

Competency Based Recruitments, Work Allocation and Talent
Management

and

Competency Assessment Tests and Assessment Architecture

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Competency Based Recruitments, Work Allocation and Talent Management

- Governments across the globe have sought to reshape bureaucracies to suit technological and economic requirements
- The experience of India, USA is analyzed to extrapolate the experiences and changes
- 21st century civil service:
 - Meritocracy, attracting the best talent
 - Delivering world class services
 - Trusted to be honest, objective, impartial, and act with integrity
 - Command the confidence and respect of citizens they serve and valued by Ministers

The vision of Sardar Patel

- Sardar Vallabhbhai Patel, envisioned the civil services to be the 'steel frame' of good governance of the country.
- To this day, this steel frame continues to serve the nation, following and respecting the first address of Patel saying "Your predecessors were brought up in traditions which kept them aloof from the common run of the people. It will be your bounden duty to treat the common man as your own."

SUPERIOR SERVICES

- **ALL INDIA SERVICES** – were recruited by Secretary of State to serve in any part of India and assigned to a province
- **CENTRAL SERVICES** – dealt with Foreign Affairs and administration of State Railways, Posts and Telegraphs, Customs, Audit and Accounts, Science and Technical Departments
- **The Indian Civil Service and Indian Police Service** were allowed to continue post independence
- **1947** – After transfer of power, the Indian Civil Service was replaced by the Indian Administrative Service
- **1950** – the Federal Public Service Commission was replaced by the Union Public Service Commission.

CIVIL SERVICE REFORMS MILESTONES

REFORMS	INDIA	USA
RECRUITMENT BY COMPETITIVE EXAMINATION	1855	1883
ECONOMIC DEREGULATION	1990	1970
REGULATORY ADMINISTRATION	2000-2014	1978-1991
THE RISE OF THE DIGITAL STATE	2014-2021	2001

CIVIL SERVICE REFORMS MILESTONES

REFORMS	INDIA	USA
RECRUITMENT PROCESS	<p>THE AIS AND CENTRAL SERVICES RECRUITED THROUGH UPSC – EQUAL OPPORTUNITY THROUGH MERIT BASED EXAMINATION</p> <p>32 - 38 YEARS UPPER AGE LIMIT</p>	<p>FEDERAL GOVT EMPLOYEES SELECTED THROUGH COMPETITIVE EXAMS AND MERIT BY USAJOBS.GOV</p> <p>35-37 YEARS UPPER AGE LIMIT</p>

CIVIL SERVICE REFORMS MILESTONES

REVIEWS OF REFORMS	INDIA	USA
<ul style="list-style-type: none">• COMPENSATION• RECRUITMENT & SELECTION• TRAINING• PERFORMANCE MANAGEMENT	1 ST ARC, 1969	PENDLETON ACT 1883
	2 ND ARC 2008	CIVIL SERVICE ACT 1978

Civil Services Examination Reforms

- **KOTHARI COMMITTEE 1976** preliminary examination introduced
- **SATISH CHANDRA COMMITTEE 1989** introduction of an essay paper and marks for personality test were increased
- **YOGENDRA KUMAR ALAGH COMMITTEE 2001** introduced 2 objective papers in preliminary examination, general studies and aptitude test, changes in main examination pattern

Work Allocation

- Transparent and Objective Placement Procedure
- Tasks assigned to a public servant match domain competence
 - Frederick Taylor was the father of the scientific management era
 - Emphasized one best way of achieving organizational and individual efficiency
- SAG level posts classified as per functional domain
 - Helped streamline aspects of personnel management
- Multi-source Feedback for empanelment and focus on ethics
- 7 Principles – Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership

Talent Management

- PM's Awards for Excellence in Public Administration
 - Restructured in 2014 and 2020 for recognizing outstanding performance
- National e-Governance Awards
- Digital India Awards
- Head of Department has to ensure each job is meaningful and team building/ congenial work environment
- Harassment at work place to be rigidly monitored
- Timebound completion of disciplinary proceedings and exemplary punishment in proven cases

Competency Assessment Architecture

- New Performance Appraisal System introduced in 2007
- Performance Appraisal to be Year Around
- Performance Appraisal to be job specific
- Guidelines formulated for numerical grading
- 360 degree evaluation
- Identification of Self Assessment Goals
- Annual Performance Agreements signed

USA - Pendleton Act, 1883 – Start of Reform

The Pendleton Civil Service Act became law on January 16, 1883

- Created a personnel system based on merit
- Civil Service Commission (CSC)
- Competitive exams & educational criteria for employment
- Lateral entry (entry at any level)
- Neutrality

USA- Centralized – Civil Service Commission

- The Civil Service Commission (CSC) achieved authority over position classification, efficiency ratings, and retirement administration.
- The CSC’s “policing” role was proving incompatible with the “friendly cooperation” required by the more positive aspects of centralized personnel administration.
- Focused heavily on technical details (rigid pay grades) at the expense of representativeness and equity

Civil Service Reform Act (CSRA) of 1978 and beyond

U.S. Merit Systems Protection Board (MSPB):

Responsible for
validating employee
appeals and
investigation of merit
system violations

U.S. Office of Personnel Management (OPM):

Responsible for
coordination of federal
government's
personnel program

Federal Labor Relations Authority (FLRA):

Federal sector
authority responsible
for enforcing labor-
management
relations

Senior Executive Service (SES):

Includes most
managerial,
supervisory, and policy
positions classified
above General
Schedule (GS) grade
15 in the Federal
Government

Civil Service Reform Act (CSRA) of 1978 and beyond

- **National Commission on Public Service (Volcker Commission) (1993):** recommendations for far-reaching changes to improve the effectiveness of the public service, at every government level
- **Commission on State and Local Public Service (Winter Commission) (1993):** improvement of state and local government performance
- **National Performance Review (NPR) (1993) Clinton** – chaired by Al Gore: recommendations for reinventing government – how government should work – “From red-tape to results”

Government by Reform: The Managerialist Period

Public Human Resource Management Reform Themes

- Decentralization
- Performance-based Pay
- Declassification (Broad-banding)
- Deregulation (Employment at Will)
- Privatization (Outsourcing)

THANK YOU