

ABSTRACT

The role of government has become the dynamic phenomenon in the globalized world of twenty first century. Its role has been changed from the night watchman to the service provider and manger. However, the policies that government made are being implemented by the institution of the civil services commonly known as the bureaucracy or the administrative machinery of the government. The governance quality critically depends on the quality of country's civil servants, their efficiencies, effectiveness and competency. Gladden. N in his book *Civil Service – its problems and future* also point out that on recruitment rests, *“The nature and degree of the usefulness of administrative machinery, to the service of which the human elements are dedicated.”* Latasinha, (2015) *Nothing damages the administration more than faulty recruitment. A solid permanent structure cannot be built on weak foundation.* Therefore, the recruitment system of the civil services should ensure that right type of persons has joined the civil services apart from being transparent, objective, fair and equitable.

This research aims to investigate the feasibility of recruitment system of civil services of Pakistan in current scenario, to sketch the process map and a guide book for recruitment in civil services (officer cadre) and to associate the recruitment practices with any of three recruitment approaches (suitability approach, cultural fit approach and flexible approach). In addition, the research will also compare the competency measuring techniques of existing practices with international practices in civil services. The research would be vividly consisting of qualitative work accompanied by

interviews and open and close ended questionnaires from incumbent and ex-bureaucrats, CSS mentors and related persons. It was found that civil services of Pakistan have witnessed the structural reforms and changes, but recruitment system has never been changes or improved. Similarly, the competency measuring techniques of the FPSC are about 140 years old. At the end the research would be a fruitful contribution to the limited literature about bureaucracy and a helping tool for the administrative reforms. As the system needs to be overhauled.