

Human Resource Policies and Practices in Nepal

Dr. Hari Datt Pandey

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Major HR Policies

- Constitution
- Civil service Act/Rule
- Legislative -Parliament Service Act/Rule
- Health Service Act/Rule
- Public Service Commission Act/Rule/Directives
- Civil Service National Training Policy
- Financial Rule/Periodic Plan/Annual Budget/Sectoral Policies
- Local Self-governance Act/Regulation

Factors Influencing HR Policies

- Geographical situation
- Political environment
- Social environment
- Economic condition of the nation
- Culture
- Technology
- Size, scope and sustainability of the organization
- Revenue of the organization, etc.

HR policies should be developed for key HR management functions covering the following commonly accepted responsibilities:

- Compensation and benefits
- Development/Training
- Health, safety and security.
- Promotion
- Retirement/Separation
- Human resource research.

Employment practices and placement

- **Inclusion/Reservation**
 - Women- thirty three Percent
 - *Adiwasi/Janjati*- twenty seven percent
 - *Madhesi*- twenty two percent
 - *Dalit*- Nine percent
 - Disabled (differently able)-five percent
 - Backward Area- four percent

Recruitment, selection and transfer

- PSC is responsible for upholding the principle that recruitment to appointments in the civil service must be based on merit and in a fair and open competition.
- Commissioners are appointed by the President on the advisory of the constitutional council. Besides, the PSC audits compliance with the recruitment code, deals with complaints.
- In order to perform the recruiting function, this commission calls the applications from the interested eligible candidates for each post by each method.

- Advertising notice is published in the Gorkhapatra (National Daily), Weekly Bulletin of the Commission and the website of the commission (www.psc.gov.np). The interested eligible candidate can register duly filled application form (in the prescribed format) for the vacant position advertised through the commission's notice within the time-frame at any of the offices mentioned in the advertisement/notice. On=line application system has been in practice.
- Along with the application form, the candidate has to submit the photocopies of all the required documents and the examination fee for each post.
- All recruitments and selection have to follow the PSC rules and regulations (TIN, 2014).

Performance contract

- While placing or transferring any employee of NCS in the position of head of the department, chief of the office or in any other position, GoN may place or transfer him/her by making performance contract with the concerning employee as per the job description of that position. (The Civil Service Act, 1993 Section 15(2)).
- The following matters need to be mentioned in such performance contract (The Civil Service Regulation, 1994, Rule 34 b(2)).

- Target of the department/ project/ office
- Budget, human resource and other resources required to achieve the target
- Time-frame for achieving the target
- Expected results
- Indicators for performance evaluation performance
- Candidates in which performance of contract may be cancelled
- Necessary authority for the implementation of performance contract
- Terms and conditions of performance contract
- Other necessary matters

- The concerning ministry should have to identify the responsibility to be assigned through performance contract. The following details, regarding such responsibilities, should be prepared before contracting performance (Good Governance (Management and Operation) Rule, 2065 B.S., Rule 11).
- Kind and nature of the work or responsibility
- The scope of the work or responsibility
- The quality and quantity of the work or responsibility
- The duration of the work or responsibility
- The facility to the employee who is getting assignment
- Performance schedule and criteria for evaluation

Compensation and benefits

- Salary in monthly basis
- Festival expense
- Special provision in respect of incapacitated employee
- Gratuity
- Pension
 - Increment in pension
 - Family pension and gratuity
 - Pension and gratuity of disappeared employee

- Employee's family to be entitled to special facility
- Provisions relating to insurance facility
- Performance incentive fund
- Medical expense
- Travel and daily surveillance allowance
- Local allowance
- Arrangement expense
- Over-time allowance

Promotion

- Career advancement, professional development, challenging job, avenues for political appointment, decoration, etc. are both directly and indirectly to the self-actualization needs of individual. So, the existing policies on these factors are analytically studied here.
 - There is a provision of a Promotion Committee in order to recommend employees of NCS, except in the gazetted posts of the judicial service, for promotion in gazetted posts. The chairperson of PSC or a member of PSC, nominated by the chairperson of PSC, heads this committee and other members of the committee include: one PSC member, who is nominated by the chairperson of PSC, the chief secretary of GoN and an expert of the concerning subject, nominated by PSC. The secretary of MoGA is included in that committee as a member-secretary.

- For promoting non-gazetted class one employees to gazetted class three posts, a separate promotion committee is provisioned in the chairpersonship of the member of PSC, nominated by the chairperson of PSC. As the members of this committee the secretary of PSC, the secretary of MoGA and an expert of the concerning subject, nominated by chairperson of PSC are included. The secretary of the ministry who operates the service/service group/service group or the gazetted class one officer nominated by him is assigned as the member-secretary of this committee (The Civil Service Act, 1993, Section 20 (1) and (1A)).
- For the purpose of promoting civil service employees in non-gazetted positions, the promotion committees are provisioned in the civil service regulation, 1994.
- Likewise, the promotion procedures, which are meant to be followed by the promotion committees, are defined in the civil service regulation, 1994 (The Civil Service Regulation, 1994, Rule 72 (A, B, C, D, E, F, G, H, I, J, K, and L)).

- Any employee of NCS, working in the gazetted class one position or the position below it and have had worked at least fifteen years in same position, is promoted in immediate higher class before one month of his/her retirement ((The Civil Service Act, 1993, Section 20 A).
- In order to be eligible for promotion, an employee must have acquired the academic qualification required for the one post lower than the post to be promoted.
- In addition, he/she must have the minimum three years and five years experience in one class lower post than the post to be promoted respectively for non-gazetted post and gazetted post. In case of women, Adiwasi/Janjati, madhesi, Dalit, Disabled (differently able) and the employee from the backward area requires one year less experience than the period prescribed above (The Civil Service Act, 1993, Section 21).
- An employee cannot be eligible for promotion during the period of suspension, till the period for which promotion is banned, till the period for which salary increment is banned and till three years from the date of service or group is changed but till five years from the date when someone's service/group is changed on his/her own request (The Civil Service Act, 1993, Section 22).

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- The criteria, defined for performance-capacity-based promotion, are shown in the following table:

Table- 5.4: The criteria defined for performance- capacity- based promotion

Performance Evaluation	Maximum 40 marks
Seniority	Maximum 30 marks
Academic Qualification	Maximum 12 marks
Work experience in geographical regions	Maximum 16 marks
Training	Maximum 2 marks

- Whatsoever mentioned above, for promoting in the post of the chief secretary (Gazetted special class), GoN selects on the basis of seniority and work efficiency from among its secretaries.
- Likewise, for the purpose of promoting the gazetted class one officers in gazetted special class, the promotion committee recommends three times more candidates than the vacant number of seats in the later class on the merit based on the performance evaluation of last five years and from those recommended candidates, GoN promotes in the required number (The Civil Service Act, 1993, Section 19).
- There is also the provision of internal competitive examinations for the vacant positions from non-gazetted class two to gazetted class one. Likewise, the gazetted class three and gazetted class two officers can compete in the lateral competitive competitions for gazetted class two and one positions respectively when they meet the set criteria.

Complaint on promotion

- The concerned civil employee, who is not satisfied with the promotion recommendation made by the promotion committee, may file a complaint with the PSC within thirty-five days from the date of such recommendation; and the complaint so filed shall be settled within sixty days after the date of expiry of the time limit for filing complaint.
- If, following the settlement of a complaint filed pursuant to above provision, the promotion name-list previously published is to be amended, the complaint hearing official should give a notice thereof to the promotion committee. If, while examining a complaint,, it appears that erroneous evaluation has been carried out knowingly, PSC may warn the evaluator. If a complaint filed is held to be false, two marks and three marks of such a complaint are deducted on the promotion to be made following the complaint, for the complaint made for the first and second time, respectively.

- The promotion system in NCS has always been most debatable. It is blamed as unpredictable, and having instable criteria. Likewise, among the various services and service-groups, the opportunities for promotion are very unequal.

Leadership assessment

- There is the provision of leadership assessment for the Gazetted special class and Gazetted class one officers. In order to make such assessment of above mentioned two classes separately, there is the provision of forming two different committees, both headed by the Chief Secretary of GoN. Such assessment can be a base for placement, transfer and promotion. The leadership assessment committees have to make the assessment based on the following criteria (Civil Service Rule, 1994, Rule 90 a (1, 2, 3, 4, 5 and 6).
- Assessment of the progress of the annual programmes of the organization.
- Capacity of policy analysis
- Leadership capacity for performance
- Decision-making capacity
- Client's satisfaction
- Team work system
- Professional sensitivity
- Interpersonal relation
- Creative or constructive reform in the present organization.

Training/Development

- Placement/Transfer
- Opportunity for Study
- Study tours/Observation Visits
- Short-term/Long-term/Pre-service/In-service/Homogenous/Hetrogenous/specific/Off-the-job/On-the-job/Off and On the job/Domestic/Foreign/single loop/double loop Trainings
- Challenging Job/Job enlargement/Job enrichment/Job rotation
- Professional development

Retention

- Work autonomy
- Salary and benefits
- Leisure/Leave
- Job security
- Motivation
- Career development/Professionalism
- Work environment/OHS
- Uniformity in decisions for rewarding and punishment
- Placement/Transfer/Promotion/Social security/Learning organization

Separation/Retirement

- Resignation
- Voluntary retirement
- Forced retirement
- Retirement on tenure
- Discharge/Fire
- Retirement benefits

Queries?

Thank you.