

Core Policy Area (CPA-3)

Improve Civil Service Management

Principal Objectives	Subprogram 1 Actions (July 2006 to October 2007)	Subprogram 2 Actions (January 2008–September 2009)	Subprogram 3 Actions (October 2009– March 2012)	Remarks
Improve functions, streamline business processes, and modernize human resource management.	Civil Service Reform Task Force (CSRTF) established under the chairmanship of the Chief Secretary, and a vision outlining key principles notified.	A CSR policy approved by the provincial cabinet to endorse and guide optimization of government functions, reengineering of business processes, and introduction of performance-based human resource management systems.	E&TD and L&DD to implement CSR policy through (i) functional review, (ii) business process reengineering, and (iii) completed human resource reforms.	[Partly complied with]
			Implementation of CSR policy initiated in departments of health, irrigation and power, and higher education.	[Partly Complied with]
	An upgraded Civil Service Change Management Wing established to coordinate civil service reforms.	PPSC approved a key recommendation on adopting a more efficient approach to scrutinizing civil service applications.	PPSC to (i) complete functional review on civil servant recruitment and an action plan for business process reengineering and (ii) implement some recommendations.	[Not complied with]
	Designations for Change Management Agents notified in all the 40 provincial departments and 35 districts.		E&TD and L&DD to complete benchmarking (including establishing indicators) for measuring strategic, functional, performance, and process.	[Complied with]
	First batches of civil servants recruited under the newly established Provincial Management Service, paving way for developing a cadre of qualified middle management officials at the provincial level.		Based on piloting in E&TD and L&DD, provincial civil service human resource management policies and regulations to be reviewed and revised to improve efficiency and effectiveness of civil service management and service delivery.	[Complied with]

	Competitive and incentive based recruitment system adopted for managing development projects/programs.		S&GAD to study the causes and effects and recommend measures for addressing issues related to (i) frequent transfer and short tenure; (ii) fringe benefits and need for monetization; and (iii) civil servant grade, cadre, and compensation issues and then implement recommendations by adopting new or revised policies.	[Complied with]
Develop capacity	At least 8 core departments identified for piloting a performance based HRM system in at least one unit/section, and criteria developed for selecting such units/sections.	Government training strategy approved by the chief minister.	Government training strategy approved by the cabinet.	[Partly complied with]
	Framework adopted for the system of appointing Principal Secretaries for improving management and increasing effectiveness of coordination between departments.		Gender mainstreaming training adopted as a regular part of MPDD training curriculum.	[Complied with]
	The Departments of Planning and Development, Industries, Irrigation and Power, and Livestock and Dairy Development selected for functional review and business processes re-engineering.		Departmental training budget allocated.	[Complied with]
	Working group for reviewing the Rules of Business established.		MPDD to establish training partnership with reputable international institutions.	[Complied with]
	MPDD enhanced as the principal capacity building arm for public servants, and modernization of MPDD started, initially in		Automated training systems adopted in MPDD.	[Not complied with]

	collaboration with Singapore Civil Service College.			
	Provincial capacity building framework for civil service training developed.			