

Civil Service Excellence

"Way Forward for Innovation & Change"

Conference Report



28-30 March 2011



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CIVIL SERVICE COMMISSION



Report
On
Civil Service Excellence
Conference 2011

This report is prepared in light of information provided by the designated project managers of the Civil Service Commission.

This report highlights the activities or the projects, carried out by the Civil Service Commission in collaboration with the UNDP Maldives, which were discussed at the Civil Service Excellence Conference held in March 2011. Opening Ceremony and the motion of the Conference is described. Backgrounds of the projects and the issues raised by the participants conclude the main discussion of the report.

Acronyms

BEST:	Building an Efficient, Service-oriented and Transparent Administration
CS:	Civil Service
CSC:	Civil Service Commission
CSTI:	Civil Service Training Institute
GEMS:	Government E-letter Management System
GOM:	Government of Maldives
HR:	Human Resource
HRM:	Human Resource Management
HRMD:	Human Resource Management Development
JES:	Job Evaluation System
MDA:	Ministries, Departments, & Agencies
MP:	Master Plan
NCIT:	National Centre for Information Technology
SAP:	Strategic Action Plan
SP:	Strategic Plan
TNA:	Training Need Assessment
UNDP:	United Nations Development Program

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Male' Maldives

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Executive Summary

A conference in the name of “Civil Service Excellence: *Way Forward for Innovation and Change*” was held at the Nasandhura Palace Hotel from 28th to 30th of March 2011. The purpose of the conference is to publicise the performance of the five major projects that has been carried out by the Civil Service Commission in collaboration with the UNDP. It was



mainly focused on gaining acceptance of the projects performed under the Maldives Civil Service reform project entitled as ‘Building an Efficient, Service-oriented and Transparent Administration (BEST)’. More specifically, the five projects are focused on providing an efficient Civil Service in different areas.

These projects include;

1. *Strategic Plan (2011-2015)*
2. *Job Evaluation System*
3. *Training Needs Assessment & establishment of Civil Service Training Institute*
4. *Decentralization of HRM Software*
5. *Management Audit*

The conference attracted over 90 delegates, inclusive of senior level members of the Civil Service community, for lively discussions and debates. Most importantly, the opening of the conference also involved the inauguration of the Commission’s Strategic Plan (2011 – 2015). Accompanied by a number of recommendations from the Civil Service members the conference has been a success and the Commission is optimistic in moving forward to the next levels of executing the Projects.

The Commission is particularly grateful to the Vice President of Maldives Dr. Mohamed Waheed Hassan Manik having for addressing the inauguration of the conference and the Commissioners who chaired the sessions. The Commission is also grateful for the speakers and the projects' representatives who supported the conference by facilitating the discussion forums.

Furthermore, the commission is gratified for the supportive ideas presented by the audience and for their interactive participation. Among



all, the Commission is most thankful to UNDP Maldives for providing the full support in performing the projects and for their generous sponsorship of the event.

The Opening Ceremony

Welcome Speech

**DR. MOHAMED LATHEEF,
COMMISSIONER, CIVIL SERVICE COMMISSION**

Dr. Mohamed Latheef introduced the Civil Service Excellence Conference and welcomed all delegates. He stated that the presence of each Civil Service member at the Conference is very important for the commitment of the Commission to model a modern, efficient and effective Civil Service in the Maldives.



Commissioner Dr. Mohamed Latheef

He then thanked UNDP for their generosity in funding the BEST Project, and the Consultants for their invaluable effort in taking the projects into action. Dr. Latheef further provided some insights into the five projects that was undertaken within the BEST Project and publicised at the Conference.

Dr. Latheef, in his speech, addressed that Civil Service requires immense improvements on work discipline, work culture, commitment to work and output, essential work skills, motivation, work ethics, communication, professionalism, in a number of other areas for good performance. He said that, we require transformation of cultures – really die hard cultures-, shift paradigms – miles of shift, replacement of values – real hardened values.

He also said that there were a number of issues to be addressed, such as difficulties in communication, and lack of innovation within the Civil Service and that with the implementation of these projects most of the concerns of the civil servants will be eased.

Furthermore, Dr. Latheef highlighted that the major focus of the BEST Project has been to introduce better and innovative approach into our service delivery to retain high-value customers and stated that the projects are aimed for the emergence of a merit-based culture in the Civil Service that is competent to gain professionalism in the Maldivian Society.

NB: For Dr. Mohamed Latheef's complete speech, please refer to Appendix 4.

Keynote Speech

H.E. DR. MOHAMED WAHEED HASSAN MANIK, VICE PRESIDENT OF MALDIVES

The Vice President said that he was happy to be speaking at the conference, which he felt he had a strong interest into the completion of the BEST Project, and looked forward to its' outcomes. He applauded UNDP for providing support and said that he still hopes for further assistance in developing more of such projects for.



The Vice President of Maldives, HE Dr. Mohamed Waheed Hassan Manik

He began by saying that since the recent establishment of the Civil Service in Maldives three years ago, we have built a very fine administration, and the new policies were contributing to better services of the Civil Society.

He said that there are various ethical issues that need to be addressed within the Civil Service. He noted that the Civil Service needs to be protected from prejudices and should work as a team in extending their full cooperation with the political members who are accountable to the Parliament.

In portraying the need of innovation within the country, the Vice President shared his recent experience to the island of Fuahmulah. He showed how surprise he has been that he was able to spend enough time in exploring the Island. He compared today's fast mode of transportation with the early days where one may need to spend two days in travelling and get no time to appreciate the beauty of the island.

He stated that he anticipated an improvement in the Civil Service, following the introduction of the decentralization, and noted that it was good to see the Civil Services been improved. The Vice President repeatedly noted that developing a strategy in support of the politicians is essential. There have been service changes via multidisciplinary teams and their embedding in the community.

He stated that there are lots of challenges ahead, but everyone should be positive about what has been achieved to date. Success should be celebrated.

NB: For H.E. Dr. Mohamed Waheed Hassan Manik's complete speech, please refer to Appendix 5.

Inauguration of the Strategic Plan (2011 – 2015)

At the opening ceremony of the conference, the Civil Service Commission officially launched the Civil Service Vision 2015 of 3Qs 2015 which incorporates both, the 5-Year Strategic Plan (SP) and Strategic Action Plan (SAP) for the realisation of the Civil Service Vision 2015. The inauguration was made by the Vice President of the Maldives HE Dr. Mohamed Waheed Hassan Manik.



Launching of the Strategic Plan (2011-2015)

The opening was a success followed with applauds from the State Ministers, Permanent Secretaries, Zimmadhaaru Iss Verins of City Councils, and other senior members of the Civil Service. This importantly indicates the granting of the GOM's mandate to the Civil Service Commission, to fully perform and execute the Strategic Plan and Strategic Action Plan to achieve the Civil Service Vision of 2015.



Conference Day 1: 28th March 2011

Session I: Strategic Plan (2011 – 2015)

Background

This project was initiated in August 2010 as the Civil Service Commission recognised the need to meet the dramatic changes of the Civil Service community. The commission, as such, held series of workshops focused on the development of a Vision, Mission, and Core Values of the Civil Service 2015.

In this respect, the CSC's immediate task has been to formalise the five-year Strategic Plan and Strategic Action Plan to secure the required budget and resources for the immediate implementation to achieve the stated Mission and Vision of 2015.

Consequently, with the assistance from a recruited consultant from Malaysia, Dr. Zainal Abdul Samad, this project was concentrated on reviewing and extending the planning horizon and revising the CSC's First MP (2010-2012) to achieve the agreed Maldives Civil Service Vision of 2015. Finally, with continuous assistance from the Permanent Secretaries and HRMD Committee members of the Civil Service, the Commission was able to successfully launch the Strategic Plan for the years of 2011-2015.

Discussion Session

A presentation of the plan was delivered by Dr. Zainal to give a brief outline of the Strategies and the Actions to be carried out by the Commission and the Civil Service.

The discussions started afterwards. The discussion panel consisted of Vice Chairman Mr. Ahmed Hassan Didi, Commissioner Dr. Mohamed



Session I: Discussion Panel

Latheef, and Senior Human Resource Officer Ms. Imrana Binth Abdulla. Dr. Zainal Abdul Samad also joined the panel as the facilitator to the project in order to aid in the discussion session.

Issues Raised

Meanwhile participants showed a keen interest into the plan since all Civil Service offices are required to provide their full support in executing the Plan. Certain issues, as such, raised by the participants of the conference can be summarised as follows.



Session I: Discussions

- ❖ How is the costing of the activities planned?
- ❖ How does the CSC plan to disseminate information regarding the strategic plan?
- ❖ How are the roles of the Permanent Secretaries, defined in the plan?
- ❖ KPi seems too ambitious. The current situation of the Civil community must be addressed.
- ❖ How will the planned activities, be evaluated?
- ❖ Other than training & salary, are there any plans made to retain civil servants (i.e., well educated staff)?
- ❖ What do you mean by Quality, in the Vision Statement?
- ❖ To establish a strong Civil Service, SAP must be realistic & clear
- ❖ The study of one island is not enough
- ❖ It is important to review the current status of Civil Service Organizations, i.e, there are employees without tasks
- ❖ We shouldn't spend a year or two for initial implementation. The society demands efficient and effective services and the SAP must reflect that.

Conference Day 2: 29th March 2011

Session II: Job Evaluation System

Background

This project was originally handled by Hay Group and has been a continuation of the conclusions and recommendations received in 2008, suggesting a review of the Civil Service Job Evaluation System (JES) to be established based on the job value approach instead of original method of incumbent personal characteristics.

A foreign consultant Mr. Andre Cote, from Canada, was assigned to handle the project on August 14th 2010. The process of Job Evaluation was carried out from the beginning of November 2010 till mid January 2011. Followed with the completion of 502 Job Descriptions, the validation process took place from January 23rd until February 28th, 2011. Apart from the Commissions' relevant staff, contributions were received from a number of selected HRMD Committee members through multiple consultancy sessions.

Discussion Session

The final presentation of JES project was made by the consultant Mr. Andre Cote, followed by a discussion session at the conference. Numerous issues were raised by the participants and tightly handled by the Consultant Mr. Andre Cote, Vice Chairman Mr. Ahmed Hassan Didi, Commissioner Dr. Mohamed Latheef, and Senior Human Resource Officer Ahmed Musid.



Session II: Discussion

Issues Raised

Most of the issues raised were not directly related to job evaluation and the issues raised were mixed up with the current recruitment policies and the performance appraisal policies.

The issues raised are as follows:

- ❖ Why are we doing job evaluation? Is this done for CSC purpose only?
- ❖ Past two years CSC has evaluated employees, but we still can't see any change that has brought in regard to the evaluations. Why CSC is going to implement a new system now?
- ❖ What is the added value advantage for the staff who has a long work experience?
- ❖ What is the purpose of Job Evaluation? Will there be any redundancies or will there be any change in the pay scale?
- ❖ Isn't it important to deal with the issues existing in the civil service at the first place. We better clean all the issues first and then go with the future directions.
- ❖ Why are all the missing Job Descriptions not completed?



Session II: Discussions with JED participants



Session II: Discussions

Session III: Training Needs Assessment (TNA) & Civil Service Training Institute (CSTI)

Background

The Civil Service Act clearly articulates the role of both the CSC and the CS, including as it does, a mandate to train and develop the nation's civil servants through the creation of a Civil Service Training Institute (CSTI).

In this context the Civil Service Training Institute (CSTI)'s main focus is to provide training and development programs suited to the identified and prioritised needs of the CS. Ideally, training and development enhances the performance of civil servants by increasing their job effectiveness in line with the mission of the Civil Service Commission of providing high quality services to the public in the implementation of government programs. The CSTI is crucial to the development of both the Civil Service and the Maldives as a whole, as it is the primary role of trained civil servants to deliver services and administer resources vital to the efficient functioning of the nation.

With the aim to perform this activity, the Civil Service Commission, hired a Consultant, Mr. Barry Bannister from Australia in December 2010.



Session III: Presentation

Discussion Session

A presentation of the TNA and the 5 year Strategic Plan was made by the consultant Dr. Barry Bannister, followed by a discussion session at the conference. With keen interest into the matter, participants raised some questions which were firmly handled by the Consultant Dr. Barry Bannister, Vice Chairman Mr. Ahmed Hassan Didi, Commissioner Ms. Khadeeja Adam, and Assistant Lecturer Aminath Shifana.

Issues Raised

The issues raised from the participants were well handled by the discussion panel. The panel addressed that the training programs scheduled are developed to conduct in Male' as well as in Atolls and is aimed at reaching as many civil servants as possible. Moreover, the commissioners informed that a Trainer's Network in each Atoll has already been formed and each of the designated focal points are assigned to train the employees in the respective Atolls or Islands.



Session III: Discussions

The commissioners said that CSC is trying to provide a number of training programs and due to the lack of capacity, the program development is currently outsourced and at the moment about 8 modules has been developed.

In summary the issues or suggestions addressed by the participants' includes the following.

- ❖ Its important to start the training programs with what we have now, rather than waiting to get fully equipped with a proper training institute building, etc.
- ❖ We should introduce web training in collaboration with National Centre for Information Technology (NCIT).
- ❖ Education Section raised the issue that the TNA was more focused on developing management skills rather than sector specialised trainings.
- ❖ As Maldives is a small community, and when all the independent institutions establish training institute, do we have the resources for this establishment.
- ❖ Sector specific trainings should also be taken into consideration by the CSTI.
- ❖ Management Technical training is very much required for the efficient functioning of the Councils.
- ❖ CSC has to generate a rule on training, such as to enforce that each employee should undergo so much number of trainings per year.
- ❖ CSTI should include a section on Training (to give marks) in the Performance Appraisal.

Conference Day 3: 30th March 2011

Session IV: Decentralisation of Human Resource Management Database and Personnel Management Information System

Background

This project was aimed at decentralizing the HR functions that are undertaken by the Commission. Currently all data pertaining to civil servants are maintained by a web-based program known as 'VEYO' which is designed using SQL Server at its backend and frontend using ASP.NET & VB.NET.

The project was launched during April 2010 to decentralise the functions of VEYO so specific HR users within line ministries would be able to access data on VEYO or the currently named VIUGA.

This project was launched in two phases, Phase I focusing on providing access to users whilst Phase II was to focus on providing read and write access to all users.

Due to the lack of availability of trained professionals at CSC, this project was outsourced to MACROMODE, a network service provider based in Maldives, in September 2010.



Session IV: Discussions

Discussion

The presentation was delivered by consultants from Macromode, mainly Mr. Hussain Shifau who took the participants through the Power Point presentation. The system demonstration was then carried out by Mr. Muhammad Latheef of Macromode. The discussions started afterwards. The discussion panel consisted of Commissioners Dr. Mohamed Latheef and Mr. Abdulla Jihad together with Director General Mr. Abdulla Saeed and Senior Computer Programmer Ms.

Fathimath Sidhana. Mr. Muhammad Latheef also joined the panel as the member from Macromode to aid in the discussion session.

Issues Raised

Since the case will positively influence the performance of all CS offices the participants were very much interested in the matter and raised certain issues that they were not sure of. As such, comments from certain participants can be summarised as follows.

- ❖ Mr. Faaig Umar, CEO of NCIT advised, based upon his experience with Government E-letter Management System (GEMS), that feedback would be very rare from users during testing phases and the rollout phase. He also advised to go live with the system without delay rather than waiting for a perfect system to emerge.
- ❖ Some participants were interested to know whether individual offices would have the technical capacity to use the system.
- ❖ Questions were also raised whether there would be any backup procedures in place once the system goes live.
- ❖ Other questions also include regarding the accessibility into the system.
- ❖ Mr. Mohamed Mahid Shareef, PS of Ministry of HR, Youth & Sports raised concerns regarding the security system. He asked how strong a policy would be put in place to prevent unauthorised entry into the system.
- ❖ More questions were addressed to the possibility of connecting the existing systems and the HR system, and whether MACROMODE is financially viable and strong enough to keep on providing uninterrupted service for the application designed.
- ❖ Suggestions were also made to strengthen the HR sections within organizations by increasing the number of staff working in HR departments.



Session IV: Discussion

Session V: Management Audit

Background

This project was initiated with the recognised need for a complete management audit of government offices and departments. It is widely believed that the ability to define and measure standard of performance and the quality of the service is crucial to the effectiveness of management auditing process. Besides, it is known that conducting management audits would contribute towards achieving the goals and objectives of modernization of public administration.

Therefore, as part of the public administration reform process, the Commission had decided to appoint the Director General Mr. Musthafa Luthfy as a Consultant to execute this project. Followed with the recruitment of Mr. Musthafa, Management Audit workshops were held in Oct 2009 for all MDAs located in Male'. Subsequently the Civil Service Commission decided to conduct a compliance audit on 7th March 2010 to review the adherence to regulatory guidelines in the Ministries. The audit team comprised of 7 members, both from private sector and the Civil Service.

An auditing tool was developed and Ministry of Health and Family was audited as a pilot project. Accordingly audits are to be conducted for all the other MDAs.

Discussion

The presentation was delivered by the Director General of Civil Service Commission, and the assigned consultant for the project Mr. Musthafa Luthufy who took the participants throughout the session along with other CSC members. The discussion panel consisted of Commissioners Mr. Abdulla Jihad, and Ms Khadheeja Adam together with the Director General/Consultant Mr. Musthafa Luthufy and Human Resource Development Officer Mr. Mohamed Riza.



Session V: Presentation

Issues Raised

Although a lot of positive feedbacks were received from the participants simultaneously lot of issues or concerns were addressed. All questions posed were answered by the panel members representing the Civil Service Commission.

The issues can be summarised as follows.

- ❖ Participants addressed that currently there is no service charter.
- ❖ Further concerns were raised that 7 members committee is not enough.
- ❖ It may interfere with the Ministry's work.
- ❖ Audit should be done distinctively since it is vital for every organization to have an audit team.
- ❖ Questions were raised whether this audit would benefit the organizations and whether the audit team would be able to screen the work of the organizations.
- ❖ Participants raised concerns with the matter that every ministry needs to be trained and procedures should be developed.
- ❖ Furthermore concerns were addressed that more work space would be needed if audit is to be carried out. They also addressed that lack of resources may come as an obstacle for the audit team and said that it is important to minimise discrimination in providing the service.
- ❖ Incorporate performance appraisal as part of Management Audit.
- ❖ A general audit may lead to lack involvement from technical staff.
- ❖ Increase a possible financial feedback.
- ❖ The audit should also include a component of policy compliance audit and should meet the requirements of the policy.



Session V: Presentation

Closing Remarks

MR. AHMED HASSAN DIDI

VICE CHAIRMAN, CIVIL SERVICE COMMISSION

Mr. Didi thanked the Vice President Dr. Mohamed Waheed Hassan Manik for his contribution to the success of the conference and said that the Commission would seriously consider attending as many of the issues he raised.

He then forwarded his gratitude to the UNDP Maldives for their continuous support and thanked Mr. Mohamed Saiman, UNDP Project Manager and Ms. Zindh Solih, for the facilitation that was provided in making the conference a reality.

Furthermore he thanked the respective consultants for their tremendous work. He pointed that the implementation of the five projects is not a simple or easy task, however he said that there is hope, and the conference has demonstrated that we are on our way to the execution of the projects.

Upon providing highlights into the projects discussed in the conference, Mr. Didi said that the Commission will make use of the constructive feedback received from the participants on how to expand and develop the projects into achieving realistic goals. He noted that the Commission is anxious on how to satisfy the public by providing them excellent service and as such these projects will be moved on to the next phase of implementation.

Mr. Didi thanked all those involved in the conference and the feedbacks received, which had provided a useful forum for sharing information and coordinating work.

NB: For Mr. Ahmed Hassan Didi's complete speech, please refer to Appendix 6.

Appendices

Appendix 1: Participants

OPENING CEREMONY GUESTS CIVIL SERVICE EXCELLENCE : WAY FORWARD FOR INNOVATION AND CHANGE

#	OFFICE	NAME	DESIGNATION
FOCAL POINT			
1	Ministry of Education	Zeenaz Adnan	Teacher Educator
2	Ministry of Education	Sameera Ali	Director
3	Ministry of Islamic Affairs	Aminath Waheeda	Administrative Officer
4	Ministry of Health and Family	Aishath Rishmee	Senior Administrative Officer
5	Ministry of Foreign Affairs	Ahmed Haanee Naeem	Desk Officer
6	Attorney General's Office	Aishath Nazima	Administrative Officer
7	Ministry of Finance and Treasury	Ibrahim Rameez	Senior Administrative Officer
8	Ministry of Fisheries and agriculture	Fareesha Adam	Senior Legal Officer
9	Ministry of Tourism Arts & Culture	Fathimath Shiham	Chief Librarian
10	Ministry of Human Resources Youth and Sports	Shirufa Ali	Administrative Officer
11	Ministry of Fisheries and agriculture	Adam Manik	Director
12	Ministry of Transport and Communication	Aishath Lila	Administrative Officer
JOB EVALUATION TEAM			
13	Ministry of Home Affairs	Hassan Khaleel	Chief Immigration Officer
14	Ministry of Fisheries and Agriculture	Mizna Adam	Senior Administrative Officer
15	Ministry of Housing and environment	Mariyam Shafeega	Senior Administrative Officer
16	Ministry of Education	Mohamed Saeed	Director General
17	Civil Service Commission	Fathimath Shifna Abdulla	Senior Personnel Officer
COMPLIANCE AUDIT TEAM			
18	Villa College	Dr.Ahmed Anwar	Rector
19	Private	Dr. Abdulla Afeef	Consultant in Pediatrics

PRESIDENT'S OFFICE			
20	President's Office	Dr.Isaam Mohamed	Under Secretary
21	President's Office	Aishath Shaaheen	Director General
22	President's Office	Aminath Sheena Musthafa	Director General
HRMD COMMITTEE			
23	Ministry of Human Resources Youth and Sports	Abdul Razzaq ibrahim	Director General
24	Ministry of Home Affairs	Hussain Rasheedh Yoosuf	Inspector General
25	Ministry of Health and Family	Ali Zubair Hussain	Deputy Director General
26	Ministry of Islamic Affairs	Abdul Muhsin Moosa	Director General
27	Ministry of Economic Development	Ahmed Ifthikhar	Director
28	Ministry of Foreign Affairs	Aminath Shabeena	Director
29	Ministry of Housing and environment	Muaviyath Shareef	Director
30	Ministry of Finance and Treasury	Aiminath Ali	Director General
31	Ministry of Transport and Communication	Mohamed Wajeeh	Director General
32	Ministry of Defense and National Security	Hassan Yoosuf	Project Officer
33	Attorney General's Office	Ahmed Shakir	Deputy Director General
34	Ministry of Education	Abdul Sameeu Hassan	Director General
35	Ministry of Tourism Arts & Culture	Mohamed Ikraam	Deputy Director General

PARTICIPANTS LIST
CIVIL SERVICE EXCELLENCE : WAY FORWARD FOR INNOVATION AND CHANGE

#	OFFICE	NAME	DESIGNATION
CS OFFICE			
1	Attorney General Office	Mariyam Jabeen	Permanent Secretary
2		Aminath Habeeba	Deputy Director
3	Ministry of Defense & National Security	Fathuhulla Waheedh	Assistant Director
4		Mariyam Muna	Assistant Director
5	Ministry of Economic Development	Yoosuf Riza	Permanent Secretary
6		Shaheen Rasheed	Senior Admin Officer
7	Ministry of Education	Dr. Aamaal Ali	Permanent Secretary
8		Ahmed Shakeeb	Executive Director
9		Fathimath Aamira	Director General
10	Ministry of Finance and Treasury	Ismail Shafeeg	Permanent Secretary
11	Ministry of Fisheries and Agriculture	Adam Manik	Director
12		Ismail Zariyandhu	Director
13	Ministry of Foreign Affairs	Mohamed Naseer	Permanent Secretary
14	Ministry of Health and Family	Abdul Baaree Abdulla	State Minister for Health & Family
15		Sofeenaz Hassan	Director
16		Ziman Thaufeeg	Deputy Director
17	Ministry of Home Affairs	Mariyam Waheedha	Permanent Secretary
18		Mohamed Jawaadh Yoosuf	Director
19		Maimoona Ahmed	Director
20	Ministry of Housing and Environment	Mohamed Naeem	Deputy Director General
21	Ministry of Human Resources, Youth and Sports	Mohamed Mahid Shareef	Permanent Secretary
22		Ali Zaki Ahmed	Deputy Director General
23	Ministry of Islamic Affairs	Mohamed Didi	Permanent Secretary
24		Ibrahim Zaheen	Human Resource Officer
25	Ministry of Tourism, Arts and Culture	Ahmed Solih	Permanent Secretary
26	Ministry of Transport and Communication	Mohamed Latheef	Permanent Secretary
27		Faaign Umar	Chief Executive / NCIT

PARTICIPANTS LIST
CIVIL SERVICE EXCELLENCE : WAY FORWARD FOR INNOVATION AND CHANGE

#	OFFICE	NAME	DESIGNATION
INDEPENDENT ORGANIZATION			
28	Human Rights Commission	Abdulla Abdul Muhsin	Senior Admin Officer
29	Employment Tribunal	Mohamed Rameez	Director
30	Presidents Office	Aminath Reena	Director General
31		khadheeja khalidh	Assistant Director
32		Ibrahim Afshiyoon	Assistant Director
33		Aishath Shaheen	Director General, PS Training
34		Aminath Sheena Musthafa	Director General, HR
35		Fazla Abbas	Assistant Director, Training
CIVIL SOCIETY			
36	Civil Servants Association	Aminath Athifa Shukoor	Deputy executive Director
INTERNATIONAL ORGANIZATION			
37	United Nations Development Programme, Maldives	Zind Solih	Assistant Resident Representative Governance
38		Naima Mohamed	Programme Associate Governance
CITY COUNCIL			
39	Male' City Council	Ibrahim Sujau	Council Member (Galolhu Dhekunu Dhaaira)
40	Addu City Council	Ahmed Mirzadh	Council Member
41		Aminath Ameerza Khaleel	Katheebu
AUDIT PANELS			
42	Ministry of Tourism, Arts and Culture	Hassan Zameel	Deputy Director
NORTH			
43	Thiladhunmathi Uthuruburi Atholhu Councilge Idhaaraa	Yoosuf Siraj (Ha.dhidhoo)	Council Member
44	Thiladhunmathi Dhekunuburi Atholhu Councilge Idhaaraa	Ahmed Imad (Hdh.Atoll)	Zimma dhaaru Veriyaa
MEDHU RAAJJE			
45	Miladhunmadulu Dhekunuburi Atholhu Councilge Idhaaraa	Abdulla Abdul Wahidh (Noonu Atoll)	Zimma dhaaru Veriyaa
GUEST PARTICIPANTS			
46	Guest Participant	Zakariyya Hussain	Department of Heritage

Appendix 2: Discussion Panel

#	NAME	DESIGNATION
STRATEGIC PLAN (2011-2015)		
1	Dr. Zainal Abdul Samad	Consultant
2	Imrana Binth Abdulla	Senior HR Officer
3	Ahmed Hassan Didi	Vice Chairman
4	Dr. Mohamed Latheef	Commissioner
CS JOB EVALUATION SYSTEM		
1	André Cote	Consultant
2	Ahmed Musid	Senior HR Officer
3	Ahmed Hassan Didi	Vice Chairman
4	Dr. Mohamed Latheef	Commissioner
CS TRAINING NEED ASSESSMENT & CS TRAINING INSTITUTE STRATEGIC PLAN		
1	Dr. Barry Bennister	Consultant
2	Aminath Shifana	Assistant Lecturer
3	Ahmed Hassan Didi	VICE CHAIRMAN
4	Khadeeja Adam	Commissioner
DECENTRALIZATION OF HRM DATABASE & PERSONNEL MANAGEMENT INFORMATION SYSTEM		
1	Mohamed Latheef / Macromode	Consultant
2	Fathimath Shifana	Senior Computer Programmer
3	Dr. Mohamed Latheef	Commissioner
4	Abdulla Jihad	Commissioner
5	Abdulla Saeed	DIRECTOR GENERAL
MANAGEMENT AUDIT		
1	Musthafa Luthfy	Director General (Consultant)
2	Mohamed Riza	HR Development Officer
3	Khadeeja Adam	Commissioner
4	Abdulla Jihad	Commissioner

Appendix 3: Task Force

CONFERENCE MANAGEMENT TEAM		
#	NAME	DESIGNATION
MANAGEMENT TEAM		
1	Mohamed Saiman	Project Manager
2	Mohamed Farshath	Project Director

PROJECTS' TECHNICAL TEAM		
STRATEGIC PLAN (2011 - 2015)		
1	Dr. Zainal Abdul Samad	Consultant
2	Imrana Binth Abdulla	Counterpart
JOB EVALUATION SYSTEM		
1	Andre Cote	Consultant
2	Ahmed Musid	Counterpart
CS TNA & CSTI		
1	Dr. Barry Bannister	Consultant
2	Aminath Shifana	Counterpart
DECENTRALIZATION OF HRM DATABASE & PERSONNEL MANAGEMENT SYSTEM		
1	MACROMODE Pvt. Ltd	Consultant
2	Fathimath Sidhana	Counterpart
MANAGEMENT AUDIT		
1	Musthafa Luthfy	Consultant
2	Mohamed Riza	Counterpart

CONFERENCE COORDINATION TEAM	
#	NAME
1	Abdullah Ishan
2	Adam Haleem
3	Ahmed Husham
4	Ahmed Musid
5	Aminath Rushma
6	Aminath Shifana
7	Aminath Yusreen Ahmed
8	Azafa Shafeeu
9	Hassan Mohamed
10	Hawwa Nazla Zubair
11	Imrana Bintah Abdulla
12	Jadulla Jameel
13	Masood Ibrahim
14	Mariyam Hamna
15	Mariyam Nazaha
16	Mariyam Zeeniya
17	Mohamed Ilham
18	Mohamed Riza
19	Mohamed Saleem
20	Nazhath Haleem
21	Qasim Hassan

Appendix 4: Welcome Speech by Dr. Mohamed Latheef, Commissioner, Civil Service Commission

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

*“Honourable Vice President Dr. Mohamed Waheed Hassan,
Honourable State Ministers, Deputy Ministers, Councilors, Permanent Secretaries,
Assistant Resident Coordinator of the United Nations in Maldives, Consultants,
Invitees and Dear Participants.*

Assalaam alaikum and Good Morning!

On behalf of the Commission and on my own personal behalf, I take this opportunity to welcome the distinguished chief guest of the day, the Honourable Vice President, Dr. Mohamed Waheed Hassan Maniku. Welcome Mr. Vice President! and thank you for sparing your valuable time to grace this occasion. A very warm welcome and a very special thanks to representatives of the Office of the United Nations Development Programme (UNDP) too. Their presence here is, to us, a very auspicious one indeed.

The Commission and I also warmly welcome all invitees and participants to this inauguration session and the Conference. We feel greatly honoured by your presence. To us, the presence of each one of you is very important, and as for the commitment of the Commission to model a modern, efficient and effective Civil Service in the Maldives, your presence and participation is essential.

Before I proceed further with my remark, I would like to thank the Government for its support to the Commission and the Civil Service in their efforts to move forward with their mandates. I would also like to thank the hard working staff of the Commission too, for the excellent arrangements of the Conference and for the all the preparations for the thematic sessions. Thank you all.

*United Nations Development Programme, the UNDP has been very helpful to this Commission’s activities. They came to the rescue of the Commission at a very critical hour indeed. Through a project that the Commission, President’s Office and the UNDP partner, we have undertaken a number of activities over the last two and half years. Today’s event is the inauguration and the beginning of a three half-days Conference on the theme of: **Civil Service Excellence: Way Forward for Innovation and Change.***

Effectively, the Conference is the culmination of FIVE major exercises undertaken by the Civil Service Commission with the assistance of the UNDP to Building an Efficient, Service-oriented and Transparent Administration, acronymed as the BEST Project. The

FIVE areas of undertaking are:

- (1) *Civil Service Master Plan Exercise: This exercise began in January 2010 and completed its 1st phase by 10 February 2010. The exercise produced the Strategic Action Plan for 2010 to 2013 which is on-going. I thank the consultant Ms. Justine-Marie Kluijskens (Jups), the UNDP and all the Permanent Secretaries for their roles and contributions in it. Now this Conference will lead to a more comprehensive Master Plan for the Civil Service covering the period of 2011 to 2015. The new Master Plan will incorporate new paradigms and higher goals indeed. I thank the consultant Mr. Zainal Abdul Samad from Malaysia, the UNDP, and the Permanent secretaries and other senior officials for all their contributions and anticipated contributions.*

- (2) *Civil Service Job Evaluation Exercise: As we may all recall, the Commission conducted Job Classification and Pay System with the help of Hay Group from Singapore in October-November 2008. The present pay structure is based on that exercise. This led to the current exercise of Job evaluation and Job Sizing. The first attempt of Job Evaluation began on 11 November 2009 continued until 31 March 2010. I am afraid, we were not that successful. Nevertheless, we owe thanks to the consultant and the UNDP, the PSs and senior officials for their contributions. The Commission with the help of UNDP made a 2nd attempt to measure the jobs in civil service. This exercise began on 15 August 2010. I thank the consultant, Mr. Andre Cote, the UNDP and the untiring working teams of main ministries for their assistance and contribution.*

- (3) *The third exercise is the Civil Service Training Needs Assessment and Civil Service Training Institute Strategic Plan. A Civil Service Training Institute was established on 28 December 2009. Training Needs Assessment was conducted from 16 December 2010 to 20 January 2011. Now the 2nd phase for the Action Plan for the Civil Service Training is underway. This Conference will provide necessary consultation and proposals for the needs assessment and the Action Plan. I thank the consultant, Dr. Barry Bannister, the UNDP and the senior officials of the civil service organizations for their most valuable contribution.*

- (4) *Fourth segment of the Conference would focus on the Decentralization of Human Resource Management Database, and Personnel Management Information System. For efficiency and effectiveness of service, sharing of information and exchange of data as swiftly as possible and availability at finger-tip is essential. The Commission has been working on a project to decentralize its database to the Ministries, Departments and Agencies since 2009. In fact, at one point in time it was made available to the Ministries. But the service was technically functional. The first phase of the work was conducted from April to July 2009. The current phase of the work undertaken by Micromode Pvt Ltd is expected to successfully conclude the project shortly.*

Thanks go to the consultants of Macromode Pvt Ltd., UNDP and all civil service officials who assisted in the project.

- (5) *The Fifth major exercise in the Conference would provide consultation for the Management Audit and Performance Management of the civil service organizations. An intensive training was conducted in October 2009 to introduce Management Auditing into the Civil Service. Selected task groups were trained in the Ministries, who would later participate in the conduct of management audit. Management Audit panels were selected and two major ministries have been reviewed. I thank the consultants, the UNDP and the Panel members who actually are helping the CSC in the conduct of the programme.*

Mr. Vice President, participants and Invitees.

The Civil Service is the flagship that has to be ever ready to transport the country to higher destinations of hopes and aspirations of the people. Therefore, it is absolutely paramount that the vessel is manned with qualified smart chief officers, quartermasters, engineers and rest of the crew. It is absolutely paramount that vessel is equipped, rationed and serviced. It is absolutely paramount that the vehicle is in ready condition, and is assisted to be in ready condition, to take orders and serve the Captains that board the vessel to lay down the course of the journey.

The Maldives Civil Service Act of 2007 instituted the Civil Service Commission. The Act charged the Commission with responsibilities of creation and maintenance of a high quality modern "Civil Service" expected to address unprecedented hopes and aspirations of the government and the public. The law calls for nothing less than a civil service that is able to deliver the policies and programmes of the government of the day underpinning the liberal democracy of the country, upholding sovereignty of the nation, protecting fundamental freedoms of citizens and human dignity, respecting rule of law, complying with principles of good governance, serving with professionalism, commitment and devotion, ethics, responsibility and accountability; a "Civil Service" that serves the public as their client bosses, with competency, efficiency, effectiveness, with care and compassion to the client and yet with consistency based on an ethos of core values of honesty, integrity, justice, impartiality; a service that is governed by rules, principles, procedures and guidelines, free from prejudice, favoritism, nepotism and corruption.

The expectations from the Commission and the new Civil Service are significant indeed. How about the challenges?? Formidable too. Immense improvement is required on work discipline, work culture, commitment to work and output, essential work skills, motivation, work ethics, communication, professionalism, in a number of other areas of good performance. Challenges are formidable on mindsets and values too. We are talking of a transformation of cultures - really die hard cultures-, shift paradigms - miles of shift, replacement of values - real hardened values. The working environment

is not the least challenge. The Commission and the Service is subjected to operate in the most extremely volatile turbulent political environment in the world, may be.

*The expectations from the Commission and the Civil Service can be met only by planning and building the capability to INNOVATE. That is what is about today. The FIVE sessions will provide us consultations and proposal to finalise a Master Plan to achieve the high goals of the Civil Service and provide an Action Plan strengthen the Civil Service Training Institute as the key vehicle of change and INNOVATION. **Quality People- Quality Performance, Quality Performance-Quality Service, Quality Service-Public Satisfaction.** As a person, I am always happy to see someone trained, retrained, refreshed, re oriented, upgraded, and you name it, anything to update one's knowledge base, skills set and experiences. I have never believed that anyone could be fully qualified for life for anything, no matter what. Not when the world is changing by the day at exponential speed. Knowledge is doubling in this world in every 18 months or less in most areas. Technology changes most dramatically, may be by the wink of an eye. All this knowledge increase and technological advancements are basically human endeavors of chasing challenges and problems they face. These endeavors are mostly trying to address problems. As the world keeps evolving, problems and challenges emerge as much as they get solved. Tomorrow we wake up to a new day. It is never today. A new day brings new challenges and requires new solution. So the key word in our daily life is INNOVATE. Whether we are managers, technician, professionals, administrators, enforcement officers, or the handyman, we all face new challenges everyday.*

Thank you for your attention! Wassalaam alaikum!"

Appendix 5: Keynote Address by His Excellency Dr. Mohamed Waheed, Vice President of the Republic of Maldives

“Civil Service Commission; Honorable State and Deputy Ministers; Colleagues from the United Nations and Senior civil servants;

Assalaam Alaikum!

I believe it is a very important meeting today, one in which the civil service is contemplating on its future directions, on how the civil service is going to be developed over the next four years and to reflect on some of the challenges that it faces under the current system, current climate in the country.

I am sure you all realize the civil service is a very important part of the democratic governance. I don't believe you can have a fully democratic system, where you have a civil service that is bound by various political influences. We are fortunate that we have very strong civil service legislation and the functions that were previously carried out by the executive branch have now been transferred to an independent Civil Service Commission.

We must therefore help to develop it and nurture it, and today, I think you are all here to a large extent to reflect on how to proceed with that.

I would like to thank the United Nation for its continued technical assistance in helping to develop various technical aspects of the Commission's work, notably the work that you have done on the evaluation, classification, in training and setting up and management work and so on.

These are clearly very important ethical areas where we need to develop expertise in the Commission and among the senior civil servants in the country.

So congratulations on organizing this and I am extremely pleased you have very good attendance, considering it is very early in the morning on a Monday. It shows that you are both interested and committed to the objectives of this particular workshop.

I think it would be little bit boring if I continue about the importance of the Civil Service Commission and give an academic presentation. I see so many people sitting quietly and not talking. So I'm going to make it a little bit provocative and also begin to talk about some inconvenient truths to talk about the elephant in the room. I think my position allows me to venture into some for the difficult and controversial issues. I am going to lay it down for you to enjoy.

I have just come back from a trip to Fuaahmulah. Normally we are able to go to these islands for a couple of hours and if we spent time to sleep, we usually have a big

meeting and we get very little time to see what is going on. And this time I spend three four days. I am sure those of you who have been to Fuaahmukah have realized that is one of the most beautiful islands in the country. It is a plentifully large island. But I didn't realize there is so little land where you can live and most of the island is wetlands and it is only suitable for cultivation. These are things you learn when you spend time on the island.

One of the things that I realized is that we have come to a point where our democratic system has evolved and now, decided that we will have local authorities and suddenly we've found that there are 30 local councilors on the island. They have no clue of what they are supposed to do. These 30 people have been elected and they have no place to stay. All they are doing at the moment is wondering what has happened.

I was there at a difficult time because I knew what I was getting into. Representing the government I was the target of many questions. And one of them was; what were you doing in the last two years? Didn't you know we were going to be elected? Of course we knew they were going to be elected. Of course we knew they were on the Civil Service Bill. They don't know what to do, they have no instructions from anybody and so I think, in confronting me and asking me what the hell were you doing in the last two years, I think this, to me, is a sign that has to be seriously taken. I think this is a sign that there are systems and breakdowns here and there, and we need to address them.

I believe that the both the government and the civil service have the primary responsibility in addressing these issues and this is symptomatic of the breakdown that is happening to some extent between the civil service and the government.

I believe as we move forward, as we begin to innovate the change, it is important for us to look at the issues that are holding us behind, issues that are leading to such breakdowns and truthfully face them. Otherwise how much of training we receive and how many databases we serve is not going to help to improve our government.

Dr. Latheef mentioned about one ship that has to be manned and sailed. It looks like we have a flotilla of large ships and I'm not sure that the people heading these ships know exactly what the direction is and where they need to go.

So I think at this meeting we have to address these issues, to face some the difficult issues that we try to brush under the carpet. I hope I'm not mistaken when I say that there has been at best a tenuous relationship between the civil service and our government. It may have historical reasons but together we have to address these issues if we are going to move forward.

There is some level of mistrust, I believe. Those of us who are in political positions sometimes feel we have a civil service which we cannot steer. The senior civil servants, your distinguished colleagues, who are here, are not bound legally to be accountable to the political leaders. This notion needs to be looked at.

I used to work in an international civil service - about the same size with one million dollar budget, just like the Maldives, and as a head of the office. Whoever is appointed as the head of the office is ultimately responsible for the budget, the resources and programs. And if the head of the office is unable to do that then there is a serious problem.

I continue to hear, and as I said, I maybe mistaken and there maybe ministries where its working quite well now, but I still keep hearing that it's very difficult now for the political heads of the Ministries to get things done because senior civil servants are not completely accountable to them. On the other hand, I know that the civil service has to be protected from political steam rolling, and undue influences because it is the professional civil service that has to continue the smooth functioning of government from one political regime to the other. As politics goes there may also be times when there are transition periods, when the leadership in some countries becomes unclear. But under such circumstance also the civil service has to continue delivering services and serving the people. This is why you need the civil service for continuity of professional services to the people, for the continuity of governance. So I don't doubt that at all. But we need to discuss these issues in context, together, to see how we can resolve them.

Also there are prejudices, as Dr. Latheef mentioned. The civil service has to be protected from prejudices. Sometimes those carried on from the past. Sometimes there are people who still felt that civil service is a monolithic organization from people who are very alike. What I'm trying to say is that there are still prejudices like assuming that every civil servant is a Maumoon sympathizer. I don't think this is acceptable anymore because for one thing it also denies each one of you an individual personality, and your individuality to think for yourself.

I think this is grossly mistaken if people believe that every single person who works in the civil service is a Maumoon sympathizer. These things have to be put behind. These are some of the issues, some the reasons why there is no smooth functioning of the system, because there is no trust. I think this trust can be built if we cooperate, and we work together, and we share ideas and we sit down talk about these things. The jobs that we have, either as politicians or as civil servants, is not a personal job. The people of this country spent their hard-earned resources on us to do a job. And therefore we are expected to do what is difficult and what is difficult is to talk about things that are inconvenient.

And therefore it is our responsibility as heads of the department, as heads of civil service, to sit together and frankly put these issues on the table and resolve them.

We cannot afford to continue much longer with ministries that have this kind of conflict. I hope that we have an exciting and challenging program in each of these ministries and departments and implement them.

What we do will be measured by the terms of the results we produce. The process is important, the qualities of the people are important that's why we are doing what we are doing today, but ultimately we will be judged by the results that we achieve.

Therefore I hope there will be frank discussions, even if it is difficult, even if it might put us into trouble we can still speak out loud. I think there are ways in which this can be done.

First of all as I said, there is also responsibility on us, the political leaders in various ministries to try to lead and put more effort into creating a team within the ministry irrespective of whether they are political advisors or civil servants. We need to create one team in the Ministry and that is the only way we can move forward towards achieving the goals that we have set for ourselves.

I am appealing to you, please extend your full cooperation and accept that the Ministers are the political leaders who are accountable to the Parliament for which money has been allocated within the budget.

I applaud assistance from the United Nation and I would also like to further request that you support all of us in building highly professional and effective teams and to build better understanding and camaraderie among the civil service and other public servants. I know you will address this particular issue, that's more technical. I believe there is too much duplication and overlap in functions sometimes among the senior civil servants and the political appointees that has to be resolved. You cannot have in one organization two or three people trying to do the same thing without stepping on each other's foot. How you clarify those things, how you make it clear to everyone what they have to do.

In any organization where you have people there will always be conflict. Sometimes it's conflict that drives you forward. So we have to see it as something positive but instead of using the negative energy that comes out of it, try to harness the velocity of it and to do that you need you need systems and mechanisms for resolving conflict and come out with a positive result. To do all these things you need effective and capable Human Resources Managers in all the Ministries.

I hope that you are identifying, training and nurturing Human Resource Specialists who will be able to carry the coordination and responsibility that is required in every Ministry to promote better human resources development, coordination, cooperation and contribution.

I believe that the Government is trying to utilize the technical expertise and the policy experience in policy formulation. Most of the policy discussions are held with the presence of senior civil servants. I think it is very important and very positive. We need your advice and your contribution and experience because in some cases you have been there in these Ministries and running these programs much longer than

these elected officials. You know what has been going on, so it is very important that your experience and advice is counted in policy determination. I hope you continue to do that and feel that you are part of that process.

I guess I have raised some difficult issues now enough to keep you thinking for a little bit, but I think seriously we have a problem we need to resolve and because we are just serving the same people, we are working towards the same results, let us put our minds to overcoming some of the difficulties that I have mentioned and the during the discussions today and the next two days, I hope that you will be able to come up with some of the systems that will help to minimize the kinds of difficulties I have mentioned.

I wish you all the best for these couple of days as it is really important work. I hope you continue to stay in these meeting, because there is a tendency for people to have to go and do more important things. I don't think there is anything more important now. We have to sort out some of these things so I hope you will continue to stay and do this work. It is good that you are having half days so you can go to your offices and do other more pressing things.

Wish you all the best, thank you for inviting me, sorry I have ruffled some feathers, but these things need to be talked about.

Wish you the best. Thank You.”

Appendix 6: Closing Remarks by Mr. Ahmed Hassan Didi, Vice Chairman, Civil Service Commission

“Good afternoon to all,

It is a great pleasure and privilege for me to close up this successful three day conference on Civil Service Excellence: Way forward for Innovation and Change.

We began very auspiciously with an excellent and thought provoking address by the Vice President Dr. Mohamed Waheed Hassan Manik. We truly appreciate his contribution to the success of the conference and we seriously consider many of the issues he raised in his address.

On behalf of the Chairman and Commissioners, let me first of all extend the Civil Service Commission’s gratitude to UNDP -Maldives for their continuous support. We very much look forward to their continued assistance in the near future as we move forward with the BEST project and beyond. At this point, in particular we would like to thank Mr. Mohamed Saiman, UNDP Project Manager, for the facilitation he has provided in making this conference a reality.

We thank the respective consultants for their tremendous work.

Namely:

- 1. Dr. Zainal Abdul Samad on development of Civil Service Strategic Plan*
- 2. Mr. Andre Cote on the project of Civil Service Job Evaluation Project*
- 3. Dr. Barry J. Bannister on the completion of Training Needs Assessment of the Civil Service and his ongoing assignment of developing a Strategic Action Plan for the Civil Service Training Institute.*
- 4. Macromode Private limited for the project on Decentralization of Human Resource Management Database and Personnel Management Information System.*

The first session of this conference was on the Master Plan of the Civil Service Commission, when we looked into Civil Service Master Plan and the “Civil Service Vision 2015 - Quality People, Quality Performance & Quality Service”

We also plan to conduct further discussion sessions to align the Master Plan with the National Strategic Action Plan. We would like to take note of that from this session we had constructive feedback on how to expand this Master Plan to achieve realistic goals.

The Second Session was on the Job Evaluation project, which is an essential element to right size the job structure and allot remuneration accordingly. With the assistance from the Job Evaluation Committee some of the job descriptions were

analyzed which enabled the consultant to come up with 20 recommendations. I note that these recommendations will be taken into consideration.

With the completion of this project we also have to reform the Civil Service remuneration policy further by integrating all civil servants into the current grid based on the ranking of their jobs according to the proposed grading map.

And also the Civil Service salary curve, including all allowances, monetary and non monetary benefits (like job security) should be compared to the salary curve of the private sector through extensive salary survey based on benchmark jobs.

We all are anxious on how to satisfy the public by providing them excellent service. So, in order to identify the performance gaps, a Training Needs Assessment has been conducted. A TNA team was identified and TNA tool developed so as to conduct this process on a continuing basis with many of the generic training categories being identified.

Our next task is to identify a way to deliver this training and this is where our consultant will help us in developing a Strategic Action Plan for the Civil Service Training Institute. Of course, with the input from relevant stakeholders.

Currently, decentralization is an important factor for an efficient and effective service delivery. Decentralization of the Human Resource Management Database and Personnel Management Information System is a necessary step to make our organizations more effective. We expect to commence this project at the end of April 2011, Insha Allah.

Future enhancements will occur in future phases once the current system is launched and feedback for further enhancements is received by the system users.

Many changes have been brought to the administrative and legal framework of the public service, and also to the nation as a whole.

New challenges to the civil service require a mechanism to oversee the HR management function to monitor and evaluate how the functions are being carried out within the Civil Service.

A Management Audit Workshop was conducted in 2009 as a joint effort by the PO and CSC under the BEST PROJECT of UNDP. Now it's time to carry out the function in collaboration with the President's Office and the Civil Service Commission.

This conference was a success because of the untiring efforts of staff of Civil Service Commission staff, including Mr. Musthafa Luthfee, Mr. Muruthala Mohamed Didi, Mr. Abdulla Saeed, Mr. Mohamed Farshath and all the facilitators assigned to the respective international consultants. If I have omitted thanking anyone who

contributed to the success of the conference, my sincere apologies and a Big thank you to all of you.

Finally, I would like to thank all the participants for their valuable comments and constructive feedbacks and also full commitment to the sessions. Insha Allah we will conduct more of these sessions in the near future and will work towards Civil Service Excellence: Way forward for Innovation and Change.

Have a pleasant day and wish you all success in future days.

Thank you”







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