

**Delegation to
Civil Service Commission / UK
from Public Service Commission / Nepal**

VISIT REPORT



June, 2017

Acknowledgement

The delegation team of PSC, Nepal expresses gratitude to the Government of Nepal for the arrangement of this programme and conveys sincere appreciation to the government of UK as well as the Civil Service Commission (CSC), UK for their warm greeting and facilitation.

We would like to thank Mr. Bill Brooke, Mr. Greg Hobbs and Mr. Adrian Thomas of CSC, UK for their kind support in providing a good details of the functioning of CSC UK through brief interaction programs. The accompany of His Excellency Durga Bahadur Subedi, Mr Sharad Raj Aran (Deputy Chief of Mission of Embassy of Nepal), Mr Tajendra Regmi (Attaché) as well as the other officials of Embassy of Nepal London added value to our visit.

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1. Background

Public Service Commission of Nepal (PSC/N) is a Constitutional body as provisioned under Article 242 of the Constitution of Nepal. The major functions of the Commission is to ensure fair and competitive selection of suitable candidates for various civil service positions and it has crucial role in the selection of Army Personnel, Nepal Police, Armed Police Force and Corporate bodies as well as per the Constitution of Nepal.

2. Formation of Nepalese Delegates Team

As the decision made by Nepal government, a team of four delegates (Annex-1) was formed for Civil Service Commission/UK visit for the following objectives.

3. Objectives of UK visit

- a. To get more information and knowledge about Assessment Centre Methodology and how it is in practicing in UK.
- b. To get knowledge about recruitment and selection methods and their practice in UK.
- c. To get knowledge about the recruitment principles adopted by the Civil Service Commission of UK.
- d. To get knowledge and information about the selection criteria, methods and practices of permanent secretary.
- e. To gain more knowledge about recruitment and selection process in UK.

4. A Brief of Trip

The delegation (Annex-1) led by the Chairperson of Public Service Commission of Nepal, Hon. Mr.Umesh Prasad Mainali, visited London from 17-22 June 2017.

5. Interaction Programmes on

5.1 Introduction of PSC/Nepal and it's aim

First of all, a formal introduction programme was held among Nepalese Delegates (Annex-1) and Delegates of UK (Annex-2). The interaction was held on 5/01, 1 Horse Guards Road, London. Addressing the meeting, Hon. Chairman Mr.Umesh Prasad Mainali stated that Public Service Commission of Nepal is planning to apply appropriate tools and methodology at the Assessment Centre

to select the best candidate for the service of the Government of Nepal. He further added that Public Service Commission of Nepal is fully dedicated to improve the overall system to ensure fast and best service, to ensure meritocracy among others.

5.2 Information from Delegates of UK on the following issues

After Nepalese presentation about the activities and aim of PSC/ Nepal, the Delegates of UK informed about the following subjects.

5.2.1 The Principles adopted by the Civil Service Commission, UK.

Briefing about the role of UK Civil Service Commission, Hon. Mr Bill Brooke informed that The Civil Service Commission (CSC), UK plays a role of regulator. The Commission publishes guidelines for the recruitment every year. Recruitment in the junior posts is accomplished by the individual Ministry on the basis of the CSC guidelines. CSC carries out compliance audit and investigations as well as monitoring if required. The Departments are fully independent to prepare Job Descriptions and carry out recruitment as per their demand.

5.2.2 Commission's Recruitment Principles

Merit: The appointment of the best available person judged against the essential criteria for the role. No one should be appointed to a job unless they are competent to do it and the job must be offered to the person who would do it best.

Fair: There must be no bias in the assessment of candidates. Selection processes must be objective, impartial and applied consistently.

Open: Job opportunities must be advertised publicly. Potential candidates must be given reasonable access to information about the job and its requirements, and about the selection process. In open competitions anyone who wishes must be allowed to apply.

5.2.3 The legal Requirements

The legal requirement for selection for appointment to the Civil Service is to be made on merit on the basis a fair and open competition. All three elements (merit, fair and open) have to be met for the appointment to be lawful.

Meeting the Legal Requirement

Departments are responsible for designing and delivering selection processes which meet this requirement. There is no single "right" process for all appointments; processes can and should vary and be proportionate to the nature of the appointment. The process must enable a panel to decide the relative merit of candidates against the skill and experience required: the following are the essential steps that must be followed in all cases.

The selection panel

A selection panel of two or more people must be set up to oversee the appointments process. The panel must be chaired either by a civil servant or, for the most senior competitions, by a Civil Service Commissioner. The panel must ensure that candidates are impartially assessed against the published essential criteria (competences, skill and experience) at each stage of the process where assessment occurs and must take the final decision on which candidate or candidates are the most meritorious. Panel members must declare any conflict of interest including prior knowledge of an applicant. It is for the appointing Department to decide, in accordance with its own rules of conduct, how to proceed where it appears that an actual or perceived conflict of interest any arise. A record must be kept of how any such conflicts were dealt with.

The chair of the panel has the overall responsibility for ensuring that the selection process is compliant with the Recruitment Principles. Before a competition may proceed to advertising, the chair must therefore approve the essential criteria, job description, panel membership, process to be follow, timetable, remuneration and other terms and the advertising strategy.

At the end of the process the chair must produce a record which should briefly describe the outcome, the assessment stages and on what evidence the assessment of merit was made, the order of merit and confirm that the selection process was conducted in accordance with the Recruitment Principles. If at any point the chair believes the Recruitment Principles may be breached, he/she must pause the competition until this has been resolved.

5.2.4 Role of Departments and the appointment process

Departments must provide all potential applications with information about the nature and level of the role (including information about, or a link to, the Civil Service Code), the essential criteria against which they will be assessed, details of the selection process and the total remuneration available (salary, bonus, allowances etc.)

Departments must follow the published selection process for all candidates, except where they are making a reasonable adjustment for a disabled candidate or where a genuine difficulty arises. Similar opportunities must be given to all candidates to inform themselves about the role (for example, if some short-listed candidates have the opportunity to meet key people in the Department, all short-listed candidates must be given same opportunity.

The media chosen to publicise job opportunities and the time allowed for advertising must be suitable for attracting a sufficiently strong and diverse field of applicants, taking account of the nature of the role and the relevant job market. Departments any choose to extend deadlines or accept late applications provided that they do so for all applicants and make any change to the deadline clear in any published material. But Departments are under no obligation to extend deadlines or accept late applications.

It must be made clear that the competition in being conducted in line with the Recruitment Principles and is being regulated by the Commission. All potential applicants must be made aware of the arrangements for making a complaint. The Commission's logo/kite mark must be displayed on any advertisement or information pack.

A Department must not be make an appointment under materially changed terms and conditions from those advertised. If a Department needs to consider paying more than 20% above the advertised salary, they must obtain the approval of the Commission before making such an offer so that the Commission can assess whether this materially changes the terms of the post, to the extent that, had it been advertised at the higher salary originally, a wider and more meritorious field of candidates might have applied.

5.2.5 Assessing Evidence

Selection processes must be objective, impartial and applied consistently. While this often involves an interview, it does not have to do so.

Each candidate must be assessed against the same essential criteria. The evidence collected to assess candidates must be broadly equivalent in substance and depth, accepting that there may be some differences in the type of evidence available for internal and external candidates.

Where candidates are asked to meet individuals other than panel members during the competition, it must be made clear to them whether this is purely for briefing purposes or whether it is part of the assessment.

Candidates must be assessed on merit, and they should not be treated more or less advantageously because of their previous or current activities, affiliations, or the employment of their friends, partner or family members.

All appointees to the Civil Service must be able to comply with the Civil Service Code requirements of honesty, integrity, objectivity and impartiality. Where a candidate has previously engaged in political activity, the selection panel must satisfy itself that the candidate understands the requirement to operate objectively and impartially if appointed and must record how this has been done. It is for the panel to decide the most appropriate and proportionate way to achieve this, taking into account the nature and seniority of the post.

Panel members must ensure that they are aware of their obligations under the Data Protection Act, 1998 in relation to personal information obtained during the assessment process.

5.2.6 Taking the decision:

Taking all the evidence into account, the panel must establish which candidates are appointable and place them in an order of merit. It will be rare for a candidate to meet all the essential criteria exceptionally well; the most meritorious candidate will be the one who best meets the essential criteria.

Where the competition is for a single, or small number of posts, each candidate who is judged appointable must be ranked in a merit order. The candidate recommended for appointment must be the one placed first in order of merit by the selection

panel. If the most meritorious candidate turns the job down, the Department must then either offer the job, in merit order, to the other appoint able candidates or close the competition without an appointment being made.

In a competition for a large number of posts (Bulk recruitment), or in a rolling recruitment, the method used must ensure that no candidate is selected who did less well than another candidate who has not been selected; by the end of the competition all the roles must be have been given to the most meritorious candidates.

5.2.6.1 Reserve Lists

Where a competition identifies more number of suitable candidates than there are available vacancies a reserve list may be created for other similar roles in the Civil Service. This may be used for up to 12 months to fill the same role or other similar roles with the same essential criteria without further testing of merit. For competitions chaired by a commissioner the Commission's approval is required to make appointments using the reserve list.

5.2.6.2 Apprentices

Departments may appoint apprentices on merit through a fair and open. Where apprentices are not appointed on merit on the basis of a fair and open competition their appointment will be an exception under Exception.

5.2.7 The involvement of ministers

Where the relevant Minister has an interest in an appointment, the chair of the panel must ensure that the Minister is consulted on and agrees the final job and person specification, the terms of advertisement and the composition of the selection panel, in particular to ensure that there is sufficient external challenge from outside the Civil Service. The Minister may ask to be kept in touch with the progress of the competition throughout. Any views the Minister may have about the expertise, experience and skills of the candidates must be conveyed to the selection panel. The Minister may meet each of the shortlisted candidates, to discuss his or her priorities and the candidates' approach to the role, and feed back to the panel his or her views on any issues (s)he wants the panel to test at interview. Meetings between the Minister and candidates must be attended by a representative of the Civil Service Commission. The Minister may not be a member of a selection

panel and may not add or remove candidates from a competition. The panel must assess the merits of the candidates using the best possible evidence and testing any issues raised by the Minister. The panel must recommend the best candidate for appointment. If the Minister is not satisfied with the recommendation, (s)he may ask the panel to reconsider, setting out the reason. The panel may revise its order of merit; the reason for this must be recorded, and the panel must obtain the approval of the Board of the Commission before any appointment can be made.

5.2.8 Permanent Secretary Competitions

The Recruitment Principles applies to the appointment of all posts at Permanent Secretary Grade. Permanent Secretary Competitions must be chaired by the First Civil Service Commissioner (or his/her nominee), who will be responsible for ensuring that which they have an interest and that their views are relayed to the panel, and taken into account.

The relevant Minister must be involved at each stage and be able to raise any concerns (s)he has about the selection process, or about candidates, with the First Commissioner. The prime Minister must be kept informed about progress and have to opportunity to feed in views.

The panel must assess the merits of the candidates using the best possible evidence and testing any issues raised by the Minister or the Prime Minister. This should include assessing whether the candidates can work effectively with the Minister and fulfil the role of Principal Accounting Officer. The panel must decide which candidates are appoint able, i.e. which candidates meet the essential criteria for the role and would, in the panel's judgment, do the job well. It is for the panel alone to make this judgment. The names of the appoint able candidates should then be put forward to the Prime Minister in a panel report from the First Civil Service Commissioner summarizing the selection process and the panel's assessment of the candidates.

The Prime Minister must take the final selection decision from the appointable candidates, in consultation with Head of the Civil Service and the First Civil Service Commissioner. As required by the 2010 Act, the selection decision must be made on merit, assessed against the published criteria for the role. Before making the final selection, the Prime Minister may meet the appointable candidates. If(s)he does so, (s)he must meet all the appointable

candidates and must do so with the First Civil Service Commissioner (or his/her nominee) present.

In the context of a coalition government, references to the Prime Minister or First Minister should be read in the context of any relevant agreement between the coalition parties, including about the roles of minority party leaders within the coalition.

5.2.9 Competitions Chaired by Civil Service Commission

Civil Service Commissioners must chair all competitions for posts at SCS Pay Band 4 (Permanent Secretary) and SCS Pay band 3 (Director General) level. This requirement applies both to open (external) competitions and Civil Service-wide (internal) competitions.

Commissioners will normally also chair competitions for open (external) competitions at SCS Pay Band 2 (Director) level. Department must contact the Commission before beginning such a competition and the commission will confirm whether it will be necessary for a Commissioner to chair the competition.

The Commission may also decide that a Commissioner must chair any other open (external) competition, taking into account, among other factors the results of any compliance monitoring audit and the assessed risk rating for a particular Department or area of work.

The Commissioner is a substantive member of the panel and will play a full part in the panel's deliberations. As chair of the panel, (s)he will be responsible for approving the terms of the competition and producing the panel report (s)he will also have responsibility for ensuring that Ministers are fully involved in the competitions in which they have an interest, and that their views are relayed to, and taken account of by, the panel. As the representative of the Commission, (s)he will be able to advise the panel on how to devise a flexible process, designed to identify the best candidate for the role from a strong and diverse field. The Commissioner's panel report authorizing the appointment is required before any appointment can be made. Allocation of competitions to individual Commissioners is at the discretion of the Commission.

5.2.10 Special Advisers

Under the 2010 Act, Special Advisers any not exercise any power in relation to the management of any part of the Civil Service. They may therefore not be involved in the recruitment of civil servants.

5.2.11 Exceptions

The Commission has the power to except a selection from the requirement to appoint on merit, on the basis of a fair and open competition. This must either be justified by the needs of the Civil Service or be necessary to enable the Civil Service to participate in a Government employment initiative. Departments must be able to justify why, in any particular appointment, it has not been possible to select someone on merit through a fair and open competition. They will be required to report on their use of exceptions in the annual compliance statement and their use of exceptions may be subject to audit.

Exceptions requiring the Commission's approval

The Civil Service Commission's prior approval is required for any appointment by exception at Senior Civil Service Pay Band 2 or above or on a salary above the SCS Pay Band 2 minimum or for the appointment as a civil servant of any individual who has within the past five years, worked for the Minister (or a party colleague) or the Minister's political party.

Where the Commission considers there is a risk the Recruitment Principles may be breached it may additionally require a Department to seek the Commission's prior approval for the other appointments.

5.2.12 Compliance

Overall responsibility for complying with these Recruitment Principles including the use of exceptions, rest with the Civil Service Head of each Department. The Commission may require the Head of Department to produce an annual statement of compliance. It may also audit the Department's compliance. Department must retain, for a minimum of two years, sufficient information on their recruitment to provide evidence that they have complied and must

provide the Commission with any information it reasonably requires.

5.2.13 Complaints

Any individual may complain to the Commission that the requirement for selection for appointment on merit on the basis of fair and open competition has not been met; or that any other aspect of the Recruitment Principles has not been complied with.

The Commission can only accept complaints about

- Open (external) competitions (all grades)
- Civil Service-wide (internal) competitions (SCS Pay Band 3 above only)

It cannot accept complaints about Civil Service wide (internal) competitions to posts at or below SCS Pay Band 2 (Director).

Complaints must first be raised with the recruiting Department, which is responsible for having effective complaints handling procedures. If, after investigation by the Department, the complainant remains dissatisfied they may bring their complaint to the Commission.

Complaints should be lodged with the Commission within 12 months of the closing date for applications, but the Commission will consider complaints lodged out of time in exceptional circumstances. Where the Department has not completed its investigation within 6 months of receiving the complaint, the Commission may consider taking the complaint at that stage.

Recruiting Department are responsible for making all applicants aware of their right to complain and referring them to the Commission's complaints procedures.

5.2.14 Civil Service Talent (Developing World Class Leaders)

Mr Adrian Thomas briefed about recruitment process carried out by Executive Recruitment Centre and told that out of 4500 senior jobs, one third job is recruited every year and Civil Service Commission and Executive Recruitment Centre are directly involved to select the best candidate by applying different steps of written and interview exam, assessment tools, among others. He further outlined that Executive Recruitment Centre is fully concerned to follow the diversity and inclusion measure while selecting the candidate. Mr Greg Hobbs explained about the

assessment methodology and innovative tools that adopted by the UK Assessment Centre.

He mentioned about the tools and technique used in assessment centre method which is often used in selection procedures to select the best candidates. It consists of group discussion, problem solving, verbal reasoning, group exercise, leadership behaviour, policy presenting resilience, several tests and practical simulations that are intended to show whether a person is the right fit for a particular position, Mr Hobbs added. He also highlighted about the strategic vision, online test, work exercise, leadership quality, group exercise, policy response, quality assurance process, case analysis etc.

5.2.15 Civil Service Executive Recruitment

Executive Recruitment is an expert service delivering recruitment campaign requiring a high degree of touch. The team - part of Civil



Service Talent, approaches recruitment as an integral part of talent management. In partnership, with departments and professions develop and deliver high quality, customer-focused recruitment that identifies and attracts the best people for your roles. The team offers individual and tailored support across the Civil Service, to create the best conditions or attracting a rich and diverse pool of high-caliber candidates for senior roles. The team is able to support vacancy holders through an

expert approach to finding and hiring talent, creating a professionally handled end-to-end recruitment experience for internal and external candidates. To provide the most expert and professional service, focus is on sourcing talented candidates for roles in the top 4 pay bands that make up the senior Civil Service (SCS), but also on other roles where a bespoke or high-touch service is required. The team can offer a wide range of executive recruitment services from advertised selection, referencing, market mapping, business intelligence, use of our own internal executive recruitment search capability and access to external search suppliers with global reach.

Pioneering new approaches to recruitment, efforts have been made to ensure that the best talent sees the Civil Service as an inclusive employer and critical path in their career. Executive Recruitment has a unique view of recruitment trend and the professional requirements of the roles and professions in the SCS. The team brings a best practice account management approach to delivering the recruitment needs.

5.2.16 The benefits of using expert service include

Improved attraction strategies for external approach - a more innovative media approach, simpler job descriptions and application processes, and better use of social media, including targeted search through LinkedIn.

Dedicated account managers who are experts in executive recruitment;

Direct personal contact with candidates through our recruitment process resulting in the best experience for all candidates;

Opportunities within the selection process to explore candidates strengths, potential and aspirations so that we are recruiting for the immediate role and also building our succession pipeline for more senior roles;

Creative recruitment solutions that include using high potential talent pools and inward secondments;

Ability to respond to increasing demand from professional areas such as HR Digital, PPM and Commercial;

Better engagement with executive search agencies when used through an improved procurement process and stronger management of their service;

Enhanced internal search capability;

A broad range of selection options, including one-to-one sessions, team and stakeholder engagement events, and a variety of psychometric tests;

Assistance for external and diverse candidates in understanding and navigating Civil Service recruitment processes.

5.2.17 How success is measured?

5.2.17.1 Aim to:

Identify an appoint able candidate in at least 90% of vacancies (at the first attempt)

Achieve an average campaign length of less than 60 working days (excluding external search)

Achieve appointments which are at least as diverse as the existing profile of the SCS (women, BAME and disabled)

Executive Recruitment has helped the Civil Service to appoint over 500 individuals in 2016-17. The diversity of appointments exceeds the diversity in the existing Senior Civil Service.

49.3% woman into the SCS roles we handle - compared to a current SCS population of 40.6% women

7.6% SCSBAME appointments compared to a current SCSBAME population of 4.3%

7.5% disabled compared to a current SCS disabled population of 3.4%

5.2% LGBT hires compared to a current SCSLGBT population of 4.9%

5.2.17.2 Competition planning

- Planning and Shortlist
- Interview and approvals
- Variances in search approach
- Commissioner involvement

5.2.17.3 Working with HR for a collaborative approach to areas

- Departmentally-specific cultural nuances/preferences
- Better relationship/smooth process
- An extension of the department's HR or Recruitment team
- Workforce planning - options for 'going to market'
- Recruitment SLAs and their management
- Professional representation of Executive Recruitment

5.2.18 Service Offering

To develop and tailor an attraction strategy, encourage a diverse range of talented applicants and deliver a centralized, expert senior recruitment service.

5.2.18.1 Three principle service offerings

- Advertised selection
- Executive search - internal team
- Executive search - external partner

5.2.18.2 Detailed Service Offering

To develop and tailor an attraction strategy, encourage a diverse range of talented applicants and deliver a centralized, expert senior recruitment service.

5.2.18.3 Important aspects of executive recruitment

(a) Campaign analysis:

Early meeting with the vacancy holder and HR to understand their requirements and provide advice/support throughout the campaign. Account Manager will consider options for filling the vacancy, which may include reviewing talent pools; near-misses from previous campaigns; and secondments. Account Manager will agree an attraction strategy and provide an indicative timeline, with clearly defined roles and responsibilities.

(b) Sourcing:

Advice on drafting the advert to attract the best candidates. If an external campaign is appropriate - advice on external advertising; support through the Dynamic Purchasing Solution (DPS) to secure executive search expertise; and liaison with the Civil Service Commissioners. Advice on the use of social media, including LinkedIn.

(c) Selection:

A single point of contact of everyone involved. Standard response handling to provide an improved candidate experience consistent across departments. Initial sifting and presentation of recommendation to the panel.

5.2.19 Individual Leadership Assessments

Guidance on the use of psychometric during the process. Advice on selection and assessment options, including presentation and interview questions.

Provision of an independent panel member if required.
Arrangement of all logistics for interview, including management of candidates and interview accommodation.

5.2.20 Evaluation:

- Diversity monitoring at each stage of campaign
- Review of campaign with vacancy holder.
- Review of candidate experience.
- Provide a menu of learning and development options, including panel training where necessary and unconscious bias training.
- In liaison with Civil Service Commissioners. Also, prepare Executive Recruitment guidance.

2016/17 Activity:

Run 694 vacancies (SCS and selected G6/7)

Received 9,372 applications.

93% of vacancies are filled at first attempt

The top six departments for SCS vacancies:

MOJ	-	81
HMRC	-	70
CO	-	60
DIT	-	49
MOD	-	46
DIT	-	39

39.5 Working Days Average time (all vacancies)

53.8 Working Days Average time (Executive Search)

5.2.21 Search Agency Partners

37% of external vacancies are run through search partners

46% of these vacancies are with 'Panel of 6' agencies

51% of appointments through search are external candidates

5.2.22 Diversity & Inclusion

Adapting the SCS recruitment process to increase diversity and inclusion outcomes:

The Behavioral Insight Team undertook a full end to end diagnostic analysis of our processes and candidate information with a view to trailing changes that will have a further positive impact on the diversity of our appointments.

The Behavioral Insight Team has so far presented their research findings and provided a variety of working suggestions to explore and potentially implement.

Trialing a holistic recruitment tool to give weight to aspects other than the interview. For example, the application; scoring interviews against elements of the job description and person specification to aid objectivity; and one to one interviews.

Seminars are also running for BAME staff at G6/7 providing an overview of the recruitment process, dispelling the myths around SCS recruitment as well as offering personal one to one coaching.

Current diversity outcomes of SCS appointments:

Appointments Profile of SCS

46%	Women	40%
11%	BAME	4%
7%	Disabled	3%
5%	LGB	5%
44 years	Age	49years

5.2.23 Attraction and Marketing

Creating content for "Attraction" material including a master class leaflet on preparing for applying to the SCS, which has been drafted. Key milestones have also been drafted for a Civil Service Talent SCS on-boarding Interactive Induction Pack.

5.2.24 Government Careers microsite

In liaison with the project profession and HMRC, Executive Recruitment have arranged exemplar sketch content and held a workshop to develop user personas and establish assumptions and a roadmap to inform a paper to the Resourcing Steering Group in January.

6. Conclusion

The meeting was very fruitful and there was interaction on UK policy of recruitment and assessment methodology. Hon. Member Shreepurush Dhakal , Joint Secretaries Kiran Raj Sharma, Parshwor Dhungana and Mr. Sharad Raj Aran, Deputy Chief of Mission from Embassy of Nepal in London also asked their queries about the best assessment tools and the permanency of the staff in Civil Service Commission respectively.

The UK team also informed that they are focussing four tools like group discussion and exercise, case analysis and policy creation analysis, psychological test and interview, presentation etc. UK team also informed that they are using online system to give the widest opportunity to the candidates and make the process more transparent. To make the broader participation and share the information, UK Executive Recruitment Centre and Departments are using Executive Search, Job boards, trade magazine and website, they informed. We departed from Nepal on 16th June and returned back on 23rd June. It is realised that the major points in this report if perceived meaningfully and materialise in coming days in thoughts and practice, more positive results can be achieved indeed. Hopefully, this report can be fruitful to the Public Service Commission, Ministries and other government agencies for their human resource management issues.

We would be grateful to welcome critical suggestions, if any. We think that this visit and the presented report will add value to the present work procedure of the PSC Nepal in the upcoming days.

Appendices

Annex-1

Name Lists of Nepalese Delegates

1. Hon. Umesh Prasad Mainali (Chairperson, Public Service Commission, Nepal / Team leader)
2. Hon. Shree Purush Dhakal (Member, Public Service Commission, Nepal)
3. Kiran Raj Sharma (Joint secretary, Public Service Commission)
4. Parashwor Dhunghana (Joint secretary, Public Service Commission)
5. Sharad Raj Aran (Deputy Chief of Mission of Embassy of Nepal, London)
6. Tejendra Regmi (Attache of Embassy of Nepal, London)

Annex-2

Name Lists of UK Delegates

1. Bill Brooke (Senior Member, Civil Service Commission)
2. Greg Hobbs (Head, Fast Stream and Early Talent)
3. Adrian Thomas (Targeted Recruitment of Senior Civil Servants/ Head of Executive Recruitment Team)

Annex-3

(Speech from Hon. Chairperson Umesh Prasad Mainali)

Statement by Umesh Prasad Mainali

Chairman

Public Service Commission Of Nepal

**In an experience Sharing Program organized by
Civil Service, Human Resources**

LONDON, UK

Your Excellency the commissioner of Civil Service Commission UK,
Your Excellency Mr. Greg Hobbs, head of Fast Stream and Early
Talent,
Your Excellency Mr. Adrian Thomas, head of Executive Recruitment
team,
Esteemed dignitaries,
Ladies and Gentlemen,

I am honored for getting this opportunity to participate in this meaningful experience sharing discussion which is being organized with a noble objective of pursuing meritocracy in public service recruitment. I, on my own and on behalf of my delegation members, would like to express my heartfelt thanks to your Excellences for warm welcome extended to us and for the excellent preparation of this program. It gives me immense pleasure to recollect the long history of diplomatic ties between United Kingdom and Nepal. It is our pride to note that Nepal's first diplomatic relation was established with United Kingdom and since then our mutual relationship remained exemplary to the rest of the world. I take this opportunity to extend our thanks to the Government and the friendly people of United Kingdom for every assistance and support extended to the development endeavor of Nepal. It is my firm belief that this meaningful discussion is a manifestation of our solidarity and co-operation which will certainly contribute improving public sector excellence.

Excellences,

Effective public service is *sin qua non* for democracy. Its absence, politicization and incompetency affect extraordinarily to the governance of any country. So these services should not become a haven of dull and incompetents. Recruitment determines the tone and caliber of public services. A well-defined merit, wisely chosen predictors to validate desired traits and competencies, systematic procedures for sampling individuals to evaluate competencies are preconditions for meritocracy. But modern definition of merit elements, changing competencies and traits demands new merit testing methodologies. We are bound to introduce testing beyond knowledge which is a herculean task for us. Mutual learning from the best practices, unlearning from the failures and relearning from the success stories, we can do wonder. I hope this brief program will be valuable in this respect.

Public Service Commission of Nepal is a constitutional body established under the article 242 of the constitution of Nepal. It has the constitutional mandate to conduct examinations for the selection of suitable candidates in any position of civil service, Nepal Army, Armed Police Force Nepal, other government services and corporate bodies. This commission is supposed as a promoter and custodian of meritocracy, Principles setters of merit testing, pathfinder in public service reform. Constitution of Nepal mandated clearly the power, advisory and catalytic roles and functions to enable commission ensuring meritocracy in fair and impartial manner.

Public Service Commission of Nepal has initiated some reforms in the recruitment processes of civil service. Public service Recruitment Management System (PSRM) is being initiated to introduce information communication system for recruitment process. Optical Mark Reader (OMR) technology has been applied for objective question examination. Commission is working to design 'Assessment Center methodology (ACM)' for the selection of senior and middle management level positions which if fully implemented might be paradigm shift in our examination system. The Commission recently introduce case presentation examination for senior level positions as a first step in embarking to ACM.

Excellences,

We know that United Kingdom was the first to introduce modern meritocracy in civil service. Its impartial, neutral and permanent bureaucracy remained a model for other democratic countries. New reform initiatives taken by United Kingdom in transforming

traditional value neutral bureaucracy to modern new public governance has been inspiring us. So we can learn a lot from your good offices about new and innovative recruitment methodologies. Valuable lesson and knowledge that we gained from this sharing will remained our asset for inventing our future strategies.

Last but not the least, I would like to express my gratitude to your Excellences for the arrangement of this event which will be remembered as a memorable time for long. I would like to thanks all concern authorities for providing this opportunity of visiting this historic and beautiful mega city London. Pleasant stay in this heavenly city will remained unforgettable for us.

Thank You.

Annex-4 (Photos)





