

WORKING PAPER ON **PLACEMENT POLICY FOR CIVIL SERVANTS**

The most significant objective of a placement policy is efficient utilization of the available human resource, career planning of the potential senior civil servants by providing variety of professional exposure. A well thought out and implemented placement policy leads to strengthening of government organizations and also facilitates in improving governance. This would simultaneously create a mass of professional management and upgrade the training institutions in the country.

2. The capacity of Federal and Provincial Governments to deal with increasingly complex issues in a consistently changing world has weakened over time. One of the major reasons for this weakening is the haphazard and unplanned manner in which the subject of training especially foreign of civil servants is dealt with by the Government. Substantial opportunities are available for training the middle to senior level civil servants in reputable educational/training institutions of the developed countries. However, the system by which officers are selected for the foreign training/ courses as well as the utilization and placement of officers after their training does not result in the right kind of capacity building of Government Ministries, Departments and Organizations.

3. Presently there is hardly any effective placement policy followed by the federal or the provincial governments. In August 2005, Establishment Division proposed a 'Placement Policy' which was duly approved by the Prime Minister. For a variety of reasons including political interference and reluctance of the officers themselves the policy has not been effectively implemented. As a result individual officers pursue their individualistic agendas in seeking and using training facilities. Until and unless this trend is reversed and greater coordination is achieved between the Establishment Division and Economic Affairs Division the present practice will continue resulting in sub optimal to minimal impact of foreign training in career planning and placement of civil servants.

4. The Commission recommends that the Placement Policy as approved by the Prime Minister should be implemented by the Federal Ministries, Provincial and District Governments, exception to this policy may not be allowed. Commission may be allowed to monitor the implementation of this policy and report progress and particularly non compliance to the Steering Committee in its quarterly meetings for an improvement in governance.