CIVIL SERVICE SYSTEMS IN THE ASEAN REGION

A COMPARATIVE PERSPECTIVE

UNITED NATIONS PUBLIC ADMINISTRATION NETWORK – NEW YORK

EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION

2004
Sometime in August 2003, the United Nations Public Administration Network in New York (UNPAN –NY) led by the Division for Public Administration and Development Management of UNDESA under the leadership of Director Mr. Guido Bertucci, broached the idea that the Eastern Regional Organization for Public Administration (EROPA), one of UNPAN’s online regional centers in Asia, conducts a study on the region that may be posted in the UNPAN website. In response to this initiative, EROPA submitted a proposal to update an existing study on the civil service systems in member countries of the Association of Southeast Asian Nations (ASEAN). This earlier study was undertaken through the initiative of the Office of the Civil Service Commission (OCSC) of the Royal Thai Government and with the cooperation of the members of the ASEAN Conference on Civil Service Matters (ACCSM). The outcome of this earlier study was published in 1996.

UNPAN approved EROPA’s proposal and provided a small grant to support the study. EROPA then sought and gained the approval of the Office of the Civil Service Commission of the Royal Thai Government that EROPA may update the earlier study utilizing basically the same data elements.

The Philippine Civil Service Commission was a key partner in this effort. As a participant in the 1996 study, it assisted EROPA in developing a three page questionnaire that sought information patterned after the same data sets used in the earlier report. It also formally endorsed this questionnaire to all the member countries of the ASEAN Conference on Civil Service Matters,

Of the ten ASEAN countries to whom EROPA sent the questionnaire, only Cambodia, Thailand and the Philippines responded. Data on Indonesia, Laos and Singapore were collected from Internet sources.

While the use of information and communication technology greatly facilitated the conduct of this research, this comparative report is the result of the collaborative efforts of individuals and institutions. We take this opportunity to acknowledge, with gratitude, the participation and support of the following in this study:

**CAMBODIA**

Secretary Buthin Pech  
Secretary of State  
State Secretariat for Civil Service
PHILIPPINES (CSC personnel only)

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Chair
Philippine Civil Service Commission

Ms. Mary Ann Fernandez –Mendoza
Assistant Commissioner
Philippine Civil Service Commission

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Supervising Personnel Specialist
Philippine Civil Service Commission

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Office of the Civil Service Commission

Ms. Tassanee Thammasit
Senior Advisor
Office of the Civil Service Commission

Ms. Vipada
Communications
Office of the Civil Service Commission

EROPA is also grateful to the Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs for its continuing and enthusiastic support of EROPA as one of its regional online centers. Moreover, we truly appreciate the support of Mr. Guido Bertucci, Director, the personal concern, and technical guidance provided by Ms. Haiyan Qian, Chief Public Administration and Networking Unit and Ms. Veda Gittens, Technical Cooperation Assistant, Public Administration and Networking Unit, during the conduct of this research.

The task of preparing the proposal and the questionnaire, carrying out the study, providing crucial administrative support and finally putting this report together fell largely on the EROPA secretariat and the part-time research team hired for this purpose. We thank the following for their active involvement in this effort:

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Finance Officer

Ms. Ramona Ejercito
Executive Assistant

Ms. Ana Grace Alfiler
Research Associate

Through this report, EROPA hopes to make its modest contribution to the world-wide effort to make information regarding public administration in Asia more accessible to all interested researchers and scholars all over the world

Patricia A. Sto Tomas
Secretary General
EROPA.
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IN INTRODUCTION

In 1995, the Office of the Civil Service Commission of the Royal Thai Government prepared and published a Compendium of ASEAN Civil Service Systems. The ten member countries in the ASEAN provided information on various aspects of the civil service system, such as the level of employment (population), position classification, pay range per month, benefits, retirement, union / professional organizations, quality of life, performance evaluation and ethical standards, HR management and development, organizational development, research and development in the field of public administration, and strategies and international assistance.

This study aims to provide an update on the civil service systems of the ASEAN countries, nine years after the publication of the compendium that was prepared by the Commission of the Royal Thai Government.

The Philippine Civil Service, a member of the ASEAN Conference on Civil Service Matters (ACCSM) assisted the Eastern Regional Organization for Public Administration (EROPA) in seeking the cooperation of the participating countries in the study. Using the organizing elements of the civil service systems utilized by the previous study, a structured 3-page questionnaire was prepared and distributed to the ten ACCSM countries. Of this number, only three countries (Cambodia, Philippines and Thailand) responded. Data for Singapore were taken mainly from their Civil Service Career web site. Data for Laos and Indonesia were collected from Internet sources.

Data for Cambodia, Philippines, Singapore and Thailand is as of 2004. Internet sources indicate that data for Indonesia and Laos is as of 1999.

The United Nations Public Administration Network – New York (UNPAN_NY) subcontracted and provided financial support to EROPA to conduct and implement this study.
EXECUTIVE SUMMARY

Civil Service: Coverage

Except for the Philippine Civil Service System which covers the executive, legislative and judicial branches, the civil service systems in Cambodia, Singapore and Thailand cover largely the executive branch of their country’s government structure.

The creation of the civil service departments in the countries is authorized, recognized and supported by specific legislation. The enabling law defines its objectives and responsibilities as the main agency which supervises the development and administration of human resources for public agencies. The legislature indicates / assigns the responsibility of formulating and implementing civil service policies to a specific department / office.

More than half of the civil servant population in Cambodia and Laos are male. In Thailand, the male population is only slightly higher than the female population. In the Philippines, more women are in the civil service than men. Table 1 below summarizes the gender distribution of the civil servants.

Table 1
Gender Distribution of the Civil Service in Cambodia, Lao PDR, Philippines and Thailand

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Only three countries provided information on the age structure of the civil service population. In Cambodia and Laos, 32.5% and 47.2% civil servants are within the age range of 20 - 30 years respectively. In the Philippines, some 31.7% are within the age range of 31-40. Table 2 presents comparative data of age ranges for three countries.

Table 2
Age Range Distribution in Three (3) Countries

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<th>21-30</th>
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<th>51-60</th>
<th>&gt;61</th>
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</thead>
<tbody>
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<td>29.7%</td>
<td>27%</td>
<td>11%</td>
<td>.03%</td>
</tr>
<tr>
<td>LAO PDR</td>
<td>47.2%</td>
<td>35.2%</td>
<td>13.5%</td>
<td></td>
<td>4.1%</td>
<td></td>
</tr>
<tr>
<td>PHILIPPINES</td>
<td>0.1%</td>
<td>13.8%</td>
<td>31.7%</td>
<td>28.5%</td>
<td>20.8%</td>
<td>4.6%</td>
</tr>
</tbody>
</table>

The manner in which civil servants are classified depends on the organizational structure and job descriptions within their departments / agencies. The civil servants are categorized according to the manner of work to be done and the compatibility of the civil servant’s capabilities with the position’s requirements. In Laos and Singapore, the educational attainment of the civil servant is initially considered, especially in determining the starting position in the organization. The civil service systems in the Philippines and Thailand are further sub-divided into three sectors, according to their scope, role and responsibilities.

The executive structures of Cambodia, the Philippines and Thailand are divided into approximately 20-25 distinct departments. The bulk of the civil service population in Indonesia, Laos, Philippines and Thailand serve in regional levels.
Employment

The main qualifications cited as basic requirements for eligibility to become a civil servant in the countries studied include nationality, the age requirement, education, physical and mental capabilities, experience, training and professional eligibility. For certain positions, other personal and moral qualities – such as leadership, motivation, communication skills, aptitude and commitment – are also considered.

One of the basic qualifications for employment in government in Cambodia, the Philippines and Thailand is nationality. In the countries mentioned, the civil servants must be a citizen of the country before they can be eligible to appointment as civil servants.

Two countries, Cambodia and Thailand, have a minimum age requirement. In both countries, one must be at least eighteen years of age. However, only in Cambodia are there distinct specifications concerning age requirements. Those beyond the age of 25, but not older than 30 years old, must attain a higher level of educational attainment or experience to be qualified to join the civil service. They also have specific provisions to lift these age restrictions in order to respond to priorities that are of national interest.

In three of the countries studied, specifically in Laos, the Philippines and Thailand, the recruitment system is decentralized. The main civil service system provides the standard guidelines for recruitment though the final decision for hiring rests on each government agency / department. In Cambodia, the Royal Government has the final decision in the recruitment, on the request of the State Secretariat for Civil Service (SSCS).

Pay Ranges

All of the six countries studied had existing pay structures / wage scales on which they base the pay of the civil servants. The pay structures correspond to different factors, such as the salary grades indicated in their specific schemes, job classifications, current levels / rank of the civil servant in the pay structure.

In Indonesia, seniority is also a consideration. Aside from their base wage, civil servants also receive allowances, which depend, not only on their level in the pay structure, but on the function of their jobs as well. In Laos, the government does not have a government wide job classification system. It allows individual ministries to develop their own system.

Table 3

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>EXCHANGE RATE (in $US)</th>
<th>LOWEST</th>
<th>HIGHEST</th>
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<tr>
<td></td>
<td>Local</td>
<td>Local</td>
<td>US</td>
</tr>
<tr>
<td>CAMBODIA</td>
<td>Riels</td>
<td>US$ = 1</td>
<td>4,000</td>
</tr>
<tr>
<td>INDONESIA</td>
<td>Rp</td>
<td>US$ = 1</td>
<td>9,000</td>
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<tr>
<td>PHILIPPINES</td>
<td>PhP</td>
<td>US$ = 1</td>
<td>56.00</td>
</tr>
<tr>
<td>SINGAPORE</td>
<td>SG$</td>
<td>US$ = 1</td>
<td>1.7</td>
</tr>
<tr>
<td>THAILAND</td>
<td>Baht</td>
<td>US$ = 1</td>
<td>40</td>
</tr>
</tbody>
</table>

The country which has the highest pay is Thailand (US$ 1,475), while the country with the lowest monthly pay is Cambodia (US$ 7.50).
Benefits

Aside from the base wages indicated in their financial structure, employees enjoy supplementary allowances – such as family support allowances, educational allowance (for teachers in Cambodia), structural and functional allowance (in Indonesia), overtime pay, and specific allowances for those in the managerial and different fields of specialization. In the Philippines and Thailand, employees are also entitled to representation and transportation allowances when traveling.

In the Philippines, Singapore and Thailand, the employees are also entitled to non-financial benefits such as leave benefits (vacation, sick / medical leave, maternity and study leaves). In the Philippines and Singapore, aside from maternity leave, civil servants may apply for paternity leave. Singapore grants childcare leave, marriage leave (3 days) and unrecorded leave. In Thailand, civil servants may also avail themselves of religious and military leave. In these countries, civil servants also enjoy health insurance, disability and housing loan benefits.

Retirement

There are compulsory ages for retirement in Cambodia, Laos, the Philippines and Thailand. However the age requirements vary between 55 to 65 years old. In Cambodia and the Philippines, the compulsory age requirements differ depending on the civil servant’s classification. In Cambodia, the higher the educational attainment, the more years of service are required. In the Philippines, the compulsory age for retirement for uniformed personnel – police and the military – is 55. For civilian employees, the compulsory retirement age is 65. In Laos, the compulsory age requirement depends on the gender. Females are required to retire by the age of 55, while the males can only retire by the age of 60.

Civil servants must render a minimum number of years of service to be eligible for retirement benefits. In Cambodia and Thailand, civil servants are required to render at least 25 years to receive retirement benefits. In Laos, they are required to render at least 30 years of service.

In the Philippines, the Government Service Insurance System is in charge of disbursing retirement benefits for the civil servants. Both civil servants and government contribute to the government pension program, a system also observed by civil servants in Laos.

Working Hours

In Cambodia and in the Philippines, civil servants are required to render eight (8) hours of work per day. In the Philippines, it is exclusive of time for lunch. In Thailand, civil servants only have to accomplish 7 hours a day.
CIVIL SERVICE: COVERAGE

EXCEPTIONS

Except for the Philippine Civil Service System which covers the executive, legislative and judicial branches, the civil service systems in Cambodia, Singapore and Thailand cover largely the executive branch of their country’s government structure.

Cambodia

A set of civil servants in main office and regional office under the Common Statute of Civil Servants and Particular Statute. The State Secretariat for Civil Service (SSCS) manages all civil servants, excluding military, police force, and judges of the judicial order and civil servants of the legislative order.

Philippines

The Civil Service embraces all branches, subdivisions, instrumentalities, and agencies of the Government, including government-owned or controlled corporations with original charters. It is the central agency of the Philippine Government.

Singapore

The Singapore Civil Service forms the executive arm of the Singapore Government. Under the direction of the political leadership, the Singapore Civil Service formulates and implements Government policies and programmes in various areas: security and international relations; economic and infrastructure development; social and community services.

Thailand

The civil service is the administrative arm of executive branch. It consists of ordinary civil service and non-ordinary civil service.
ENABLING LEGISLATION

The creation of the civil service departments in the countries is authorized, recognized and supported by specific legislature. The enabling law defines its objectives and responsibilities as the main agency, which supervises the development and administration of human resources for public agencies. The legislature indicates / assigns the responsibility of formulating and implementing civil service policies to a specific department / office.

Cambodia


Indonesia

The civil service system is captured in Laws 8/1974 and in the revision of Law 43/99.

Lao PDR

Implementation of Decree 98 in 1992 established the Department for Public Administration and Civil Service (also known as the Department of Administration and Civil Service or DACS).

Philippines

The Constitution as well as the Administrative Code of 1987 defines the civil service.

- Section 3 (1) B, Article IX, 1987 Constitution
- Section 6 (1) Chapter 2, Title 1, Book V, Executive Order No. 292 dated July 25, 1987, otherwise known as the Administrative Code of 1987

Thailand

Civil Service Act of 1992
IMPLEMENTING AGENCIES

In Cambodia, Indonesia, the Philippines and Thailand, there are specific agencies responsible for formulating and implementing civil service policies.

Cambodia

The office responsible for formulating and implementing civil service policy is the State Secretariat for Civil Service.

Indonesia

The civil service is managed by a Civil Service Board, “Badan Kepegawai Negri”, which maintains all records, as well as authorizes and confirms appointments.

Philippines

The Civil Service Commission (CSC) is the central personnel agency of the Philippine Government. The CSC was conferred the status of a department by Republic Act No. 2260, as amended, and elevated to a constitutional body by the 1973 Constitution. It was reorganized under Presidential Decree No. 181 dated September 24, 1972, and again reorganized under Executive Order No. 181 dated November 21, 1986. The 1987 Constitution and the Administrative Code of 1987 (Executive Order No. 292) now set out the new function of the Commission.

Thailand

The office responsible for formulating and implementing civil service policy as outlined in Section 8 of the Civil Service Act of 1992, is the Office of Civil Service Commission (OCSC). Its main duties are making recommendations and advising the Cabinet on personnel administration policy and monitoring public sector personnel administration.
GENDER AND AGE RANGE DISTRIBUTION

More than half of the civil servant population in Cambodia and Laos are male. In Thailand, the male population is only slightly higher than the female population. In the Philippines, more women are in the civil service than men. Table 1 below summarizes the gender distribution of the civil servants.

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POSITION CLASSIFICATION and SECTORS

POSITION CLASSIFICATION

The manner in which civil servants are classified depends on the organizational structure and job descriptions within their departments / agencies. The civil servants are categorized according to the manner of work to be done and the compatibility of the civil servant’s capabilities with the position’s requirements. In Laos and Singapore, the educational attainment of the civil servant is initially considered, especially in determining the starting position in the organization. The civil service systems in the Philippines and Thailand are further sub-divided into three sectors, according to their scope, role and responsibilities.

Cambodia

Civil Servants are subdivided into four categories
- Category A: Administrator (Leader, Decision-maker)
- Category B: Mid Level Civil Servant (Leadership Assistant)
- Category C: Secretary or Skilled Operators (Executive)
- Category D: Administrative Agents

Indonesia

Every civil servant has a rank (Golongan, ranging from 1a – 4d) and position. The positions are determined either structurally or based on the functionality, as there is no formal job classification in the civil service. Entry level ranks are determined mainly by the level of education accomplished, and increases in rank are driven by seniority – with a maximum rank depending on the entry level of the civil servant.

Lao PDR

At present, the Government does not have a government wide job classification system in operation, but instead leaves it to individual ministries to develop their own approaches in defining specific organizational structures and job descriptions that will support the implementation of particular programs. This system is based on educational level and includes 6 ranks and 15 indexes (or steps) within each rank (except rank 6 which only have 4 steps).

Philippines

The positions in the Philippine civil service are classified into career and non-career service. Entry to the career service is based on merit and fitness primarily through competitive examination or on highly technical qualifications while in the non-career service, entrance is other than the usual merit and fitness utilized in the career service.

The three major sectors or subdivisions of the Philippine Civil service are the: 1) National Government Agencies (NGAs); 2) Government-Owned or Controlled Corporations (GOCCs); and 3) the Local Government Units (LGUs)
The employment structure in the Civil Service is stratified into Schemes of Service, each of which has its distinct job characteristics or functional areas. There are minimum educational requirements for entry into each scheme to ensure the quality and caliber of recruits into the Service. Officers in the same scheme share the same salary, benefits and progression structure.

In the Thai public service, each civil servant is posted into one of eleven ordinary civil servant positions, depending on the complexity of each task. The eleven ordinary positions are further classified into 3 categories of 1) General Positions 2) Professional or Expert Positions and 3) Executive Administrative Positions. Each category uses different sets of parameters for the development of pay scales, determination of positions, and career management considerations. At present, the Thai Civil Service is in the process of reclassifying these positions.

Thai civil service can be divided into three main sectors according to roles and responsibilities of government agencies. These sectors are 1) economy – related 2) society-related and 3) policy management and national security function.

The government structures of Cambodia, the Philippines and Thailand are divided into approximately 20-25 distinct departments. The bulk of the civil service population in Indonesia, Laos, Philippines and Thailand are deployed in the regional level. The distribution of the civil servants in the main and regional offices is presented in Table 3.

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>MAIN OFFICE</th>
<th>REGIONAL OFFICE</th>
<th>FOREIGN SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDONESIA</td>
<td>1,448,944</td>
<td>2,479,714</td>
<td></td>
</tr>
<tr>
<td>LAOS</td>
<td>7,742</td>
<td>57,804</td>
<td></td>
</tr>
<tr>
<td>PHILIPPINES</td>
<td>16,395</td>
<td>81,554</td>
<td>1,064</td>
</tr>
<tr>
<td>THAILAND</td>
<td>260,731</td>
<td>886,784</td>
<td></td>
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QUALIFICATIONS FOR EMPLOYMENT

BASIC QUALIFICATIONS

The main qualifications cited as basic requirements for eligibility to become a civil servant in the countries studied include nationality, the age requirement, education, physical and mental capabilities, experience, training and professional eligibility. For certain positions, other personal and moral qualities – such as leadership, motivation, communication skills, aptitude and commitment – are also considered.

One of the basic qualifications for employment in government in Cambodia, the Philippines and Thailand is nationality. In the countries mentioned, the civil servants must be a citizen of the country before they can be eligible to appointment as civil servants.

Two countries, Cambodia and Thailand, have a minimum age requirement. In both countries, one must be at least eighteen years of age. However, only in Cambodia are there distinct specifications concerning age requirements. Those beyond the age of 25, but not older than 30 years old, must attain a higher level of educational attainment or experience to be qualified to join the civil service. They also have specific provisions to lift these age restrictions in order to respond to priorities that are of national interest.

Cambodia

The basic qualifications for employment in Government common to all positions are: Must be a Cambodian citizen; Must be at least 18 years but not more than 25 year old; Must not be deprived of his/her civil rights, civic and political; Must not have been condemned for a crime or attempted offence of good moral conduct, honor or integrity; Must satisfy the condition of physical aptitude for the exercise of the function as required by guidelines and applicable regulations; And must satisfy the aptitude conditions required by the particular statute governing his/her body.

Philippines

One must be Filipino citizen to merit a position in the Philippine government, one must comply with the following common and basic qualification standards: Education, Experience, Training, and Eligibility (for career and permanent positions).

Singapore

Generally, the Civil Service selects officers based on educational qualifications, relevance of the course taken in relation to the post applied and personal qualities such as leadership, motivation, communication skills, aptitude and commitment. The selection criteria vary from job to job. Each ministry draws up its own criteria to shortlist applicants from amongst those who satisfy the minimum entry requirements. Applicants may be required to take aptitude tests to further assess their capabilities. Ultimately, selection is based on meritocracy, i.e. the best and most suitable candidates are recruited.

Thailand

The basic qualification requirements for employment in government common to all positions are articulated in the Civil Service Act of 1992 as follows: Be of Thai nationality; Be at least 18 years of age; Demonstrate good faith in a democratic form of government under the Constitution, with the King as Head of State; Not be a political official; Be free of incapacitating physical disability, a declaration of incompetence, insanity or diseases as prescribed in the CSC regulations; Not be under suspension from government service or previously discharged from service under the civil service law or other laws; Not be morally defective; Not be a committee member or an official of a political party; Not be adjudicated bankrupt; Never have been imprisoned under a final sentence of imprisonment save for an offence of negligence or a petty offence; Never have been punished by discharge, dismissal or expulsion from any state enterprise or government agency; Never have been punished by discharge or dismissal for a breach of discipline under the civil service law and other laws; Never have been punished by expulsion for a breach of discipline under the civil service law and other laws; Never have cheated in any government service entrance examination.
RECRUITMENT PROCESS / PROCEDURES

In three of the countries studied, specifically in Laos, the Philippines and Thailand, the recruitment system is decentralized. The main civil service system provides the standard guidelines for recruitment though the final decision for hiring rests on each government agency / department. In Cambodia, the Royal Government has the final decision in the recruitment, on the request of the State Secretariat for Civil Service (SSCS).

Cambodia

On the basis of ministry proposals, the SSCS prepares an annual recruitment plan which it requests the Royal Government to approve. Then SSCS informs the concerning ministry to prepare the competitive examination.

Laos

The responsibility for hiring civil servants varies somewhat depending on the level and location of the job. As a general rule, hiring rests largely with the employing ministry, though appointments to positions from the rank of deputy or director and above in larger departments in major government bodies, and for provincial governors and their deputies, as well as the Chief of district level government, are officially approved by the Prime Minister’s office.

Philippines

The recruitment system is decentralized to government agencies and offices. This means, each government agency or office has its own recruitment system and processes. It has its own Human resource Development Office (HRDO) or Personnel Division/Service that handles recruitment and placement. The CSC provides general guidelines and policies on recruitment and attests or certifies the appointments issued by the agencies or offices.

Thailand

The authority to recruit and select is vested on the Office of the Civil Service Commission (OCSC) but it may authorize ministries and departments to conduct their own recruitment and selection tasks. OCSC representatives will advise ministries and departments to ensure their compliance to OCSC regulations as well as to promote fairness, equity, transparency, and standardization in recruitment.
PAY STRUCTURE

All of the six countries studied had existing pay structures / wage scales on which they base the pay of the civil servants. The pay structures correspond to different factors, such as the salary grades indicated in their specific schemes, job classifications, current levels / rank of the civil servant in the pay structure.

In Indonesia, seniority is also a consideration. Aside from their base wage, civil servants also receive allowances, which depend, not only on their level in the pay structure, but on the function of their jobs as well. In Laos, the government does not have a government wide job classification system. It allows individual ministries to develop their own system.

### Table 4

*Range of Pay Scale per Country*

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>EXCHANGE RATE (in $US)</th>
<th>LOWEST</th>
<th>HIGHEST</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>US</td>
<td>Local</td>
<td>US</td>
</tr>
<tr>
<td>CAMBODIA</td>
<td>Riels</td>
<td>4,000</td>
<td>7.5</td>
</tr>
<tr>
<td>INDONESIA</td>
<td>Rp</td>
<td>9,000</td>
<td>42.55</td>
</tr>
<tr>
<td>PHILIPPINES</td>
<td>PhP</td>
<td>56.00</td>
<td>108</td>
</tr>
<tr>
<td>SINGAPORE</td>
<td>SG$</td>
<td>1.7</td>
<td>460</td>
</tr>
<tr>
<td>THAILAND</td>
<td>Baht</td>
<td>40</td>
<td>102.50</td>
</tr>
</tbody>
</table>

Cambodia

The existing pay structure of civil servants depends on its Categories, Grades, Classifications, and Wage Scales. The salaries are proportionate to Wage Scales, not to the level of position in government.

Laos

At present, the salary structure for government civil servants is not closely tied to performance or distinctions as to the “worth of the job”, and without a well developed job classification system and job descriptions it is very difficult to compare civil service positions with “comparable” private sector jobs.

Indonesia

Civil servants are paid according to rank, seniority, and position. The pay scales according to rank include several elements: a base wage, a family allowance, a children’s allowance, a food allowance, and some other incidental allowances. More recently, pay increases have also been given in the form of an allowance, not in the form of an increased base wage. In addition to the base wage and allowances, many positions either have a functional allowance, or a structural allowance.

Philippines

The Philippine Constitution mandates the standardization of compensation for the public sector. The range of salaries is provided under the Salary Standardization Law (SSL) or Republic Act 6758 which implements the constitutional provision. Variation from the pay structure has been authorized through legislative exemption from the SSL. Hence, there are agencies which have a different pay structure provided under their respective charter or enabling law. Pay structure is categorized into 33 salary grades with 8 steps each, and salaries are proportionate to the level of position. Higher salary grades and higher steps get higher salary.
**Singapore**
Starting salaries are based under the five primary schemes of service

**Thailand**
The civil service pay structure is composed of levels and steps. “Level” stands for one of the 11 position levels (with permanent secretary at level 11 and non-degree official at level 1), while “steps” represent the salary ranges for each level and partly indicate the years of services in a particular level. A civil servant is paid monthly in accordance with his/her level and step.

<table>
<thead>
<tr>
<th>BENEFITS</th>
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<tbody>
<tr>
<td>Aside from the base wages indicated in their financial structure, employees enjoy supplementary allowances – such as family support allowances, educational allowance (for teachers in Cambodia), structural and functional allowance (in Indonesia), overtime pay, and specific allowances for those in the managerial and different fields of specialization. In the Philippines and Thailand, employees are also entitled to representation and transportation allowances when traveling.</td>
</tr>
<tr>
<td>In the Philippines, Singapore and Thailand, the employees also receive to non-financial benefits such as leave benefits (vacation, sick / medical leave, maternity and study leaves). In the Philippines and Singapore, aside from maternity leave, civil servants may apply for paternity leave. Singapore grants childcare leave, marriage leave (3 days) and unrecorded leave. In Thailand, civil servants may also avail themselves of religious and military leave. In these countries, civil servants also receive health insurance, disability and housing loan benefits.</td>
</tr>
<tr>
<td>Country</td>
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<tr>
<td>CAMBODIA</td>
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</table>
### RETIREMENT BENEFITS

#### RETIREMENT

There are compulsory ages for retirement in Cambodia, Laos, the Philippines and Thailand. However the age requirements vary between 55 to 65 years old. In Cambodia and the Philippines, the compulsory age requirements differ depending on the civil servant’s classification.

In Cambodia, the higher the educational attainment, the more years of service are required. In the Philippines, the compulsory age for retirement for uniformed personnel – police and the military – is 55. For civilian employees, the compulsory retirement age is 65. In Laos, the compulsory age requirement depends on the gender. Females are required to retire by the age of 55, while males can only retire by the age of 60.

Civil servants must render a minimum number of years of service to be eligible for retirement benefits. In Cambodia and Thailand, civil servants are required to render at least 25 years to receive retirement benefits. In Laos, they are required to render at least 30 years of service.

In the Philippines, the Government Service Insurance System is in charge of disbursing retirement benefits for the civil servants. Both civil servants and government contribute to the government pension program, a system also observed by civil servants in Laos.

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### Cambodia

The retirement age of civil servants are: teacher at age of 60, Category A at age of 60, Category B at age of 58, and Category C & D at age of 55. Civil servants have right to receive retirement pension after having fulfilled the following conditions: Having reached the retirement age (55/58/60), and having rendered minimum length of service of 30 years.

### Laos

The basic retirement guidelines for full benefits call for a male civilian to retire at age 60 and age 55 for a woman, with at least 25 years of service and contribution to the government pension program. If these conditions are met, the civil servant receives on a monthly basis 70% of his/her basic monthly salary at the time of retirement. If the years of service exceed 25, additional increments up to 90% are possible.

### Philippines

The compulsory retirement age is 65 for civilian employees and 56 for uniformed personnel (police and military). For the judiciary, the retirement age is 70. The Government Service Insurance System manages the social insurance system, which includes the retirement benefit packages of government employees.

### Thailand

The retirement age of civil servants is 60 years old. The government offers a retirement package. Civil servants are terminated through: reduction in positions, permanent disability, compulsory retirement (60 years), or long service (25 years).
### Table 6
Tabulation of Union Existence / Negotiation Rights

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>EXISTING UNIONS</th>
<th>ALLOWED TO CREATE / JOIN EXISTING GROUPS</th>
<th>ALLOWED TO NEGOTIATE WITH MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAMBODIA</td>
<td>None</td>
<td>Can Join Legal Associations</td>
<td>No</td>
</tr>
<tr>
<td>PHILIPPINES</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>THAILAND</td>
<td>None</td>
<td>No</td>
<td>Civil Servants Association can take a stand on conflict issues and protect the civil servants' rights.</td>
</tr>
</tbody>
</table>

**Cambodia**

At present, the State Secretariat for Civil Service (SSCS) does not have a union for employees yet. But civil servants have a right to apply as a member or join legal associations.

**Philippines**

The Philippine Constitution guarantees the right of the government employees to self-organization. However, this does not include the right to strike. The Supreme Court declared that the employees of the civil service may not resort to strikes, walkouts and other temporary work stoppages to pressure the Government to accede to their demands.¹

The law protects the right to organize by directing government authorities not to interfere in the establishment, functioning or administration of government employees’ organizations through acts designed to place such organizations under their control.²

Government employees have employee unions as well as professional organizations. Accredited unions or employees organizations can negotiate with management or appropriate government authority in the respective agency.

Not all government agencies have unions. There is no civil service wide union that is accredited or registered by the Civil Service Commission. Registration or accreditation is for agency unions or employees organizations only. There do, however, exist federations or confederations of agency unions or employee organizations.

**Thailand**

Civil servants are not allowed to set up or join unions. However, there is a Civil Servants Association, which can take a stand on conflict issues and protect the civil servants’ right. There is no formal unit established responsible for employee relation matters. There are several management employee mechanisms have been set up to take care of financial and social matters; e.g. internal sport activities, welfare and loan services.

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¹ This is the ruling in the case of SSS Employees v. Court of Appeals, 175 SCRA 686.
² This is mandated under Section 8, I (Protection of the Right to Organize), Executive Order No. 180 (Providing Guidelines for the Exercise of the Right to Organize of Government Employees, Creating a Public Sector Labor-Management Council, and for other Purposes).
WORKING CONDITIONS

WORKING HOURS

In Cambodia and in the Philippines, civil servants are required to render eight (8) hours of work per day. In the Philippines, it is exclusive of time for lunch. In Thailand, civil servants only have to accomplish 7 hours a day.

Cambodia

Civil servants work 5 days per week, from Monday to Friday, and 8 hours per day: morning section: 0700hrs to 1130hrs and afternoon section: 1400hrs to 1730hrs

Philippines

Government employees are required to render eight (8) hours of work in a day or forty (40) hours in a week, exclusive of time for lunch.

The CSC provided a checklist of reasonable working conditions in the public sector\(^3\). This checklist is a result of a series of nationwide conferences undertaken by public sector unions or employees organizations in their respective agencies in 1994.

Thailand

Thai civil servants are working 7 hours a day, from 08:30 am to 12:00 am and from 1.00 pm to 4:30 pm, 5 days a week which is from Monday to Friday.

\(^3\) Embodied in CSC Memorandum Circular No. 30, s. 1994, dated September 8, 1994.
The Philippine and Thai government undertake semi-annual performance evaluation of its employees, based on certain standards. Both make use of the quality and quantity of the employees’ outputs as a measure of performance.

**Philippines**

The Philippine Civil Service Rules provide that evaluation of employee performance shall be done every six month or twice a year. Performance is measured vis-à-vis the targets set at the beginning of the year. Standards being used are timeliness, quality and quantity of outputs of the employee.

There are certain variations in the standards being used for categories of positions. For example, more weight is given to the supervisory capacity of the employee if he/she is a supervisor or middle management level employee.

There are rewards and sanctions for non-performing employees. The ratings in the performance evaluation are used as basis for promotion and study grants, scholarship benefits and performance incentive bonus. On the other hand, should an employee incur a poor rating, he/she may be dropped from the rolls.

**Thailand**

A performance evaluation is undertaken twice a year. The first appraisal is taken around March of each fiscal year to evaluate individual performance between October 1 to March 31. The second appraisal is taken around September to evaluate individual performance between April 1 to September 30.

Ministries and departments are authorized to conduct performance appraisal in accordance with rules and regulations prescribed by the Civil Service Commission. Superior officers have to review the quality and quantity of work accomplished, the efficiency and effectiveness of efforts, cost saving and value of money. They also have to supervise their subordinates’ competency, degree of contribution and conformation of disciplinary and code of conduct.

The Thai civil service relates the performance evaluation results to appointment, professional enhancement opportunities, training and development and salary step increase.
Two countries, the Philippines and Thailand, have a standard Code of Conduct for civil servants.

**Philippines**

All government employees, regardless of positions and nature of appointment are mandated to adhere to the Code of Conduct and Ethical Standards for Public Officials and Employees (embodied in Republic Act No. 6731)

To ensure ethical standards in the civil service, the CSC provides training for new entrants in government through a program called Values Orientation Workshop. It also institutes administrative actions and disciplinary measures or refer cases of prosecution arising from violations of RA 67143 to proper authorities for appropriate action.

The major provisions of the Code are the following:

- Eight (8) norms of conduct of public officials and employees
- Duties of public officials and employees
- System of incentives and awards
- Prohibited acts and transactions
- Disclosure of assets, liabilities, net worth and financial business interests
- Penalties for the violation of the code

**Thailand**

In the Thai Code of Conduct, there are six major provisions define malfeasance in the Civil service:

1) To wrongly perform or refrain from performing an official duty in order to obtain unjust gain for oneself or others;
2) Negligence in the performance of official duties causing detriment to the service;
3) Intentional Failure to carry out laws, administrative rules, cabinet resolution or national policies which causes detriment to the service;
4) Disclosure of official secrets causing detriment to the service;
5) Refusal to obey a lawful official order given by a superior officer in accordance with the law and with administrative rules which causes severe detriment to the service;
6) False reporting to a superior officer causes detriment to the service;
7) Treating members of the public in an insulting, contemptuous, overbearing or oppressive manner;
8) Seeking or permitting others to seek gain which may affect impartiality or bring discredit to the service.

Apart from the code of conduct and the disciplinary standard as presented above in 1994, The Thai Government announced the first Code of Professional Ethics for Civil Servants to be used as a tool to help solve or at least minimize the problems of breach of discipline and misconduct in the public service.
MAJOR POLICIES ON HUMAN RESOURCE DEVELOPMENT

In the Philippines and Thailand, there are major policies on Human Resource Development.

Philippines

The major policies on human resource development include:

- One HRD intervention per employee per year
- Decentralization of some HRD functions to head of agencies, i.e. the head of agency becomes responsible for some HRD decision points like training, scholarship, career development of employees
- Allocation of 5% of agency annual budget to HRD activities

The present policy on career development is the responsibility of the individual career employees as much as their respective heads of agencies. The latter, however, are mandated to establish within the agencies a career development program.

In the career executive service, there is a program called CESO Pool for career executives who may involuntarily be tapped or may voluntarily provide service in other agencies where his technical competence and expertise may be needed. The executives remain with the pool for six months and report to the CSC Chairperson as the pool administrator. Each agency is responsible for providing training opportunities to employees. Either the agency undertakes an in-house training or sends its employees to external training providers. Universities, other government agencies, CSC and CSC-accredited training institutions provide external training.

CSC’s market for its training constitutes about a fifth of the total civil servants (over 300,000 trained out of 1.4 million civil servants in 2000). Training costs to participant range between PhP200 to PhP7,000 depending on the kind of training intervention. Overall investments on HRD (CSC – conducted or assisted programs) may, therefore, be estimated at PhP300 million based on the number of people training and average set per type of training. Generally the budget for HRD is sourced from an appropriation from HRD. Savings and trust funds have also been sources of funds for HRD activities. Scholarship programs being administered by the CSC have budget allocation from the general appropriation every year.
Thailand

There are major policies on human resource development for the Thai Civil service. This Civil Service Training and Development policy was last revised and approved by the Cabinet on November 19, 1996. The policy enumerates eleven important considerations:

1) Systematic and continuous training and development must be provided, supported and strongly encouraged for civil servants at all levels, occupations and functions.
2) A rotation system must be supported for the benefit of civil servant development.
3) Training and development must be geared toward equipping civil servants with up-to-date knowledge, skills and appropriate attitudes to effectively serve the people and to perform duties assigned in a manner consistent with the changing conditions; and must develop their potential to give the country a competitive edge in the global arena.
4) Training and development of civil servants must be practical in orientation, with approaches and methods that produce tangible results and effective practices, there must be effective evaluation and follow-up mechanism to ensure that the training and development efforts are worthwhile.
5) Training and development programs must be provided to civil servants who are promoted or transferred to positions or functions, which change their duties and responsibilities.
6) Appropriate techniques consistent with the Public Sector Manpower Development Policy must be used to upgrade the quality of work performance and to fully utilize existing personnel instead of increasing the number of staff. This also applies to civil servants in specific occupational areas where there are serious personnel shortages.
7) Training and development of civil servants must be supported in all government units and should be considered as necessary investment. The allocation of budget and length of time for training and development must be clearly determined.
8) Close collaboration and coordination in the utilization of resources must be promoted among government, academic and private sector institutions to ensure effective results, minimize waste and prevent redundancy.
9) A policy and implementation plan for training and development of civil servants should be sent out among departments, agencies, provincial units and effective mechanisms created for evaluation and follow-up.
10) The creation of training and development units within ministries, departments and provinces should be promoted and supported to ensure that they will have appropriate structures and a sufficient number of qualified staff.
11) Central agencies and other agencies must be encouraged to support and to collaborate and coordinate with ministries, department and provincial units in terms of budget, manpower, foreign assistance, and instructional personnel in carrying out development activities consistent with this policy.

In order to effectively implement this policy, the CSC issued manuals detailing measures to be taken by the ministries and departments in preparing their own civil service development plans in accordance with the policy statement. Support for this program comes from the government’s budget.
**Research and Development in Public Administration**

**Philippines**

Almost all government agencies as well as state universities and colleges have a research component or arm. Research areas or topics vary according to agency-specific mandates. For example, government hospitals undertake research in medical fields.

The research may be undertaken independently by the agency or in collaboration with other institutions, organizations, groups or individuals. Three major studies undertaken include:

1) Reorganization or reinventing the government by the Department of Budget and Management
2) Gender and development concerns by the National Commission on the Role of Filipino Women
3) Governance innovations by the Civil Service Commission

**Thailand**

Recent major studies include:

1) Accountability System in the Thai Public Service
2) Corruption in the Public Sector of Thailand
3) Civil Service Perception on Senior Executive Service

Most of the OCSC’s studies are distributed to all departments’ and universities. Some are posted on the web site [http://www.ocsc.go.th](http://www.ocsc.go.th)
CHANGE MANAGEMENT STRATEGY

Philippines

The civil service is strategic in its approach. Given the limited budget, the civil service focuses on key sectors and functions. For example, the CSC has identified the third level employees and the human resource management officers as key stakeholders of CSC programs.

In the past five years, the following changes and reforms have been introduced in the civil service:

- Innovation and enhancement of the career service examination system;
- Institutionalization of performance commitment system;
- Attitude change through mainstreaming of gender and development concerns;
- Concept of rank within the career executive officials; and
- Integrity test through lifestyle check.

Thailand

In 2003, “Strategic Plan for Thai Public Sector Development B.E. 2546 – B.E. 2550” was revised and approved by the cabinet. It is a five-year strategic plan that aims to improve quality of public services, to right size government bureaucracy, to increase competencies of public sector employees and to ensure responsiveness to democratic governance. With these objectives, there are seven major strategies that have been identified to achieve the objectives and targets set for the improvement of the public sector:

- Strategy 1: Re-engineer work processes
- Strategy 2: Restructure the framework and administration of public organizations
- Strategy 3: Reform financial and budgetary systems
- Strategy 4: Review the human resource management and compensation systems
- Strategy 5: Change management paradigms, culture and values
- Strategy 6: Modernize the public sector through e-government system development
- Strategy 7: Enlist public participation in the work of the government system

Over the past two years, the Thai public sector has faced various changes starting in the year 2002. The major changes that have been introduced are:

- Introduction of two Public Sector Reform Acts
- Changes in the public sector organizational structure
- Changes in the public administration process
Both the Philippines and Thailand have received technical assistance funds from international donor organizations.

**Philippines**

The CSC has received technical assistance grants from various international donor organizations such as the United Nations Development Programme, World Bank and United State Agency for International Development. It is also a beneficiary of policy exchange and study visit programs from various countries particularly in the Asia Pacific Region.

**Thailand**

The Thai Government has received technical assistance and funds from various international institutions such as AusAID, World Bank, and the Konrad Adenauer Foundation (KAF).
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Philippines: Submitted Questionnaire

Singapore: Singapore Civil Service Career Website (http://www.careers.gov.sg) updated Jan 1, 2004
Employment requirements: http://www.careers.gov.sg/entry.htm
Classification of Workers: http://www.careers.gov.sg/scheme.htm
Work Conditions: http://www.careers.gov.sg/work.htm

Thailand: Submitted questionnaire
CAMBODIA

Structure/Composition

The Cambodian Civil Service is defined as a set of civil servants, who are located in both main and regional office, as indicated under the Common Statute of Civil Servants. The State Secretariat for Civil Service (SSCS) manages all of the civil servants, excluding military, police force, and judges of the juridical order and civil servants of the legislative order.

There are laws that legalize the creation of SSCS. These are Kram NS-RKM 0196-024 dated January 24, 1996 on the creation of the State Secretariat for Civil Service and Sub-decree (Anukret) 19 ANK-BK on the Organization and Function of SSCS. The sub-decree provides a background to the its conception, the general provisions included, the mission and organization of the Secretariat of State of the Civil Service and the respective duties and responsibilities of the departments. It delegates the responsibility of formulation and implementation of civil service policies to the State Secretariat for Civil Service.

The total amount of civil servant personnel in Cambodia reached to 166,381 in 2003, of which sixty nine percent (69%) are male and thirty one percent (31%) are female (2000). The personnel within each age bracket are as follows:

- 20 and below: 0.3%
- 21 – 30: 32.5%
- 31 – 40: 29.7%
- 41 – 50: 27%
- 51 – 60: 11%
- 61 – 70: 0.03% (2000)

Civil servants are subdivided into four categories:

Category A: Administrator (Leader, Decision Maker) sub-divided to 3 grades:
- Grade A1: Chief Administrator (has 6 steps A1-6 to A1-1) Position: Secretary General, Deputy Secretary General, Director General, General Inspector, Provincial and Municipal Governor.
- Grade A2: Principle administrator (has 10 steps from A2-10 to A2-1) Position: Deputy Director General, Deputy General Inspector, Director of Central Department, Provincial and Municipal Vice Governor, Chief of District, Inspector.
- Grade A3: Administrator (has 14 steps from A3-14 to A3-1) Position: Deputy Director of Central Department, Chief of Local Department, Bachelor, Master and Doctor without position.

Category B: Mid Level Civil Servant (Leadership Assistant) sub-divided to 3 grades:
- Grade B1: Chief Mid Level Civil Servant (has 6 steps from B1-6 to B1-3) Position: Central Head Office, Vice Chief of Local Department, Deputy Chief of District.
- Grade B2: Principal Mid-Level Civil Servant (has 30 steps from B2-10 to B2-1) Position: Central Deputy Head Office, Provincial Head Office.
- Grade B3: Mid Level Civil Servant (has 14 steps from B3-14 to B3-1) Position: Provincial Deputy Head Office, District Head Office.

Category C: Secretary or Skilled Operators (Executive) sub-divided to 3 grades:
- Grade C1: Chief Secretary (has 6 steps from C1-6 to C1-1) Position: Deputy Head Office of District.
- Grade C2: Principal Secretary (has 10 steps from C2-10 to C2-1) Position: Communal Clerk.
- Grade C3: Secretary (has 14 steps from C3-14 to C3-1)

Category D: Administrative Agents, sub-divided to 3 grades:
- Grade D1: Chief Administration Agent (has 6 steps from D1-6 to D1-1) Position: High Skill Worker.
- Grade D2: Principal Administrative Agent (has 10 steps from D2-10 to D2-1) Position: Mid-Skill Worker.
- Grade D3: Administrative Agent (has 14 steps from D3-14 to D3-1)
Position: Low Skill Worker.

There are two levels in the civil service structure, the Main Office and the Regional Office. Those considered as main offices have Ministries, State Secretariats, and Institutions such as Authorities, Committees, and Councils, etc. Those considered as regional offices include the provincial and municipal department and district office. There are 25 ministries and two state secretariats in the Royal Government. There are prescribed and designated uniforms for civil servants.

With the exception of the Ministry of Royal Palace, Ministry of Foreign Affair and International Cooperation, Ministry of National Defense, Ministry of Justice, Council of Ministers, Ministry of Interior, State Secretariat for Civil Services, and State Secretariat for Civil Aviation, each ministry has its own provincial and municipal department, with each department having its own districts.

Employment

There are basic qualifications for employment in Government that are common to all positions. These include:

a. Must be a Cambodian citizen;
b. Must be at least 18 years but not more than 25 year old. However, exceptions shall be made for:
   ▪ Candidates with a diploma of higher education, in which case the age limit shall be extended to 30 years;
   ▪ Candidates having studied a year or more of higher education without having obtained a final diploma, in which case the age limit of 25 years shall be pushed back to a length of time equal to their studies without exceeding the age limit of 30 years;
   ▪ Candidates having effectively accomplished their service, in which case the age limit shall be pushed back to a length of time equal to their service in the army; and
   ▪ The ability of the Royal Government to lift, in case of necessity, by Anukret (Sub-decree), all restrictions regarding a candidate’s age in order to satisfy the needs found to be priorities and in the national interest;

c. Must not be deprived of his/her civil rights, civic and political;
d. Must not have been condemned for a crime or attempted offence of good moral conduct, honor or integrity;
e. Must satisfy the condition of physical aptitude for the exercise of the function as required by guidelines and applicable regulations;
f. Candidates belonging to ethnic minorities, coming from remote regions, as well as women, may benefit from facilities or prioritized measures of recruitment; and
g. Must satisfy the aptitude conditions required by the particular statute governing his/her body.

The unique requirements for specific positions are:

- Category A: It requires at least Bachelor Degree;
- Category B: It requires at least Higher Vocational Certificate (High School Education Diploma + 2)
- Category C: It requires at least High School Education Diploma.
- Category D: No Degree requirement for this category.

Through the proposal of the ministry concerned, the SSCS coordinates and makes an annual personnel plan by maintaining the quantity of personnel in order to request the Royal Government for its decision. SSCS then informs the ministry concerned to prepare the competitive examination.

The following is the standard recruitment procedure: Before the examination date, a Board Recruitment Commission is created in the presence of the representatives of SSCS. A written examination will be conducted covering the following areas:

a. Main Subject (Law, IT, Finance, Management...)
b. General Knowledge
c. Language (English)
Pay Range

The existing pay structure of civil servants is structured accordingly based on their categories, grades, classifications and wage scales. The wage scale is divided by category (A, B, C, D). The categories are sub-divided into three, which indicates their corresponding rank. The rank is further subdivided into fourteen steps considered as their class.

The Salaries of civil servants are lower than the salaries of employees who are in the private sector. The salary of the highest-ranking profession is 165,000 Riels (1USD is about 4,000 Riels) and the salary of the lowest ranking position is 30,000 Riels.

The salaries are not proportionate to the level of position in government. The salaries are proportionate to the rank in the wage scales, i.e. the higher you are on the wage scale, the higher your salary. The amount of indicated in the wage scales is defined by the Royal Government and based on the economic situation.

Benefits

The civil servants receive the following benefits as government employees:

- Position Benefit: provided for civil servants in Category A, B and C. These benefits are subdivided into 5 levels, according to the length of service and work experiences in the position and are as follows:
  - Level 5 for less than 3 years of work experiences;
  - Level 4 for 3 to 6 years of work experiences;
  - Level 3 for 6 to ten years of work experiences;
  - Level 2 for 10 to 16 years of work experiences; and
  - Level 1 for more than 16 years of work experiences.

<table>
<thead>
<tr>
<th>No</th>
<th>Function</th>
<th>Level 5</th>
<th>Level 4</th>
<th>Level 3</th>
<th>Level 2</th>
<th>Level 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chief of Central Department</td>
<td>60000</td>
<td>64800</td>
<td>70000</td>
<td>75600</td>
<td>81700</td>
</tr>
<tr>
<td>2</td>
<td>Inspector</td>
<td>57500</td>
<td>62100</td>
<td>67100</td>
<td>72500</td>
<td>78300</td>
</tr>
<tr>
<td>3</td>
<td>Deputy Chief of Central Department</td>
<td>55000</td>
<td>59400</td>
<td>64200</td>
<td>69300</td>
<td>74900</td>
</tr>
<tr>
<td>4</td>
<td>Deputy Inspector</td>
<td>55000</td>
<td>59400</td>
<td>64200</td>
<td>69300</td>
<td>74900</td>
</tr>
<tr>
<td>5</td>
<td>Chief of Provincial and Municipal Department</td>
<td>52000</td>
<td>56700</td>
<td>61200</td>
<td>66100</td>
<td>71400</td>
</tr>
<tr>
<td>6</td>
<td>Administrative Management Official</td>
<td>40000</td>
<td>43200</td>
<td>46700</td>
<td>50400</td>
<td>54400</td>
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<tr>
<td>7</td>
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<td>45000</td>
<td>48600</td>
<td>52500</td>
<td>56700</td>
<td>61200</td>
</tr>
<tr>
<td>8</td>
<td>Deputy Chief of Provincial and Municipal Dept.</td>
<td>42500</td>
<td>45900</td>
<td>49600</td>
<td>53600</td>
<td>57900</td>
</tr>
<tr>
<td>9</td>
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<td>40000</td>
<td>43200</td>
<td>46700</td>
<td>50400</td>
<td>54400</td>
</tr>
<tr>
<td>10</td>
<td>Provincial and Municipal Head Office</td>
<td>37500</td>
<td>40500</td>
<td>43800</td>
<td>47300</td>
<td>51100</td>
</tr>
<tr>
<td>11</td>
<td>Provincial and Municipal Deputy Head Office</td>
<td>35000</td>
<td>37800</td>
<td>40800</td>
<td>44100</td>
<td>47600</td>
</tr>
<tr>
<td>12</td>
<td>District Head Office</td>
<td>32500</td>
<td>35100</td>
<td>37900</td>
<td>40900</td>
<td>44200</td>
</tr>
<tr>
<td>13</td>
<td>Mid-level Civil Servant</td>
<td>30000</td>
<td>32400</td>
<td>35000</td>
<td>37800</td>
<td>40800</td>
</tr>
<tr>
<td>14</td>
<td>District Deputy Head Office</td>
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<td>27000</td>
<td>29200</td>
<td>31500</td>
<td>34000</td>
</tr>
<tr>
<td>15</td>
<td>Chief Secretary</td>
<td>22500</td>
<td>24300</td>
<td>26300</td>
<td>28400</td>
<td>30700</td>
</tr>
<tr>
<td>16</td>
<td>Secretary</td>
<td>2000</td>
<td>21600</td>
<td>23300</td>
<td>25200</td>
<td>27200</td>
</tr>
</tbody>
</table>
### POSITION BENEFIT

<table>
<thead>
<tr>
<th>No</th>
<th>Function</th>
<th>Level 5</th>
<th>Level 4</th>
<th>Level 3</th>
<th>Level 2</th>
<th>Level 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Secretary General of Government</td>
<td>780000</td>
<td>827000</td>
<td>877000</td>
<td>930000</td>
<td>986000</td>
</tr>
<tr>
<td>2</td>
<td>Deputy Secretary General of Government</td>
<td>765000</td>
<td>811000</td>
<td>860000</td>
<td>912000</td>
<td>967000</td>
</tr>
<tr>
<td>3</td>
<td>Secretary General</td>
<td>750000</td>
<td>795000</td>
<td>843000</td>
<td>894000</td>
<td>948000</td>
</tr>
<tr>
<td>4</td>
<td>Director General</td>
<td>735000</td>
<td>779000</td>
<td>826000</td>
<td>876000</td>
<td>929000</td>
</tr>
<tr>
<td>5</td>
<td>Inspector General</td>
<td>720000</td>
<td>763000</td>
<td>809000</td>
<td>858000</td>
<td>910000</td>
</tr>
<tr>
<td>6</td>
<td>Provincial and Municipal Governor</td>
<td>708000</td>
<td>747000</td>
<td>792000</td>
<td>840000</td>
<td>891000</td>
</tr>
<tr>
<td>7</td>
<td>Rector</td>
<td>690000</td>
<td>732000</td>
<td>776000</td>
<td>823000</td>
<td>873000</td>
</tr>
<tr>
<td>8</td>
<td>Professor</td>
<td>675000</td>
<td>716000</td>
<td>759000</td>
<td>805000</td>
<td>853000</td>
</tr>
<tr>
<td>9</td>
<td>Deputy Secretary General</td>
<td>660000</td>
<td>700000</td>
<td>742000</td>
<td>787000</td>
<td>834000</td>
</tr>
<tr>
<td>10</td>
<td>Deputy Director General</td>
<td>645000</td>
<td>684000</td>
<td>725000</td>
<td>769000</td>
<td>815000</td>
</tr>
<tr>
<td>11</td>
<td>Deputy Inspector General</td>
<td>630000</td>
<td>668000</td>
<td>708000</td>
<td>751000</td>
<td>796000</td>
</tr>
<tr>
<td>12</td>
<td>Vice Rector</td>
<td>630000</td>
<td>668000</td>
<td>708000</td>
<td>751000</td>
<td>796000</td>
</tr>
</tbody>
</table>

- **Benefit of the Risk:**
  - Compensation for health care:
    - 1,500 Riels per month for the one who previously received 20% of his/her health care compensation.
    - 1,000 Riels per month for the one who previously received 15% of his/her health care compensation.
    - 500 Riels per month for the one who previously received 10% of his/her health care compensation.
  - Zone Benefit: 1,500 Riels per month that replaces the previous benefits, for agents working in remote areas.

- **Family Support Allowances:**
  - 2,500 Riels per month for each child
  - 3,000 Riels per month for the spouse

- **Educational Allowances:** only for teacher

Actions that could be taken against executives are stated in the new article 51 of Common Statute of Civil Servant. It states, "In case of there is any public servant who commits a criminal offence and the Royal Prosecutor decides to make an occasion, the Royal Prosecutor shall notify such alleged accusation to the Head of the Institution concerned at most within a period of 72 hours." If there is any arrest or apprehension or provisional detention of any public official, the Royal Prosecutor or a Competent Magistrate shall immediately report to the Head of the Institution Concerned. In case such offence took place during the office working hours, for the general interest, the Government shall defend that officer appropriately to the provision of the laws. This is a privilege of the government officials / executives.

The retirement age of civil servants is as follows:

- Teachers at age of 60;
- Civil Servants in Category A at age of 60;
- Civil Servants in Category B at age of 58; and
- Civil Servants in Category C & D at age of 55;

Civil servants have the right to receive pension upon retirement depending on their length of service and after having fulfilled the following conditions:

- Retired at age (55 – 58 – 60)
- Served for 30 years
- Civil servants that worked for 30 years can avail of retirement before the mandatory retirement age and receive a higher / longer service pension retirement

Civil servants that worked under 20 years have to receive pension retirement that is saved from the government's allowance one time only. Civil servants who have worked between 20 to 30 years receive a proportion of their salary for pension retirement.
Those who have served for 20 years obtain 60%
Those who have served for 24 years obtain 68% (add 2% for 1 year)

Civil servants who retire have to receive retirement pension only.

Union/Professional Organization

As of now, SSCS still doesn’t have a union for employees. But civil servants have the right to apply as a member or join the legally organized associations. Meanwhile some associations have been set up like “Cambodian Teacher Association”.

Working Conditions

Civil servants work 8 hours a day, 5 days a week, from Mondays to Fridays:

- Morning: 0700hrs to 1130hrs
- Afternoon: 1400hrs to 1730hrs

The following are the minimum requirements for the work conditions for civil servants:

- Civil servants should have good health and appearance

Civil servants are entitled to some benefits such as:

- Maternity Leave - women have three months (leave) when they give birth to the baby.
- Husbands and wives as civil servants can mutually move.

Performance Evaluation

All ministries have an Inspection Department for controlling the civil servants’ work performance. Routine selection and length of services are reviewed in assessing the rank or level of civil servants. For the past two years, a minimum passing score was implemented. Civil servants who have performed exceptionally well shall promoted to the next level. Seniority / length of service to the organization are disregarded in place of performance.

- The civil servants can be promoted on a yearly basis, after having fulfilled a specific score, based on the bulletin-score, handled by the head of the organization.
- The head of the institution has the authority to discontinue the proposal list of promotions.
- As soon as the civil servants are registered, they shall be eligible after a minimum of two years of service and after a promotion proposal from the immediate supervisor / leader
- The commission determines the requests for promotions based on the professional bulletin-score and service history of the civil servant.

There are two levels of discipline for civil servants who committed acts of misconduct. The most grave penalty that can be enforced is dismissal after being heard and processed by the discipline council. On the other hand, civil servants who have accomplishments are awarded with medals.

Ethical Standards

A standardized code of ethics has yet to be established but the Government Royal has published the obligations of civil servants. The only code of ethics currently included in the Cambodian laws are those for health workers / doctors.

Human Resource/Management Development

Based on the framework of state reform, Government Royal has prepared a master plan for human resource training that will be sponsored through bilateral and multilateral cooperation.

Each ministry has its respective training institution for its field of expertise. For example, the Ministry of Education, Youth and Sports have municipal and provincial training schools and regional Teacher Training Centers.

The Cambodia ASEAN Resource Center, which is housed in the SSCS, are responsible for the capacity building of civil servants who have little or no experience.
Research and Development in Public Administration

Research can be conducted in various areas / fields such as law, science, education, health and experiences in management and development work in inter-cultural relations. Three major studies have been undertaken, which have resulted to laws that are accepted by bilateral cooperation (Japan, France, Australia, Canada) and multi lateral cooperation (UN).

Change Management Strategy

All the ministries have their respective long-term development plans for civil servants. Civil servants, especially women, are encouraged to pursue higher education either locally or abroad. In the past five years, there have been numerous significant changes introduced such as the census for civil servants, the utilization of information technology to better manage civil servants and their salaries / wages, analysis of the civil service and the creation of a statute for civil servants.

International Assistance and Support

The organization has received the support of both national and international community and have received technical and financial aid.
INDONESIA

Structure/Composition

The size of Indonesia’s civil service reaches approximately 4.6 million people. With 500,000 registered police and military, majority of the civil service personnel population is made up of civilian civil service. This statistic places Indonesia at par with the low-middle income countries such as China and India. A considerable number of civil servants are unregistered. Also known as “tanang kerja” (non-pegawai negeri or non civil service workers), they are compensated from local government revenue sources. They make up an additional twenty – thirty percent to the number of public sector workers.

<table>
<thead>
<tr>
<th>Public Service Employment: (in millions, 1999)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Sector</td>
</tr>
<tr>
<td>State Enterprises</td>
</tr>
<tr>
<td>General Government</td>
</tr>
<tr>
<td>Military and Police (uniformed)</td>
</tr>
<tr>
<td>Civilian Civil Servants</td>
</tr>
<tr>
<td>Central</td>
</tr>
<tr>
<td>Seconded to Regions</td>
</tr>
<tr>
<td>Deconcentrated</td>
</tr>
<tr>
<td>Central Department/Bureau</td>
</tr>
<tr>
<td>Regional</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

Source: World Bank 2000. Data are from August 1999

The following table shows the approximate number of civil servants, broken down by rank. The figure of 3,928,658 (1,448,944 plus 2,479,714) is the total number of civil servants as tallied by 30 September 1999.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Central</th>
<th>Regional</th>
<th>Armed forces</th>
<th>Pensioners</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>44,367</td>
<td>142,543</td>
<td>197,134</td>
<td>0</td>
<td>384,044</td>
</tr>
<tr>
<td>II</td>
<td>474,860</td>
<td>878,339</td>
<td>368,335</td>
<td>0</td>
<td>1,721,534</td>
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<tr>
<td>III</td>
<td>781,210</td>
<td>1,044,694</td>
<td>62,608</td>
<td>0</td>
<td>1,888,512</td>
</tr>
<tr>
<td>IV</td>
<td>67,154</td>
<td>32,785</td>
<td>16,811</td>
<td>0</td>
<td>116,750</td>
</tr>
<tr>
<td>F-B (Vacancies)</td>
<td>81,353</td>
<td>381,353</td>
<td>0</td>
<td>0</td>
<td>462,706</td>
</tr>
<tr>
<td>Unclassified</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,922,586</td>
<td>1,922,586</td>
</tr>
<tr>
<td>Total</td>
<td>1,448,944</td>
<td>2,479,714</td>
<td>644,888</td>
<td>1,922,586</td>
<td>6,496,132</td>
</tr>
</tbody>
</table>

Source: MOF calculations of the increased cost of the 2000 salary increase

At first glance, Indonesia’s civil service is highly centralized: of the 4 million civil servants, some 3.5 million, or 88 percent are "central" civil servants according to their identification number. This percentage has been very stable over the last decade and a half: in 1992 and 1985 it was 87 percent. However, almost half of the central civil servants—1.7 million—are relocated to regional governments, either at the provincial or the district level. Most of these civil servants who are relocated are teachers (1.1 million primary school) and health workers (300,000). These civil servants are usually integrated at the service delivery level, and are often perceived as "local" workers rather than central workers.

With the exception of the health and education sector, the civil service administration at the sub national level looks more decentralized, more in line with that of other countries, and more decentralized than the fiscal numbers suggest. Taken as a group, sub national civil servants (relocated and decentralized civil servants) fall mainly under the jurisdiction of the province. Of the 2.1 million in that group, 1.6 million is at the provincial level, the rest at the district/city level.

Of the 1.88 million central civil servants that are not relocated, all except 140,000 work in the regional offices of central government, the Kanvils and the Kandeps, the regional offices of central government. Most de-concentrated civil servants are subordinate to the provincial-level central representation, the Kanwil. Teachers, however, distort the picture: some 700,000 secondary school
teachers and other education personnel resorts at that level.

<table>
<thead>
<tr>
<th>Sub-national Civil Service</th>
<th>Central seconded</th>
<th>Regional decentralized</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,592,426</td>
<td>481,895</td>
<td>2,074,321</td>
</tr>
<tr>
<td>Province</td>
<td>1,435,291</td>
<td>172,857</td>
<td>1,608,778</td>
</tr>
<tr>
<td>District/City</td>
<td>156,505</td>
<td>307,571</td>
<td>464,076</td>
</tr>
<tr>
<td>Excluding Education and Health</td>
<td>185,772</td>
<td>481,895</td>
<td>667,667</td>
</tr>
<tr>
<td>Province</td>
<td>72,895</td>
<td>172,857</td>
<td>245,842</td>
</tr>
<tr>
<td>District/City</td>
<td>112,787</td>
<td>307,571</td>
<td>420,358</td>
</tr>
</tbody>
</table>

Source: BKN, Staff Estimates

Organization of the Civil Service

The civil service system is captured in Laws 8/1974 and in the revision of Law 43/99. The civil service is managed by a civil service board (Badan Kepegawai Negri), which maintains all records authorizes and confirms appointments. Indonesia's civil service has a dual system of positions. Every civil servant has a rank (Golongan, ranging from 1a to 4d) and position. The positions are determined either structurally or based on the functionality as there is no formal job classification in the civil service. Entry level ranks are determined mainly by the level of education accomplished, and increases in rank are largely driven by seniority—with a maximum rank depending on the entry level of the civil servant.

Pay Range

Civil servants are paid according to rank, seniority, and position. The pay scales are determined by the civil servant's rank and also considers several elements: a base wage, a family allowance, a children's allowance, a food allowance, and some other incidental allowances. Since the crisis, pay increases have also been given as an allowance, not in the form of an increased base wage. In addition to the base wage, many positions have an allowance based on their function or structural level. The allowances are not commensurate to the base wages of the civil servants. For instance, a Rank IV, Eschelon IA receives Rp. 1,150,000 ($120) in base wage and allowances, but receives Rp. 4.5 million ($500) in structural allowances per month.

There has long been a general perception that Indonesia's civil service was underpaid. Studies undertaken by the World Bank and other organizations since the early 1980s often stated the dissatisfaction of the civil servants with their wages, citing it was not sufficient. This perception may have been due to the complex pay system described, although the problem of underpayment has been existent for some periods in the past. Currently, however—and after heavy pay increases over the last two years—the average civil servant no longer seems to be underpaid compared to Indonesia's private sector.

Trends in Real Pay, 1997-2001 (in thousands of Rupiah/month)

<table>
<thead>
<tr>
<th></th>
<th>March 1997</th>
<th>September 1999</th>
<th>January 1999</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Production Workers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotels</td>
<td>217.5</td>
<td>174.9 (-20%)</td>
<td>n.a.</td>
</tr>
<tr>
<td>Industry</td>
<td>203.2</td>
<td>167.0 (-18%)</td>
<td>n.a.</td>
</tr>
<tr>
<td>Mining</td>
<td>599.3</td>
<td>509.3 (-15%)</td>
<td>n.a.</td>
</tr>
<tr>
<td>II. Civil Servants</td>
<td>348.1</td>
<td>294.3 (-15%)</td>
<td>413.1 (+19%)</td>
</tr>
</tbody>
</table>

Source: World Bank 2000

All civil servants are paid from the central budget—either through the central allocation for personnel, or through the Subsidi Daerah Otonom or SDO grant to the regions. Both personnel and SDO
funds are transferred to the regional treasury offices (KPKNs). For central and decentralized units, representatives of these units submit a complete list of civil servants working in their unit to the KPKN each month, together with proof of any material change that affects the wage bill (promotion, marriage, etc.). The KPKNs check their correctness—although they have no independent source of information, and upon approval, transfer the appropriate amount of money to the (commercial) bank account of the work unit. The Finance section manages the payment process. For higher-level staff this is increasingly done by direct deposit of the payroll in an individual civil servant’s account, but for most staff it is still done in cash.

The focus on development and the accompanying expansion of the development budget during the New Order combined with a “balanced budget” philosophy brought on the one hand suppression of the wage bill, but on the other opportunities for diverting money from the development budget to supplement salaries. Some, in the form of honoraria and management fees were generally considered as part of the system. Others—such as abuse of procurement—were not, but became the cornerstone of an elaborate patronage system.

<table>
<thead>
<tr>
<th>Position within pay scale</th>
<th>1999 minimum</th>
<th>1999 maximum</th>
<th>1999 average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central and regional I</td>
<td>42%</td>
<td>310,500</td>
<td>492,775</td>
</tr>
<tr>
<td>Central and regional II</td>
<td>39%</td>
<td>365,585</td>
<td>684,710</td>
</tr>
<tr>
<td>Central and regional III</td>
<td>34%</td>
<td>433,320</td>
<td>838,120</td>
</tr>
<tr>
<td>Central and regional IV</td>
<td>54%</td>
<td>480,585</td>
<td>986,125</td>
</tr>
<tr>
<td>Armed forces I</td>
<td>40%</td>
<td>310,500</td>
<td>492,775</td>
</tr>
<tr>
<td>Armed forces II</td>
<td>29%</td>
<td>365,585</td>
<td>684,710</td>
</tr>
<tr>
<td>Armed forces III</td>
<td>33%</td>
<td>433,320</td>
<td>838,120</td>
</tr>
<tr>
<td>Armed forces IV</td>
<td>49%</td>
<td>480,585</td>
<td>986,125</td>
</tr>
</tbody>
</table>

Benefits

The following table enumerates and describes the composition of formal pay, including benefits.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>This is paid to all civil servants based on their rank within the service, of which there are seventeen. There is a fixed pay scale for the entire service, with increments within each rank for length of service. There is a ‘move-over’, where people automatically move up one rank every four years, subject to a cap based on the rank at which one joined the service.</td>
</tr>
<tr>
<td>Wife allowance</td>
<td>This is payable to married civil servants, and amounts to 10% of basic salary.</td>
</tr>
<tr>
<td>Child allowance</td>
<td>This is payable to civil servants with children under the age of 17 or still in full-time education, up to a limit of two. It amounts to 3% of basic salary per qualifying child.</td>
</tr>
<tr>
<td>Rice allowance</td>
<td>This is payable to all civil servants, pensioners, and armed services personnel. The payment is also received for the servant’s wife and a maximum of two children if extant. Figures obtained from the Ministry of Finance, showing that a family of four would receive Rp 95,200 per month suggest that the individual rice allowance is Rp 23,800 per month.</td>
</tr>
<tr>
<td>Food allowance</td>
<td>This is an allowance payable to people stationed away from home – primarily military personnel.</td>
</tr>
<tr>
<td>Structural allowance</td>
<td>An allowance paid to so-called ‘structural’ staff – i.e. those in manager-type positions.</td>
</tr>
</tbody>
</table>
**Functional allowance**

An allowance paid to staff in specific professional groupings, such as teachers or healthcare workers.

**Housing allowance**

Paid to regional structural staff who are moved to a new locale where a government-provided house is not available for them. It is payable once per transfer, and is some Rp2m-3m.

**'External' payments**

Payments made to the diplomatic service and others posted overseas.

**Overtime, some honoraria**

Self-explanatory

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**Family allowances**

The amounts budgeted for the wife and child allowances are shown in the following table, together with the proportion of salary. Data in the table is in millions Rp.

<table>
<thead>
<tr>
<th></th>
<th>Average salary</th>
<th>Average wife allowance</th>
<th>Average child Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Central civil servants</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>0.202</td>
<td>0.017</td>
<td>8.6%</td>
</tr>
<tr>
<td>II</td>
<td>0.291</td>
<td>0.020</td>
<td>7.0%</td>
</tr>
<tr>
<td>III</td>
<td>0.362</td>
<td>0.027</td>
<td>7.5%</td>
</tr>
<tr>
<td>IV</td>
<td>0.522</td>
<td>0.044</td>
<td>8.5%</td>
</tr>
<tr>
<td>F-B</td>
<td>0.347</td>
<td>0.000</td>
<td>0.0%</td>
</tr>
<tr>
<td>All</td>
<td>0.340</td>
<td>0.024</td>
<td>7.0%</td>
</tr>
<tr>
<td><strong>Armed Forces</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>0.198</td>
<td>0.012</td>
<td>6.2%</td>
</tr>
<tr>
<td>II</td>
<td>0.263</td>
<td>0.019</td>
<td>7.3%</td>
</tr>
<tr>
<td>III</td>
<td>0.359</td>
<td>0.028</td>
<td>7.8%</td>
</tr>
<tr>
<td>IV</td>
<td>0.497</td>
<td>0.047</td>
<td>9.5%</td>
</tr>
<tr>
<td>Total</td>
<td>0.258</td>
<td>0.019</td>
<td>7.3%</td>
</tr>
<tr>
<td>Pensioners</td>
<td>0.479</td>
<td>0.000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Regional civil servants</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>0.332</td>
<td>0.016</td>
<td>4.9%</td>
</tr>
<tr>
<td>II</td>
<td>0.435</td>
<td>0.029</td>
<td>6.6%</td>
</tr>
<tr>
<td>III</td>
<td>0.546</td>
<td>0.040</td>
<td>7.3%</td>
</tr>
<tr>
<td>IV</td>
<td>2.634</td>
<td>0.176</td>
<td>6.7%</td>
</tr>
<tr>
<td>F-B</td>
<td>0.352</td>
<td>0.000</td>
<td>0.0%</td>
</tr>
<tr>
<td>All</td>
<td>0.492</td>
<td>0.030</td>
<td>6.1%</td>
</tr>
</tbody>
</table>

---

**Rice allowance**

The rice allowance is a fixed amount payable to every civil servant, pensioner and armed forces personnel. Where extant, the payment is also made for a wife and a maximum of two children. Based on MoF figures, the monthly payment is Rp 23,800 per month per servant or allowable dependant.

**Food allowance**

The food allowance is payable mainly to personnel, primarily armed forces, who are stationed away from their residence. The working assumption is that is is paid to all rank I and II personnel in the armed forces, and to half of the rank III and IV personnel, as senior personnel are presumably less likely to be posted to the field.

**Structural allowances**

Structural allowances are payable to managerial, or structural, staff based on their rank. The echelon is an additional ranking system for structural staff, running from IA (most senior) to VB (most junior). Structural staff has both a rank (which determines basic salary) and an echelon (which determines the structural allowance and entitlement to some other benefits, such as housing allowance).

The following table below shows, for each echelon, the level of structural allowance payable at the time at the beginning of 2000, the new levels proposed during 2000 and the revised, actual amount that took effect from 5 May 2000.
### Structural allowances (Rp per month)

<table>
<thead>
<tr>
<th>Echelon</th>
<th>Beginning of 2000</th>
<th>Proposed during 2000</th>
<th>Actual from 5 May 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA</td>
<td>500,000</td>
<td>9,000,000</td>
<td>4,500,000</td>
</tr>
<tr>
<td>IB</td>
<td>400,000</td>
<td>7,000,000</td>
<td>3,500,000</td>
</tr>
<tr>
<td>IIA</td>
<td>250,000</td>
<td>5,000,000</td>
<td>2,500,000</td>
</tr>
<tr>
<td>IIB</td>
<td>200,000</td>
<td>3,000,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td>IIIA</td>
<td>150,000</td>
<td>1,000,000</td>
<td>600,000</td>
</tr>
<tr>
<td>IIIIB</td>
<td>125,000</td>
<td>750,000</td>
<td>450,000</td>
</tr>
<tr>
<td>IVA</td>
<td>100,000</td>
<td>400,000</td>
<td>240,000</td>
</tr>
<tr>
<td>IVB</td>
<td>75,000</td>
<td>350,000</td>
<td>210,000</td>
</tr>
<tr>
<td>VA</td>
<td>60,000</td>
<td>250,000</td>
<td>150,000</td>
</tr>
<tr>
<td>VB</td>
<td>50,000</td>
<td>200,000</td>
<td>120,000</td>
</tr>
</tbody>
</table>
LAOS

Structure/Composition

The civil service system works on the national level, with no established system on the local government level. Since 1986, the Government has launched a number of economic reforms aimed at moving toward a market oriented economic system. With these reforms were the impetus of a number of administrative initiatives to improve the efficiency, effectiveness, and professionalization of the civil service. While considerable progress has been made in the past few years on some of these reforms, such movement toward professionalism must still be seen in the context of a one party political system which itself is going through a period of transition. All of this is happening in an environment lacking in deeply rooted bureaucratic traditions to guide and sustain a strong civil service, and where the Party is trying to fashion a responsive, modern civil service structure that will conform to its evolving political ideological framework.

<table>
<thead>
<tr>
<th>General distribution</th>
<th>No. Civil Servants</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Civil servants in ministerial services at central level</td>
<td>7,742</td>
<td>11</td>
</tr>
<tr>
<td>- Civil servants in ministerial services at provincial &amp; district level</td>
<td>57,804</td>
<td>82</td>
</tr>
<tr>
<td>- Civil servants appointed to central party organization mass organizations &amp; to Offices of Governors &amp; chiefs of districts</td>
<td>4,988</td>
<td>7</td>
</tr>
<tr>
<td>- -</td>
<td>-</td>
<td>100%</td>
</tr>
</tbody>
</table>

II. Gender distribution

| - Male | 44,881 | 64 |
| - Female | 25,653 | 36 |
| - - | - | 100% |

III. Civil Servants by grade

| - Grade 1 | 5,691 | 8.1% |
| - Grade 2 | 28,666 | 40.6 |
| - Grade 3 | 25,416 | 36.0 |
| - Grade 4 | 10,585 | 15.0 |
| - Grade 5 | 66 | .1 |
| - Grade 6 | 110 | .2 |
| - - | - | 100% |

IV. Age profile

| - Up to age 31 | 33,292 | 47.2 |
| - 31-40 | 24,821 | 35.2 |
| - 41-50 | 9,480 | 13.5 |
| - 50 and above | 2,941 | 4.1 |
| - - | - | 100% |

V. Education level

| - Post graduate university level | 317 | .5 |
| - University degree or equivalent | 10,693 | 15.1 |
| - Professional level (medium level) | 23,389 | 33.2 |
| - Professional level (primary level) | 28,567 | 40.5 |
| - General education (primary, secondary level) | 7,568 | 10.7 |
| - - | - | 100% |
As background to a discussion of the internal labor market context of the Lao civil service (i.e. rules pertaining to job definition, deployment, job security, salary system, and other regulations that affect how human resources are used in the system etc.) a brief overview of the basic profile of the civil service is in order. A census of the civil service system reported that there were 70,534 employees in the system (Lao PDR, 1996). This figure covers all public employees who fall under the Civil Service Statute, including those appointed to party organs and mass organizations at the central, provincial, and district levels. It excludes the army, police, employees of state owned enterprises, daily, and contract workers.

Historical documentation on civil service rules and regulations is not readily accessible and it is likely that government wide regulations pertaining to the civil service were not highly developed in the past. However, within the past 5 years, the Government has attempted to introduce a more systematic, formalized structure through the implementation of a series of decrees which outline how the civil service is to operate. One of the crucial steps in this connection came in 1992 with the implementation of Decree 98 which established the Department for Public Administration and Civil Service (also known as the Department of Administration and Civil Service or DACS). DACS falls under the Office of the Prime Minister and is responsible for developing and administering civil service regulations for all civil servants that fall under the Civil Service Statute. This new department thus establishes for the first time since the formation of the Lao PDR Government in 1975 a government entity separate from the Party to manage the civil service - though the decree which has created this department clearly states that it must relate to and cooperate with the Central Organizational Committee of the Party in the implementation of its responsibilities. Elaboration of civil service rules and regulations can be found in subsequent government decrees which outline rules pertaining to the hiring, promotion, obligations, disciplinary regulations, and rights of civil servants.

Job classification

At present, the Government does not have a government wide job classification system in operation, but instead leaves it to individual ministries to develop their own approaches (often with support from donors) in defining specific organizational structures and job descriptions that will support the implementation of particular programs. When it comes to hiring individuals for particular vacancies or newly created jobs, the employing ministry may develop a general job description or statement of duties and responsibilities as a basis for filling a position. Once the position is filled, a “rank in person” approach (as opposed to a position ranking system) is used for determining the salary/grade/rank the individual will be given. This system is based on education level and includes 6 ranks, and 15 indexes (or steps) within each rank (except for Rank 6 which has only 4 steps). Ranks 1 and 2 include those with a general or basic skill level training (and would cover those with primary and some level of general secondary education). Basic credentials such as a driver’s license or typing skills certificates would be included as skill/technical training for meeting the requirements of these ranks. Approximately 49% of the civil service falls into ranks 1 and 2. Rank 3 includes those with some form of professional education (e.g. teacher training, vocational/technical education at the secondary school level), and includes some 36% of the civil service. Rank 4 includes post high school and university level education - some 15% of the public sector. Ranks 5 and 6 are reserved for high level political positions in government (ministers, vice ministers, etc.) and are not linked to education level. Approximately 175 persons (0.25%) hold such rank out of a total estimated civil service of 70,534.

A rank in person system such as this can mean that those who may be performing the same kind and level of work within a ministry or across ministries can have different ranks and salaries. However, in practice, the ranks may not vary much among younger civil servants within the same offices, since they are apt to have similar levels of education. In some instances younger persons in an office may be better educated than older ones who may have gotten their job originally in part because they played some role in the revolution. In fact, Decree 171 stipulates four categories of civil servants depending on when they joined the civil service and whether they were active in the revolution (before 1954, between 1954-1975), were hired after 1975 or before 1975. Each category is covered by different policies (though the decree does not spell out these policy differences).

Without a well-developed job classification system there is no government wide structure for creating and updating job descriptions for current and new positions. If job descriptions are not available, there is no solid basis for identifying specific criteria for selecting individuals to fill these positions. Nor is
there a clear foundation for establishing standards for performance appraisal, training needs, or career development strategies. During the past few years, there has been growing recognition of the need to develop job descriptions throughout government and in some ministries where donor projects have included an organization/personnel component, some progress in this direction has in fact been made (e.g. Ministry of Agriculture and Forestry, and to some extent in the Ministry of Education). However, government wide commitment to implementing a standardized job classification system is not yet in place.

**Employment**

The responsibility for hiring civil servants varies somewhat depending on the level and location of the job. As a general rule, hiring rests largely with the employing ministry, though appointments to positions from the rank of deputy or director and above in larger departments in major government bodies (e.g. Ministry of Education, Health, Agriculture and Forestry, etc.), and for provincial governors and their deputies, as well as the Chief of district level government, are officially approved by the Prime Minister's office.

Comments from various officials within the civil service indicate that, in practice, the hiring and promotion process normally begins with the head of the unit where the vacancy exists in a ministry initiating the process of screening and identifying a candidate for a particular position in that unit. This process may include a small selection panel made up from members of that unit and other parts of the ministry/department. At the provincial level, panels may also include representation (or review) by the Governor's or District Chief's Office. The candidate's name is then forwarded to the next higher level official in the Ministry for review and approval. For example, a candidate for a position as head of a section in a District office of a line ministry such as Education or Health would be nominated by the Head of that office to the Director of the Provincial Office of the ministry under which that district falls. In the case of filling the position of Head of a District Office the nomination of a candidate would be submitted by the Director of the Provincial Office of that Ministry to the Minister's Office at headquarters in Vientiane for approval. The personnel unit at Ministry headquarters may also play a role in assuring that the nominated candidate meets the necessary requirements and is assigned the appropriate rank (based on education level).

The extent to which the above process is consistently practiced throughout Government is difficult to determine, and there appear to be few regulatory mechanisms or written guidelines which require adherence to this process. It would also appear that at the provincial and district level this process can be influenced by two additional factors: 1) the involvement of the Chief of the District for district level appointments, and/or the Provincial Governor (particularly if the position is a provincial level one - though the Governor may also play a role in district level appointments in a line ministry); 2) influence of party officials at that level (though the Governor and District Chief are often members of the Party or work hand in glove with the Party in any case). In effect, the guiding principle with regard to the Party's role would appear to be while Ministers and heads of agencies have the delegated authority to appoint, transfer, impose disciplinary measures, and implement other standard policies and decisions with regard to civil servants within their ministries, they are expected to consult with and reach unanimous decisions with local party structures on such matters.

Generally, movement between ministries and within/between provinces appears to be quite limited. In many cases, an individual may end up remaining in the same province and district his/her entire career, with vertical and lateral progression limited to opportunities at that level of government.

**Working Conditions**

Once a person has joined Government, there is a probationary period that can range from 3 to 18 months depending on the rank. Higher-level ranks have a longer probation period. Confirmation to a particular rank must be approved by DACS based on submission of a ranking committee in the employing ministry.

Decree 171 includes provisions that protect civil servants in their continued employment if they perform adequately. Where individuals have to be let go because of a change in the nature of the job or general redundancy requirements, the Government is expected to look for alternative work for the displaced employee. If no work within Government can be found, the Government is required to provide some form of allowance - though the specific regulations covering these allowances are not clearly stated in the decree.
In disciplinary cases, the procedures include several steps that begin with a warning, and move progressively to more serious actions such as a written notice to the personnel file, suspension of promotion, demotion, release from employment with benefits, and ultimately removal from office without any allowances or benefits. Disciplinary committees are established at the ministry headquarters and provincial levels to handle such cases.

The basic retirement guidelines for full benefits call for a male civil servant to retire at age 60 and age 55 for a woman, with at least 25 years of service and contribution to the government pension program. If these conditions are met, the civil servant receives on a monthly basis 70% of his/her basic monthly salary at the time of retirement. If the years of service exceed 25, additional increments up to 90% are possible (1% for each additional year of service). There is also an initial lump sum amount given in the first month of retirement that is based on 50% of the final month's salary multiplied by the number of years of service. If a person retires before having met these conditions, the benefits are reduced proportionately according to fixed formulas. There are also additional allowances made for those who participated in the revolution. Retirement is obligatory once the basic conditions have been met (age 60 or 55 plus 25 years of service), though Government can make case-by-case exceptions in particular instances.

**Pay Range/Benefits**

At present, the salary structure for government civil servants is not closely tied to performance or distinctions as to the "worth of the job", and without a well developed job classification system and job descriptions it is very difficult to compare civil service positions with "comparable" private sector jobs. Moreover, the private sector is not well developed, and thus coming up with a good representation of equivalent jobs for comparing compensation between sectors is problematic. However, there is documented evidence that, as in most countries, public sector salaries are considerably less than the private sector. In aggregate average terms, it has been estimated that public sector salaries were about 60% of the private sector in 1992, though by 1994 public sector salaries were close to 80% of the private sector. (Netherlands Economics Institute, 1995: 84-86). Differences in professional/technical areas are greater, and this pattern is expected to continue for the foreseeable future.

Various allowances must also be considered in attempting to determine the extent of parity between the private and public sector, which further complicates salary comparisons. What appears to keep many civil servants within the public service is not the high salary level per se, but rather the combination of various allowances added to pay, plus the fact that the private sector is not yet offering much in the way of attractive alternatives to a secure job with Government.

In terms of promotions and salary increases within government, time in rank/index is the basic criterion for receiving salary increments. The standard pattern is to be promoted one index (step) every two years (as long as the civil servant has met minimum requirements). Movement to the next higher rank would normally come after a minimum of 3 years in the 15th index of the prior rank, and having passed an examination. The content/definition of the examination is not specified but would presumably normally entail having acquired additional training or education. There is no provision for special allowances to compensate for working in isolated locations, which makes it especially difficult to fill professional positions (e.g. medical personnel) in remote areas where the needs are particularly great.

The structure of the government compensation system is very flat, with only very small differentials between indexes and between ranks. This, together with the fact that salary increases are almost completely determined by length of service, results in a salary structure devoid of any substantial motivational or incentive features.

As the above review of the internal labor market suggests, there is a growing momentum and commitment to put in place standard procedures, rules, and regulations that can be consistently and evenhandedly applied to the management of the civil service. This commitment to have an improved and more elaborated system in place fits with the Party's socialist philosophy, and is also consistent with the Constitution which outlines Government's responsibility to build a nation based on principles of individual rights, the protection of the worker, and the promotion of a more just society overall. Moreover, these initiatives appear to be motivated in part by a practical realization that putting such systems and procedures into effect should contribute to more efficient and effective government performance.

All of these steps to make the system more efficient are occurring at a time when Government is attempting to reduce overall levels of public employment - a move that is being strongly encouraged by
various donors (in particular the IMF and World Bank). The problem is that as much as 45% of recurrent
government expenditure has been going salaries, which leaves only 55% for government program
expenses (Boase, 1994: 236). Given the tremendous pressures on the recurrent budget to meet a wide
array of competing priorities, it is not surprising that reducing the payroll has to be a concern of the
Ministry of Finance.

Trying to implement a retrenchment initiative is not easy, particularly since many of those who
were receptive to taking early retirement or otherwise leave the civil service are now gone. Moreover,
many of the existing positions are in provincial locations where alternative employment opportunities are
almost nonexistent. In a country that has long been committed to social responsibility even before 1975,
and particularly since 1975 with a socialist form of government, reducing public employment runs counter
to all practical and value based instincts. As with any retrenchment effort, the danger is that government
will lose those it wishes to keep and end up keeping too many of those it wishes to lose - simply because
those with the more scarce, employable skills can more readily find alternative opportunities.

This retrenchment effort is occurring at the same time that Government has made a commitment
to privatize state enterprises - which further adds to the atmosphere of uncertainty in the labor market in
general. Hence, there is understandable uneasiness in the minds of many about voluntarily leaving public
employment while there are so many uncertainties in the larger economic environment.
PHILIPPINES

Structure/Composition

The civil service embraces all branches, subdivisions, instrumentalities, and agencies of the Government, including government-owned or controlled corporations with original charters.

The Constitution as well as the Administrative Code of 1987 defines the civil service:

- Section 2(1), B, Article IX of 1987 Constitution
- Sections 6(1), Chapter 2, Title I, Book V, Executive Order No. 292, otherwise known as the Administrative Code of 1987

The Civil Service Commission (CSC) is the central personnel agency of the Philippine Government. The CSC was conferred the status of a department by Republic Act No. 2260, as amended, and elevated to a constitutional body by the 1973 Constitution. It was reorganized under Presidential Decree No. 181 dated September 24, 1972, and again reorganized under Executive Order No. 181 dated November 21, 1986. The 1987 Constitution and the Administrative Code of 1987 (Executive Order No. 292) now set the new functions of the Commission.

It is mandated in the constitution to:

- Establish a career service and adopt measures to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the civil service
- Strengthen the merit and rewards system
- Integrate all human resources development program for all level and ranks
- Institutionalize a management climate conducive to public accountability

One of the three independent constitutional commissions with adjudicative responsibility in the national government structure, it is also tasked to render final arbitration on disputes and personnel actions on Civil Service matters.

The CSC’s services and projects are classified into six reform areas:

- Effective and efficient administrative justice
- Professionalizing the civil service
- Improving public service delivery
- Harnessing public sector unionism
- Strengthening external relations
- Managing Support Schemes

These programs are carried out by the personnel complement of the Commission that totaled to 1,350 employees. They are distributed in the Commission’s central, 16 regional, and 195 field offices nationwide.

The Philippine civil service is comprised of 1,445,498 personnel. Out of this total, 679,889 (47%) are males and 765,609 (53%) are females. The following table shows the number of personnel within each age bracket:

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>No. Of Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 and below</td>
<td>1,609</td>
</tr>
<tr>
<td>21 – 30</td>
<td>200,109</td>
</tr>
<tr>
<td>31 – 40</td>
<td>458,950</td>
</tr>
<tr>
<td>41 – 50</td>
<td>412,958</td>
</tr>
<tr>
<td>51 – 60</td>
<td>301,664</td>
</tr>
<tr>
<td>61 and above</td>
<td>67,685</td>
</tr>
<tr>
<td>Not indicated</td>
<td>3,053</td>
</tr>
</tbody>
</table>

The positions in the Philippine civil service are classified into career and non-career service. Entry to the career service is based on merit and fitness primarily through competitive examination or on highly

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4 Based on the Civil Service Commission’s 1999 Inventory of Government Personnel.
technical qualifications while in the non-career service, entrance is other than the usual merit and fitness utilized in the career service.

The career civil service is categorized into three major levels:

- **First Level:**
  Includes clerical, trades, crafts, and custodial service positions which involve non-professional or sub-professional work in a non-supervisory capacity requiring less than four years of collegiate studies.

- **Second Level:**
  Includes professional, technical, and scientific positions which involve professional, technical and scientific work in a non-supervisory and supervisory capacity requiring at least four years of collegiate work up to Division Chief level.

- **Third Level:**
  Covers positions in the Career Executive Service such as undersecretary, assistant secretary, bureau director, assistant bureau director, regional director, assistant regional director, chief of department service and other officers of equivalent rank as may be identified by the Career Executive Service Board⁵, all of whom are appointed by the President.

The three major sectors or subdivisions of the Philippine civil service are the national government agencies (NGAs), government-owned or controlled corporations (GOCCs) and the local government units (LGUs).

There are 20 major departments in the government. These are:

- Department of Agrarian Reform (DAR)
- Department of Agriculture (DA)
- Department of Budget and Management (DBM)
- Department of Education (DepEd)
- Department of Environment and Natural Resources (DENR)
- Department of Foreign Affairs (DFA)
- Department of Energy (DOE)
- Department of Finance (DOF)
- Department of Health (DOH)
- Department of Interior and Local Government (DILG)
- Department of National Defense (DND)
- Department of Justice (DOJ)
- Department of Labor and Employment (DOLE)
- Department of Tourism (DOT)
- Department of Transportation and Communications (DOTC)
- Department of Public Works and Highways (DPWH)
- Department of Social Welfare and Development (DSWD)
- Department of Trade and Industry (DTI)
- Department of Science and Technology (DOST)
- National Economic and Development Authority (NEDA)

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⁵ The governing body for the career executive service officers.
The following table summarizes the number of employees in the departments in both central and regional offices in 2003:

<table>
<thead>
<tr>
<th>Office</th>
<th>Central Office</th>
<th>Regional Offices</th>
<th>Foreign Service/Overseas</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>DAR</td>
<td>1,006</td>
<td>12,124</td>
<td></td>
<td>13,130</td>
</tr>
<tr>
<td>DA</td>
<td>529</td>
<td>5,073</td>
<td></td>
<td>5,602</td>
</tr>
<tr>
<td>DBM</td>
<td>566</td>
<td>368</td>
<td></td>
<td>934</td>
</tr>
<tr>
<td>DepEd</td>
<td>1,672</td>
<td>No data yet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DENR</td>
<td>1,004</td>
<td>18,501</td>
<td></td>
<td>19,505</td>
</tr>
<tr>
<td>DFA</td>
<td>1,109</td>
<td>176</td>
<td>1,035</td>
<td>2,320</td>
</tr>
<tr>
<td>DOE</td>
<td>547</td>
<td>48</td>
<td></td>
<td>595</td>
</tr>
<tr>
<td>DOF</td>
<td>492</td>
<td>0</td>
<td></td>
<td>492</td>
</tr>
<tr>
<td>DOH</td>
<td>1,345</td>
<td>4,760</td>
<td></td>
<td>6,105</td>
</tr>
<tr>
<td>DILG</td>
<td>1,087</td>
<td>4,231</td>
<td></td>
<td>5,318</td>
</tr>
<tr>
<td>DND</td>
<td>430</td>
<td>0</td>
<td></td>
<td>430</td>
</tr>
<tr>
<td>DOJ</td>
<td>747</td>
<td>1,745</td>
<td></td>
<td>2,492</td>
</tr>
<tr>
<td>DOLE</td>
<td>763</td>
<td>1,335</td>
<td></td>
<td>2,098</td>
</tr>
<tr>
<td>DOT</td>
<td>356</td>
<td>253</td>
<td>29</td>
<td>638</td>
</tr>
<tr>
<td>DOTC</td>
<td>635</td>
<td>340</td>
<td></td>
<td>975</td>
</tr>
<tr>
<td>DPWH</td>
<td>2,701</td>
<td>28,463</td>
<td></td>
<td>31,164</td>
</tr>
<tr>
<td>DSWD</td>
<td>503</td>
<td>2,074</td>
<td></td>
<td>2,577</td>
</tr>
<tr>
<td>DTI</td>
<td>735</td>
<td>1,648</td>
<td></td>
<td>2,383</td>
</tr>
<tr>
<td>DOST</td>
<td>168</td>
<td>415</td>
<td></td>
<td>583</td>
</tr>
<tr>
<td>NEDA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>16,395</td>
<td>81,554</td>
<td>1,064</td>
<td>97,341</td>
</tr>
</tbody>
</table>

Employment

First and foremost, to be appointed to the Philippine civil service, one must be Filipino citizen. Second, a position in the Philippine government requires the following common and basic qualification standards:

- Education
- Experience
- Training
- Eligibility (for career and permanent positions)

Each level of position in the career service (permanent appointment) requires a distinct eligibility, as follows:

<table>
<thead>
<tr>
<th>Level of Position</th>
<th>Eligibility Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Level</td>
<td>Sub-Professional</td>
</tr>
<tr>
<td>Second Level</td>
<td>Professional</td>
</tr>
<tr>
<td>Third Level</td>
<td>Career Executive Service (CESO)</td>
</tr>
<tr>
<td></td>
<td>Career Service Executive Examination (CSEE)</td>
</tr>
</tbody>
</table>

The recruitment system is decentralized to government agencies and offices. This means, each government agency or office has its own recruitment system and processes. It has its own Human

---

Data gathered from the respective Personnel Divisions of the departments. The figures do not include the number of teaching personnel and uniformed police. These sectors account for almost 40% of the total number of government personnel. Also, the GOCCs, LGUs, state universities and colleges (SUCs) and attached agencies of the departments are not included.
Resource Development Office (HRDO) or Personnel Division/Service that handles recruitment and placement. The CSC provides general guidelines and policies on recruitment and attests or certifies the appointments issued by the agencies or offices.

Recruitment system operates on a decentralized level. The HRDO of Personnel Division/Service of an agency or office handles its recruitment. For the career service, the general recruitment procedures are the following:

- Posting of vacant positions in accordance with the publication requirement under Republic Act No. 7041\(^7\).
- Application
- Passing of the career service examination administered by the CSC
- Agency screening (i.e. written examination, oral interview before the Personnel Selection Board)
- Issuance of appointment by the head of agency/office
- Oath
- Attestation of the appointment by the CSC

Pay Range

The Philippine Constitution mandates the standardization of compensation for the public sector\(^8\). The range of salaries is provided under the Salary Standardization Law (SSL). Variation from the pay structure has been authorized through legislative exemption form the SSL. Hence, there are agencies which have a different pay structure provided under their respective charter or enabling law.

Salary Range for Civilian Personnel\(^9\)

(Effective July 1, 2001)

<table>
<thead>
<tr>
<th>Salary Grade</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
<th>Step 6</th>
<th>Step 7</th>
<th>Step 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5082</td>
<td>5209</td>
<td>5339</td>
<td>5473</td>
<td>5610</td>
<td>5750</td>
<td>5894</td>
<td>6041</td>
</tr>
<tr>
<td>2</td>
<td>5540</td>
<td>5678</td>
<td>5820</td>
<td>5966</td>
<td>6114</td>
<td>6267</td>
<td>6424</td>
<td>6586</td>
</tr>
<tr>
<td>3</td>
<td>6039</td>
<td>6189</td>
<td>6343</td>
<td>6508</td>
<td>6664</td>
<td>6832</td>
<td>7001</td>
<td>7177</td>
</tr>
<tr>
<td>4</td>
<td>6522</td>
<td>6684</td>
<td>6851</td>
<td>7022</td>
<td>7198</td>
<td>7376</td>
<td>7562</td>
<td>7751</td>
</tr>
<tr>
<td>5</td>
<td>7043</td>
<td>7219</td>
<td>7399</td>
<td>7584</td>
<td>7774</td>
<td>7968</td>
<td>8167</td>
<td>8375</td>
</tr>
<tr>
<td>6</td>
<td>7608</td>
<td>7796</td>
<td>7992</td>
<td>8191</td>
<td>8396</td>
<td>8606</td>
<td>8621</td>
<td>9042</td>
</tr>
<tr>
<td>7</td>
<td>8139</td>
<td>8341</td>
<td>8550</td>
<td>8764</td>
<td>8984</td>
<td>9207</td>
<td>9438</td>
<td>9675</td>
</tr>
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<td>8</td>
<td>8709</td>
<td>8928</td>
<td>9149</td>
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<td>9852</td>
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<td>10351</td>
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<td>10035</td>
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<td>10542</td>
<td>10807</td>
<td>11075</td>
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<td>9939</td>
<td>10188</td>
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<td>10971</td>
<td>11246</td>
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<td>11</td>
<td>10535</td>
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<td>11344</td>
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<td>12218</td>
<td>12522</td>
</tr>
<tr>
<td>12</td>
<td>11167</td>
<td>11446</td>
<td>11733</td>
<td>12026</td>
<td>12326</td>
<td>12635</td>
<td>12960</td>
<td>13274</td>
</tr>
<tr>
<td>13</td>
<td>11837</td>
<td>12134</td>
<td>12436</td>
<td>12747</td>
<td>13065</td>
<td>13393</td>
<td>13728</td>
<td>14070</td>
</tr>
<tr>
<td>14</td>
<td>12546</td>
<td>12881</td>
<td>13182</td>
<td>13512</td>
<td>13850</td>
<td>14196</td>
<td>14551</td>
<td>14914</td>
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<tr>
<td>15</td>
<td>13300</td>
<td>13632</td>
<td>13973</td>
<td>14322</td>
<td>14680</td>
<td>15048</td>
<td>15423</td>
<td>15810</td>
</tr>
<tr>
<td>16</td>
<td>14098</td>
<td>14450</td>
<td>14811</td>
<td>15183</td>
<td>15561</td>
<td>15951</td>
<td>16350</td>
<td>16758</td>
</tr>
<tr>
<td>17</td>
<td>14944</td>
<td>15317</td>
<td>15700</td>
<td>16092</td>
<td>16496</td>
<td>16908</td>
<td>17330</td>
<td>17764</td>
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<tr>
<td>18</td>
<td>15841</td>
<td>16237</td>
<td>16643</td>
<td>17059</td>
<td>17486</td>
<td>17922</td>
<td>18371</td>
<td>18830</td>
</tr>
<tr>
<td>19</td>
<td>16792</td>
<td>17211</td>
<td>17641</td>
<td>18083</td>
<td>18535</td>
<td>18998</td>
<td>19473</td>
<td>19959</td>
</tr>
<tr>
<td>20</td>
<td>17799</td>
<td>18244</td>
<td>18699</td>
<td>19168</td>
<td>19647</td>
<td>20138</td>
<td>20641</td>
<td>21158</td>
</tr>
<tr>
<td>21</td>
<td>18510</td>
<td>18974</td>
<td>19448</td>
<td>19934</td>
<td>20432</td>
<td>20942</td>
<td>21467</td>
<td>22003</td>
</tr>
</tbody>
</table>

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\(^7\) Otherwise known as “An Act Requiring Regular Publication of Existing Vacant Positions in Government Offices, Appropriating Funds Therefore and For Other Purposes.

\(^8\) Section 5, Article IX-B provides the standardization of compensation.

\(^9\) Monthly salary in Philippine pesos. Conversion is US$1 = PhP56.00.
The public sector rates for rank-and-file employees are competitive with the private sector rates. As regards executives, their salaries in the public sector are way below those in the private sector.

The President of the Philippines has the highest salary grade, which is salary grade 33. The basic salary of the President is PhP 57,750 per month or roughly US$ 1,031. However, there are other officials below the President who earn higher salaries because of exemption from the SSL. The lowest salary for civilian employee of the civil service is equivalent to salary grade 1 ranging from PhP 5,082 to PhP 6,042 (roughly, US$ 90.75 to US$ 108). The range depends on the salary step. The salaries are proportionate to the level of position in the government; higher-ranking government personnel get higher salaries.

Benefits

The following table summarizes benefits that are given to civil servants as government employees, accompanied with the nature and amount of each:

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Details</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>Mandatory</td>
<td></td>
</tr>
<tr>
<td>- Salary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Personal Relief Allowance/Additional Compensation Allowance</td>
<td>PhP 1,000/Month</td>
<td></td>
</tr>
<tr>
<td>- 13th month pay</td>
<td>Equivalent to employee’s one month salary</td>
<td></td>
</tr>
<tr>
<td>- Cash Gift</td>
<td>PhP 5,000/Year</td>
<td></td>
</tr>
<tr>
<td>- Representation Allowance and Transportation Allowance (for Division Chief and up)</td>
<td>Starts at PhP 5,300/Month</td>
<td></td>
</tr>
<tr>
<td>- Discretionary Fund (for Director IV and up)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Clothing Allowance</td>
<td>PhP 4,000/Year</td>
<td></td>
</tr>
<tr>
<td>- Productivity Incentive Bonus</td>
<td>Ranges from PhP 1,500 to PhP 2,500 depending on performance rating</td>
<td></td>
</tr>
<tr>
<td>- Loyalty Incentive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Retirement Benefit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Adjustment to the Salary (Step Increment)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Separation benefit pay** for those career civil servants who are separated from the service not for cause</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

** A GSIS member who has rendered a minimum of three (3) years creditable service is entitled to a separation benefit upon resignation or separation under the following terms:

1. For a member with at least three (3) years but less than fifteen: A cash payment equivalent to 100% of the average monthly compensation for every year of service the member has paid contributions, but not less than twelve thousand pesos (PhP 12,000), payable upon reaching sixty (60) years of age or upon separation, whichever comes later;

2. For a member with at least fifteen (15) years of service and less than sixty (60) years of age upon separation:
Agency-Specific
- Fringe Benefits
- Rice Subsidy/allowance
- Birthday gift
- Grocery Allowance
- Funeral Assistance
- Hazard pay

Health
- Health Insurance
- Disability Benefits
- Agency-Specific:
  - HMO Service
  - Dental and Medical clinic services

Housing
- Housing loan from the Government Service Insurance System
- In-house housing loan or facility

Leave
- Vacation leave 15 days/year
- Sick leave 15 days/year
- Special leave privilege 3 days
- Paternity leave 7 days
- Maternity leave 2 months
- Rehabilitation leave

Others
- Shuttle bus service
- Flexi-time/flexi-place work schedule
- Daycare services

Executives exclusively enjoy the following privileges and benefits:
- Discretionary/Allowance
- Vehicle and/or chauffeur service for Director IV and up
- Representation Allowance and Transportation Allowance (for supervisory positions – Division Chief and up)

Generally, the compulsory retirement for government employees is 65 with at least 15 years of government service. However, optional retirement may be availed at age 60 and after rendering 15 years of government service.

Special retirement laws provide that the compulsory retirement age is 70 for the members of the Judiciary, 56 for uniformed personnel (police, Armed Forces of the Philippines) and the end of term of a Constitutional Commission member.

Philippine retirement laws provide for a retirement package for a retiring government employee. The social insurance system, which includes the retirement benefit package of government, is managed by Government Service Insurance System (GSIS). The retirement benefit provided by the new charter of the GSIS under Republic Act No. 8291, otherwise known as the Government Insurance Act of 1997 (enacted on May 30, 1997) is either one of the following:

- The lump sum equivalent to sixty (60) months of the basic monthly pensions (BMP) payable at the time of retirement plus an old age pension benefit equal to the basic monthly pension for life, starting upon the expiration of the five-years covered by the lump sum; or
- A cash payment equivalent to eighteen (18) times the retiring employees basic monthly pensions for life payable immediately.

A retiring employee is also entitled to a terminal leave pay, which is the money value of the leave credits earned. It is computed at the retiree’s highest monthly salary. Terminal leave pay comes from the retiring employee’s agency.

(a) A cash payment equivalent to 18 times the basic monthly pension, payable at the time of resignation or separation;
(b) An old-age pension benefit equal to the basic monthly pension, payable for life upon reaching age 60.
The retirement benefit package is common to employees, except for those covered by special leave like the judiciary, members of the Constitutional Commissions, police and military. Variation in the amount of retirement pay is due to the salary of the employee, amount of contributions (based on salary) and the number of years in government service. Consequently, a retiring employee who occupies an executive position with higher salary and who pays higher GSIS premium and renders longer number of years in government will receive higher retirement pay than the rank-and-file employees.

The Philippine Constitution guarantees the right of government employees to self-organization. However, this does not include the right to strike. The Supreme Court declared that the employees of the civil service may not resort to strikes, walkouts and other temporary work stoppages to pressure the Government to accede to their demands.

The law protects the right to organize by directing government authorities not to interfere in the establishment, functioning or administration of government employees’ organizations through acts designed to place such organizations under their control.

**Unions / Professional Organization**

The Philippine Constitution guarantees the right of government employees to self-organization. However, this does not include the right to strike. The Supreme Court declared that the employees of the civil service may not resort to strikes, walkouts and other temporary work stoppages to pressure the Government to accede to their demands.11

The law protects the right to organize by directing government authorities not to interfere in the establishment, functioning or administration of government employees’ organizations through acts designed to place such organizations under their control.12

Government employees have employees union as well as professional organizations. Accredited unions or employees organizations can negotiate with management or appropriate government authority in the respective agency.

An important parameter is that only those terms and conditions of employment or improvements, thereof, except those that are fixed by law, may be the subject of negotiation.

The following may be negotiated:
- Schedule of vacation and other leaves;
- Work assignment of pregnant women;
- Personnel growth and development;
- Communications system-lateral and vertical;
- Provision for protection and safety;
- Provision for facilities for handicapped personnel;
- Provision for first aid medical services and supplies;
- Physical fitness program;
- Provision for family planning services for married women;
- Annual medical/physical examination;
- Recreational, social, athletic and cultural activities and facilities.

Those that require appropriation of fund are not negotiable. Examples of non-negotiable matters are:

- Increase in salary emoluments and other allowances not presently provided for by law;
- Facilities requiring capital outlays;
- Car plan;
- Provident fund;
- Special hospitalization and dental services;
- Rice/sugar/other subsidies;

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11 This is the ruling in the case of SSS Employees v. Court of Appeals, 175 SCRAS 686.
12 This is mandated under Section 8, II (Protection of right to Organize of Government Employees, Creating a Public sector Labor-Management) Council, and for other Purposes).
• Travel expenses;
• Increase in retirement benefits.

Matters that involve the exercise of management prerogatives are also not negotiable. Examples of these are:
• Appointment;
• Promotion;
• Assignment/detail;
• Reclassification/upgrading of position;
• Revision of compensation structure;
• Penalties imposed as a result of disciplinary actions;
• Selection of personnel to attend seminars, trainings, study grants;
• Distribution of work load;
• External communication linkages.

Not all government agencies have unions. There is no civil service wide union that is accredited or registered by the Civil Service Commission. Registration or accreditation is for agency unions or employees organizations only. There do, however, exist federations or confederations of agency unions or employees organizations.

Working Conditions

Government employees are required to render eight (8) hours of work in a day or forty (40) hours in a week, exclusive of time for lunch.

The CSC provided a checklist or reasonable working conditions in the public sector. This checklist is a result of a series of nationwide conferences undertaken by public sector unions or employees organizations in their respective agencies in 1994. The essential conditions that provide human working conditions are:

WORKPLACE
• office and ample of space
• adequate office supplies
• proper lighting and emergency power, ventilation
• facilities for the disabled

TRANSPORTATION AND COMMUNICATION
• well-maintained vehicles for official travels and shuttle services of employees
• communication facilities such as telephone, bulletin board, computer, fax machine

HEALTH AND SANITATION
• adequate supply of safe drinking water
• separate, regularly cleaned and hygienic comfort rooms for men and women
• medical/dental clinic, first aid facilities
• free annual physical examination
• sanitary canteen that provides quality food and service
• agency physical fitness program
• proper waste disposal

SECURITY AND SAFETY
• accident and hazard insurance coverage for employees
• enough fire extinguishers, fire exits in the office
• safety devices and outfits for employees

HUMAN RESOURCE DEVELOPMENT
• HRD facilities
• career development plan, incentives and awards system

RECRUITMENT, PROMOTION AND PLACEMENT

- merit promotion plan

**UNION MATTERS**
- employee representation in policy/decision-making bodies or management/special committees
- office space and facilities for employees organizations

**OTHER WELFARE BENEFITS**
- quarters for transient employees
- day care facilities
- employees lounge
- responsible parenthood seminar

The checklist of reasonable working conditions serves as a guide for unions and management during collective negations. It is therefore the responsibility of both the management and employee representatives to ensure that the working conditions are met. The CSC, as an oversight body, is also tasked to ensure that the same are achieved.

**Performance Evaluation**

There is a regular performance evaluation of civil service employees. The civil service rules provide that evaluation of employee performance shall be done every six months or practically, twice a year. Performance is measured vis-à-vis the targets set at the beginning of the year. Standards being used are timeliness, quality and quantity of outputs of the employee.

There are certain variations in the standards being used for categories of positions. For example, more weight is given to the supervisory capacity of the employee if he/she is a supervisor or middle-management level employee.

There are rewards and sanctions for non-performing employees. The ratings in the performance evaluation are used as basis for promotion and study grants, scholarship benefits and performance incentive bonus. On the other hand, should an employee incur a poor rating, he/she may be dropped from the roll.

**Code of Conduct**

All government employees, regardless of positions and nature of appointment are mandated to adhere to the Code of Conduct and Ethical Standards for Public Officials and Employees (embodied in Republic Act No. 6713).

The major provisions of the Code are the following:
- Eight (8) norms of conduct of public officials and employees
- Duties of public officials and employees
- System of incentives and awards
- Prohibited acts and transactions
- Disclosure of assets, liabilities, net worth and financial business interests
- Penalties for the violation of the Code

To ensure ethical standards in the civil service, the CSC provides training for new entrants in government through a program called Values Orientation Workshop. It also institutes administrative actions and disciplinary measures or refer cases of prosecution arising from violations of RA 67143 to proper authorities for appropriate action. The CSC has the primary responsibility for the administration and enforcement of the Code.
**Human Resource Development**

The major policies on Human Resource Development include:
- One HRD intervention per employee per year
- Decentralization of some HRD functions to head of agencies, i.e., the head of agency becomes responsible for some HRD decision points like training, scholarship, career development of employees
- Allocation of 5% of agency annual budget to HRD activities

The present policy on career development is that it is the responsibility of the individual career employees as much as their respective heads of agencies. The latter, however, are mandated to establish within the agencies a career development program.

In the career executive service, there is a program called CESO Pool for career executives who may involuntarily be tapped or may voluntarily provide service in other agencies where his technical competence and expertise may be needed. The executives remain with the pool for six months and report to the CSC Chairperson as the pool administrator.

Each agency is responsible for providing training opportunities to employees. Either, the agency undertakes an in-house training or sends its employees to external training providers. Universities, other government agencies, CSC and CSC-accredited training institutions provide external training.

Based on reported total number of employees who have undergone CSC training programs yearly, CSC’s market for its training constitutes about a fifth of the total civil servants (over 300,000 trained out of 1.4 million civil servants in 2000). Training costs to participant range between PhP200 to PhP7,000 depending on the kind training intervention. Overall investments on HRD (CSC-conducted or –assisted programs) may, therefore, be estimated at PhP300 million based on the number of people trained and average cost per type of training. See Annex B for HRD intervention estimates.

Generally, the budget for HRD is sourced from appropriation for HRD. Savings and trust funds have also been sources of funds for HRD activities. Scholarship programs being administered by the CSC have budget allocation from the general appropriation every year.

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**Research and Development**

Almost all government agencies as well as state universities and colleges have a research component or arm. Research areas or topics vary according to agency-specific mandates. For example, government hospitals undertake research in medical field. The research may be undertaken independently by the agency or in collaboration with other institutions, organizations, groups or individuals.

Studies have already been undertaken in these fields:
- Reorganization or reinventing the government by the Department of Budget and Management
- Gender and development concerns by the National Commission on the Role of Filipino Women
- Governance innovations by the Civil Service Commission
Change Management Strategy

The civil service is strategic in its approach. Given the limited budget, the civil service focuses on key sectors and functions. For example, the CSC has identified the third level employees and the human resource management officers as key stakeholders of CSC programs.

The following changes and reforms have been introduced to the civil service:
- Innovation and enhancement of the career service examination system;
- Institutionalization of performance commitment system;
- Attitude change through mainstreaming of gender and development concerns;
- Concept of rank within the career executive officials; and, Integrity test through lifestyle check.

International Assistance / Support

The CSC has so far received technical assistance grants from various international donor organizations such as the United Nations Development Programme, World Bank and United States Agency for Internal Development. It is also a beneficiary of policy exchange and study visit program from various countries particularly in the Asia Pacific Region.
Structure/Composition

There are three main arms in the Singapore Government, namely the Executive, the Legislature and the Judiciary. The Executive authority of Singapore is vested in the President who exercises this authority personally or through the Cabinet or any Minister authorized by the Cabinet. The Legislature of Singapore consists of the President and Parliament. The Judicial Power of Singapore is vested in the Supreme Court, Subordinate Courts and the Court of Appeal. The Singapore Civil Service forms the executive arm of the Singapore Government. Under the direction of the political leadership, the Singapore Civil Service formulates and implements Government policies and programmes in various areas: security and international relations; economic and infrastructure development; social and community services. As one of the largest employers in Singapore, the Civil Service presently employs about 60,000 people.

The employment structure in the Civil Service is stratified into Schemes of Service, each of which has its distinct job characteristics or functional areas. There are minimum educational requirements for entry into each scheme to ensure the quality and caliber of recruits into the Service. Officers in the same scheme share the same salary, benefits and progression structure. 5 primary schemes are featured below, out of the many different schemes in the Service:

<table>
<thead>
<tr>
<th>Divisional Status</th>
<th>Minimum Qualifications</th>
<th>Primary Schemes for Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division I</td>
<td>Degree</td>
<td>Management Executive Scheme</td>
</tr>
<tr>
<td>Division II</td>
<td>Polytechnic Diploma</td>
<td>Management Support Scheme or Technical Support Scheme</td>
</tr>
<tr>
<td>Division III</td>
<td>GCE 'A'/ 'O'/ 'N'-level</td>
<td>Corporate Support Scheme or Technical Support Scheme</td>
</tr>
<tr>
<td>Division IV</td>
<td>Completed Primary School Education</td>
<td>Operations Support Scheme</td>
</tr>
</tbody>
</table>

Management Executive Scheme (MXS)

The MXS caters to a wide range of talent, ranging from individuals who can be groomed to fill key general management positions, to officers who are able to contribute in their core areas of expertise in line operations, human resource management, finance and corporate services, public affairs management or research and information support. A Management Executive Officer will conduct casework involving the critical examination of requests or cases requiring either executive or policy decisions. The work also involves the organization, analysis and presentation of information so that programmes can be carried out, as well as the coordination of projects.

Entry requirements:
A Management Executive Officer will need at least a degree from a recognized university. The academic qualifications and disciplines of study required will vary from job to job.

Personal qualities needed:
- Ability to supervise and lead a team
- Like working with people
- Enjoy paperwork

Management Support Scheme (MSS)

The MSS employs and manages officer for a broad range of Division I and II jobs. A Management Support Officer will participate in the supporting role to the Management Executive Officers in various functional areas, including line operations, human resource management, finance and corporate services, public affairs management as well as research and information support. Outstanding Management Support Officers who have the potential to hold higher responsibilities and appointments may be promoted to the Management Executive Scheme.

Entry requirements:
One who possesses a Polytechnic Diploma is eligible for consideration for appointment as a Management Support Officer. The disciplines of study required for different jobs will vary, from job to job.

Personal qualities needed:
- Ability to provide support to the management
- Organizing, management and administrative skills
• Good working attitude and an ability to give and take instructions positively

Technical Support Scheme (TSS)
The TSS employs and manages officers in a range of Division I, II and III jobs which require special technical knowledge, skills and training. Technical Support Officers are required to perform duties in two broad functional areas: Technical encompasses the entire range of activities pertaining to provision of technical support. It requires skills in field survey work, maintenance/inspection/installation of vehicles/equipment/plants, technical drawing, civil/mechanical/electrical related works etc. Health-Related Operations This covers the line work in the Ministry of Health that involve dispensing and compounding of medicine, dental-works, etc.

Entry requirements:
A Technical Support Officer needs to possess any one of the following qualifications:
GCE ‘O’/’A’ level certificate with pass in at least one Science subject; or Polytechnic Diploma

Personal qualities needed:
• Ability to support staff and get on well with all types of people
• Good working knowledge and organizing skills
• Good working attitude and an ability to give and take instructions positively

Corporate Support Scheme (CSS)
The CSS employs and manages officers for a broad range of Division II and III jobs. A Corporate Support Officer is required to perform clerical duties to the departments in which you serve. General clerical duties include duties in the areas of finance and accounting, personnel, licensing, registration, legal and judicial, statistics and research, library, counter work or handling public enquiries. Outstanding Corporate Support Officers who have the potential to hold higher responsibilities and appointments may also be promoted to the Management Support Scheme.

Entry requirements:
A Corporate Support Officer needs either GCE ‘A’/’O’/’N’ level certificate, or National ITE (NITEC) Certificate in Office Skills.

Personal qualities needed:
• Ability to support staff and get on well with all types of people
• Organizing as well as administrative skills
• Good working attitude and an ability to take instructions positively

Operations Support Scheme (OSS)
The OSS employs officers for a broad range of Division III and IV jobs. Operations support normally involves paperwork, usage of basic language and numerical skills and the operation of office equipment. This may evolve supporting the management in the Ministry or department’s registry or be performing the function of a financial officer, Personnel officer, Office Superintendent and other office-related operations. Outstanding Operations Support Officers who have the potential to hold higher responsibilities and appointments may also be transferred to the Corporate Support Scheme.

Entry requirements:
An Operation Support Officer will need to either have: Passed Secondary 2, or Completed Primary School Education.

Personal qualities needed:
• Ability to support staff and get on well with all types of people
• Organizing as well as administrative skills
• Good working attitude and an ability to take instructions positively

Employment
Generally, the Civil Service selects officers based on educational qualifications, relevance of the course taken in relation to the post applied and personal qualities such as leadership, motivation, communication skills, aptitude and commitment. The selection criteria vary from job to job. Each ministry draws up its own criteria to shortlist applicants from amongst those who satisfy the minimum entry
requirements. Applicants may be required to take aptitude tests to further assess their capabilities. Ultimately, selection is based on meritocracy i.e. the best and most suitable candidates are recruited.

It makes good sense to base recruitment into the Civil Service on academic results because the educational system is fundamentally sound and the university degrees recognized are from reputable institutions. Academic results are very important but not the only criteria used in selecting candidates. While the civil service wants to take in those with excellent and good academic results, it also looks for what is commonly referred to nowadays as "EQ". Once appointed, all civil servants have to prove themselves through performance on the job. They are promoted based on their contributions, not their paper qualifications. Those with better academic results may not always perform better than those whose results are not as good because performance depends on more than academic brilliance.

Generally, the Civil Service takes in graduates who possess a bachelor degree from any discipline, or an equivalent professional qualification for positions in specialized fields such as Accountancy, Legal and Medical Services. The philosophy is that civil service recruits for aptitude and potential, and provide training for officers up to the level of competency necessary to do their jobs well. Hence, applicants can choose to apply for a job outside their course of study. For e.g., an Engineering graduate can choose to apply for a non engineering position as he/she will be provided with the necessary training to equip them with the skills required for their job. However, positions in specialized fields such as Accountancy, Legal & Medical services would need a professional degree in the relevant fields of study.

It is a misconception that the Civil Service targets only at Good Honors graduates. We are interested in recruiting committed individuals of talent. All eligible candidates are considered based on their individual talents as recruitment to the Civil Service is through open competition based on merit. Selection of candidates is done through a fair and impartial process by which the most suitable candidates among the pool of applicants are recruited. Besides educational qualifications, relevance of the course taken and personal qualities are also considered.

A Good Honors degree refers to Second Class Honors (Upper) and above. Honors refer to Second Class Honors (Lower) and Third Class Honors.

The entry requirements for non-graduate appointments depend on the schemes of service that the candidates are applying for. Generally, candidates possessing the following qualifications can be considered for employment into the Civil Service:

a) Diploma qualification  
b) GCE 'N', 'O', and 'A' level qualification  
c) ITE qualification

There is no government authority in Singapore that assesses or grants recognition to degrees awarded by overseas universities for employment purposes. Each individual employer (in the private or public sector) decides on the criteria for recruitment based on its organizational strategies. This includes the type of qualification acceptable for employment in each organization.

Generally, the Civil Service will consider any candidate with a degree from a University accredited by the home government of the country where the university is situated. For professional qualification e.g. accountancy, engineering and law, the degrees must, in addition be registrable with the respective professional bodies in Singapore, to be considered for Civil Service graduate appointments. For candidates with degrees from US universities, they can be considered for appointment in the Civil Service as long as the University is accredited by one of the following 7 US accrediting Associations in USA:

1. Middle State Association of colleges and Schools  
2. New England Association of Schools and Colleges  
3. North Central Association of Schools and Colleges  
4. Northwest Association of Schools and Colleges  
5. Southern Association of Colleges and Schools  
6. Western Association of Schools and Colleges  
7. Distance Education and Training Council (for Universities that only offers distance learning programs)

The Civil Service takes in foreigners, except for security-sensitive jobs. There is no difference in terms of career prospects for a Singaporean and a non-Singaporean. Promotion in the Civil Service is
based entirely on an individual's performance on the job and his potential to take on greater responsibilities.

Working Conditions

Types Of Employment

Permanent Appointment
If one proves that he/she can be developed on a full career basis and are able to contribute in the long-term, he/she will be offered a permanent appointment in the Civil Service. Permanent appointments are offered only where there is a permanent need or job to be filled.

Contract / Temporary Appointment
One may be offered a contract or temporary appointment in cases where there is a specific job or project to be completed within a specific timeframe. One will be offered the same remuneration and benefits package as permanent officers even if he/she is on contract or temporary appointment.

Casual Employment
Those seeking short-term casual vacancies or ad hoc jobs that arise from time to time e.g. relief teaching may be recruited on casual employment terms. They will be paid on a daily-rated or hourly-rated basis for actual work performed, and are not entitled to any service benefits (e.g. medical benefits or vacation leave).

Part-Time Employment Scheme
The Part-Time Employment Scheme aims to provide flexible working arrangements for 2 groups of officers:

- Married female permanent officers with children who are not able to work full time because of child care and family commitments; and
- Re-employed officers who had earlier retired upon reaching the compulsory retirement age.

Features of the Scheme:
Those who meet the conditions above may apply to work part-time under one of the following options:

<table>
<thead>
<tr>
<th>Option</th>
<th>Working Hours per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option A</td>
<td>21</td>
</tr>
<tr>
<td>Option B</td>
<td>28</td>
</tr>
</tbody>
</table>

Classroom teachers may apply to work part-time under one of the following arrangements:

<table>
<thead>
<tr>
<th>Option</th>
<th>Working Hours per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option A</td>
<td>14</td>
</tr>
<tr>
<td>Option B</td>
<td>19</td>
</tr>
<tr>
<td>Option C</td>
<td>21</td>
</tr>
</tbody>
</table>

Salary and benefits will be pro-rated according to your hours of work.

Teleworking
To allow officers increased flexibility and better control in coordinating work schedules with personal and family priorities, the Civil Service allows teleworking as an alternative working arrangement. Teleworking is adopted for specific jobs if it can enhance productivity and organizational effectiveness and efficiency.

Green-Harvesting Scheme
A final-year undergraduate in a university or polytechnic may send in a job application. If found suitable, you will be offered a provisional appointment and start work upon completion of his/her final examinations. This means the applicant may be offered appointment as a temporary officer, even before results are out. The applicant will be paid 90% of the gross starting salary applicable to the qualification and job to which he/she is provisionally appointed. Once the applicant obtains their degree, they will be recruited permanently and the remaining 10% of their salary will be paid.

Staggered Work Hours
To suit individual officer's needs, the Civil Service allows officers the option of when they would like to start work daily. Civil servants may choose to start work at 7.30 am, 8 am, 8.30 am, 9 am or 9.30 am.

Pay Range

Compensation Principles

Our key compensation principles are that:

Civil servants are paid market rates comparable with those of the private sector for employees with similar abilities and responsibilities. This is necessary to attract and retain an appropriate share of the national talent so that Singapore may enjoy one of the best public services in the world; and

Civil servants are paid "all-cash" wages, a move away from providing a variety of allowances, free housing, and free medical benefits. With "all-cash" wages, civil servants have full flexibility to decide how they want to use their money.

Civil servants’ pay is tied to their performance, in order to motivate them to better performance. This is why we are moving away from the totally seniority-based system of fixed annual increment to a system where an individual’s annual increment quantum depends on his potential and performance assessment.

Periodic salary reviews are conducted to identify schemes that have lagged in competitiveness.

Annual Salary Components

Apart from the 12 months’ salary paid in a year, the Civil Service annual pay package also comprises the following components:

Performance Bonus (PB)
This is a variable component paid in March every year, and it depends on the performance grading of the individual officer. The PB scheme allows us to directly link pay with individual performance on the job. This gives our salary structure added flexibility and provides management a finer tool to reward deserving officers.

Non-Pensionable Annual Allowance (NPAA)
1 month's pay
This is similar to the Annual Wage Supplement or 13th month pay in the private sector, and is paid in December every year.

Annual Variable Component (AVC)
Up to 2 month's pay. The AVC is paid in 2 installments - in July and December.

Special Bonus (SB)
This is a one-off payment that is made during years of exceptionally good economic performance.

Starting Salaries

The starting salaries under the 5 primary schemes of service are tabled below.

Management Executive Scheme
Qualification                      Gross Monthly Salary*
University Degree                $1737-$2442

Management Support Scheme
Qualification                      Gross Monthly Salary*
Polytechnic Diploma              $1527

Technical Support Scheme
Qualification                      Gross Monthly Salary*
Polytechnic Diploma              $1650
GCE 'A' Level                    $1271
GCE 'O' Level                    $1113

Corporate Support Scheme
Qualification Gross Monthly Salary*
GCE ‘A’ Level $1176
GCE ‘O’ Level $1092
GCE ‘N’ Level $1008

Operation Support Scheme
Qualification Gross Monthly Salary*
Passed Secondary 2 $885
Completed Primary School Education $818

* 1 Jan 2004. Salary range does not include increments for NS, work experience etc

Benefits
Leave Benefits:
Vacation Leave
The annual amount of vacation leave you are entitled to will depend on your division and length of service.

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Div I &amp; II (working days)</th>
<th>Div III &amp; IV (working days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 10 years</td>
<td>21</td>
<td>14</td>
</tr>
<tr>
<td>10 years and more</td>
<td>28</td>
<td>21</td>
</tr>
</tbody>
</table>

Medical Leave
They are entitled to 30 days of sick leave, and up to 60 days of sick leave if hospitalization is required.

Maternity Leave
A married female officer will be eligible for 8 continuous weeks of full-pay maternity leave for the birth of her first three children.

Paternity Leave
A married male officer can look forward to 3 days of paternity leave on the occasion of the birth of your first 3 children.

Childcare Leave
A married male or female officer will enjoy an additional 5 days of paid leave a year to look after your children if they fall sick, up to a maximum of 15 days a year if they have 3 or more children below 12 years old.

Marriage Leave
If civil servants are getting married, you can enjoy 3 days of marriage leave.

Study Leave
Those willing to finish their studies and yet wish to remain as part of the Civil Service, you apply for full-pay or half-pay study leave.

Unrecorded Leave
Unrecorded leave may be granted if civil servants are taking part in international games or volunteer work for Singapore, or attending approved trade union courses, seminars, or conferences or attending non-sponsored training and preparing and sitting for examinations.

No-Pay Leave
If civil servants have used up their annual leave but need to take leave to attend to urgent matters, they can apply for no-pay leave. They may also apply for no-pay leave to pursue post-graduate study, accompany your spouse if he/she is posted overseas or on overseas study, or to look after a young child.

Accident Leave
If a civil servant is injured doing work, they will be given paid medical leave for up to 14 days (60 days if you are hospitalized).
Medical Benefits
Civil servants will be placed on the Medisave cum Subsidized Outpatient Scheme (MSO). Under this scheme, they will receive:

- An additional 1% of the gross monthly salary into their Central Provident Fund Medisave Account; and
- A subsidy of $350 per calendar year for medical expenses. Any unused amount of this $350 subsidy will be credited into their Medisave account.

In addition, should civil servants and their dependants visit any outpatient services at the Government Outpatient Dispensaries, Polyclinics and Specialist Outpatient Clinics/Restructured Hospitals, they need only pay 15% of the expenses for themselves and 40% for their dependants. If they visit private clinics, the same co-payment rates apply, subject to a maximum subsidy of $10 per visit.

Dental Benefits
Civil servants will be reimbursed 50% of their dental expenses per visit, up to a maximum of $70 per year.

Housing Loans
Civil servants can also enjoy attractive lower interest rates should they take a loan with DBS to buy your own home.

Long Service Award
If they have been with the Civil Service for at least 10 years, they can look forward to receiving the Long Service Award as a token of appreciation of their loyalty and dedicated service.

Group Insurance Scheme
Civil servants may apply to join the Public Officers Group Insurance Scheme that provides additional financial security to them and their family at low premium rates. The scheme provides worldwide coverage on a 24-hour basis against death, total and permanent disablement and partial and permanent disablement.

Other Benefits
Civil servants can also become a member of the Civil Service Club (CSC) to enjoy the facilities at its three clubhouses - the Tessensohn Clubhouse at 60 Tessensohn Road, Dempsey Clubhouse at Blk. 25 Dempsey Road and the Changi Country Club at 2 Netheravon Road.

Human Resource/Management/Development

Career Development
In the Civil Service, our people are our most important resource. We are constantly motivating our officers to maximize their talent and abilities and give their best on their own accord. The Civil Service has a rigorous appraisal system that allows us to take stock of talent within our organizations, and to know the strengths and weaknesses of our officers. In this way, we are able to chart the developmental path of our officers so that they may realize their full potential.

We also place tremendous emphasis on training as it will be a constant and important factor throughout an officer's career. There is a wide range of training options and opportunities and our officers are expected, in partnership with their managers, to take responsibility of their training and development programmes. We offer a diversity of challenges with assignments that comprise a good mix of policy development and implementation, and staff and operational work. There will be posting and deployment opportunities that will meet different career aspirations and interests. There are also ample opportunities for our officers to contribute ideas and suggestions that may not relate directly to their own area of work, through various cross-functional and work improvement teams.

Appraisal & Promotion
All new officers are appointed on probation, usually for one year. The probationary period allows officers to learn their work and test their suitability for the job. During the probationary period, the officer's supervisor will guide him closely and help him settle into the job. Once every 6 months, he and his
supervisor will jointly review progress and complete a Work Review report. Officers can be considered for confirmation after serving at least one year if their work and conduct are good.

The probationary period is one year to allow sufficient time for the officer to prove his worth and for his supervisor to make an accurate assessment of his potential and performance. Officers will get to enjoy the full benefits as any other confirmed officers during the probationary period.

Effective staff appraisal is essential for the successful management and development of employees. Appraisal exercises are held annually at year-end to evaluate officers’ performance for work done during the past year and assess their potential.

When considering an officer for promotion, we take into account:

- The officer's work performance, potential and knowledge and experience,
- The availability of vacancies at the higher grade; and
- Any other conditions (e.g. passing of tests or examinations) specified in the scheme of service.

Hence, to be promoted, an officer must be assessed to have the potential to take on a job at the next higher level and must perform well in his current job to demonstrate his potential. Promotions are not merely rewards for past performance but also as an expectation of competent performance and contribution at a higher level.

Promotion exercises are held annually for all officers and only confirmed officers are eligible for promotion.

Training

The Civil Service values our staff and believes that every officer has talent and ability that should be developed to the fullest. Training builds a culture of continuous learning that spurs our officers to improve their skills, knowledge and capabilities, assuring lifelong employability for every individual. Ultimately, training nurtures a commitment to excellence and improves the quality of our service to the public. It helps build a capable, innovative and forward-looking Civil Service.

We believe that every officer has a right to training, and that training should meet the needs of the individual as well as be aligned with the organization’s objectives. We also believe that training is a joint responsibility of the officer, his/her supervisor and his/her Ministry. Every civil servant has the right to 100 hours of training (or 12.5 days) per year. Civil servants will set out the training they should receive in the coming year jointly with their supervisor in their annual training road map. There are 5 levels of training that they can look forward to:

- **Introduction**
  Training when one first joins the service. Such courses allow them to imbibe the core values of the Civil Service and your own ministries.

- **Basic**
  Training to enable them to do their job effectively. It is given when they are recruited, or given a new job, or promoted to a higher job.

- **Advanced**
  Additional training to enable them to give superior performance on their current job.

- **Extended**
  Further training to enable them to go beyond their current job and handle related jobs on an incidental basis or higher-level jobs in due course.

- **Continuing**
  Training not immediately related to their current job but which allows them to keep up to date and enhances their employability over the long term.

Generally, an officer must have a few years' experience, consistently good performance and have demonstrated capabilities and potential for higher-level appointments to be sponsored for postgraduate courses. Examples of such courses are Graduate Diplomas and Masters in General Management or professional areas or Executive Development Programmes.

Posting & Deployment
We see job rotation as an integral means of enhancing the career development of an officer. Ministries have their internal posting and deployment cycles, so they will be deployed to a variety of jobs and assigned challenging assignments within your Ministry. Posting across Ministries can also take place where it is part of their job requirement or if it is their Ministry's plan to broaden the civil servant's perspective and exposure. Otherwise, the civil servant may apply for a transfer to another Ministry if they feel that there is better job fit elsewhere, subject to available vacancies.

In deploying civil servants to new areas of work, the civil service will ensure that there is an appropriate period of training to prepare them for their new responsibilities and that they have the competence and ability to take on new jobs. The staff deployment process is guided by a combination of factors such as the organization's needs and the individual's aptitude and ability.

Generally, a Civil Servant cannot be transferred to statutory boards. The civil servant will have to resign to join a statutory board as statutory boards such as IRAS, HDB & CPF Board are not part of the Singapore Civil Service. They are considered part of the public sector but they have their own personnel management & appointment criteria.

Compendium of Information on Selected ASEAN Civil Service Systems
EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION
QUESTIONNAIRE
ASEAN CIVIL SERVICE SYSTEMS
DECEMBER 2003

NAME OF RESPONDENT __________________________________________________________
POSITION / DEPARTMENT _________________________________________________________

STRUCTURE / COMPOSITION

1. DEFINE CIVIL SERVICE AND ITS COVERAGE

2. IS THERE A LAW WHICH PROVIDES / LEGALIZES THE CREATION / EXISTENCE OF THE CIVIL
SERVICE IN THE COUNTRY?

_____ YES    ____    NO

IF YES, PLEASE GIVE THE TITLE OF THE LAW AND SPECIFIC PROVISIONS PERTAINING THERETO.
PLEASE ATTACH A COPY OF THE LAW.

3. WHAT OFFICE IS RESPONSIBLE FOR FORMULATING AND IMPLEMENTING CIVIL SERVICE POLICY?
PLEASE ATTACH AN ORGANIZATIONAL CHART WITH THE FUNCTION OF VARIOUS DEPARTMENTS.

4. HOW MANY ARE WORKING IN THE CIVIL SERVICE?

5. WHAT PERCENTAGE OF THOSE WORKING IN CIVIL SERVICE ARE MALE? ARE FEMALE?

6. HOW MANY OF THESE PERSONNEL ARE WITHIN EACH AGE BRACKET?

   AGE:         20 and below _____
   21 – 30      _____
   31 – 40      _____
   41 – 50      _____
   51 – 60      _____
   60 and above _____

7. HOW ARE CIVIL SERVANTS CATEGORIZED / CLASSIFIED? (POSITION CLASSIFICATION - For
example, in the Philippines: 1) Rank and File; 2) Technical and 3) Executive Managerial).
Please describe each category.

8. WHAT ARE THE VARIOUS SECTORS IN THE CIVIL SERVICE? (In the Philippines, we have the following
sectors: National Government Agencies [includes departments]; government corporations and local
governments.

9. HOW MANY DEPARTMENTS AND MINISTRIES ARE THERE IN THE GOVERNMENT? (Including the
civilian component / uniformed personnel – Police, Army, etc)

10. HOW MANY ARE ASSIGNED IN THE MAIN OFFICE? REGIONAL OFFICE?

EMPLOYMENT

11. WHAT ARE THE BASIC QUALIFICATION REQUIREMENTS FOR EMPLOYMENT IN GOVERNMENT
COMMON TO ALL POSITIONS?

12. ARE THERE UNIQUE REQUIREMENTS FOR SPECIFIC POSITIONS? (EXECUTIVE / TECHNICAL /
CLERICAL)

13. WHICH OFFICE RECRUITS FOR EMPLOYMENT?

14. WHAT IS THE STANDARD RECRUITMENT PROCEDURE?
PAY RANGE

15. WHAT IS THE EXISTING PAY STRUCTURE?

16. IS THERE A DIFFERENCE BETWEEN THE SALARIES OF GOVERNMENT OFFICIALS FROM THOSE WORKING IN THE PRIVATE SECTOR? IF THERE IS, HOW DOES IT COMPARE? (Example: Differences of salaries of teachers and clerks who work in government offices compared to those working in the private sector)

17. WHAT IS THE SALARY OF THE HIGHEST RANKING PROFESSION?

18. WHAT IS THE SALARY OF THE LOWEST RANKING POSITION?

19. ARE THE SALARIES PROPORTIONATE TO THE LEVEL OF POSITION IN GOVERNMENT? (i.e. that is, Does the highest ranking in government also get the highest salary?)

YES _____  NO _____

BENEFITS

20. WHAT ARE THE PERKS CIVIL SERVANTS ENJOY AS GOVERNMENT EMPLOYEES?
   A) FINANCIAL
   B) HEALTH
   C) HOUSING
   D) VACATION / SICK LEAVES
   E) OTHER BENEFITS (ex. Flexible Working Hours)

   PLEASE SPECIFY NATURE AND AMOUNT FOR EACH

21. ARE THERE PRIVILEGED / BENEFITS THAT ARE RESERVED FOR EXECUTIVES?

RETIREMENT

22. WHAT IS THE RETIREMENT AGE?

23. DOES THE GOVERNMENT OFFER A RETIREMENT PACKAGE?

24. IF IT DOES, WHAT ARE INCLUDED IN THE RETIREMENT PACKAGE?

25. DO EXECUTIVES GET ADDITIONAL RETIREMENT BENEFITS? IF THEY DO, WHAT ARE THESE?

UNION / PROFESSIONAL ORGANIZATION

26. ARE CIVIL SERVICE EMPLOYEES ALLOWED TO ORGANIZE?

27. ARE THERE EXISTING UNION / PROFESSIONAL ORGANIZATIONS FOR EMPLOYEES?

28. CAN UNIONS NEGOTIATE WITH MANAGEMENT?

29. WHAT CAN BE SUBJECT TO NEGOTIATIONS?

30. IS THERE A UNION PER AGENCY?

31. IS THERE A CIVIL SERVICE WIDE UNION?

WORKING CONDITIONS

32. WHAT ARE THE REQUIRED NUMBER OF WORK HOURS / NUMBER OF WORK DAYS IN A WEEK?

33. WHAT ARE THE MINIMUM REQUIREMENTS FOR THE WORK CONDITIONS FOR CIVIL SERVANTS?
   HEALTH AND WELLNESS
   PHYSICAL
   FACILITIES FOR WOMEN
   HARMONIZING WORK AND FAMILY RESPONSIBILITIES
   OTHERS
34. WHAT AGENCY IMPLEMENTS AND OVERSEES THAT THESE WORK CONDITIONS ARE ACHIEVED?

PERFORMANCE EVALUATION

35. IS THERE A REGULAR PERFORMANCE EVALUATION OF CIVIL SERVICE EMPLOYEES?
36. HOW OFTEN IS THE PERFORMANCE EVALUATION UNDERTAKEN?
37. HOW IS PERFORMANCE MEASURED?
38. DO STANDARDS DIFFER ACROSS CATEGORIES?
39. DOES THE CIVIL SERVICE PROVIDE A REWARDS AND PENALTIES PROGRAM BASED ON PERFORMANCE EVALUATION RESULTS?

ETHICAL STANDARDS

40. DOES THE CIVIL SERVICE HAVE A CODE OF CONDUCT?
41. WHAT ARE THE MAJOR PROVISIONS?
42. WHAT ARE THE MEANS OF ENSURING / MEASURING THE ETHICAL STANDARDS?
43. IS THERE A DEPARTMENT OR AGENCY THAT OVERSEES THE IMPLEMENTATION OF THE CODE OF CONDUCT?

HUMAN RESOURCE / MANAGEMENT / DEVELOPMENT

44. WHAT ARE THE MAJOR POLICIES ON HUMAN RESOURCE DEVELOPMENT?
45. IS THERE A CIVIL SERVICE-WIDE PROGRAM FOR THE DEVELOPMENT OF THE CAREER OF THOSE IN THE SERVICE?
   A) PLEASE DESCRIBE THE PROGRAM
   B) HOW OFTEN ARE THEY OFFERED?
   C) ARE THEY OPEN TO ALL OR ARE JUST LIMITED TO CERTAIN LEVELS?
46. WHO HANDLES THE TRAINING PROGRAMS?
47. HOW MUCH WAS SPENT ON THE PROGRAMMES LAST YEAR?
48. WHERE DOES THE BUDGET COME FROM?

RESEARCH AND DEVELOPMENT IN PUBLIC ADMINISTRATION

49. IS THE CIVIL SERVICE INVOLVED IN RESEARCH?
   IF IT DOES, WHAT KIND OF RESEARCH IS IT INVOLVED IN?
   IS IT IN COLLABORATION WITH OTHER AGENCIES OR INDEPENDENTLY IMPLEMENTED?
50. PLEASE STATE THREE (3) MAJOR STUDIES THAT HAVE BEEN UNDERTAKEN? HOW CAN THESE STUDIES BE ACCESSED?

CHANGE MANAGEMENT STRATEGY

WHAT TYPE OF STRATEGY DOES THE CIVIL SERVICE APPLY IN DEALING WITH ITS OWN LONG-TERM DEVELOPMENT?

OVER THE PAST FIVE (5) YEARS, WHAT MAJOR CHANGES HAVE BEEN INTRODUCED?

INTERNATIONAL ASSISTANCE AND SUPPORT

DOES THE ORGANIZATION RECEIVE SUPPORT FROM OTHER ORGANIZATION? FROM OTHER COUNTRIES?
IF IT DOES, WHAT IS THE NATURE OF THE SUPPORT GIVEN?

THANK YOU FOR TAKING TIME TO FILL-UP THIS QUESTIONNAIRE
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