

Entry-level Civil Service Leadership Development Programs: Survey of Selected International Experience

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This note presents an overview of several entry-level civil service leadership development programs (ELDP), defined here as a government program – separate from mainstream civil service recruitment and development mechanisms – that seeks to recruit young professionals, select the best candidates based on merit, develop their skills to meet the business needs of government ministries and programs while preparing them for leadership in the civil service. It draws on experiences from the United States, the United Kingdom, Singapore and Liberia. All of the programs analyzed cover the national or federal level of government.¹ The remainder of the note is organized into five sections: (i) *Background*, which places ELDPs in the broader context of civil service reform; (ii) *Advent of ELDPs*, which describes the challenges ELDPs were designed to address; (iii) *Analysis of Programs*, which describes the general characteristics typical to ELDPs; (iv) *Country cases*, which highlights salient characteristics of each of the four ELDPs analyzed; and (v) *Initial thoughts on introducing such programs*. The Annex contains a summary of program characteristics, presenting a table of key information on the country cases.²

I. Background

Improving the performance of civil servants has long been a challenge to governments of both developed and developing countries. Countries with robust civil service traditions have generally attempted to strengthen government capacity by working through the civil service institutions to implement recruitment and training policies and programs. Examples of such initiatives include the rigorous selection and professional development regime of the Indian Administrative Service and the Senior Executive Services instituted in countries such as Australia, the Netherlands and others. Such “in-house” training efforts also encompass the entry-level leadership development programs (ELDPs) discussed here. In countries with less developed civil service traditions, efforts to overcome capacity gaps have often been motivated by an urgent need to deliver services, including in post-disaster and post-conflict situations. Commonly implemented measures either circumvent or complement existing government programs and pay regimes without formally working within the civil service, thus prioritizing immediate service delivery objectives over long-term institutional strengthening or financial sustainability.

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¹ Other countries have leadership development programs that are at the state level (such as Minas Gerais, Brazil) or are focused on particular ministries (such as the Mexican Foreign Service). Such experiences are not included in this note.

² This note draws heavily on a project financed by the Youth Innovation Fund for the Public Service Commission and Human Resources Management Office of the Government of Sierra Leone entitled “[Sierra Leone: Strengthening entry-level leadership development in the civil service.](#)” (Benjamin Roseth, Aditi N. Haté, Sudyumna Dahal, World Bank, PRMPS), October, 2012.

Such efforts include the employment of highly paid consultants that work in line positions, the use of salary top-ups to attract or retain key civil servants, and the formation of Project Implementation Units that fulfill key government functions outside of the formal control of a government ministry or agency. Such measures are often supported by international donors in the context of projects with service delivery (or, in the case of Ministries of Finance or presidential or prime ministerial offices, policy formation) objectives. Though these types of interventions can be successful in meeting short-term service delivery goals, they often cause complications such as pay inequities and confused hierarchical relationships that are subsequently difficult to rectify.³

The challenge of professional development of the civil service in developing countries, particularly in fragile and post-conflict states, remains an under-studied topic and a problem for which international development organizations have few successful cases.⁴ As the phenomenon of entry-level leadership development programs has only recently entered the civil service reform agenda for some developing nations (see the Liberia example below), there is little literature that directly addresses this topic beyond several articles that analyze aspects of country-specific programs.

II. The Advent of Entry-level Leadership Development Programs

Several entry-level leadership development programs have been in existence for many years, whereas others are more recent creations. The oldest of the programs analyzed here is the U.K.’s Fast Stream, founded in the 1960s. The U.S. program was founded in 1977, while programs in Singapore and Liberia were founded in the 2000s. ELDPs have been implemented to address a hierarchy of problems in the civil service. These problems begin with an inability of the civil service to attract and retain high-quality staff, which results in low capacity and eventually weak middle management, all of which contribute to an overall weak public service ethic.

- *Lack of a centralized, systematic means to attract high-quality entry-level civil servants.* ELDPs commonly target qualified candidates graduating in relevant fields from university.⁵ Some programs, such as that of the United States, constitute the primary means for recruiting young civil servants. Several ELDPs conduct recruiting on an annual basis, providing the government with a constant stream of pre-screened professionals that can be placed to meet evolving needs, as opposed to the position-by-position recruitment that is otherwise conducted.
- *Low capacity at the lower grades of the civil service.* Due to low pay levels and uncertain

³ Recent experience in Sierra Leone in the preparation of the civil service reform operation entitled “Sierra Leone Pay and Performance Project” provides one illustration of this phenomenon. See the [Project Appraisal Document](#) for a detailed description.

⁴ A World Bank (PRMPS) research project entitled “Public Service Reform in Post-Conflict Countries”, in preparation as of this writing, aims to address this gap with specific reference to the challenges and opportunities posed by post-conflict situations informed by prior experience of the Bank and other donors.

⁵ What constitutes a “relevant field” varies based on the scope of the program. In the US, for example, the PMF focus graduates in generalist fields such as public administration as well as specialists in technical areas such as health, education and agriculture but excludes the fields of IT and human resources. The Liberia PYPP recruits college graduates in any discipline.

career prospects, governments occasionally suffer from insufficient capacity at the entry-level technical grades. ELDPs, however, typically offer a set of incentives (including a mixture of remuneration, rotation, training, accelerated promotion, preferential job placement, among others [discussed below]) that attract higher capacity candidates compared to traditional recruitment mechanisms.

- *Lack of a robust middle and senior leadership cadre.* A key element of these programs is the cultivation of young professionals on a fast track career path, providing a medium-term solution to a shortage of middle- and upper-level leaders in the civil service. Participants are generally grounded in civil service basics, given access to seasoned civil servants as supervisors and/or mentors, and rotated across several Ministries, Departments, and Agencies to endow them with a “whole of government” perspective. The goal is to give these young professionals knowledge of institutional arrangements and professional relationships across government with the explicit intention of building a cadre of future leaders of the civil service.
- *Weak public service ethic.* In many countries, civil servants are driven by a “public service ethic” which provides an intrinsic motivation for them to deliver for citizens, which is often synonymous with the prestige of working for government. In the absence of this ethos, public servants lack a major motivational factor that compensates for their relatively lower pay vis-à-vis the private sector or, in the case of many developing countries, NGOs and donor agencies. ELDPs aim to revitalize the civil service ethos and the prestige associated with government work through several channels. First, public relations campaigns emphasize both the competitive nature of the application process and the enticing benefits available to successful applicants. Second, participants are offered attractive job prospects, working in exciting offices within government or in close collaboration with ministers or high-ranking senior civil servants. Third, participants are selected in part for their desire work in government, thus creating a stream of intrinsically motivated civil servants.

III. Analysis of Programs

This section presents the results of the analysis of four entry-level civil service leadership development programs drawn from the United States, the United Kingdom, Singapore and Liberia. Here we briefly present a synopsis of the general characteristics of these programs according to their selection criteria, merit, level, evaluation, and incentives:

Selection criteria: The programs vary in the use of selection criteria. Whereas the Presidential Management Fellowship of the U.S. is exclusively focused on recent graduates of master’s level degrees (or equivalent, such as J.D. programs) or doctorates, programs in the U.K. and Liberia only require an undergraduate degree (in the case of the UK, a second-class degree is required). They also vary in terms of nationality requirements. The U.K. Fast Stream is open to citizens of the entire European Economic Area plus Switzerland and, in some cases, Turkey. Singapore’s Management Associates Programme is only open to citizens of Singapore or those willing to become citizens. Programs in Liberia, Singapore and the U.S. are limited to recent graduates, whereas the U.K. is only bounded by an age limit.

Merit: All recruitment is based solely on merit, including educational and professional qualifications as well as competencies. Promotion is based on job performance, including training conducted and demonstrated adherence to core civil service values.

Level: New recruits generally enter at the “officer”, entry-level technical or professional grade, or equivalent, with flexibility to take into account prior relevant work experience. In the case of Liberia, recruits enter directly into advisory roles with select ministers or agency heads.

Evaluation: Participants are subject to regular performance evaluations (for example, at the end of rotations) to determine areas for improvement and advancement as well as to plan for the participant’s future placement in a particular ministry, department, agency or job stream,.

Incentives: The stated objectives of the programs are to attract well-educated, motivated young professionals, select the best candidates based on merit, develop their skills to meet the business needs of government ministries and programs and retain them for a fruitful civil service career. They do so by providing a series of benefits to entice potential public servants and provide them with an enriching career path, such as:

- *Prestige:* The programs reviewed all aim to position themselves as elite, through both the rigorous selection methods applied and the professional opportunities offered. Typically, the opportunity to apply is widely publicized in schools and the media and, in some cases, successful candidates are publically celebrated. All boast the unique chance to combine making a positive impact on the future of one’s country with the prospect of a high profile career. For example, the UK’s Fast Stream program offers participants the chance to “develop innovative solutions to some of the biggest issues facing society today, work at the heart of current affairs and key government agendas and engage directly with the public, helping to provide high-quality services for people from different communities and backgrounds”.⁶
- *Training:* ELDPs attract candidates interested in constant professional growth by offering an array of formal and informal training opportunities, including classroom training, shadowing, mentoring, and work projects. Such opportunities may be mapped in individual development plans that strategically organize training activities throughout the program period. Training opportunities often encompass a combination of mandatory courses (i.e. covering civil service functions) and elective trainings that give participants the option to pursue fields beyond their present area of work. Participants often receive coaching from senior staff so that they can learn key skills based on the mentor’s own professional experience and personal strengths.
- *Rotations:* As opposed to position-based civil service hiring practices in which applicants are hired directly into one particular Ministry, Department or Agency (MDA), these programs typically offer participants the opportunity to explore several different MDAs and jobs before settling on a career path. This may include postings in different regions of the country or abroad and generally is subject to the participant’s preferences. In the case

⁶ U.K. Civil Service: www.civilservice.gov.uk

of the U.S. Presidential Management Fellowship, participants are allowed to select the MDA in which they take their first long-term post after having completed their rotations.

- *Accelerated career development:* A key element of these programs is the prospect of a fast-moving career. Either through formal policies of accelerated promotion or systems that facilitate accelerated promotion indirectly (such as the provision of trainings or the strategic career planning undertaken in an individual development plan), ELDP participants are offered a long-term view of a public service career. The long-term view of promotion is translated into potential monetary benefits for participants (as for other civil servants) through a decompressed pay regime that steadily increases pay for positions of increased complexity and responsibility.

The Annex contains a more detailed comparison of each of the programs.

IV. Country Cases

Below is a brief synopsis of each program, along with resources for additional information.

A. United Kingdom

Fast Stream

In the 1960s, it was believed that the civil service in the U.K. was deteriorating. Fast Stream was established as a response to this perceived decline with the purpose of refreshing the human capital of the U.K. civil service. Fast Stream is an accelerated training and development program for individuals who have the potential to become senior managers within the U.K. Civil Service. Whereas most civil service recruitment is carried out by the respective departments, Fast Stream candidates are first selected centrally and then placed in government departments where there is a match between candidates' skills, and aspirations and departmental needs. Fast Stream recruits both generalists and specialists. Those who are recruited under the *Graduate Fast Stream* are generalists, while the others are specialists. There are at least 13 streams and sub-streams, including for specific technical areas such as Human Resources and Technology, geographic areas such as the Northern Ireland Fast Stream, and the Foreign and Commonwealth Office sub-stream. Selection encompasses either five or six stages (the sixth being only for particular sub-streams such as the Diplomatic Service) including: (i) online registration; (ii) online verbal and math competency exam; (iii) in-person verbal, math and policy problem solving assessment; (iv) in-person stream-specific assessment; (v) in-person Fast Stream assessment in London; (vi) review by a Final Selection Board. Recruits stay in one department during the Fast Stream period (two years) but many departments also offer secondment opportunities. During the secondment, they may spend time in another government department, a line ministry, or even the private sector. They must gain experience in at least two of the three main work areas within their department: operational delivery, policy and corporate services. There is no explicit strategy to provide Fast Stream recruits with accelerated career paths, but the “branding” of the Fast Stream makes Fast Stream recruits competitive for promotions.⁷

⁷ For additional information, please see the following websites: (i) [Fast Stream](#); (ii) [U.K. Civil Service](#); (iii) [Civil Service Jobs in the UK](#)

B. United States

Presidential Management Fellowship

The Presidential Management Fellows (PMF) Program, initiated in 1977, is the premier program for leadership development in the U.S. Federal Service and is coordinated by the Office of Personnel Management (OPM).⁸ It provides Federal government fellowships to graduate students from all academic disciplines as well as social and cultural backgrounds that hold a demonstrated interest in, and commitment to, a career in the U.S. public service. The PMF targets recent master's graduates, and provides two years of rotational experiences in various government agencies. A four to six month developmental assignment is required during the two-year fellowship. Developmental assignments vary from agency to agency. The PMF is intended to be a leadership pipeline. The program competitively attracts talent that might otherwise go elsewhere (such as the private sector). The selection process encompasses five stages, including: (i) on-line application via the USA Jobs website; (ii) nomination by the candidate's graduate school; (iii) online exam of problem solving abilities, critical thinking skills, and writing fundamentals; (iv) in-person assessment of problem solving abilities, critical thinking skills, and writing fundamentals; (v) in-person interview with the hiring MDA, either at a job fair sponsored by the OPM or arranged independently by the hiring MDA. The PMF offers a structured set of development opportunities, including an Individual Development Plan (IDP) that serves as a strategic roadmap for the Fellow's training and development over their two-year fellowship. Additionally, they are guaranteed 80 hours of formal classroom training in each of the two years (160 hours total) in line with the Fellow's IDP and regular performance evaluations and a Developmental Assignment of four to six months that is full-time, outside the Fellow's normal duties and immediate office, and provides managerial or technical responsibilities to prepare the Fellow for his or her targeted position.⁹

C. Singapore

Management Associates Programme

The Management Associates Programme (MAP) was started in 2002 as part of broader civil service reforms aimed at making the government a more competitive employer. The MAP was intended to expand recruitment into the elite Administrative Service. One of the MAP innovations was to provide a three to four year window for recruits to demonstrate their potential in order to improve their chances of entering the Administrative Service. Most Management Associates (MAs) are government scholarship recipients, although this is not a requirement, and the government is increasingly emphasizing recruiting from within the civil service (through

⁸ This note contains information up to date for the PMF program up through the class of 2011. The Pathways Regulations of 2012 slightly alter certain program characteristics and expand youth-oriented employment efforts of the US Government (the most relevant of which for the PMF program is the extension of eligibility, allowing candidates within two years of graduation from a master's degree or equivalent program to apply). Information on these changes can be found [here](#).

⁹ For additional information on the program, please consult: (i) Presidential Management Fellows, Office of Personnel Management: [Presidential Management Fellows, Office of Personnel Management](#); (ii) USA Jobs: www.usajobs.gov

nominations). The MAP is designed to train and prepare highly qualified individuals and is the primary route into the elite Singapore Administrative Service, which is a fast track program to become top-level managers that offers higher salaries and accelerated promotion schedules. Selection criteria place special emphasis on applicants’ academic record, requiring that applicants graduate in at least the top third of their class from a national university or a reputable overseas university. While the selection process does include a lengthy psychological examination, there is no formal written test of competencies. The MAP provides extensive training and mentoring, as well as an opportunity to rotate through two Ministerial positions. MAs must complete a nine-week Foundation Course designed to provide MAs with a “firm grounding in the values, knowledge and skills essential to assume a leadership career in the Civil Service, and to gain a deeper understanding of Singapore and ASEAN.”¹⁰ MAs are eligible for an additional stipend above the baseline pay for the duration of the program. Recruits are guaranteed jobs in the civil service, but not in the elite Administrative Service – only those MAs who meet all performance requirements for the Administrative Service are invited to join. MAs receive remuneration in line with their position at the specific Ministry where they are placed, which is often competitive with private sector salaries due to the benchmarking exercises conducted by the Government of Singapore for Administrative Service positions. Performance-based bonuses are also awarded. The program lacks any mechanisms to promote the participation and recruitment of women and other under-represented groups.¹¹

D. Liberia

President’s Young Professionals Program

Launched in 2009, the President’s Young Professional Program (PYPP) was part of a broader effort to strengthen Liberia’s civil service capacity. The program aims to identify and groom young Liberian college graduates for future government service by placing them in various government Ministries under the mentorship of individuals involved in other Liberian civil service capacity building initiatives. President’s Young Professionals (PYPs) report directly to their assigned Minister or senior staff member. The first class of PYPs graduated in January 2012 (12 individuals). Two other groups are in progress (35 individuals). Although President Johnson Sirleaf helped to initiate the program and actively participates in the placement of candidates, it is not a fully government-owned initiative as it is funded by outside donors (such as Hess Foundation of the United States, the Open Society Institute, Humanity United, the Mailman Foundation, the Daphne Foundation, and the Simonds Family Foundation) and there is no legal basis for the program. However, several PYPs who were finalists but were not initially selected for PYPP’s third class are being funded directly by the government of Liberia to participate in the program. While this is an *ad hoc* arrangement at present, PYPP has begun to work on plans to transition the program to the government fully. PYPP targets recent college graduates with a demonstrated interest in government service and a history of community involvement. The selection process takes into account a current CV, their most recent college transcripts, and three letters of recommendation. In addition to passing the civil service

¹⁰ <http://www.adminservice.gov.sg/MAP/TrainDev/>.

¹¹ For additional information, please consult: (i) [MAP application](#); (ii) [MAP Factsheet](#); (iii) Public Service Commission website: <http://www.psc.gov.sg/>; and (iv) the Singapore Administrative Service: <http://www.adminservice.gov.sg/>

examination at some point in their two-year fellowship, PYPs undergo specialized in-personal screening and interviews. PYPs work closely with top government leaders and receive individual mentorship in addition to monthly skills seminars. PYPs are considered to be civil servants and are paid on the civil servant scale. PYPs participate in immersion excursions that take them to remote parts of the country and provide them with opportunities to meet with local government officials and tribal leaders, business owners, and civil society. PYPP also holds monthly dinners for PYPs and Liberia Fellows (senior government advisers recruited through an international selection process), thus providing informal opportunities to network.¹²

V. Introducing ELDPs – Initial Thoughts

There are few cases in which ELDPs have been implemented in developing countries. Several countries have experimented with agency-specific programs (such as the Mexican Foreign Service) or regional programs (such as the state of Minas Gerais, Brazil) but only a handful have engaged at the national level for the general civil service. As described here, Liberia initiated its ELDP program in 2009. In 2011, Rwanda launched its Strategic Capacity Building Initiative (with support of the World Bank and Africa Governance Initiative), which contains a youth leadership development component for 150 new recruits,¹³ and another potential ELDP is currently under discussion in Sierra Leone (with World Bank technical assistance).¹⁴ Based on a selected set of cases, below are several issues to be considered for developing countries interested in an ELDP:

- *Transparency and fairness in the selection process:* In environments in which civil service recruitment processes are vulnerable to non-meritocratic influences (such as hiring based on family or political relationships), it is important to ensure that the ELDP is insulated from such pressures in order to ensure the attraction and selection of the most qualified candidates. Though the strengthening of merit-based recruitment and selection procedures for the overall civil service is a long-term and often difficult process, prioritizing merit in the ELDP can serve as entry point for this larger endeavor.
- *Internal resistance:* The creation of a special cadre of civil servants may constitute a perceived threat to current civil servants not in any special program, thus reducing their willingness to cooperate in managerial or mentorship roles. It may be important to design the ELDP so that participants are paid according to the civil service pay scale and subject to the same performance evaluations as other civil servants – and effectively communicate this to the civil service at large.
- *High-level support:* Support from the President, Prime Minister, or other high-ranking and influential official can help overcome fractious institutional relationships and lethargic bureaucratic processes that can prevent a program from functioning properly, while imbuing it with the high-profile image necessary to attract top candidates. In both

¹² For additional information, please consult: (i) Liberia Civil Service Agency: <http://csa.gov.lr/>; (ii) [Liberia Civil Service Reform Strategy](#)

¹³ See program descriptions by the [Africa Governance Initiative](#) and the [Government of Rwanda](#).

¹⁴ See [“Sierra Leone: Strengthening entry-level leadership development in the civil service.”](#) World Bank, October 2012.

the cases of Liberia and Rwanda (though both have yet to develop a robust track record), presidential involvement has been essential in assigning responsibilities and resources for the ELDP to make the respective programs possible.

- *Availability of mentors:* In contexts in which the civil service is particularly weak, there may not be a sufficient number of exemplary civil servants to serve as mentors for ELDP participants. In such cases, participants can be paired with embedded technical assistants (financed by development partners), ministers (subject to their availability and willingness) or staff of the development partner community interested in mentoring an ELDP participant.
- *Oversight:* In order to promote local ownership and tailor the program to unique local circumstances, ELDP administrators may consider establishing an advisory board to oversee the program including representatives from: (i) all government agencies involved (for example, the Public Service Commission, Human Resources Management Office, Public Service Reform Secretariat, or similar); (ii) local universities; and (iii) development partners involved in other civil service reform efforts.
- *Links with academia:* Developing a robust pool of applicants requires strong linkages with academic institutions (local and abroad, depending on the importance of the diaspora population). Meetings with school officials can help ELDP administrators gauge what skills graduating students possess, and perhaps help school administrators better tailor course offerings to meet the needs of the ELDP. Additionally, information sessions or distribution of written informational material can inform students about the opportunity of the ELDP.
- *Confusion with job creation programs:* Settings in which ELDPs may be beneficial may also be those in which job creation programs are necessary – but it is essential to keep the two separate. An ELDP is a tailored program designed to have a catalytic effect on the civil service and overall government performance, requires intensive oversight and significant investment in its participants and is thus not an appropriate vehicle for a broad-based job creation program (generally focused on a lower capacity segment of the labor market).



Annex 1: Summary of Program Characteristics

	Fast Stream Program (FS)	Management Associates Programme (MAP)	Presidential Management Fellowship (PMF)	President’s Young Professional Program (PYPP)	
Country	UK	Singapore	USA	Liberia	
Year Started	1960s	2002	1977	2009	
No. of recruits per year	Typically 400-600	No limit to how many candidates will be considered or admitted.	Approximately 650 Finalists	12 to 18	
Brief Description	Fast Stream is an accelerated training and development program for people who have the potential to become senior managers within the UK Civil Service.	MAP is designed to train and prepare highly qualified individuals and is the primary route into the elite <i>Singapore Administrative Service</i> (SAS), which itself is a fast track program to become top-level managers.	PMF provides a Federal job opportunity for individuals from various disciplines and social, cultural backgrounds who hold a demonstrated interest in, and commitment to, a career in the U.S. public service.	The program aims to identify and groom young Liberian college graduates for future government service by placing them in various government MDAs.	
Program Oversight	Civil Service Resourcing (one of the expert services comprising Civil Service HR)	Public Service Commission (Singapore)	US Office of Personnel Management (OPM)	John Snow Incorporated (JSI), Liberian Civil Service Agency and the Ministry of Planning and Economic Affairs	
Eligibility	Minimum	Any age, but several years' service is expected before retirement; GPA cut-off (2:2 in UK university system). Some Sub-streams have specific requirements. E.g.: Economist Fast Stream: a degree with at least 50% Economics or a postgraduate degree in Economics.	Graduating from University within one year or a recent graduate; can be current public service officers; graduating in at least the top third of their class universities.	Any age till applicant reaches retirement age; Masters degree from accredited university & relevant work experience.	31 years of age or younger; College degree in any discipline.
	Other	The six competencies assessed are: drive for results; learning and improvement; decision-making; constructive thinking; building productive relationships; communicating with impact.	A clear passion for public service; strong intellectual and analytical abilities; demonstrated leadership qualities. In general, the Singapore civil service places a heavy emphasis on evaluating personality types, including in a group setting, and personal values.	Breadth and quality of accomplishments, Capacity for leadership, Commitment to excellence in leading and managing public policies and programs.	Leadership, integrity, commitment in developing “New Liberia”, community or school service, strong written and verbal communication, ability to receive and follow instructions, good sense of humor, open-mindedness, respect towards authority; punctuality, reliability. Liberian Citizen.



Application & Selection					
Process	1) Online self-assessment 2) Online tests of numerical and verbal reasoning and a competency questionnaire 3) E-tray exercise (simulated typical Fast Stream task) with invigilated retest of 2 - takes place in various regional centers in the UK) 4) Subject specific assessment centers for specialist streams only (e.g. Economists, Statisticians) 5) One Day Fast Stream Assessment in London 6) Final Selection Board (only for some sub-streams like Diplomatic service)	Rolling application. 1) Submit application 2) Review and short-listing 4) Individual and group interview 5) psychometric examination 6) Evaluation and selection of recruits	1) Online application 2) Respective graduate school nominates applicants based on a competitive process 3) OPM invites Nominees to an online and un-proctored assessment exam 4) in-person assessment of problem solving abilities, critical thinking skills, and writing fundamentals 5) Based on the performance, candidates achieve <i>finalist status</i> 6) Finalists apply for positions with participating agencies 7) in-person interview with the hiring MDA 8) Upon appointment, the Finalists status changes to Fellow.	1) Application with resume, college transcripts, and three letters of recommendation 2) Review and selection of semi-finalists by a committee which includes the director General of the civil service agency Interview 4) Selection of finalists which are reviewed and approved by the President.	
Duration	7 months to 1 year depending on various streams and sub-streams	Exact duration not available	6 months (October to March)	3-4 months	
Placement					
Process	Each year HR departments from the ministries submit the number of Fast Stream vacancies that they anticipate for the coming year, and inform Civil Service Resourcing, which then recruits enough graduates to fill the vacancies.	Recruits state three Ministry preferences. If spaces are available, they are matched to their preference. If no spaces are available, recruits are asked to rank their other choices and interview with such ministries to find another match.	Finalists apply for positions within the Federal government. Agencies that wish to hire PMFs then evaluate the Finalists' qualifications and select the best fit candidate for the job. This also depends on agency needs and available openings.	Placement is determined by stated government needs and the President's final assessment of the candidates' qualifications in line with such needs.	
Time taken to place the candidates	Immediately to 1 year. Only one stream - Central Departments - guarantees a place to candidates who reach the required standard. Pass marks are set in order to achieve the right number of recruits, so everyone who achieves that mark is offered a place.	Immediately following the conclusion of the selection process.	Immediately to 1 year (from March). Only approximately 60% of the selected are placed.	Immediately. All the finalists have been placed so far.	
Grade setting & salary	Starting salaries usually range between £25,000 and £27,000, higher than normal recruitment starting salaries. Pay increases are based purely on performance.	Remuneration in line with their position at the specific Ministry where they are placed. Also eligible for an additional stipend above the baseline-pay.	Grade setting is determined based on experience and education. Initial appointment can be at GS-09, 11, or 12 levels.	Paid on the civil servant scale.	



Support during the program	Program duration	The average time spent is around four years.	3 to 4 years.	PMFs are placed for two-year fellowships.	PYPs are placed for 2 years
	General Support	Recruits go through a structured learning and development programs; will get opportunity to work in a number of fields (policy development, operational delivery or corporate services) within a short span of time.	There are four sectors to which MAs may expect to be posted: Economic, Social, Security, and Government, Administration/ Corporate Development/Strategic Planning.	<i>Individual Development Plan</i> of the Fellow for 2 years; provide managerial or technical responsibilities to prepare the Fellow for his or her targeted position; Performance Plans and Reviews to clarify expectations and potential for advancement.	PYPs work closely with top government leaders and receive individual mentorship in addition to monthly skills seminars.
	Training	Organized either within department or by Civil Service Learning, the body that oversees formal training provision across the Civil Service. Examples might include communications skills, financial management, or working with ministers and senior officials.	Recruits participate in a nine-week Foundation Course designed to provide them with a “firm grounding in the values, knowledge and skills essential to assume a leadership career in the Civil Service, and to gain a deeper understanding of Singapore and ASEAN.” MAs also participate in cross-ministry projects, and policy forums designed to improve their understanding of reasoning behind public policies	Provide 80 hours of formal classroom training in each of the two years (160 hours total) in keeping with the Fellow’s IDP.	Extensive training. Also, monthly group training sessions on advanced computer skills, basic accounting, proposal and letter writing, meeting planning, and other topics are held. PYPs participate in immersion excursions that take them to remote parts of the country and provide them with opportunities to meet with local government officials and people.
	Rotations	There is a trend towards greater mobility. Fast Streamers also may spend time working in another government department, the wider public sector, Europe or, even business or industry.	MAs first spend two years in one Ministry and then are posted to a different Ministry for an additional one to two years. MAs may also participate in the Gap Year Program that permits them to spend six months to a year working for a private organization, either locally or overseas.	A four to six month developmental assignment is required during the two-year fellowship. The developmental assignments may vary from agency to agency.	PYPs mostly work with the same Ministry assigned in the beginning of the program.
	Mentorship	Recruits will be provided with senior manager or a serving Fast Streamer as a mentor.	MAs are mentored by Administrative Service officers, who provide advice and guidance on career development and other aspects of the Service. Mentors are chosen from among more junior Administrative Service officers. Permanent Secretaries and/or Deputy Secretaries also regularly meet with MAs to provide counsel and guidance.	No formal mentorship program. Fellows may wish to identify an appropriate mentor and negotiate a mentor/mentee relationship with that person. Fellows are also assigned to a PMF supervisor responsible for developing each fellow’s performance plan. Fellows can also arrange to shadow a senior executive or political appointee for a day.	Senior civil servants are provided as mentors. Moreover, PYPs directly work under their assigned Minister or senior staff member.
	Post-program support/ incentive	Fast Streamers are permanent employees in the Civil Service. Promotion routes vary, but Central Departments and Science/Engineering Fast Streamers are not normally eligible for promotion until they have completed their four-year program.	Recruits are guaranteed jobs in the civil service, but not in the Administrative Service – only those MAs who meet all performance requirements for the Administrative Service are invited to join.	Successful PMFs can be hired into a permanent position working for the federal government. Fellows must perform at least at the satisfactory level for both of the 2 years.	The government commits to finding Ministry positions for each PYP who successfully completes the program. PYPs are also being funded by their Ministry to pursue a Master’s degree before returning for a permanent post.