Analysis of Performance Management System in the Provincial Governments in Pakistan

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MEHMOOD, Tariq

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KDI School of Public Policy and Management

In Partial Fulfillment of the Requirements

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Professor Kim, Soonhee

Professor Liu, Cheol

Approval as of December, 2022

ANALYSIS OF THE PERFORMANCE MANAGEMENT SYSTEM OF CIVIL SERVANTS IN THE PROVINCIAL GOVERNMENTS IN PAKISTAN

By

Mehmood, Tariq

Supervisors,

Lee, Junesoo (Professor)

&

Kim, Soonhee (Professor)

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ABSTRACT

Performance management system of civil servants is one of the key areas of human resource management (HRM) doctrine. This thesis examines the current status of the performance management system of civil servants in the provincial governments in Pakistan; the causes of delays in implementation; identify best performance management system of civil servants practices in the world and suggest recommendations to the policy makers. This is exploratory research and uses both secondary and primary data. The findings are analyzed through the lens of Galbraith's Star model and the two-factor motivation theory. This study is qualitative in nature and validates secondary data by relying on in-depth interviews of civil servants belonging to ten vital government departments and two directorates of the provincial government of Khyber Pakhtunkhwa, Pakistan. This study finds out that performance management system of civil servants is weak due to political interference; lack of internal accountability; absence of vigorous human resource policy; weak performance evaluation of employees; lack of written job descriptions and performance indicators; cultural biases; and non-linkage of performance management system of civil servants to performance based promotion and reward system; and lack of e-governance initiatives. To strengthen the performance management system of civil servants, measures such as goal identification, de politicization of civil service system, 360 degree evaluation system, and performance based promotions and rewards and e- governance initiatives are required. These policies need to be implemented keeping in view four evaluation criteria including, social and political viability; technical possibility; administrative operability and financial feasibility.

ACKNOWLEDGEMENTS

Dedicated to

The most respected professors,

Lee, Junesoo

Soonhee, Kim

&

My beloved family

ACRONYMS

ACR: Annual Confidential Report

AMIP: Annual Merit Incremental Program

BARS: Behaviorally Anchored Rating Scales

BSC: Balance Score Card

CPI: Corruption Perception Index

CSC: Civil Service Commission

DFID: Department for International Development

E-HRM: Human Resource Management

E-IPSES: Integrated Public Service Evaluation System

GPEC: Government Performance Evaluation Committee

GRS: Graphic Rating Scale

HR: Human Resource

HRIS: Human Resource Integrated System

HRM: Human Resource Management

IMU: Independent Monitoring Unit

IRS: Inland Revenue Service

IT: Information Technology

KPIs: Key Performance Indicators

KPPSC: Khyber Pakhtunkhwa Public Service Commission

MATT2: Managing at Top2

MBO: Management by Objectives

MCMC: Mid- Career Management Course

NHS: National Health Service

NMC: National Management Course

NPM: New Public Management

OBM: Open Book Management

OECD: Organization for Economic Corporation and Development

PBP: Performance Bonus Program

PER: Performance Evaluation Report

PI: Performance Information

PIPs: Performance Improvement Projects

PMIS: Performance Management Information System

PMS: Performance Management System

PMS: Provincial Management Service

PPA: Practical Performance Appraisal

PRP: Performance Related Pay

PSAT: Public Service Aptitude Test

PSM: Public Service Motivation

SCS: Senior Civil Service

SDGs: Sustainable Development Goals

SMC: Senior Management Course

TI: Transparency International

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Chapter 1

Introduction

The 21st century is considered an age of governance by the 'performance management system' (PMS). Its basic principle is that information received from performance indicators helps to make better decisions in public sector organizations. It further leads to employees' accountability and efficiency. In point of fact, the government of New Zealand adopted New Public Management (NPM) model from private sector organizations and implemented it in the public sector in the late 1980s. Performance appraisal is an important decision making tool and part of NPM reform agenda (Moynihan, 2008). Efficient civil service and development of the country are corelated. Accurate assessment of employees performance is highly important, because for effective performance management it is important to measure it first (Tanvir & Chaudhry, 2016). Imperative advantage of modern performance management system is its ability to distinguish between employees of various calibers in an organization. The central focus of performance is on human resources and measurement practices in an organization (Poister et al., 2015). The concept of performance is a universal phenomenon that plays an essential role in modern governance and decision-making at all tiers of government. Quantifiable performance measurement indicators are an essential feature of NPM (Norman, 2002). The performance management helps to measure and evaluate employee performance targets (Mughal et. al., 2014; Hanif et. al., 2016; Smith et. al., 2017). It associates 'organizational strategies and results' and plays a critical role in motivation of competent employees which indirectly enhances organizational efficiency (Bhatia, 2016). The most important features of performance management are: 1) hiring and employment of professional managers; 2) clear performance measures and standards; 3) assignment of more weight to reliability and stability of services; 4) more autonomy and decentralization; and 4) competition within all units and sub-units of organizations for better outputs (Fryer & Ogden, 2009). Performance appraisal is an efficient tool to decide performance of employees (Hanif et al., 2016). According to Moynihan (2008), performance appraisal system is a management tool for increasing efficiency and effectiveness of

employees and ensuring enhanced service delivery. The main doctrine of this system is that individual and organizational goals are linked to create "results-oriented cultures" on the basis of objective information. Focus of evaluation should be on achievements and outputs of employees.

1.1   Background of the Study

Pakistan came into being as an independent Muslim state on the 14th of August 1947 after the division of the united Indian subcontinent. Initially, lack of trained human resource and a weak economic base were the major challenges, but under the statesmanship of "Quaid-e-Azam Muhammad Ali Jinnah" (creator of Pakistan) efficiently tackled those issues. In fact, in the first four decades of its independence, Pakistan performed well in the economic and social indicators and was much ahead of its neighboring countries of India and Bangladesh. Though, Pakistan faced political turmoil, fought a war with India in 1965, and faced the unfortunate dismemberment of Bangladesh in 1971, even then, its cumulative economic growth was 6.5 percent and it was among the top ten world economies. It is interesting to notice that in the 1980s Pakistan was at the threshold of being a middle-income nation. Regrettably, Pakistan's economic and social debacles started in the 1990s with increased political polarization, corruption, and nepotism in the government organizations (Hussain, 2018).

The World Bank Governance Indicators Project (2020) studied two governance indicators including 'government effectiveness' and 'political stability'of about 200 countries including seven South Asian countries. The percentile score is ranked as 0 to 100. The bigger the score, more effective the government is. In the indicator 'government effectiveness' Pakistan's percentile rank is (31.73) which is slightly better than Bangladesh's score of (20.19), and much lower than that of India (66.83); Bhutan (65.87) and Sri Lanka (50.96). The WGI report further revealed that Pakistan is the least 'politically stable country' in the South Asia region with a percentile rank of (5.19) as compared to Bangladesh (16.04); Bhutan (84.91); India (16.98); Maldives (58.49); Nepal (41.51) and Sri Lanka (45.28).

According to Transparency International (2021), in the Corruption Perception Index

(CPI) score, Pakistan is ranked 140 out of 180 countries. Figure 1 below shows the CPI scores for South Asian countries in 2021. It can be seen that Pakistan's (CPI) score is 28 out of 100, which is slightly better than Bangladesh's 26. This data shows that Pakistan is more corrupt as compared to other South Asian nations.

Figure 1: *CPI Score of South Asian Countries*

	Pakistan	India	Sri Lanka	Nepal	Maldives	Bhutan	Bangladesh
Rank	140	85	102	117	85	25	147
Score	28	40	37	33	40	68	26
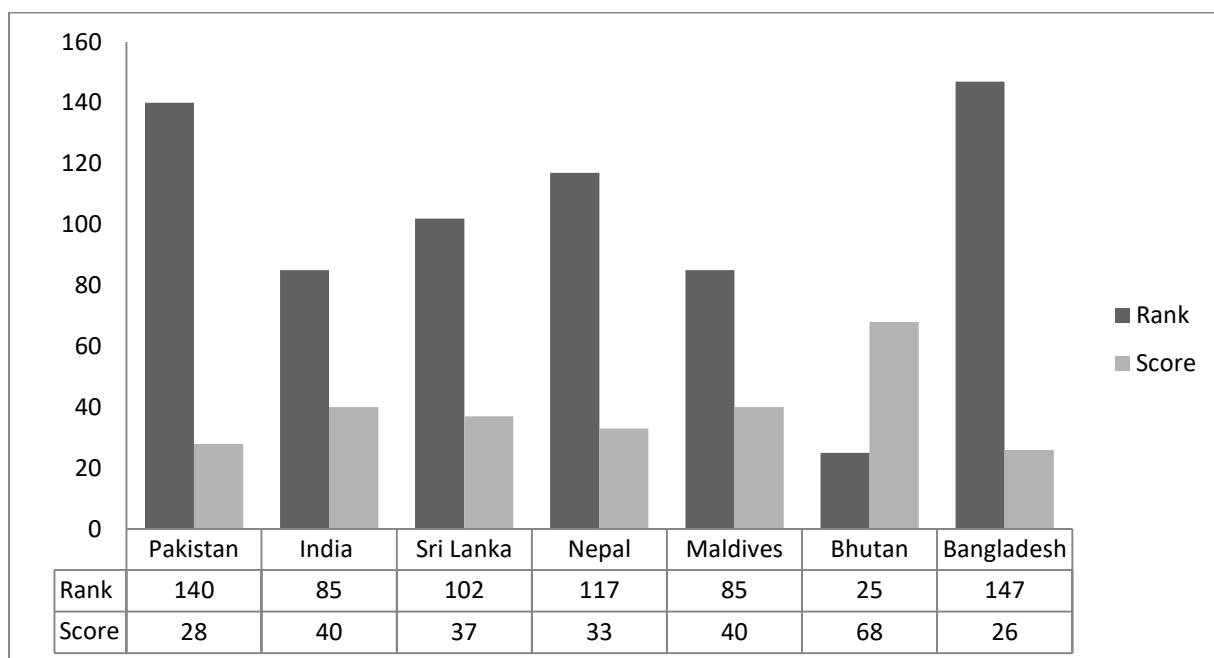
Source: Author using data from Transparency International

This report further revealed that the least corrupt governments in the world are Denmark, Finland, and New Zealand each with a CPI score of 88. Furthermore, the higher the CPI score, less corrupt the government is. On the other hand, lower CPI score means that the government is more corrupt. Figure 2 below shows the corruption perception index of Pakistan between the years 2012 to 2021. The figure indicates that Pakistan was able to slightly improve its CPI score from 27 in 2012 to 33 in 2018. But, the CPI score plummeted to 28 in 2021.

Figure 2: Corruption Perception Index of Pakistan (2012-2021)

Pakistan CPI Score 2012-21
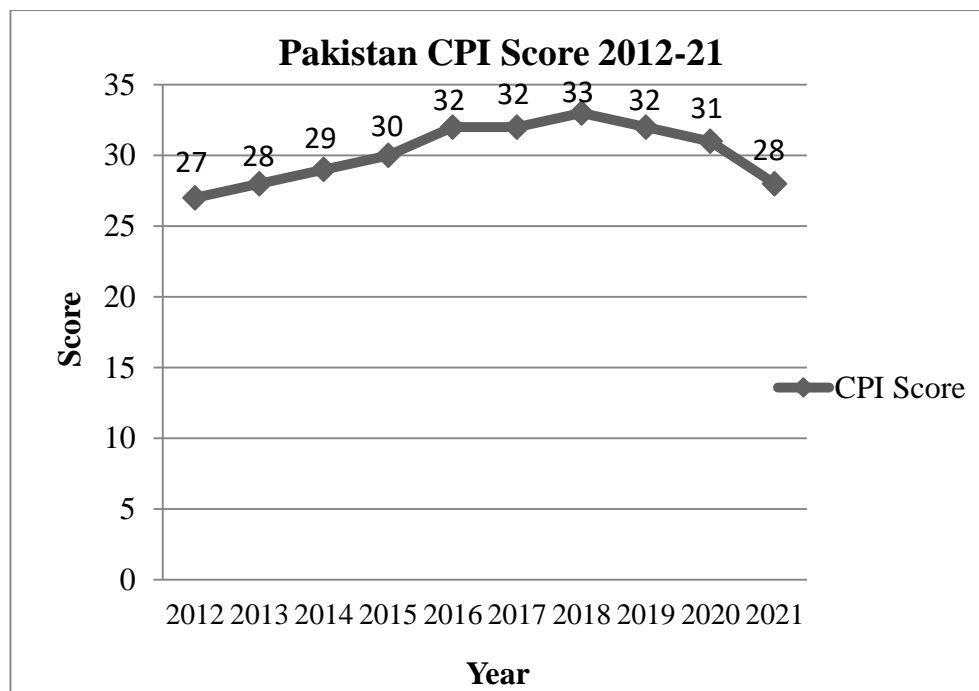
Source: Author using data from the Transparency International

According to Majeed (2011), the World Bank studied a governance indicator 'bureaucratic efficiency' for various countries of the world including South Asian countries, and concluded that Pakistan has the lowest bureaucratic efficiency (4.3) out of 10. On the other hand, its regional peers were better, as India's score is 5.5, Sri Lanka's 6.7, and Bangladesh's score is 4.7.

1.2   Significance and Objective of the Study

This study aims to analyze performance management system of civil servants in the provincial governments in Pakistan. According to Hanif et al. (2016), (PER) is the only tool for assessment of employees in the federal as well as provincial governments in Pakistan. While on the other hand, PER is full of weaknesses. As a result of inadequate PER, employees are promoted to the next higher grade which is a huge challenge for the efficiency of civil service. This study is highly significant, because due to inefficient civil service, developmental goals including Sustainable Development Goals (SDG's) are unmet. In order to remove this deficiency, the

provincial governments must adopt such system which can effectively manage employees' performance. The legal ground of performance management system in the civil service is composed of Civil Servant (Act), 1973; Khyber Pakhtunkhwa Civil Servants (Efficiency & Disciplinary) Rules, 2011 and Khyber Pakhtunkhwa Civil Servants (Appointment, Promotion & Transfer) Rules, 1989. But the main issue is that these rules and regulations are not fully implemented due to political interference and bureaucratic inefficiency.

Existing domestic literature on the topic is insufficient, because only few researchers such as (Ikramullah et al., 2012; Hanif et al. 2016; Tanveer et al., 2016) studied role of performance appraisal system in the public sector in Pakistan. The researchers didn't study this topic at length. In order to fill the knowledge gap, it is necessary to identify major weaknesses in the performance management system of civil servants and take remedial measures for improvement.

Overall objective of this study is to analyze the performance management system of civil servants in the provincial governments in Pakistan. Precisely, specific objectives are to:

i. examine whether the performance management system of civil servants is effectively implemented in the provincial governments in Pakistan;

ii. analyze the causes of delays in implementation of the performance management system of civil servants in provincial governments;

iii. diagnose the best performance management system of civil servants practices worldwide; and

iv. Suggest policy measures for improvement of performance management system of civil servants in the provincial governments.

Chapter 2

Literature Review

Literature review of this study is distributed into two parts. One studies the history of performance management system of civil servants in the contemporary world including Pakistan. The second one investigates importance and major characteristics of performance management system of civil servants system.

Part 1: History of the Performance Management System of Civil Servants: International & Domestic

2.1 History of the Performance Management System of Civil Servants in the World

Although precise emergence moment of performance management system of civil servants is elusive, the Graphic Rating Scale (GRS) is believed to be the first measurement technique that was used in 1920 to rate the performance of army officers based on various traits. However, the main drawback of GRS is that it dealt with the personal attributes of employees only. In 1940, another assessment technique called Annual Confidential Report (ACR) was set up which empowers the supervisor to assess the subordinate. However, there is no feedback mechanism provided by the employees and there are few chances for improvement and betterment (Mughal et al., 2014**).**   According to Condrey (2010), in 1958, an Australian-American management consultant Peter Drucker framed another objective-based performance measurement technique called Management by Objectives (MBO). In the public sector, MBO provides managers with high authority as it controls objectives and activities, but the negative side is that it leads to centralization. The two major principles of MBO are that feedback is on daily basis and focus is on rewards and not on punishment. The third principle is that it provides a performance scoreboard to managers, and focuses on results and less on means of achieving them. In the public sector, its implementation is hampered by political ambiguity. According to Norman (2002), Drucker observed the functioning of large companies and concluded that organizational

goals need to be specific and attainable so as to achieve maximum output. He further mentions that there is another rating scale called Behaviorally Anchored Rating Scales (BARS) which is used to assess performance of employees or trainees on behavior scale. MBO add behavioral scale to the traditional rating scale such as GRS. It is an extension of the 'graphic rating scale' and subjective-based appraisal system, but it is widely used in the private sector. Its main focus is on inputs and processes rather than outputs. According to Condrey (2010), both BARS & MBO emphasize detail job analysis and the critical incident technique is the main part of the BARS system. Additionally, in the 1970s, Practical Performance Appraisal (PPA) was introduced with the aim to provide feedback to all employees for improvement. In reality, the above-mentioned measurement techniques helped to form the modern performance management systems (Mughal et al., 2014**).**

2.2 New Public Management

In 1970s, the National Health Service (NHS), United Kingdom faced a huge financial crisis and to tackle this challenging situation the Conservative governments of Margaret Thatcher and John Major resolved to introduce reforms and new concepts such as "value for money" and "performance measurement" in British civil service. Accordingly, British government focused on decentralization and provided increased managerial autonomy to middle-level managers. Undeniably, these reforms paved the way for 'New Public Management (NPM)', which was coined in 1980s. It is pertinent to note that PMS is an essential doctrine of NPM (Fryer & Ogden, 2009). According to Norman (2002), the concept of NPM was embraced by New Zealand in the 1980s. It is an inclusive concept that encompassed both public and private sectors and focuses on managing outputs at the organizational level. Additionally, the main features of NPM are quantifiable indicators to measure performance, strategic planning to achieve organizational strategy besides, performance-based budgeting and robust accounting systems. According to Poister et al. (2015), the main notion of NPM is that private sector performance methods can be implemented in public sector as well to run it in a market-like manner. Performance measurement is highly influenced by the NPM movement and citizens are considered customers in this new paradigm. NPM is performance focused to lower budgetary deficit, debt and improve service delivery.

2.3 The Current Status of Performance Management System of Civil Servants in the Provincial Governments in Pakistan

According to Haque and Khawaja (2007, p.19) performance management system of civil servants is not implemented in the provincial governments mainly due to weak human resource management sytem. Another major reason is that job descriptions are not in written form. Further, there is less regard for skills and talent in civil service as political connections play vital role in recruitment and placement. There is lack of internal accountability of employees at the organizational level. According to Mughal et al. (2015), performance management system of civil servants is still a new concept in Pakistan public sector. However, privatization of some banks (in 1990s & 2000s) improved their services and performance. Improvement happened due to the fact that employees are evaluated against given performance targets. For instance, AL Falah bank performance management system of employees depends on the rating and deposit mobilization of its employees.

According to Hanif et al. (2016), in Pakistan, the focus of reforms has been on structural and procedural aspects while the contextual and functional aspects are ignored. All the reforms made so far including the 'Basic Democratic system' (1960s), 'lateral entry system' (1970s), and 'Devolution Plan' (2000) focused on restructuring administrative and financial practices only. However, there is no robust human resource policy that can drive the civil servants' career, and (PER) is the only mechanism of assessment that is maintained by the respective provincial and federal government departments. For every employee, there is a reporting officer and a countersigning officer who evaluate employee performance. At present, seven categories of PER forms are used for officials of various categories. They are evaluated against knowledge of the relevant rules and regulations, honesty and uprightness, analytical skills, and future training prospects. *A copy of PER form is attached at appendix D.*

Tanvir and Chaudhry (2016) studied PER system in the civil service and maintained that performance management system of civil servants is not well established in Pakistan.

Nonetheless, (PER) is used only for promotion of employees. On the other hand, the PER system has many weaknesses including subjective based evaluation and absence of quantitative targets; being used as a behavior controlling tool by senior employees; and there are no performance targets for subordinates. Moreover, main issue with PER is that it lacks thoroughness as superior officers write simple and general kind of sentences about subordinates. Another issue is that performance and promotions are not linked as promotion is automatic and based on seniority and not competition based. Yet another weakness is that PER and placement of employee is not linked as due to political interference in placement matters the skill set and experience of civil servant doesn't count. It is due to the missing link between promotion and placement of civil servants and PER system that no body gives much value to PER system.

In 1947, Pakistan inherited British civil services to run the affairs of the newly created country. The hallmarks of those civil servants were integrity, merit-based recruitment, and political neutrality. Muhammad Ali Jinnah (the founder) also aimed for "apolitical, neutral and independent civil service" (Hussain, 2018, p.210). He further revealed that 93 percent of civil servants themselves consider civil service inefficient and corrupt. Second, internal accountability of civil servants and accountability to the citizens is lacking, which amplified government infirmity. Third, in-service training mechanism is weak and often neglected. Training evaluation reports are not utilized to identify skills and competencies of civil servants. These are considered as formalities for elevation and not for skill development and preparation for future challenging jobs. Fourth, PER system is not given any weightage in the promotion system. It is subjective based; performance targets are not defined; no clear goals and objectives; no agreed upon performance agreement; no feedback mechanism; gap between employee and immediate supervisor due to centralization of authority and strong hierarchical system. Link between organizational goals and employee performance is missing. Additionally, performance outcome of employees is not focused. Sixth, lack of rotation policy and frequent turnover of civil servants also negatively impact their performance and evaluation system. Seventh, civil service lack vision and goals as the elected representatives are unable to provide proper guidelines about policy matters. Furthermore, nepotism in the promotion policy in the higher grades of the civil service. Though, promotion in the highest grade (BS 22) is the prerogative of the prime minister but most often merit is not followed and employees well connected to the politicians are

promoted bypassing competent and integrity-wise better officers. Moreover, issue is nepotism in recruitment process. For example, in 1970s, Prime Minister Bhutto inducted around 5,476 civil servants in 16 and above grades in central and provincial governments who were recommended by party stalwarts. Further, more than 1300 officers were recruited in the higher ranks through lateral entry.

Similarly, Khan and Din (2008) maintained that bureaucratic inefficiency and weak performance management system of civil servants pose serious challenges to civil service functioningin the federal and provincial governments in Pakistan.

Part II: Main Features of the Performance Management System

2.4 What are Performance Management and Performance Measurement?

Armstrong (2001) argued that performance system is an organizational tool that is related with evaluation, execution and improvement of organizational performance. Potgieter (2005) maintained that performance management is all about performance appraisal of employees through which they are assessed regularly in a year. According to Moynihan (2008, p.5):

 "Performance management is a system that generates performance information through strategic planning and performance measurement routines and that connects this information to decision venues, where, ideally, the information influences a range of possible decisions".

According to Fryer and Ogden (2009), 'performance management' and 'performance measurement' are distinguishable concepts. It was in 1976 when Beer and Ruh coined the term 'performance management' to assist the organizational managers to use performance appraisal and reward system effectively. They assumed that performance system may be developed by involving all stakeholders in decision making processes. While, Tobias and Peter (2009) emphasized that p*erformance* is a valued contribution to reach the goals of an organization. According to Mughal et al. (2014), basic aim of performance management system of civil servants is better decision making and development of employees in an organization. Poister et

al. (2015) supported the fact that performance measure improves decision making, enhances management style and ensures accountability. On the other hand, Smith and Bititci (2017) viewed 'performance measurement' as a 'metric' to measure productivity and success. It is goal setting process and developing performance measures. Figure 3 below shows the life cycle of performance measurement in five steps.

Figure 3: Performance Measurement Life Cycle
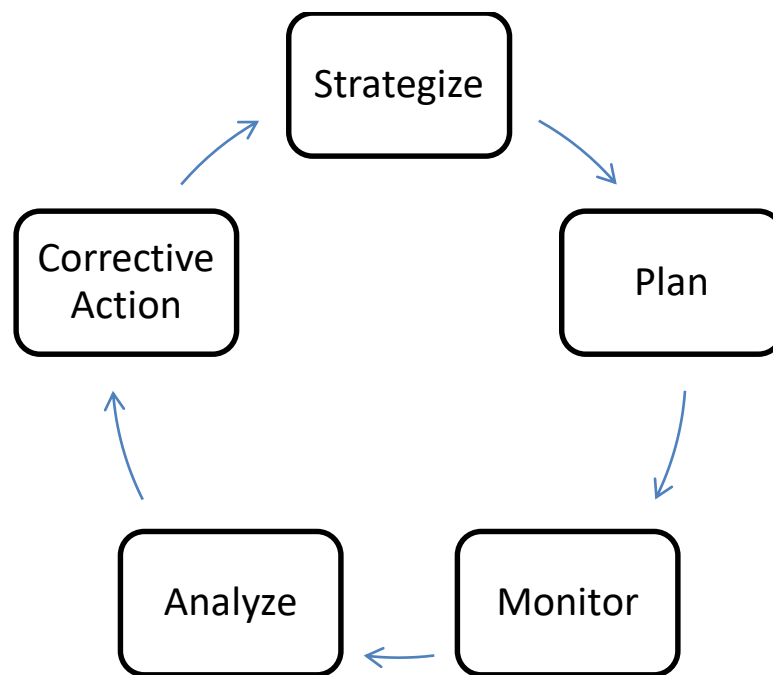
Source: Author using figures from Fryer and Ogden (2009)

2.5 Important Characteristics of the Performance Appraisal System

Armstrong (2001) believed that modern performance management system of civil servants is more reliable as it delivers fair results. It benefits 21st century organizations by providing effective system to develop; measures performance indicators and helps organization to achieve higher outputs; and creates dynamic environment and competition within and outside

organizations. According to Norman (2002), performance management system makes managers more accountable in financial and human resource related matters which are considered as useful tools for empowerment. For managerial and organizational efficiency and effectiveness, an explicit Performance Management Information System (PMIS) is also beneficial. Condrey (2010) maintained that performance appraisal is a decision-making tool about employees which is linked with shaping their assessment process. Moreover, it is important to design performance appraisal according to the organizational needs. However, 5W questions of why, what, who, when and how should be answered in the appraisal.

According to Mughal et al., (2014) performance appraisal should be thorough, practical, meaningful and specific. Performance data should be reliable and valid. According to Poister et al. (2015), Performance Information (PIs) offers managers a great opportunity to achieve organizational objectives. Performance appraisal provides control mechanisms (tools) management, for managers and governing bodies for efficient Human Resource (HR) and financial management of organizations. Performance measures are also helpful for the output-based management style, strategic performance-based budgeting, contract-based performance and incentive-based systems. Performance data is widely used for evidence-based decision making which helps to avoid mistakes and repeating failures.

According to Jacobsen and Mortensen (2016), the significant doctrine of performance management is having less rules and more autonomy to managers for quick and correct decision making. For instance, in many technologically advanced countries such as Denmark, existing performance management practices have confronted traditional 'bureaucratic rule-based governance'. Performance management system generates information and links it to 'managerial decision making'. Its significant objective is focusing on outputs of public managers.

Figure 4 below shows the qualities of effective civil servants. This is not possible to inculcate these qualities among Pakistani civil servants without establishing strong performance management system. Satisfaction, motivation, commitment, integrity, hard work and high performance are the core values of civil servants, but it is possible only when they are evaluated effectively through strong performance management system of civil servants system.

Figure 4: Attitude and Behavior of Effective Civil Servants

Satisfied with their job

Committed to Public Sector

High Performing

Effective Civil Servants

working with integrity

Motivated to Serve public

Motivated to work hard
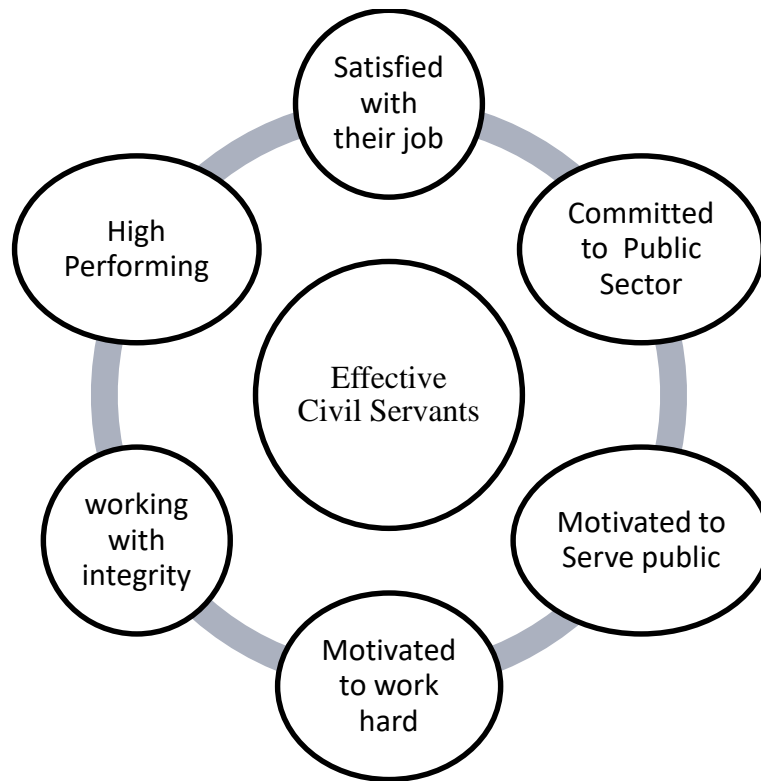
Source: taken from Sahling & Mikkelsen (2018) P.7

Chapter 3

Research Questions and Theoretical Framework

This is not an empirical study to test hypotheses but an exploratory study to seek answers to open-ended questions which focus on human resource management employee performance management system of civil servants system. After reviewing available literature, following research questions are framed.

3.1 Research Questions

1) Is performance management system of civil servants effectively implemented in provincial governments of Pakistan?

2) What are the causes of delay in implementation of performance management system of civil servants in provincial governments?

3) What Pakistan can learn from the performance management system of civil servants in the developed countries?

4) What kinds of measures are required to install efficient performance management system of civil servants in the provincial governments?

3.2 Theoretical Framework

The following two theories support this research:

1) Frederick Herzberg's two-factor motivation theory

2) Galbraith's Star Model

Figure 5 below shows the two-factor theory. "Public service motivation (PSM)" is related to higher motivation (Perry & Wise, 1990). Galbraith and Kates (2007) claim that rewards motivate and connect individual's behavior to organizational goals. According to Dartey-Baah and Amoako (2011), Frederick Herzberg propounded the two-factor motivation theory to explain

the positive and negative factors that impact motivation. These are hygiene and motivation factors which are viewed as extrinsic and intrinsic factors respectively. It explains satisfying and dissatisfying factors which impact job and performance management systems. The major strength of this theory is that it explains both the positive and negative factors affecting motivation levels of an employee. However, this theory is not free from limitations. Firstly, satisfiers can change during lifetime of an individual. Second, though, Herzberg studied the connection between 'satisfaction and productivity' but he put much emphasizes on satisfaction factor while ignoring productivity factor. According to Poister et al. (2015), there are many factors which can motivate employees towards achievement of organizational objectives. Motivation is an integral part of employees' performance.

Also, this theory is associated to public sector employees in Pakistan because due to weak performance management system of civil servants, majority of public sector employees lack Public Sector Motivation (PSM). In Pakistan, the extrinsic factors like government human resource policies, strained relationship between supervisor and colleagues, uneasy working environment and low salary package deeply impact the civil servant's motivation level.

Figure 5: Two-factor Theory

Two Factors Theory

Intrinsic Factors (Motivators)	Extrinsic Factors (Dissatisfies)
- Achievement - Recognition - Work itself - Responsibility - Advancement	- Company policies - Supervision - Interpersonal relationships - Working conditions - Pay
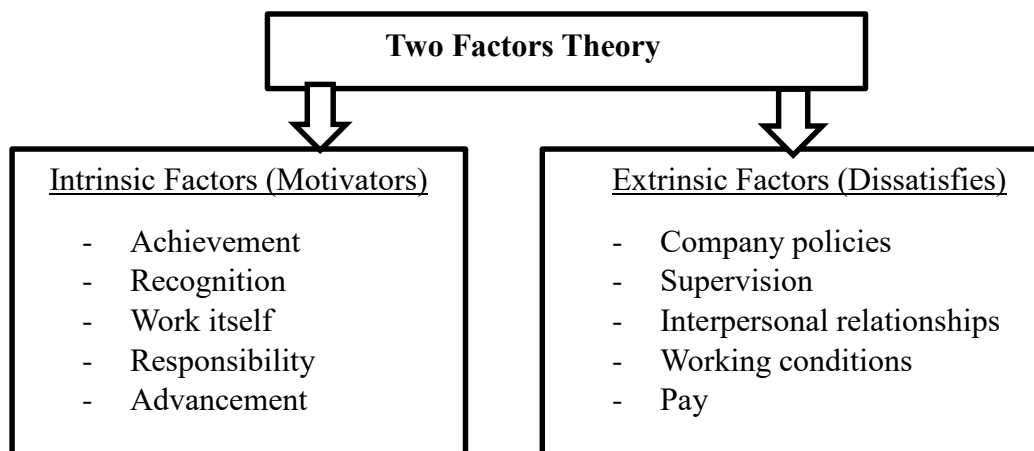
Source: Dartey-Bahh & Amoako, 2011

Figure 6 explains the Galbraith's Star model. According to Galbraith and Kates (2007), alignment and connection among the five factors (needs) strategy, structure, people, rewards and processes is the key to successful organizational design. The Star model is an organizational design and decision-making framework. Each component of the model supports the strategy which enables the organization to achieve its goals. The Star model is a refined framework that posits that there are different strategies for different organizations. Organizational success is only possible when all factors of the Star model are strongly aligned to support the strategy. The concept of alignment is significant to Galbraith's Star Model. It is also important for organization's future to attain efficiency. Furthermore, a leader has an essential role in any organization. He should be acquainted with organizational goals to make rational decisions. The role of internal factors and external factors is highly important as these factors impact decision-making and reaching the target. This model is widely accepted worldwide and used frequently in organizational design. Role of employees is highly essential to achieve organizational goals. In this regard, strong performance management system of civil servants instills sense of responsibility and motivation among employees to achieve organizational objectives.

Figure 6: *Galbraith's Star Model*

Source boxes and diagram labels:

- What is the formula for success?

- What skills are needed?
- How do we best develop our skills?

- How are we organized?
- What are the key roles?
- How is the work managed?
- Who has power and authority?

Strategy

Process

Structure

Reward

People

- How is behavior shaped by the goals?
- How do we assess progress?

- How are decisions made?
- How does work flow between roles?
- What are the mechanisms for collaboration?

Source: Galbraith & Kates (2007, P. 3)

The theoretical framework is designed by incorporating the Two-factor theory and the Galbraith's Star model. Analyses of proposed theories reveal that, in fact, organizations and people need each other. Organizations need creative, motivated and efficient people to run their affairs, while people inside organizations need salary, security, career progression and respect

from organizations. For organizational success there is need to be 'fit' between all components of the Galbraith Star model.

Figure 7: Theoretical Framework
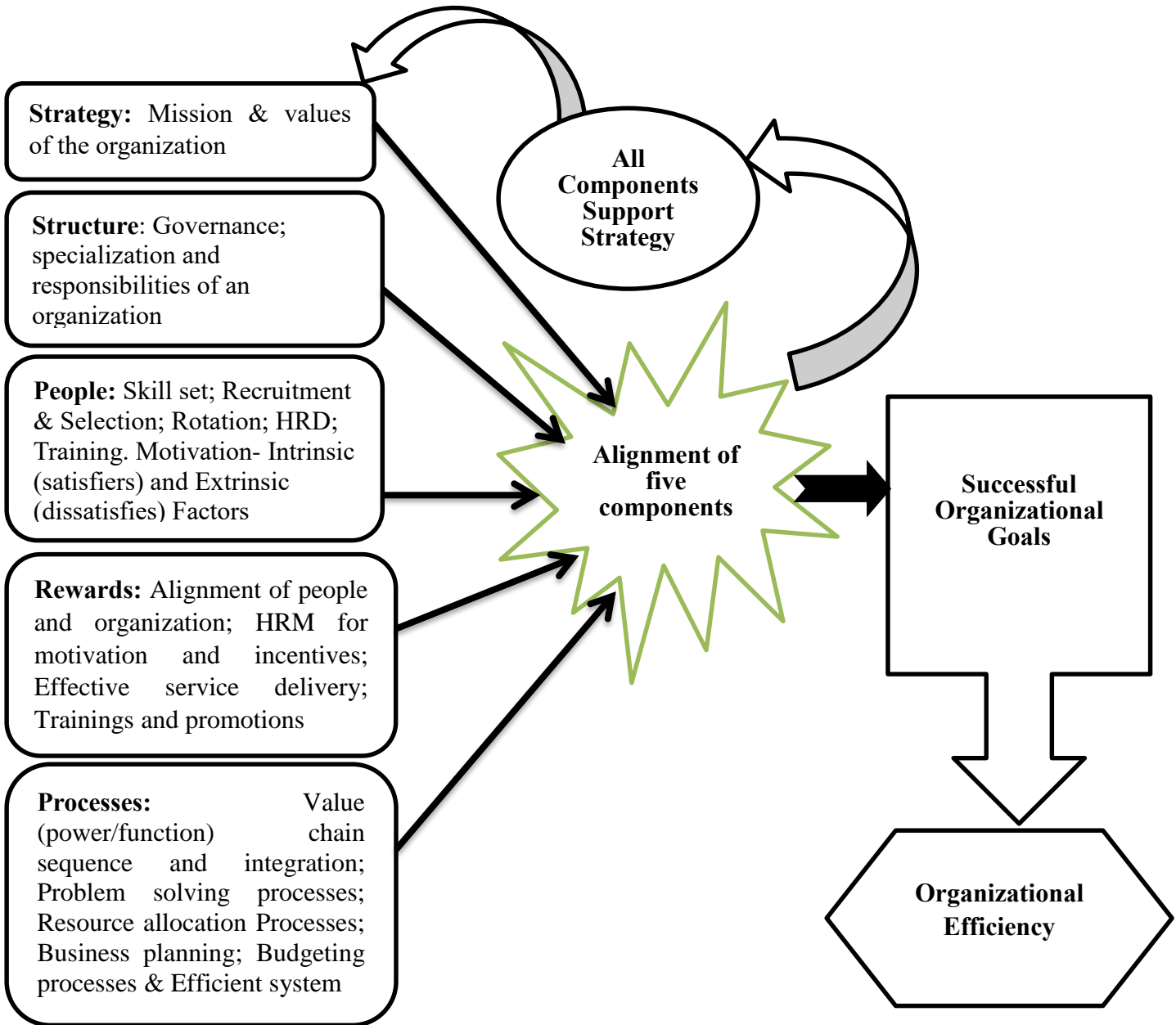
Chapter 4

Research Methodology

4.1 Data Collection

4.1.1 Data type and sampling method

This is a qualitative and exploratory study of employees' performance management system of civil servants in the provincial governments in Pakistan. According to Patton (2002, p.227) "qualitative methods typically produce a wealth of detailed data about a much smaller number of people and cases". Data is collected from two sources. Secondary data was collected from already available sources including international and local research journals, government documents and books. However, primary data was obtained through in -depth interview method from the sample group consisted of thirty five civil servants of various scales (basic scale 14 to basic scale 20) belonging to ten major departments of the provincial government of Khyber Paktunkhwa including (Finance, Planning & Development, Establishment, Administration, Sports & Tourism, Elementary and Secondary Education, Home & Tribal Affairs, Higher Education, Health, Energy & Power). Further, data was gathered, as well, from civil servants of the two largest provincial directorates including education and health. The departments and directorates are located in the Peshawar city, which is the provincial capital.

Moreover, a 'non-probability consecutive sampling procedure' is used to collect sample. The profiles of respondents consist of assistants, section officers, assistant directors, deputy secretaries, deputy directors, district education officers, district health officers, additional secretaries, special secretaries and secretaries. The participants were asked open ended questions and given a full-time opportunity to present their viewpoint. Participants were asked questions both in Urdu (Pakistan national language) and English. The answers were noted down and

transcribed later on. In this regard, participants were interviewed from 13st August, 2022 to 30th August, 2022. Most of the interviewees had experience of both secretariat and field work. Some had more than twenty-five years' experience, and some had three years only.

Table 1: Demographic Information of Interviewees

		Proportions of Civil Servants in Interview
Gender	Male	70 %
	Female	30 %
Age	Average number of years	40.2
Education Level	University Graduates	85%
	Non-University Graduates	15 %
Designation	Administrative officers (BS 17 to 20)	75 %
	Professionals (Teachers & Dr.)	15 %
	Secretariat Officials (BS 14-16)	10 %
Years of Experience	Average number of years	14.4 %
Job Type	Permanent	100 %
Interview Mode	In person	100%

4.2 Data Analysis

4.2.1 The procedure of data analysis

This study conducted face-to-face interviews and interpreted the themes. Additionally, the two-factor motivation theory and the Galbraith's Star Model are used to check external validity and internal validity. In this study, the thematic interpretive analysis method is used to validate data.

Chapter 5

Findings and Discussion

5.1 Primitive Analysis Using Secondary Data

One major finding is that provincial governments lack vision to implement performance management system of civil servants. Political leadership is failed to define realistic goals for civil service. Also, there is high political interference in the civil service affairs. There is no practice of SWOT analysis of organizational internal assessment of capabilities and limitations as well as external environment scan to assess threats and opportunities. The vision of government, organization, unit and individual are not aligned. Strategy is the most significant component of every organization and Galbraith's Star model as well. Thompson and Rainey (2003, p.41) argued that organizational strategy should be "integrated, coherent and comprehensive". Perry (1993) argued that the strategic human resource management focuses on organizational goals and supports strategy driven activities. It also makes managers accountable for design of system and links performance with rewards. It also set specific objectives for the system. Notwithstanding, strategic HRM is not implemented at organizational level in the provincial governments.

Another finding is that there are many structural issues related to the performance management system of civil servants. The most significant issues are centralized system and lack of decision-making powers with the middle level managers; lack of internal accountability; nepotism in recruitment and promotion system; abuse of discretionary powers; dearth of clear (KPIs) and standards; absence of competition among employees; and bureaucratic inefficiency. According to Galbraith and Kates, (2007) structure of an organization plays critical role in aligning other design elements with strategy.

Additionally, the provincial governments lack effective human resource policy which is another main reason for non-implementation of performance management system of civil servants. Galbraith & Kates (2007) argued that (HR) policies help to connect individual

capabilities to overall organizational strategy. However, there is no robust HR policy for evaluation, placement, rotation and training which can successfully drive civil servants towards success. First, there is no merit based posting and transfer policy exists for civil servants. Second, bureaucratic values and cultural values are not in conformity with each other, because bureaucratic values are adopted from the British rule. Another conclusion is that there is lack of collaboration and sharing of information among senior and junior civil servants, which hampers sharing of vital innovative ideas on policy making. Further, rank in person system impedes competition and skill development in the provincial governments. Automatic promotion system makes civil servants lethargic and inefficient. Another disadvantage is that private sector experts are unable to join civil service due to non-existence of lateral entry systems. Lastly, employees' evaluation system is very weak as (PER) lacks objective assessment techniques.

Another finding is that there is limited use of Information Technology (IT) at provincial level. There are no online performance management system of civil servants and HRM system for employees. A higher portion of official business is manual-based and progress is slow. According to Poister et al. (2015), Evidence-based Practice (EBP) is common in governance framework and also ensures performance and accountability. According to Galbraith & Kates (2007), processes and connections provide integration mechanism in an organization. Use of training programs, meetings, rotation of work assignments and use of technology to find people with knowledge and skills is essential to bring people together.

One important finding is that there is no proper mechanism for rewards and performance based pay. Employees performance and rewards and not linked. Issue of low wages is serious in Pakistan, and it is one of the main causes of financial mismanagement in public service. Also, there is no reward system in place for good performers. According to Lee (2013), the quality and motivation of civil servants are important factors of public sector productivity, which has an impact on infrastructure development, service delivery, and regulation.

5.2 Validating Analysis Using Primary Data

Participants were asked the following open ended questions which are discussed below in detail.

Perceptions of Provincial Employees about the Performance Management System

Discussing "positive and negative aspects of performance management system," 75 percent participants believed that provincial government lacked clear vision and strategy to implement performance management system of civil servants. Strategic alignment between government policies and implementation is lacking. Majority civil servants said that political will to reform the civil service is lacking.

Majority participants mentioned that Establishment department of provincial government is responsible not only for hiring, placement, promotion and training of provincial civil servants but also in charge of record keeping of provincial and federal government employees posted in the province. The main issue is that this department lacks a robust human resource strategy to drive civil servants matters efficiently. This statement of the participants is verified from official website of the department (www.establishment.kp.gov.pk.). Participants from two largest departments of the province, including education and health mentioned that main reasons for weak performance management system of civil servants are political interference, capacity issues of managers as they are unable to correctly evaluate subordinates, and lack of internal accountability. Overall, employees had negative perceptions about performance system at provincial level.

Performance Management and Employees Needs at Organization Level

Majority civil servants believed that "existing performance system at organizational level doesn't meet their needs" of placement, belongingness, services and recognition. However, the respondents in the Establishment department emphasized that, though, there is no modern performance management system of civil servants in place, but decisions regarding employees' promotions are taken based on the (PER) of the previous years. They, however, acknowledged

that for placement and rotation of employees' political connections play vital role. Further, organizational structure at provincial level is highly centralized.

Majority participants mentioned that there is practice of automatic promotion system in all provincial organizations. Pakistan follows rank in person system which generates generalists. However, there are certain conditions for promotion including; 1) minimum length of time in service; 2) fit on disciplinary grounds; 3) complete PERs of previous years; and 4) employee should have attended mandatory courses such as MCMC, NMC and SMC. While discussing existing promotion policy, senior civil servants termed it suitable on the grounds that they know more about government affairs and keep institutional memory. While on the other hand, young civil servants believed that promotion should be performance-based. After analyzing both points of view, it is concluded that there is divergence of opinion on the issue. Similarly, there exist many loopholes in the (PER) method as well. First, supervisors don't take assessment process seriously. Second issue is that (PER) lacks clear performance indicators to assess employees. Third, it is unable to differentiate between good performers and bad performers. Fourth, it is just a ritual kind of mechanism which should be on record only. Moreover, it has no significant weightage in the promotion system as it is automatic and seniority based. A participant said that:

Your personal relationship with your supervisor determines your grade in the annual performance management system of civil servants report. If you have good understanding with him, he will award you outstanding grade even for average performance.

Majority civil servants argued that services of competent officers are not recognized mainly due to lack of merit based system, faulty PER method and lack of competitive based promotions.

Majority participants pointed out that there is no reward system in place to motivate efficient employees. There are no post-retirement benefits for provincial employees on the pattern of federal government, where senior employees are allotted residential plots in expensive housing schemes. However, participants talked positively about healthcare system and especially recently initiated heath card to the citizens of two provinces of Punjab and Khyber Pakhtunkhwa.

The civil servants belonging to the provincial management service showed satisfaction about extra monetary benefits given to them as 'executive allowance'.

Performance Management and HRM in Organizations

While discussing "human resource management system at organizational level", the participants confirmed that there is a separate recruitment policy for each cadre. The positions of grade 14 and above are filled in by the Khyber Pakhtunkhwa Public Service Commission (KPPSC), while grade 12 and below are recruited by the respective departments through written tests and interviews conducted by an independent testing agency such as National Testing Service and Pakistan Testing Service etc. However, there is no established mechanism for recruiting civil servants in grade 1 to 3. Few participants, while mentioning quality of certain number of the civil servants, raised objections on the transparency system of KPPSC as well. The exam system is not conceptual rather based on rote learning, and greater portion of the papers consist of subjective questions. According to Lee (2013), organizations should recruit talented employees, train them according to the needs of the modern civil service and retain them.

More than 85 percent participants responded that there is no robust professional and skill-based training mechanism for civil servants. Though, there are mandatory trainings such as MCMC, SMC and NMC for civil servants of grade 18 to grade 20 belonging to the provincial management services and few other cadres, but there are no such training opportunities available for civil servants of professional cadres and those working in authorities. Due to training deficiencies, majority civil servants lack knowledge of relevant rules and regulations.

About 90 percent of the participants revealed that government placement policy is controversial and devoid of merit as there is no placement mechanism and rotation policy. There is no policy of right person for the right job. Further, tenure of civil servants is not protected and some are transferred even after one month on political grounds. This negatively impact employees' morale and service delivery mechanism. Additionally, due to lack of rotation policy, nepotism is rampant and some civil servants have been occupying their positions for decades. There is no regard for senior and junior as well. One of the participants mentioned that:

A junior civil servant is working as secretary of a department and a senior employee is working under him in a small attached formation. This is due to political meddling and nepotism.

And another participant added that:

If you have money and personal relationships with the decision-makers, you will get prized postings every time. Some appointments in executing agencies like communication & works, irrigation, local government and public health departments are for sale because it involves procurement and use of huge development funds.

Majority participants confirmed that there are limited career advancement openings for provincial civil servants. Female civil servants exclusively discussed the issue of patriarchal nature of society, and its negative impact on their professional career including evaluation and placement. They are discriminated against in administrative postings at senior level.

Main Challenges of PMS at the Provincial Level

When asked about "main challenges confronting performance management system", majority cited lack of vision as the first and foremost challenge. Relevant rules and regulations related to the civil servants are not implemented in true spirit for personal gains. Provincial cabinet and provincial assembly is least interested to bring reforms in the provincial civil services. It is not possible to reform civil service without political will, because many initiatives related to E-governance, performance based promotion and salary need legislation.

Second major challenge is political interference in civil service system. There is high discrimination and favoritism in the recruitment, training and placement process. A participant revealed that:

Since 2017, about sixty-two thousand contracts-based and project employees have been regularized through an act of provincial assembly without any examination and interview. At

present, the government lacks resource to pay monthly salaries and pensions to provincial employees.

Young and mid-level civil servants considered resistance among senior bureaucrats for structural reforms as third major challenge. Senior civil servants are against performance-based promotions and salary system due to personal gains.

Another foremost challenge is the faulty evaluation system of the civil servants. PER is used to control behavior of the subordinates and not for any tangible improvement in the system. It is not quantifiable and lacks measurement tools to judge employees. Also, it is subjective, top down and lack objective indicators to assess an employee. Supervisors don't take interest in employees' performance and development. Performance, foreign trainings and higher qualifications are not given any weightage in promotion. Employees are not assessed as per competency level and there is no performance oriented culture. There is no linkage between employees' goals and organizational goals. Political and bureaucratic elites at organizational level are unable to connect organizational mission with overall development agenda of the country. Besides, while writing PERs supervisors don't focus on the output of employees. Also, personal biases and stereotyping are very common issues in the provincial governments. Most of the employees are evaluated according to perception about their character and activities and not according to actual performance. Another weak point is that absolute evalutaion system is followed which doesn't compare performance of all employees. In some cases, the second supervisor even doesn't know the reportee due to lack of interaction and communication gap. Due to these reasons majority of employees are demotivated. Further, local cultural values also negatively impact the PER system. There is a strong bondage among people, and nobody wants to make the other unhappy.

Moreover, lack of organizational accountability mechanism is another main issue. There is no accountability mechanism in place to make the employees' accountable to the system and to the citizens.

However, 84 percent participants mentioned lack of resources as another main hurdle in implementing performance system. They believed that, though e-governance is very useful to electronically manage employees' performance management system, but on the other hand it requires huge resources as well. Many participants stated that though "file tracking system" is installed in many departments in the civil secretariat, but it is not utilized due to lack of skills.

Another major challenge mentioned by 89 percent civil servants is the automatic promotion of lower grade civil servants to senior grades without any robust evaluation mechanism, examination and interview process. This bad practice has eroded quality of the Provincial Management Service (PMS).

Moreover, participants considered the training mechanism as very ordinary one. Training institutions lack infrastructure and proper faculty. According to Hussain (2018), there is no national level integrated plan for academies which can impasse the national governance agenda to the participants. Academies are usually under resourced with no clear vision. Performance of training participants is not properly evaluated.

Lastly, few civil servants mentioned that there is resistance towards any novel and innovative concept. They believed that over religiosity has restricted innovations in society as religious minded people proclaim that nature runs the system and there is no need to do extra efforts.

Actions and Steps for Improvement

When asked for "recommendations to improve the system", 95 percent participants emphasized there should be no political interference in the affairs of civil service. Second, there is need to design a robust performance management system for civil servants. Placement should be based on rotation policy and competency. Organizational goals and individual goals should be in conformity with each other. Third, PER system should be improved. It should clearly define performance indicators and employees should be assessed against those indicators. The reporting officer should also be judged by employees. Further, it should be linked with promotion system.

Additionally, there should be regular evaluation of employees performance on already agreed upon indicators. Further, there should be foreign scholarships and modern trainings related to leadership and public administration for civil servants. Moreover, organizations should decentralize authority to middle level managers. This will help to ensure accountability of civil servants.

Discussion

In this section of the study common things of the primary and secondary data in terms of 'problems' and 'solutions' at each dimension of Galbraith Star model is summarized.

5.3 Effectiveness of Performance management system of civil servants in the Provincial Governments

Analysis of primary and secondary data shows that performance management system of civil servants is ineffective in the provincial governments due to below mentioned reasons:

I. Strategy issues: lack of strategy and vision is one of the key issues. The relevant organizations don't have any future oriented strategy regarding personnel evaluation system and career development based on modern strategic management principles. They have unable to linked organizational and individual goals. Due to absence of clear goals and vision, political interference and nepotism in recruitment & placement process is rampant. Further, political leadership takes little interest in performance management and civil service reforms.

II. Structural issues: likewise, there are many structural issues as well including absence of performance measurement mechanism; lack of clearly defined roles; imbalanced work distribution lack of accountability and centralization.

III. Process issues: due to large public sector size resources are limited and Information

Technology (IT) has minute role in provincial public sector. Due to limited use of technology, there is lack of performance information for evidence-based decision making for employees benefits. Further, system is mainly manual based and decision making process is very slow.

IV.   HR issues: another reason for ineffectiveness is that job nature is permanent, and it is almost impossible to remove an employee on grounds of inefficiency. The existing system makes employees lethargic, because there is no competition for promotions and salary as these are automatic and seniority based. Also, faulty evaluation system makes performance system ineffective. Furthermore, lack of capacity building measures and absence of job agreements make civil servants inefficient and demotivated. Cultural, ethnic and religious biases negatively impact performance management system of civil servants.

V.   Reward system: services of competent civil servants are not recognized and not rewarded. Promotion and salary structures are different for diverse civil service cadres which demotivate a large number of employees. For example, there are less promotion opportunities for teachers and employees working in authorities. Promotion and salary are not based on the performance of employees.

5.4 Challenges of the Performance management system of civil servants

This section includes main challenges of performance system being faced at international level and in Pakistan.

5.4.1 Main Challenges of the Performance management system of civil servants in the World

According to Moynihan (2008), Performance Information (PI) is highly important for governance, but weaknesses exist about its procedure.

Majeed (2011) identified seven main issues in the Bangladesh civil service performance management system of civil servants including; 1) ineffective and strained public services; 2) hierarchical reporting system; 3) lack of innovation and exchange of ideas due to gap between senior and junior civil servants; 4) civil servants lack experience in project management; 5) poor strategic planning as the right people are not given the jobs; 6) nepotism and corruption lead to frequent shuffling of civil servants. For example, in 2001, a political party in power promoted 355 civil servants without keeping in view their competency level. Further, some lucrative positions in procurement and infrastructure are for sale in Bangladesh; 7) automatic promotion system has discouraged innovation and competition as there is no regard for ability, experience, and background.

According to Kong et al. (2013) the Korean performance appraisal system has many issues as well. First, Korea follows 'rank-in-person system' which generates generalists who lack specialty on policy areas. Second, recurrent posting and transfers of civil servants enhances ambiguity and workload in the ministries and agencies. In this way, the employees don't own job responsibilities which also create conflict among civil servants. Third, existing performance management system of civil servants of civil servants empowers supervisors to control the behavior of subordinates. Supervisor error and personal biases also negatively influence performance of employees. Fourth, close personal contact between supervisors and an employee while signing a 'performance agreement contract' creates issues as the supervisor may show undue compassion towards the employee during objective setting and monitoring and evaluation process. Fifth, negative relationships between supervisors and subordinates may impact the overall evaluation process by making it strict or over demanding. Sixth, 'central tendency error' may happen once evaluator is not able to differentiate between employees performance and evaluate every employee "under average rating on the performance scale".

Poister et al. (2015) identified the following performance management challenges; 1) design issues (faulty measurement systems; installation issues and incorrect implementation); 2) ineffective use of performance information leads to incorrect results; 3) focus of performance measurement is on efficiency only while ignoring other performance measures and values;

5.4.2 Challenges of Performance Management System of Civil Servants in Pakistan Provincial Governments

Khan (2009, p.763) in his hallmark, 'Constitutional and Political History of Pakistan' termed Pakistani bureaucracy as "inefficient, irresponsible and corrupt". He further emphasized that the attitude and colonial mindset of the bureaucracy is 'oppressive and callous in approach' (p.768) which halted the reforms process. Other major challenges which hamper performance systems include; 1) the culture of favoritism and nepotism which devalue the initiative of lateral entry into the service when politicians favored their blue-eyed ones; 2) political instability and military intervention in the political affairs of the country and coup in 1958, 1969, 1977 and 1999; 3) induction of army personnel in the central superior service, since 1980, without any competitive examination eroded the standard of the service and motivation level of civil servants who join the service through rigorous competition. They occupy important positions in the provincial and federal governments, but oppose structural measures to reform civil service; 4) politicians being incompetent and devoid of vision are exclusively dependent on civil bureaucrats to run governmental affairs; and 5) drastic decrease in judicial powers under Devolution Plan of 2000 weakened the motivation level of the civil bureaucrats.

According to Ikramullah et al. (2012), the real performance management challenge in Pakistan is design and execution of appraisal. Since the inception of Pakistan, the appraisal form has been revised 5 times in 1949, 1960, 1963, 1982, and 2000. It can only increase the reliability and validity of rating instruments. However, appraisal is considered as an essential part of the promotion of employees. But the real challenge is that PER doesn't record actual performance of an employee throughout the year. Another challenge is that the same pattern of PER is used to evaluate both types of civil servants belonging to generalist and specialist cadres. Further, PER is not linked with training and placement of employees in the provincial service.

Hussain (2018) highlighted political meddling in the affairs of civil bureaucracy as the most significant performance management challenge. Second, performance evaluation report (PER) system is faulty. Third, at ministry level, decision making is highly centralized.

Additionally, there is lack of long-term human resource (HR) policy which can address HR related issues of civil servants. Also, senior level bureaucracy opposes every effort to reform civil service.

According to Hussain (2018, p. 229);

"The bureaucracy, specifically the top layer of central superior services is well entrenched and considered as major force resisting any structural reforms which may involve lowering its status and prestige. Any reform initiative which comes as a shock therapy that is not owned by the bureaucracy is either bound to fail or get modified and diffused".

Nadeem and Tayyab (2021) argued that western style performance management system of civil servants of civil servants creates many challenges during implementation in the non-western system. In Pakistan, relationship between boss and employee negatively impact appraisal system. Second, local culture also influences performance management system of civil servants.

Table 2: Challenges of Performance Management System of Civil Servants in the Provincial Governments in Pakistan

Org Component	Problems	Solutions
Strategy	i. Lack of organizational vision ii. Absence of political will iii. Lack of clear goals iv. Lack of an understanding of the type of reforms to introduce	- Each ministry should define clear performance goals - Successful implementation of PM requires political involvement at the top level - Provincial Cabinet should play role
	i. Weak governance structure: lack of internal accountability	- Implement strict accountability measures

Structure	ii. Nepotism in recruitment & placement iii. Roles are not clearly defined; no written job descriptions iv. Centralization in key public service delivery departments v. Too much bureaucracy, discretionary powers vi. Weak coordination among departments and employees	- Adopt decentralization model through internal reforms. Give more managerial autonomy to public managers. - Recruitment should be merit based. - Hire skilled manpower - Identify measurable targets for all
Process	i. Overburdened Rules ii. Limited role of IT iii. Lack of resources iv. Lack of evidence based decision making due to lack of electronic performance management system of civil servants system	- Rules reduction strategy - Implement E-governance system in ministries and field formations
People	i. Lack of motivation due to intrinsic and extrinsic factors ii. No rotation policy exists iii. Lack of skills set among employees iv. Limited training opportunities v. Issues in PER, no measurable indicators PER doesn't focus outputs; lack of clear goals; individual goals are not linked with organizational strategy; job competencies are not defined; no feedback mechanism. vi. Cultural, ethnic and religious based biases in PER system vii. No lateral entry systems	- Depoliticize recruitment process through written exams and interviews. - Link PER to performance indicators - Objective-based PER - Curb nepotism through merit based criteria.
Reward	i. No reward system for good employees ii. Lack of performance assessment iii. No performance based pay and promotion iv. Low wages	- Give rewards and bonuses to employees based on performance - Link performance with

		organizational mission and indicators.
		- Increase salaries
		- Introduce performance based promotion system

5.5 Lessons from International and Domestic Best Practices

5.5.1 Global Best Performance Management System of Civil Servants

According to Kong et al. (2013), the United States uses two objective-based appraisal systems called 'behaviorally anchored rating scales' and 'management by objective' because both involve an in-depth job description and analysis. Most importantly, both work well in an environment which encourages participation and involvement of employees. Second, the United States follow 'rank-in-job classification system' which emphasizes that promotion and rewards are performance-based. It helps the employees to develop certain expertise and prefers open system for recruitment. In other words, recruitment and promotions are competition-based, and there is later entry system for private sector experts and other aspirants. This system is opposite of 'rank in person system' which prefers developing and promoting employees within organizations and leads to a closed system.

According to Moynihan (2008), US practices performance measurement and performance-based pay system. Additionally, "benchmarking, contracting out, increased managerial flexibility, and decentralization" are other best practices being followed in US public sector which helped to improve performance and attainment of organizational objectives.

Kong et al. (2013) identified many best management practices in the Republic of Korea including:

i.Competitive examination-based promotion system was introduced in 1994 after enactment of the State Public Officials Act. Overall, in Korea civil servants' promotions are based on performance and skills. While elevating a civil servant, the promotion review committee consults his performance appraisal and career background.

ii.Appraisal system is up-to-date and links employees' performance with promotion. In the Korean system, civil servants' grades are divided into two categories. Grades 5 to 9 are considered as lower grades, while grades 4 to 1 are termed as higher grades. In 2003, MBO program was implemented, for evaluation of higher-grade civil servants, which provides fair opportunity to the managers to set performance agreement with the subordinates. However, in 2005, the MBO program was replaced with the 'Balanced Scorecard System' (BSC). At present, "Performance Agreement Policy" is in place. Under this performance agreement, an evaluator and a candidate sign an agreement which is connected with the performance management system of civil servants of an individual and an organization. Performance agreement system is used to evaluate senior civil servants, while the job evaluation technique is used to appraise lower-level civil servants.

iii.A 360-degree feedback system, which is a supplementary (added) evaluation system, is applied on all civil servants irrespective of grade and position. It is a "multi-rater evaluation" which utilizes evaluation information provided by supervisors, subordinates, peer, customers etc.

iv.The 'performance management card' record includes performance management system of civil servants s outcomes, achievements in performance agreement, remarks and opinions of supervisors and concluding evaluations. This information can be used to make decisions about employees' promotion, training, placement etc.

v. Korea gives high value to the merit-based recruitment systems. A system of Senior Civil Service (CSC) was formed in 2005 to give equal opportunities to the experts from the private sector including women. Main idea of introducing SCS is to build an inclusive

system for recruiting, hiring, and developing civil servants for senior level positions in the government including bureau director level and above. This system also includes a robust reward mechanism for high achievers. This system is open for all those who are committed to serve in the higher positions inside the government.

vi. Public Service Aptitude Test (PSAT) helps to access skills and competency level of applicants for senior government positions (grade 5 and above). Korean political leadership successfully implemented this system in 'rank in person classification system' which is otherwise highly challenging to implement.

vii. Another best practice is the exchange program of civil servants. Under this initiative, federal level and local level civil servants can serve in different environments and better understand each other and better collaborate.

viii. Another best practice is the novel 'reward system' in Korea. There are two kinds of PRP schemes namely 'Annual Merit-based Increments' (AMIP) and 'Performance Bonus Program' (PBP). The former is exclusively meant for senior civil servants, and under this scheme annual salary is increased based on performance grades. While PBP is for middle and lower level employees. Under this program annual performance-based bonus is awarded to them. Key objective of reward scheme is to encourage competition among civil servants. There are some 'special recognition and awards' which the Korean government gives to those civil servants who excel in integrity and having sound policy making skills.

ix. Korea adopted strict measures for accountability of civil servants and the government uses five tools including Board of Audit & Inspection and performance management system of civil servants by CSC.

x. There are many best practices related to the process as well. In 2007, the Korean government introduced "Electronic-Integrated Public Service Evaluation System (e-IPSES)" and "E-HRM system" to successfully install efficient "performance management

processes" and "performance appraisal systems". E-IPSES (online evaluation system) has helped to minimize paperwork and increased bureaucratic efficiency manifold.

xi.According to Yang and Torneo (2015), Government Performance Evaluation Committee (GPEC), consisted of government and civil experts, is responsible to administer performance management system of civil servants. The committee includes 15 members (3 ministers and 10 civil experts). The Korean Prime Minister and a civilian expert co-chair the committee meetings.

However, according to Norman (2002), New Zealand performance system emphasizes on 'diagnostic control system' that highlights measurable indicators as problem solving and analytical tools. According to Majeed (2011), Bangladesh government and Department for International Development (DFID), UK initiated 'Managing at Top 2, or MATT 2' program in early 2000 in order to enhance the Performance Improvement Projects (PIPs). For example, placement strategy was designed for administrative cadre officers.

According to Lee (2013), at present, Singapore 'performance appraisal system', which 'runs on a quota-based bell curve', is regarded as the perfect system. This appraisal system clearly distributes employees among the best, average and poor performers. In this regard, 15 per cent are considered as the best performers; 80 per cent are valued as average performers and the remaining 5 per cent are termed as poor performers.

Further, *Malaysia, Singapore and Thailand* have a transparent and merit-based recruitment system; gives equal opportunity to all candidates; and recruit the best among them. Talent management schemes in the form of scholarships, foreign trainings and special pay scale for high performing talented officers are the hall mark of these countries.

Moreover, according to Tanvir and Chaudhry (2016, p.52), some African countries such as *Ghana, Nigeria, South Africa and Kenya* embrased best strategies to reform civil service such as organizational restructuring; improvement in human resource management; capacity building and training of staff and creating better understanding among ministers and civil servants. These

countries further adopted best performance management practices including "performance management agreements with senior civil servants and annual monitoring & evaluation".

5.5.2 Best Performance Management Practices in the Provincial Governments of Pakistan

Pakistan has four provincial governments including Punjab, Sindh, Khyber Pakhtunkhwa and Baluchistan. In terms of performance appraisal and human resources practices, the researchers haven't mentioned any best performance management initiatives. However, the researchers like Janjua et al. (2019) studied the performance management system of civil servants at local government level and argued that there is limited literature available on performance in Pakistan. This is mainly due to lack of attention from political leadership to adopt reforms. However, in government organizations major focus is on performance management system of civil servants of employees. The authors termed establishment of the Independent Monitoring Unit (IMU) in the education and health sectors under the government of Khyber Pakhtunkhwa as an encouraging step towards strengthening of performance system. However, this is more related to program evaluation system.

Chapter 6

Policy Recommendations and Conclusion

6.1 Summary

Robust Performance management system of civil servants (PMS) is essential for every organization to achieve its goals and objectives. This is also necessary to enhance motivation level of employees who are considered as the key stakeholders. The significant aim of this thesis was to study the performance management system of civil servants in provincial governments in Pakistan. It examines four things. First is the current status and efficiency of performance management system of civil servants of civil servants in the provincial governments of Pakistan. Second is to investigate causes of delay in implementation of the performance management system of civil servants in the provincial governments. Third, to diagnose the best performance management system of civil servants practices worldwide. Fourth, suggesting policy recommendations. In fact, role of civil servants is vital in the development of a nation, because they work in collaboration with politicians; make policies; and implement them as well. They also play significant role in civic affairs and service delivery. OECD countries realize the importance of civil servants, and have adopted best practices for their welfare. The situation is otherwise in Pakistan due to obvious challenges.

It is also pertinent to mention that an efficient civil service is mandatory to achieve social and economic progress. Due to lack of efficient and skilled workforce in the public sector, Pakistan has been unable to achieve the targets of (SDGs). Numerous challenges like poverty, corruption, illiteracy, overpopulation, water scarcity, sanitation issues, human rights violations and gender inequality continue to haunt the country even in the beginning of the third decade of 21st century. A competent civil service with superb performance levels may help the country overcome these and other crises. Jorgensen and Bozeman (2007) emphasized that public sector creates social cohesion; ensure public interest and regime stability.

The theoretical model of this study consisted of two-factor motivation theory and Galbraith's Star model. For effective organizational design, the five components of Galbraith's Star model including strategy, structure, peoples, reward and process should be aligned. This study is exploratory in nature. It uses secondary data from already accessible sources such as domestic and international academic journals, government documents and books. To validate secondary data, primary data is also obtained, through in-depth interviews, from the sample population of civil servants in ten major departments and two directorates located in the Peshawar city in Pakistan. Comparison of secondary and primary data reveals that lack of organizational vision and goals, lack of political will, centralization, corruption, lack of accountability, bureaucratic inefficiency, lack of e-governance initiatives, nepotism and lack of robust HR policy regarding recruitment, promotions, placement and career advancement are the main hurdles which impede PM system in the provincial governments. However, it is evident that initiatives taken in the social sector with the help of foreign institutions, like DFID, bring a lot of improvement in developing countries like Pakistan and Bangladesh. This trend should continue and Pakistan needs to initiate such kinds of steps in other provinces as well.

This is surprising to find that the OECD countries have adopted best performance management practices which played essential role in their development. These include, goal setting; performance based budgeting; contracting out; benchmarking; objective based evaluation systems (MBO & BARS); effective use of technology; citizen's participation in policy making process; performance based promotions; bonuses for higher achievers; performance agreements; lateral entry systems; project management skills and rule reduction strategy. In the NPM doctrine, citizens are the customers. Citizens' participation strengthens democratic process and institutions. Citizens need to raise their voice through electronic and social media regarding accountability and performance issues in public organizations, and report it to the concerned quarter for improvement. Another important finding is that few developing countries in Asia and Africa have also adopted best practices to reform their respective public sectors, which is very encouraging for low income countries like Pakistan.

6.2 Policy Implications and Recommendations

i. Goal setting is highly essential for public sector organizations. Individual and organizational goals should be clear and linked. Political leadership play key role in defining organizational vision and mission. Without political will it is nearly impossible to execute performance management reforms at provincial level. It is important to link national development agenda to organizational and individual goals. Kotter (1999) argued that for organizational transformation it is mandatory to create vision and management should hire, train, promote, and empower those individuals who can stimulate organizational vision. Latham and Locke (1979) emphasized that goals should be precise and stimulating followed by performance feedback. Thompson and Rainey (2003, p.41) stressed that leader should be well aware of the management issues of an organization and should also have the ability to "promote new organizational values and processes".

ii. It is paramount for the political leadership to depoliticize civil service control system so organizational vision can be implemented. Recruitment, training, placement and promotion processes should be fair and merit based. This will motivate civil servants to work hard and achieve defined goals. Sahling and Mikkelsin (2018) recommended that public sector jobs should be advertised followed by objective based examination and interview process. These steps will help to curb politicization and nepotism in government departments. Additionally, Public Service Aptitude Test (PSAT) like Korea may be adopted to recruit motivated, skillful and educated manpower.

iii. Performance Evaluation Report (PER) should be goal oriented with realistic and achievable (KPIs). The objective of PER is to link organizational and individual performance goals. PER should be used as an individual development tool and meeting organizational needs. Poor performers should be particularly focused to improve them. If they are consistently performing poor then it is time to remove them from civil service. Indicators should be agreed upon in the beginning of the year between the supervisor and

the subordinate. Job indicators should be in depth, realistic and easy to achieve. Supervisor need to monitor ongoing performance of employees and give them feedback for improvement. Supervisors should also do performance interview on periodic basis and motivate and create development opportunities for staff. Nasreen and Naz (2019) argued that regular evaluation enhances skill development and goal setting for future. It is also mandatory for the staff to attain defined goals and exchange opinion with supervisors through active and effective communication. To avoid central tendency error, reporting officer should clearly divide employees among best performers, average performers and poor performers instead of keeping them all in the same grade. Additionally, technical competence of raters should be improved through training sessions. It is vital to note that PER will bring element of competition only when it is linked with promotion, placement and reward. According to Latham and Locke (1979) goals should be specific, measurable, achievable, reasonable, and timely (SMART). Moreover, Korean model of performance agreement system and job evaluation technique for senior and junior level civil servants may be useful. Employees may be evaluated through MBO, an objective-based assessment method, as well.

iv.   360 degree evaluation system helps to inculcate leadership skills among employees and develop them. It assists organizational change and helps to initiate reforms for individual and organizational development. It can bring efficiency and transparency in evaluation system through effective participation. According to Condrey (2010), 360-degree appraisal is a balanced evaluation technique which is highly useful for 'developmental purposes'. It's a highly participatory technique and encourages peers to rate their colleagues. According to Poister, et al. (2015), a 360-degree assessment is a feedback mechanism from all stakeholders. It is a well-known approach to assess capabilities and outputs of individual managers to measure overall organization performance from a variety of perspectives including the supervisory, direct reports and colleagues' levels.

v.   Relative evaluation method brings competition, effectiveness and efficiency at individual and organizational level as it focus on individual performance as compare to others in an organization. It compares employees' performance against the assigned targets. To make

provincial civil services more competitive evaluation criteria should be clearly defined. More focus should be on individual output 75 percent, foreign qualifications 10 percent and technical capacity (problem solving, leadership, confidence, decision making skills) 15%. Employees' evaluation should be cumulative and they need to be categorized as good, average and poor workers for payment of bonuses and promotions. It will increase efficiency and output of employees.

vi. Develop and implement long term and robust human resource philosophy. According to Mughal et al. (2014), HR policies need to be revised to achieve fair and accurate results at organizational level. Further, the importance of performance needs to be highlighted. Proposed HR policy is discussed below:

   a. Interviewees recommended that there should be mandatory rotation policy, and no civil servant be retained in an administrative post for more than two years and in a secretariat post for more than three years. This step will discourage the trend of making few civil servants indispensable and monopolization of public offices. Tenure of civil servants should be ensured to carryout official work with diligence and peace of mind. Exchange programs for federal and provincial government civil servants, on the pattern of South Korea, will provide fair opportunity for collaboration and learning.

   b. In order to bring competition in the civil service, exam based promotion system should be introduced. Many countries including United States and Republic of South Korea are practicing this model. Korean exam-based promotion system creates a sense of competition and eagerness to acquire more skills among civil servants According to Hanif et al. (2016), civil servants need to be gauged against the assigned job description and responsibilities for improvement of both the system and the individual. Sahling and Mikkelsin (2018) also supported the idea that promotion and placement policy should be performance-based.

c. Public sector is a large entity and requires different skills for different organizations. Interviewees recommended that placement policy should be according to skill set, knowledge and experience of civil servants. Few politically backed civil servants secure lucrative postings time and again which raises questions on merit system of provincial governments. This malpractice demotivates majority of the civil servants.

d. Empower civil servants by providing them training, learning and development opportunities. Training module should be based on the requirements of 21st century public service. For example, more emphasis should be on financial, administrative and information technology aspects. Leadership skills are necessary for confidence, service delivery, quick decision making, and correct exercise of powers. Open Book Management (OBM) approach should be practiced for correct decision making through knowledge sharing and training programs about the processes.

e. Based on the suggestions of female civil servants, it is recommended that government organizations should provide safe and secure environment to work. It is necessary to promote culture of respect, inclusion and pluralism. There is lack of awareness about diversity and stereotyping challenge which should be tackled through awareness sessions. Thompson and Rainey (2003) argued that Inland Revenue Service (IRS) of the United States treats its employees with honesty, dignity, respect and without any discrimination. Diversity culture should be promoted through training and awareness sessions. Pakistan is a multi-cultural country and diversity management is necessary to accommodate women, minorities and people with disabilities belonging to various religious, linguistic, and ethnic backgrounds.

f. Recognize and give reward to the best performers. This is important to notice that people and organization are interdependent. The outsiders (customers) will get

services only when the insiders (employees) are satisfied and motivated. Vroom (1964) emphasized that rewards and recognitions motivate an employee to perform better. Performance based pay system can link rewards to productivity. According to Latham and Locke (1979, p.68) incentives like "money", "organizational development" and "participation in decision making" can direct employee towards achievement of organizational goals. Thompson and Rainey (2003) studied HR management practices in the United States Inland Revenue Service (IRS) and found that the IRS was transformed from a low performing organization in 1990s to "customer centric and performance oriented" organization in 2000s by adopting modernized human resources practices and considered workers satisfaction as major goals of IRS strategic HR policy. According to (Maslow, 1954), in order to achieve growth needs (self-actualization), it is important to achieve deficiency needs (physiological, safety, belongingness and esteem) first. Motivation will increase input (efforts) and ultimately output (performance) and outcome (rewards). PRP schemes (AMIP & PBP) in Korea in the form of salary and bonuses for civil servants are unique.

g. Talent management schemes will bring competition and policy making skills among civil servants. Lee (2013) found that many countries had initiated talent management schemes to retain best people in their bureaucracies. These schemes include the 'United States Senior Executive Service', the 'United Kingdom's Fast Stream,' and 'Singapore's Administrative Services'.

h. Provincial governments' organizations should define job performance competencies for employees and communicate it to them as well. Gupta et al. (2018), studied leadership abilities of "218 Indian Administrative Service Officers'' and found eight core competencies explicitly: "people first"; "leading others"; "integrity"; "decision-making"; "planning", "coordination and implementation"; "problem-solving"; "self-awareness & self-control"; and "innovative thinking". These competencies are highly important to achieve national development goals as well.

vii   E-governance system reduces paper work and process information in the shortest possible time. Shark (2020) argued that government employees can also bring innovation in the public sector through innovative technologies such as artificial intelligence, block chain, hybrid cloud technologies, advanced data management and data analytics. It increases organizational efficiency and motivate people to perform better. Lee (2013) maintained that digital technologies provide new avenues for strengthening governmental capability. Empirical information and analysis is needed for strategic changes in the public sector. According to Norman (2002), many governments are taking advantage of information technology and use it for the benefit of citizens. It is pertinent to note that E-governance measures won't work without capacity building of employees because in a developing country like Pakistan employees have limited skills about technology use. To strengthen performance management system of civil servants it is important to initiate online systems such as (e-IPSES) and E-HRM on the pattern of South Korea. This system is efficient and cost effective as it has helped to minimize paperwork. Human Resource Integrated System (HRIS) database should be designed to provide information about employees to be used in HR decision making. This data will be helpful for effective HR strategic planning. While compiling HR data, operational and administrative efficiency should be ensured.

It is vital to analyze the above policy recommendations in terms of four major values -"quad-lemma" which is presented below in a tabulated form:

Table 3: Analysis of Policy Recommendations in Terms of Major Values

Values	Meaning	Policy Recommendations				
		Goal setting	De politicization of civil service	HR Policy	E-governance	PER System
Political and social viability	Is a recommendation politically and socially acceptable or not?	Provincial Cabinet and Provincial Assembly are responsible. GPEC type forum is needed.	Not beneficial for political leadership. Increased citizen participation; exam and interview process is recommended	Politicians are interested in posting transfers only. Rest of measures can be implemented with ease.	Doesn't benefit politicians due to job reductions. But will increase fiscal space for the government.	Politically acceptable as political leadership is least bothered about PER system. Bureaucracy need to initiate it.
Technical feasibility	Is it logically possible to achieve goal, outcome or impact?	Yes	Many challenges due to political interests but politicians need to know that transparency will increase their value in public eyes.	Legislation is need for rotation policy; lateral entry system; performance based promotions. These are usually opposed by senior bureaucracy. Politicians can do through legislation	HRIS and other initiatives will help to reduce paper work. Will save billions of Rupees. It is cost effective as well.	capacity building & training of supervisors is needed
Financial possibility	Is it economically affordable or efficient?	It needs political will	Its efficient in financial terms	It is feasible in terms of finances	Needs resources but may be done in phased wise manner	Minimal resources are required for capacity building and

						awareness sessions
Administrative Operability	Is it administratively possible to produce/deliver intended output?	Bureaucracy should be tasked to implement the goals and vision set by political leadership	Meritocracy and transparency will make the system effective and efficient.	It will motivate civil servants to work hard	IT graduates are required so they can implement the system in minimum possible time	Time consuming and costly to collect data. 360 degree evaluation is the best option

6.3 Implementation Roadmap

1. Strategy
- Define **vision** for civil service
- Provincial Assembly & Provincial Cabinet headed by the Chief Minister
- Concerned minister and secretary at organization level
- Link organizational and individual goals

2. Structural reforms
- Decentralize authority to middle level managers
- Financial Accountability of employees
- Performance measurement targets for all employees.
- No discretionary powers
- Strong coordination among organizational units
- Written job descriptions
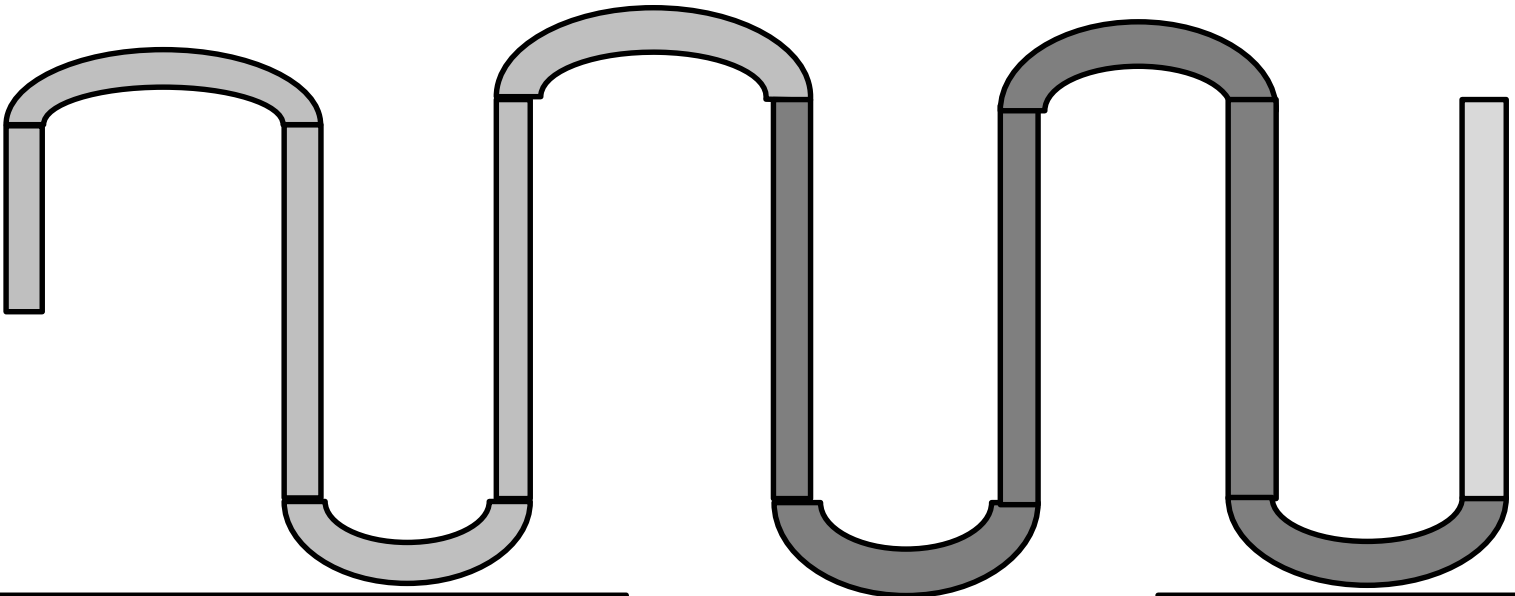
3. Implement Effective HR & Reward Policy
- Recruitment through test and interview
- Rigorous training, strengthen academies
- Strengthen PER system through 360 degree evaluation, MBO & BSC
- Diversity management
- Talent management schemes

4. Reward System
- Reward system for best performers
- Performance based promotions and salary

5. Process
- Employees' online evaluation system
- HRIS- Human Resource Integrated System

6.4 Limitations and Future Research

The main drawback of this study is that it adopted random sampling method. Different research methodologies may be considered as well. Due to time limit, the sample is selected from Peshawar city of Pakistan where all the provincial government departments have main offices. In future, researchers may use stratified research sampling technique with larger sample size from other provinces as well. Further, sample size should be increased as this study relies on 35 participants only.

Second, performance management system of civil servants is an emerging field in Pakistan and much research need to be done on this topic. The researchers may study this system at length and suggest viable recommendations to the policy makers for successful implementation.

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Appendix A

Interview Questionnaire

This interview was conducted with the provincial civil servants belonging to ten provincial departments and two directorates of the government of Khyber Pakhtunkhwa, Pakistan on the performance management system. The participants were interviewed from 13th August to 30th August 2022. The approximate duration of interview was 15- 18 minutes.

The purpose of this interview is academic and policy implications only. I highly appreciate the contribution and voluntary participation of all interviewees who spared their precious time for this activity. The details of all interviewees will be kept confidential and will be revealed to none other than the researcher. The following questions were asked from the participants.

1. How do you perceive (any positive or negative aspects of) the performance management system of civil servants in the civil service of Pakistan (at national and provincial level)?

2. How well does the performance management system of civil servants meet employees' needs (e.g., job security, belongingness, recognition, services, etc.) in your organization?

3. How well does the performance management system of civil servants help (support and fit) the HRM/D system (e.g., recruiting, training, placement, promotion, and salary and pension) in your organization?

4. What are the main challenges in the design and implementation of performance management system of civil servants in the provincial civil service of Pakistan?

5. What actions and steps (i.e., sequence of the actions) do you suggest to improve performance management system of civil servants in the provincial civil service?

Additional questions

1. How much do you agree that the performance management system of civil servants is working well in the civil service?

2. What are the loopholes in the annual Performance management system of civil servants Report (PER) of employees in your organization?

3. Which steps your organization has recently taken to make the processes efficient?

4. What is the role of e-governance (e-government) in performance management system of civil servants in Pakistan?

Appendix B

Interviewees Information

Serial. No	Designation	Total
1	Secretary	02
2	Special Secretary	04
3	Additional Secretary	06
4	District Education Officer	02
5	District Health Officer	03
6	Deputy Secretary	04
7	Deputy Director	03
8	Assistant Director	03
9	Section Officer	04
10	Assistants	04

Appendix C

List of Interviewees Organizations

The participants belonged to the following organizations of the Government of Khyber

Pakhtunkhwa, Pakistan.

Sr. No	Name of Organization	Affiliation of Interviewees
1	Administration Department.	03
2	Directorate General Health Services	04
3	Directorate of Elementary & Secondary Education	04
4	Elementary & Secondary Education	03
5	Energy & Power Department	03
6	Establishment Department	03
7	Finance Department	03
8	Health Department	02
9	Higher Education, Libraries & Archives Department	03
10	Home & Tribal Affairs Department	02
11	Planning & Development Department	03
12	Sports & Tourism Department	02

Appendix D

Performance management system of civil servants Report

<u>CERTIFICATE</u>

Certified that I _____

(Name of Officer)　　　　　　(Group/Service)　　　　(BS)

have on _____ submitted my Performance management system of civil servants Report.

(Date)

to _____

(Name/Designation of Reporting Officer)

My countersigning officer is _____

(Name/Designation of Countersigning Officer)

Name/Designation/Department of officer

Note:-This certificate is required to be dispatched by the officer being reported upon to the officer In charge entrusted with the maintenance of his/her C.R dossier on the same date the PER is forwarded to his/her reporting officer.

FOR OFFICERS IN BPS 17 & 18   CONFIDENTIAL

بصیغۂ راز   اسکیل ۱۷ اور ۱۸ کے افران کے لیے

GOVERNMENT OF KHYBER PAKHTUNKHWA

حکومت خیبر پختونخواہ

Department/Office _____   **Service/Group** _____

محکمہ / دفتر   سروس / اگروپ

PERFORMANCE MANAGEMENT SYSTEM OF CIVIL SERVANTS REPORT

کارکردگی رپورٹ

FOR THE PERIOD   20   TO   20

؛۳۰   ۳۰ ، ۲   برائے عرصہ

PART I

حصہ اول

(TO BE FILLED IN BY THE OFFICER REPORTED UPON)

(متعلقہ افسر خود پُر کریں)

1. **Name** (in block letters) _____

نام (واضح حروف میں)

2. **Personnel number** _____

انفرادی نمبر

3. **Date of birth** _____

تاریخ پیدائش

4. **Date of entry in service** _____

ملازمت اختیار کرنے کی تاریخ

5. **Post held during the period** (with BPS) _____

پیش نظر عرصہ میں عہدہ (مع اسکیل)

6. **Academic qualifications**

تعلیم

7. **Knowledge of languages** (Please indicate proficiency in speaking (S), reading (R) and writing (W)

زبانوں کا علم   (بولنے(ب)، پڑھنے(پ)، اور لکھنے(ل) کی صلاحیت)

8. Training received during the evaluation period

متعلقہ عرصہ کے دوران حاصل کی گئی تربیت

Name of course attended	Duration with dates	Name of institution and country
کورس کا نام	تاریخوں کے ساتھ دورانیہ	ادارے اور ملک کا نام

9. Period served

عرصہ ملازمت

(i) In present post   (ii) Under the reporting officer   _____

موجودہ عہدہ پر   رپورٹنگ افسر کے ماتحت

PART II

حصہ دوم

(TO BE FILLED IN BY THE OFFICER REPORTED UPON)

(متعلقہ افسر خود پُر کریں)

1. Job description

ذمہ داریوں کی تفصیل

2. Brief account of performance on the job during the period supported by statistical data where possible. Targets given and actual performance against such targets should be highlighted. Reasons for shortfall, if any, may also be stated.

پیش نظر عرصہ میں کارکردگی کو اعداد و شمار کے ساتھ مختصر بیان کریں۔ دیے گئے اہداف اور کارکردگی کو نمایاں طور پر لکھیں۔ اہداف ناممل رہ جانے کی وجہ بھی بیان کریں

PART III

حصہ سوم

(EVALUATION BY THE REPORTING OFFICER)

(رپورٹنگ افسر کا جائزہ)

The rating in Part III should be recorded by initialing the appropriate box.

The ratings denoted by alphabets are as follows:

'A' Very Good, 'B' Good, 'C' Average, 'D' Below Average

حصہ سوم میں کارکردگی کا اندراج متعلقہ خانے میں مختصر دستخط سے کیا جائے ۔حروف کے لحاظ سے درجہ بندی حسب ذیل ہے:

الف :اعلیٰ   ب :اچھا   ج :اوسط   د: اوسط سے کم

For uniform interpretation of qualities, two extreme shades are mentioned against each quality.

سہولت کے لیے ہر صفت کے دو انتہائی درجوں کا ذکر کیا گیا ہے

		A الف	B ب	C ج	D د	
1.	**Intelligence** ذہانت Exceptionally bright; excellent comprehension انتہائی ذہین اور معاملہ فہم	3				Dull; slow کند ذہن، سست فہم
		A الف	B ب	C ج	D د	

2.	**Confidence and will power** خوداعتمادی اور قوت ارادی Exceptionally confident and resolute انتہائی پُر اعتماد اور مستقل مزاج					Uncertain; hesitant عدم اعتماد اور بجچاہٹ کا شکار
3.	**Acceptance of responsibility** ذمہ داری اٹھانے کی آمادگی Always prepared to take on responsibility even in difficult cases. مشکل معاملات میں بھی ذمہ داری اٹھانے کے لیے ہمیشہ آمادہ					Reluctant to take on responsibility; will avoid it whenever possible. ذمہ داری اٹھانے سے گریز کرنے والا
4.	**Reliability under pressure** دباؤ کی حالت میں کام کرنے کی صلاحیت Calm and exceptionally reliable at all times ہر حالت میں قابلِ اعتماد					Confused and easily flustered even under normal pressure. پریشان، معمولی دباؤ میں حواس باختہ
5.	**Financial responsibility** مالی معاملات میں احساس ذمہ داری Exercises due care and discipline احتیاط سے کام لیتا/لیتی ہے، قواعد و ضوابط کا خیال رکھتا/رکھتی ہے					Irresponsible غیر ذمہ دار
6.	**Relations with** تعلقات (i) Superiors اعلیٰ افسران کے ساتھ Cooperative and trusted معاون اور قابلِ اعتماد					Un-cooperative غیر معاون
	ii) Colleagues رفقائے کار کے ساتھ Works well in a team مل جل کر اچھا کام کرتا/کرتی ہے					Difficult colleague مشکل رفیق کار

		A	B	C	D	
iii)	Subordinates ماتحتوں کے ساتھ Courteous and effective; encouraging خوش اخلاق، مؤثر اور حوصلہ دینے والا/ والی					Discourteous and intolerant; بد اخلاق
7.	**Behavior with public** عوام کے ساتھ رویہ Courteous and helpful خوش اخلاق اور معاون					Arrogant, discourteous and indifferent مغرور اور لاتعلق
		A الف 4	B ب	C ج	D د	
8.	**Ability to decide routine matters** روزمرہ معمولات کے فیصلے کرنے کی صلاحیت Logical and decisive منطقی اور فیصلہ کن					Indecisive; Vacillating متذبذب اور ڈانواں ڈول
9.	**Knowledge of relevant laws, rules, regulations, instructions and procedures.** متعلقہ قوانین، قواعد ضوابط، ہدایات اور طریق کار سے واقفیت Exceptionally well informed, keeps abreast of latest developments. قواعد وضوابط پر غیر معمولی عبور، تازہ ترین صورت حال سے آگاہ					Ignorant and Uninformed. لاعلم اور ناواقف
10	**Role of the officer in vaccination immunization campaign (applicable to District officers like DCOs, Political Agents, EDOs Health and other dealing Officers)**					Indifferent and sluggish

PART IV

حصہ چہارم

(REPORTING OFFICER'S EVALUATION)

(رپورٹنگ افسر کا جائزہ)

1. Please comment on the officer's performance on the job as given in Part II(2)

with special reference to knowledge of work, quality and quantity of output.

How far was the officer able to achieve targets? Do you agree with what has

been stated in Part II (2)?

حصہ دوم (۲) میں بیان کی گئی کارکردگی کا جائزہ لیں۔ کام سے متعلق افسر کے علم اور کارکردگی کے معیار و مقدار کے حوالے
سے بھی رائے دیں۔ اہداف کو پورا کرنے میں افسر کس حد تک کامیاب رہا / رہی؟ کیا آپ حصہ دوم (۲)
میں دی گئی معلومات سے متفق ہیں؟

2. Integrity (Morality, uprightness and honesty)

(راست بازی، ایمانداری) دیانت

3. **Pen picture with focus on the officer's strengths and weaknesses not**

Covered in Part III (Weakness will not be considered as adverse entries unless

intended to be treated as adverse).

قلمی خاکہ: افسر کی خوبیوں اور کمزوریوں کا جائزہ لیں (کوتاہی کو اس وقت تک منفی تصور
نہیں کیا جائے گا جب تک رپورٹنگ افسر ضروری تصور نہ کرے)

4. **Special aptitude**

خصوصی استعداد

5. **Recommendations for future training**

آئندہ تربیت کے لیے سفارشات

6. **Overall grading**

مجموعی درجہ

		Reporting officer رپورٹنگ افسر	Countersigning officer کاؤنٹر سائننگ افسر
(i)	Very Good اعلیٰ		
(ii)	Good اچھا		
(iii)	Average اوسط		
(iv)	Below Average اوسط سے کم		

7. **Fitness for promotion**

ترقی کے لیے مناسبت

		Reporting officer رپورٹنگ افسر	Countersigning officer کاؤنٹر سائننگ افسر
(i)	Fit for promotion ترقی کے لیے موزوں		
(ii)	Recently promoted/appointed. Assessment premature حال میں ترقی ہوچکی ہے/مزید ترقی قبل از وقت ہے		
(iii)	Not yet fit for promotion ترقی کے لیے ابھی موزوں نہیں		
(iv)	Unlikely to progress further مزید ترقی کے قابل نہیں		

Name of the reporting officer _____ **Signature** _____

(Capital letters)

رپورٹنگ افسر کا نام (واضح حروف میں)   (دستخط)

Designation _____ **Date** _____

عہدہ   تاریخ

PART V

حصہ پنجم

(REMARKS OF THE COUNTERSIGNING OFFICER)

(کاؤنٹر سائننگ افسر کی رائے)

1. **How well do you know the officer? If you disagre_ _ the assessment of the reporting officer, please give reasons**

آپ افسر کو کس حد تک جانتے ہیں؟ اگر آپ رپورٹنگ افسر کی رائے سے متفق نہیں تو وجہ بیان کریں

2. **Evaluation of the quality of assessment made by the reporting officer**

رپورٹنگ افسر کے جائزہ کے معیار کے بارے میں کاؤنٹر سائننگ افسر کی رائے

Exaggerated	Fair	Biased
(مبالغہ آمیز)	(مناسب)	(جانب دار)

Name of the countersigning officer _____ **Signature** _____

(Capital letters)

کاؤنٹر سائننگ افسر کا نام (واضح حروف میں) (دستخط)

Designation _____ **Date** _____

عہدہ تاریخ

PART VI

حصہ ششم

REMARKS OF THE SECOND COUNTERSIGNING OFFICER (IF ANY)

دوسرے کاؤنٹر سائننگ افسر (بشرطِ موجودگی) کی رائے

Name _____ **Signature** _____

نام (دستخط)

Designation _____ **Date** _____

عہدہ تاریخ