Bangladesh Public Administration Training Centre

Savar, Dhaka

Policy Paper

on

Assessment of Non-Cadre Examinations Process at Bangladesh Public Service Commission (BPSC)

Submitted to:

Module Director.

Module-02

Submitted by :

A J M Abdullahel Baki

Project Director(Joint Secretary)

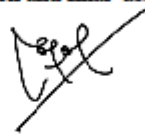Library development project, Dhaka.

Roll # 129,   87th SSC

Submission Date: 30 August, 2018

Certificate

This is to certify that the policy evaluation report on "**Assessment of BCS and Non cadre Examinations process at Bangladesh Public Service Commission (BPSC0**" was carried out by A J M Abdullahel Baki, Joint Secretary. He has completed this study as a participant of the 87th Senior Staff Course at BPATC, Savar, Dhaka and has completed this study under my supervision and guidance.

Therefore, I think this paper may be accepted for presentation and final assessment.

Date: 27-8-18

Dr. Rizwan Khair
Former MDS, BPATC\
&
Mentor

Acknowledgement

Table of contents

Executive Summary

In the constitution of Bangladesh, there is a provision of forming Bangladesh Public Service Commission. BPSC consist of a Chairman and a number of Members with a small secretariat for day-to-day office work and logistic support to the commission. BPSC is mandated to select appropriate candidate (job seeker) for the 1st class(including BCS Examination) and 2nd class officers for different Ministries/Divisions/Departments/Directorates/Offices. Annual Report of BPSC indicates that non cadre examinations need 2-3 years. After getting requisition from competent authority PSC invites the application from the eligible candidates through advertising at least 02(two) daily newspaper and also through its official website. BPSC now modernized its examination system by only invites the application through on-line system and result preparation. Examination procedure includes preparation of questions ,moderation, printing of questions ,carrying, transportation, conduct preliminary examination, result processing, BPSC-3 form for non cadre candidates, conducting written examination, script evaluation, tabulation, written examination result publishing, viva voce examination conducting & final result publishing follows with merit and quota. Other than receipt on-line application, all other process of selecting eligible candidate conducted manually. Therefore, it requires more time as well as laborious. Best candidate selection within shortest possible time leads to satisfaction for the eligible job seekers.

 BPSC is not liable to anybody other then submits an annual report to the Honorable President. General perception about recruitment process is delayed in non Cadre examinations regarding selection of appropriate candidate. Annual report of BPSC indicates that non cadre examinations required near about 2-3 years to complete the whole process. Sometimes non cadre examinations required more than 3 years to complete the examinations process. Due to delay process of non cadre examinations prospect candidates do not show their interest. There is no calendar of different examination schedule. Candidates from remote area are not gets proper information in time about examinations. Present examinations system candidates are to appear several time at BPSC. Above these reasons prospective candidates are reluctant to apply in the BPSC's different

examinations. So an assessment of non Cadre Examination process at BPSC encouraged researcher to find out the actual causes of delaying selecting eligible candidates.

Researcher conducts this policy proposal and tries to assess the existing system of non cadre examination and made suggestions /recommendation. To come in a concrete decision data were collected from primary and secondary sources.

Researcher shown that presently BPSC has no time frame/calendar to execute examinations in the whole year, not fully automated, so that examination requires more time. Moderators and those who are prepared questions (expert) take extra time for no availability and their own business. Evaluation of written examination papers is conventional system. More over examiners are always mistake to fill up litho code, overwriting or mistakenly fill up litho code manually input the marks instead of using IT. Absent of fully MIS system at BPSC. Manually process of quota system. As BPSC is a constitutional body it is very easy to introduce modern technology (ICT) by this way it can minimize the time of conducting examinations and maximize the service delivery to the eligible candidates.

To way forward researcher suggested to use modern technology in every step might expedite the whole examination process. To modernize all steps of the examinations could be expedite the examination procedure and minimize the total process.

Prepare questions banks (MCQ) for preliminary and also written examination Year wise Non cadre examination calendar preparation and strictly followed would be the best way. Own printing press established for quick preparation/print of questions.

 Every stages of examination BPSC can send a message to the candidates. Develop MIS system would be the best solution By using ICT in the recruitment process of BPSC can ensure quick service delivery to the prospect candidates and reduce the time in the examination process.

Abbreviations/Acronyms

a2i-   Access to Information

BPATC-Bangladesh Public Administration Training Centre

BPSC-   Bangladesh Public Service Commission

BG press-Bangladesh Government Press

BCS-   Bangladesh Civil Service

ICT-   Information Communication Technology

IT-   Information Technology

MCQ-   Multiple Choice Question

MIS-   Management Information System

MOPA-   Ministry of Public Administration

SAARC-South Asian Association for Regional Cooperation

SMS-   Short Message Service

WB-   World Bank

Chapter- 1

Introduction

1.0 **Background**

In the Constitution of Bangladesh (BD), there is a provision of forming Bangladesh Public Service Commission (article 137of Constitution of Bangladesh). Bangladesh Public Service Commission (BPSC) consists of a Chairman and a number of Members with a small secretariat for day to day office work and logistic support to the Commission. BPSC is mandated to select appropriate candidate (job seeker) for the 1st class(including BCS Examination) and 2nd class officers for different Ministries/Divisions/Departments/Directorates/Offices. Annual Report of BPSC(BPSC Annual Report,2015,2014,2013,2014,2015) indicates that BCS examination process (news paper advertisement to final recommendation)needs near about 03 (three) year to wrap-up. On the other hand non cadre post examinations need also same time. Upon the requisition from Ministry of Public Administration, BPSC scrutinize the demand according their recruitment rules. After finalized the process BPSC invites the application from the eligible candidates through advertising at least 02(two) daily newspapers and also through its official website. BPSC now modernized its examination system by only invites the application through on-line system. Examination procedure includes preparation of questions ,moderation, printing of questions ,carrying, transportation, conduct preliminary examination, result processing, BPSC-2 form fill up for BCS examination and BPSC-3 form for non cadre candidates, conducting written examination, script evaluation, tabulation, written examination result publishing, viva voce examination conducting& final result publishing follows with merit and quota. Other than receipt on-line application, all other process of selecting eligible candidate conducted manually. Therefore, it requires more time as well as laborious. Best candidate selection within a shortest possible time leads to satisfaction and good performance of newly recruited personnel. Besides image of the BPSC would be acceptable to all levels of citizens in our country.

1.2 **Statement of Problem**

Citizen has a negative perception/attitude about public offices as well as public servants. Public offices are more or less non-cooperative, unwilling, nontransparent in service delivery, and mostly they are not so much accountable to the authority. Due to less or non-accountability, in some cases they are reluctant to provide services. BPSC is a Constitutional body And it is not liable to anybody other then submitting an annual report to the Honorable President. However, it seems from some reports that BPSC is not functioning at desirable level.

According to a study 2013 of World Bank all indicators related to governance in Bangladesh reflects negative. General perception about recruitment process are delayed both in case of BCS and non Cadre examinations regarding selection of appropriate candidate is not completed quickly. Annual report of BPSC indicates that BCS examination requires near about 2-3 years and non cadre examinations require also same time. Sometimes non cadre examinations required more than 3 years to complete the examinations process. Due to delay process of non cadre examinations, prospective candidates do not show their interest. There is no calendar of different examination schedules. Candidates from remote areas are not getting proper information in time about examinations. Under the present examinations system candidates are to appear several times at BPSC. Above these reasons make prospective candidates reluctant to apply for the BPSC's different examinations. So an assessment of Non-Cadre Examination process at BPSC encouraged researcher to find out the actual causes of delays in selecting eligible candidates.

1.3 **Research Objectives**

A millions of unemployed graduates are searching a government jobs within their age bar i.e entry level age limit with short period of time. We know there is age limit at the entry of the government service. However, due to constraints of existing examination systems in BPSC, some graduates cannot or could not take part in the competitive examinations due to their age limit. Thus the objectives this study are:

1)To assess the existing Non-Cadre examination system in Bangladesh Public Service Commission; and

2) To make suggestions and recommendations to make Non-Cadre Examinations more efficient.

1.4 **Research Questions**

1. What are the reasons for excessive delays of different Non-Cadre examinations conducted at BPSC for selecting candidates?
2. Is there any gap in Non-Cadre Examination process at BPSC for selecting eligible candidates?

1.5 **Rationale/Significance**

BPSC is a constitutional body which is mandated to selecting appropriate candidates for BCS and non Cadre post of different Ministries/Division/Attached departments. BPSC annual report and publication of different examinations results shown BCS examination required more or less 2(two)years and non cadre examinations needs 2-3 years for completing a examination process. So the prospective candidates become shows unwillingness to appear the BPSC examinations. On the other hand application age limit is one of the important factor for the candidates. Therefore, this study was very significant to assess the existing system of non Cadre examinations and suggest improvements.

1.6: **Methodology**

Generally, research methodology was a process to collect data and different information for achieving the research objectives. The purpose of this study was to assess non-Cadre examinations constraints at Bangladesh Public Service Commission.

In order to draw some inferences on the findings, it is necessary to analyze the collected data quantitatively. So, a combination of qualitative and qualitative approach were applied here to achieve the objectives of this study. In this research, the following methods/techniques were used:

a) Content Analysis of secondary data
b) Interview(Face to Face Interview)
c) Questionnaire Survey i.e primary data

Both primary and secondary data were collected to analyze the process and then recommendations were made accordingly.

1.7 **Limitations**

This paper is mainly based on secondary data and limited primary data that are not sufficient enough to identify all the problem faced by office,candidates as well as to suggest a complete and comprenhensive recommendation in this respect.researcher has reviewed the Annual Report, meeting minutes, peridical report as a secondary source. On the other hand he visited only1(one) government office (BPSC) and there were 40 stakeholders supplied with questionnare which might not sufficient enough to address the objectives. Main constraints was as follows:

- Time constraint i.e 55 days course (limited time) to collect primary and secondary data Especially collection of primary data was assined only two days..
- The sample size was not big enough so that with small size data might no enough to come in a concrete decision.
- Shortage of secondary data also a limitation in this study.

1.8 **Structure of the Report**

This report contains five chapters.

The first chapter- includes the introductory chapter like- background, problem statement, object of the study , limitation etc. This chapter ends with the structure of the report.

Chapter Two: Literature of Review- this chapter contains conceptual over view, some definition of key word, over view of some earlier initiatives of providing information at ritual area etc.

Chapter Three: Reaserch Design and Methodology-This chater includes the methods, research design, data souece, data processing and data analysis etc.

Chapter Four: Analysis, Finding and Discussion- In this chapter i mainly analyze the collected data and variables from various points of views. Analyze and data interpritation are presented through various figure like- pie chart, bar chart colum chart etc.

Chapter Five: Conclusion and Recommendations- The chapter highlights some suggestion and recommendations for the better service delivery by modernization(use ICT) of examination process at BPSC.

Chapter-2

Literature Review

2.1 Introduction

Bangladesh is a developing country bounded with huge population. As a result, it is very essential to introduce a mechanism which will help to provide better service to the huge population. Modernization (use of ICT) is a strong and important Digital Bangladesh-Vision-2021(a2i, 2009). Use of modern technology can be delivered to the mass people very easily, cheaply and quickly. The introduction of e- Governance can solve this problem. E-Governance will enable citizen to excess government service and information as efficiently and effectively as possible through the internet and other channels of service delivery mechanism and communication and devices. An efficient and effective public administration is an essential precondition for economic and social development. For example of ICT in South Korea has brought a huge change in human behavior, management of corporations, governance of state and above all the delivery system of government services. People of South Korea have very easy access to all sorts of government services with a low cost and a very short time. There everything is done by electronically. As result, the rate of corruption is very low, but effectiveness of providing government service is very high (Selehen, 2015).

2.2 Definition of Recruitment Process

A recruitment process is an organization-specific model of candidate sourcing for the purpose of finding and hiring new employees. Typically, the ownership of the recruitment process resides within the Human Resources function, although companies also use third-party recruiting firms. Ownership can vary depending upon the specific organizational structure of the company carrying out the process(https://www.topechelon.com/blog/placement-process/10-critical-recruitment-process-steps/).

2.3 Recruitment Process

Recruitment refers to the overall process of attracting, short listing, selecting and appointing suitable candidates for jobs within an organization. Recruitment can also refer to processes

involved in choosing individuals for unpaid roles. Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. Internet-based technologies to support all aspects of recruitment have become widespread (wikipidia.org/wiki/recruitment).

2.4 E-Governance Concept

The emergence of Information and Communications Technology (ICT) has provided means for faster and better communication, efficient storage, retrieval and processing of data and exchange and utilization of information to its users. E-governance is the logical next step in the use of ICT in systems of governance in order to ensure wider participation and deeper involvement of citizens.

2.5 Defining E-Governance

E-governance, the application of Information and Communications Technology to the government processes to bring Simple, Moral, Accountable, Responsive and Transparent (SMART) governance (Heeks, 2001). Different governments defined this term to suit their own aims and objectives. Sometimes, the term 'e-government' is also used instead of 'e-governance' but there is a debate on the correct use the two terms. E-governance defined as the use of emerging information and communication technologies to facilitate the processes of government and public administration (Drucker, 2001) while e-government defined as the use of information technology to support government operations, engage citizens, and provide government services (West and Wind, 1996).

Coleman (2006) defined e-government as the combination of electronic information-based services (e-administration) with the reinforcement of participatory elements (e-democracy) to achieve the objective of balanced e-government. Muir and Oppenheim (2002) defined e-government as the delivery of government information and services online through theinternet or other digital means. Kumar *et al.* (2007) was defined e-government as the delivery of improved services to citizens, businesses, and other members of the society through drastically changing the way governments manage information.

World Bank (2001) defined as the government owned or operated systems of information and communication technologies that transform relations with citizens, the private sector and/or other government agencies so as to promote citizens' empowerment, improve service delivery, strengthen accountability, increase transparency, or improve government efficiency. But, Abramson and Means (2001) argued e-government can be defined as the electronic interaction (transaction and information exchange) between the government, the public (citizens and businesses) and employees.

2.6 E-Service:

The concept of e-service (electronic service) represent 0ne prominent application 0f utilizing the use of information and communication technology (ICT) in different areas. However, providing an exact definition of e-service is hard to come by as researchers have been using different definition describe e-service. Despite these different definitions, it can be argued that they all agree about the role of technology in facilitating of service which would enable them to offer more of electronic service

2.7 Digital Bangladesh:

"Digital Bangladesh by 2021" as emerged as part of "Charter for Change" the election manifesto of Bangladesh Awami League for the 9th Parliament Election. The use of ICT has been playing a vital role in the 21st century due to globalization and the government is encouraged to adapting with the coming future. The democratic government has declared the: Vision 2021" in the election manifesto with effective use of ICT-a "Digital Bangladesh"(Bangladesh Awami League manifesto,2008).

2.8 Services provided by BPSC:

The Government of Bangladesh declared a Vision of Digital Bangladesh by 2021 to ensure service at people doorsteps. Through the application of ICT, we can easily access to any information smoothly and quickly (Mahiuddin and Hoque, 2013). BPSC has a number of ICT

manpower in IT section, more ever dynamic leadership is there. Country wide 06(six) regional office are at the divisional level. BPSC has already started on-line application for all examinations.

BPSC currently recommended for recruitment of non cadre candidates in two ways eg direct advertisement for non cadre candidates and waiting panel from different BCS examinations with the help of non cadre recruitment(special) rule 2010 (BPSC Annual Report 2017).

There is scope to minimize the time of examination process by utilizing modern technology (ICT) for better service delivery to the expected eligible service seekers.

2.9 Education system in Bangladesh

There are three types of education in Bangladesh such as;

a. Primary level(class 1-8)

b. Secondary level(class 9-12)

c. Tertiary level

Tertiary level education required 3 years for degree(pass)and 4 year for honors, 1 year for masters degree. Another system of education are- general, madrasha and technical education (Education in Bangladesh-Wikipedia) .

2.10 Recruitment Process in South Asian Countries(SAARC Countries)

2.10.1   Methods of Recruitment

The methods for recruitment adopted by the Public/Civil Service Commissions of the SAARC countries include written examinations and interviews according to the job requirements. There is no dissimilarity on such procedures in any of the Commission. In Afghanistan, Bhutan, India, Maldives and Sri Lanka, adhoc appointments can be made by the Government without prior approval of the Public/ Civil Service Commissions. Whereas, in Bangladesh, Nepal and Pakistan, there is provision by Law to make adhoc appointments, with prior approval of the Commission. Similarly, contract appointments are made by the governments in all the SAARC Countries without prior approval of the Commission, except in Maldives. Short-listing of the candidates in

larger recruitment cases in the Commissions of Bangladesh, Nepal and Pakistan is carried out through written tests only. In Afghanistan, Bhutan, India and Sri Lanka the academic record of candidates is also taken into account, besides written tests. In Maldives, short listing of candidates is carried out only on basis of academic record of the candidates. § All Public/Civil Service Commissions have assigned weightage to academic record of the candidates in selection criteria, except Bangladesh, Nepal and Pakistan.

The average time consumed in completion of recruitment process in Bhutan and Maldives is minimum one month for selection by interviews and 6 months for selection through Examination + Interview and is the lowest time span among the SAARC Countries. In Bangladesh and Pakistan highest Executive Summary 5 time span utilized in the selection process, which ranges on average from 8- 10 months or even more in certain recruitment cases(SAARC December 2014).

2.10.2 Conduct of Tests and Examinations

For short listing of candidates, objective type tests are used by the Commissions in Bangladesh, Bhutan, India, Nepal and Pakistan. Whereas, in Maldives and Sri Lanka combination of both objective and subjective tests are used. In Afghanistan, only descriptive tests are in practice. § Short listing of candidates is done by the Commissions in Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal and Pakistan. Sri Lanka Commission seeks assistance of administrative authorities or other agencies for short listing the candidates

To conduct tests and examinations, paper-based system is being followed by all the commissions. However, some Public/Civil Service Commissions like India, Pakistan and Sri Lanka are planning to undertake computer based testing for certain jobs, where objective test (MCQ) are administered for short listing and selection of the candidates. § The Public/Civil Service Commissions in Afghanistan, Bhutan, India, Nepal and Sri Lanka maintained data bank of questions for tests and examinations, whereas, in Bangladesh, Maldives and Pakistan no such data bank exists(SAARC December 2014).

2.10.3 Conduct of Interviews

Public/Civil Service Commissions in India and Sri Lanka constitute larger Board/ Committee for interviews as compared to other Commissions. In Commissions of Afghanistan, Bhutan and Pakistan, interviews for certain posts are conducted by one and the same Committee. However, in Bangladesh, India, Maldives and Nepal there can be more Committees if candidates to be interviewed are larger in number jobs. In Sri Lanka Interviews are conducted by Administrative authority and not the Public Service Commission. In all the Commissions, Members separately

award marks to the candidate during interviews, except in Bangladesh, India and Pakistan where marks are awarded collectively by the interviewing Committee/Board. § In Bangladesh, India and Maldives, the interview committees write a report on strength and weaknesses of the candidates observed during the interviews. This system does not prevail in any other Commission. There is uniformity in all the Commissions for Interviews which are conducted on the physical appearance of candidates before the Interview Committee/Board. term of marks.

2.10.4 Provision of Quota in Recruitment

In Bangladesh, Nepal and Pakistan, quota for various provinces/ regions of the country is prescribed under Law to ensure their participation in the civil services of the country. However, there is no such provision in Afghanistan, Bhutan, Maldives and Sri Lanka. In India, reservation in vacancy is prescribed for Scheduled Castes, Scheduled Tribes, Other Backward Classes and Physically Handicapped persons for their participation in the services. In Afghanistan and Bhutan, there is no quota system and recruitment is made on open merit(SAARC December 2014).

2.10.5 Provision of Age Relaxation in Recruitment

The Public/Civil Service Commissions of Afghanistan, Bhutan and Maldives do not provide any age relaxation. In Bangladesh age relaxation is given to freedom fighters and their children, doctors and tribal's. In India and Sri Lanka, there is provision of age relaxation to the government servants. The age relaxation is given to minorities, women, widows and disabled persons in Nepal and Pakistan. In Nepal and Maldives age relaxation is not applicable for recruitment process (SAARC December,2014).

Above stated review of literature researcher shown that there are a limited references regarding Non-Cadre examinations especially in Bangladesh context. South Asian Countries (SAARC Countries) recruitment process in Bangladesh, India and Sri Lanka are more or less similar except few exceptions. Bhutan, Nepal, Maldives and Afghanistan recruitment process a little bit different. Recruitment processes in both Govt. and non-Govt. is more or less same. It starts with MCQ (if huge numbers candidates), then written and subsequently viva voce examination are to be conducted to complete the selection process. E-service can be a tool to expedite the system. Use of IT in every stages of examination is the effective way of minimization of time. In the recruitment process introduction of MIS is the best way to overcome the problem.

Chapter-3

Research Design and Methodology

3.1 **Methodology**

Generally, research methodology is a process to collect data and different information for achieving the research objectives. It primarily focuses on the methods, tools and techniques of data collection. It may interviews, surveys, research publication and research technique. The purpose of this study is to assessment of non cadre examinations process at BPSC

3.2 Research Design:

To determine and qualify the relationship between dependent and independent variable, the quantities research was apprehended. The overview of the research design is shown by the following flow chart.

Figure 3.2 Research Flow chart

Research Design -Flow Chart
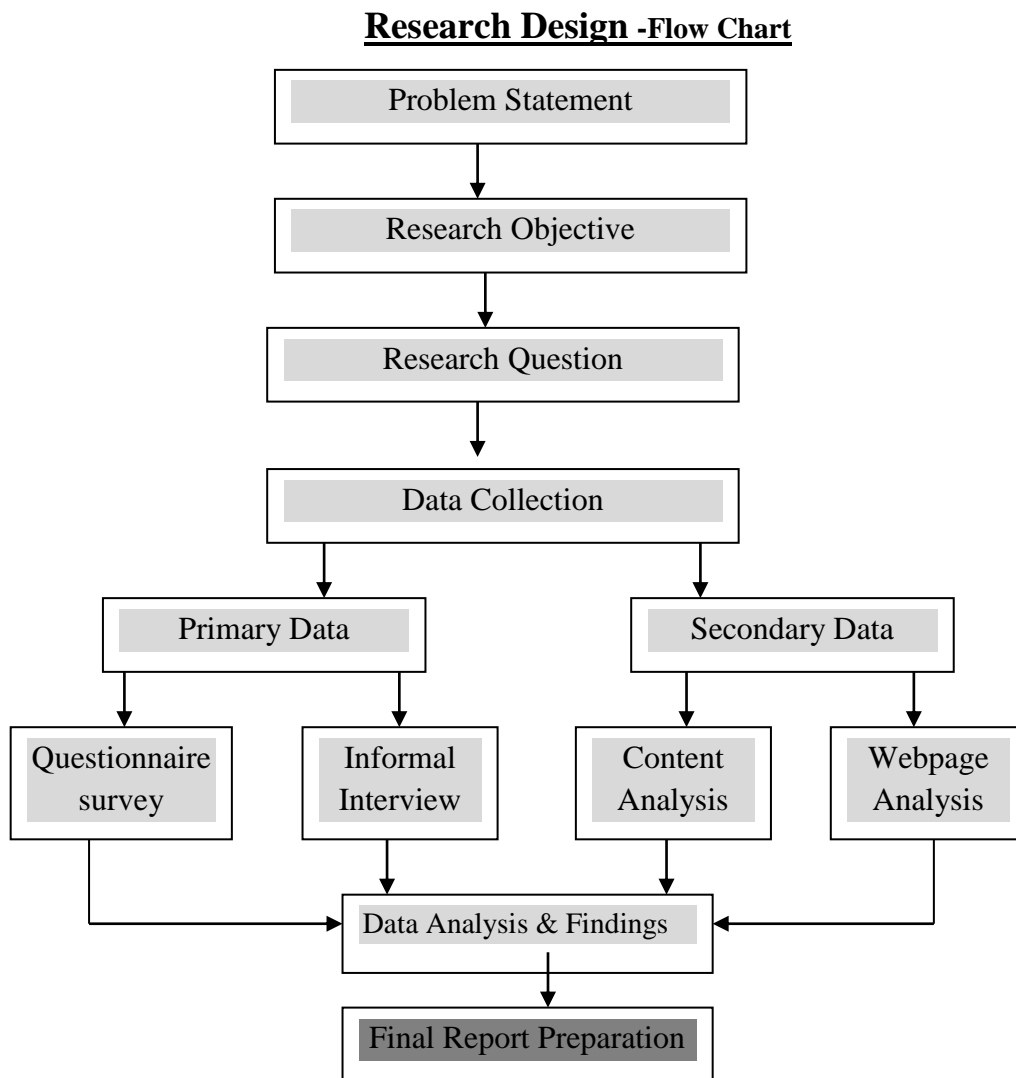
3.3 **Selection of the Study Area**

For the purpose of this study BPSC, Dhaka office has been selected.

3.4 Research Methods

In order to draw some inferences on the findings, it is necessary to analyzes the collected data quantitatively. So, a combination of qualitative and qualitative approach is applied here to achieve the objectives of this study. In this research, the following methods were used:

d) Content Analysis i.e secondary data
e)   Interview(Face to Face Interview)
f) Questionnaire Survey i.e primary data

Content Analysis i.e secondary data: Secondary data (content analysis) includes collecting data from all relevant books, documents, articles, journals, published and published research works and on-line articles that were found available.

Interview: For this study personal interview with beneficiaries were conducted. Specially those who have got the job through BPSC and some are applicant (did not got job). Thus the main objective of thus method was to collect information about the perception of the eligible candidates.

Questionnaire Survey: The semi-structure questionnaire survey method were conducted in this research for the purpose of collecting primary data. Some questionnaire were surveyed with the candidates already faced the BPSC non cadre examination, some faced and got the job and some are BPSC officials those who are directly related with the examination process.

3.5 Sources of Data

 The data were collected for this study from both primary and secondary sources. Primary data were collected trough interview and questionnaire survey. Secondary data were gathered from the existing literature specially annual report of BPSC, overview of BPSC, seminar paper, Constitution of Bangladesh and previous reports etc.

3.6 Sample Size

A total of 35(thirty five) respondents has been selected from the three tier. The composition of the respondents is as follows:

Research Areas	Categories of Respondents	No. of Respondents
BPSC Dhaka office and job seekers	Already got job by facing BPSC exam.	18
	Applied & faced exam. but failed	12
	BPSC officials those are related with exam. process	10
	Total	40

3.7 Data Processing:

The collected data were analyzed, sorted, summarized, calculated, edited, formatted, tabulated and classified according to the objective of the research.

3.8 Data Analysis

The data were collected from both primary and secondary sources. After processing, the collected data were then analyzed and interpreted by using some statistical tools and techniques.

Chapter-4

Analysis, Findings, and Discussions

4.1 Introduction

In this chapter, collected primary data are presented and analyzed systematically in the light of objective, research question and analytical framework. The data were collected through questionnaire, informal interview, content analysis and web page survey methods. The present study analyzed the service recipient (job seeker) as to whether they get better service regarding non cadre examinations process at BPSC.

4.2 Data obtained from job seekers (Questionnaire-A, Annex-1)

The study was conducted for the period from August 01& 02, 2018. There were 20 respondents from Dhaka city. Researcher prepared Questionnaire –A which consists of non cadre (1st & 2nd class officer) post.

Table-1: Existing examinations required, optimum time and satisfaction level shown below

Sl No.	No. of respondents	Existing exam. time required	Optimum time should be	Percent (%)	Satisfaction level	Remarks
1	10	03 years	01 year	34%	Very Less	Should have a action plan
2	08	02 years+	01 year+2/3 month	27%	less	use ICT
3	07	02year&06 month	01 year+06 month	23%	Moderate	Modernization
4	05	03 years+	less 02 years	16%	Moderate	No comments
Total				100%		

Table-2: Present service delivery at BPSC of non cadre examinations

Sl No.	No. of respondents	Satisfied(%)	Not satisfied(%)	Remarks	Total
1	06	33%	67%	-	100%
2	21	10%	86%	No comment 04%	100%
3	03	33%	33%	No comment 33%	100%
Total	30				

Table-3: Way of minimize the time of examination process through modernization (using ICT)

Sl No.	No. of respondents	Use of ICT (percent)	Existing system (%)	Automation (MIS system)%	Administrative management (%)	Remarks
1	12	42%	25%	25%	08%	100%
2	09	45%	22%	22%	11%	100%
3	07	58%	14%	14%	14%	100%
4	02	-	50%		50%	100%
Total	30					

In case of the above 03(three) tables data were collected through questionnaire. These primary data was supplied to those who were already got the job through BPSC and also some respondents who competed in the examination but ultimately did not get the job. In the Table-1 figures showone examination completion time required almost 2-3 years. So the satisfaction level is less in this regard. More than 90% respondents opined that maximum time should be 01 year/01 year+2-6 months.

In the Table-2 the respondents showed their views about service delivery at BPSC. Near about 60-70% respondent are not satisfied with the existing service delivery, on the other hand only 20-25% were satisfied with the present service delivery.

Figure shown in the Table-3, modernization (use of ICT) quick service delivery at BPSC, the respondent opined differently. Maximum of them (near about 50%) opined modernization i.e use of ICT at BPSC in examination process could minimize the total time and maximize the service delivery. Approximately 15-20% respondents said existing system and administrative management could reduce the time in the examination process. A limited portion disclosed their views about MIS system introduction at BPSC in the examination process.

Some eligible candidates opined that they did not get, timely available information from BPSC on the other hand quota system also affected some of them. Those who live in remote areas some times they did not got proper information's from BPSC. Other than BPSC , autonomous and semi autonomous body, corporation, several banks, different government agencies examinations at times overlap invariably. So they did not appear in the BPSC non cadre examinations. Almost all eligible candidates expressed that BPSC should have a non cadre examination schedule.

4.3 Data obtained from BPSC officials (Questionnaire-B & C,Annex-2&3)

BPSC are to engage of selection competent candidates. To know the existing system of examination process and the way of further improvement area, researcher prepared a Questionnaire-B which contains the non cadre (1st& 2nd class officers) related questions. BPSC's 05(five) officials were interviewed through questionnaire. The salient feature of the answers from the BPSC officials is given below:

-Introduction of IT based examination system would be the best way to minimize the process.

-Stronger MIS system might expedite the whole process.

-Examination process need not be more than one year.

-Prior announcement of Non cadre examination schedule would be best solution and should be strictly followed.

-Question bank both in preliminary and written examination may also minimize the time.

-All short of data base should be kept at BPSC and utilized whenever necessary.

-At every stages of non cadre examinations candidates should get mobile message.

-Examination venue should be selected earlier.

-All communication should be through on-line.

-Strong data base should be developed.

Table-4: Non- cadre examinations of BPSC from 2009 to 2015

Sl no	Year	No of exam held	No of candidates	No of recommended candidates	Completion time
1	2008	10	280	76	1-2 years
2	2009	80	143210	273	1-3years
3	2010	94	268993	811	1-3years
4	2011	61	201149	651	1-3 years
5	2012	139	59961	752	1-3 years
6	2013	127	206758	2032	1-2 years
7	204	151	45704	379	1-2 years
8	2015	143	80749	1104	1-2 years
9	2016(30.06.16)	61	11505	164	1-2 years
Total		866	1018309	6242	

Source: BPSC annual report,2011, 2012, 2013, 2014, 2015

The figure indicates that in every year on an average 100 examination held at BPSC. Out of these examinations 5-10 examinations candidates are more than 2000. As BPSC has no big examination hall so it requires hiring a school or college venue for conducting examination. BPSC introduce on-line application in 2012, after wards gradually examination time reduced.

Researcher collected secondary data from the BPSC, Dhaka office. BPSC annual report, rules/regulation/circular/review repot/article/publications etc were thoroughly examined and collect for this purpose. On the basis of the secondary data following figures presented below:

Figure-4.1 : Percentage of Quota in non cadre examinations process
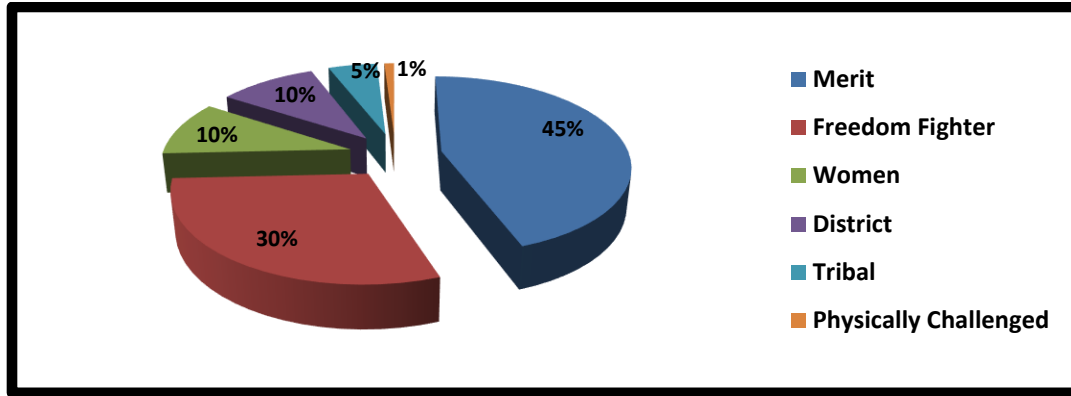
During face to face interview with the respondents both the BPSC officials and the job seekers researcher have got several information about quick service delivery and modernization of BPSC by which eligible candidates could show their interest in participating in non cadre examination. Analyzing the primary and secondary data, face to face interviews, information got the following of examination process at BPSC in non cadre examinations

Figure 4.2: Candidate Selection Process of Non cadre Examinations
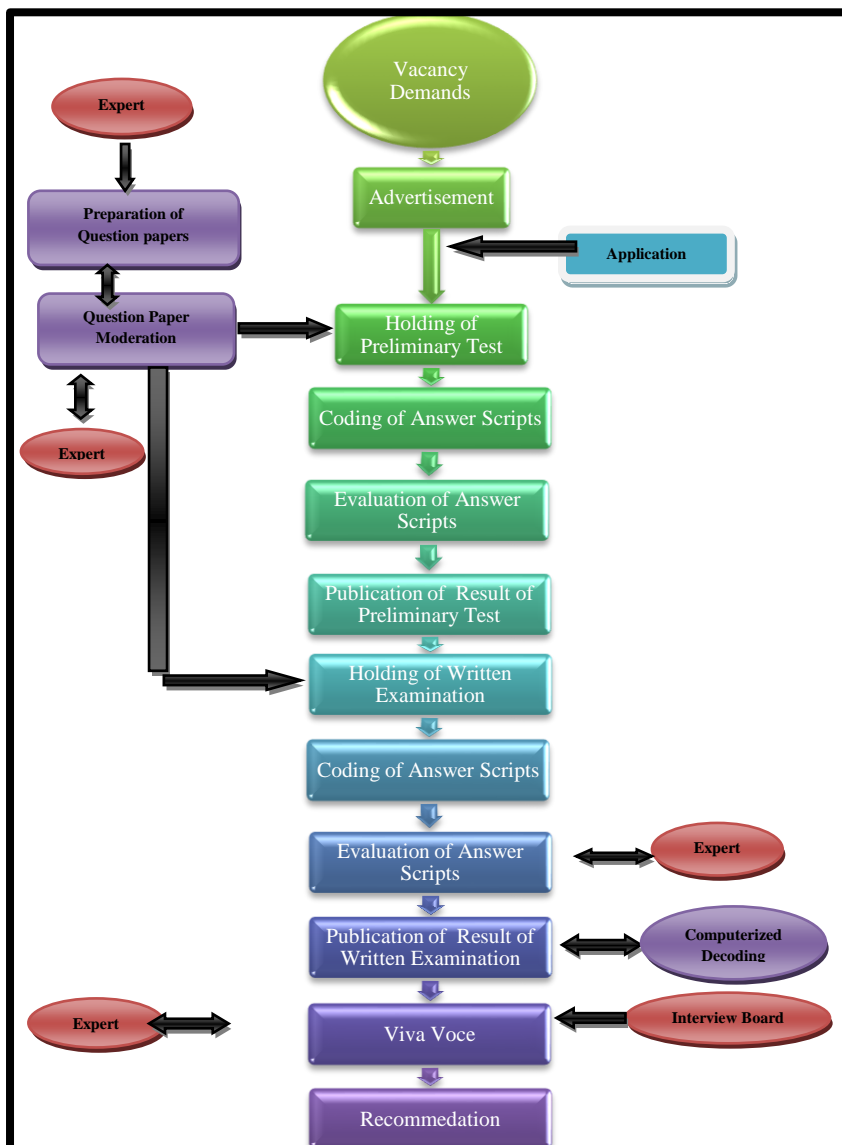
Analyzing the above tables researcher sees the limited steps which follows the modern technology i.e use of ICT. Question preparation, modernization, answer script evaluation, BPSC form-3 invitation, BPSC form-3 collection, scrutiny of BPSC form-3, written/ viva number verification etc are manually done at present. Thus there is a scope to introduction of modern technology i.e use of ICT in different stages of examination to give better service delivery to the eligible candidates. Same procedure BPSC followed in departmental, and senior scale examinations. . There is a scope   for   introduction of modern

technology i.e use of ICT in different stages of examination to give better service delivery to the eligible candidates.

In the Table-4 it was found the time required is around 1-3 years to complete a examination, on the other hand eligible candidates expressed their views through questionnaire that it required 2-3 years. At the same time they opined that time required should not be more than 1year+6 months. Candidates opined that BPSC should have a action plan and which need to be followed strictly could be the best way to minimize examinations time. Respondents (more than 50%). are not satisfied at all with existing examinations process They also not satisfied with the present delivery system. Some times candidates did not get information timely ,especially those who are resided in the remote areas. There should be a SMS alert system in every stages of examinations.

As a constitutional body, no one dictate or order to BPSC so it has independence to bring about innovative changes without bureaucratic hassles often faced by other public organizations. Its IT section is not well equipped nor fully automated. Work force of the IT section is not sufficient. They are not well trained. Meanwhile BPSC has taken several steps to overcome the bottleneck .Fully MIS system development is currently under process, Full IT section with sufficient manpower deployment steps already taken. Own printing press is underway.

From above discussions and face to face interviews we get the following points to consider for quick completion of non cadre examinations

a) Upon the requisition from concerned authority, BPSC advertise through news papers.
b) After publication candidates can apply on-line 15 days later because of Teletalk's preparation.
c) Candidate can fill up BPSC form and received admit card. Information received from Teletalk Then BPSC can arrange preliminary examination, it will require 2-4 month(not for all non cadre examinations)
d) Preparation of preliminary questions manually. Communication to the venue centre also manually conducted.
e) Preliminary examination question and evaluation both are finalized by IT.
f) Result of written examination published using IT, it takes 1-2 months.
g) Candidates are invited to fill up BPSC-3 form personally appeared and submit hard copy of all documents.
h) BPSC-3 form scrutinized manually which required 2-3 month.

i) Preparation/ develop written examination questions from experts manually that take 2-3 month.
j) Moderation of questions from different moderators, it also take 1month.
k) Printing of questions from BG press/any other press.
l) Meanwhile select/finalize the examination centre/venue manually.
m) Conduct the written examination in different centre and regional centre.
n) Examination/evaluation of written examination papers by experts manually, it take 2-3 months.
o) Tabulation and result preparation.
p) Result publication of written examination. Eligible candidate are determined whether he/she score 45% marks or not. So eligible candidate may excess or very few.
q) Viva voce examination held in 12/14 boards, 15 candidate complete viva per day. So long period required in viva.

Considering the above points BPSC can easily introduce modern technology and administrative initiative by which quick service delivery would be ensured. In this way non cadre examinations time could be minimized.

By analyzing the data it is very clear that existing system takes more time to complete the process and also service delivery is not up to the mark to the candidates, so modernization in examination process at BPSC could lead to quicker service delivery to the eligible candidates.

<center>**Chapter-5**</center>

Conclusion and Recommendations

A number of unemployed graduates are searching a government job within their entry level age limit with short period of time. Due to constraints of existing examination systems in BPSC, some graduates cannot take part in the competitive examination due to their age limit. This happens as examinations system at BPSC takes enough time to complete a Non-Cadre Examinations Thus the objectives this study were:

  1)To assess the existing Non-Cadre examination system in Bangladesh Public Service Commission; and

2) To make suggestions and recommendations to make Non- Cadre Examinations more efficient.

To met up the above objectives the researcher interviewed and collected secondary information. It was that candidates fill up BPSC form and received admit card. There after, BPSC arranges preliminary examination, which require 2-4 month (not for all non cadre examinations).Preparation of preliminary questions are done manually and communicated to the venue centre also manually. However, Preliminary examination's evaluation are finalized by IT.

 Preparation/ development of written examination questions from experts are also completed manually and that take 2-3 months .Moderation of questions from different moderators also takes 1-2months.The next step is printing of questions from BG press/any other press. Examination/evaluation of written examination papers by experts is also done manually, and it takes 2-3 months. Tabulation and result preparation Result of written examination published using IT,   takes another 2-3 months. Candidates are invited to fill up BPSC-3 form personally and appear and submit hard copy of all documents.BPSC-3 form is scrutinized manually which required 2-3 months.. Eligible candidate are determined whether he/she scored 45% marks or not. Thereafter Viva voce examination held in 12/14 boards, and 15 candidate complete viva per day. So long period is required in viva. All these indicate that excess time is required in different stages of examinations of BPSC.

5.1 Conclusion

Modernization (use of ICT) is the key issue for development and to run a modern government in any democratic polity. It has emerged a single most effective strategic intervention to empower citizens and to deliver goods services to the end stakeholders. Modernization of examinations process in every step leads to minimizing the total time of examination process by which stakeholders would be benefited .In this way quick service delivery can be ensured to the candidates. Presently BPSC has no time frame/calendar to execute examinations in the whole year, and it not fully automated, so that examinations require more time. Moderators and those who are prepare questions (experts) take extra time due to work with their own business. At present BG Press is the sole agency to print questions. Sometimes BG Press is busy with other important work, after having completing task then they can print BPSC questions. In this way at the time of printing some extra time is needed. Evaluation of written examination papers is done in the conventional system. More over examiners also make mistake while filling up litho code, overwriting or mistakenly fill up litho code manually input the marks instead of using IT. As written examinations paper is examined manually so a percent always commit mistakes there, in this cases examiner are called at BPSC, so extra time is required. Absence of fully MIS system at BPSC leads to Manual processing of quota system. Viva voce mark should be justified with written examinations.. Existing quota system fails to attract all prospective candidates. As BPSC is a constitutional body it is very easy to introduce modern technology (ICT) by this way it can minimize the time of conducting examinations and maximize the service delivery to the eligible candidates. On basis of the findings of this research, we may propose the following recommendations.

5.2 Recommendations

Bangladesh public service commission is a very important and unique office by which non cadre 1st& 2nd class officers are recruited. Modern technology used in every step may expedite the whole examination process. Prospect candidates desired recruitment system must adopt modern technology i.e use of ICT may reduce examination time at BPSC. To modernize the examination

following steps could be expedite the examination procedure and minimize the total process. To minimize the time of examination process both administrative and technological steps could be best way of quick service delivery.

5.2.1 Administrative measure

At the time of advertisement BPSC can give several links (hyper link). Rules and regulations, all kind of BPSC's instruction would be more transparent. Prepare questions (MCQ) for preliminary and also written examination at the time of advertisement. Year wise Non cadre examination calendar preparation and strictly followed would be the best way. Written examination paper should examined by the younger instead of aged examiner. Written examination question may MCQ type/analytical instead of essay type questions. Own printing press established for quick preparation/print of questions. Established own examination hall at least 2000 seat capacity.

5.2.2 Technical/ICT related

To minimize the preparation of written question paper BPSC can make a question bank for non cadre examinations (general and professional/technical).Withdrew theBPSC-3/4 form fill up system, as candidates are show and submit the hard copy of all documents. Select/prepare the examination venue BPSC can easily communicate through email instead of letter writing. Every stages of examination BPSC can send a message to the candidates. It would be easier specially those who resided in the remote area. Fill up the answer script/or general instructions for candidates/supervisors a short video may help both parties which will be available in the website of BPSC. At the viva voce examination using internet (litho code) directly add viva mark with written marks..Develop MIS system would be the best solution. After on line fill up the form candidates should get message in every stages of examinations.

By using ICT in the recruitment process of BPSC can ensure quick service delivery to the prospect candidates and reduce the time in the examination process.

References

1.0 Access to information(a2i)Program (2009) Digital Bangladesh Concept Note, Dhaka: Prime Minister Office.

2.0 Abramson, A.M. and Means, E.G. (2001). *E-Government*, London: Price Waterhouse Coopers.

3.0 Annual Report of BPSC,2011,2012,2013,2014& 2015.

4.0 Bangladesh Awami League. (2008). The manifesto and programme of Bangladesh Awami League as modified up to 24 July 2009, viewed 20 April 2010, <http://www.albd.org/autoalbd/media/Ghosonapatro.pdf>.

5.0 Constitution of Bangladesh(Article 137,138,140 139, 140,141)

6.0 Coleman S. (2006). *African e-governance-opportunities and challenges*. University of Oxford; Oxford University Press.

7.0 Drucker, P.F. (2001). Electronic governance in context, electronic governance and electronic democracy: living and working in the connected world. Commonwealth Centre for Electronic Governance.

8.0 Heeks, R. (2001). Understanding e-governance for development, i-government working paper series. *Institute for Development Policy and Management*, University of Manchester, No 11.

9.0   https://www.topechelon.com/blog/placement-process/10-critical-recruitment-process-steps

10.0   https:/en.wikipedia.org/wiki/education_in_Bangladesh

11.0   K M Mahiuddin and Shah Md.Saiful Hoque, Asian Studies, Journal of the Department of Government and Politics, JU, No, June 2013 pp 49-57.

12.0   Kumar, et,el. (2007). Factors for successful e-government adoption: a conceptual framework. *The Electronic Journal of e-Government*, **5**(1): 63-77.

13.0   Muir, A. and Oppenheim, C. (2002). National Information Policy Developments Worldwide in Electronic Government. *Journal of Information Science*, **28**(3): 173 – 186.

14.0   SAARC,Deccember 2014,Comparative study of Public/Civil Service Commissionsof SAARC Member States, Publised by SAARC Secretariat, Katmundu, Nepal.

15.0   Saroar Ahmed Seleheen, Adesertation 0n Public service delivery: Role of Union digital centre(UDC) and improving Governance and Development,2015,BRAC University

.

16.0   West, A.P. and Wind, J. (1996). *Beyond the Pyramids: Designing the 21st Century Enterprise*. The Wharton School and MG Taylor Associates.

17.0   wikipidia.org/wiki/recruitment

18.0   World Bank. (2001). E-Government and the World Bank. *Issue Note*, November 5.

19.0   World Bank Report,2013, Washintiog,USA.

..

<u>Questionnaire for the eligible candidates of non cadre examinations</u>

1.0 Do you have any idea about non cadre BCS examination application?

2.0 How much time does it take in non cadre examinations, have you any idea?

3.0 As a candidate total non cadre examination's time is what (days/years)?

4.0 Are you satisfied with the BPSC examinations system?

5.0 If answer is no, what steps should be taken by BPSC?

6.0 Are you satisfied with the service delivery of BPSC?

7.0 What should be the way to minimize the time in the examinations?

8.0 Is there any gap between BPSC and the candidates?

9.0 Is service delivery through ICT by BPSC is sufficient?

10.0   If your answer is negative, what is your suggestion?

11.0   At which stages of examination process IT support is required?

12.0   Do you have any suggestion about better service delivery in examinations process?

13.0 Is Information given through newspaper is sufficient?

14.0   Is Information given by website of BPSC is sufficient or not?

 # Name and address :--(optional)

<u>**Questionnaire for the BPSC officials**</u>

1.0 How many services at present is BPSC providing for eligible candidates?

   a. b.   c.   d.------

2.0 How many days are required to give these services?

   a.   b.   c.   d.--------

3.0 Whether BPSC uses modern technology to give those services?

4.0 If IT is being used to provide service, please mention the area of service/field. ?

    1.0   2.0   3.0   4.0

5.0 Which year BPSC introduced IT instead of manual system & which field of examination ?

6.0 Which area of BPSC can give better service to the applicants & how?

7.0 How many days(average) is required in non cadre examinations?

8.0 8. What are the challenges by BPSC in conducting and finalizing non-cadre exams?

9.0 Have you any suggestion about quick service delivery at BPSC?

#Name and address :---(optional)

Examinations related questions(BPSC's IT Section)

1.0 How many examinations are conducted in a year (average)?

2.0 How many time required previous days in conventional system?

3.0 To give better service to the applicants which stages BPSC can utilized IT?

4.0 Before introduction of IT how many time required in a non cadre examinations(advertisement to final result)?

5.0 How many time required in the conventional system(advertisement to final result)?

6.0 At present how many time required to complete a non cadre examinations ?

7.0 In which area BPSC can utilize modern technology ie IT to give better and quick service for the candidates?

.

8.0 Any other suggestion if you have pl mention----

#Name and address:---(optional)