

**Bahrain Civil Service Case
Study On Human Resource
Development**

**Presentation to the
Civil Service & Integrity Group
Rabat , 8-9 December 2005**

The 5- Approach Human Resource Development Practices

1- The Legal Approach .

- The Kingdom Constitution , Draft Civil Service Law

2- The Organizational Approach

- Manpower Planning , Privatization & Outsourcing

3- The Human Relations Approach in Management

- Salary Admin, Incentives, Pension, Recruitment .
- Performance Management, Discipline & Grievances.
- Training & Development, Quality Systems

4- The Environmental Approach

- Occupational Health & Safety .

5- The Technological Approach

- Government Data Network , HoRISon, E-Government.

1- The Legal Approach

- **The new constitution of 2002 resulting as a result of new era of democracy and reform launched by HM the King.**
- **The Civil Service Draft Law currently under deliberation by the two houses of Parliament (2004).**
- **The signing of the United Nation's Agreement on Fighting Administrative Corruption (2005).**

2- The Organizational Approach

- **The Civil Service workforce represent 5% of Bahrain population with 90% bahrainization .**
- **Restructuring of govenrnment organisations to avoid overlapping & duplication .**
- **Privatization &outsourcing to give the private sector a greater role in the economic development .**
- **Determination of manpower based on workload.**
- **Introducing the Mandatory Early Retirement System as a result of privatization.**

3- The Human Relations Approach

A- Salary Administration

- **Salary Schedules (G , A , P , E , J)**
- **Annual Salary & Wage Survey of the Majors.**
- **Regular Job Classification &Reclassification.**
- **3% annual increase in base salary .**

B- Key Allowances and Compensations

- **Social Allowance at BD 20-150 .**
- **Car Allowance at BD 30-80 .**
- **Transportation allowance at BD 20 .**
- **Acting Allowance at 10% of base salary .**

3- The Human Relations Approach

C- Incentive Awards

- **Quality Step Increment (within grade increase)**
- **Special Act (cash award at BD 100-500).**
- **Punctuality Award (BD 200) .**
- **Employee of the year Award (BD 1000) .**
- **Suggestion Award (BD 100-500).**
- **Length of Service Award (gold medal,watch)**
- **Retirement Award (BD 200-1000) .**
- **Letter of Commendation (non financial)**

3- The Human Relations Approach

D- Pension Scheme

- **Maximum 80% of base salary .**
- **Minimum BD 150 (\$ 400.00).**
- **Normal Retirement age is 60 .**
- **Early Retirement at age 55**
- **Minimum years of service is 10 years .**
- **3% annual increment of base pay .**
- **Employee contribution is 6% of base salary .**
- **Government contribution is 12% of base salary.**

3- The Human Relations Approach

E- Recruitment

- **Filling vacant positions through hiring and promotion .**
- **Written Examination and psychometric test for certain positions to be filled .**
- **Basic qualification and experience requirements.**
- **Decentralization in recruitment**
- **Computerised applicant data base .**
- **Creation of continuous candidates pools .**
- **Advertising vacant positions in local press .**
- **Internet listing of accepted candidates .**

3- The Human Relations Approach

F- Performance Management

- **PM is task oriented , competency based , participative and developmental .**
- **The concept of performance related pay is partially experienced in the civil service .**
- **Denial of annual increment for poor performers.**
- **Poor Performance is greivable**
- **New approach is to award performance bonus.**
- **Performance results play an important role in promotions decisions.**

3- The Human Relations Approach

G- Disciplinary Actions and Greivances

- **Enforcing the policy of reform and rehabilitation rather than punitive actions .**
- **Employee is subject to investigation and retains full right to defend himself prior to any adverse action.**
- **New table of violations and penalties as a result of signing UN Agreement of fighting corruption .**
- **A greivance committee is established in every minstry to look into violations of any employee right by management .**
- **Civil Service Bureau has a representative in each investigation or greivance committee as an arbitrator.**

3- The Human Relations Approach

H- Training & Development

- **A mandatory 40-hour training for every civil service employee per year .**
- **Encouraging and partially financing self – development programs .**

UNDP recommendations to improve training:

1- Develop training plan in each ministry

2-Enforce transparency in nomination

decisions and equal training opportunity for all employees.

3- Enforcement of job rotation policy .

3- The Human Relations Approach

I- Statement of Mission Vision, and Values .

- Strategies :
- 1- Decentralization and automation .
- 2- Value added consultative services to Ministries .
- 3- Modelling strategic management practices within Government organizations .
- 4- Promote HR development culture based on principles of competence and merit .
- 5- Facilitate and promote a culture of quality within Government activities .

4- The environmental Approach

- **Ensuring safe work environment**
- **Identifying work incidents and determining compensations .**
- **Regular inspections of government locations to ensure compliance with occupational safety rules and standards.**
- **New occupational safety regulation to be developed in 2006 .**

5- The Technological Approach

- **Government Data Network (GDN)**
- **Human Resource Management Information System (HoRISon) .**
- **Decentralization over 12% of payroll and personnel actions .**
- **E-Government strategy**

Facts and Figures

- NO OF Civil Service Workforce 37000
- Percentage to the population 5%
- Minimum Hiring age 17 year
- Minimum monthly basic salary \$ 530.00
- Ministries under CS Regulations 18
- Percentage of female workforce 40%
- Total work hours per year 1872
- Promotions granted per year 18%
- Incentive awarded per year 22%
- Minimum training for each employee 40hrs
- Normal Retirement Age 60
- Early Retirement Age 55