

**ACCSM+3**  
**INTERNATIONAL SYMPOSIUM**  
**“THE FUTURE OF CIVIL SERVICE”**



**DATE :** 27 September (Wed) 2023  
**VENUE :** Dai-ichi Hotel Tokyo, LA ROSE



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# PRESENTATION MATERIALS







**JAPAN**

**Mr. YONEMURA Takeshi**

Director General for Secretariat's Policy Matters,  
Secretariat of National Personnel Authority

## **2023 ACCSM+3 International Symposium**

### **“The Future of Civil Service”**

#### **Keynote Speech**

Aiming toward a public service in which each employee can be dynamic, and employees' well-being can be realized

#### **Basic Idea**

Protecting people's interests, providing world-leading administrative services, and building a vibrant society, in the midst of drastically changing socioeconomic and international circumstances

➔ It is essential to enhance the business management capabilities of government and to attract and develop talented people at all levels of public service organizations.



**It is necessary to create an environment in which each employee can be dynamic, and employees' well-being can be realized.**

Attracting more promising people to public service



Improving the performance of the public service as a whole and its attractiveness

## Three Policy Pillars

01



Comprehensive efforts to secure diverse and talented human resources to support public service organizations

02



Measures to improve organizational performance through the growth of individual employees

03



Realizing diverse work styles and lifestyles and improving working environment that serves as a foundation for employees' well-being

1

Comprehensive efforts to secure diverse and talented human resources to support public service organizations

It is difficult to maintain organizations by securing and training new graduates through recruitment examinations alone. It is essential to attract and secure more human resources with diverse experience and advanced expertise outside of the public sector.

### “Fusion of Knowledge”

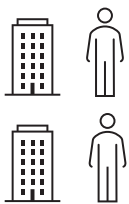
between the private & public sectors

- Expansion of recruitment of private sector personnel
- Support for smooth adaptation (onboarding)



Realization of remuneration that supports the securing of human resources

### Private Sector



### Public Service Organizations



### New Graduates



Public-Private Personnel Exchange

- Reform of recruitment exams using online systems
- Making exams easier for applicants to take

Shift to strategic recruitment activities



## Three Policy Pillars

01



Comprehensive efforts to secure diverse and talented human resources to support public service organizations

02



Measures to improve organizational performance through the growth of individual employees

03



Realizing diverse work styles and lifestyles and improving working environment that serves as a foundation for employees' well-being

2

Measures to improve organizational performance through the growth of individual employees

It is necessary to link employees' awareness of career development to their motivation for personal growth, and to make this a driving force for improving the performance of the organization as a whole.

Strong support for career development and learning in order to lead individual growth to organizational growth

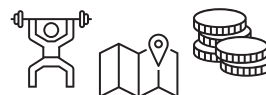


Examination on dual employment to broaden the scope of activities in the interest of public service

**Public Service Organizations**



- Improving feeling of satisfaction through appropriate personnel evaluation
- Making human resource management more efficient and sophisticated using data and digital technology



- Treatment of employees that places more emphasis on roles and contributions
- Remunerations that facilitate personnel rotations

## Three Policy Pillars

01



Comprehensive efforts to secure diverse and talented human resources to support public service organizations

02



Measures to improve organizational performance through the growth of individual employees

03



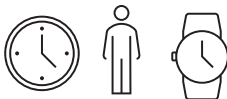
Realizing diverse work styles and lifestyles and improving working environment that serves as a foundation for employees' well-being

3

Realizing diverse work styles and lifestyles and improving working environment that serves as a foundation for employees' well-being

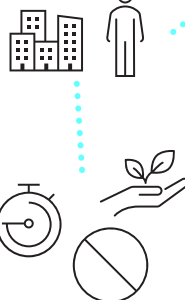
There is an urgent need to promote more flexible work styles and create a workplace environment that serves as a foundation for employees' well-being in order to improve the attractiveness of the public service as a workplace.

Promote institutional reforms to implement flexible work styles



- Review of flextime system
- Ensuring intervals between working hours
- Review of summer vacation usage periods and annual leave use units
- Development of telework guidelines
- Support for work-life balance

Public Service Organizations



Remuneration system measures to encourage employee's choices



- Establishment of telework-related allowance, etc.

Building a foundation for employees' well-being

- Reduction of overtime work
- Promotion of "health management" in the public service, etc.
- Efforts toward zero harassment

## Three Policy Pillars

01



Comprehensive efforts to secure diverse and talented human resources to support public service organizations

02



Measures to improve organizational performance through the growth of individual employees

03



Realizing diverse work styles and lifestyles and improving working environment that serves as a foundation for employees' well-being

Furthermore, in order to realize public employee personnel management suitable for the new era, an expert panel will be set up to discuss issues cross-sectionally without exceptions.  
(final proposal targeted for fall 2024)

**Thank You**



# **BRUNEI DARUSSALAM**

**Dr. Norfarizal bin Othman**

Director General, Public Service Department,  
Prime Minister's Office

THE INTERNATIONAL SYMPOSIUM  
'THE FUTURE OF CIVIL SERVICE'  
25 – 28 SEPTEMBER 2023, TOKYO

**BRUNEI DARUSSALAM :**  
**THE USE OF GOVERNMENT**  
**HUMAN RESOURCE MANAGEMENT**  
**SYSTEM (SSM) IN ADAPTING**  
**TO DIGITALIZATION IN**  
**HR WORK PROCESSES**

# CONTENT

**01**

About SSM

**02**

Objectives

**03**

Challenges

**04**

Opportunities

**05**

Functionalities  
Phase 1

**06**

Functionalities  
Phase 2

**07**

Employee  
Life Cycle

**08**

Future Plan

# WHAT IS SSM ?



## Sistem Sumber Manusia [SSM] :

- Government Human Resource Management System
- Fiscal Consolidation Programme between PMO and MOFE
- Combines **Human Resource [HR] functions and Payroll** replacing Government Employee Management System [GEMS] & Government Payroll System [GPS]
- Accessible and utilised by all government agencies' HR

## SSM OBJECTIVES

01

**Accessible anytime, anywhere**



Access to self-service functions and data at any time and anywhere with internet access

02

**Single source of information**



Access HR and Payroll data from centralised location to promote data transparency & remove duplicate data stored in silos

03

**Analytics for decision making**



Integration with other data sources to promote efficient data sharing and influence decision-making to change for the better

04

**Paperless**



Digitize forms and processes to reduce paper, cut costs and save precious time in accessing information

05

**Automation & change**



Work towards eliminating redundant processes & increase automation and user experience for higher work quality & productivity

## CHALLENGES BEFORE SSM

---

- Previous HR Systems (GEMS) not user friendly
- Functions & features in current system are not being used as intended due to adoption challenges
- Modules in GEMS are not fully utilized and business workflow does not cater user requirement fully
- There are other existing data systems (Immigration, Police, etc) but data and information stored in different systems and does not get updated in PSD quick enough for quick analysis and decision making process

## OPPORTUNITIES WITH SSM

---

- Only **ONE** central Government HR system (HR and Payroll)
  - Improve the efficiency of HRM
  - Standardized business process workflow across ministries and departments
  - View data from digitized documents
  - Able to cater expansion plans of system functionalities or services such as integration with other system and the possible growth in data for the next 5 years
-

## SSM FUNCTIONALITIES

*Phase 1*  
Implement Payroll & core HR  
functions



### **Key highlights :**

Payroll

Organization Management and Structure

Personnel data administration

Employee & Manager Self-Service

- Personal profile update
- View e-payslip
- Leave application
- Claims application
- Attendance tracking

## SSM FUNCTIONALITIES

*Phase 2*  
Implement online  
transactions & process flows



### **Key highlights :**

Employee HR transactions

Benefits application

Training management

Performance management

Manpower & succession planning



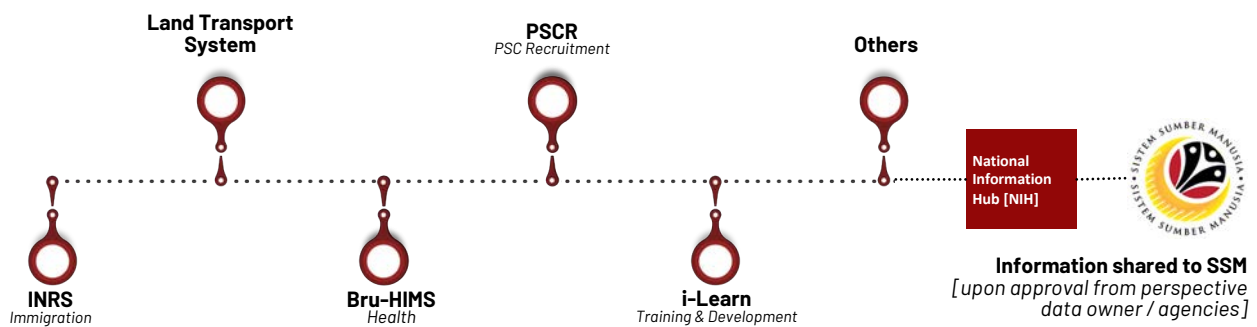
## EMPLOYEE LIFE CYCLE [HR]



## FUTURE PLAN

*Employee Life Cycle [HR] - National Information Hub (NIH) integration with potential data sources*

*Mobile application and Chatbot Business Intelligence and Data Analytics Tools*





# **CAMBODIA**

## **Mr. CHHUN Socheat**

Director General, General Department of Civil Service  
Policy, Ministry of Civil Service

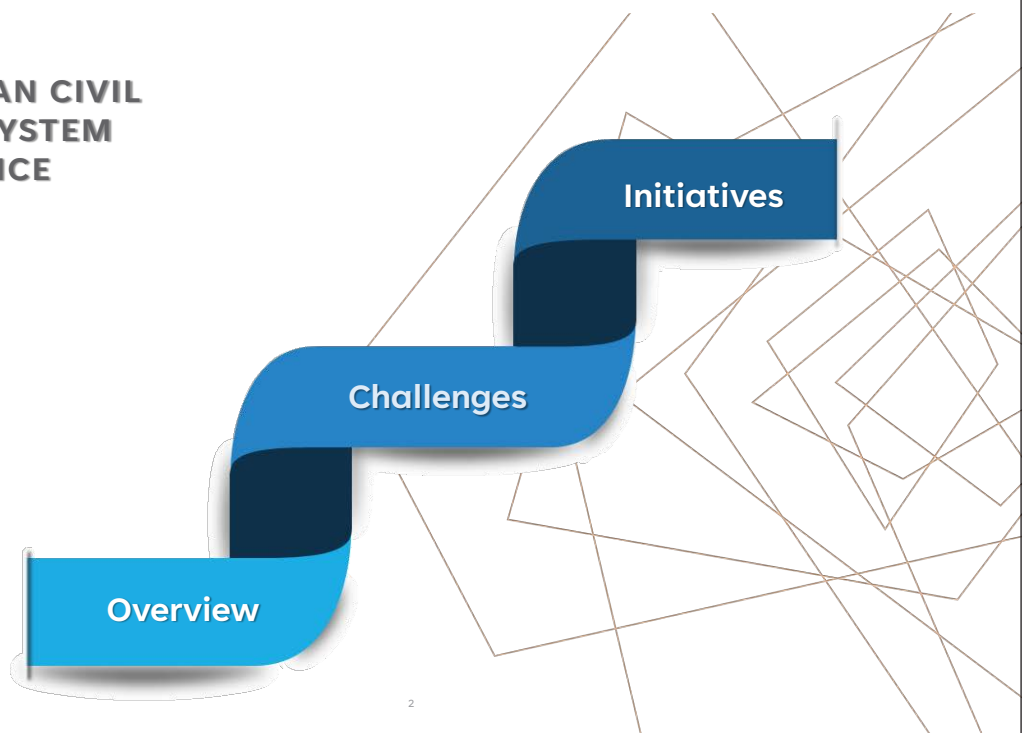
INTERNATIONAL SYMPOSIUM  
“THE FUTURE OF CIVIL SERVICE”  
25-28 SEPTEMBER 2023, TOKYO

# Cambodian Civil Service

CHHUN SOCHEAT

Director General of Civil Service Policy  
Ministry of Civil Service, Cambodia

CAMBODIAN CIVIL  
SERVICE SYSTEM  
AT A GLANCE



2

OVERVIEW

#2738715

3





Peace  
&  
Stability



Nation Building and  
Development

- ❖ Reached Lower middle-income status in 2015
- ❖ Upper middle-income status by 2030
- ❖ High-income status by 2050

5



Total Population : 16 Millions

Younger population is around 60%

Number of Civil Service Employee:

220,000 (exclude Police & Military personnel)



- National Level Employee : 170,000
- Local Level Employee : 50,000

6

## Diversity, Equity and Inclusion in the Civil Service

- ✓ Tribe members
- ✓ Muslim members
- ✓ Women (gender task force to support women employees in all Ministries)
- ✓ Handicapped



Equal Opportunity

7

## MINISTRY OF CIVIL SERVICE

- Lead, manage and develop the civil service of Cambodia
- Lead the administration reform program of the government

### 3 PILLARS OF ADMIN REFORM PROGRAM

1. Human resource development
2. Remuneration system improvement and
3. Improve the public service delivery

8

**CHALLENGE**

9

**LEADERSHIP**

**MERITOCRACY**

WORKGROUP  
RESPONSIBILITY  
PROCEDURE  
SUPERVISION  
ORGANIZATIONAL  
COORDINATION

NETWORK  
SYSTEM  
BRANCH  
AIM  
STRUCTURE  
TASK  
EFFICIENT

VIRTUAL  
TEAM  
FLEXIBLE  
OBJECTIVE  
DEPARTMENT  
ACTIVITIES  
ALLOCATION  
INDIVIDUAL

**ICT**

COMMUNICATION

**remuneration**



## INITIATIVE OF FUTURE CIVIL SERVICE

### 1-Recruitment in the Civil Service

#### Current Practice

**Career System:** All civil service employee stays in the service until retirement (different from Employment system where employee stay by the contract period)

Consider the **hybrid** system which mix the **Career System** and the **Employment System**

**Recruitment practice** conducted several times per year and managed by individual Ministry and different procedures.

**Challenging** in attracting young talents into the service



### **Some main Improvement initiatives for our Future Civil Service**

- Create one national establishment to lead and manage the whole recruitment system and mechanism.
- Conduct one national examination only per year
- Strengthen the Human Resource Planning (annually and medium term plan ahead)
- Improve laws and regulations related to HRM and recruitment

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## **2-Enhancing Productivity in the Civil Service**

### **Some main Improvement initiatives for our Future Civil Service**

- Improve our Civil Service Law in response to the current development
- Improve the organizational structure of the national institutions
- Enhance the power delegation to guarantee the effectiveness of technical levels in leading and managing the HR, budget, workplans and agreement indicators in the organization.
- Create the Standard Operating Procedure (SOP) for each ministry.

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## 2-Enhancing Productivity in the Civil Service

### Some main Improvement initiatives for our Future Civil Service

- ❑ Promote competitiveness in the competition to be Model Leader, and Model Institution
- ❑ Increase employee motivation
  - ❖ Non-monetary Motivation
    - Verbal and non-verbal appreciation
    - Improve working environment (Office = Second Home)
    - Provide Mental Support
    - Provide Coaching, trainings
  - ❖ Monetary Motivation
    - Performance Indicators Achieved
    - Project based
    - Salary increment

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**Thank You**

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# INDONESIA

## **Dr. Bima Haria Wibisana**

Expert Level (Policy Analyst), Directorate for Civil  
Service Performance, National Civil Service Agency

International Symposium  
"The Future of Civil Service"

# Challenges in Indonesia's Bureaucratic

Dr. Bima Haria Wibisana  
National Civil Service Agency  
The Republic of Indonesia

Tokyo, 27 September 2023



## TOPICS

PROGRESS AND FUTURE  
INDONESIA STATE CIVIL APPARATUS

STATISTIC



TRANSFORMATION



TALENT  
MANAGEMENT



RECRUITMENT &  
SELECTION



SYSTEM  
INFORMATION  
&  
FLEXIBLE  
WORKING  
ARRANGEMENT

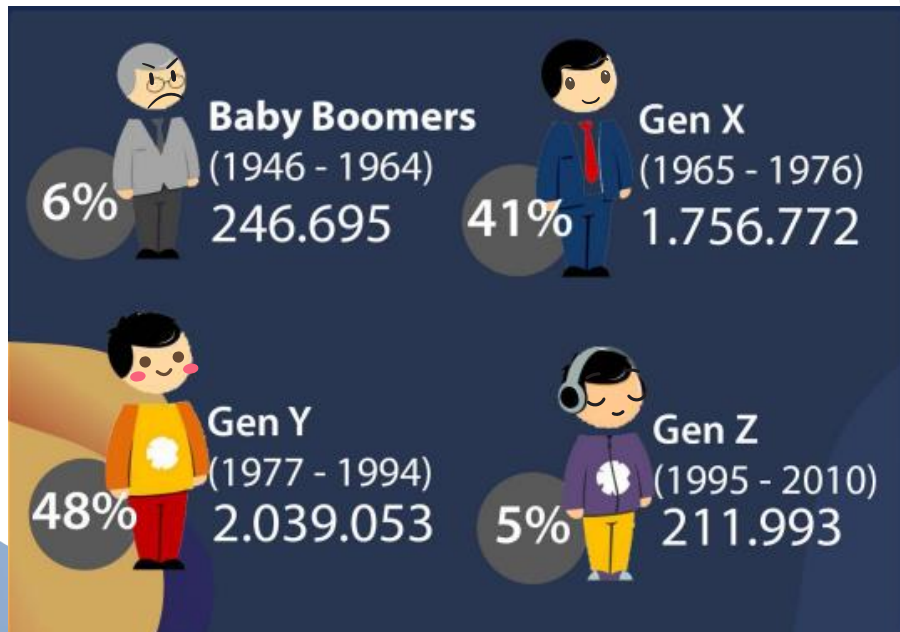


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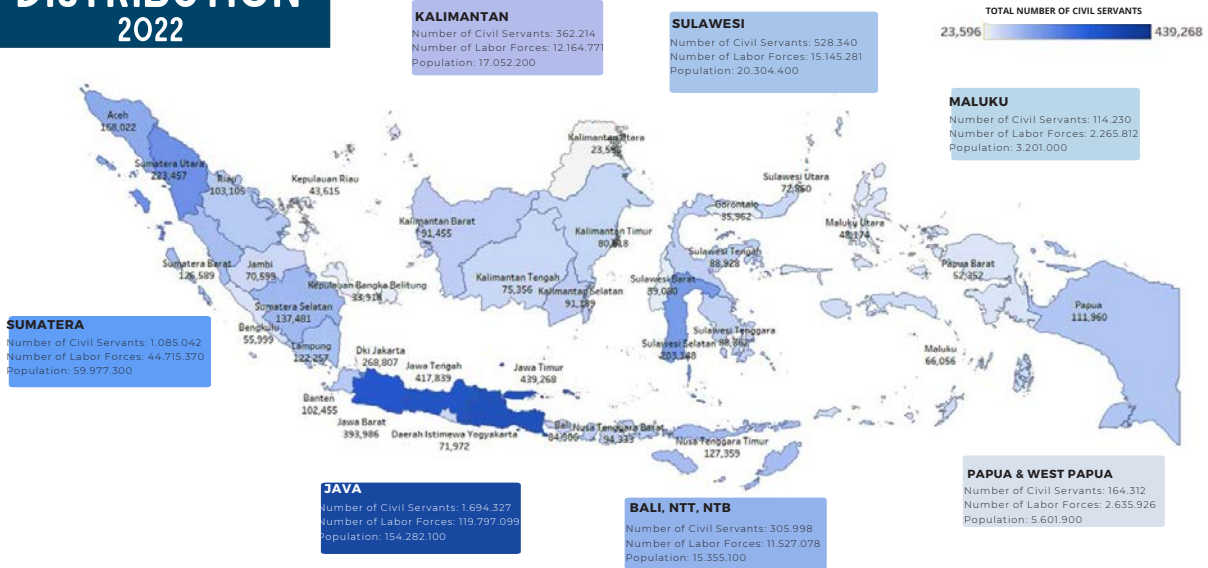
1

# STATISTIC

## INDONESIAN CIVIL SERVANTS BY GENERATIONS AS (OF DEC 2022)



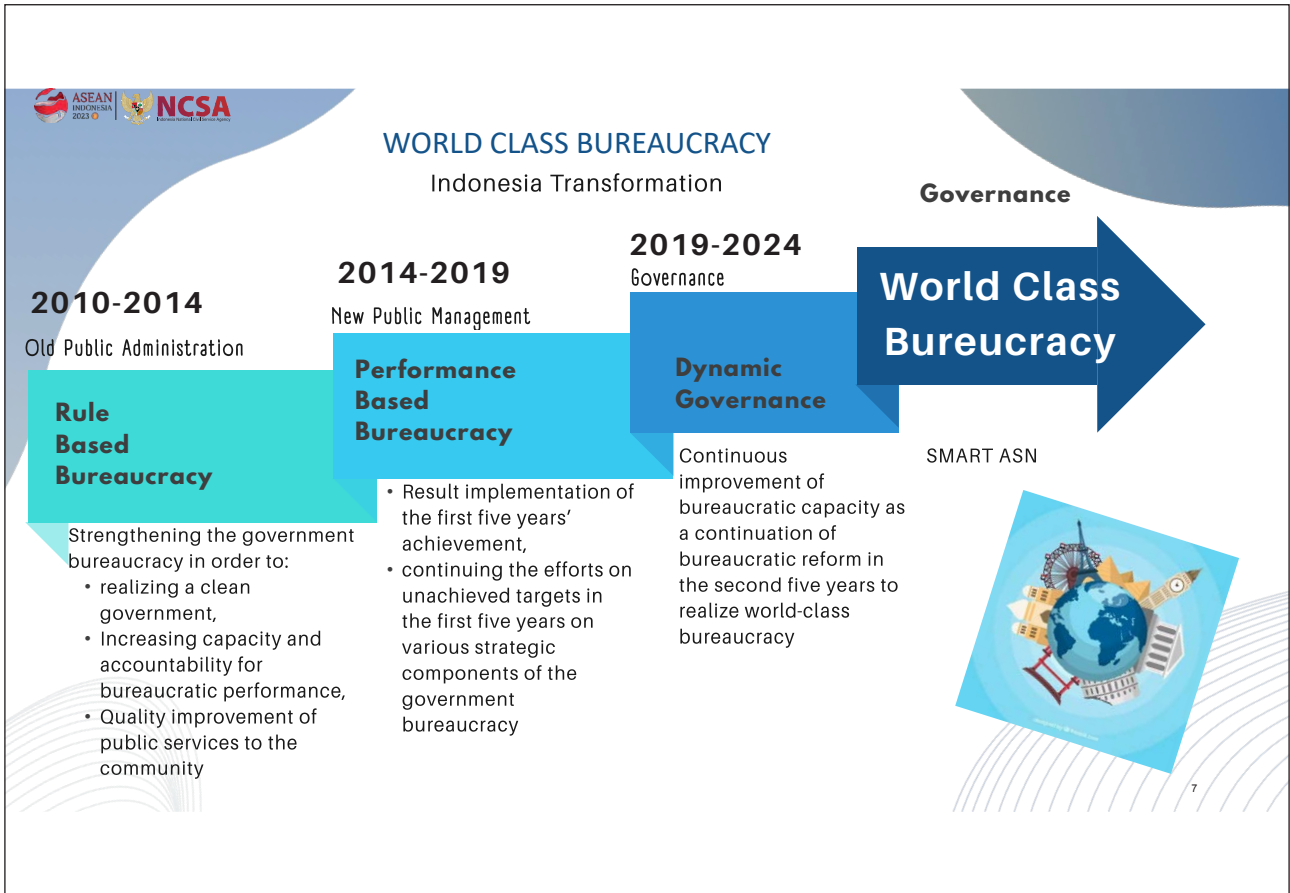
# CIVIL SERVANTS' DISTRIBUTION 2022



Source: NCSA and CBS 2022  
5

2

# TRANSFORMATION





# Building Future

## Management of Civil State Apparatus

Innovation in  
Career Pattern;  
Talent  
Management;  
National Talent  
Pool

## Bureaucratic Reform

Improvement in  
Bureaucratic  
Reform > more  
substantive and  
Performance  
oriented

## Institutional Governance

Integrated  
Electronic  
Government  
System among  
Central and Local  
Government

## Public Services

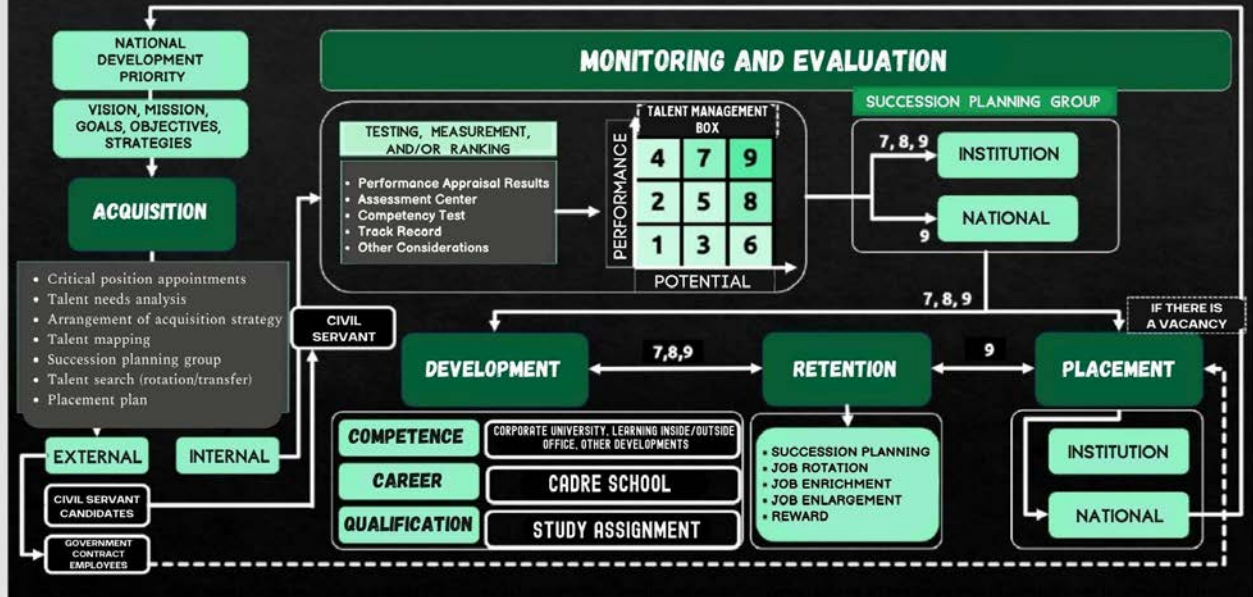
- Public Services are oriented towards society's satisfaction
- Public Services that increase the ease of doing business

3

# TALENT MANAGEMENT

# CIVIL SERVANTS' TALENT MANAGEMENT MODEL

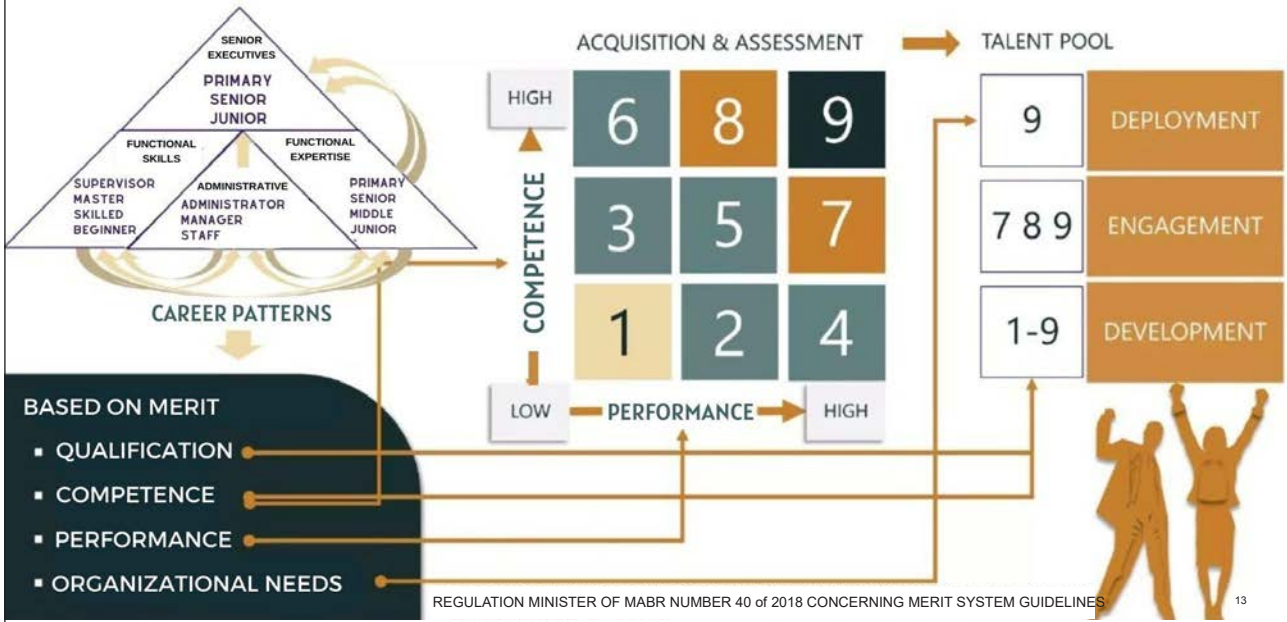
(SOURCE: MINISTRY OF ADMINISTRATIVE AND BUREUCRATIC REFORM, 2020)



# National Talent Management



# INSTITUTIONAL TALENT MANAGEMENT FRAMEWORK



## Talent Management Cycle



## Integrated Talent Management



# CHALLENGES



- 01 Regulations change frequently
- 02 Perceptions discrepancies about talent management
- 03 The urgency of talent management has not translated into priorities in almost all government institutions.
- 04 There are conflicts of interest in appoinment or position-filling processes



4

# RECRUITMENT & SELECTION

# Recruitment and Selection system for new civil servant candidates (CPNS) in Indonesia



## Computer Assisted Test (CAT)



CAT is a series of test methods carried out with the computer system to measure the competence of the test takers



### In the Past

- paper-based test
- long-standing manual testing system
- venue
- transparency, accountability - created rampant opportunities for corruption



### Current System

- Computer Assisted Test
- Transparent processes
- The database of questions is tightly controlled
- Real-time live score for public to improve transparency and accountability
- Integrated IT system
- Collaboration among ministries and agencies



- Direct result Online

#### Other Purposes :

- Competency Test
- Job Selection
- Promotion Test
- Employee Mapping
- Selection Test of State Official School
- LPDP (Indonesia Endowment Funds for Education) Scholarship Selection

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## Computer Assisted Test of NCSA International Acknowledge



2014 - ASEAN Public Sector Organization of the Year, Asia Pacific Future Gov Awards



2018 - Indonesia's Representation in Civil Service Management Category, World Bank Global Report

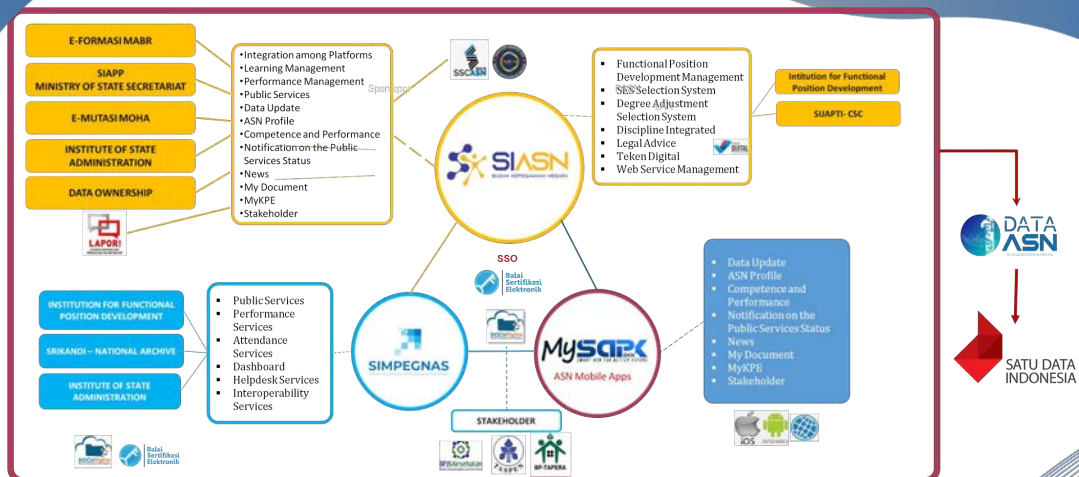
CAT BKN is considered a significant contribution to the public sector, especially in increasing **transparency** and **accountability** in the Civil Servant Candidates (CPNS) Recruitment system.

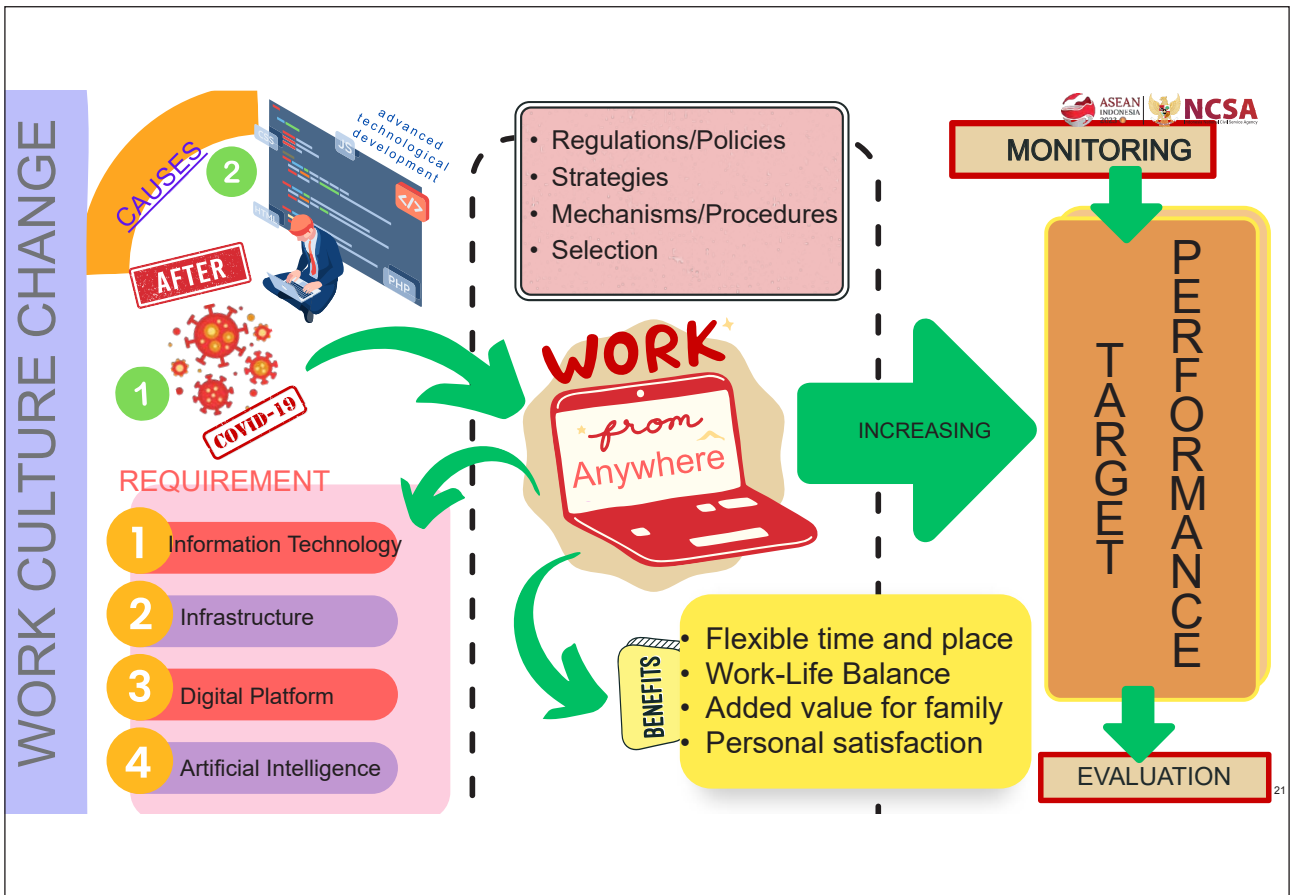
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# SYSTEM INFORMATION & FLEXIBLE WORKING ARRANGEMENT

ASEAN INDONESIA 2023 NCSA

## Civil Services Digital Management







**LAO PDR**

**Mr. Singthavone DALAVONG**

Director General, Civil Service Management,  
Ministry of Home Affairs





# The Future of Civil Service of Lao PDR

Presented by Singthavone DALAVONG (Mr)  
Director General of Civil Service Management  
Ministry of Home Affairs of Lao PDR



## Content

- Overview of Civil Service Management
- Strategic of Civil Service Management to 2030
- Technology and Digital Transformation
- Major Challenges and Opportunities



## Overview of Civil Service Management

### → In 1993

- Decree No. 171 / PM (1993) on the civil servant regulations of Lao PDR;
- Decree No. 172 / PM (1993) on the composition of grades and levels of civil servants;
- Decree No. 173 / PM (1993) on the determination of the civil administrative positions of Lao PDR.

### → In 2003

- Decree No. 82 / PM (2003) on the regulations of the civil service administration of Lao PDR;

### → In 2016

- Law on Civil Service, No. 74 / NA, (2015)



## Organizations in charge of Civil Service Management

### Government

#### Central Committee for Organization and Personnel

- President of Lao PDR;
- President of the National Assembly
- Prime Minister;
- Minister, Vice Minister;
- Director General.



#### Ministry of Home Affairs

- Deputy Director General;
- Director of Division;
- Technical Civil Servant;
- Supporting Staffs



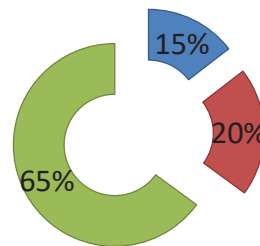
## Ratio of Civil Servant in 2022

**Total: 175.058 (83.066 Female)**

- Central level: 25.439
- Provincial level: 35.913
- District level: 113.706

### Classified by Administrative Level

■ Central level ■ Provincial ■ District





# Strategic of Civil Service Management to 2030



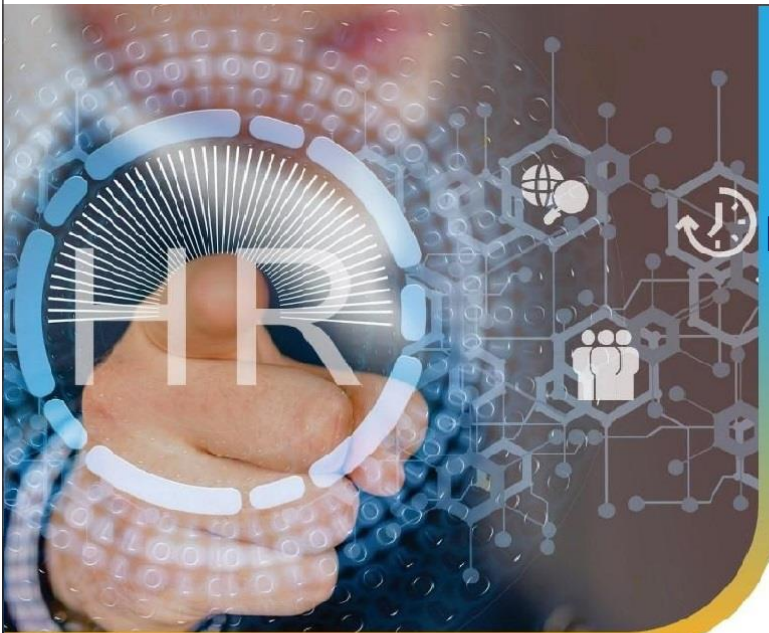


# Strategy on Civil Service Management to 2030

## Work Plan 6: Enhancing HR Technology & Digitalization

### Goal:

- Formulate the policies on HR technology and digitalization;
- Develop the current PIMS to HRMIS which is more effective and sustainable;
- Develop communication tools or platform that is more secured and advanced in the public sectors;
- Synchronize all HR system of the line ministries to PIMS (HRMIS).
- Roll-out PIMS (HRMIS) to all public organizations nationwide.



## HR Technology & Digital Transformation



## Technology and Digital Transformation

First launched in

**2016**

Personnel Information Management System (PIMS)

(PIMS Assessment



& New Platform Design)

**2026**

Launch the new platform & application

Human Resource Management Information System (HRMIS)

## Personnel Information Management System (PIMS)

- Workforce Planning
- Civil servant profile & information
- Recruitment
- Promotion & Grade/Step Advancement
- Leaves & Vacation
- Record of Disciplinary Action
- Termination of Services
- Compensation & Remuneration
- Payroll





## Human Resource Management Information System (HRMIS)

HRMIS systems focus on managing the full lifecycle of an employee from entry to exit. PIMS has limited or nonexistent functionality in key areas such as recruitment, performance appraisal, training, employee self-service, among others.

Improves work efficiency through automation of the HR management processes, supports HR planning and right sizing through a precise register of public sector employees, reduces costs related to management of employees and preparation of payrolls, provides accurate, timely, real-time information for reporting and analysis.

**Modern HRMIS Solution** are not only systems of record, but also systems of engagement, analytics and innovation. PIMS architecture cannot be extended to meet these demands.



## Human Resource Management Information System (HRMIS)

### Overview of HRMIS functions:

- Recruitment and onboarding;
- Personal Management (HR database);
- Workforce movement
- Payroll;
- Performance Appraisal and Training;
- Leave, absence and termination management.





## Major Challenges and Opportunities









# MALAYSIA

**Dr. Alauddin bin Sidal**

Director, National Institute of Public Administration,  
Public Service Department of Malaysia



PUBLIC SERVICE DEPARTMENT  
NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION

## G.R.E.A.T : THE CATALYST OF NEW NORM MALAYSIAN PUBLIC SECTOR

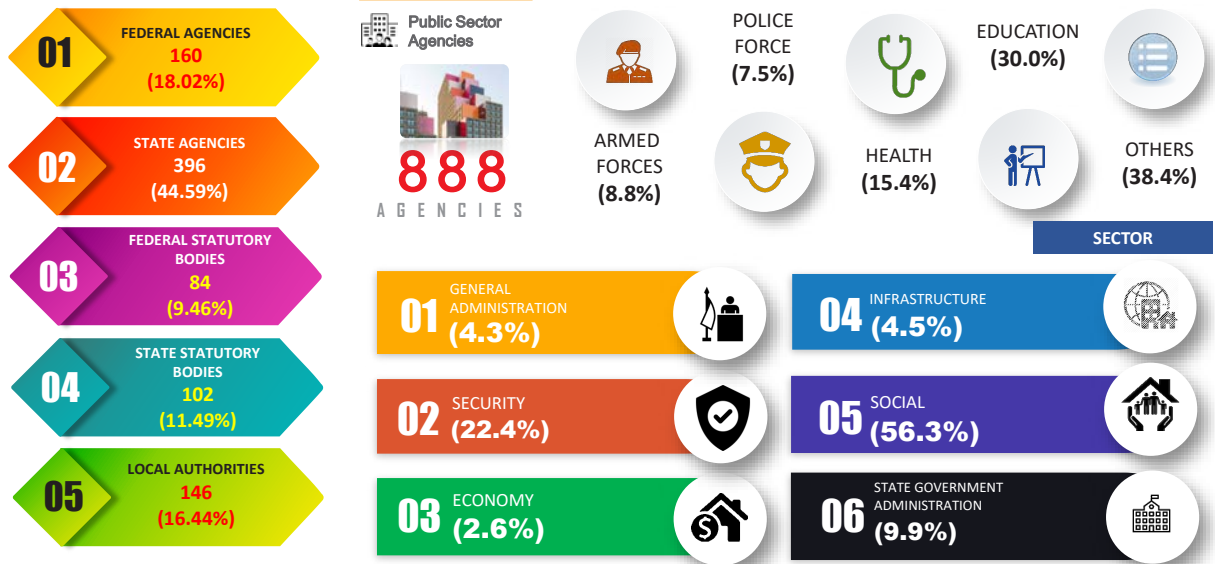


[www.intanbk.intan.my](http://www.intanbk.intan.my) intanbukitkiara InstitutTadbiranAwamNegara intanbukitkiara VideoINTAN



**PUBLIC SERVICE  
AT A GLANCE**

## PROFILE OF THE MALAYSIAN CIVIL SERVANTS (As of 31 December 2022)

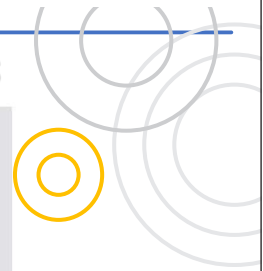


This is the time to reimagine the future of development where "we must redefine what is 'normal', rethink our current paradigms and re-examine the choices we are making."  
- Achim Steiner  
UNDP Administrator

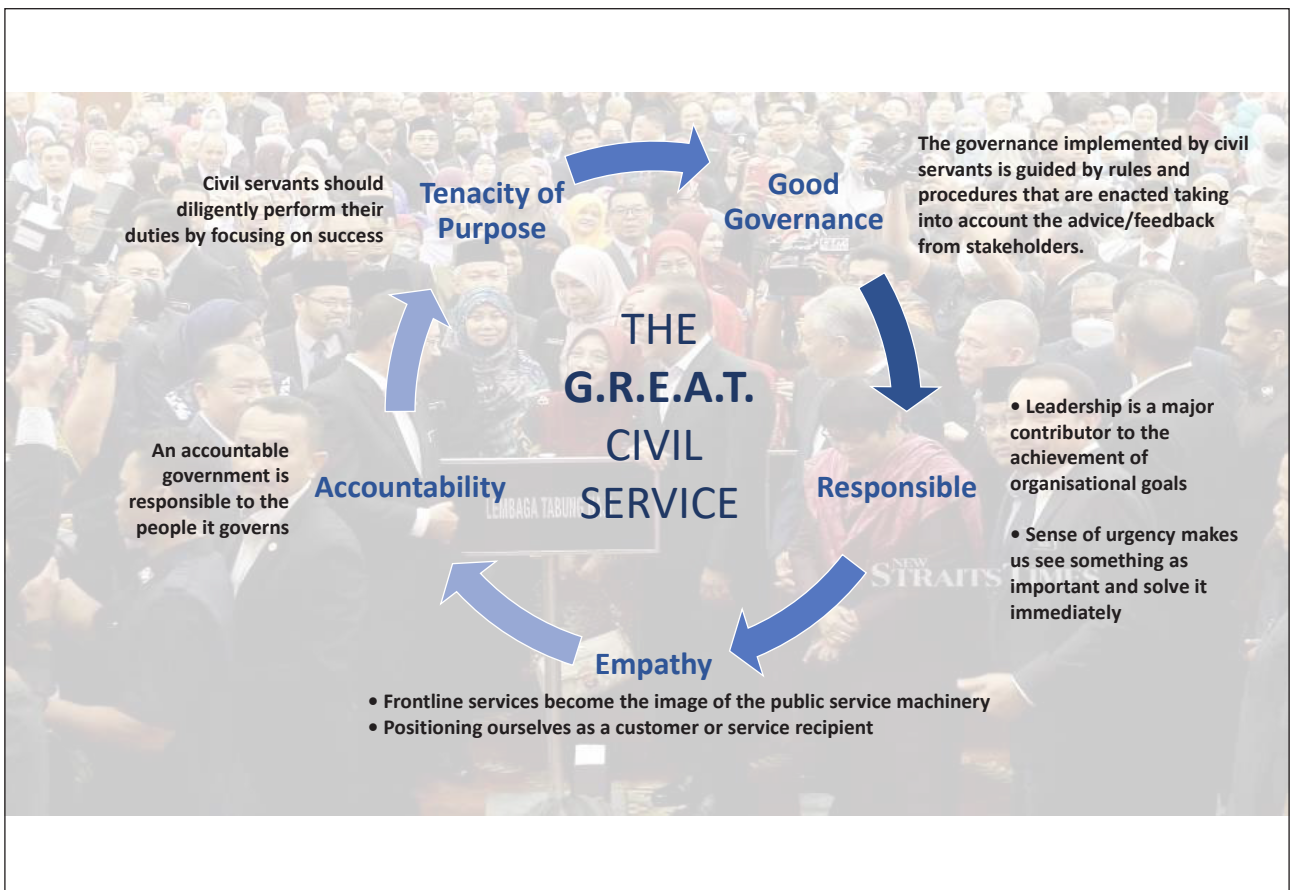




## GLOBAL ISSUES & IMPLICATIONS

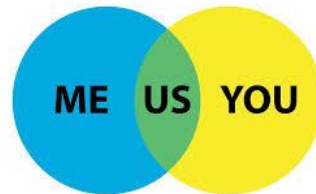


Source: ADAPT, Five urgent global issues and implications, PwC, May 2020





## 1. GOOD GOVERNANCE: Collaborative Governance in Public Sector



“By and large, collaborative partnerships tend to be more costly than classical contracts in respect of defining what is to be done and who is to do it, but then require less effort and cost in ascertaining whether it has been done and in inducing good performance.”<sup>16</sup> (Alford and O’Flynn 2012)

Collaboration is more than one party within the public sector or within and beyond the public sector working together in the areas of policy development, service design, or service delivery.

“For the public servants we spoke to the challenges lay in persuading their organisations that collaboration was a legitimate approach to take and should be resourced appropriately.”

Source: Collaboration Review, Public Service Commission, NSW Government (2017)



## 2. RESPONSIBLE: COACHING in creating a responsible workforce



Agile Learning and Adaptation to  
Ensure Organizational Survival and Performance

Source: International Coaching Conference Kuala Lumpur 2023





### 3. EMPATHY:

Win the Battle for the Best and Brightest Young Talent



01

Create An Ecosystem Focused On Value For Your People And Organisation

02

Rehumanising Leadership

03

Reskill And Upskill Young Talents

04

Borderless Working Environment

05

Positive Workplace Culture

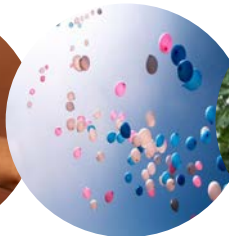


### 4. ACCOUNTABILITY:

Rebranding Public Sector: Can Make A Real Difference

02 REWARDING EXPERIENCE

04 MAKE MANAGERS UNDISPUTED KINGS/ GIVE THE RIGHT AUTHORITY TO AGENCIES



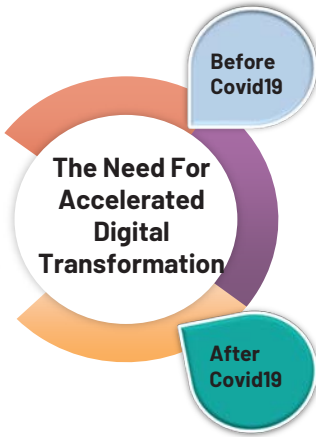
01 DIVERSITY AND INCLUSION

03 WORK LIFE BALANCE





## 5. TENACITY OF PURPOSE: Digital Government Competency Development



### TOP PRIORITIES

- Performance Management
- Continuous Learning
- Digital Transformation

### TOP PRIORITIES

- Digital Transformation
- Employee Well Being
- Remote Work Transition



**Thank You!**









# **THE PHILIPPINES**

**Ms. Aileen Lourdes A. LIZADA**

Commissioner, Civil Service Commission



***“The Future of Philippine Civil Service”***  
**The Philippines Country Paper Presentation**  
**Commissioner Aileen Lourdes A. Lizada**

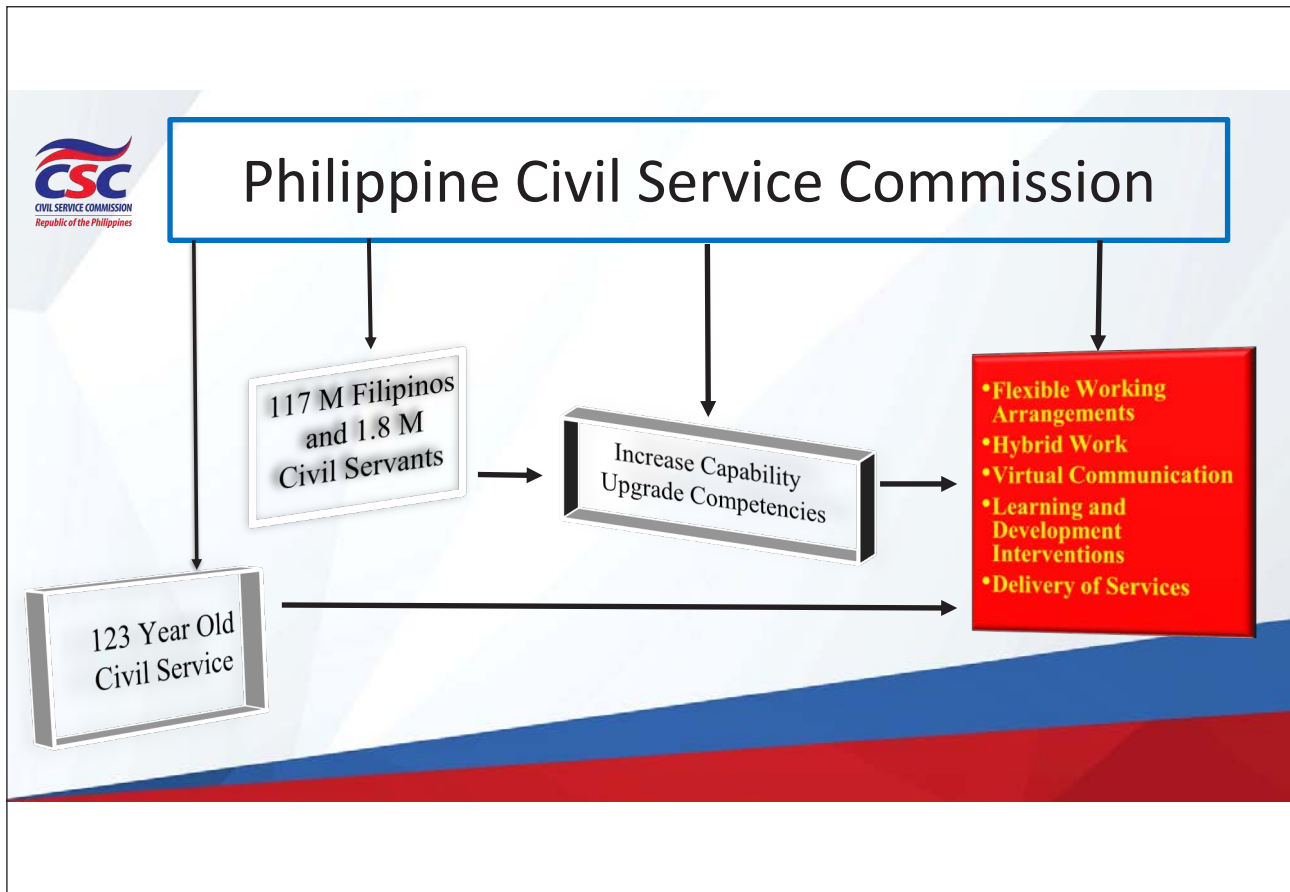
26 September 2023



**PCSC Transformational Journey**

**AMBISYON 2040**

the Philippines’ 25-year plan towards achieving  
a stable, comfortable, and secure life for  
Filipinos



- 
- 4 Priority Digitalization Programs**
1. Online Examinations
  2. Appointments Processing;
  3. Learning and Development; and,
  4. Administrative and Quasi-Judicial System



# Online Examination

## Presently

Pen-and-Paper Test (PPT) = 650,000 examinees

Computer Examination(COMEX)= 12,000 examinees



# Online Examination

## Challenges to Civil Service Examinations:

- Test Venues
- Limited number of test invigilators/administrators
- Examination Process
- Limitations in resources and infrastructure



# Online Examination

## The Future of PCSC Examinations



Review the Civil Service Examination Policies and Practices



CSC Digital Examinations



# Appointments Processing

- PCSC reviews thousands of Appointments in government service to make sure that the appointee meets all the requirements of the position.
- The process of reviewing and validating appointments of government workers is a tedious and paper-heavy task undertaken in the PCSC Field Offices



# Appointments Processing

The Future of Appointments Processing : **OAPS**

## Online Appointment Processing System

- ✓ Whole of government Human Resource Integrated System (HRIS)
- ✓ Deliver data that will drive important decisions of CSC and other government and non-government stakeholders
- ✓ Reduce the time needed by the CSC Field and Regional Offices to analyze HR Data



# Learning and Development





# Learning and Development

## The Future of Learning and Development



Employees trained from 10,268 in 2019 to 30,428 in 2021



In the next six years, the PCSC aims to facilitate the development of future-ready civil servants through structured L&D Interventions for government officials and employees with emphasis on the following key competencies:

VISIONARY



Analytical

People Centric



Cultural Intelligence



# Learning and Development

In the long term, the PCSC aims to conduct smart-gap analysis where the CSI will be able to determine the agency and employee needs.

This proactive approach to career planning will further address competency gaps to address the needed qualifications of civil servants.





## Administrative and Quasi-Judicial System



The PCSC is looking to create technology enabled platforms to empowers civil servants to handle HR-related transactions by themselves, thus allowing agency HRs to focus on more strategic endeavors



## Administrative and Quasi-Judicial System

The PCSC also looks into:

- ✓ Improving its policies, processes and systems related to the exercise of its quasi-judicial function.
- ✓ Help manage the number of cases filed before it
- ✓ Develop platforms where it can constantly evaluate and examine the sources of administrative cases so that these can be promptly addressed and thereby preventing the increase in the number of cases.



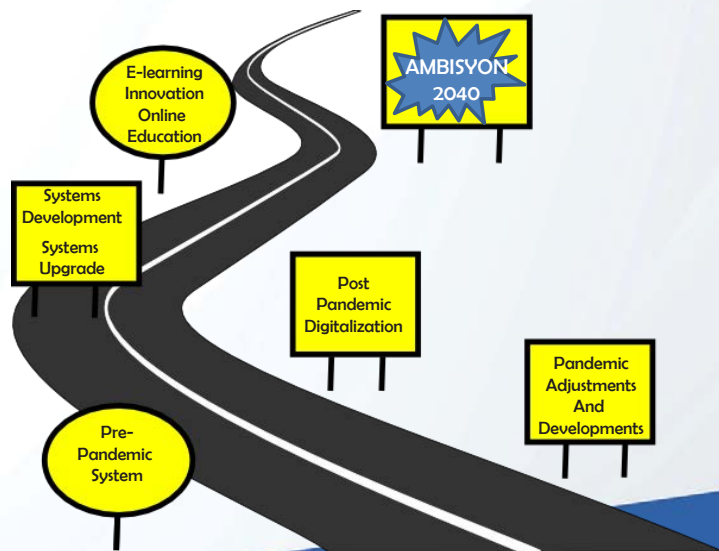


## Administrative and Quasi-Judicial System

The Commission shall likewise ensure the promulgation of unequivocal policies on human resource actions and qualification standards to ensure that all cases relative to appointments processing are resolved at the level of its Regional Offices to so that these would no longer be elevated to the Commission Proper.



## The Journey of the PCSC





# Thank you!

Commissioner Aileen Lourdes A. Lizada  
Philippine Civil Service Commission

Date: 26 September 2023



# SINGAPORE

**Mr. Christopher PRAGASAM**

Director, Leadership Development and International  
Relations, Public Service Division



## Leadership Development in the Singapore Public Service

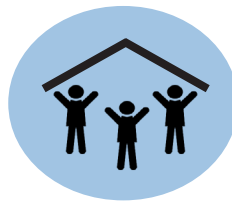
By Mr Christopher Pragasam  
Director (Leadership Development & International Relations)



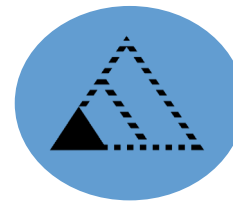
## About the Singapore Public Service



**~150,000** officers



**16 Ministries, and  
>50 Statutory Boards**



**6.2%** of Resident  
Labour Force

## PSD's Vision and Values

### PSD Vision

A first-class Public Service for a successful and vibrant Singapore

### PSD Mission

PSD stewards One Trusted Public Service by:



Developing  
Strong  
Leaders



Building  
Future-Ready  
Organisations



Promoting  
Good Governance



Developing  
Engaged  
Officers

To deliver excellent public services and enable effective government

### PSD Core Values

People, Our Pride | Integrity, Our Core  
Service, Our Pledge | Excellence, Our Quest



### Key Challenge:

How can we develop our leaders to **deliver outcomes for today** and **innovate for tomorrow?**

## Our Operating Environment is Changing

### Pandemic "New Normal"



### Economic Uncertainty



### Changing Social Expectations



### Longer-term Trends

THE STRAITS TIMES

Science | Eds

How vulnerable is Singapore to climate change?



A new modelling Singapore's climate future provides a research framework for urban heat island studies under the existing Singapore climate. Mapping urban heat islands with satellite remote sensing and ground-based observations. Singapore's Urban Heat Island Study. Singapore Urban Heat Island Study. Singapore Urban Heat Island Study.



## Implications on Leadership Development



**Diversity  
for  
Resilience**



**From  
'Governing For'  
to 'Governing  
With'**



**Right  
Competencies &  
Ethos**

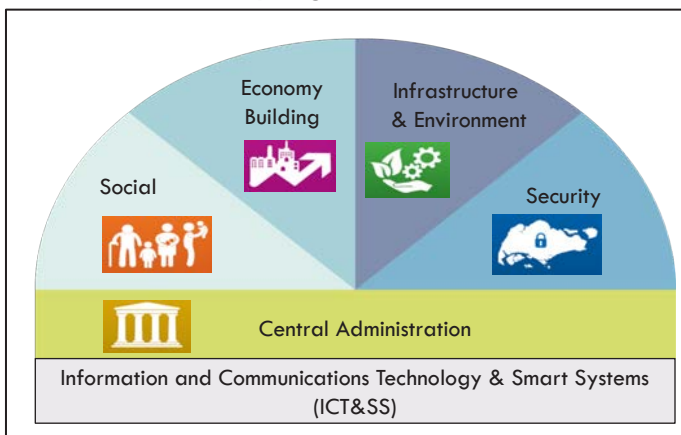
## Diversity for Resilience



## Diverse Leadership

Strengthening the skills of our leadership corps by **developing functional and sectoral leadership capabilities.**

### Public Service Leadership Programme (Sectoral Phase)



### Functional Leadership Capabilities

S/N	Functional Area
1	ICT&SS
2	Public Communications
3	Human Resource
4	Finance
5	Procurement
6	Service Delivery
7	Science, Tech & Engineering
8	Smart Regulation
9	Partnership & Engagement
10	Sentiments & Behavioural Research

Confidential

8



## From Governing For to Governing With

Public Service **leaders must move from doing for our people, to doing with our people.** By taking a Whole-of-nation approach, and tapping on the wider collective of public, private and people sectors.



9

## Right Competencies and Ethos



10

## Competencies needed to manage different demands

We have **Leadership Competency Frameworks** that provide clarity on effective leadership behaviours. This helps leaders manage across different demands.



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## Strengthening Competencies through Self-Awareness

In addition to building competencies through frameworks, leaders also need to be aware of the levels of competencies. **Feedback** is crucial in raising awareness.



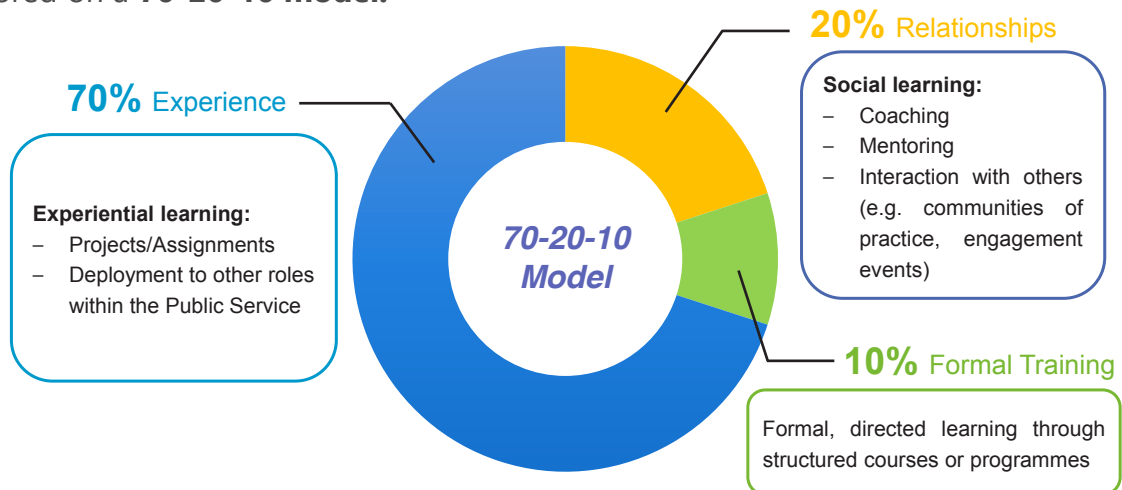
- **360° tool** allows leaders to gain self-awareness through feedback
- Facilitates the identification of upskilling opportunities
- Guides career management and leadership appointment decisions



12

## Data-Driven approach for Individual Leadership Development

**Data** from the 360° Tool and Frameworks will inform leaders' strengths and growth areas. This will **guide decisions** on leadership deployment and development which is anchored on a **70-20-10 model**.



13

## Data-Driven approach for Team Leadership Development

**Data analytics** will also be used to **inform team's collective competencies and guide interventions** to boost effectiveness.



**Aggregated 360 reports:** to provide agencies with an overview of the collective competency strengths and growth areas



**Leadership Team Effectiveness:** Tapping on the data to develop a diagnostic tool for senior leadership teams that will guide interventions

14

## Leadership Development is a Shared Responsibility

Finally, leadership development is a **collective effort**. We need to foster shared responsibility for leadership development. We will equip them to do so, in areas such as:

### Strengthening Mentoring Skills



Early career stages:

- Give and receive feedback to enhance learning



Take on supervisory roles:

- Mentor and coach others

### Sharing Insights with leadership community

Formats include:



Fireside Chats



Learning Circles (by theme)



Develop Case Studies



Programme Mentors

### Refining Milestone programmes

Identify growth areas of leaders through **aggregated 360 data**

**Refining milestone programmes** to provide directed development:



Exercising collective leadership



Building social capital



Leading organizational transformation

15

Thank you!

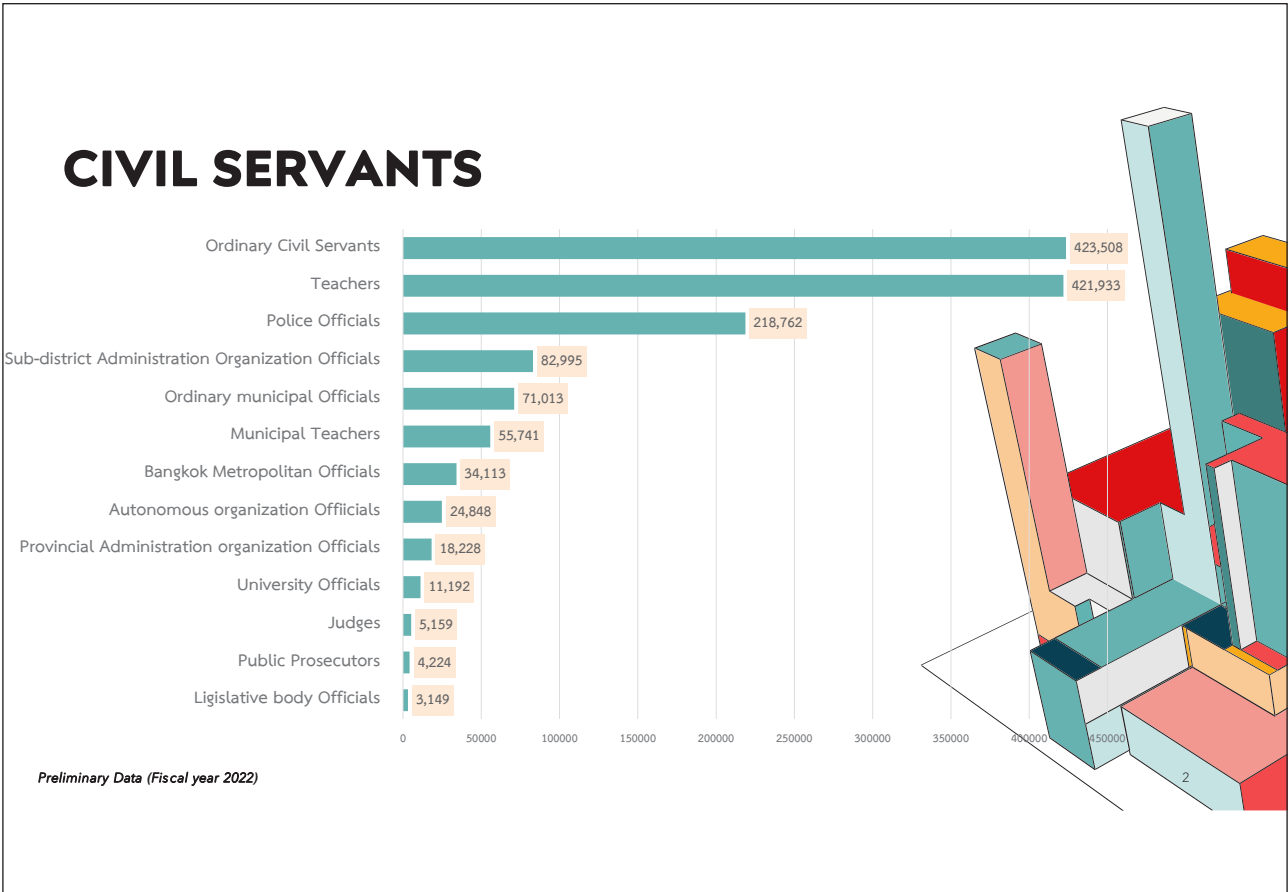
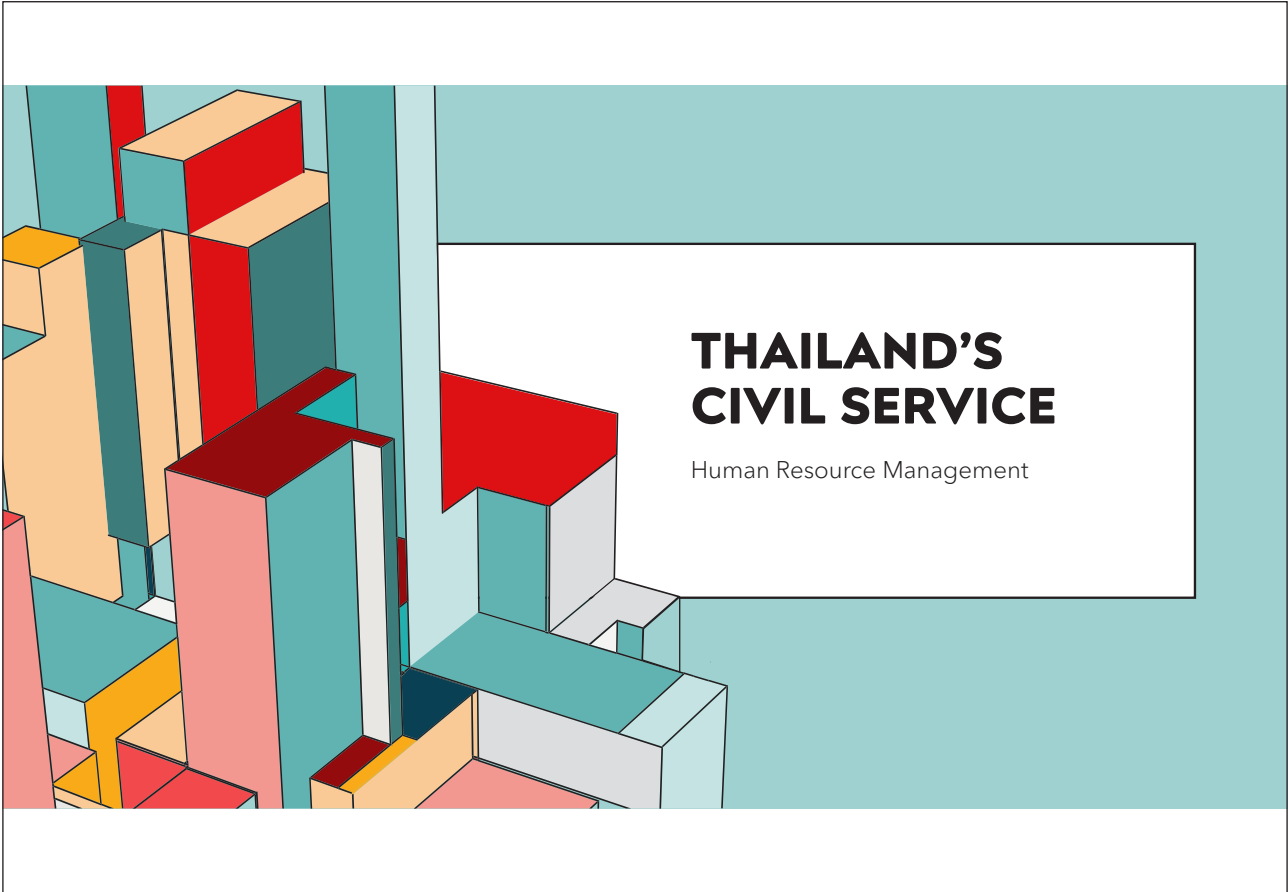




# THAILAND

**Dr. Pipawin LEESAMPHANDH**

Director, Public Sector HR Data Analytics Unit,  
Office of the Civil Service Commission



# ORDINARY CIVIL SERVANTS



19 Ministries



423,508 Civil Servants



85% has bachelor degree or above



Female VS Male  
70 : 30

Ministry of  
Public Health



58%

Ministry of  
Interior



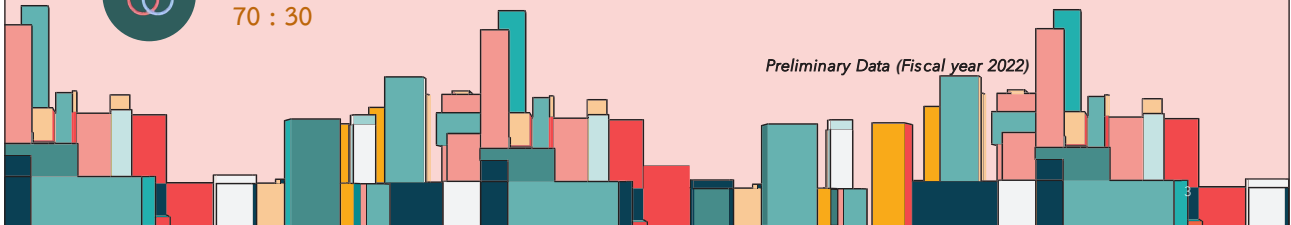
9%

Ministry of  
Agriculture

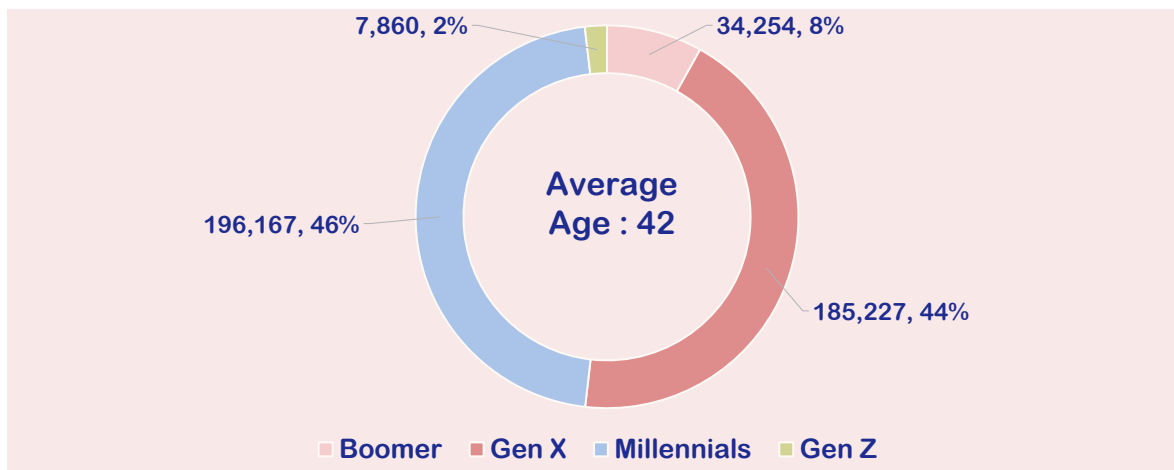


8%

Preliminary Data (Fiscal year 2022)



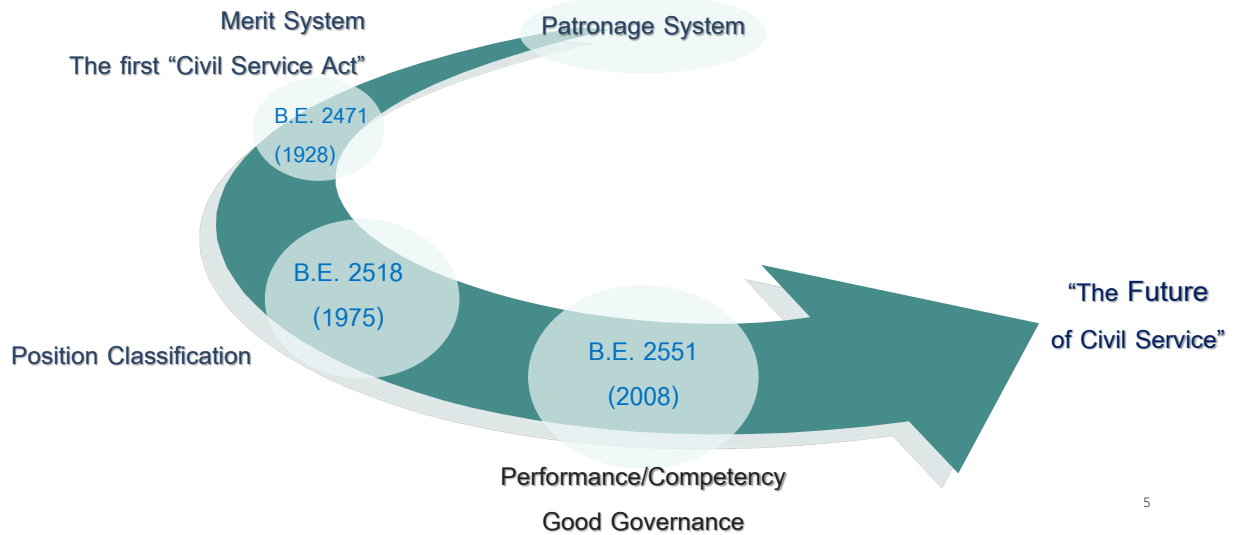
# ORDINARY CIVIL SERVANTS



Preliminary Data (Fiscal year 2022)



# OUR JOURNEY



5

# KEY PRINCIPLES

Civil Service Act B.E. 2551 (2008)

## MANAGING **WORK** (Section 34)

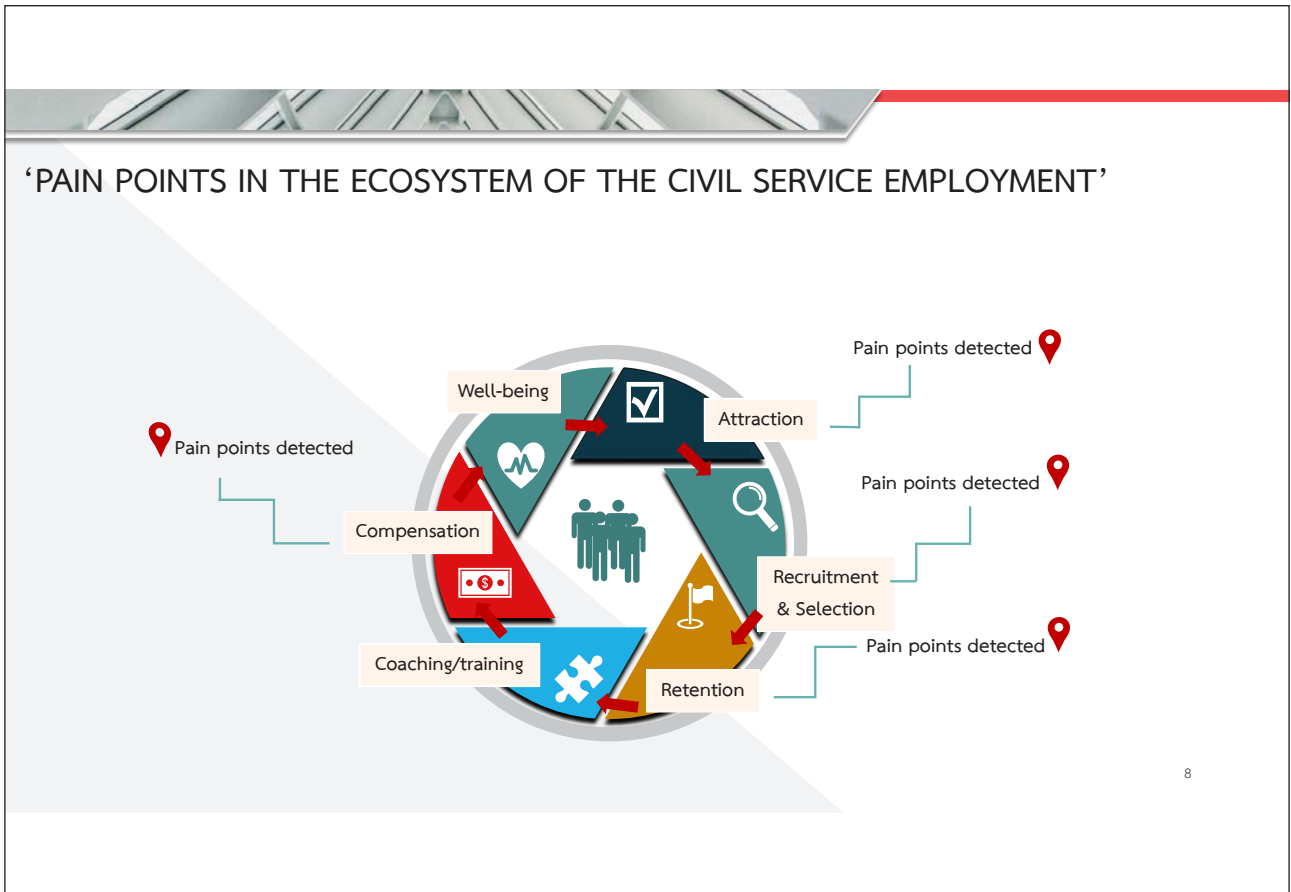
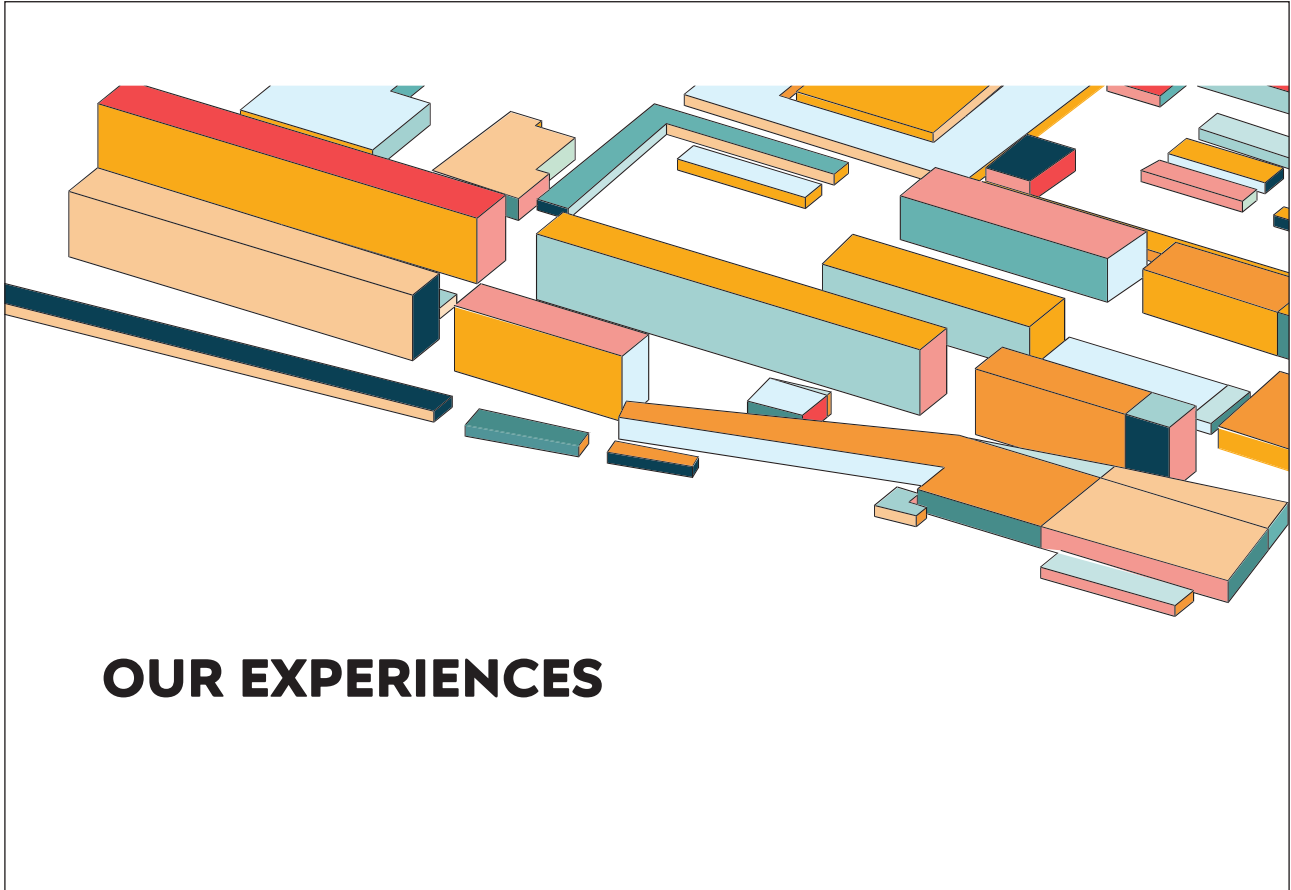
The Organization of civil service officials shall be undertaken with a view to the **result-based outcome, efficiency and good value** in the discharge of State functions, and to make officials perform their duties **with quality and virtuously** and have a **good quality of life**.

## MANAGEING **SELF** (Section 78)

...uphold the ethics of officials ..., in particular with respect to insistence on taking the **correct Action, honesty** and **responsibility, transparent and accountable performance**, against unfair discrimination, result based determination.

## MANAGING **PEOPLE** (Section 42)

... instatement & appointment to a position shall take into account the **knowledge and competence of persons, equality, fairness...** HRM **without unfair discrimination...** the consideration of **merit, promotions** and conferment of other benefits to officials must be carried out **fairly...** disciplinary proceedings must be carried out justly and **without prejudice ...**



**OUR WORK in 2022**

**NEW NORMAL HR**

- Work from Anywhere**: Guidelines on the new ways of working
- Employee Engagement**: Develop new survey & reporting methods
- HR Regulatory Sandbox**: Provides opportunities for experimentation & innovation
- Workforce Mobility**: New CSC Regulations
- Executive Performance Management**: Linkage between organizational KPI & leader PM
- Workforce Planning**: A framework for 2023-2026 to control & maintain the workforce
- Lateral Entry**: More flexible criteria
- Government Employee**: Improvement of working conditions & benefits

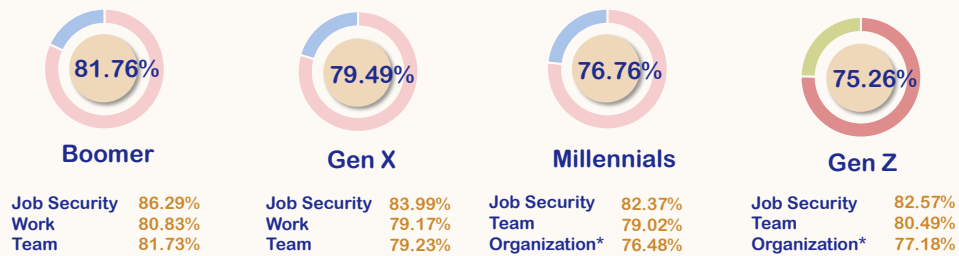
**FUTURE-READY & TRUSTED PUBLIC OFFICIALS**

**Learning & Development in the New Normal**

- e-Exam General Examination**: available for 100,000 candidates
- Digital Personnel Record**: Convert paper-based records into digital ones for 388,997 persons DPIS 6.0 from a standalone system to a connected one
- Training & Development Roadmap**: New guidelines for 2023-2027
- OCSC Learning Portal**: <https://learningportal.ocsc.go.th>  
Single sign-on with 300,000 members and 28 networks and agencies
- Ethical Standard**: Strategy and guidelines for 2022-2027

# ENGAGEMENT SURVEY

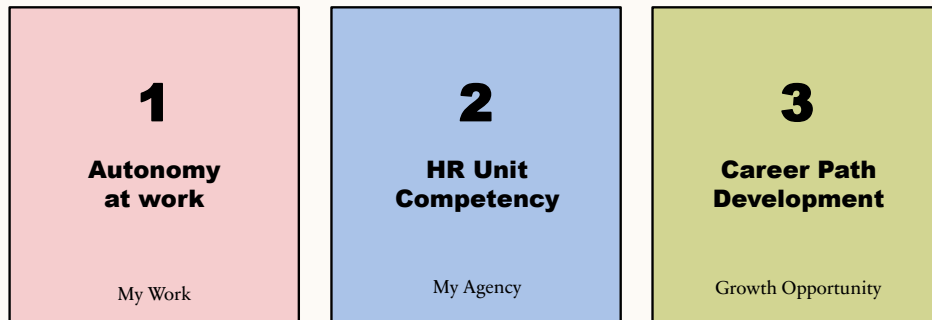
Average 78.70%



\*Organizational Factors include branding, goal, responding to citizen's needs, transparency, fairness, and support from personnel unit.

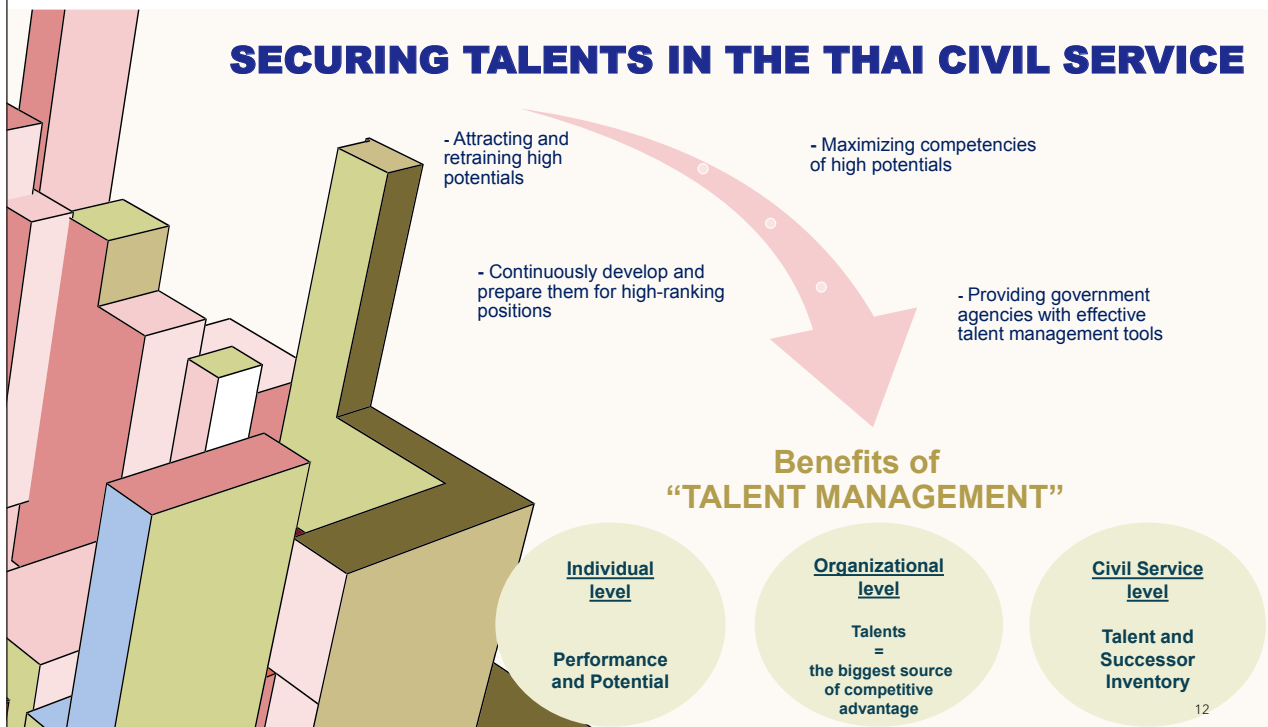
Source: OCSC Engagement Survey 2022

# KEY POINTS FOR IMPROVEMENT



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## SECURING TALENTS IN THE THAI CIVIL SERVICE



12

We attract, develop, and retain talents through these programs and approaches...



### WHO ARE TALENTS?



#### Attract "outsider talents"

: attract talents to serve the civil service

- Thai government scholarship

King's scholarship  
 Area - based scholarship  
 Function - based scholarship  
 Strategic - based scholarship

allocated upon government agencies' requirement

- Public Service Executive Development program: PSED

select Master and Ph.D. graduates who are highly capable of being change agent to join the civil service

#### Select, develop, motivate and retain "insider talents"

: select government officials who are high potentials

- HiPPS (High Performance and Potential System)
- NWL (New Wave Leadership Development Program)
- PWST (Policy Work/Study Team): Strategist Development Program

## CHALLENGES IN SECURING YOUNG TALENTS



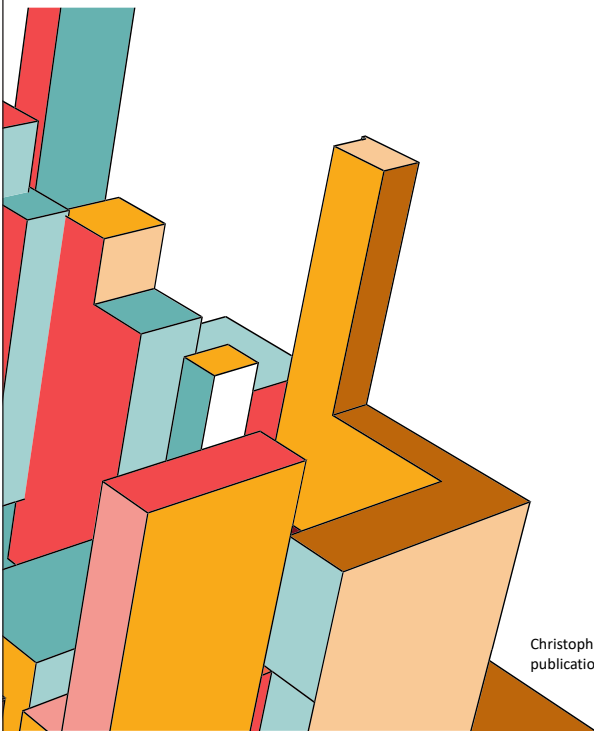
Terms and conditions of scholarship

Pay and remuneration scheme in the civil service

Career path and promotion system

Working conditions

Social structure / Generation



## HRM CHALLENGES

*“A new challenge is to design fair HR systems under decentralized and individualized conditions”*

- destandardisation and flexibilization of working time
- destandardization and individualisation in pay
- destandardisation of recruitment methods and procedures
- destandardisation and individualisation of training,
- destandardisation and individualisation of skill development and competency management policies,
- flexibilisation of retirement policies and retirement ages
- flexibilisation of contracts and employment policies
- introduction of diversity policies,
- decentralisation of HR competences to line managers

Christoph Demmke, “Reform trends and the future of civil services and HRM in Europe”, IGPDE Editions publications ([https://www.economie.gouv.fr/igpde-editions-publications/comparative-analysis\\_n3](https://www.economie.gouv.fr/igpde-editions-publications/comparative-analysis_n3))

15

“Countries may survive without government but not without public administration”

*Christoph Demmke*



16





**VIET NAM**

**Mr. CHU Tuan Tu**

Director General, Department of International  
Cooperation, Ministry of Home Affairs





# MEASUREMENT OF CITIZEN SATISFACTION WITH PUBLIC ADMINISTRATIVE SERVICES IN VIETNAM (SIPAS)



Ministry of Home Affairs, Vietnam

9/2023



## VIETNAMESE GOVERNMENT REQUIREMENTS

**2011**

The Government of Vietnam's Master Program for Public Administrative Reform between 2011 and 2020 (Resolution No 30c/NQ-CP) has set a goal to achieve over 80% satisfaction levels from citizens and organizations regarding state administrative agencies' services by the year 2020. Additionally, Resolution No 30c/NQ-CP highlights that enhancing the quality of public administrative services is a fundamental objective of state administrative reform.

**2012**

The Ministry of Home Affairs (MOHA), as a Government's permanent agency for public administrative reform, was tasked by the Government to create and execute a project aimed at measuring the satisfaction of citizens with the public service provided by state administrative agencies.

**2015**

MOHA worked with international and domestic experts, organizations, and representatives from different government agencies, provinces, and cities to research and implement a method for measuring people's satisfaction with state administrative services.

In 2015, MOHA officially conducted the measurement of citizen satisfaction with public administrative services.

Ministry of Home Affairs



**2021**

## VIETNAMESE GOVERNMENT REQUIREMENTS

The Vietnamese Government's Master Program for Public Administrative Reform from 2021 to 2030 (Resolution No 76/NQ-CP) aims to establish a service-oriented administration that prioritizes the satisfaction of the people and businesses. This means putting people and businesses at the center of the government's focus and measuring the quality of service provided by state administrative agencies at all levels based on citizen satisfaction. One of the key objectives of this Master Program is "At least 90% of citizens are satisfied with public services by the year 2025 and at least 95% by the year 2030".

MOHA developed and implemented an Information System for evaluating and measuring citizen satisfaction with the services provided by state administrative agencies for the period of 2021 - 2030.

**2022**

In 2022, MOHA made major changes to the methodology of measuring citizen satisfaction with public administrative services. The new methodology measured citizen satisfaction with not only public administrative services but also public policies.

Ministry of Home Affairs



## WHAT IS SIPAS?

The Satisfaction Index of Public Administrative Services (SIPAS) is used to measure the satisfaction of citizens and organizations with state administrative agencies' services.

It is an objective measure that reflects the evaluation results of citizens and organizations.

By using SIPAS, state administrative agencies can understand the requirements and expectations of citizens and organizations and take measures to improve the quality of their service provision, thereby increasing citizen satisfaction.

Ministry of Home Affairs



## MEASUREMENT OF CITIZEN SATISFACTION

### GOAL:

Our goal is to build Vietnam's administrative system into a service-oriented, transparent, accountable, professional, and effective administration.

### TARGETS:

- Develop and apply an index that reflects public opinions, evaluations, satisfaction, needs, and expectations regarding state administrative agency services based on feedback from the citizens.
- Recognize the deficiencies and limitations of state administrative agency services to the citizens. Using this information, the government, ministries, departments, and local authorities can identify and implement solutions to enhance the quality of service provided to the citizens, resulting in greater satisfaction.
- Increase the awareness of civil servants and encourage them to carry out their public duties by focusing on the needs and satisfaction of the citizens when providing public services.
- Provide the citizens with opportunities and resources to express their opinions and provide feedback.



Ministry of Home Affairs



## MEASUREMENT OF CITIZEN SATISFACTION

### WHO MEASURES?

The Ministry of Home Affairs leads the coordination with various central and local agencies and organizations to conduct an annual nationwide survey on citizen satisfaction.

### MEASURE WHAT?

- During the 2017-2021 period, the focus was on measuring citizen satisfaction with public administrative services provided by local authorities at all levels. This included services such as granting permits, certificates, and certifications. 16 groups of public administrative services were selected at the provincial, district, and commune levels as they were closely related to the people.
- From 2022, measurement of citizen satisfaction has been conducted with specific public policy (covering the making and the implementation) and essential public administrative services (covering the access, the process and the quality).



Ministry of Home Affairs



## MEASUREMENT OF CITIZEN SATISFACTION

**2022**

### MEASURE WHAT?

- There were 08 policy groups selected, including economic development, medical treatment, general education, social order and safety, road traffic, domestic electricity, domestic water, and social security.

### Contents and criteria for measuring and evaluating citizen satisfaction:

#### I. Measuring citizen's opinions and evaluations:

##### 08 groups of criteria:

1. The people's interest in state agency policies.
2. A communication channel to monitor state agency policies.
3. The ability to participate and express opinions to state agencies regarding policies.
4. Considering the challenges and harassment faced by civil servants.
5. Consider situations where individuals have to pay bribes to civil servants to get their work done outside of regulations.
6. An appropriate form for applications and receiving results.
7. An appropriate approach to policies.
8. Experience in policies and public services.



Ministry of Home Affairs



## MEASUREMENT OF CITIZEN SATISFACTION

**2022**

### MEASURE WHAT?

- 08 policy groups were selected, including economic development, medical treatment, general education, social order and safety, road traffic, domestic electricity, domestic water, and social security.

### Contents and criteria for measuring and evaluating citizen satisfaction:

#### II. Measuring citizen satisfaction:

##### 09 groups of criteria:

##### *04 groups of criteria for building and organizing the implementation of public policies that are important to people's lives*

1. Accountability of state agencies
2. Citizen's opportunity to participate in the process of formulating and implementing policies
3. Policy quality
4. Outcomes and impacts of policies

##### *05 groups of criteria for the provision of public administrative services*

5. Access to service
6. Administrative procedures
7. Civil servants directly handle work
8. Service results
9. State agencies receive and handle complaints and recommendations from the citizens



Ministry of Home Affairs



## MEASUREMENT OF CITIZEN SATISFACTION

**2022**

### MEASURE WHAT?

- 08 policy groups were selected, including: economic development, medical treatment, general education, social order and safety, road traffic, domestic electricity, domestic water, and social security.



### Contents and criteria for measuring and evaluating citizen satisfaction:

#### III. Measuring citizen's needs and expectations:

There are 13 criteria that reflect important aspects of policy development, implementation, and public service delivery.



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## MEASUREMENT OF CITIZEN SATISFACTION



### WHAT ARE MEASUREMENT RESULTS?

The measurement result includes indicators that reflect citizens' perception, assessment, satisfaction level, needs, and expectations of policies and services of state administrative agencies.



### HOW IS THE SURVEY SUPERVISED AND RECHECKED?

The Ministry of Home Affairs collaborates with socio-political organizations to conduct surveys and verify information through phone calls (at least 20% of respondent citizens).

Ministry of Home Affairs



## MEASUREMENT OF CITIZEN SATISFACTION



### HOW DO CITIZENS JOIN THE SURVEY?

- The measurement is conducted once every year. The data collection is done through a multi-stage random sampling survey.
- Each year, a random selection of 36,630 people is made from 1,150 commune-level administrative-territorial units (in total 10,599 units) including townlets, urban wards, and communes. These units are part of 384 district-level administrative-territorial units (in total 705 units), consisting of cities, towns, urban districts, and rural districts, chosen to represent 58 provinces and 5 central affiliated cities in the country. The survey questionnaires collected each year yield a high response rate ranging from 95-98%.
- Surveyors are postmen from Vietnam Post who distribute survey questionnaires to every household under contract with MOHA.

Ministry of Home Affairs



## SIPAS 2017 - 2022: NEARLY 220,000 PEOPLE JOIN THE SURVEY



Vietnamese Fatherland Front



Vietnam Veterans Association



VIETNAM POST



**63/63**  
CITIES & PROVINCES

**384/713**  
DISTRICT-LEVEL ADMINISTRATIVE TERRITORIAL UNITS

**1.150/11.160**  
COMMUNE-LEVEL ADMINISTRATIVE TERRITORIAL UNITS

Ministry of Home Affairs



## MEASUREMENT OF CITIZEN SATISFACTION

### MEASUREMENT RESULTS



SIPAS: Chỉ số hài lòng của người dân, tổ chức đối với sự phục vụ của cơ quan hành chính Nhà nước.



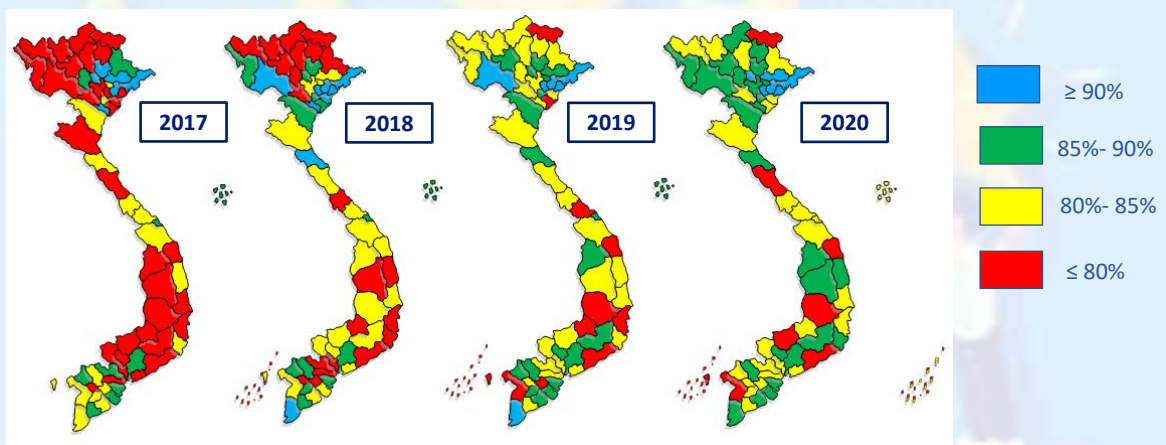
- ❖ Each year, the SIPAS index is created by analyzing and combining survey results from 37 indicators related to opinions and assessments, 45 indicators related to satisfaction, and 10 indicators related to the needs and expectations of the citizens.
- ❖ In addition to the SIPAS index reflecting national survey results, 63 provinces and cities have their own indicators reflecting local survey and evaluation results.
- ❖ The Prime Minister has officially announced the SIPAS index for the year to central agencies, local authorities, and the public.

Ministry of Home Affairs



## MEASUREMENT OF CITIZEN SATISFACTION

### RESULTS FROM 2017 TO 2020

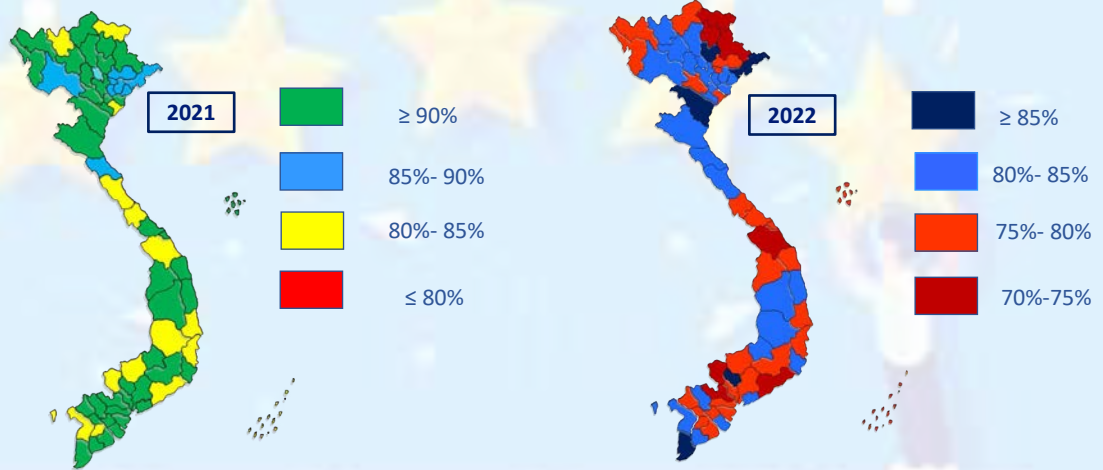


Ministry of Home Affairs



## MEASUREMENT OF CITIZEN SATISFACTION

### RESULTS FROM 2011 TO 2022

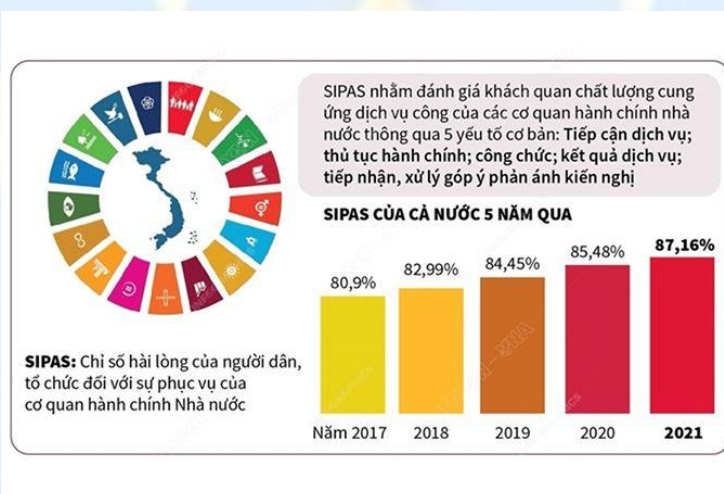


Ministry of Home Affairs



## MEASUREMENT OF CITIZEN SATISFACTION

### RESULTS FROM 2017 TO 2021

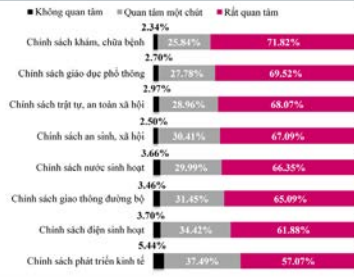


Ministry of Home Affairs



## SIPAS 2022

Mức độ quan tâm của người dân đối với chính sách của cơ quan nhà nước năm 2022 trong cả nước



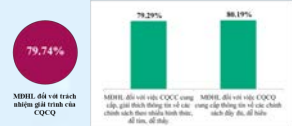
Kênh thông tin người dân sử dụng để theo dõi các chính sách của cơ quan nhà nước năm 2022 trong cả nước



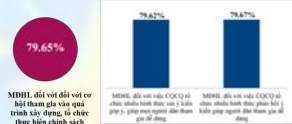
Khả năng tham gia ý kiến góp ý của người dân đối với chính sách đối với cơ quan nhà nước năm 2022 trong cả nước



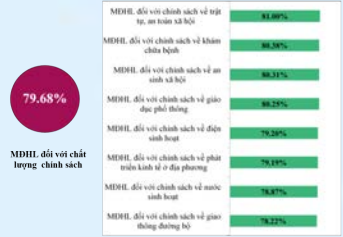
MDHL đối với trách nhiệm giữ gìn của CQCCQ năm 2022 trong cả nước



MDHL đối với đối với cơ hội tham gia vào quá trình xây dựng, tổ chức thực hiện chính sách năm 2022 trong cả nước

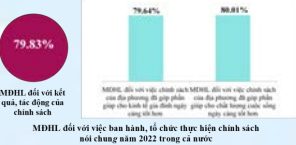


MDHL đối với chất lượng chính sách năm 2022 trong cả nước



79,68%  
MDHL đối với chất lượng chính sách

MDHL đối với kết quả, tác động của chính sách năm 2022 trong cả nước



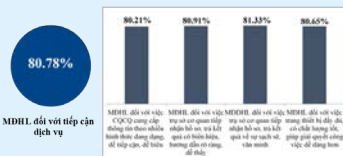
79,72%  
MDHL đối với việc ban hành, tổ chức thực hiện chính sách nơi chung

MDHL đối với việc xây dựng, tổ chức thực hiện chính sách năm 2022 trong cả nước

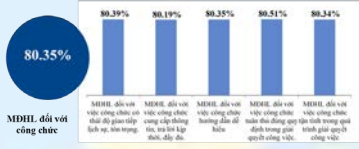


## SIPAS 2022

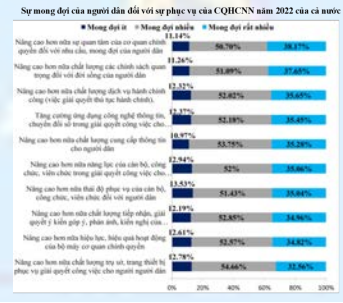
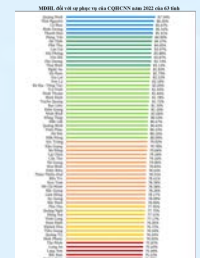
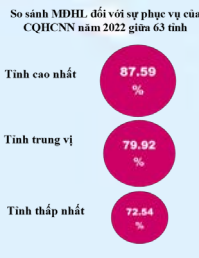
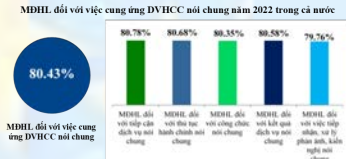
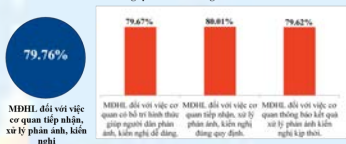
MDHL đối với tiếp cận dịch vụ năm 2022 trong cả nước



MDHL đối với công chức năm 2022 trong cả nước



MDHL đối với việc cơ quan tiếp nhận, xử lý phản ánh, kiến nghị năm 2022 trong cả nước





## IMPACTS OF MEASUREMENT OF CITIZEN SATISFACTION



- The SIPAS index is a quantitative tool used by leaders in the Party, National Assembly, and Government to guide and operate public administration reform.
- The leaders of the People's Committees in provinces and cities are aware of the strengths and weaknesses of their localities. They analyze and evaluate the SIPAS Index, identify the responsibilities of relevant state agencies and their leaders, identify the causes of issues, and implement specific solutions to improve service quality and satisfaction for the citizens.
- The Public Administration Service Centers, as well as the Receiving and Returning Results Departments (One-Stop Shops) in many provinces and cities, have carried out their duties with a focus on satisfying the needs of the citizens. They have made it a priority to measure the quality of their administrative procedures based on the satisfaction of those they serve, always keeping people at the center of their service.

Ministry of Home Affairs



## IMPACTS OF MEASUREMENT OF CITIZEN SATISFACTION



- The SIPAS index empowers citizens to express their emotions, requirements, and expectations and evaluate the service quality of state administrative agencies. By providing feedback, citizens assist authorities and administrative agencies at all levels in identifying suitable and efficient solutions to enhance service quality, prioritizing people's welfare and satisfaction.
- Local governments in various provinces and cities are utilizing the satisfaction measurement approach provided by the Ministry of Home Affairs. This method is used to evaluate the quality of public administrative services provided by government agencies at all levels. The aim is to measure citizen satisfaction and evaluate the results of the services within their respective areas.
- The SIPAS index's annual increase signifies improved public administrative reform and civil service quality.

Ministry of Home Affairs



## WHAT WILL WE DO?

### ➤ GOVERNMENT, PRIME MINISTER, GOVERNMENT PUBLIC ADMINISTRATIVE REFORM STEERING COMMITTEE:

- Ensuring that ministries, branches, and localities are able to implement administrative reform under favorable conditions is a top priority. Striving to improve the quality of service provided by state administrative agencies to the citizens, increase their satisfaction, and raise awareness among civil servants to prioritize the needs of the citizens.
- Press and media agencies should regularly provide information and propaganda on public administrative reform, improving service quality of state agencies, and citizen satisfaction.
- Ministries, branches, and localities with low citizen satisfaction levels must improve policies and public administrative services to better serve the people.

Ministry of Home Affairs



## WHAT WILL WE DO?

### ➤ MINISTRY OF HOME AFFAIRS:

- Continue to work with relevant individuals, organizations, and government agencies at all levels to review, evaluate, adjust, and supplement methods of measuring satisfaction. This will ensure that the SIPAS Index achieves the government's objectives and requirements for administrative reform. The SIPAS Index should be both applicable to domestic practices and aligned with global trends. It should also be easy and convenient for ministries, sectors, and localities to use when measuring citizen satisfaction within their scope.
- To enhance the implementation of the SIPAS Index, it is recommended to utilize information technology, enabling citizens from diverse backgrounds and all regions of the country to easily and promptly participate. This approach will also create a conducive environment for citizens to evaluate the quality of service offered by state administrative agencies.
- Continue to work together with central and local agencies, organizations, and mass agencies to fully educate and spread awareness about the SIPAS Index to civil servants at all levels. This will help improve their understanding and actions towards prioritizing the needs of the citizens and ensuring their satisfaction. It's important to also educate and inform the citizens about their rights and responsibilities, encouraging them to actively participate in monitoring and providing feedback to the government and local authorities at all levels.

Ministry of Home Affairs



## WHAT WILL WE DO?

1

Promote transparency of administrative procedures on government portals, including the National Public Service Portal

2

Keep finding ways to improve the one-stop-shop process for handling administrative procedures

3

Implement digital transformation for e-government and digital services to best serve citizens and businesses

4

Enhance the effectiveness of managing feedback and recommendations from citizens and organizations

5

Improve the inspection and supervision of administrative procedures and ensure that leaders take responsibility for handling them



Ministry of Home Affairs

# THANK YOU!



Ministry of Home Affairs





# AUSTRALIA

**Dr. Nicole STEELE**

Assistant Commissioner,  
Australian Public Service Commission

# ASEAN International Symposium on the Future of Civil Service

**Australian Public Service**  
**Understanding our workforce to prepare it for the future**

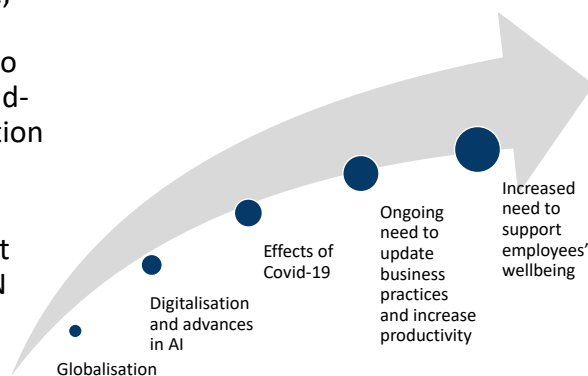
Dr Nicole Steele  
Mrs Alysam Doak



## Across the region the challenges faced by civil services are increasing

The global workforce is primed for massive, permanent change. Automation and advances in AI continue to push the need to continually update business practices. Covid-19 has accelerated globalisation, digitalisation and completely transformed the way we work.

To face these challenges, civil services must perform at their best. Thanks to our ASEAN colleagues we are being shown many amazing ways civil services are adapting to challenge and implementing innovative initiatives and visions for the future.



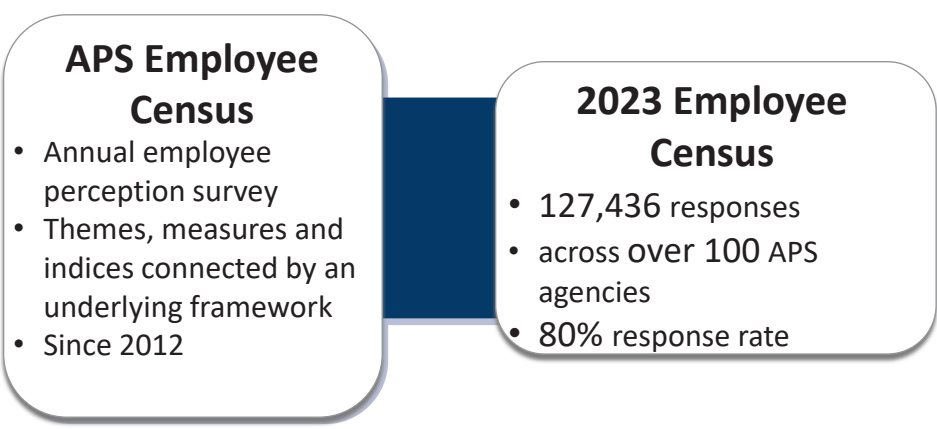
## APS Employee Census - Understanding our workforce, the key to preparing it for the future

At the APS we are committed to building a stronger Australian Public Service that delivers better outcomes for our community, acts as a model employer and contributes to a fairer and more inclusive Australia.

Our ultimate focus is the Australian people. To fulfil the expectations of Australians, our workforce needs to be able to quickly adapt, perform at their best and sustain performance through future challenges.



The APS Employee Census provides insight into the complex factors that empower employees to perform at their best





## Demands and resources - connect, evaluate and understand complex civil service administration

The Job Demands and Resources (JD-R) model<sup>1</sup> underlies the APS Employee Census. The well supported theory proposes that the interaction between job demands and job resources explains many work outcomes.



### Job demands

- High workload
- Time pressure
- Role ambiguity
- Emotional and physical demands

The JD-R enables the APS to evaluate, analyse and draw insight into the many complex factors operating within our civil service

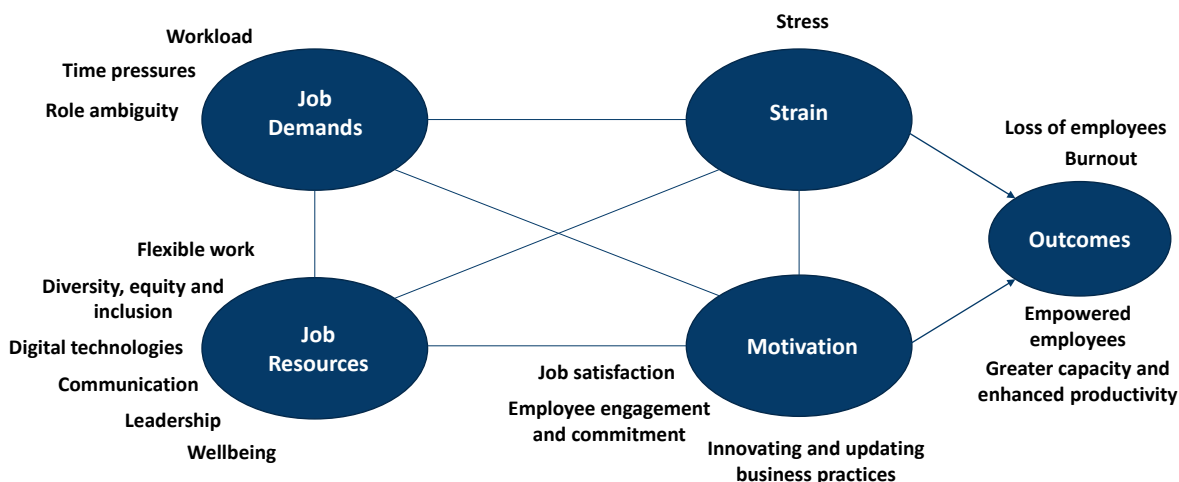


### Job resources

- Visionary and transformational leadership
- Wellbeing resources
- Diversity, equity and inclusion
- Digital technology
- Flexible work

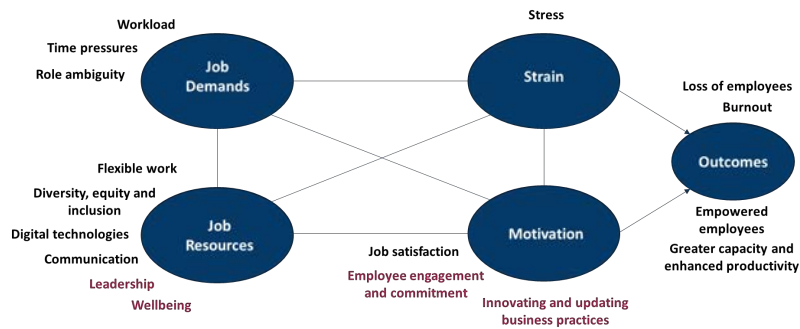
1. Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands - resources model to predict burnout and performance. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 43(1), 83-104.

## The Jobs Demands Resources model enables insight and evaluation of the complex factors affecting our workforce into the future



Adapted from Bakker, A. B., Demerouti, E., & Verbeke, W. (2004).

## APS Employee Census indices work within the JDR to provide easy to understand evaluation of complex workplace constructs

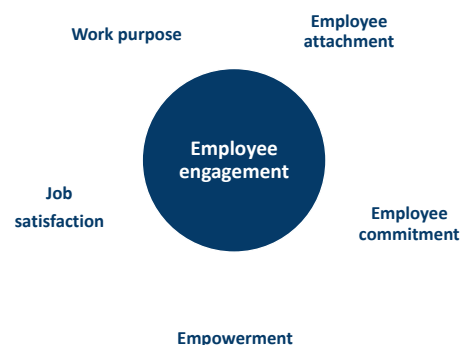


- Employee engagement
- Wellbeing
- Innovation
- Senior Leaders
- Immediate supervisor

## Engagement index scores reflect employees motivation to achieve their organisations outcomes

High employee engagement is strongly associated with positive benefits such as increased performance and productivity.

Employee engagement is more than simply job satisfaction or commitment to an organisation. It is the extent to which employees are motivated, inspired and enabled to improve an organisation's outcomes.



## Wellbeing index scores reflect the degree to which respondents feel their health and wellbeing is supported

The APS has long been focused on the wellbeing of its employees and acknowledges that performance of employees and organisations cannot be sustained without adequate levels of employee wellbeing.

The wellbeing policies and support index measures both the practical and cultural elements that allow for a sustainable and healthy working environment.



## Innovation index scores reflect the continual updating of business practices and workplace behaviours

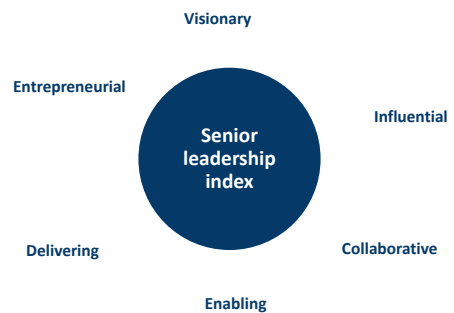
Innovation or the updating of business practices is a particular focus for the APS as it can drive improved performance, productivity and work outcomes.

The innovation index assesses both whether employees feel willing and able to be innovative, and whether their agency has a culture which enables them to be so.



## Senior leadership index scores reflect how employees view the behaviours of senior leaders

Strong leadership is vital to high performance in the workplace. Visionary and transformational leadership has been shown to boost positive workplace outcomes such as productivity, engagement and innovation.

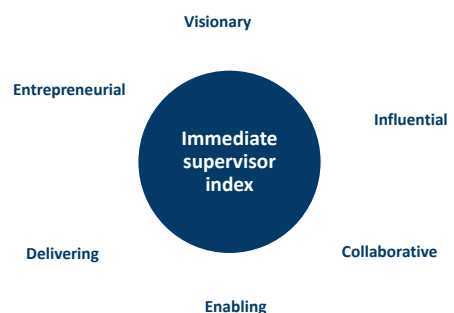


## Immediate supervisor index scores reflect how employees view the behaviours of their immediate supervisor

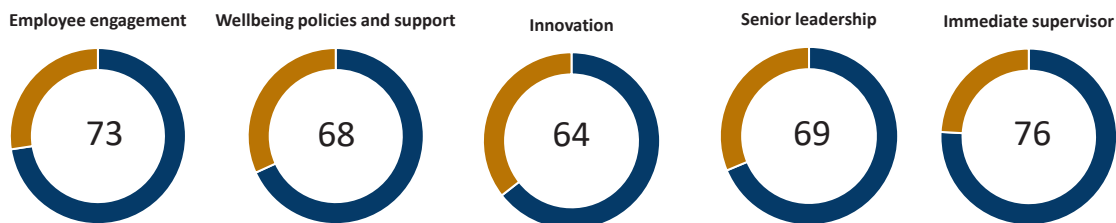
Staff who supervise others play a key role in organisations as the link between individual team members and higher level leaders.

Immediate supervisors engage teams to ensure they deliver on their civil service responsibilities and are best placed to respond to future challenges.

The immediate supervisor score assesses how employees view the leadership behaviours of their immediate supervisor.



## APS Employee Census indices turn complex constructs into simple and actionable insights



For further information please contact:

**Workforce Insights Group, Australian  
Public Service Commission**  
[research@apsc.gov.au](mailto:research@apsc.gov.au)

# COMPARISON TABLE







# **BRUNEI DARUSSALAM**





## Brunei Darussalam

Population	Approx. 445,000 (2022)	
Number of civil service employees	45,632 (June 2023)	
	National/Federal	–
	Local	–
Number of female civil service employees	56.7% share of public sector employment positions filled by women (June 2023)	
Occupational groups and demographic composition by group	<p>The Brunei Civil Service structure under the jurisdiction of the Public Service Commission consists of 5 tiers (Division I – V), which comprises of various functional activities that can also be classified into the following specializations: Administrative Service, Diplomatic Service, Professional/Technical and Executive Service, Medical Service, Religious Service, Educational Services, and Other Support Services.</p> <p>Other job groups that are not under the jurisdiction of the Public Service Commission, such as uniformed personnel (i.e. Military, Police, and Prison positions).</p>	
Executive Civil Service System	–	
Central Personnel Agencies	Public Service Department under the Prime Minister's Office	
Basic laws prescribing civil service systems	Public Service Commission Act. Article 75, Constitutions of Brunei Darussalam.	
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	<p>The Public Service Commission is an independent body responsible for the recruitment and selection of personnel in the Public Service and is responsible for giving their recommendations to obtain the approval of His Majesty the Sultan and the Yang Di-Pertuan of Brunei Darussalam regarding appointments, transfers, promotions rank and disciplinary control of civil servants.</p> <p>Based on advertisement of vacancies and scheme of services, the Public Service Commission is responsible for hiring for government positions under its jurisdiction. The Public Service Commission conducts hiring examinations and interviews to promote competition and find best fit for the civil service positions.</p>	
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	<p>In general, promotions are made when there is a vacancy. For Director/ Deputy Director level positions and above (Division I), the "Committee on Promotion and Transfer of Government Officials" is in charge, and The Public Service Commission is in charge of the lower levels (Division II to V).</p>	
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	<p>The New Performance Management System (NPMS) for civil service was introduced in October 2017 to replace former evaluation system that was used since 1988. Under the NPMS, Personnel are evaluated through Personnel Performance and competencies / KPIs by immediate supervisors. The results are used for personnel's Job Mobility, Career Development and Future Professional Development (trainings and long-life trainings) as well as to identify gap competencies.</p>	
How (by what criteria) and who determines the overall pay level of civil service employees?	<p>Salary revisions are made as necessary, based on studies of government and private sector salary levels, the country's economic situation. The Prime Minister's Office prepares the revisions, which are submitted to the Ministry of Finance and Economy, discussed at a Cabinet meeting, and then approved by the Prime Minister.</p>	
Anti-corruption measures; measures ensuring integrity of the service	<p>The Civil Service is governed by several laws and regulations as follows: -</p> <ul style="list-style-type: none"> <li>• The Public Service Commission Act (Chapter 83 of the Brunei Laws);</li> <li>• Regulations made under this PSC Act popularly known as the General Orders which governs rules on appointments, promotions and disciplinary actions;</li> <li>• Instructions from the Prime Minister's Office known as Prime Minister's Office circulars;</li> <li>• Ministry of Finance and Economy Circulars issued on financial matters; and</li> <li>• Financial Regulations governing procurement and related issues.</li> </ul> <p>Several other government agencies also act as checks and balances to the conduct of civil servants. These include the Anti-Corruption Bureau and the Audit Department. The former is responsible for eradicating corruption both in the civil service and government owned entities and the latter is responsible for ensuring that proper accounting and procedures have been followed in carrying out government expenditures.</p>	
Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)	<p>Civil service employees must oblige to government's laws and regulations as a guideline within legal parameters. Such law and regulations that governs procedures for all civil service employees are the Civil Service Act and Circulars-View: 19/1998. Any violation of laws and regulations will be penalized with approval from the Disciplinary Authority (DA). Such consequences are dismissal, or demotion or reduction of pay and emoluments and counselling.</p>	
Mandatory retirement age	60 years old	
Working hours	per week	37 hours 30 minutes
	per day	7 hours 30 minutes





# **CAMBODIA**



## Kingdom of Cambodia

Population	Approx. 16,940,000 (2023)	
Number of civil service employees	Approx. 220,000 (2023)	
	National/Federal	Approx. 176,000 (2023)
	Local	Approx. 51,000 (2023)
Number of female civil service employees	Approx. 76,000 (2016)	
Occupational groups and demographic composition by group	Civil servants are divided into the following five sectors: Administrative Sector, Technical Sector, Diplomacy Sector, Education Sector, and Health Sector. Demographic Composition by sector and information of sub-sector, if any, is unknown.	
Executive Civil Service System	There are 3 Categories for the civil service system: A: Leading and managing Level, university graduates. B: Assitant level to the managerial level, under-graduate level C: General assistant level, high school diploma	
Central Personnel Agencies	Ministry of Civil Service Public Administration Reform Committee Royal School of Administration	
Basic laws prescribing civil service systems	The Common Statute of Civil Servants on October 26, 1994 (and its amendment on September 18, 1999) Royal Decree CS/RKT/1014/1175 dated October 6, 2014 on the General Principles of Organization of the State Civil Service	
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	The recruitment of civil servants shall in principle be undertaken through competitive examination, except for contrary arrangements enacted by the Government. Ministry of Civil Service will undertake the examination, and in some case, delegate authority to individual ministries to handle the exam but under the supervision of the Ministry of Civil Service. Another method, the civil servants could also recruited by the Royal School of Administration through the examination as well.	
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	A promotion or appointment to the next position: 1. Based on the position (available) which is not yet appointed someone that meet the criteria or who leave or transfer from this position; 2. Talent people who focus on the performance oriented; 3. Seniority with the result; 4. Position which is required people with special skills or degree that required by the position; 5. Position that requires people to volunteer to handle in remote areas.	
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	The Performance Management and Accountability System defines expected results of individual performance, and enables managers to provide effective performance feedback and to identify and address barriers to performance in order to enhance the motivation and performance of civil servants.	
How (by what criteria) and who determines the overall pay level of civil service employees?	The unit indicator for the basic salary is adjusted annually following the Sub-Decree of Royal Government. The amount of basic salary is derived by unit indicator times basic salary index.	
Anti-corruption measures; measures ensuring integrity of the service	Each civil servant is obligated to respect the law, regulations and instructions of his/her superior and is personally responsible for his/her actions. Violation of duties may lead to the application of disciplinary sanctions. Disciplinary sanctions are divided into two categories: first-degree (reprimand, censure recorded in the file, automatic position change, removal from the promotion list.); and second-degree (severe censure with removal from the promotion list, automatic placement on leave without pay/suspension for a duration not to exceed 1 year, downgrade to one or several lower grades or steps, automatic retirement or dismissal, removal.) Each civil servants from Head of Department level upward will require to declare asset every 2 years (compulsary) to the anti-corruption unit	
Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)	It is ensured by the common statutes and particular statutes of civil service.	
Mandatory retirement age	60 years old	
Working hours	per week	40 hours
	per day	8 hours





**INDONESIA**





## Republic of Indonesia

Population	Approx. 275,000,000 (2022)	
Number of civil service employees	4,182,390 (June 2023)	
	National/Federal	948,422 (22.7%) (June 2023)
	Local	3,233,968 (77.3%) (June 2023)
Number of female civil service employees	2,282,410 (54.6%) (June 2023)	
Occupational groups and demographic composition by group	<p>Civil servants are divided into the following positions: administrative, functional, and executive. Meanwhile, based on the type of civil service (ASN), Indonesia has two types of employees:</p> <p>1 Civil Servant 2 Government Employees with Work Agreement/Contract-Based (PPPK).</p> <p>Demographic composition is based on several sectors: educational position, medical position, and technical position.</p>	
Executive Civil Service System	<p>Prior to 2014, the government positions were divided into four levels, Eselon I through IV, with Eselon I and II being considered executive officers; the Civil Service Law of 2014 amendment abolished the eselon and classified the government positions into three categories: administrative, functional, and executive.</p>	
Central Personnel Agencies	<ul style="list-style-type: none"> <li>• National Civil Service Agency (BKN)</li> <li>• National Institute of Public Administration (LAN)</li> <li>• Civil Service Commission (KASN)</li> <li>• Ministry of Administrative and Bureaucratic Reform [Ministry of State Reform and Bureaucratic Reform]</li> </ul>	
Basic laws prescribing civil service systems	Civil Service Law No. 5 of 2014	
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	<p>Each ministry and agency recruits and selects civil servants based on the recruitment plan approved by the Minister in charge of administrative reform.</p> <p>Each ministry and agency will screen the applicants' documents, and for those who pass the examination, the National Civil Service Agency will conduct a basic ability test to determine whether or not they have the basic abilities required for civil service.</p> <p>The ministries and agencies will conduct a technical ability test and interview those who pass the basic ability test as a secondary examination, and then decide who will be hired.</p>	
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	<p>For promotion to the executive posts of Senior Executive Service (SES) Level I and II in the central government, candidates will be selected from among those who have fulfilled the national qualifications and are highly competent. For promotion to the executive posts of SES level I and II in local governments, selection will be made from among qualified and highly competent persons in each locality.</p> <p>For the appointment of SES level I and II, the Open Recruitment System has been introduced on a nationwide basis.</p>	
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	<ol style="list-style-type: none"> <li>1. Since 2022, Indonesia has implemented Performance Management System. The performance management system has four elements: planning, monitoring, evaluation, and feedback. Performance evaluation is one of the systems. The usage of performance evaluation is not only for appraisal but also for development.</li> <li>2. The evaluation is conducted on two aspects, i.e. the performance appraisal (50%) and work behaviour (50%). Performance appraisal is measured by comparing the target and realization and the leader's expectations. Work behaviours consist of some dimensions such as service-oriented, accountability, competence, collaboration, loyal, adaptability, and harmony.</li> <li>3. The evaluation is carried out by superiors through measurement of achievement and feedback on behaviour given by the team leader or the people where they work based on 360 degrees feedback.</li> <li>4. The evaluation results are used for the reference of performance allowance payment, the data for talent management, the baseline of personnel development</li> </ol>	
How (by what criteria) and who determines the overall pay level of civil service employees?	<p>The overall pay level of civil service employees is based on education level and the length of work experience. It is administered by government regulation (PP) Number 15 of 2019 regarding The Eighteenth Amendment to PP No. 7 of 1997 concerning Salary Regulations for Civil Servants.</p>	
Anti-corruption measures; measures ensuring integrity of the service	<p>Against the backdrop of growing public criticism of corruption among government officials and others, the Commission for the Eradication of Corruption was established in 2003 as a separate body from the existing police and prosecution agencies. The Commission has the authority to investigate and prosecute corruption cases involving state institutions involving more than one billion rupiah.</p>	
Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)	<p>Civil servants are subject to punishment if they break the discipline regulation. The dismissal is the final consequence. Based on government regulation (PP) number 94 of 2021 concerning ASN's Discipline, Indonesia practices three levels of punishment: light-, middle-, and heavy punishment. The penalty depends on the degree of infringement.</p> <p>Also, those proven guilty of breaking criminal law and conducting corruption will be dismissed, not honourably, from the job.</p>	
Mandatory retirement age	<ul style="list-style-type: none"> <li>- ASN general age for retired at 58.</li> <li>- SES Level I &amp; II, Functional at senior-level: retired at 60</li> <li>- Functional at expert-level: retired at 65</li> <li>- The retirement age limit for: <ul style="list-style-type: none"> <li>a. Judge of the First Instance Court: 65</li> <li>b. Judge of the Appellate Court: 67</li> <li>c. Justice of the Supreme Court: 70</li> </ul> </li> </ul>	
Working hours	per week	40 hours
	per day	8 hours





**LAO PDR**



## Lao People's Democratic Republic

Population	Approx. 7,490,000 (2023)	
Number of civil service employees	175,058 (2023)	
	National/Federal	25,439 (2023)
	Local	149,619 (2023)
Number of female civil service employees	47% share of public sector employment positions filled by women (2023)	
Occupational groups and demographic composition by group	<p>There are four types of civil servants as follows: High level leading civil servants; Civil servants holding administrative positions; Technical officers; Supporting administrative officers.</p> <p>Levels and grades of civil servants are as follows: High ranking leading civil servants are placed in Level six which includes seven grades; Civil servants classified in level one to level five, each level comprised of fifteen grades.</p> <p>Levels and grades of civil servants are determined on the basis of education, administrative or technical positions.</p>	
Executive Civil Service System	High Ranking Government Official is stipulated in specific regulation besides the law on civil service.	
Central Personnel Agencies	Central Organization Committee of the People's Revolutionary Party of Laos Ministry of Home Affairs	
Basic laws prescribing civil service systems	Law on Civil Servants (2015)	
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	<p>Each year, central and local party and government organizations, the Lao Front for National Construction and mass organizations are required to report their personnel's organization and management status and their planned requirements for new recruitments to the Ministry of Home Affairs by the month of June at the latest and the Ministry of Home Affairs shall report to the government for consideration by the month of August of each year.</p> <p>Persons recruited as new civil servants shall meet the following conditions: Hold Lao nationality from birth or since at least three years; Be at least eighteen years but no more than thirty five years of age; Be good citizens, have good qualities, be loyal to the people's democratic regime; No previous sentencing by the people's court to imprisonment on charges of voluntary offense, disciplinary dismissal from party and government organizations, state enterprises or international organizations; Have clear personal and family history; Technical or college degrees consistent with positions; Good health.</p> <p>Persons to be newly recruited into the civil service are required to pass examinations and screening according to standards and conditions set out in laws and regulations.</p> <p>Newly recruited civil servants and civil servants transferred from defense and police forces, state enterprises and international organizations shall be included in the annual quota authorized by the government based on positions in organizational structures and shall be carried out twice a year during the first and third quarters of the fiscal year.</p> <p>Civil servants transferred from defense and police forces will be given equivalent levels and grades according to the regulations.</p>	
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	<p>There are eight types of administrative positions for civil servants. From the technical staff to the administrative position, they must have at least five years of work experience after becoming a civil servant. Those who have an administrative position must have at least two years of experience in the old position to be able to move to a new position. Promotion consideration will be based on the following overall criteria: Political quality; Knowledge and skills; Aspects of the work plan; Experience and health.</p>	
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	<p>The evaluation of the work performance of civil servants is a method of interpretation and evaluation according to the standards of evaluation and success in the performance of the work duties of civil servants in a systematic and continuous manner. There are two types of performance evaluation of civil servants as follows: Routine evaluation and specific evaluation. The results of the evaluation are used for the following: Personnel planning; Training and development planning; The implementation of the policy; Measures for those who are assessed as weak or very weak and those who do not participate in the assessment.</p>	
How (by what criteria) and who determines the overall pay level of civil service employees?	Salary base revisions are made every few years by the government assigning the Ministry of Home Affairs as the research authority and coordinating with the Ministry of Finance on the budget.	
Anti-corruption measures; measures ensuring integrity of the service	Civil servants are obligated to serve, including following the decisions and instructions of higher authorities, protecting state secrets, and complying with the orders of their superiors. They are also prohibited from conducting business on the side or employing relatives.	
Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)	Civil servants shall have the right to have their own reputation protected by the state in the event of defamation, slander, violence, threats, etc.	
Mandatory retirement age	60 years old for men and 55 years old for women (pension eligibility requirements)	
Working hours	per week	40 hours
	per day	8 hours





# **MALAYSIA**





## Malaysia

Population	Approx. 32,600,000 (2022)
Number of civil service employees	Approx. 1,280,000 (2022)
Number of female civil service employees	Approx. 60% (2022)
Occupational groups and demographic composition by group	<p>There are 229 schemes of service and classified into 21 service classifications. Service classifications is a cluster to define job scopes, roles and functions of every services provided in public service.</p> <p>The hierarchy of the government organization is divided into top management group, management &amp; professional group and support group. Top Management Group (top level) is a level embodying strategic posts intended as the promotional grade from the qualified Management and Professional Group and responsible for setting organization's goal. The management &amp; professional level is a group of services that serves as middle-level managers are engaged in carrying-out organizational goal. Finally, the support group (lower-level managers) are responsible for running every organizational work unit.</p> <p>The Malaysia Federal Constitution (Article 132) defines Public Service as consisting of the General Public Service of the Federation, the State Public Services, the Joint Public Services, the education services, the Judicial and Legal services, Police Force and Armed Forces. Statutory Bodies and the Local Authorities are also considered as parts of the Public Services because both of these autonomous bodies adopt the procedures of the Public Services pertaining to appointments, terms and conditions of service and the remuneration system. Besides that, their officers and staff also receive pension and other retirement benefits similar to the employees in the Public Services.</p>
Executive Civil Service System	There are administrative and diplomat officers that are recruited and trained as executive candidates, and the Public Service Commission conducts a uniform examination to hire them.
Central Personnel Agencies	Public Service Department Public Service Commission of Malaysia [The National Institute of Public Administration (INTAN) is an attached agency of the Public Service Department.]
Basic laws prescribing civil service systems	-
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	Recruitment for the Federal General Service is conducted by job category, and with the exception of a few positions, the Public Service Commission conducts the recruitment examination. The general flow of the recruitment procedure is as follows: registration of candidates, examination of the registrant's eligibility requirements, conducting of the recruitment examination, selection of qualifications by the Assessment Center, and conduct of the interview test.
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	<p>The government has set promotion policies and procedures as stated in P.U. (A) 1/2012 - Public Officers (Appointment, Promotion and Termination of Service) Regulations 2012 and Circulars related to promotion matters.</p> <p>Promotion criteria is set in the relevant policy.</p> <p>Officers are responsible for meeting the criteria for promotion as stipulated in certain schemes or grades.</p> <p>There are no appointments outside the civil service to fill senior vacancies in the Government, therefore no political appointments are made to fill the highest government posts.</p>
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	<p>Beginning 2022, the Government of Malaysia has introduced a new performance management system called MyPerformance which will replace the current Annual Performance Appraisal Report which has been used since 2002.</p> <p>This system has been in development phase since 2015 and is currently in the two-year familiarisation phase (2022 – 2023) before its full implementation by 2024. This system is designed to cater both the Management and Professional Groups and the Implementors Group.</p> <p>MyPerformance is a holistic Performance Management System based on department functions and introduced to strengthen talent management and increase the productivity in the public sector. This new system introduces a new way of managing and evaluating the performance of all public officers as follows: (i) Outcome based rather than activity based; (ii) Focusing on the objective and function of the ministries/agencies rather than individual/small group level; (iii) Introducing 5 new main components of evaluation (Work Outcome, Functional Competency, Behavioural Competency, Shared Values, Involvement &amp; Contribution); (iv) Evaluation of public officers competency; and (v) Emphasises on the competency needed for each position in Malaysia's public sector.</p> <p>Key Performance Indicators (KPI) is used to evaluate performance of top Government officials in Malaysia for the purpose of career advancement and annual salary increment.</p>
How (by what criteria) and who determines the overall pay level of civil service employees?	The Cabinet Special Committee agreed that salary reviews should take place every five years. The Public Service Department prepares a revision plan after negotiating with labour unions, taking into account prices, cost of living, and ability to pay before the Cabinet makes the final decision on the revision plan. The salary revision is subject to Parliament's decision in the sense that it must be approved as part of the government budget, despite the fact that the pay revision's content is not directly under its purview.
Anti-corruption measures; measures ensuring integrity of the service	<p>Covered by the 2009 Malaysian Anti-Corruption Commission Law (includes a staff of approximately 2,000). The Commission is in charge of anti-corruption measures not only in the public sector but also in the private sector, detecting and investigating suspected violations of the Law, and providing advice on anti-corruption measures.</p> <p>When a violation of service discipline by a public official is confirmed, the fact is reported to the relevant ministry or agency, and the ministry or agency takes the necessary disciplinary measures.</p> <p>To strengthen anti-corruption efforts, the Commission established the Department of Administrative Institutions Integrity Management in 2013, and each ministry and agency has also set up its own Integrity Division.</p>

<p>Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)</p>	<p>1. The regulations regarding discipline are provided under the Public Officers (Conduct and Discipline) Regulations 1993 [P.U. (A) 395/1993] and Public Services Disciplinary Board Regulations 1993 [P.U. (A) 396/1993] or the Education Service Disciplinary Board Regulations 1993 [P.U. (A) 458/1993]. These regulations are created based on Article 132(2) of the Federal Constitution which provides that matters of appointment and service conditions of officers in the public service are regulated through federal laws and any laws by the Yang di-Pertuan Agong.</p> <p>2. For the case of an officer who is found to exist of disciplinary offense or prima facie, the Chairman of the Disciplinary Board shall order a charge to be brought against the officer and the officer will be given the opportunity to make a written representation within 21 days from the date of receipt of the charge sheet.</p> <p>[Procedure of Appeal Against Board Decisions]</p> <p>3. In addition, these Regulations have also been completed with procedures regarding appeals against any decisions made by a Disciplinary Board. As provided by Clause (5B) Article 144 of the Federal Constitution, any person aggrieved by the exercise of any of the aforementioned powers or functions by the board may appeal to an Appeal Board appointed by the Yang di-Pertuan Agong.</p> <p>4. The Disciplinary Appeal Board is made up of members of the Public Service Commission appointed under Article 139 of the Federal Constitution. The Chairman of the Public Service Commission shall be the Chairman of the Board.</p> <p>5. The Disciplinary Appeal Board after considering the appeal may confirm or change the decision of the Board concerned or remit the case to the Disciplinary Board for reconsideration. The Disciplinary Appeal Board can also reverse the decision and punishment of the Disciplinary Board and acquit the appellant.</p> <p>6. Additionally, appellants can request judicial review in court if they are still dissatisfied with the Disciplinary Appeal Board's decision.</p> <p>7. These existing regulations give space to public officials and also the public to make complaints against any dissatisfaction with the misconduct of all public officials.</p>				
<p>Mandatory retirement age</p>	<p>Basically 60, however 65 for judges.</p>				
<p>Working hours</p>	<table border="1"> <tr> <td data-bbox="300 689 448 757">per week</td> <td data-bbox="448 689 1431 757"> <p>1) Office working hours: 45 hours (including a one-hour lunch break from 1:00 to 2:00 pm); and 2) Shift working hours: 46 hours (including a one-hour break)</p> </td> </tr> <tr> <td data-bbox="300 757 448 808">per day</td> <td data-bbox="448 757 1431 808"> <p>9 hours with a one-hour lunch break from 1:00 to 2:00 pm and a prayer break on Fridays from 12:15 to 2:45 pm (2 hr 30 minutes)</p> </td> </tr> </table>	per week	<p>1) Office working hours: 45 hours (including a one-hour lunch break from 1:00 to 2:00 pm); and 2) Shift working hours: 46 hours (including a one-hour break)</p>	per day	<p>9 hours with a one-hour lunch break from 1:00 to 2:00 pm and a prayer break on Fridays from 12:15 to 2:45 pm (2 hr 30 minutes)</p>
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# **THE PHILIPPINES**



## Republic of the Philippines

Population	Approx. 117,458,610 (2023)
Number of civil service employees	1,654,575 (June 2022)
National/Federal	1,329,099 (June 2022)
Local	328,476 (June 2022)
Number of female civil service employees	1,015,389 (June 2022)
Occupational groups and demographic composition by group	The Philippine Civil Service embraces all branches, subdivision, instrumentalities and agencies of the government including government owned or controlled corporation. Employees are classified into career (tenured) positions and non career (non-tenured) positions.
Executive Civil Service System	<p>The Career Executive Service is the 'third level' or the managerial class in the group of career positions in the Philippine civil service. The CES was created by Presidential Decree No. 1 to "form a continuing pool of well-selected and development-oriented career administrators who shall provide competent and faithful service."</p> <p>The system is composed of senior executive positions (officials above the level of deputy director of a bureau and below the level of undersecretary). There are approximately 6,000 senior executive positions in the entire government, and the President is the appointing authority.</p> <p>The Career Executive Service Board (CESB) conducts examinations and interviews for the appointment of senior executives. About half of the senior executives are non-tenured civil servants.</p>
Central Personnel Agencies	Civil Service Commission (1st and 2nd Level Positions) Career Executive Service Board (CESB) (3rd Level)
Basic laws prescribing civil service systems	<p>Republic Act No. 2260, also known as the Civil Service Act of 1959, insures and promotes the constitutional mandate regarding appointments only according to merit and fitness, and to provide within the public service a progressive system of personnel administration to insure the maintenance of an honest, efficient, progressive and courteous civil service in the Philippines.</p> <p>Article IX-B of the 1987 Constitution mandates that the Civil Service Commission shall be the central personnel agency of the Philippine Government.</p> <p>Book V of Executive Order 292 or the Administrative Code of the Philippines provides that all the laws and policies that regulate or control the administrative organization and operations of the government.</p> <p>Presidential Decree No. 1 dated September 24, 1972 created the Career Executive Service Board (CESB) to serve as the governing body of the Career Executive Service (CES) and to promulgate rules, standards and procedures on the selection, classification, compensation and career development of members of the CES.</p>
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	<p>All Chief Personnel or Administrative Officers of all branches, subdivisions, instrumentalities and agencies of the Government, including government-owned or controlled corporations with original charters, and local government units must post in three conspicuous places of their offices for a period of ten days a complete list of all existing vacant positions in their respective offices which are authorized to be filled, and to transmit a copy of such list and the corresponding Qualification Standards (QS) to the Civil Service Commission not later than the tenth day of every month. Published vacant positions include Position QS, duties and responsibilities, salary and office assignment. Meanwhile, minimum QS set by the CSC include: a) Education; b) Eligibility; c) Experience; and d) Training.</p> <p>Vacant positions shall not be filled until after publication.</p> <p>The qualifications for the professional recruitment, examinations, etc. conducted by the Civil Service Commission are: 1) possession of Philippine citizenship; and 2) age of at least 18 years, without regard to academic background.</p>
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	<p>After hiring, each staff member applies for the vacant position in the same manner and is promoted. Each agency establishes a Human Resources Merit Promotion and Selection Board (HRMPSB), to evaluate applicants through interviews and other means. The head of each agency, who is the appointing authority, decides who to hire, respecting the evaluation of the HRMPSB.</p> <p>In the case of promotion, employees holding lower government positions may apply for vacancies, and the HRMPSB will evaluate them based on the results of interviews and performance evaluations. Agencies use a Competency Based Recruitment and Selection Process for all recruitment and selection in the civil service.</p>
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	<p>Performance evaluations are conducted based on guidelines established by the Civil Service Commission. Currently, they employ the Strategic Performance Management System (SPMS). The SPMS is a mechanism that links employee performance with organizational performance to enhance the performance orientation of the compensation system.</p> <p>Each department or agency establishes its performance evaluation system based on the SPMS guidelines set by the CSC. Generally, the evaluation is conducted every six months, with goals set at the beginning of the fiscal year and the degree of achievement evaluated at the end of the fiscal year.</p> <p>The results of the evaluation are notified to the staff and used as a standard for improving their abilities, rewards, promotions, and training.</p>
How (by what criteria) and who determines the overall pay level of civil service employees?	<p>Salaries for government officials and employees in the Philippines are legislated. Salaries for public officials are institutionalized according to four principles: (1) equal pay for equal duties, (2) public-private balance, (3) incentives for continuous service, and (4) compliance with the Minimum Wage Law.</p> <p>Since the Constitution requires standardization of salaries for public servants of the national, local, and public corporations, the same salary schedule is applied to all public servants, including the President, members of Congress, and high-ranking government officials. The salary schedule has grades ranging from grade 1 (labor workers, etc.) to grade 33 (president), and specific grades of government positions are determined by Congress as recommended by the Department of Budget and Management.</p>
Anti-corruption measures; measures ensuring integrity of the service	<p>Republic Act 6713 or the Code of Conduct and Ethical Standards for Public Officials and Employees - To uphold the principle that "A Public Office is a Public Trust," the code of conduct for civil servants was established to define the 8 norms of conduct for government officials and employees. This includes commitment to public interest, professionalism, justness and sincerity, political neutrality, responsiveness to the public, nationalism and patriotism, commitment to democracy, and simple living.</p> <p>In addition to this, political activities and dual employment by civil servants are prohibited, as well as Nepotism or employment of relatives within the third degree of kinship of the head of each ministry and agency in the ministry concerned. Civil servants are guaranteed the right to organize, but they cannot negotiate on basic conditions of service, such as salary, and they do not have the right to strike.</p> <p>Republic Act No. 3019 (The Anti-Graft and Corrupt Practices Act) is the main anti-corruption law. It enumerates certain acts of public officers that constitute graft or corrupt practices.</p>

<b>Job security (protection)</b> (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)	Civil servants in the Philippines enjoy security of Tenure. They cannot be removed from the service without just cause. However, any violation of the employee on the the Code of Conduct and Ethical Standards prescribed RA 6713 or the Rules on Administrative cases in the Civil Service (RACCS) may be subject to dismissal, demotion or reduction of pay.				
<b>Mandatory retirement age</b>	Mandatory retirement age: 65 years old (government personnel/civilian) Optional retirement age: 60 years old (government personnel/civilian) Retirement for police: 56 years old (for police officers) Retirement for Judiciary: 70 years old (for judges)				
<b>Working hours</b>	<table border="1"> <tr> <td data-bbox="300 353 448 398">per week</td> <td data-bbox="448 353 1434 398">40 hours</td> </tr> <tr> <td data-bbox="300 398 448 439">per day</td> <td data-bbox="448 398 1434 439">8 hours</td> </tr> </table>	per week	40 hours	per day	8 hours
per week	40 hours				
per day	8 hours				



# **SINGAPORE**





## Republic of Singapore

Population	Approx. 5,640,000 (2022)	
Number of civil service employees	Approx. 86,000 civil servants (in Ministries) Approx. 150,000 public officers (in 16 ministries + 64 statutory bodies)	
	National/Federal	–
	Local	–
Number of female civil service employees	Females made up 52.9% of the public service, inclusive of the civil service and statutory boards. (2022)	
Occupational groups and demographic composition by group	The Singapore civil service comprises the following main job groups (percentage of workforce indicated as at June 2023), as follows: Administration and Executive Management (21%), Education (42%), Professional and Technical (30%), Support (6%), and Legal (1%).	
Executive Civil Service System	<p>(1) Administrative Service The Administrative Service aims to development leaders with whole-of-government perspectives and capabilities, to formulate and implement policies that will improve the lives of Singaporeans.</p> <p>(2) Public Service Leadership Programme PSLP is a talent development programme that develops talented and capable individuals for key leadership positions within the Public Service.</p>	
Central Personnel Agencies	Public Service Division, Prime Minister's Office Public Service Commission [The Civil Service College, the Singapore Public Service's main training arm, is a statutory body under the Public Service Division.]	
Basic laws prescribing civil service systems	Public Sector (Governance) Act Public Service (Service Commissions) Act 1956	
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	Recruitment of civil servants is anchored on the principles of meritocracy, impartiality, and incorruptibility. Regardless of whether vacant posts are filled through open recruitment or deployment of officers, they will need to meet the competencies of the respective post.	
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	<p>Promotions are not simply a reward for past performance but also an expectation of competent performance and contribution at a higher level. To promote someone is to say that the officer can do well at the next higher grade. The Civil Service aims to allow deserving individuals to progress to higher-level positions if they have demonstrated readiness for the role, and demonstrated that they are the best person who is most competent for the job at the given point in time. To be promoted, an officer must perform well in his current job and demonstrate his readiness to take on a job at the next higher level.</p> <p>Individual officers need not apply for promotion as all officers who have demonstrated promotion readiness and met the promotion criteria will be surfaced for consideration automatically.</p>	
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	<p>The Civil Service has an appraisal system that is fair, credible and rigorous. Besides performance assessment, appraisal is also for developmental purposes. Supervisors are expected to provide timely feedback and coach their officers throughout the year.</p> <p>To moderate differences in assessment standards across supervisors as well as ensure fairness and rigour, we also conduct ranking of officers across Departments/Divisions. During ranking, officers are assessed collectively by a panel comprising officers at the senior management level from various Departments/Divisions in an agency. Officers receive the outcome of performance assessment through a performance grade.</p>	
How (by what criteria) and who determines the overall pay level of civil service employees?	The design of the Singapore Civil Service remuneration system is based on the following overarching principles – to be clean, competitive, flexible, and performance-based. Civil servants are hired on different schemes of service, based on the nature of the jobs they undertake. We benchmark the salaries for each scheme of service to the relevant talent pools in the private sector and adjust our salaries where necessary to keep pace with the market.	
Anti-corruption measures; measures ensuring integrity of the service	<p>Public Officers must maintain the highest standards of personal conduct so as to uphold the integrity of the Public Service and public confidence in it. Officers must therefore understand and abide by the Code of Conduct Key Principles of integrity, incorruptibility and transparency.</p> <p>The Singapore Public Service puts in place various broad measures and initiatives to promote integrity, incorruptibility and transparency, and monitor the extent to which public officers' comply with these integrity standards. This includes declarations of investment, properties, financial status, outside activities and gifts/entertainment received, as well as mandatory job rotations and block leaves.</p>	
Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)	Under the Constitution of the Republic of Singapore, Civil Servants serve at the pleasure of the President. Those who engage in misconduct will be subject to disciplinary action which can include dismissal. Those who are underperform, even after undergoing a performance review process, may also be dismissed.	
Mandatory retirement age	The Public Service is aligned with the national statutory retirement age which is currently 63 years.	
Working hours	per week	42 hours
	per day	8 hours 30 minutes (Mon.-Thur.) 8 hours (Fri.)





**THAILAND**



## Kingdom of Thailand

Population	66,090,475 (2022)
Number of civil service employees	2,746,637 (Preliminary Data FY2022) Civil Servants, 1,374,865; and Other employees, 1,371,772.
	National/Federal 2,260,081 (Preliminary Data FY2022)
	Local 486,556 (Preliminary Data FY2022)
Number of female civil service employees	802,216 (Limited to incumbent Civil Servants in FY2022 (Preliminary Data) with the total number of 1,374,865)
Occupational groups and demographic composition by group	Ordinary Civil Servants (with the total number of 423,508 in FY 2022 (Preliminary Data)) can be broken down by Occupational groups as follows: Group 1: Executive/Management/Administration/Statistics/Legal Affairs/Diplomatic Service, 77,599; Group 2: Finance/Economic/Commerce/Industry, 41,876; Group 3: Transportation/Communication, 5,850; Group 4: Agriculture, 20,157; Group 5: Science, 2,907; Group 6: Medical/Public health, 232,406; Group 7: Engineer/Architect/Technician, 18,214; Group 8: Education/Artistic/Social and Community Development, 24,499.
Executive Civil Service System	Appointment of executive positions at higher level are as follow; (1) For Head of Ministry (Permanent Secretary or equivalent positions), the incumbent Permanent Secretary nominates candidates to the Minister in charge who will submit a nomination to the Cabinet for approval and order the installment and the Prime Minister presents the matter to the King for appointment. (2) For Head of Department (Director General/Deputy Permanent Secretary/or equivalent positions), in case of a promotion from primary level, a selection committee carries out eligibility screening and proposes candidates to the supervising Permanent Secretary who will submit a nomination to the Minister in charge for proposal to the cabinet for approval. The supervising Permanent Secretary orders the installment and the Prime Minister presents the matter to the King for appointment.
Central Personnel Agencies	The Office of the Civil Service Commission (OCSC), Prime Minister's Office, is responsible for human resource management and development in Ordinary Civil Servants. OCSC acts as a secretariat unit for Civil Service Commission (CSC) which is responsible to giving advice and suggestions to the Council of Ministers concerning policies, strategies on public sector human resource management with respect to compensation standards, human resource management and development, including workforce management that government agencies can use as operational guidelines.
Basic laws prescribing civil service systems	Civil Service Act, B.E. 2551 (2008)
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	Ordinary Civil Servants are recruited principally through competitive examination which consists of three stages: (1) General Examination, administered by OCSC (2) Specific examination, administered by departments and (3) Position suitability assessment, administered by departments. In addition to the competitive examination, each department can carry out other processes including selection and appointment of expert and specialist.
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	Promotion is made only when there is a vacancy. Ordinary Civil Servants who are qualified to get promotion will be selected by examination and work appraisal according to the regulation and criteria prescribed by CSC. CSC delegates authority to Departmental Civil Service Sub-Commissions for consideration of promotions and appointments to positions in knowledge worker and general position, and to Ministerial Civil Service Sub-Commissions for those in executive and managerial positions. The appointment of outsiders to senior positions is rarely occurred. There is no political appointees in executive positions.
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	Personnel evaluation is composed of performance evaluation (job achievement) and competency evaluation. Supervisor (Director level and above) serves as the evaluator. Evaluation results are utilised for salary increase, promotion and individual development plan. In addition, individual performance goals are linked to organizational goals set by each department. Generally, the evaluation is conducted every six months, with goals/KPI set at the beginning of the fiscal year or each cycle.
How (by what criteria) and who determines the overall pay level of civil service employees?	Payment of salaries and allowances to Ordinary Civil Servants is prescribed by CSC Regulation and approved by the Ministry of Finance. Ordinary Civil Servants may receive supplemental allowances for foreign posts, posts in certain areas, positions in certain class series or positions entailing special grounds as prescribed by CSC Rule approved by the Ministry of Finance. CSC is responsible for making proposals to the Council of Ministers for consideration concerning adjustment of civil service remunerations, position allowances, welfare and fringe benefits. Occasionally, there were salary schedule adjustment approved by the Cabinet with the consideration of change in the cost of living.
Anti-corruption measures; measures ensuring integrity of the service	Obligations of Ordinary Civil Servants are stipulated in Civil Service Act B.E. 2551 (2008) chapter 5 upholding the Ethics of Official, chapter 6 Discipline and Maintenance of Discipline and Chapter 7 Disciplinary Proceedings. In addition, Ethical Standard Act B.E. 2562 (2019) stipulates ethical standard that shall be used as the main principles to be moral maintained by state official in performing duties. There are also various agencies and bodies which are related to this matters such as Office of Public Sector Anti-Corruption Commission, Office of the National Anti-Corruption Commission, State Audit Office of the Kingdom of Thailand and Merit System Protection Commission (MSPC).
Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)	Ordinary Civil Servants are not subjected to any discipline proceedings against their will if he/she does not commit a breach of discipline. Section 42 of the Civil Service Act B.E. 2551 (2008) clearly stipulates that disciplinary proceedings must be carried out justly and without prejudice and the human resource management must be politically impartial.
Mandatory retirement age	60 years of age with exception (by section 108) in certain level and position categories in specific class-series as prescribed by CSC regulation may continue in government service for no more than ten years.
Working hours	per week 40 hours
	per day 8 hours (including 1 hour lunch break)





**VIET NAM**

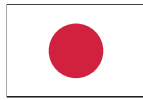




## Socialist Republic of Viet Nam

Population	99,769,289 (2023)			
Number of civil service employees	233,219 (2022)			
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; border: none;">National/Federal</td> <td style="border: none;">99,489 (2022)</td> </tr> <tr> <td style="border: none;">Local</td> <td style="border: none;">133,730 (2022)</td> </tr> </table>	National/Federal	99,489 (2022)	Local
National/Federal	99,489 (2022)			
Local	133,730 (2022)			
Number of female civil service employees	102,288 (2022)			
Occupational groups and demographic composition by group	<p>Civil servants are categorised into 4 corps of experts, which include senior experts (Class A), principle experts (Class B), experts (Class C) and below experts (Class D). Advancement along this grade scale is mainly based on education qualification, seniority and the results of corp promotion examinations.</p> <ul style="list-style-type: none"> <li>- Class A experts: 1,953 (0.84%);</li> <li>- Class B experts: 34,089 (14.62%);</li> <li>- Class C experts: 172,156 (74.08%);</li> <li>- Class D experts: 25,012 (10.46%).</li> </ul>			
Executive Civil Service System	<p>Central Administration:</p> <ul style="list-style-type: none"> <li>- The National Assembly approves the Prime Minister's proposal on the appointment of Deputy Prime Ministers, Ministers and other members of the Government according to the list of nominations for each position.</li> <li>- Within ministries and ministerial-level agencies: The Minister appoints the Director General, Deputy Director General, Director, Deputy Director and equivalent positions; department heads, deputy heads and equivalent positions at units under the Ministry.</li> <li>- In the General Departments, Departments: The Director General/Director appoints the head, the deputy head of the subordinate units.</li> </ul> <p>Local Administration:</p> <ul style="list-style-type: none"> <li>- The People's Committee at a local administration level, which shall be elected by the People's Council of the same level. The People's Committee shall be composed of the Chairman, Vice Chairmans and members.</li> <li>- Chairman of the Provincial People's Committee shall submit to the Prime Minister for approval the results of election of members of the Provincial People's Committee; Chairman of the People's Committee of district and commune shall submit to the Chairman of the immediate superior People's Committee for approval the results of election of members of the People's Committee of the district and commune.</li> </ul>			
Central Personnel Agencies	Ministry of Home Affairs			
Basic laws prescribing civil service systems	Cadres and Civil servants Law			
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	Recruitment is basically made upon the result of open competitive recruitment examinations. Recruitment examinations are organized by recruitment agencies in compliance with law and the guidelines provided by the Ministry of Home Affairs.			
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	Promotion is based on merit and mainly made through a selection process. Pilot competitive promotion examinations are being implemented for mid-level managers in several ministries, provinces.			
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	<p>Evaluation criteria include (1) Political ideologies, (2) Ethics, lifestyle, (3) Working style and manners, (4) Sense of discipline, and (5) Results of performance of assigned duties and responsibilities.</p> <p>Evaluation authority:</p> <ul style="list-style-type: none"> <li>- The evaluation and classification of the quality of heads of agencies, organizations and units shall be carried out by the heads of their immediate superior agencies in charge;</li> <li>- The evaluation and classification of the quality of deputy heads and civil servants of agencies, organizations and units shall be carried out by the heads of thereof.</li> </ul> <p>Evaluation results:</p> <p>The results of evaluation and classification of the quality of civil servants are used as one of the bases for placement, utilization, training, class promotion, human resource planning, appointment, dismissal, mobilization, rotation, transfer, secondment, reward, discipline, evaluation and other policies applied to civil servants.</p>			
How (by what criteria) and who determines the overall pay level of civil service employees?	The overall pay level of civil servants is determined according to (1) expert class (2) seniority in public service (3) special allowances (4) base salary. The base salary is applied in different cycles and can be based on the current consumer price index and the growth rate of the economy, the base salary will have certain changes to meet and serve the needs of everyone's life.			
Anti-corruption measures; measures ensuring integrity of the service	The Anti-Corruption Law stipulates all types of corruption behaviours and punishment for civil servants. The Criminal Law provides on concrete corruption behaviours committed by civil servants which are subject to criminal sentences.			
Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)	The dismissal, demotion, and pay reduction of civil servants shall comply with the provisions of law and legal documents.			
Mandatory retirement age	Before 2021, the retirement age for men is 60 and for women it is 55. From 2021, the retirement age of civil servants is full 60 years and 3 months for male employees and full 55 years and 4 months for female employees; after that, each year increases by 3 months for men until they reach 62 years of age and 4 months for women until they reach 60 years of age.			
Working hours	per week	40 hours		
	per day	8 hours		





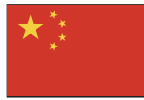
**JAPAN**



## Japan

Population	Approx. 124,950,000 (2022)	
Number of civil service employees	Approx. 3,393,000 (FY2023)	
National/Federal	Approx. 590,000 (FY2023)	
Local	Approx. 2,803,000 (FY2023)	
Number of female civil service employees	60,939 (Limited to incumbent regular-service national public employees in 2021)	
Occupational groups and demographic composition by group	Regular service national public employee groups can be broken down by applicable salary schedules as follows: Administrative Service (I): All employees not subject to any other salary schedule (General Office Workers), 140,000; Administrative Service (II): Guards, Office Maintenance Employees, Machine Operators, Drivers, etc., 2,100; Professional Administrative Service: Air Traffic Control Officers, Plant Quarantine Officers, etc., 7,900; Taxation Service: National Tax Agency employees whose task involves assessment and collection of taxes, 51,000; Public Security Service (I): Police, Imperial Guards, Immigration Security Personnel, and Prison Guards, 22,000; Public Security Service (II): Employees in the Public Prosecutors Office and Reformatories, etc., 23,000; Maritime Service (I): Captains, Chief Engineers, etc. aboard ocean-going or coastal vessels, 200; Maritime Service (II): Employees aboard vessels whose salary schedule is not Maritime Service (I), 350; Educational Service (I): Professors, etc. in Meteorological College and Japan Coast Guard Academy, etc., 90; Educational Service (II): Teachers in educational institutions such as nursing schools, etc., 70; Research Service: Employees performing laboratory work or research and studies, 1,400; Medical Service (I): Doctors and Dentists, 600; Medical Service (II): Pharmacists, Dietitians, Radiological Technicians, and Clinical Technologists, 500; Medical Service (III): Public Health Nurses and Midwives, etc., 1,800; Welfare Service: Instructors for rehabilitation facilities, Child Counselors, and Care Workers, etc., 240; Specialized Staff: Policy Information Analysts, International Affairs Researchers, etc., 170; Designated Service: Administrative Vice Ministers, Agency heads, and Chiefs of laboratories and institutes, etc., 960; Special Salary Schedule for Fixed-term Employees and Researchers, 570; Prosecutors, 3,000; and Officials of Agencies engaged in Administrative Execution, 7,000.	
Executive Civil Service System	Appointment of senior executives who are at Deputy Director General level and above need to go through eligibility screening by the Chief Cabinet Secretary, and be approved at the Personnel Affairs Study Meeting by the Prime Minister, and Chief Cabinet Secretary, etc.	
Central Personnel Agencies	National Personnel Authority (NPA), Prime Minister (Affairs related to the Prime Minister's duties as a Central Personnel Agency are dealt with by the Cabinet Bureau of Personnel Affairs.)	
Basic laws prescribing civil service systems	National Public Service Act	
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	National public employees are recruited principally through recruitment examinations which are open to and have equal conditions for any citizen. In addition to the recruitment examinations, each ministry can recruit based on a selection process in which the ability of individual applicants is verified.	
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	Most appointments, including promotions, are decided in the Personnel Division of the organization under the name of the organization as a whole. The results of personnel evaluations are utilized to decide whom to promote. The appointment of outsiders to senior positions is relatively limited.	
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	The personnel evaluation system pays attention to employees' competencies and job achievement; it is composed of a competency evaluation and a performance evaluation. The employee's supervisor serves as the evaluator. Evaluation results are utilized for promotion, demotion, dismissal, and remuneration (grade increase, pay step increase, diligence allowance, etc.).	
How (by what criteria) and who determines the overall pay level of civil service employees?	Monthly remuneration as a whole is balanced with that of the private sector, and then the distribution of salary and allowances within this remuneration is decided, taking into account its necessity for personnel management in the public service. As public employees cannot conduct labor-management negotiations regarding remuneration, the NPA's remuneration recommendations serve as a compensatory measure. After the NPA submits its recommendations to the Diet and the Cabinet, the Cabinet considers and presents related bills to amend remuneration, and the Diet considers these bills and enact the laws.	
Anti-corruption measures; measures ensuring integrity of the service	Obligations of public employees are stipulated by law including: taking an oath of service, obligation to comply with laws and orders of superiors, prohibition of strikes or other disputes, prohibitions of acts causing discredit, obligation to preserve confidentiality, obligation to devote attention to one's duties, restrictions on political activities, exclusion from private enterprises and restrictions on participation in other undertakings or businesses. In addition, the National Public Service Ethics Act and Code stipulates standards and rules for ethical conduct and reporting.	
Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)	Public employees are not subject to dismissal, demotion, or reduction of pay against their will, unless there are grounds to do so provided for by law or the rules of the NPA.	
Mandatory retirement age	61 years old (A gradual raise in retirement age is currently in process and is due to finish at 65 years old in 2031)	
Working hours	per week	38 hours 45 minutes
	per day	7 hours 45 minutes





**CHINA**





## People's Republic of China

Population	Approx. 1,400,000,000	
Number of civil service employees	–	
National/Federal	–	
Local	–	
Number of female civil service employees	–	
Occupational groups and demographic composition by group	<p>The posts held by civil servants, according to their natures and characteristics and the need of management, are categorized as general management, professional and technical expertise, enforcement of laws and government regulations, etc.</p> <p>The State practices a system of both posts and grades for civil servants.</p> <p>The levels of leading posts are as follows: chief and deputy at the national level, chief and deputy at the provincial and ministerial level, chief and deputy at the bureau level, chief and deputy at the county and division level, and chief and deputy at the township and section level.</p> <p>The grades of civil servants are set up at the bureau level and below. The sequencing levels of the grades of civil servants under the category of general management are as follows: bureau level officials at level 1 and level 2; division level officials at level 1, level 2, level 3, and level 4; principal staff members at level 1, level 2, level 3, and level 4; staff members at level 1 and level 2.</p>	
Executive Civil Service System	–	
Central Personnel Agencies	Central Organization Department of the Communist Party of China (National Civil Service Administration)	
Basic laws prescribing civil service systems	Law of the People's Republic of China on Civil Servants	
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	<p>Civil servants are recruited through open examination, strict review, competition on an equal footing and merit-based selection. The main process for recruitment includes:</p> <ol style="list-style-type: none"> <li>(1) A public notice on the examination for recruiting civil servants is issued.</li> <li>(2) Recruiting organs review applications for taking part in the examination.</li> <li>(3) The examination is conducted through written examination, interview, etc.</li> <li>(4) Recruiting organs decide on candidates for review on the basis of the examination results, reexamine their qualifications, conduct review and organize physical check-ups.</li> <li>(5) Recruiting organs propose and issue public notices of name lists of candidates to be recruited.</li> <li>(6) A one-year probation period is set for newly recruited civil servants.</li> </ol>	
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	<p>A civil servant to be promoted to a leading post should meet the requirements and qualifications in terms of political integrity, working ability, educational level and work experience. Promotion of civil servants to leading posts is made level by level.</p> <p>Civil servants are promoted to higher grades one level at a time. The candidates to be promoted in grade are determined based on their moral integrity, professional competence, work performance and seniority, with reference to the results of democratic recommendation or survey conducted. After the public notice period ends, the candidates are examined and approved in accordance with the terms of reference of management.</p>	
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	<p>Evaluation of the performance of civil servants cover aspects such as moral integrity, competence, diligence, achievements and probity. Indicators for evaluation are decided in accordance with the categories of posts and the rankings of state organs.</p> <p>The evaluation consists of routine evaluation, special evaluation, and regular evaluation which is made on the basis of the other two. The results of regular evaluation serve as the basis for adjusting the posts, duties, grades, levels and salaries of civil servants and for awarding, training and dismissing civil servants.</p>	
How (by what criteria) and who determines the overall pay level of civil service employees?	The salary keeps with the development of the economy and the progress of society. The state practices a salary survey system whereby regular surveys and comparisons are made between the salary standards of civil servants and those who work at the corresponding levels in enterprises, and the results of the surveys and comparisons are used as the basis for adjusting the salary standards of civil servants.	
Anti-corruption measures; measures ensuring integrity of the service	State organs civil servants belong to establish a regular management and supervision system whereby the performance of their civil servants in terms of political integrity, fulfillment of functions and duties, work conduct and compliance with disciplinary rules and laws. Those who are suspected of committing a job-related violation of law or crime, such as embezzlement or bribery, are turned over to the supervisory organ to be dealt with in accordance with law.	
Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)	–	
Mandatory retirement age	–	
Working hours	per week	40 hours
	per day	8 hours





# **REPUBLIC OF KOREA**



## Republic of Korea

Population	Approx. 51,630,000 (2022)			
Number of civil service employees	1,173,022 (including legislative, judicial, and other branches) (2022)			
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; border: none;">National/Federal</td> <td style="border: none;">791,834 (including teachers, police, fire officers, diplomats, etc.) (2022)</td> </tr> <tr> <td style="border: none;">Local</td> <td style="border: none;">381,188 (2022)</td> </tr> </table>	National/Federal	791,834 (including teachers, police, fire officers, diplomats, etc.) (2022)	Local
National/Federal	791,834 (including teachers, police, fire officers, diplomats, etc.) (2022)			
Local	381,188 (2022)			
Number of female civil service employees	576,632 (2022)			
Occupational groups and demographic composition by group	<p>[Job Classification]</p> <ul style="list-style-type: none"> <li>• Career positions (professional civil servants): <ul style="list-style-type: none"> <li>- public officials in general service,</li> <li>- public officials in special service, (judges, prosecutors, foreign service civil servants, police, firefighters, teachers, etc.)</li> </ul> </li> <li>• Special career positions: <ul style="list-style-type: none"> <li>- politically determined personnel (Director General, Vice Minister of each department; Political appointees)</li> <li>- specially designated services personnel (Secretaries of various ministries, vice-ministers; Political appointees)</li> </ul> </li> </ul> <p>[General civil service ranks and corresponding posts]</p> <ul style="list-style-type: none"> <li>- High-ranking civil service corps (Senior Civil Service): Office chiefs, assistant vice-ministers, bureau chiefs (director generals)</li> <li>- 3rd-4th grades: Section chiefs (director) in central government ministries and agencies</li> <li>- 5th grade: Assistant section chief, section chief in central government ministries and agencies</li> <li>- 6th-9th grades: Section chiefs, managers of local branch offices, general staff, etc.</li> </ul>			
Executive Civil Service System	<ul style="list-style-type: none"> <li>• Korea introduced the Senior Civil Service (SCS) to place high-ranking officials at the deputy minister or director-general levels. As of 2022, the number of SCS is approximately 1,500.</li> <li>• The Ministry of Personnel Management (MPM) conducts pre-promotion training and competency evaluation tests from the perspective of making appointments based on performance and qualifications, and personnel management is carried out by each ministry.</li> <li>• There are three categories of SCS positions; open positions (open recruitment from within and outside the civil service), open recruitment (recruitment from national civil servants, including those in other ministries and agencies), and ministry-autonomous positions (appointed at the discretion of each ministry and agency). The total of open positions and open recruiting positions represents 30% of the total number of high-level positions.</li> </ul>			
Central Personnel Agencies	Ministry of Personnel Management (MPM)			
Basic laws prescribing civil service systems	State Public Officials Act			
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	<p>In principle, the recruitment for general services personnel is conducted through open competitive recruitment examinations, but recruitment is also conducted through career competitive recruitment examinations</p> <p>(1) Open competitive recruitment examination (conducted once a year)</p> <ul style="list-style-type: none"> <li>Open competitive recruitment for Level 5, Foreign Service Higher Grade Examination *Higher Grade <ul style="list-style-type: none"> <li>- Process : PSAT (Public Service Aptitude Test, * multiple choice) - Essay-type Questions - Interview</li> </ul> </li> <li>Open competitive recruitment for Level 7 *Intermediate <ul style="list-style-type: none"> <li>- Process : PSAT (Public Service Aptitude Test, * multiple choice) - Multiple Choice Questions - Interview</li> </ul> </li> <li>Open competitive recruitment for Level 9 *Beginner, etc. <ul style="list-style-type: none"> <li>- Process : Multiple Choice Questions - Interview</li> </ul> </li> </ul> <p>(2) Career competitive recruitment examination</p> <p>Recruitment for government positions that require specific qualifications and background. Conducted by the Ministry of Personnel Management and each ministry and agency.</p>			
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	<ul style="list-style-type: none"> <li>• Evaluation of service performance and seniority are taken into consideration. There is a tenure requirement for each rank.</li> <li>• For promotion to SCS, ministries and agencies nominate employees, who are then registered as candidates for appointment to SCS after undergoing training and competency evaluation tests by MPM (the list is maintained by MPM).</li> <li>• The actual appointment to an SCS post is made through selection by the Personnel Division of each ministry and examination by MPM. When civilians are hired for open positions, they are required by MPM to take a competency evaluation test after selection.</li> </ul>			
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	<p>[Staff of 4th grade and above]</p> <ul style="list-style-type: none"> <li>• The degree of achievement is evaluated once a year based on the performance targets (organizational and individual unit) agreed upon by the employee.</li> <li>• SCS are rated on a 5-point relative scale (the highest category is 20% or lower, and the two lowest categories are 10% or higher). Others are rated on an absolute scale of 3 or more.</li> <li>• The results are used for setting annual salary and promotion. In addition, SCS who have received the lowest rating twice are subject to the requirements for conducting a qualification review. If a SCS official is found to be ineligible by MPM's SCS Appointment Review Committee, he or she can be dismissed.</li> </ul> <p>[Staff of Level 5 and below]</p> <ul style="list-style-type: none"> <li>• The evaluation is made twice a year.</li> <li>• Evaluation categories have three or more levels. After absolute evaluation by the department to which the employee belongs, a relative evaluation is made for the entire organization.</li> <li>• The results are used for performance bonuses and promotions.</li> </ul>			
How (by what criteria) and who determines the overall pay level of civil service employees?	The wage level of the private sector, standard cost of living, and the financial situation of the nation are taken into consideration when determining the annual wage. The Civil Service Remuneration Committee was established in the MPM to collect various opinions, including those of the Government Employees Union. MPM and the Ministry of Economy and Finance formulate a plan for improving wages around June, submit it to the National Assembly as a budget bill in the fall, and revise related regulations by December after the resolution of the National Assembly.			
Anti-corruption measures; measures ensuring integrity of the service	Anti-Corruption & Civil Rights Commission is undertaking general tasks for the Anti-corruption measures. Ministry of Personnel Management is in charge of establishing ethics in civil service and preventing conflicts of interest through the following policy measures: Property Registration, Disclosure, and Examination; Blind Stock Trusts; Reporting on Receipt of Gifts; Employment Restrictions for Retired Civil Servants; Activity Restrictions for Retired Civil Servants.			

<p>Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)</p>	<p>No public official shall be suspended, demoted or dismissed from the service against his or her will unless he or she is sentenced to a penalty, or is subject to a disciplinary action or a reason prescribed by the State Public Officials Act.</p> <p>1. Release from position - Requirements : 1) A person who lacks ability to perform his or her duties, or whose work performance is extremely poor 2) A person against whom a resolution of disciplinary action equivalent to removal, release, degradation, or suspension from office is pending 3) A person who is prosecuted for a criminal case (excluding those against whom a summary order is requested), etc. - Effects : 30 to 70% of monthly salary shall be paid</p> <p>2. Dismissal - Requirements : 1) Where he or she fails to return to his or her duties, or is unable to perform his or her duties, after the period of the leave of absence expires or the grounds for the leave of absence cease to exist 2) Where it is deemed difficult to expect that a person placed under a waiting order according to the Release from position will improve his or her ability or service record during that period 3) Where he or she has failed at least three times to pass an examination to change his or her position and is deemed to lack ability to perform his or her duties, etc.</p> <p>3. Disciplinary Actions - severe disciplinary actions : removal, dismissal, demotion, or suspension from office - moderate disciplinary actions : salary reduction or censure</p> <p>• Grounds for disciplinary actions - where a civil servant violates the State Public Officials Act or an order relating to the Act - where a civil servant violates or neglects his or her duties - where a civil servant causes disgrace or injury to the national standing regardless of the connection with his or her duties</p>				
<p>Mandatory retirement age</p>	<p>60 years old</p>				
<p>Working hours</p>	<table border="1"> <tr> <td data-bbox="300 645 443 689">per week</td> <td data-bbox="443 645 1442 689">40 hours</td> </tr> <tr> <td data-bbox="300 689 443 730">per day</td> <td data-bbox="443 689 1442 730">8 hours (Basically; flexible work within the range of 40 hours per week is available)</td> </tr> </table>	per week	40 hours	per day	8 hours (Basically; flexible work within the range of 40 hours per week is available)
per week	40 hours				
per day	8 hours (Basically; flexible work within the range of 40 hours per week is available)				



# **AUSTRALIA**





## Australia

Population	26,268,359 (31 December 2022)
Number of civil service employees	Approx. 2,160,000 (end June 2022)
	National/Federal
	Approx. 254,000 (end June 2022 in federal government)
	Local
	Approx. 1,906,000 (end June 2022 in state and local governments)
Number of female civil service employees	97,510 (out of 161,645 APS (Australian Public Service) employees in December 2022)
Occupational groups and demographic composition by group	137,140 (84.8%) APS employees are categorized to the following 19 job families: Accounting and Finance: 6,875; Administration: 13,740; Communications and Marketing: 3,326; Compliance and Regulation: 15,894; Data and Research: 5,123; Development Programme: 200; Engineering and Technical: 2,422; Human Resources: 5,401; ICT and Digital Solutions: 6,872; Information and Knowledge Management: 1,952; Intelligence: 3,456; Legal and Parliamentary: 3,407; Monitoring and Audit: 2,320; Policy: 10,405; Portfolio, Program and Project Management: 12,758; Science and Health: 5,680; Senior Executive: 3,191; Service Delivery: 33,352; and Trades and Labour: 766.
Executive Civil Service System	Senior Executive Service (SES) provides APS-wide strategic leadership of the highest quality that contributes to an effective and cohesive APS. Employment decisions must comply with Public Service Act 1999, Public Service Regulations 1999 and APSC Directions, which require that all engagements and promotions in the APS are based on merit, and the Australia Public Service Commissioner (or his representative) is a full participant in the selection process.
Central Personnel Agencies	APSC (Australian Public Service Commission)
Basic laws prescribing civil service systems	Public Service Act 1999
Hiring/Recruitment methods (e.g. Government-wide entrance examinations, position-specific selection processes, or others)	APS jobs can be advertised as individual vacancies, multiple vacancies, anticipated vacancies, entry-level positions (such as graduate, internships, cadetships, traineeships or school leaver programs). APS agencies run their own recruitment processes. Short-listing of applicants are done mainly by examining CV and other application documents; sometimes, a phone or virtual interview or other online assessment methods may be used. Short-listed candidates are invited to interview, in which behavioural-based questions and/or hypothetical scenario questions may be asked. Australian Government Career Pathways (entry level) programs use a federated model to streamline recruitment activities. A lead agency will manage these activities on behalf of multiple 'opt in' APS agencies, and provides a list of pre-assessed candidates to select and offer positions.
Appointment (Promotion) (Does the government manage who to be promoted? Or, are employees responsible for their own career advancement? How often does the government appoint someone from outside the civil service to a senior position? How often are senior officials politically appointed?)	The Public Service Act 1999 requires that decisions relating to engagement and promotion are based on merit. The Act defines the merit principle which requires: - all eligible members of the community were given a reasonable opportunity to apply to perform the relevant duties; - an assessment is made of the relative suitability of the candidates to perform the relevant duties, using a competitive selection process; - the assessment is based on the relationship between the candidates' work-related qualities and the work-related qualities genuinely required to perform the relevant duties; - the assessment focuses on the relative capacity of the candidates to achieve outcomes related to the relevant duties; and - the assessment is the primary consideration in making the decision. Each agency will determine whether to advertise a vacant position, and employees within the agency, from other agencies, and outside the public service are able to apply and be considered for the position.
Personnel evaluation (Is there a personnel evaluation system? What is evaluated? Who is evaluated by who? How are the evaluation results used for personnel management?)	Public Service Act, the APS Code of Conduct set out the standards of conduct required of APS employees. And, APSC's Directions outline the performance management obligations of Agency Heads, supervisors, and employees. Agencies have a responsibility for developing performance frameworks that align with the legislative requirements to support a high performance culture. Supervisors and employees are responsible for designing tailored performance agreements that include expected behaviours, goals, and deliverables. Supervisors manage and assess the employee's performance, provide them with timely feedback and conduct, at least annually, career conversations that deal with their performance, potential, aspirations, organisational fit and future opportunities.
How (by what criteria) and who determines the overall pay level of civil service employees?	Pay and conditions are determined at the individual agency level through an enterprise agreement. Employers, employees and their representatives are involved in the process of negotiating an enterprise agreement. The Fair Work Commission is the national workplace relations tribunal. They review and approve all agreements. Enterprise agreements usually set the minimum pay and conditions for the employees they cover. For example, wage rates; employment conditions, such as hours of work, meal breaks, overtime; a consultation process; the process to follow if there is a dispute about the agreement; deductions from wages for any purpose authorised by an employee. Enterprise agreements are established through a bargaining process; this process is currently underway. The Australian Government is committed to providing APS employees with fair and equitable conditions of employment through genuine APS bargaining. In addition to negotiating a set of common terms and conditions, the Government is also seeking to provide a fair and affordable pay rise for APS employees. The Commonwealth considered a range of factors when determining its pay offer, including: recent wage outcomes across Australia; numerous economic indicators; the current labour market; and Budgetary considerations.
Anti-corruption measures; measures ensuring integrity of the service	Integrity in the APS is a multi-layered concept that is shaped by frameworks and policies, assurance mechanisms, its employees and broader organisational culture. Frameworks and policies include APS values, Code of Conducts, and Employment Principles among others. Assurance mechanisms include Agency reporting, Investigations and Enforcement, and Parliamentary oversight. APSC, agencies and employees promote a culture of integrity through leadership and role-modelling, capability development, awareness-raising, and communication. The Public Governance, Performance and Accountability Act 2013 (PGPA Act) establishes a coherent system of governance and accountability for public resources, with an emphasis on planning, performance and reporting. In 2022, National Anti-Corruption Commission Act was enacted and the Commission serves to enhance integrity and accountability in the public sector. The NACC commences operation on 1 July 2023.

<p>Job security (protection) (Are civil service employees subject to dismissal, demotion, or reduction of pay against their will?)</p>	<p>In accordance with subsection 29(3) of the PS Act, the decision to terminate the employment of an ongoing (permanent) APS employee can only be made on the following grounds:</p> <ul style="list-style-type: none"> <li>- the employee is excess to the requirements of the agency</li> <li>- the employee lacks, or has lost, an essential qualification for performing their duties</li> <li>- non-performance, or unsatisfactory performance of duties</li> <li>- inability to perform duties because of physical or mental incapacity</li> <li>- failure to satisfactorily complete an entry-level training course</li> <li>- failure to meet a condition of engagement imposed under subsection 22(6) of the PS Act</li> <li>- breach of the APS Code of Conduct</li> <li>- any other grounds prescribed by the Public Service Regulations 1999.</li> </ul> <p>The Public Service Act 1999 prescribes that an Agency Head may reduce the classification of an APS employee, without the employee's consent, only in the following circumstances:</p> <ul style="list-style-type: none"> <li>- as a sanction under section 15;</li> <li>- in the case of an SES employee—in accordance with Commissioner's Directions issued under subsection 11A(1);</li> <li>- on the ground that the employee is excess to the requirements of the Agency at the higher classification;</li> <li>- on the ground that the employee lacks, or has lost, an essential qualification for performing duties at the higher classification;</li> <li>- on the ground of non-performance, or unsatisfactory performance, of duties at the higher classification;</li> <li>- on the ground that the employee is unable to perform duties at the higher classification because of physical or mental incapacity;</li> <li>- in other circumstances prescribed by the regulations.</li> </ul>						
<p>Mandatory retirement age</p>	<p>None</p>						
<p>Working hours</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; border: none;"></td> <td style="width: 15%; border: none;">per week</td> <td style="border: none;">37 hours 30 minutes</td> </tr> <tr> <td style="border: none;"></td> <td style="border: none;">per day</td> <td style="border: none;">7 hours 30 minutes</td> </tr> </table>		per week	37 hours 30 minutes		per day	7 hours 30 minutes
	per week	37 hours 30 minutes					
	per day	7 hours 30 minutes					



**Golden Friendship, Golden Opportunities**