

The Role of Civil Service Management in Myanmar



A DISSERTATION

**SUBMITTED FOR THE
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
THE MASTER'S DEGREE OF GOVERNANCE AND DEVELOPMENT**

By

**HLA MYO WIN
BU ID 15272019
MAGD 7th Batch**

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Abstract

The development of a nation is based on the development of civil service. A highly efficient and capable body of civil service personnel plays a vital role in the development process of the nation.

The objectives of the study are to study the changes in civil service organizations in Myanmar since colonial period, to study the current condition of civil service structure, recruitment and selection in Myanmar and find out the benefits received by civil servants and to evaluate the effectiveness of the civil service training in Central Institute of Civil Service.

Every citizen would be known the current condition of Myanmar civil service. It composes civil service commission in Myanmar, the structure of civil service organizations, recruitment and selection in Myanmar, the condition of personnel affairs being imposed in Myanmar civil service, benefits for civil servants and management in disciplinary matters and civil service training in Myanmar.

It is incumbent on the present day civil service of Myanmar to carry out its nation building duties successfully. To do this we must abide unwaveringly to the high standards of efficiency and morality of our civil service. The civil service plays an important role in the tasks for all-round development of the nation. High qualification, good will, self-sacrifice, loyalty, and correct ideology and conviction of civil service can make significant contribution towards the development and advancement of the state. Therefore, in selecting civil service personnel at the levels that will discharge the state duties, what the most important is to place emphasis on selecting suitable and qualified persons.

By producing trained civil servants in CICS, it has become one of the most distinguished institutes which can provide practical and conceptual knowledge that are fundamentally essential for all civil servants. Thus, CICS training courses are essential for the development of civil servants.

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List of Abbreviations

CSOs	-	Civil Service Organizations
UCSB	-	Union Civil Service Board
CSSTB	-	Civil Service Selection and Training Board
CSSTD	-	Civil Service Selection and Training Department
CSAD	-	Civil Service Affairs Department
CAS (B)	-	Civil Affairs Service (Burma)
SPP	-	Socialism Programme Party
SLORC	-	State Law and Order Restoration Council
NLD	-	National League for Democracy
USDP	-	Union Solidarity and Development Party
SPDC	-	State Peace and Development Council
CICS (UM)	-	Central Institute of Civil Service (Upper Myanmar)
CICS (LM)	-	Central Institute of Civil Service (Lower Myanmar)
ICS	-	Indian Civil Service
BSI	-	Bureau of Special Investigation
BCS	-	Burma Civil Service
ACCSM	-	ASEAN Conference Civil Service Matters
ASEAN	-	Association of South East Asian Nations
ARC	-	ASEAN Resource Centre
SCP	-	Singapore Cooperation Programme
DGs	-	Directors General
MDs	-	Managing Directors

Chapter (1)

Introduction

1.1; Rationale for the study

An alternative analytical approach to the structure and function of the civil service is to study the manner of execution of sovereign duties. Sovereign duties governmental services consists of defense of the nation, provision of law and order and promotion of social, cultural, and economic development. A government discharges these duties by direct participation (for example, establishing armed forces and police forces), by regulation (for example, enacting laws, rules, regulations to protect forests, fisheries etc), or by advocacy (for example, advocacy campaigns for sports and culture). These execution modes require different categories of civil service personnel.

The structure and function of the civil service of a country is essentially a mirror image of the structure and function of governmental organizations, the structure and function of governmental organizations in turn reflect the economic, social and political conditions of the country. The structure and function of the civil service of Myanmar therefore reflect the present day conditions of Myanmar. This paper focuses on the structure and functions of governmental organization in turn reflect the economic, social and political conditions of the country.

I want to study the current conditions of Myanmar civil service, dealing with civil service structure and function, ministries, departments and enterprises, salary tiers, recruitment, training and selection and privileges and welfare benefit for civil service personnel. The development of a nation is based on the capacity development of civil servants. A highly efficient and capable body of civil service personnel plays a vital role in the development process of the nation. Every citizen would be known current condition of civil service.

Myanmar is placing great emphasis on training programmes for human resource development of civil service personnel. Myanmar is included in the least developed countries. Human resource development is important for development. In building a new modern and developed nation, the role of the civil service is an important source of human resources. So, Myanmar needs to select and train to become the good civil service personnel to serve the interest of the peoples in participating in the economic, social, political and public administrative sectors. The

people should know the process of the civil service recruitment and selection, the role of civil service and privileges and welfare benefit for civil service personnel. This paper will support the people to understand the current conditions of Myanmar civil service and how civil service plays an important role in the tasks for all-round development of the nation.

1.2; Objectives of the study

The objectives of the study are as follows;

- (1) To study the civil service plays their role as policy advisors, planners and executors of public policy effectively.
- (2) To study the changes in civil service organizations (CSOs) in Myanmar since colonial period
- (3) To study the current condition of civil service structure, recruitment and selection in Myanmar and find out the benefits received by civil servants
- (4) To evaluate the effectiveness of the civil service training in Central Institute of Civil Service (CICS)

1.3; Method of the study

This study use the descriptive method by collecting and analyzing secondary data from various resources such as official reports, internet websites, journals, facts and figures from Central Institute of Civil Service (CICS) and Union Civil Service Board (UCSB), existing civil service rules and regulations and previous research papers.

1.4; Scope of the study

The scope of the study is covers the period from during the British colonial rule to 2015, mentioning the conditions of civil service management in Myanmar. It also covers the current condition of Myanmar civil service, dealing with civil service structure and function, Ministries, salary tiers, recruitment, selection and training.

1.5; Organization of the study

This paper is divided into six chapters in dealing with a study on civil service management in Myanmar.

Chapter one presents the introduction of this paper including rationale, objectives, method, scope, and organization of the study on civil service management in Myanmar.

Chapter two studies Civil Service Commission (CSC), structure of civil service organizations and history of civil service and about the formation of civil service commission in Myanmar including the civil service structure and salary tiers.

Chapter three assesses the civil service recruitment and selection in Myanmar. It describes duties and responsibilities of UCSB, organizations under the UCSB, civil service recruitment and selection process in Myanmar.

Chapter four presents the condition of personnel affairs being imposed in Myanmar civil service, the benefits for civil servants and management in disciplinary matters.

Chapter five presents civil service training in Myanmar including training activities, type of courses, and evaluation on the training and conducting research which is based on the performance of Central Institute of Civil Service (Upper Myanmar).

Chapter six is the concluding section with suggestions on the capacity improvement in civil service management in Myanmar.

Chapter (2)

Civil Service Commission and Structure of Civil Service Organizations

2.1; The historical background of civil service in Myanmar

During the time of the Myanmar Kings governmental function mainly consisted of maintenance of the army, maintenance of law and order collection of revenue. Myanmar Kings also engaged themselves in the support of the religion (including support of the clergy and monastic education), building of irrigation works and conduct of royal ceremonies.

2.1.1; During Colonial Time

In the very early days of the colonial period, territories lost by the Myanmar monarchs were administered by the officials of the east India Company. After the transfer of authority to the British Colonial Office and the introduction of coherent administrative services, a Chief Commissioner was appointed to administer Myanmar. The functions of the civil service in those days consisted mainly of collecting revenue and maintaining law and order. The higher ranks of the civil service were occupied by British and the middle ranks by Indians. The lowest ranks were also Indians but some Myanmar people were also engaged. Myanmar was treated as a province of India until 1937 and its civil service at that time followed Indian civil service rules. The Burma civil service came into being in 1937 until Japanese occupation in 1942; however its structure and functions remained essentially the same.

This consisted mainly of collection of revenue, maintenance of law and order creation of favorable conditions for the operation of British Companies. There was very little direct participation by the government in economic and social activities. The country was divided into seven Division ruled by Commissioner; the Divisions were divided into 39 Districts administered by Deputy Commissioners. There was a separate Commissioner for the Federated Shan States. The Shan State and the Frontier Areas were governed separately from Burma Proper. This separation was the root of later ethnic conflicts in Myanmar.

Japanese occupation lasted from 1942 to 1945. On August 1, 1943 the Japanese Army granted independence to Myanmar. The country was reconstituted into four zones; north, south, west and Kanbawza, and a cabinet of ministers was

appointed. The civil servants of the British administration were reappointed in their previous positions. But actual administration was done by Japanese officials.

The military administration of the country immediately after the British reoccupation in May 1945 was undertaken by the Civil Affairs Service (Burma), known as the CAS (B). This administration lasted for about a year. In 1946, the British government was restored in Myanmar but it proved itself incapable of meeting the post-war reconstruction problems. The government undertook a number of economic activities such as the Rice Project and the Timber Project to restore rice and timber exports. It also carried out partial reconstruction of the railways, ports, waterways and electricity supply.

2.1.2; After Independence Time

Myanmar became independent in 1948. During 1948-1962, the multi-party parliamentary democracy system was practiced in Myanmar. The government of the newly independent Myanmar was made up of 25 ministries responsible for 40 departments as well as various boards and corporations. Some ministries were created in order to accommodate powerful political personalities. Some ministers control more than one ministry so that there were fewer ministries. In addition to the previous seven Divisions, five States (Kachin, Kayin, Kaya, Chin, and Shan) were added as constituent territories of Myanmar. The civil service took place at two levels; one level was the move toward introduction of local participation; the second was increased participation by the government in the economy. The move towards more local participation in administration took the form of proposals to establish Villages, Townships and District Councils. These proposals, as well as other important proposals were made in 1951 by the Committee for the Reorganization of Administration headed by U Lun Baw, Chairman of the Public Service Commission. However, these proposals were not implemented due to civil unrest and armed insurrections.

Government participation in the economy was due to the nationalization of foreign owned enterprises as well as reconstruction needs of the country. Many of the new government economic enterprises were established as Boards and Corporation. In 1960, a Public Services Enquiry Commission was appointed by the government to recommend changes in the civil service. The Commission submitted its

recommendations in May 1961; its recommendations were not implemented due to change of government in 1962.

The 1962 to 1988 period actually encompass two sub-periods with rather different developments. The early period, from 1962 to 1974 was a period of drastic political and economic transformation. The dominant event of this period was the adoption of socialist ideology in Myanmar resulting in a single party political system, nationalization of major industrial and trading enterprises, and strict control of private economic activities. This resulted in many new functions for the Myanmar civil service which was generally unprepared for the revolutionary changes. The state structure, and consequently the civil service structure, remained unsettled. In 1972, in anticipation of the new Socialist Constitution, the administrative machinery was completely reformed. All state owned economic enterprises were incorporated as corporations. Regulatory and supervisory functions, as well as supply of public goods were carried out by Departments. The rotation of civil service personnel among ministries was no longer practiced. Also, in 1965, the Civil Service Institute (Phaunggyi) was established.

In 1974 a new Constitution for Myanmar, based on socialist principles, was enacted. New organs of state power were established by this Constitution. Civil service personnel, in most cases, were members of the Burmese way to Socialism Programme Party (SPP). Due to the implementation of the socialist economic system almost all workers, except those engaged in family farms, small scale trading and industry, became government employees. In 1975 a Commission was appointed to frame policy and programmes related to mental and physical workers. Among the recommendations of this Commission were the need to enact laws concerning the civil service, state economic enterprises, civil service selection and training board, social security and manpower planning. Pyithu Hluttaw enacted the civil service selection and training board law in 1977. The enactment of this law was the final step in the reform of the Myanmar administrative structure.

In September 1988, the State Law and Order Restoration Council established a new government in Myanmar. The political, social and economic condition in Myanmar was in total disarray before this date and immediate task of the new government was to save the country from disaster. The government also adopted policies that had long term impact on the country. Socialist economic policies were abandoned and market oriented economic policies were introduced. The private sector

was encouraged and foreign investment was welcomed. The government also implemented large scale infrastructure development projects such as highways, railways, bridges, airports, hydropower electricity projects, factories, etc. The rank and file of the Myanmar civil service personnel worked arm-in-arm with personnel of the armed forces of Myanmar to launch a new and prosperous future for Myanmar.

2.2; Civil Service Commission in Myanmar

In 1824, Rakhine and Teninthayi regions of Myanmar fell under the occupation of British. Before a civil service commission was formed in Myanmar during British colonial periods in 1881, candidates for township officer's posts and clerical positions were recruited through competitive examination system by an organization called "Education Syndicate", which might be recorded as the first Civil Service Commission.

In 1919, the said Educational Syndicate was abolished, and reformed as "Selection Board" which was authorized to recruit and appoint superior and inferior personnel. This had been the second Civil Service Commission vested with selection and appointing power.

In 1935, Myanmar parted from the dominion of India and became a separate British colony, in accord with the Government of Burma Act. Under this Act, a Civil Service Commission which is unbiased and free from political influence was formed on April, 1937 for selection and appointing of Civil Service personnel. This commission was the third one established in Myanmar.

In 1945, during Japanese occupation, systematic reorganization of Myanmar Civil Service establishments was carried out and the fourth Civil Service Commission was formed. The Union Public Service Commission, a fourth one was organized in 1953 after Myanmar had become an independent state in 1948.

A Board known as "Screening Board", a body of senior officers functioning matters concerning transfer and promotion of high ranking civil service officers, was also formed in 1958. It was ranked the same status as civil service commission. In this Board, Chairman of the Burma Civil Service (Grade 1) acted as the Chairman and the secretary of the Public Administration Department under Prime Minister's office took the position of the Board's secretary. The Civil Service Commission performed its

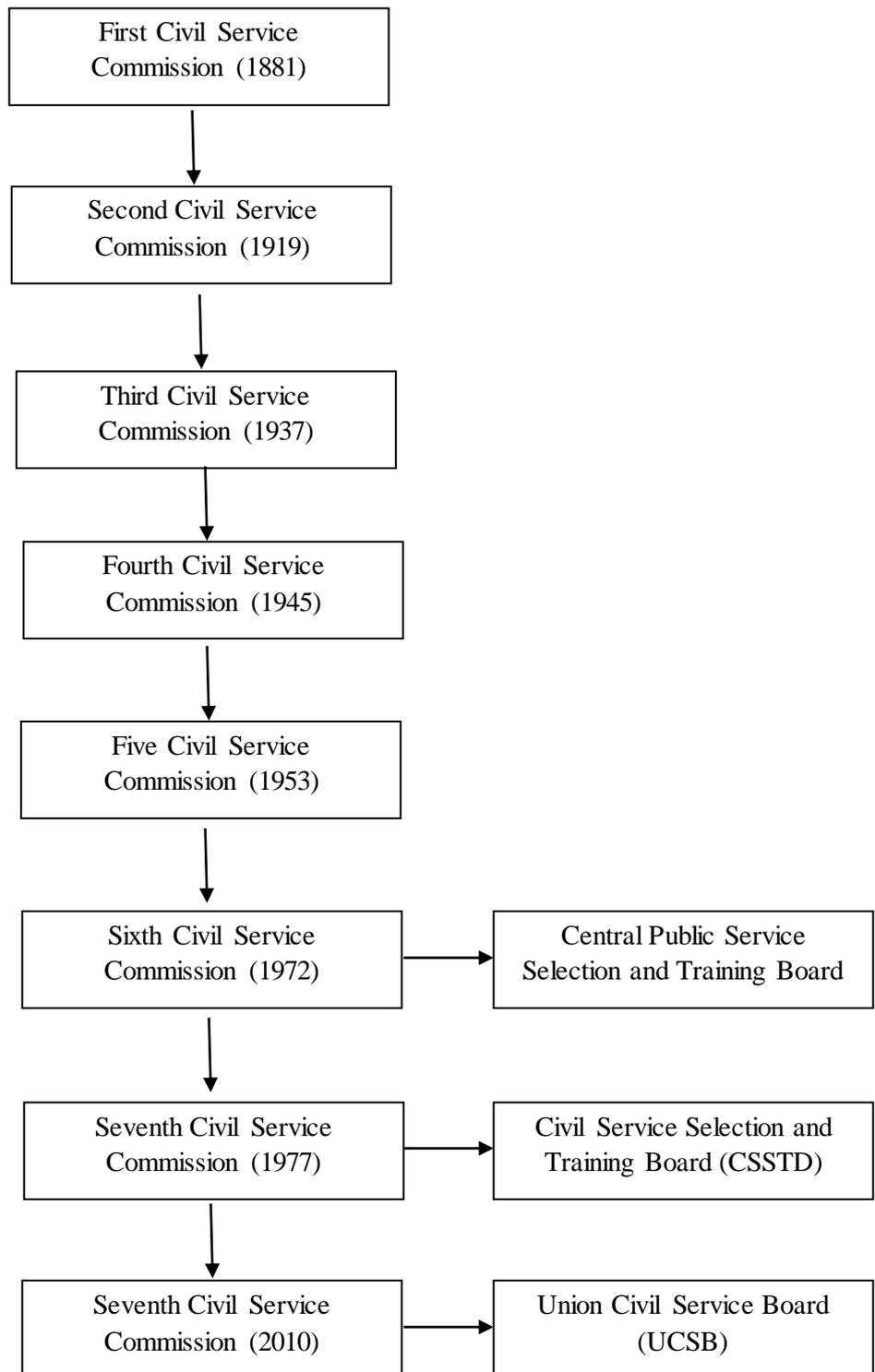
functions of selecting service personnel by means of competitive examination, whereas the Screening Board took responsibility in transfer and promotion from senior grade to selection grade posts were carried out by the commission and the Board through coordination.

On May, 1972 the Union Public Service Commission was reconstituted as the Central Public Service Selection Board. Although the Board was not seemingly alike Civil Service Commission, it really took charge of the functions and duties of a commission. It was the sixth Civil Service Commission.

The Council of state, the highest organ of state power, promulgated a new Civil Service Selection and Training Board law in 1977. A new Civil Service Selection and Training Board (CSSTB) was formed under this law, and it became the seventh Civil Service Commission. The Board was placed under the direct control of State. Apart from its routine functions of selection and training of candidates for civil service posts, it was also authorized to perform such tasks as organization inspection; assisting the council of state in prescribing service rules, regulations, disciplines, procedures, norms, policies, and guidelines in relation to civil service personnel. The Board was a central personnel agency carrying out entire civil service personnel affairs in Myanmar.

On October 2010, Civil Service Selection and Training Board (CSSTD) was reconstituted as Union Civil Service Board (UCSB). The Union Civil Service Board is also Myanmar national Civil Service Commission. It was formed on 28 October 2010 in accordance with the 2010 State Peace and Development Council law.

Figure (2.1) Civil Service Commission in Myanmar



Source: Union Civil Service Board (Nay Pyi Taw)

2.3; Structure of Civil Service Organizations in Myanmar

The structure and function of the civil service of a country is essentially a mirror image of the structure and function of governmental organizations; the structure and function of governmental organizations in turn reflect the economic, social political conditions of the country. The structure and function of the civil service of Myanmar therefore reflect the present day conditions of Myanmar.

In order to get better understanding of civil service training in Myanmar, it would be appropriate to familiarize oneself with the civil service structure. The Myanmar government, like the governments of most modern nations, is structured in a ministerial format; all activities conducted by the government coming under the purview of concerned ministries. The ministries are in turn organized on the basis of “department” and “enterprises”. Departments carry out mainly regulatory and supervisory functions, whereas enterprises are engaged in actual operation of factories, farms, financial institutions, transport services etc. In brief, enterprises run in a commercially oriented operation. Both departments and enterprises are delivering service through their service personnel for the public.

The Cabinet was sworn in on 30 March 2016 at the Assembly of the Union in Naypyidaw, after being appointed by President, after the opposition National League for Democracy (NLD) won a majority in both chambers of the parliament. Under the constitution, three ministers Border Affairs, Defense and Home Affairs are appointed by the National Defense and Security Council. The remaining 15 ministers were appointed by President and included a majority from the NLD, but also two members of the former ruling party, the Union Solidarity and Development Party (USDP) and a number of independents. The current list of ministries and their constituent departments and enterprises is given in Table;

Table (2.1); Myanmar Ministries, Departments and Enterprises

Sr; No	Ministries	Departments & Enterprises(Unit)
1	Ministry of Agriculture, Livestock and Irrigation	18
2	Ministry of Border Affairs	3
3	Ministry of Commerce	3
4	Ministry of Construction	3
5	Ministry of Defense	-
6	Ministry of Education	10
7	Ministry of Electrical Power and energy	10
8	Ministry of Ethnic Affairs	-
9	Ministry of Foreign Affairs	7
10	Ministry of Health	9
11	Ministry of Home Affairs	4
12	Ministry of Hotels and Tourism	3
13	Ministry of Industry	14
14	Ministry of Information	5
15	Ministry of Labour Immigration and Population	7
16	Ministry of Natural Resource and Environmental Conservation	13
17	Ministry of Planning and Finance	18

18	Ministry of Religious Affairs and Culture	9
19	Ministry of Social Welfare, Relief and Resettlement	3
20	Ministry of Transport and Communication	3
21	Ministry of the President's Office	-

Source: Ministry of Planning and Finance

The apex body of the Myanmar Government is the Cabinet with the President as its Head. There are 21 Ministries and 142 departments and enterprises. Each Ministry is headed by a minister who is assisted by a Deputy Minister (in some Ministries there are more than one Deputy Minister). The ministers and deputy ministers are political appointees and are not subject to civil service rules. The departments are headed by Directors General (DGs) and the enterprises by Managing Directors (MDs). The appointment for DG and MD is approved by the Cabinet and, the highest organ of the State, would issue the "Myanmar gazette" to officially announce their appointment.

The State Counselor's Office, Union Auditor General, Union Attorney, Union Civil Service Board, Union Election Commission, Yangon City Development and Nay Pyi Taw City Development Committee are the ministerial level offices. The Myanmar Language Commission, the Central Statistical Organization, Myanmar Education Research Bureau, Myanmar Post Authority are department level Organizations.

2.4; Salary Tiers of Civil Service Personnel

The civil service officer corps is divided into six salary tiers as shown in table (2.2);

Table (2.2); Salary Tiers of Civil Service, Officer Ranks

Sr;	Designation	Monthly Salary (kyats)
1	Director General/ Managing Director	500000

2	Deputy Director General/ General Manager	380000-4000-400000
3	Director/ Deputy General Manager	340000-4000-360000
4	Deputy Director/ Assistant General Manager	310000-4000-330000
5	Assistant Director/ Manager	280000-4000-300000
6	Staff Officer/ Assistant Manager	250000-4000-270000

Source; Ministry of Planning and Finance

The officer corps is supported by clerical, accounts and skilled "other ranks" categories which are also divided into six tiers as given in table (2.3);

Table (2.3); Salary Tiers of Civil Service, Other Ranks

Sr;	Designation	Monthly Salary (kyats)
1	Junior Officer/ Technician grade (2)	210000-2000-220000
2	Office Superintendent/ Supervisor	195000-2000-205000
3	Office Superintendent/ Supervisor	180000-2000-190000
4	Upper Division Clerk/ Technician grade (6)	165000-2000-175000
5	Lower Division Clerk/ Technician grade (4)	150000-2000-160000
6	Record Keeper/ Head Peon	135000-2000-145000
7	Peon/ Sweeper	120000-2000-130000

Source; Ministry of Planning and Finance

2.5; Changing in Civil Service Salary

After Myanmar had regained its Independence salaries and allowances of civil service personnel were revised and increased in 1948,1972,1989, 1993, 2000 and

16	800-40-1,000	1,400-50-1,500	1,750-50-1,850	8,700-200-9,700	100,000-2,000-110,000	160000-2000-170000	280000-4000-300000
17	1,000-50-1,200	1,700*	2,125*	10,000-200-11,000	120,000-2,000-130,000	180000-2000-190000	310000-4000-330000
18	1,300*	1,800*	2,250*	11,500-200-12,500	140,000-2,000-150,000	200000-2000-210000	340000-4000-360000
19	1,400*	1,900*	2,375*	13,000-2,00-14,000	160,000-2,000-170,000	220000-2000-230000	380000-4000-400000
	-	-	2,400*				
20	1,500*	2,000*	2,500*	15,000-200-16,000	190,000-2,000-200,000	250000-2000-260000	500000
			2,700*				

Source; Ministry of Planning and Finance

** Fixed pays Note: From 1.4.89, the increments can be enjoyed only after two years of service.*

In 2015-16 financial year, the population of 54.39 million is growing at an annual growth rate of 2.02 percent. Changes in strength of the Myanmar Civil Service year by year are presented in table;

Table (2.5); Strength of the Myanmar Civil Service (million)

Year	Male	Female	Total	Ratio of Civil Service to Population
2010-11	0.6910	0.5610	1.2520	2.4
2011-12	0.7050	0.5724	1.2775	2.4
2012-13	0.7192	0.5840	1.3032	2.4
2013-14	0.7338	0.5958	1.3296	2.4
2014-15	0.7480	0.6080	1.3560	2.4
2015-16	0.7616	0.6184	1.3800	2.4

Source: Project Appraisal & Progress Reporting Department

A ratio of officer ranks to the total number of civil servants is 5.2 percent and a ratio of other ranks to the total number of civil servants is 94.8 percent.

Chapter (3)

Civil Service Recruitment and Selection in Myanmar

The role of civil service personnel of a nation is very important. The more inefficient the civil service personnel are the worse the general situation of that nation will be. All-round development of a nation mainly depends on civil service personnel who are good-hearted and competent and have a correct view and moral convictions. This being so, the state citizens can be selected for the posts of officers or other ranks. Therefore, in Myanmar, training courses are always conducted at the central level and at ministries, departments and enterprises with the aim of improving the efficiency of civil service personnel, changing their attitude to become a good civil servant, enriching their experiences and enabling them to possess a correct view and moral convictions. So, civil service of our Country is dynamically changed.

3.1; Union Civil Service Board (UCSB)

The UCSB is a constitutional institution. The section 246 of the Constitution of the Republic of the Union of Myanmar states that the President shall form the Union Civil Service Board in order to enable to perform the duties of selecting, training of civil service personnel and to prescribe and regulate civil service regulations.

The Union Civil Service Board is the one and only central agency for civil service in Myanmar. The main functions of the Board are recruitment, selection and training of civil service personnel, provision of advice and assistance to the Government in matters related to the civil service, collection of information and conducting research on matters related to the civil service.

One of the main duties is to conduct basic training courses not only for officers but also for other ranks in various civil service organizations. Therefore, in accordance with the Civil Service Selection and Training Board law enacted in 1977, it was renamed as the Civil Service Selection and Training Board (CSSTB). Since that time, it has been taking care of civil affairs and training.

To be able to execute and responsibilities the Civil Service Selection and Training Board was placed under the direct supervision of the Council of State before 1988. In 1988 when the State Law and Order Restoration Council took all the responsibilities of the State, Civil Service Selection and Training Board came under

the direct supervision of SPDC. Since 1977, when the State Peace and Development Council (SPDC) took over State Law and Order Restoration Council, CSSTB has been under the supervision and responsible to the former. On October 2010, Civil Service Selection and Training Board (CSSTD) was reconstituted as Union Civil Service Board (UCSB). The main duties and responsibilities of the UCSB are as follows;

- (a) Selection required management personnel and technicians through the open competitive system
- (b) Giving its seal of approval to civil service organizations in accordance with its rules and regulations when they come up with the proposal that wish to promote their internal staff to the above mentioned vacant posts
- (c) Taking care of all the civil service affairs of the state
- (d) Dealing with procedures, rules and regulations on civil service affairs
- (e) Taking necessary measures to provide basic training courses to the successful candidates for the vacant posts
- (f) Conducting refresher courses for middle management
- (g) Conducting pre-service training courses for would-be civil service personnel chosen out of outsiders by UCSB through open competitive system
- (h) Conducting special courses at the request of ministries
- (i) Taking necessary measures for doing research on training and development of civil service personnel
- (j) Drafting policies on training of civil service personnel

Mission of the UCSB is as follows;

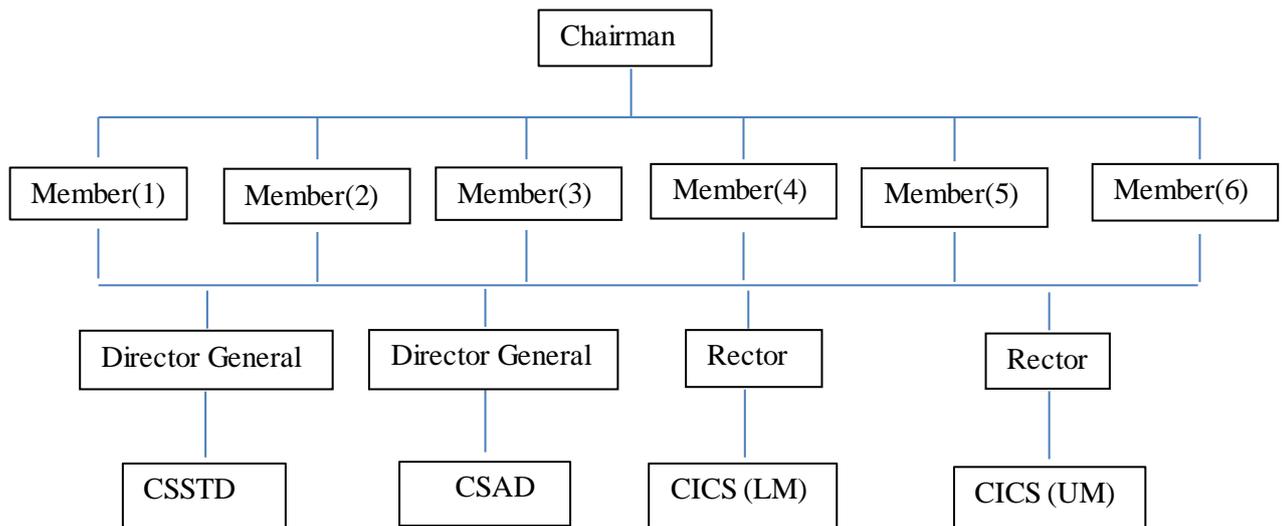
- (1) To conduct the recruiting and selection process for officials to be appointed at the entry point of public organizations systematically and impartially
- (2) To undertake and organize induction training courses for all level of service personnel and provide arrangements for middle and senior level officials to participate in training programmes, conferences, workshops and seminars.
- (3) To conduct training and educational programmes aimed at capacity enhancement of civil service personnel.

- (4) To administer the existing rules and regulations relating to the civil service personnel and provide advisory and consultancy service to other public organizations in matters relating to civil service affairs.

The UCSB is headed by the Chairman who is directly appointed by, and responsible to the President. Members of the UCSB are also appointed by the President, and responsible through the Chairman to the President. The UCSB is union level organ of the State, and it is free from party politics. Chairman and Members of UCSB are neither member of political party nor members of Parliament. The Article 26 of the Constitution of the Republic of the Union of Myanmar states that civil service personnel shall be free from party politics.

The structure of the Union Civil Service Board is as follows;

Figure (3.1); Structure of UCSB



Source; Union Civil Service Board (Nay Pyi Taw)

3.2; Organizations under the UCSB

The chairman of the Civil Service Selection and Training Board is ministerial level and members of the board are deputy minister level. In order to implement its assigned functions successfully and to have effective assistance, the Board has under its administrative control the following organizations:

- (1)The Civil Service Selection and Training Department (CSSTD)
- (2)The Civil Service Affairs Department (CSAD)
- (3)The Central Institute of Civil Service (Lower Myanmar): CICS (LM)
- (4)The Central Institute of Civil Service (Upper Myanmar): CICS (UM)

3.2.1; The Civil Service Selection and Training Department (CSSTD)

The department is responsible to assist the Board in selecting and appointing candidates for entry post through open competition, and in scrutinizing the matters concerning promotion of in service personnel who possesses the required qualifications for the entry grade. Furthermore, CSSTD performs tasks relating to pre-service and in services training for recruited candidates and service personnel with the intention of capacity development. It also acts as co-ordination body between Central Institutes of Civil Service and other governments in selection of trainees for multi-level courses run by the Institutes.

3.2.2; The Civil Service Affairs Department (CSAD)

Under the guidance of the CSSTB, it takes charge of matters with regard to civil service personnel in consonance with the existing laws, rules, regulations, disciplines, procedures and instructions. The department administers the above service laws, rules, etc..., provides clarification, clear and easier to understand interpretation consultation concerning such provisions in response to requests from various government departments, records and maintains the list of personnel who are removed from the posts, or dismissed from the civil service.

3.3; Civil Service Recruitment

For the recruitment and selection of civil service personnel, the Civil Service Selection and Training Department (CSSTD) undertake the following activities:

- (a) Vetting recruitment request from various ministries and government organizations
- (b) Making public announcements of vacancies
- (c) Receiving and vetting of applications
- (d) Conducting written examinations and applicants preparing short lists for interview
- (e) Assisting the Board members in conducting personal interviews of short-listed applicants
- (f) Announcement of selected persons

There are six "entry points" to join the civil service in Myanmar. These entry points are as follow;

- (a) Administrative Staff (Administration, Social) grade 1 and 2
- (b) Administrative Staff (Economics)
- (c) Intellectual Staff grade 1,2 and 3
- (d) Clerical Staff grade 1
- (e) Technician grade 1 to 8
- (f) Office helper grade 1

Out of the six "entry points" into the civil service in Myanmar, the UCSB now undertakes recruitment to only one - gazetted officer level post - in the pay scale of K250000-K4000-K270000. Authority to recruit through the other entry points are delegated to the organizations concerned in accordance with the rules laid down by the government. For the recruitment of the post of higher pay scale level over K250000-K4000-K270000, the ministry concerned may propose to UCSB and UCSB will process the proposal for action to seek the approval of the highest organ of State with its recommendation.

A civil service organization has a right to fill vacancies in its organizational set- up by making selection out of outsiders with required educational qualifications through open competitive system in accordance with the rules and regulations set by the State. However, if the vacancies are for the post of lowest gazette officers, the selection will have to be made by UCSB. Staff officers or equivalent grade are recruited by the UCSB. For human resource development all the civil service personnel have to attend the training courses of CICS. There are also many training institutions at respective ministries and departments to train their staffs. Government employees are also sent to attend local and overseas training courses, seminars, workshops and study tour. They were given different training for successfully implementation of government policies and to fulfill the aspirations of the people, that is customer service oriented. They are trained to succeed what the major strategies to engage our customers, clients and citizens. Therefore they are learning and innovating to achieve our vision.

3.4; Civil Service Recruitment and Selection processes

Requesting the formal proposal for the selection Department or Enterprise of State, with the permission of the ministry concerned, has to fill in the proposal form issued by the Union Civil Service Board and send it to the Civil Service Selection and Training Department. If there is nothing particular for the Board to discuss with the service organization concerned, the proposal form has to be put forward to the nearest meeting of the Board so that the vacancy announcement can be issued. If there are facts or information in the proposal form which are not clear or complete, the Civil Service Selection and Training Department has to hold coordination meetings with the service organization concerned in accord with the directives of the Board.

The following points are usually raised at coordination meetings held jointly by the Civil Service Selection and Training Department and the service organizations:

- (a) It is about the age limit for the applicants. The age limit set by the UCSB is 35 for outsiders and 40 for service personnel. This is the maximum age limit for those who have necessary academic qualifications.
- (b) Sometimes, according to the nature of work in some vacancies, respective service organizations suggest that applicants should be males. Only if the nature of work is not suitable for females, will the Board consider the suggestion.
- (c) It is the matter regarding the educational qualification of the applicants. To select and appoint outsiders, the ministries concerned, with its authority, prescribes the applicant's educational qualification required for the post of the lowest-ranking gazetted officer, for example first degree or second degree: for some posts, not only a related degree but also any relevant diploma is needed as efficiency is required.

When a civil service organization with the permission of the ministry concerned, put forward a proposal to UCSB to make the selection for the lowest gazette officer- level posts left vacant in its organizational set- up, the UCSB has to take the following steps;

- (a) Issuing vacancy announcement

- (b) Holding the written examination
- (c) Making preparation for personal interviews
- (d) Holding personnel interview
- (e) Final Selection and appointment of the candidates

3.4.1; Issuing vacancy announcement

At the time when the civil service organizations have the job vacancies and they want to fill the vacant posts, these organizations can call for recruiting and selection to the Union Civil Service Board with complete set of selection-proposed form. The Civil Service Selection and Training Department scrutinizes the proposals and submits the case at the nearest regular meeting of the UCSB. When the Board approves it for making the announcement, the job vacancy advertisement will appear in three newspapers currently issued on a one-day-one-paper basis. Though an advertisement for a service organization which proposes for selection is released one time in three newspapers, some civil service organizations propose for the same purpose more than one time in a year. Now, in addition to advertisement in newspapers, vacancy announcements are also made on the UCSB website since August, 2004.

3.4.2; Holding the written examination

The closing date and the exam dates are set with consideration for the applicants so that they can have enough time to put up their application forms and prepare for the exam. Exam Center is held in fourteen states and regions, and makes the applicants to be known the venue when they draw the exam-admission cards. The question papers for the exam are Myanmarsar, English and General Knowledge. Generally, the exams are held on Saturdays and Sundays. Concerning the regulations to be followed and relevant question papers to be studied beforehand, the UCSB publishes guide booklets for the applicants.

3.4.3; Making preparation for personal interviews

When marks of coded roll numbers for respective question papers checked by the respective examiners have been received together with the answer papers,

responsible personnel of the examination section concerned arrange a list of coded roll numbers in order of merit according to their total marks gained. The list of coded roll numbers arranged according to the total marks of three question papers is submitted to the selection meeting of the UCSB.

The UCSB, specifying the number of candidates for interview according to the appropriate ratio of vacancies, cuts the list and issues the coded roll numbers of successful candidates for interview. Responsible personnel of the selection section concerned change the coded roll number into original ones according to the secret records and arrange the announcement of successful candidates for interview, informing the date for interview and psychological test of the successful candidates so that they can appear in time for the interview and the test.

The psychological test is generally arranged on the day before the interview. The successful candidate is liable to answer a set of logically linked standard questions. Personality of the candidate is drawn by checking his answer paper for the psychological test in accord with the standard marking system and the official of psychological section submit the mental condition of each candidate to the team of interviewers.

3.4.4; Holding personnel interview

Members of the UCSB themselves hold interviews with the successful candidates. Application form and biographical form of each candidate, letter of permission of the ministry concerned if the candidate is a service personnel, degree certificates and other required documents, mental condition examination results, and facts about the post to be appointed sent by the department concerned are required to submit to the members of the UCSB on time.

3.4.5; Final Selection and appointment of the candidates

Plenary meetings to finally select the successful candidates for respective posts are separately held by the UCSB. Members of the UCSB led by the Chairman check the marks of each candidate in interview and in written examinations and select the successful candidates according to the vacancy and marks gained. Reserved candidates are also selected at the same time. Director general of the Civil Service

Selection and Training Department announces the successful candidates and sends letters of notice to ministries, departments and enterprises informing the successful candidates, the requirements of the candidates who are outside applicants to attend the 14-weeks basic pre-service Course for civil Service Officer at the Central Institutes of Civil Service in accord with the instruction of the State, date of completion of the course, and requirement for appointment of a service personnel only after the completion of the course.

Successful in-service applicants have to stay in their posts until the contemporary candidates complete the basic pre-service course for Civil Service Officers and report for duty at the new posts together to give them an equal opportunity. After that the respective ministry- appointing authority-send, them to Central Institute of Civil Service to join the basic course for Civil Service Officers for gazetted officers.

The process of selection taking up to three and a half months as announcement in daily newspaper after the permission to issue it has been granted by the UCSB, designating the closing date of application, allowing time for study and preparation of the examination in fourteen states and regions, time for checking answer papers under the coded roll number system, selecting the successful candidate all over the country interviews and the final selections are required to carry out.

Successful candidates are required to attend a three and a half months course in accord with the instruction of the State. These courses are conducted three times a year at the Central Institute of Civil Service. Successful candidates are required to attend the course that is conducted after their being selected. Therefore, the departments concerned have to wait from 7 and half months to 9 months after announcing the vacancies.

The civil service plays an important role in the tasks for all- round development of the nation. Therefore, in selecting civil service personnel at all level that will discharge the State's duties, what the most important is to place emphasis on selection suitable and qualified persons. Undertaking for the respective years is shown for information in the following table regarding Number of vacancies, Number of Applicants and Number of Appointed;

Table (3.1); Selection number for the post of lowest gazette officers

No	Fiscal Year	Number of Vacancies	Number of Applicants	Number of Appointments
1	1997 - 98	608	14503	479
2	1998 - 99	852	7314	624
3	1999 - 00	2174	11481	672
4	2000 - 01	2444	3729	632
5	2001 - 02	1407	11013	1345
6	2002 - 03	843	10608	678
7	2003 - 04	1612	19006	1461
8	2004 - 05	1206	15974	1058
9	2005 - 06	1397	25945	1239
10	2006 - 07	570	8283	467
11	2007-08	1354	21490	1258
12	2008-09	2880	15476	2833
13	2009-10	212	4425	205
14	2010-11	229	11702	229
15	2011-12	889	10251	820
16	2012-13	1771	14648	1722
17	2013-14	707	14378	627
18	2014-15	1846	13176	314

Source: Union Civil Service Board (Naypyitaw)

In 1999-2000, 2000-2001 and 2008-2009, we can see a large number of vacancies because some institutions were opened such as Central Institute of Civil Service (Upper Myanmar), University of Pharmacy (Mandalay), University of Community Health (Magway) and University of Medical (Magway), etc. Staff officers and medical doctors were needed for these institutions.

Selection numbers for classification of Degrees are as follow;

Table (3.2); Selection number for classification of Degrees

No;	Fiscal Year	Bachelor of Engineering	Bachelor of Economics	Any Degrees	Total
1	1997-98	85	96	298	479
2	1998-99	213	38	373	624
3	1999-00	172	77	423	672
4	2000-01	162	51	419	632
5	2001-02	221	109	1015	1345
6	2002-03	330	19	329	678
7	2003-04	444	71	946	1461
8	2004-05	314	56	688	1058
9	2005-06	351	53	835	1239
10	2006-07	240	41	187	468
11	2007-08	454	60	744	1258
12	2008-09	263	124	2466	2853
13	2009-10	89	52	64	205
14	2010-11	42	55	132	229
15	2011-12	12	13	795	820
16	2012-13	64	44	1614	1722
17	2013-14	61	35	531	627
18	2014-15	110	11	193	314
	Total	3627	1005	12052	16684

Source; Union Civil Service Board (Nay Pyi Taw)

According to this table, from 1997-98 to 2014-15 as appointment of total service personnel are 16684. Among them, the number of Bachelor of Engineering is 3627, Bachelor of Economics is 1005 and any degree is 12052 respectively.

Many States owned economic enterprises were privatized during recent years thus reducing the number of Civil Service personnel. However, increased government activities in the fields of education, health, culture, information, development of border areas, rural development, greening of arid zone, construction of roads, bridges, and railways have expanded the scope of the civil service and increased its numbers.

Chapter (4)
The condition of personnel affairs being imposed in Myanmar Civil Service

4.1; Appointment as a Civil Servant

4.1.1; First Appointment

A person can be appointed civil service personnel only to the vacant post sanctioned to the organization. He is required to have qualifications prescribed for that post, and recruited through open competition.

For the time being, selection of candidate for minimum gazette officer grades (scale: kyat 250000-4000-280000) which is also an entry point is undertaken by UCSB. When appointment to non-gazetted grade (scale: kyat 250000-4000-280000) the service organizations concerned hold open competitive examinations for the applicants who have been registered at labor offices and hold labor registration cards.

The various entry points of respective cadres prescribed under existing instructions are listed according to personnel classification.

Table (4.1) Entry grades of Cadre according to classifications of personnel

No;	Personnel classifications	Grade	Pay-scales (kyat)
1	Poem	1	120000-2000-130000
2	Clerical Staff	1	150000-2000-160000
3	Technician	1	135000-2000-145000
4	Technician	8	210000-2000-220000
5	Admin-Staff (Economic)	1	180000-2000-190000
6	Admin-Staff (Admin, Social)	1	210000-2000-220000
7	Professional	1	150000-2000-160000
8	Professional	2	180000-2000-190000
9	Professional	3	210000-2000-220000

Source: Union Civil Service Board (Nay Pyi Taw)

In appointing service personnel to a post in the set-up;

- (a) The position shall be permanently vacant
- (b) More than one service personnel shall not be appointed at the same time
- (c) A service personnel shall not be appointed to a post in which another service personnel holds a lien
- (d) The service personnel shall attain the age of 18
- (e) If the person is an outsider, medical certificate of fitness shall be submitted

4.1.2; Probation and substantive appointment

In some civil service organization, applicants are employed on probation in substantive vacancy in the cadre. They are appointed as permanent personnel only when their performances during probation period are considered satisfactory. Under existing service regulations, probationers are entitled to enjoy all the benefits and privileges of their positions just the same way as permanent personnel. The probationary period is not a mere formality, but a means of weeding out unsuitable candidates and initiating promoting persons into their career.

4.1.3; Requirement of medical certificate for health

No person may be substantively appointed to a permanent post in civil service without a medical certificate of health. It may be exempted in individual cases, from the operating of this rule by the concurrence of UCSB.

4.1.4; Limitation of age

In recruiting the candidates for first entry into civil service, the open competitive method is mainly practiced. In this case, only those who are at prescribed age limit and possess educational qualifications are admitted to sit for the competitive examination. Such restrictions may be subject to revision occasionally is required.

Limitation of age for initial appointment of personnel is intended for organizing new resource of young and fresh candidates with good physical fitness, who could render full energetic service to the state, and also intended to obtain adequate pensionable service when at the time of his retirement.

The Civil Service Regulations prescribe that person over 25 years of age shall not ordinarily be appointed to the civil service posts without the concurrence of head of department. Nevertheless, some exemptions 28 years of age for physicians, 30 years of age for junior judicial and administrative officers, 35 years of age for judges who are appointed directly from advocates are permitted for the respective class of personal.

In some civil service regulations, limitations of age are as follows;

- (a) 24 years of age for Burma Civil Service (Senior) posts
- (b) 27 years of age for Burma Civil Service (Junior) posts
- (c) Not more than 30 years of age for Burma Civil Service (Senior) posts

The age for compulsory retirement then was 55 years. According to the regulations prescribing the pensionable service, the minimum age limit for superior service is 20 years, and 16 years for inferior service.

In 1963, the practice of discrimination between superior and inferior service was cancelled. And starting from the year 1973, the pensionable period of a civil servant is permitted to be counted from 18 to 60 years of age. This implies only a candidate of 18 years old can be appointed as a civil servant. Service rendered less than 18 years of age is considered as “Boy Service” which is not counted for pension. Limitation of age may be increased, reduced, or relaxed as required by service organizations concerned, or under certain circumstance.

4.1.5; Limitation of qualifications

Appointment of a person can be made only when candidates have the eligibility of educational qualifications prescribed for the respective post, or by the respective organizations. Persons who passed Matriculation Examination or Basic Education High School Examinations are appointed to the clerical posts. And persons who passed High School Final or School Leaving Certificate examinations can be appointed as well.

As for typist and stenographer posts technical efficiency is required apart from the prescribed basic qualifications. Professional and Technical posts require prescribed academic degrees, diplomas or proficiency certificates. However, the

candidate is appointed substantively as civil servant only after he has undergone a certain “apprentice or training” period.

There has been relaxation of educational qualifications during post war. Persons who passed Intermediate Examination were appointed to the police personnel (senior) posts which in fact required a “university degree”. When there were shortage of teachers and those who passed intermediate examination were recruited as senior assistant teachers, and those who graduated were paid special pay for their degree. Relaxations of educational qualifications were made for resident personnel who are in remote and undeveloped regions.

4.2; Promotion

The fundamental principles with regard to promotion of civil servants are laid down and carry out the promotion procedures in accord with the existing provisions. For the time being, in promoting service personnel to vacant posts of various civil service organizations, the “ Procedures concerning promotion of Civil servants” prescribed by the Council of State are being observed by government departments. Personnel from bottom line to the level lower than that of department heads in the entire civil service are to follow and practice these procedures.

In carrying out promotion, the service personnel who meet the specified educational qualification, skills, term of post and term of service as well as ability to perform duties which would be assigned to the promoted post shall be selected and promoted by assessing their qualifications.

In assessing qualifications for promotion, the service personnel on deputation outside the department shall be taken into consideration. Outside the department includes either in the country or out of the country.

Promotion shall be carried out in accordance with the following principle;

- (a) Aiming to improve the efficiency of the relevant service personnel organization.
- (b) Specifying the required minimum educational qualification and skills for the post.
- (c) Considering only the service personnel within the department who meet the specified qualification for the post to be promoted.

- (d) Promoting the most suitable service personnel according to the assessments of the qualifications and skills.

4.3; Leave Enjoyment, Working hours and Holidays

Every service personnel who perform full time duties have the right to enjoy leave. However, the person authorized to grant leave shall refuse the leave request, cancel the granted leave, recall the service personnel on leave, alter the kind of leave applied for and reduce the number of days of leave requested if necessary for the interests of the public.

Leave record shall be maintained for every service personnel and he is entitled to enjoy leave according to the period prescribed in this record. A probationary service personnel is entitled to enjoy leave like a permanent service personnel.

Leave ordinarily starts on the day when the duty is handed over and ends on the preceding day when the duty is resumed.

The following are the kinds of leave regarding the rights of civil servants;

- (a) Casual leave
- (b) Quarantine leave
- (c) Earned leave
- (d) Medical leave
- (e) Leave without pay
- (f) Maternity leave
- (g) Special Disability leave
- (h) Hospital leave
- (i) Seaman's sick leave
- (j) Study leave

Generally, the working hours of Civil servants commences from 09:30 AM to 16:30 PM. Holidays are granted on Saturdays, Sundays and gazette holidays. The States right to utilize civil servants duty hours: for the interest of the state, a government servant is duly responsible to fully perform his duty hours assigned. A government servant can be ordered to carry out other duties, prior to which he is performing and has no right to claim any kind of excess payment for which he performed.

4.4; Posting and Transfer

A candidate in his first appointment is posted in a vacancy in the cadres. A civil servant may be transferred to a post in his own organization, or other ministries or regions, if necessary. Such transfers may be applied by the personnel at his own will.

A civil servant may transfer to an organization inside and outside the country under the provisions of Foreign Service Terms. Transfer under Foreign Service Terms can be made only by the permission of the government.

Under present circumstances, posting and transfer of officer grades and other ranks are being carried out by central level of the respective departments or organizations. Also the state and division level officials may administer the posting and transfer of personnel under gazette grade within their States and Divisions.

When a gazette officer from any Ministry service personnel organization is to be transferred to another Ministry or service personnel organization and if the person meets the specified qualifications, the relevant organization shall coordinate with the Union Civil Service Board. The Union Civil Service Board shall, after scrutinizing the coordination under sub-rule (a), carry out as follows;

- (a) Requesting the remark from the Ministry and organization which desires the transfer of the officer or the Ministry and organization of the officer who himself desires to transfer in coordination with the relevant Ministry and organization
- (b) Submitting the case to and ask for the guidelines from the President through the Office of the Union Government by the Union Civil Service Board
- (c) Submitting and obtaining the approval from the Union Government after preparing the memorandum by the Ministry and organization which desires the transfer of the officer or the Ministry and organization of the officer who himself desires to transfer after obtaining the approval of the President

4.5; Retirement

A civil service personnel who has earned 30 years of service may apply for retiring pension. He is entitled to enjoy superannuation pension when he reaches 60

years of age. Furthermore, invalid pension is granted to the service personnel who is not able to perform his duties due to his health Compensation pension is granted to those service personnel, whose posts are abolished.

A service personnel who is suspended or under investigation due to committing a disciplinary offence or any law, he shall not be allowed to retire until the final verdict is given although he attains the age of retirement.

In the case of a personnel's retirement, the case should be in harmony with the following basic conditions in order to have pensionable benefits;

- (a) hold a post in a service personnel organization of the State
- (b) hold a full time post in the organizational set-up
- (c) his salary be paid by the State budget

When a service personnel deceases, the dependents of the deceased are entitle family pension under rules and regulations concerning pension. Extraordinary pension is granted when he is injured or dead. A civil service personnel being imposed disciplinary penalty, is kindly permitted to enjoy compassionate allowance.

The following leave periods are counted for pension purpose;

- (a) Earned leave
- (b) Disability leave
- (c) Study leave
- (d) Maternity leave
- (e) Special leave for conflicts
- (f) Seaman's sick leave
- (g) Hospital leave on average pay
- (h) Medical leave

4.6; Management in disciplinary matters

Although there has been no "Civil Service Act" for the time being, old rules and regulations are still in use by adapting or superseding. When necessary, new instructions are issued.

Just as the conducts prescribed in general for entire civil service, there also are specific conducts separately provided for certain organizations. Just as we have

written conducts, there also have been unwritten code of conducts to be observed by own consciousness.

There have been general disciplines applying to entire civil servants (ie: disciplines for on duty, leaves, joining time etc.). And there also have been specific disciplines separated provided for particular organizations (ie: disciplines for an office, a corp, a factory, a school and a hospital, etc.). Personnel have to follow these disciplines respectively.

Although there were occasional changes in politics, and administrative machinery of the State, civil service personnel must observe and follow the following conducts and disciplines;

- (a) Allegiance to the State
- (b) Observance of Laws
- (c) Giving priority to public interests
- (d) Prevention of public finances from losing and abusing
- (e) Safe-keeping of confidentialities and secrets of the state and its functions
- (f) Following the orders, instructions and functional disciplines
- (g) Having a proper sense of duty
- (h) Performing the duty with honesty
- (i) Making constant endeavour to improve efficiency
- (j) Absention from bribery, corruption, and abuse of authority for self interests
- (k) Avoidance of misconduct and misbehavior
- (l) Behaving decently

Allegiance to the State is the international code of conduct observed by service personnel all over the world. As civil service personnel enjoy salaries and benefits granted from the public funds, they should have regard for gratitude of the state, and they should be loyal to the state.

Every citizen must obey the constitutional laws and other laws prescribed in the country. When a citizen commits an offence he will have to be convicted by the court of justice. However, if a service personnel commits a criminal offence

resulting from misconduct and breach of discipline he will be convicted not only by the criminal court but also the departmental action will be taken against him.

As the functions of civil service are dedicated to the interests of people, civil servants should perform the duties for the sake of public interests. Protection of public properties and public funds is a noble duty of citizens. Service personnel whose duty is to protect and maintain public properties and service personnel whose duty is to manage public funds, should be duty conscious in performing his tasks without losing and abusing such properties and funds.

Civil service personnel who came to know the secrets and functional information of the State by unexpected reasons should keep secrets and not to pass on anybody the things he has experienced.

Obedience and observance of discipline are the decisive requirement of every organization. Strict disciplines are to be followed by service organizations established as corps. In developed countries, all the citizens are duty conscious and well disciplined. Civil services personnel also follow the discipline by own consciousness.

Civil service personnel have to dutifully perform his tasks assigned for the post undutifulness and negligence are the offences which may be punished under departmental inquiry. Civil service personnel must be honest and upright. Such personnel can be trusted to assign duties and authorities. Without honesty he cannot be considered as a reliable person although he is an outstanding one. Honesty alone is not enough in the performance, strenuous efforts is also needed. Incompetence and inefficiency are the defects against which departmental action can be taken.

As authority conferred in commensurate with the rank is intended for successful performance of interests of the State and the public, the civil service personnel must have great awareness not to abuse his authority. Good character is a basic quality required from a personnel's first appointment. Through his life as a civil servant he must behave according to dignity and abstain from unprofessional conducts within and without his career.

A civil servant must behave decently in relation with colleagues and the public in the line of his duty. He should avoid lofty manners and behaving without empathy.

Civil service personnel win as much confidence and reliance from the public as they endeavour proper of conducts and disciplines in performing their duties.

4.7; Departmental Action

When a civil servant commits an offence by breaching disciplines concerning performance and conducts, he shall have to undergo departmental investigation in accordance with existing rules and disciplinary procedures.

When a civil servant is prosecuted under criminal law and convicted by the court, he shall if necessary face departmental action according to his offence. Even though he is acquitted by the court, the departmental action shall be taken against him if his offence is in relation with misconduct, breach of discipline and moral turpitude.

The purpose of conducting departmental action for disciplinary management is not only to punish the offensive person but also to rehabilitate him. A service personnel against who the departmental action is taken, has the right to adequate defense concerning his offence. Letting the defendant the right to defense is basic requirement for the sake of justice.

Department inquiry shall be conducted before the charged person. Investigation and punishment in arbitration shall not be carried out in absentia. Civil service personnel can put forward his written defense against the charges made upon him in a reasonable time. If the respondent desires an oral inquiry, it shall always be held. He may also stand as a witness before the inquiry board. The respondent shall recall witnesses against him for further cross examination.

The respondent shall be entitled to ask for a lawyer or friend who could lend technical assistance to him. If there is reasonable cause, the respondent may object the chairman or a member of the departmental inquiry board.

A service personnel under temporary suspension shall be entitled to the subsistence allowances and other allowances at the specified rate in accord with the relevant rules, regulations and laws.

During temporarily suspension of a service personnel who is taken action, he shall not be;

- (a) Allowed to perform any duty
- (b) Granted leave
- (c) Selected to be sent to training in or out of the country
- (d) Promoted
- (e) Recommended to be awarded honorary title or honorary award
- (f) Allowed to retire or resign

4.8; Imposing penalties

When a civil servant is convicted to be not guilty of the offence after departmental inquiry, the management shall provide him with his privileges in order not to lose them. When a civil service personnel convicted guilty, he shall be imposed effective penalty so as not to perpetrate more offences. It should be intended to prevent other personnel from committing similar offences.

When a civil service personnel is found guilty of departmental offence, he shall be imposed one of the following penalties;

- (a) Written warning
- (b) Withholding of increment
- (c) Withholding of promotion
- (d) Reduction of pay within pay scale
- (e) Demotion
- (f) Compensation for the loss
- (g) Not permitting full pay for temporary suspension period or treating such suspension period as on duty
- (h) Removal from the post
- (i) Dismissal from service personnel

Of all the penalties, written warning is the lightest penalty, where as dismissal from service personnel is the heaviest one. As there are different stages of penalties between written warning and dismissal from service personnel, the penalty imposed should not be too moderate or heaviest and it should be in proportion to the offence committed by the personnel. If this penalty is too moderate, the disciplinary management becomes out of control. Imposing of heavier penalty will lead to lack of

justice and depression among service personnel. Hence, management should take care that penalty should be in commensurate with the offence.

The list of the service personnel who have been removed or dismissed shall be prepared by the relevant service personnel organization and sent to all the service personnel organizations.

4.9; Privileges earned by performance

Civil Service Personnel are entitled to enjoy the following benefits under service laws, rules regulations, orders and instructions;

- (a) **Security of tenure:** A civil servant on substantive appointment to any Permanent acquires a lien on that post and a right to have security of tenure.
- (b) **Salary:** A civil servant is entitled to enjoy salary and allowance.
- (c) **Increment:** A civil servant who performs duties of the post having time scale pay is (if without any offenses) entitled to enjoy increment when it is due. From 1.4.1989 the enjoyable increment period prescribes two- years.
- (d) **Premature increment:** Those who did outstanding performance of his duties, and have distinguished abilities premature increment in honor of his deeds and proficiencies are under service regulations granted.
- (e) **Promotion:** A civil servant who bears prescribed service of performance, educational qualifications and efficiency for respective post is eligible for promotion under existing procedure.
- (f) **Medical treatment:** When a civil servant becomes sick, he is permitted to enjoy leaves in order to undergo medical treatment. It is a basic privilege of service personnel.
- (g) **Local allowances:** Civil servants may be stationed in the localities which are far and remote from the main land or which has certain social difficulties. They are entitled to enjoy compensatory local allowances according to the degree of difficulties classified by the government.
- (h) **Special pay granted for service personnel performing duties in regions implementing development of border areas and national races:** The development work in border regions has been implementing under special projects. Those who performed the duties in these regions are granted 25

percent of basic salary as special pay in addition to their prescribed salary. Moreover, traveling allowances can be enjoyed at special rate.

(i) **Leaves:** Civil servants may enjoy leaves on the basis of his performance of duty. There are various kinds of leaves to be enjoyed, “conditions” to be followed, and “disciplines” to be observed in granting leaves.

4.10; Recognition by the State

The Government of Myanmar awards Titles and Medals to service personnel performing at government departments and organizations for their loyalty, efficiency, honesty and productivity improvement. They are;

- (a) Good Service Personnel Medal,
- (b) Service Personnel Medal,
- (c) Rules of Law and Order Medal,
- (d) State Peace and Tranquility Medal,
- (e) Medal for Outstanding Performance in Management Field,
- (f) Medal for Outstanding Performance in Social Field,
- (g) Medal for Outstanding Performance in Industrial Field,
- (h) Medal for Outstanding Performance in Agricultural Field,

Medals from (a) to (e) are awarded to retired civil service personnel and those still in service personnel and (f), (g), and (h) are awarded not only to service personnel but also to deserving citizens for the dutiful and outstanding service rendered to the state.

4.11; Welfare benefits for service personnel

The Government has been emphasizing welfare of civil service personnel. It has revised and increased the pay scales of civil servants occasionally on the basis of financial conditions of the State. The Government is using every available means to look after the welfare of civil servants officers undergoing in-service training programme are entitled to travel allowances prior and after completion of the course, unrecorded leave (on duty) for officers and staff pursuing long distance course. Those who have earned reasonable years of service are granted plots of land to build homes. Financial assistance is given to civil servants at low interest. Special discount on the charges for electrical current being used is permitted. Some basic food staff such as

rice and cooking oil has been supplying free of charges to the service personnel. In Yangon, coupons (used as bus tickets) are issued free for transportation to work places. In Naypyitaw, all service personnel have to go office free for transportation (ferry) and service personnel have the opportunity of living, free of charge at the public housing arrangements. In addition, use of water and electricity in also free of charge.

Chapter (5)

Civil Service Training in Myanmar

5.1; Background History of Myanmar Civil Service Training

Myanmar has been a sovereign state from time immemorial. After falling under the British colonial rule, the civil service administration of the kings of Myanmar was abolished and the civil service system of the colonial British was substituted and practiced throughout the country. Most of the civil service officers were either British or Indian nationals, and formed part of the Indian Civil Service (I.C.S). The first training programme for these I.C.S officers were carried out at Fort William College in Kolkata (Calcutta), India and starting from 1854, Oxford and Cambridge University held training programmes for them. Prescribed subjects for the course were General Administration, subjects related to career, dialects of ethnic nationals, Law and History.

During the British colonial period, Myanmar Civil Service training was introduced by establishing the Forestry Training School in Thayawady, Babo Division, in 1898 as the Myanmar Teak was a vital export item for British. In April 1906, the Police Training School was also set up in Taungoo in order to keep law and order, maintain rule of law and collect revenue. It was named as Sub-Inspectors of Police and Assistant Police Inspectors also had to undergo training at this school. Due to the regional climate, inadequate accommodation and breaking out of the Second World War, the training school was moved to Mandalay on July 1, 1909.

On July 10, 1934 the school was suspended because there was no need to increase the strength of Police Inspectors for the time being, but it reopened on January 1, 1937. In that year, the school was renamed Police Academy of Burma on account of the separation of Myanmar from India. The school had to be closed down after the graduation held in December 1940, for there were growing signs of the Second World War. Then a training session was conducted in Insein in 1942, it was set up in Kyemyindine, Yangon and it conducted training up to the end of 1944.

After the Second World War, the school was reopened in Insein on June 16, 1947. Then in July 1948 it was moved to Mandalay and it conducted training programmes, under the name of Public Academy of Burma. It conducted training for the Officers from the Bureau of Special Investigation (BSI) and Division Level Police

Officer in 1951. The organization of the school was reformed as Central Police Academy, also called Police Academy in 1953.

The very first training school for young civil service officers was founded in Meiktila, a city in the upper part of Myanmar in 1926. In those days Myanmar nationals were given opportunity to serve as lower rank civil servants. After the colonial government separated Myanmar from India in 1937, the Government of Burma Act was enforced and Burma Civil Service (B.C.S) officers were recruited with the colonial administration mechanism.

In January 1942, Japan invaded and occupied the whole of Myanmar until 1945 when the British returned to re-occupy the country. During this period, civil service personnel training programme were conducted at the Teachers Training School in Yangon. The civil servants of the British administration were, where ever possible, reappointed in their previous positions, but actual administration was done by Japanese officials.

After Myanmar regained her Independence in 1948, the Institute of Public Administration was established for civil service officers in 1955 under the Ministry of Home Affairs. It was formally inaugurated on 16 Feb, 1959. Officials from the Ministry of Foreign Affairs, Ministry of Agriculture and B.C.S (Senior and Junior Branches) officers attended the courses conducted at the Institute. Later, the Central Institute of Civil Service (CICS) was established in 1965 and conducted the induction training courses for all levels of Civil Service. At that time, the CICS was under the supervision of the Ministry of Home Affairs and in 1977, it was placed under the management of the Civil Service Selection and Training Board (CSSTB).

5.2; Training activities for Civil Service in Myanmar

In Myanmar, the government is placing great emphasis on training programmes for human resource development of civil service personnel. Systematic training programmes undertaken for talented civil service personnel will bring out an all-round development of civil service activities. In building a new modern and developed nation, the role of civil service is an important source of human resources.

Developing human resources is part of Myanmar civil service initiatives that covers all long-term, median-term, short-term in-service trainings conducted at both local and overseas educational or training institutions. Due to the high importance of

human resources development in the Myanmar civil service, in terms of preparing the workforce quality to face the future challenges, specific budget has been allocated by Myanmar government for the development of its human resources. Other respective government ministries and departments handle their own specialized training or technical training. In fact, these programs have demonstrated that the government has the aspirations and committed in promoting the civil service capacity building to the maximum.

In accordance with the development of the 21 century, the civil service personnel are being trained and nurtured in order that they will become highly qualified human resources. To be more effective and efficient civil service personnel, UCSB is taking the responsibilities of selecting government officials and laying down the policy to conduct training programmes for all level of civil service. By sharing and exchanging the experience and knowledge on matter relating to civil service through ASEAN Conference Civil Service Matters (ACCSM) activities, the UCSB is bound to produce good results and achieve progress towards ASEAN integration. Systematic training for talented personnel will leads to the enhancement of performance in civil service. Capacity development in civil servants is being carried out by means of on-job training at home, and training abroad.

This includes both in professional in-service training held locally and overseas. UCSB handles overseas trainings mainly for qualifications and skills upgrading. The civil servants are eligible to apply for long-term in-service training such as the service schemes for Bachelor Degrees, Post-Graduate Diplomas, Master Degrees, Doctorates programs. Meanwhile, UCSB handles local training in the form of medium and short courses in the areas of Management, Administration, Research and Development as well as ICT for all divisions.

5.3; Training of Trainers Programme

The ASEAN Resource Centre (ARC) in each ASEAN country conducts capacity-building trainings for civil servants; enhances competencies of workforce; builds institutional capacity; strengthen public sector leadership as well as facilitates exchanges ideas, information and experience among ASEAN civil service officials. The ARCs function as providers of expertise in different areas of;

- (1) Managing New Technologies (Brunei Darussalam)

- (2) Capacity Development of the Civil Servants (Cambodia)
- (3) Information Exchange (ASEAN Regional Centre Information Exchange-Indonesia)
- (4) Civil Service Performance Management (Lao PDR)
- (5) Case Study (ASEAN Regional Center- Malaysia)
- (6) Training of Trainers for Civil Service (Myanmar)
- (7) Testing (Philippines)
- (8) Management Innovation (Singapore)
- (9) Leadership Development (Thailand)
- (10) Personnel Management (Vietnam)

Since 1988, when the government has been carrying out political, economic and social reforms, the UCSB also has been seeing to the current needs for training the civil service personnel in order to enhance their capacity in improving service for the public's interest. After the new millennium set off, the UCSB emphasized to make process in capacity enhancement of Myanmar Civil Service in collaboration with the Sasakawa Peace Foundation, Japan. In this process, five-days workshops were held 5 times, one-day workshops 3 times and Study Mission of selected participants abroad 3 times (30 participants each time) within the period of 2002 to 2005. Gaining momentum in capacity enhancement process through holding of workshops in respective themes, the UCSB has initiated awareness of the crucial role of trainers in the long term.

In this connection, ASEAN Resource Centre (ARC) for training of trainers for Myanmar civil service was established in 2004. After that, the UCSB has taken necessary measures to improve the skill of trainers in the two CICS by means of organizing short courses for proficiency in English language, training methodology and workshop relating to matters of training experiences during the summer holidays. In the late 2005, twenty-five Myanmar officials under the UCSB travelled abroad to take part in the "train the trainers course" for one month and they are regarded as a core group of the training of trainers programme. The workshop held in 2006 was emphasized to disseminate the experience of the core group to the rest of the trainers and officials who are dealing with training matters under the UCSB.

Consequently UCSB formulated a plan to give middle level officers training and training of trainers' course and also made arrangements to hold reorientation sessions where the official under UCSB, after returning from abroad and taking part

in workshops, seminars and training programmes, share their experience on a monthly basis. Through these monthly sessions there are two pronged benefits knowledge about training, HRD, HRM, Leadership, etc., and the other is generating ideas to finalize the training design for mid-level officers pursued by UCSB, mid-level training and training of trainers' programmes have been given to Myanmar civil service since the late 2008.

5.4; Cooperation with Singapore Cooperation Programme (SCP)

When it comes to enhancing the capacity of Myanmar civil service, the SCP (Singapore Cooperation Programme) has been playing an important role since 2002 in compliant with the IAI (Initiative for ASEAN Integration) frame work. The UCSB is the focal ministry for this programme and is responsible for organizing the participants from various ministries and government organizations to take part in the courses relating to HRM in public sector and job skills in routine works such as note taking, communicating, negotiating and project proposal writing.

In view of the training activities for civil service in Myanmar, it is obvious that the UCSB is fully aware of the importance of training to improve the capacity of service personnel and that they can only deliver excellent service to the public if they are effective, efficient and professional in their jobs and that training standard should be on a par with socio-economic development and international trend. The UCSB strongly believes that more efficient trainers could be produced, should there be a higher standard of training programme to enhance the capacity of civil service. Therefore the UCSB has made a resolution to raise the momentum of ARC activities in cooperation with ASEAN colleagues within the context of ACCSM.

5.5; Training Programmes of ASEAN Resource Center (ARC)

The main objective of the ASEAN Resource Center is to conduct training and research in cooperation with ASEAN, regional and international civil service agencies for the development of training modules and methodologies in targeted priority areas of training-for-trainers programmes. The ARC training programmes for civil services trainers are intended to conduct at the Central Institute of Civil Service and various institutions of ministries. Thus the UCSB plays the leading role in taking measures for human resource development in Myanmar civil service.

At present, Union Civil Service Board is undertaking training-for-trainers courses in every year. The objectives of this course are; (1) to realize the training techniques and (2) to enable the institute to resume supervision overtraining matters. And then, there are some programmes for upgrading qualifications of trainers. Some outstanding trainers are allowed to attend higher degree courses at the higher education institutions for Ph.D, Master, Diploma and Certificate courses in our country on deputation basis. Moreover computer application courses and workshops on training methodology are conducted for trainers every year. Some trainers have got chances to participate in different training programmes in foreign countries, such as Malaysia, Singapore, Thailand, Japan, India etc.

5.6; Central Institute of Civil Service (CICS)

Training for civil service personnel is one of the important of the UCSB, and all government organizations are also aware of its importance. This function is being undertaken at the Central Institute of Civil Service (Lower Myanmar) and Central Institute of Civil Service (Upper Myanmar) under the supervision of UCSB. The two Civil Service training Institutes are conducted basic training courses for officials and clerical staff of the civil service and the special refresher courses for the service personnel from respective ministries.

With the intention of conducting training courses for civil service personnel the state established CICS (Lower Myanmar) in 1965, and inaugurated CICS (Upper Myanmar) in 1999. These two Institutes are the main places in which all the civil service personnel from various departments and enterprises from respective ministries attend the training to improve their capacities and efficiencies. The Institutes provide courses nurturing the trainees to become good service personnel with patriotic spirit, who dutifully perform their tasks in administrative, economic and social matters of the state.

5.7; The objectives and vision of CICS

In striving for economic, social progress and sustainability of the sovereignty, no one can deny that the civil service personnel are the essentials for a country. Their skills and efficiencies are always needed to improve through repeatedly building up of the capacity in according with changing political, social and economic situations. At the same time, to fill up the gap according to the human resource development. So that, Myanmar has been established the Central Institutes of Civil Service with the following objectives;

1. To conduct the basic training courses for civil service personnel and new recruitments with the aim of good governance.
2. To conduct capacity enhancement courses for mid – level officials, senior level officials and executive level officers continuously.
3. To bare the responsibility for conducting capacity enhancement courses, refresher courses and workshops under the guidance of Union Civil Service Board.
4. To render assistance for the national security and defense in time of emergency.

The following are the Vision of CICS;

1. To exemplify as a model Institute that conducts political, economic social and management studies of the state.
2. To support the good governance.
3. To nature efficient civil service personnel serving the public needs and interest.

5.8; Types of training courses and academic departments

Systematic training of talented personnel will leads to enhancement of performance in civil service. Capacity development in civil servants is being carried out by means of on-job training, departmental training at home, and training abroad.

In some organizations a candidate is appointed as an “apprentice” with assigned duties to be performed under a supervisor. In order to experience with different work nature, appointed personnel are performed the different duties in rotation. The capacity enhancement of personnel is performed by conducting

departmental examinations or proficiency tests after studying respective subjects in theory and practice.

Training is one of the important tasks in Myanmar Civil Service. The following regular training courses are being conducted at the Central Institute of Civil Services;

- (a) Management course for mid-level officers
- (b) Basic course for civil service officers
- (c) Pre-service course for new civil service officers
- (d) Basic course for junior civil service officers
- (e) Supervisory course for office superintendents and branch clerks
- (f) Basic course for clerical staffs

Special refresher courses, run by the Institutes include;

- (a) Special refresher course for faculty members of universities and colleges
- (b) Special refresher course for doctors
- (c) Special refresher course for custom officers
- (d) Special refresher course for police officers
- (e) Special refresher course for progress of border areas
- (f) Special refresher course for basic education teachers
- (g) Special refresher course for development of women affairs

Central Institute of Civil Service conducts courses basing on the following six study departments;

- (a) Management study department
- (b) Economics study department
- (c) Political science study department
- (d) Sociology study department
- (e) Law study department
- (f) Basic military science study department

The numbers of personnel in regular courses, successfully trained by CICS (Upper Myanmar) are described below;

**Table (5.1); Number of trained service personnel in regular courses
(From 1999-2000 To 2014-2015)**

Sr; No;	Types of courses	Male	Female	Total
1	Government Executive Officials Management Course (1 to 2)	52	9	61
2	Management Course for Mid Level Officers (34 times)	1358	964	2322
3	Basic Course for Civil Service Officers (1 to 49)	3438	3354	6792
4	Basic Pre-Service Course for Civil Service Officers (1 to 17)	883	972	1855
5	Basic Course for Junior Civil Service Officers (1 to 33)	3139	3878	7017
6	Enhance Course for Office Supervisors (1 to 15)	252	541	793
7	Basic Course for Clerical Staffs (1 to 47)	3189	5121	8310
8	Special Courses for Civil Service Officers (Doctors) (1 to 2)	100	99	199
9	Course for General Administration Service (1 time)	171	-	171
	Total	12582	14938	27520

Source; Central Institute of Civil Service (Upper Myanmar)

The numbers of personnel in regular courses, successfully trained by CICS (Upper Myanmar) are described below;

**Table (5.2); Number of trained service personnel in special refresher courses
(From 1999-2000 To 2014-2015)**

Sr; No;	Types of courses	Male	Female	Total
1	Special Refresher Course for Faculty Members of Universities and Colleges (1 to 21)	2559	11020	13579
2	Special Refresher Course for Basic Education Teachers(1 to 65)	13854	68453	82307
3	Special Refresher Course for Primary Teachers from Border Areas (1 time)	162	778	940
4	Course for Women Development Sector (1 to 15)	287	7017	7304
5	Special Course for Custom Officers (1 time)	66	-	66
6	Special Refresher Course for Police Officers (1 time)	226	24	250
	Total	17154	87292	104446

Source; Central Institute of Civil Service (Upper Myanmar)

Regular courses are conducted for a period of 14 weeks and special refresher courses for 2 weeks to 6 weeks according to the classification of training. In the following data, total trained personnel are 131966. The UCSB, in order to keep enhancing the capacity of civil service officers, has introduced the mid-level officers training programme and Government Executive Officials Management Course and now it is gaining momentum. Among the six tiers of officer corps, for the time being, assistant directors, deputy directors and deputy directors general are targeted for the programme.

As mentioned earlier, the UCSB has been conducting successfully mid-level officers training courses and Government Executive Officials Management Course at the two CICS and three out of six tiers of civil service officer corps are now able to take part in the training courses which are compatible to their status. With the advance

made in the field of management and administration, the UCSB has already conceptualized to introduce some training activities such as Government Executive Officials Management Course, seminar, workshop for senior-level officers in which the rest of three the tiers (Director, Deputy Director General and Director General) can participate.

5.9; Changing in civil service training and benefits for trainees

There are many changing in Civil Service Training and benefits for Trainees. Before 1990, the duration for regular courses was long time 6 months to 9 months. In these courses, basic military training take many periods of time. Training methods are lecture methods and practical exercises.

After 1990 to at present, there are many changing in training programs, subjects and methods. At present, subjects imparted by the Management study Department, Central Institute of Civil Service include general management, office management, service regulations, financial regulations, government accounts, management accounting, basic computer application etc.

Subjects imparted by the economics study Department include economic theories, statistics, rural development, market economy, development economics, agriculture and live-stockbreeding etc. Besides, investment, planning, budget subjects are discussed by the guest lecturers from the respective departments.

Political Science subjects include world history, world's political thoughts, constitutions, history of Myanmar independence struggle, our three main national causes, twelve objectives, four people's desire etc. These subjects are intended to increase national spirit among the trainees.

Sociology subjects include human relations, public relations, civic duties in order to train service personnel to become intelligent in social dealing both with public and each other. In addition, firefighting techniques, traditional medicine, public health and danger and control of narcotic drugs are imparted by the respective specialists from departments.

The important point for human beings is to abide by the law so as to prevail peace and order among the human society. Criminal law, Myanmar Customary law, Evidence law, Cultural belongings the law study Department imparts protection law etc. In addition, judicial affairs are discussed by the specialists in the said field.

The Basic military science trainees the most basic military knowledge and practices on the four subjects are drill (with and without arms), small arms, field craft and physical training.

At present, the duration time for regular course is 14 weeks and for special refresher course is 4 weeks. All the expense for the trainees regarding accommodation, uniforms, meal, catering, traveling expenses and health care is contributed from government budget during in training period. They all are to stay at dormitories. All trainees in the Institute have to wear training uniforms during the whole training period. Training methods are lecture, workshop, group discussion, paper assignment, field trip and practical exercise. Whenever possible case-studies, syndicate discussions, field survey and practical demonstrations are utilized to assimilate there in-service trainees with actual work environment.

Daily training programme include two sessions; morning and evening. Morning session begins at 7:30 am and end at 11:20 am whereas the evening session begins at 1:00 pm end at 3:50 pm. Early in the morning and in the evening after class the trainees have to practice physical exercises. Altogether there are seven period of lectures and training for a day.

5.10; Evaluation on civil service training courses

Civil service training is effective when the outcome that has been achieved matches the objectives set for it. A training organization needs to make the assessment of its systems, practices and procedures to evaluate the effectiveness of civil service training. Evaluating the effectiveness of training depends on being able to measure and assess outputs in terms of their contribution to the intended outcome. This can be difficult to achieve and the results are often inconclusive. However, the performance indicators used by the training organizations tends to measure immediate training output rather than the impact on the function of the organization.

Training and development practice indicate that the best outcomes of trainees are achieved where training is planned and managed in a systematic way. The process examining a training program is called evaluation. It checks whether the training program has desired effect. Moreover, the feedback is essential for these program to know whether the programs are cover the cost and can provide the requirement of the trainees or not. The main purpose of this evaluation is to generally assess the effectiveness of the training and achievement of the training objectives, and improve this particular training course in the future.

The two CICS are three types of evaluation on each training course. These are watching the trainees' behavior during the training period, setting the tests for all academic subjects and comparing the results of pre-test and post-test for all academic subjects. The pre-test and post-test score comparison is made to know training program are effective or not. The trainees' ability and manner are assessed in the two ways below;

- (a) Performance appraisal (discipline, behavior, etc)
- (b) Academic qualification gained during the training period

Civil service training courses, evaluation is conducted by means of a short pre-course test and post-course test of knowledge. Examinations are held in all subject areas to assess participant evaluation and performance during the course. Moreover, the marking system is established to analyze the trainees. A trainee of CICS can get 140 scores for attending training. The scores can be divided into three parts as 25 for pre giving scores, the next 15 scores for discipline, behavior and attitude, and 100 scores for academic ability. The pre giving scores will be extracted depending on trainees absent conditions such as absence from training with/without leave. Other activities which against the discipline or standing order of the institute have to be take back marks from 25 also. The assessment department combines academic marks and training marks and declare their positions as credit, normal and below. The selection board chooses the best cadet and other prize winners. Results are sent to their ministry and which can affect their promotions, positions and transfers.

All trainees irrespective of courses are uniformly awarded course completion certificate. In the course completion, Rector confers completion certificates and prizes.

The research department undertakes the comparison analysis on trainees' pre-test, post-test score of the regular courses by the guidance of Rector in CICS. During 2014-2015 training years sixteen regular training courses are conducted at the Institute. The pre-test and post-test score comparison on these training courses can be described as follows;

- (a) Mid-level officers management training courses (No.51)
- (b) Mid-level officers management training courses (No.52)
- (c) Mid-level officers management training courses (No.53)
- (d) Mid-level officers management training courses (No.54)
- (e) Basic course for civil service officers (No.44)
- (f) Basic course for civil service officers (No.45)
- (g) Basic course for civil service officers (No.46)
- (h) Basic pre service course for civil service officers (No.14)
- (i) Basic pre service course for civil service officers (No.15)
- (j) Basic course for junior civil service officers (No.28)
- (k) Basic course for junior civil service officers (No.29)
- (l) Basic course for junior civil service officers (No.30)
- (m) Basic course for office supervisors (No.14)
- (n) Basic course for clerical staffs (No.42)
- (o) Basic course for clerical staffs (No.43)
- (p) Basic course for clerical staffs (No.44)

There are six academic departments in the Institute namely as Management, Economics, Law, Political Science, Sociology, and Basic Military Science. Pre-test and post-test questionnaires for the respective subjects are compiled as the same type depending on the 25 scores each in total 150 scores.

The trainees' average score of pre-test and post-test are calculated by training courses. Average pre-test score percentage of average post-test score comparison is described at the following table;

Table (5.3); Comparison on pre-test and post-test score by training courses

Sr. No;	Training courses	Number of trainees	Average pre-test score (%)	Average post-test score (%)	Score advance (times)
1	Mid-level officers management training course (No.51)	59	28.4	67.7	2.4
2	Mid-level officers management training course (No.52)	79	38.7	71.5	1.8
3	Mid-level officers management training course (No.53)	82	35.0	63.5	1.8
4	Mid-level officers management training course (No.54)	77	31.6	79.7	2.5
5	Basic course for civil service officers (No.44)	157	34.7	74.7	2.1
6	Basic course for civil service officers (No.45)	253	32.1	68.5	2.1
7	Basic course for civil service officers (No.46)	154	29.2	73.9	2.5
8	Basic pre service course for civil service officers (No.14)	101	38.5	63.8	1.6
9	Basic pre service course for civil service officers (No.15)	271	31.7	63.5	2.0
10	Basic course for junior civil service officers (No.28)	408	21.3	78.5	3.7
11	Basic course for junior civil service officers (No.29)	274	37.0	63.8	1.7

12	Basic course for junior civil service officers (No.30)	218	31.9	80.8	2.5
13	Basic course for office supervisors (No.14)	96	24.5	70.8	2.8
14	Basic course for clerical staffs (No.42)	216	23.9	64.4	2.7
15	Basic course for clerical staffs (No.43)	203	35.9	70.1	1.9
16	Basic course for clerical staffs (No.44)	233	29.2	72.1	2.5

Source; Research department in CICS (UM)

According to the above data, the average score of all training courses is minimum 63.5 and above in post-test. Therefore, trainees accepted the skill and knowledge on subjects trained during training period.

Among the training courses, basic course for junior civil service officers (No.28) is the best with 3.7 times of growth in score. The second best is basic course for office supervisors (No.14). Basic pre-course for civil service officers (No.14) is the least with 1.6 time of growth in score.

Although the less score obtained in pre-test is reasonable because it is before training. The less score obtained in post-test describes that trainees are not able to learn the subject matter during training period. These analyses provide the training effectiveness with describing the growth level of score by training courses.

Chapter (6)

Conclusion

6.1 Finding and discussion of the study

The royal civil service was connection with collection of revenue and administration of the land and natural resources there were well defined practices and procedures.

In British rule, they were trained by British to be responsible for the development of colonial civil service and were oriented forwards implementing imperial colonial policy.

In Japanese colonial administrative machinery could not effectively carry out the task of post war reconstruction. The overriding characteristic of the parliamentary democracy period was the strong influence exercised by politicians on the civil service.

The period of 1962 to 1974, development in the administrative and civil service structure were generally of an ad hoc nature. In 1974 to 1988, civil service personnel served as staff work only to people councils at different level.

It is incumbent on the present day civil service of Myanmar to carry out its nation building duties successfully. The rank and file of the Myanmar civil service personnel worked arm in arm with personnel of the armed forces of Myanmar to launch a new and prosperous future for Myanmar.

A service personnel is stable, because there is job stability and security, and he is spared the trouble of having to look for another work continually to earn his living. Besides the salary, he gets travelling allowance to cover his expenses if he has to travel on official business. If he is stationed in remote areas he is entitled to regional allowance. If the costs of living allowance increase, the State will increase the salary. He also enjoys various kinds of leaves. To facilitate service personnel for travelling to their respective department, free office transportation may be provided.

The pensionable age is designated as 60 years. If a person retires at 60 years he can enjoy superannuation pension right. Even before reaching 60 years with the completion of 30 years' service, if he is suffering from poor health with the recommendation of the doctor concerned or the medical board, he is entitled to enjoy invalid pension. If the present post is abolished and if it is not possible to reassign the employee at his present tenure, he will be allowed to enjoy compensation pension. Furthermore, in case of an employee's death while still on duty or during his pension

period the family of the deceased can enjoy family pension. In addition, the government also provide for accommodation, electricity, water-supply and free medical attention.

The Union Civil Service Board gives guidance for the civil servants to render their service for the State and its citizens. As civil service personals are one of the major human resources and play an important role in building modern and developed nation, more and more trainees are planned to undergo the courses leading to become efficient civil servants with patriotic spirit.

In accordance with the political, economic and social conditions of Myanmar and relationship of orientation and economic growth the State is appointing the right number of civil servants.

Personnel who can render their service for the interest of the State and the people are systematically selected, civil servant affairs systematically handled, civil service conducts to be observed are laid down. Duties and responsibilities are also prescribed. As violators of these disciplines are taken actions, there can produce dutiful civil servants. The government gives right guidance systematically by laying down duties and responsibilities for the civil servants, disciplines and regulation with aim to create efficient task force.

According to the evaluation on civil service training courses, after the end of the various courses the trainees become more knowledgeable in respective subjects taught and become more efficient in their work. Implementing development in political, economic and social sectors, the state and the people, hand in hand endeavour to produce more efficient civil service personnel.

6.2; Recommendations

This paper deals with the public sector profile in Myanmar matters pertaining to recruitment, training, morale and retention and most importantly reform and modernization of the public sector services with the ultimate goal of establishing an efficient and effective civil service. Considering its nonpartisan position and to maintain its integrity as an effective policy advisor and executor of government policies and programmes, the civil service had continuously makes improvement in all aspects of its management. This was basically to enable it to respond to the changing needs of time and requirements of the pragmatic government policy.

Because of the rapid changes taking place in Myanmar, the structure, functions and strength of the civil service is still undergoing change. Therefore, increased government activities in the fields of education, health, culture, information, development of border areas, rural development, and greening of arid zones, construction of roads, bridges, and railways have expanded the scope of the civil service and increased its numbers.

Performance of assigned tasks by order should have responsible for civil servants. The heads of departments must know the difficulties that their staffs face at work and their personal problems. If there is weak, misconceptions of each other arise, there is a lack of success, and administrative problems occur. To avoid such situations, the heads of departments must solve the problems faced by their staff to the extent possible. The head of the department will offer solutions to the problems faced and provide guidance on the need to function in accordance with the code of conduct of service personnel.

Central Institute of Civil Service should be decrease the number of trainees to get more opportunities for trainees. It may be more effective training for the development of civil servants. They can share effectively their experiences, skills and knowledge each other. In addition, Central Institute of Civil Service should be change new kind of approach for the new courses based on the specific fields.

More incentive and motivation should be taken. Recognition of outstanding service is a vital form of motivation and incentive. Such recognition need not necessarily be accompanied by financial rewards, although that ought logically to follow. In most cases presenting personnel with titles and rewards has a stimulating and encouraging effect that the promise of financial reward might not achieve. One of the rules in the Codes of conduct to be complied with states that a civil servant must not only fully apply himself to the assigned duties but also upgrade his abilities. To enable service personnel to develop their abilities, they are provided opportunities.

To produce competent and efficient service personnel to support the State in building a modern and developed nation, the following suggestions are to be taken into account;

- (a) To conduct more civil service training courses intensively and extensively in CICS.
- (b) Respective ministries shall also give training course to their respective staffs.
- (c) To familiarize with the modern technology, courses are needed to open and to send service personnel abroad for further study.
- (d) With the development of political, economic and social condition of the nation more rights and welfare benefits to be given to the civil servants.
- (e) More facilities are to be provided to have efficiency in rendering their duties and responsibilities, all ministries and departments are to develop ICT systems such as e-government and e-procurement.

Myanmar government is making concerted efforts to meet the challenges of a rapidly developing country. The civil service of Myanmar therefore plays a very important role in this activity. The developments in Myanmar are fully consistent with the developments envisaged in ASEAN Vision - 2020, the Hanoi and Vientiane Plans of Action, and the mechanisms to laid-out in Bali Concord II agreement. The successful implementation of the Integrated ASEAN Initiative (IAI) Programmes, particularly by introduction a second phrase (ASEAN Resource Center; training for trainers for civil services, public sector capacity building), would ensure that Myanmar would be able to play an active part in creating a vibrant ASEAN community. The objective of the programmes is to uplift the efficiency of the civil service personnel in Myanmar.

Nowadays, public sectors around the globe are making arrangements and setting policy to be able to attract, train and retain talented people in order to build organizational capacity and promote national economic growth. Myanmar civil service, not the exception in this situation, is trying to enhance its capacity through various kinds of training courses for different levels of service personnel.

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