

**GOVERNMENT OF PAKISTAN  
PRIME MINISTER'S SECRETARIAT  
NATIONAL COMMISSION FOR GOVT. REFORMS**

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Following recommendations of the NCGR given in the Working Paper on "Strengthening Key Institutions of Governance" (Selection Process of Chief Executives in Public Section) at para-5 from a to i alongwith certain amendments have been approved by the Steering Committee (S.C) in its meeting held on 4<sup>th</sup> August, 2007.

**AGENDA ITEM NO.4**

**STRENGTHENING KEY INSTITUTIONS OF GOVERNANCE**  
**(Selection Process of Chief Executives in Public Sector)**

2. A broad pool of eligible candidates should be identified out of which only those who are most suitably qualified, should be picked. Those selected for the jobs should be provided with operational autonomy, competitive remuneration packages and then be held accountable for results.

3. A Search Committee (S.C) should be constituted for the recruitment of the Chief Executive Officers (CEOs) in 95 institutions listed in the annex. The S.C will be a purely recommending body for proposing a short list of suitable candidates. The composition of the Committee would vary with the nature of the organization and the job.

4. The Chairman of the Search Committee (S.C) will be the Federal Minister, who will also be Incharge administrative jurisdiction of the autonomous body. The members of the SC will consist of :

- (i) Secretary Establishment
- (ii) Secretary of the Division under which the institution falls
- (iii) Principal Secretary to the Prime Minister
- (iv) A specialist from academia, private sector inside or outside Pakistan in the field of activity of the institution.
- (v) The non-executive Chairman of the Board of Directors or a senior member of the Board of Directors of the institution in cases where such Boards exist.

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5. The Committee would be autonomous and assisted by a high profile headhunting firm from the private sector in identifying and attracting the right pool of candidates.

6. The Establishment Division will carry out the Secretariat functions including preparation of the record of all the candidates eligible for interview, presenting the candidates to the Search Committee, recording and circulating the minutes of the Committee, preparing the short list approved by the Search Committee and sending a summary to the Prime Minister for his decision.

7. The Establishment Division would ask each requisitioning ministry to prepare the job description, the eligibility criteria and the skills and competencies required for the job. The Establishment Division will:

- i. circulate the information among the officers working in the Government to seek out those who fit the eligibility criteria and possess the required skills and competencies.
- ii. advertise the jobs widely through the print media in Pakistan and if the need be outside Pakistan and also through on-line recruitment agencies.
- iii. post the information on the website of the Government, Establishment Division, Ministry of Information, concerned Ministry and the organization.
- iv. invite a pre-screened firm of headhunters from the approved panel to screen, identify, persuade and recommend suitable candidates to apply.

In case an officer working in the Government is selected for the job of Chief Executive and he/ she decides to opt for the associated compensation package he/ she would have to seek premature retirement or resign from the Government.

8. The Establishment Division will submit the long list of eligible candidates to the Search Committee for initial review. The Search Committee will also decide the evaluation parameters for the job.

9. Once the Search Committee has completed this initial review process the Establishment Division will arrange the structured interview for the candidates. The Chairman of Search Committee will forward a short list of 3 to 5 candidates to the competent appointing authority.

10. The competent authority can select any one of the candidates on the short list prepared by the Search Committee. The Competent authority will have the discretion either to appoint some one else considered suitable and if not satisfied with the recommended short list, ask the Search Committee to submit a fresh panel. The Chief Executive thus selected will be appointed on contract for a fixed tenure ranging between three to five years and will be eligible for renewal if his or her performance is found satisfactory.

**11. The above recommendations were approved by the Steering Committee with the following amendments.**

- i) The Search Committee shall have the following composition:-
  - 1 x Minister/ Secretary of the concerned Ministry.
  - 1 x Secretary Establishment Division.
  - 2 x Specialists in the relevant field.
  - 1 x prominent member from the civil society.