

ABSTRACT

The main purpose of this study is to highlight the changes that have taken place in the top management in secretariat and district administration since the birth of Bangladesh in 1971. Prior to the emergence of Bangladesh, top management of the secretariat and district level was the exclusive preserve of amateur-generalists who were very often described as the steel-frame of the administration. In recent years old-elitist cadres based on fast track promotions have virtually disappeared. Generalist administrators who were recruited after the birth of Bangladesh now provide the new leadership. These administrators differ from their previous counterparts in respect of recruitment, training and tenure.

This paper seeks to analyze the changes in top management of Bangladesh Civil Service. The analysis is done for the period 1972 to 2006. It is based on the PDS (Personal Data Sheet) of the officers maintained in the Ministry of Establishment. From the available data, three characteristics of top managers are analyzed. First, the personal characteristic of officers including their home district and educational background are examined. Secondly, their training and experience in feeder posts is examined. Finally their average tenure in the posts is analyzed.

This study is divided into six chapters. The introductory chapter provides an outline of the study. The second chapter is divided into three major sections; First section summarizes the findings of the existing literature on the top management in district and field administration in Bangladesh. The second section identifies the key issues for further study. The final section outlines the methodology used in the study. The third chapter describes the duties of the deputy commissioners and examines the data on trends in their educational qualification, training and experience in feeder posts of deputy commissioners. The fourth chapter analyses the role of the Secretaries of the Ministries in administration and summarizes the trends of their personal characteristics and training for their job. The fifth chapter analyses the trends in the tenure of top managers' in the district and in the secretariat in Bangladesh. This provides useful insight into the

continuity of leadership of administration. The sixth chapter summarizes the main findings and recommendations of the study and also identifies the areas for further research.

One of the major weaknesses of this study is that no data on the performance of the individual officers in top management positions could be collected. As a result, the analysis remains incomplete. Another weakness of the study is that data on all Ministries and all districts could not be collected and analyzed for this study. A more comprehensive study is likely to yield definitive conclusions for this study.

This analysis suggests that personal traits of top managers recruited in Pakistan and Bangladesh are not significantly different though there has been a noticeable decline in academic achievements. The most significant finding of the study is that on an average a Secretary lasts in a post for 1.6 years and the average tenure of a DC is 1.7 years. This suggests that there is no continuity of leadership at the top either at the secretariat or district level. The study also lists a number of recommendations to deal with this situation.

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