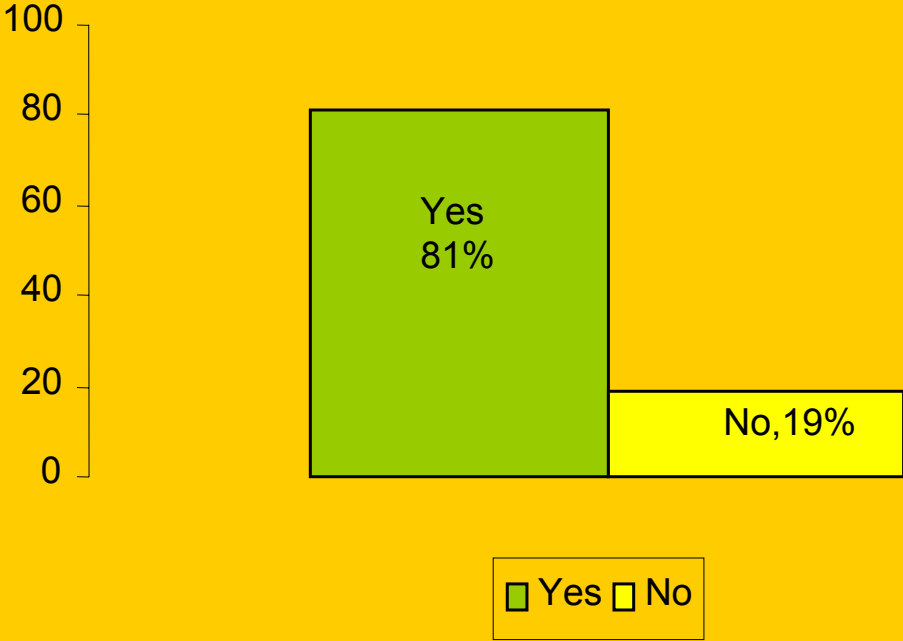
Political Influence in Civil Service



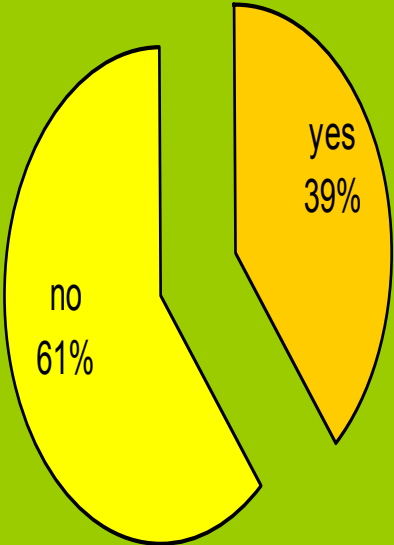
■ Always/Often ■ Seldom/Never

Fear of Competition

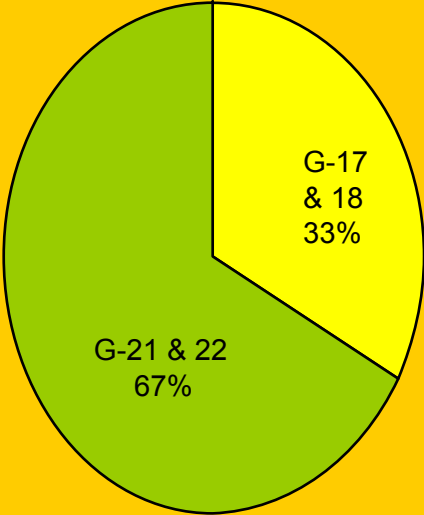
Should the recruitment Process be Specialist Oriented?



Direct Recruitment: Grade 18 & above



Yes to Direct Recruitment: Grade-Wise

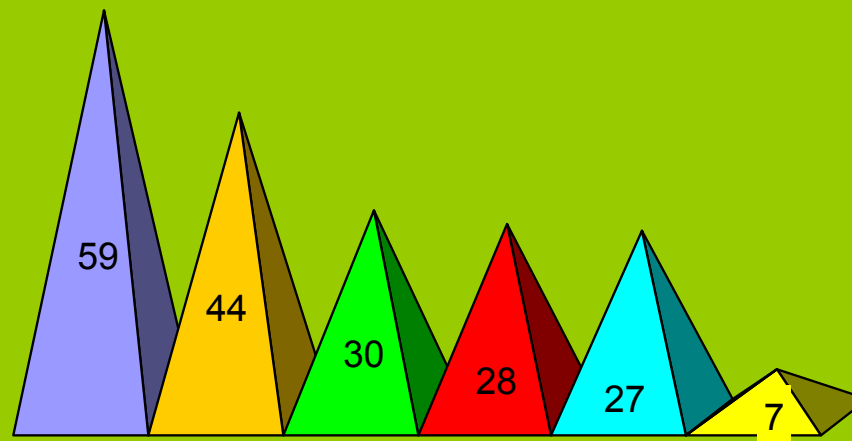


□ G-17&18 □ G-21&22

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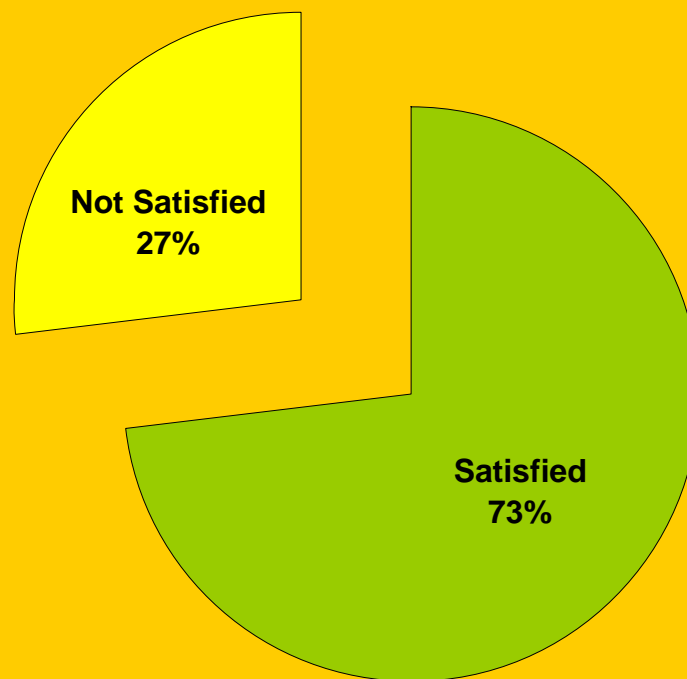
Job Satisfaction

Reasons for Joining Civil Service (%)

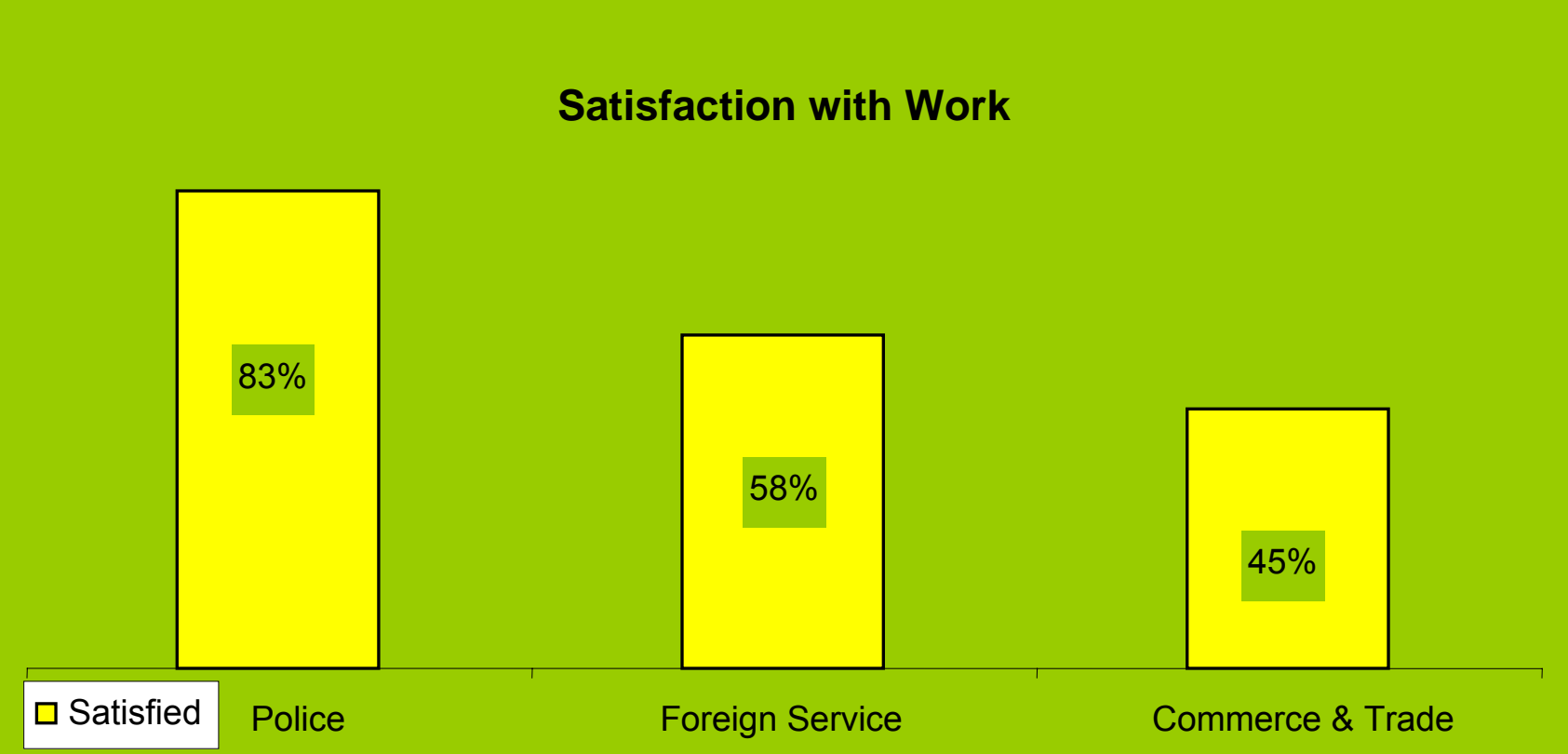


- | | |
|-------------------------|------------------------------|
| ■ Job Security | ■ Social Status |
| ■ Professional interest | ■ Authority to make decision |
| ■ Guaranteed pension | ■ Good Salary |

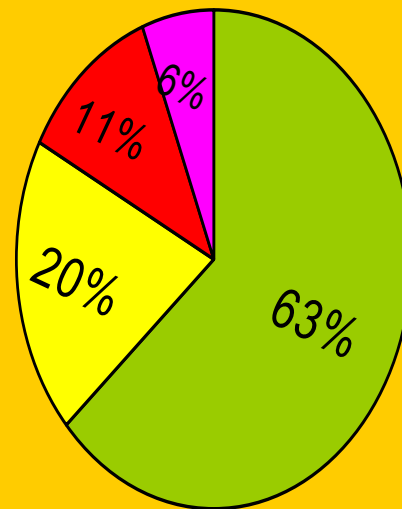
Satisfaction with work



Satisfaction with Work

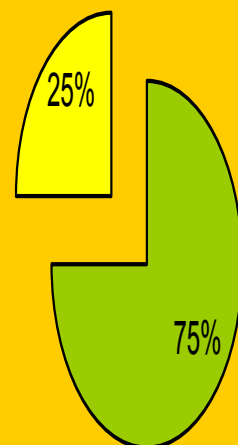


Where would you like to work in next two years?

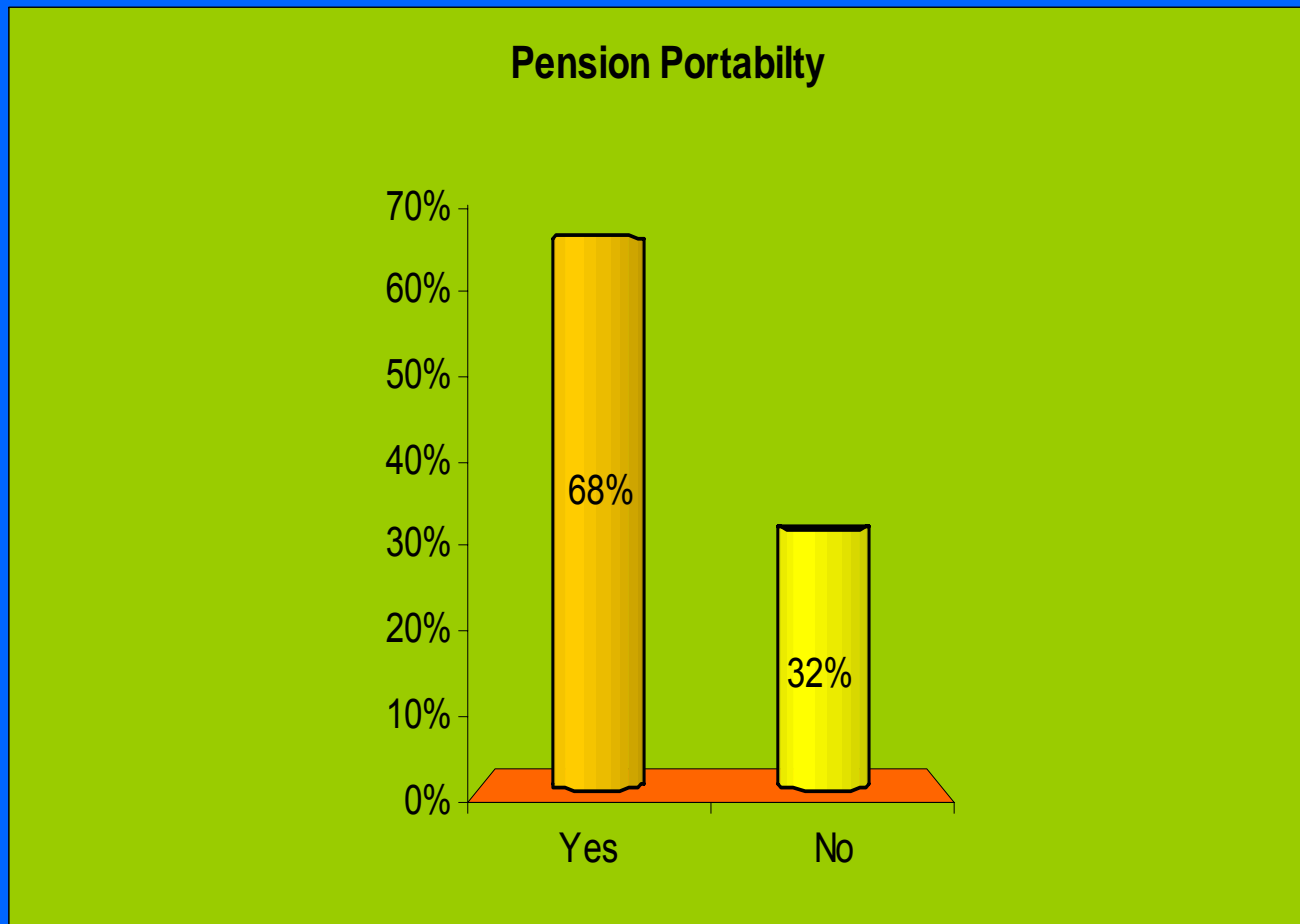


- Remain in Civil Service
- Move to a Foreign country
- Another public sector organization
- Private Sector

Should the Perks be Monetized?



Yes No



Recommendations

- Monetize all Perks
- Open all positions in Civil Service for professionals
- Institute performance based promotion & Reward system

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Thank You