

## **Executive Summary**

Career planning is the process of making and implementing career decisions through designed and functional strategy to promote sound career decisions throughout the life. Bangladesh Civil Service (BCS) is the core public service and civil affairs management body of the Republic and BCS (Administration) cadre officers play important roles among all 27 cadres. The jobs of BCS (Admin) officers are multidimensional and the success or failure of the government, especially at the local level, largely depends on this core generalist-cadre.

This study has mainly two objectives: (i) To critically assess the BCS career planning system and (ii) to suggest some policy guidelines to develop an operational career planning strategy for the BCS (Admin) cadre officers. The study is based on response survey of 50 BCS (Admin) officers serving from 5 years to 25 years in the cadre and expert opinions from 5 academicians and 3 ex-bureaucrats. Three methods are used here: Content analysis, Interviews and Case-study. This study specifically targets the BCS (Admin) officers from an academic pursuit.

A career planning strategy must be viewed through a systematic analytical framework to testify its validity in context of Bangladesh and it would be suggestive to review and recreate such a framework. Career planning in the private sector today is much more focused to market needs. On the other hand, career planning in the public sector is a policy for better services with better staff. This study examines that career planning as a concerted concept is absent or dysfunctional, if not unknown, in BCS (Admin) Cadre. However there are numerous efforts of reforms and several reports are published by the Government and various International Organisations that mainly intend to show the level of inefficiency in bureaucracy.



This study observes that BCS (Admin) officers, selected by the Public Service Commission (PSC), some times are recruited in a bulk through irregular intervals. There was no impact assessment for the future of the irregular and huge recruitment of the BCS officers. There are resentments on the clumsy quota counting system, examination system, irregular interval, and 'recruitment politics'. There is no impact assessment of the provided training and practical implication in the service arena. Apart from the institutional training, on the job training is also invalid, since there is tenure guarantee. Foreign training has become the opportunist's property. Large perception holds that *tadbir* is the only tool that determines the promotion and placement and sometimes the tenure of posting which are also perceived as 'good' or 'dumped'. For promotion to the ranks of the DS and above, there is no competitive assessment system and many consider 'political blessings' as the ultimate solutions. There are indiscriminate practices of making OSDs. Performance evaluation through ACR has become 'an annual ritual of no practical significance'. The condition of pay is also poor, in comparison to the inflation rate and market price. There is no reward and Punishment system and innovation is not applauded. The study finds that career planning is dysfunctional in BCS (Admin) cadre that lacks leadership quality, vision and mission. It also notices that recently some creative efforts (e.g. PBES, Trainers' Pool, and e-filling system) have been initiated at MOE; however a proper career policy is a need of the time to make such efforts feasible.

It is expected that government will ensure need based recruitments through a regular calendar and carry out proper research on training, job assignments, competitive promotion policy, good incentive packages, and career ladders for all walks of staffs in the service. This study suggests a four level career plan framework for the BCS (Admin) officers. This will help creating an enabling atmosphere for efficient service delivery. If the proposed career planning system is politically agreed, BCS (Admin) officers will be able to function as citizen-oriented and valued catalysts of the republic.