

## Recruitment Policy for Market Based Talent

### Context

To transform Pakistan, Government (both in the centre and in the provinces) needs access to the best talent that available. Often, the resources required are available on the national job market, but the standard recruitment policies of government, and the terms offered to the individuals required for particular roles, simply make it impossible for government to recruit the talent it needs to bring change to Pakistan. This is particularly true in today's world, where young entrepreneurs below the age of 30 can become billionaires, and yet they wouldn't be able to pass the experience criteria to be a Director reporting to a Director General in a government owned institution.

### Objective

The archived process of recruitment cannot be applied to specialized units aiming to build strategic support capacity and/ or aiming to attract vibrant and dynamic skill-set from the market. This policy is aimed at promoting competition and transparency of the hiring process for specialized units.

### Application

This policy can be chosen to be applicable in the following cases

- For senior executives, or senior leadership positions
- For generalist consultant positions, irrespective of seniority, working on MP scales
- For market based recruitment in autonomous bodies, and other attached institutions of departments

### Form of Recruitment

Recruitment shall be carried on contract basis for a period of upto three years (extendable on satisfactory performance) on market-based pay

### Recruitment Process

This policy is built on the recruitment best practices in world class institutions, and can therefore consist of a two-stage, three-stage or four-stage process, in which the evaluation at each stage is independent of the previous stage. The objective is to ultimately assess individuals on their skill and ability, as opposed to a rigid interpretation of their track record. As such, unlike typical government processes, no marks are carried forward from one stage (e.g. CV evaluation) to the next.

**Stage 1 – CV Evaluation:** This is where the track record and the academic credentials of the candidates are evaluated. It is recommended that a cover letter be made part of the submission requirements and be part of the CV evaluation (although this cannot be compulsory), and that there be constraints placed on the length of both the CV and the cover letter.

**Stage 2 – Test:** An IQ / GMAT style test testing basic proficiency is recommended other than for senior executive roles, that may directly be passed on to an interview stage. Again, once test marks are awarded, these should not carry over to the interview stage.

Stage 3 – Deep Interviews: At least one round of interviews, testing the candidates ability to perform in the job, with a three-member panel that is independently assessing ability to perform, as well as the candidates track record. For generalist positions, these can be case study / problem solving based, while for senior executives (e.g. for the CEO of an autonomous body), these can be in the form of a presentation. The interview structure can be adapted for individual recruitment efforts.

Stage 4 – Second Round of Interviews (Optional):

#### Education and Age requirements

- Experience rather than age
- 16 years of education as a standard. Specialization should be preferred but not necessary, as many people can demonstrate experience in relevant fields.
- No domicile requirements

#### Salary and Benefits/ Determining remuneration range

The recruitments against these posts are at market-based remuneration/ MP scales. In this regard it is important that:

- a. Principles of Market Based Talent, While determining the remuneration range, apart from the profiles of candidate, his/her skill set, the value he/she shall bring in, and his/her last salary drawn will also be considered.
- b. Performance Based, Candidates will be offered a base rate/ base salary. However, in addition, there shall be performance-based component over and above this base rate and will be directly linked with the performance of the candidate against agreed KPIs/ performance parameters.
- c. Flexible, In order to provide for flexible working, there shall be mechanism for working days and remuneration shall be based upon the days worked.

#### Adopting the Policy- Process

- The Administrative Department/ entity wishing to establish such a unit shall prepare a detailed concept note highlighting the need of the unit along with the structure and TORs of each position.
- The concept note, and all allied documents, shall be submitted for approval of Chief Minister in the form of a Summary.
- The source of funding shall be clearly mentioned in this regard.
- The Summary shall also indicate compositions of three committees vis-à-vis Short-Listing Committee, Aptitude Test Committee and Selection Panel, (as given below) and composition shall be approved from Chief Minister.

After approval of Chief Minister in respect of establishment of unit, the administrative department shall follow this policy for carrying out recruitment against the positions

Constitution of Committees

In order to carry out the recruitment in competitive and transparent manner, following three committees shall be constituted.

1. Short Listing Committee
2. Aptitude Test Committee
3. Selection Panel

Appointing Authority

The concerned administrative secretary shall be the Appointing Authority for these cases.

Third Party Validation

The administrative department may get a third-party validation of the process conducted within 6 months of completion of the recruitment process.