

TENTH PAY REVISION COMMISSION
QUESTIONNAIRE

BACK GROUND

The State Government have been constituting Pay Revision Commissions regularly to evolve rational pay structure for their employees. The Government recently constituted Tenth Pay Revision Commission. Its terms of reference include evolution of principles which may govern the structure of emoluments and the conditions of service taking into account the total packet of benefits available to the employees of the State Government, Local Bodies, Aided Institutions and Non-teaching staff of Universities.

The Pay packets for the Government employees include Basic Pay and compensatory Allowances. The main compensatory allowances are Dearness Allowance, House Rent Allowance and City Compensatory Allowance. The Dearness Allowance compensates rise in the cost of living index which is being sanctioned based on the increase in the twelve monthly moving average of the All India Consumer Price Index for the Industrial Workers computed by the Labour Bureau, Simla. The House Rent Allowance compensates the expenditure incurred by the Government employees on Housing. The City Compensatory Allowance compensates higher cost of living index in cities. In addition there are special allowances where the employees are supposed to perform special nature of duties including those working in interior places, unhealthy localities, hill areas, tribal areas etc. The Special Pays are sanctioned where the job requires special skills or the job involves arduous nature of duties or for specific addition to work. It is pertinent to note that the quantum of these Special pays and allowances should adequately compensate the extra duties or for the arduous nature of the job, but at the same time they should not disturb the salary structure.

The successive Pay Revision Commissions evolved the pay structure of the employees after thoroughly reviewing the pay scales evolved by earlier Pay Revisions. An Anomalies/Regrouping Committee followed the 1986 Pay Revision and Anomalies Committees followed the 1993, 1999, 2005 and 2010 Pay Revisions.

The concept of Master Scale was first time introduced in the 1993 by the Pay Revision Commissioner. The rate of increment is the same at a given pay point in the Master Scale irrespective of the scale and it also confers relatively higher benefits on the employees with longer service. The Pay Scales are only segments of the Master scale. The Master Scale was devised with a view to providing the seniors with greater benefits.

The successive Pay Revision Commissions also continued the concept of the Master Scale. Among others, the last Pay Revision Commission recommended for :-

- *The minimum pay Rs.6700 and the maximum pay as Rs.55660 and thus the ratio between minimum and maximum worked out to 1:8.31*

- *Continuance of the Master Scale progressively rising incremental increases.*
- *Continuance of the Automatic Advancement Scheme consisting of 8, 16 and 24 years as it serves the larger interests of the Government employees. However based on the agreement reached between the Government and JAC of Employees, Teachers and Workers, the periodicity of the scheme has been revised to 6, 12, 18 and 24 years.*
- *Continuance of Special Pays and other allowances keeping the settled and adopted criteria by the earlier Commissions in view.*
- *Sanction of three stagnation increments.*

Now the following QUESTIONNAIRE is designed to elicit your views on the pay structure and related matters which come under the purview of terms of reference of the Pay Revision Commission.

TENTH PAY REVISION COMMISSION
QUESTIONNAIRE

PART I

PAY, ALLOWANCES AND OTHER SERVICE CONDITIONS
A. GENERAL PRINCIPLES GOVERNING PAY SCALES AND
ALLOWANCES

In Government of India, based on the recommendations of 5th and 6th PRCs, whenever the D.A. crosses 50% of the basic pay, it shall be treated as Dearness Pay and the compensatory allowance including D.A. will be calculated based on the Pay Plus Dearness Pay, pending constitution of P.R.Cs as P.R.Cs are usually constituted once in 10 years. The pensionary benefits are also calculated on Pay Plus Dearness pay. The 9th P.R.C. has also recommended that whenever the D.A. reaches 50% of Basic Pay, all allowances may automatically be increased by 25%, so that necessity for a P.R.C. at short intervals is eliminated. While the position in the centre is as stated above, in the State, the PRCs are almost constituted once in 5 years. Majority of States are adopting the central pay scales to employees. In the context of the above position, the PRC would like to know your considered views on the following issues:

1. What is your view on the following?

(i) Minimum and Maximum Pay

(a) Minimum Pay: Rs. _____,

(b) Maximum Pay: Rs. _____,

What's the rationale? and how are they arrived (i.e.,) the basis for arriving the minimum and maximum.

(c) Ratio between the Minimum and Maximum Pay 1:_____, What's the rationale?

2. Scale of pay:

As you are aware every post carries a scale of pay with a minimum of the scale, annual increments and maximum, the State Government introduced the concept of Master Scale, it is often said that with the introduction of the Master scale, the concept of pay scale does not have much relevance particularly, to those who are in service. But the craze for the pay scale continues and the demands for a higher scale of pay go on unabated. Very often the employees compare their scale with their counterparts and feel that they get a raw deal in the matter of pay scale. With this, the

successive Pay Revision Commissions and the Anomalies Committees repeatedly analyzing the pay scales.

- (a) *The pay scale is sort of compensation or remuneration, but the employees seems to be giving much prominence to the pay scale? please indicate your view on this aspect.*
- (b) *In your view what should be the parameters for determining a Pay scale for a particular category?*
- (c) *If you are representing a Service Association or heading a department what scales do you suggest for the categories you are representing or the categories under your control based on the parameters mentioned above. Give justification.*

3. Master Scale:

- (a) *Do you suggest continuation of Master Scale concept?*
- (b) *If yes, do you suggest continuation (Tick any of the box indicating your view).*

Yes/No

As it is with modifications
- (c) *In case you advocate for continuation with modifications what modifications you would like to suggest?*
- (d) *Are the existing 32 grades of scales of pay adequate? *Yes/No**
- (e) *If 'No', how many grades of scales do you suggest?*
- (f) *The Sixth Central Pay Commission introduced the concept of Pay bands and Grade Pay. The 9th Pay Revision Commission had also gone into this question and did not agree for adoption. Do you agree with the above view or else what do you suggest?*
- (g) *In case you advocate for implementation with modifications what modifications you would like to suggest?*

4. Fitment:

- (a) *In the Central Government, during the earlier pay revisions fitment used to be allowed for fixation of pay in the Revised Pay Scales. So is the case with*

the State Government. In the light of the above, what is your opinion on fitment?

(b) *Should it be (Tick your choice)*

i) *A percentage of pay*

ii) *Increments based on service*

(c) *Quantum/percentage of fitment Rs. _____/_____ %
Increment.*

5. Increment

(a) *State Government employees are now getting annual increment at the rates ranging from 2.48% to 2.985%. Do you think that this is alright?*

Yes/No

(b) *If your opinion is “No” then what should be the quantum of increment in your view? The rationale behind your suggestion may please be indicated.*

(c) *The Central Government has introduced differential rate of increment linking it to performance. Do you suggest for adoption of the above system for the State Government employees also?*

Yes/No

(d) *If your opinion is “Yes” then what is your suggestion for the yardstick to be followed to assess efficiency?*

6. Common Categories

The common categories are those categories of posts which exist in almost all departments with similar nature of duties and qualifications such as posts belonging to Andhra Pradesh Last Grade Services, Andhra Pradesh Ministerial Services etc.

(a) *Do you suggest for continuation of categorization of Common Categories?*

Yes/No

(b) *If yes do you suggest continuation (Tick any of the box indicating your view)*

As it is

with modifications

- (c) *In case you advocate for continuation with modifications what would be the modifications you suggest?*

7. Stagnation increments

- (a) *According to one school of thought, the system of shifting the employee, when he reached the maximum of pay scale, to the next pay scale is good as it will give a satisfaction that the employee is in a better scale and also continue to draw increments uninterruptedly. In the light of this, do you support sanction of stagnation increments or shift to next scale on reaching the maximum of the scale? (Tick any of the box indicating your view)*

Stagnation increments Shift to next scale

- (b) *If you support sanction of stagnation increments whether the existing provision of three increments is sufficient?*

Yes/No

- (c) *If “No” how many increments do you suggest?*

- (d) *In case you advocate for continuation of stagnation increments with modifications what would be the modifications you suggest?*

- (e) *The sanction of stagnation increments is in vogue since a long time. It has been continued even after introducing Automatic Advancement Scheme with the periodicity was 8/16/24 years. Now that periodicity has been revised to 6/12/18/24, which serves the larger interest of the employees, sanctioning of stagnation increments will not serve any purpose. More so, when it does not confer any additional benefits. Is there any justification for its continuance.*

Please justify the necessity for continuance of the stagnation increments.

- (f) *In case you support shifting to next scale, please give your justification.*

8. Outsourcing staff:

- (a) *In the context of Outsourcing of certain categories of staff do you support continuation of the existing system in addition to the staff working under Work Charged establishment /Daily Wage and contingent (full time/part time) establishment?*

Yes/No

(b) *If yes do you suggest continuation (Tick any of the box indicating your view)*

As it is with modifications

(c) *In case you advocate for continuation with modifications what modifications would you like to suggest?*

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B. AUTOMATIC ADVANCEMENT SCHEME

The Government introduced Automatic Advancement Scheme in 1981. The successive commissions recommended for continuance of the scheme suggesting some modifications and the scheme is being implemented duly carrying out the modifications recommended by the successive Pay Revision Commissions. The Central Government is also implementing the Career Advancement schemes which are almost similar to the Automatic Advancement scheme in vogue in the State Government.

9. (a) *In view of the above, do you suggest for continuation of Automatic Advancement Scheme?*

Yes/No

(b) *If yes do you suggest continuation (Tick any one of the box indicating your view)*

As it is with modifications

(c) *In case you advocate for continuation with modifications what the modifications you would like to suggest?*

10. (a) *Do you feel that the revised AAS consisting of 6/12/18/24 years concept is adequate.*

Yes/No

If yes.

As it is with modifications

(b) *If no, suggest the duration of service for allowing Automatic Advancement Grades?*

11. (a) *Do you support the existing system of limiting the promotion scales to the Special Promotion Posts I-A(after 12years), Special Promotion Posts I-B(after 18 years) and Special Promotion Posts II(after 24 years)?*

Yes/No

(b) *If "no", what is your suggestions?*

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C. SPECIAL PAYS AND COMPENSATORY ALLOWANCES & MEDICAL FACILITIES ETC.

It is a general phenomena that while assigning a pay scale, to a particular post, the qualifications, nature of duties, whether general or arduous nature of duties, areas of operation etc., are taken into consideration. The other argument is that the pay scale is assigned for normal duties and when the job requires special skills or arduous nature of duties or where the employee has to work in remote areas etc., there should be compensation by way of special pay or special allowance.

12. Which argument do you support?
(Tick in one of the box indicating your view)

(a) Sanction of Separate Special Pay?

If yes, indicate the categories for which Special Pays are requested and quantum of special pay.

(b) Or the pay structure should take care of it?

If so what should be that pay structure, category-wise?

13. Dearness Allowance

The State Government is sanctioning Dearness Allowance Twice a year; on first January and first July as in the case of Central Government employees. The successive PRCs are recommending conversion formula, to ensure that the quantum of Dearness Allowance sanctioned is at par with what was sanctioned by the Government of India.

(a) *Do you feel that the present system is adequate or inadequate? If inadequate please indicate suitable suggestions/ modifications.*

14. City Compensatory Allowance

(a) *Do you feel that the present system of City Compensatory allowance based on pay ranges is adequate or inadequate? If inadequate, please indicate suitable suggestions / modifications.*

(b) *Based on the recommendations of 6th C.P.R.C, the Central Government employees are being sanctioned Transport Allowance duly abolishing of CCA. Do you feel the Transport Allowance may be sanctioned to the*

State Government employees in lieu of CCA. If so, indicate suitable suggestions / modifications.

15. House Rent Allowance

- (a) *As per the existing classification, HRA is being paid based on classification of Cities/ towns on population basis subject to a maximum ceiling. Do you feel that the existing classification of cities/towns is alright for sanction of House Rent Allowance?*

Yes/No

- (b) *If “No”, what classification, the quantum of House Rent Allowance you would like to suggest for various places?*

16. (a) *Do you feel that the existing rates of House Rent Allowance are adequate?*

Yes/No

- (b) *If “No”, suggest the rate or quantum of H.R.A to be paid at various places and the justification thereof.*

17. (a) *In the Central Government, Government notifies dependent villages of the qualified town for allowing House Rent Allowance. In the State, House Rent Allowance is admissible to the employees working in offices located within 8 K.Ms. distance from the periphery of the qualified cities/towns to the center of the village at the rates as admissible at qualified cities/towns. The District Collector, based on the certificate from the Executive Engineer concerned will notify such places. Do you advocate for continuance of the existing system?*

Yes/No

- (b) *If “No”, what is your suggestion on this?*

18. LTC and other Allowances:

- (a) *Do you feel that the existing system of Leave Travel Concession is adequate?*

Yes/No

- (b) *If “No”, suggest modifications, duly justifying the same.*

19. (a) *Do you think the present system of sanction of Tour T.A., Daily Allowances Transfer T.A, F.T.A, other than Special Pay or Perquisites either in cash or in kind is adequate?*

Yes/No

(b) *Do you think the present system of sanction of Uniform Allowance, Risk Allowance, Conveyance Allowance, any Special Allowance etc., other than Special Pay or Perquisites either in cash or in kind is adequate?*

(c) *If “No”, suggest modifications duly justifying the same.*

20. Medical facilities:

(a) *Do you consider that the existing medical facilities available including the system of reimbursement in respect of serving Government employees is adequate?*

Yes/No

(b) *If no, indicate your suggestions for their modification duly justifying them.*

(c) *Do you have any other alternative suggestions to improve Medical facilities to the employees?*

(d) *Govt., are contemplating to provide cashless treatments by issuing Health Cards to employees and pensioners. Do you consider that the proposed Health Card system is a suitable substitute for the existing medical reimbursement?*

(e) *If “Yes” furnish the same in detail.*

21. Obsequies Charges

(a) *Is the quantum of obsequies charges being paid at present, in the case of death of the employees adequate?*

Yes/No.

(b) *If “No” suggest any modifications with justification.*

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PART II

PENSION STRUCTURE

One of the terms of reference of the Pay Revision Commission (PRC) is to examine and review the existing structure for pensioners and make recommendations which may be desirable and feasible.

The present rules that govern the pensionary benefits are based on the A.P Revised Pension Rules, 1980 which came into force with effect from 29th October, 1979 as amended from time to time. Government have been sanctioning Pension on the last pay drawn, provided the employee drew pay in that post, in a regular vacancy at least for a period of two months. Otherwise the pension is based on average emoluments drawn for the last ten months. The minimum service to get pension is 10 years. Government allows a weightage of 5 years for superannuation pension and for voluntary retirement. In either case, the maximum qualifying service is 33 years for getting full pension i.e. 50% of pay drawn at the time of retirement.

The Pay Revision Commission 2010 reviewed the pension structure and fixed the minimum pension as Rs.3350/- a month. The commutation of pension was recommended to be continued @ 40% and no change was recommended in the existing provision in case of restoration of commuted pension. The maximum limit of Retirement Gratuity was recommended to be enhanced from Rs.3,50,000 to Rs.7,00,000. Subsequently the same was enhanced to Rs.8,00,000. The D.A. at the time of retirement should be added to the basic pay at gratuity be calculated.

22. (a) *In the light of the above, do you consider whether the existing Pension scheme is sufficient ?*

Yes/No

(b) *If “No” what modifications you would like to suggest?*

23. (a) *Do you consider that the present formulae and quantum of pension, family pension, retirement gratuity and calculation of Average Emoluments require any modification?*

Yes/No

(b) *If “yes” what modifications would you like to suggest?*

(c) *Whether the existing ceiling on Retirement Gratuity is adequate or do you suggest any enhancement?*

24. (a) *Is the present percentage of commutation and restoration of commuted portion of pension adequate?*

Yes/No

- (b) *If “No” what modifications do you suggest?*
25. (a) *Does the present scheme of Voluntary retirement require any modification?*
- Yes/No*
- (b) *If “Yes” suggest modifications.*
26. (a) *Is the weightage of 5 years allowed on superannuation/voluntary retirement respectively justified?*
- Yes/No*
- (b) *Suggest modifications if any.*

27. Additional Quantum of Pension:

- (a) *Do you feel that additional quantum of pension above the age of 75 years to 100 years or more is adequate?*
- Yes/ No*
- If No, suggest the modifications.*
28. (a) *Is the quantum of death relief i.e., a lumpsum amount equal to one month’s pension subject to minimum of Rs.10,000/- to the pensioners paid at present adequate?*
- Yes/No*
- If “No” what are the suggestions you would like to make?*
- (b) *In the case of death of the spouse, where the spouse predeceases the Pensioner, the quantum of relief is fixed at Rs.10000/-. Does it adequate?*
- Yes/No*
- If No, please indicate the reasons.*
- (c) *In the case of Family Pensioner, the quantum of Death Relief is fixed at Rs.10,000/-. Is it adequate?*
- Yes/No*
- If No, please indicate the reasons.*
29. (a) *The pensioners are being compensated towards the rise in the cost of living by way of Dearness Relief on pension/family pension at the same rate as sanctioned to the serving employees. Is it adequate?*
- Yes/No*
- (b) *If “No” suggest modifications?*

30.(a) Do you think that the existing procedure of verifying of service, submission of pension papers, issue of PPO/GPO by A.G. etc. requires any modification?

Yes/No

(b) If "Yes" suggest modifications?

31.(a) Do you consider the quantum of anticipatory/provisional pension is adequate?

Yes/No

(b) If "No" suggest modifications?

32.(a) There is a need to provide medical facilities to the pensioners who have served the Government. Do you consider that the existing medical facilities are adequate?

Yes/No

(b) Do you feel that the proposed Health Card System is suitable substitute to the existing medical reimbursement?
Indicate your view.

(c) If "No" suggest modifications duly justifying.

(d) If you have any other suggestions for better medical care to pensioners, please indicate.

33. Financial Assistance:

At present Financial assistance is admissible to such of the survivors to whom either service pension or family pension is not admissible i.e., teachers and Non-Teaching Staff of Aided Educational Institutions and Ex-District Boards who retired or died while in service prior to 01-04-1961. As per the recommendations of 10th PRC, a minimum of Rs.3,350/- p.m. is being sanctioned as Financial Assistance without Dearness Relief.

Do you feel that the above Financial Assistance is adequate? Please indicate your considered views.

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PART III

GENERAL AND MISCELLANEOUS MATTERS

34. *Of late, the information technology is expanding rapidly. The fruits of developed technology have to be made available to the citizens. The bureaucracy has to take an active part in this regard. Total reliability on outsourcing is not a solution and the regular employees have to get trained and well acquainted with the latest technology. Naturally, the compensation and the serving conditions of the State Government have to invariably attract the young and talented. In the light of the above position,*
- (a) *Do you feel that the existing pay structure and the service conditions attract such talented young personnel?*
Yes/No
- (b) *If “No” suggest measures to be taken to attract such talented young personnel?*
35. (a) *Of late the exposure of Government employees to terrorism has increased. Do you consider the existing compensation/package to the kith and kin to those who are losing their lives and limbs in terrorist activities to be adequate?*
Yes/No
- (b) *If “No” suggest measures for improving compensation?*
36. *Please suggest measures*
- i) To reduce Govt. expenditure*
 - ii) To improve the State resources*
 - iii) To meet the growing liability on pension*
 - iv) Creation of pension fund and investment of Pension fund.*
37. (a) *Do you have any other suggestions to improve the economic status of the serving employees/pensioners, on the items coming under the ambit of the P.R.C?*
Yes/No
- (b) *If “Yes” furnish the same in detail with due justification.*
38. (a) *Do you feel that the amount of advance being paid to the employees for purposes of purchase of site/purchase of ready built house/purchase of site-*

cum-construction of a house/construction of a house on the site already owned/for undertaking repairs, additions, extensions to the house already owned by the employee, is sufficient?

Yes/No

(b) If “No” what suggestions would you like to make?

(c) Do you consider that the maximum number of installments of recovery of the principal/interest is sufficient?

Yes/No

(d) If “No” what are your suggestions?

(e) Do you consider that the rates of recovery of interest/penal interest are adequate

Yes/No

(f) If ‘No’ indicate your suggestions.

39. (a) Do you feel that the quantum of advance being paid to the employees for the purchase of conveyances,(viz.) motor car, motor cycle/scooter, moped and bicycle is adequate?

Yes/No

(b) If “No” what suggestions you would like to make?

(c) Do you consider that the maximum number of installments of recovery of the principle/interest is sufficient?

Yes/No

(d) If “No” what suggestions you would like to make?

(e) Do you consider that the rates of recovery of interest/penal interest are adequate?

Yes/No

(f) If “No” indicate your suggestions

40.(a) Do you feel that the quantum of advance being paid to the employees, for the celebration of marriage of themselves/sons/daughters is sufficient?

Yes/No

(b) If “No” what are the suggestions you would like to make?

(c) Do you consider that the maximum number of installments of recovery of the principal/interest is sufficient?

Yes/No

(d) If “No” what suggestions you would like to make?

- (e) *Do you consider that the rates of recovery of interest/penal interest are adequate?*
Yes/No
- (f) *If “No” indicate your suggestions.*
41. (a) *Do you feel that the amount of advance being paid to the officers for the purchase of personal computer is sufficient ?*
Yes/No
- (b) *If “No” what suggestions you would like to make?*
- (c) *Do you consider that the maximum number of installments of recovery of the principal/interest is sufficient?*
Yes/No
- (d) *If “No” what suggestions you would like to make?*
- (e) *Do you consider that the rates of recovery of interest/penal interest are adequate?*
Yes/No
- (f) *If “No” indicate your suggestion.*
42. (a) *Do you feel that the amount of festival advance being paid the employees is adequate?*
Yes/No
- (b) *If “No” what suggestions you would like to make?*
- (c) *Do you consider that the maximum number of installments of recovery of the principal is sufficient?*
Yes/No
- (d) *If “No” what suggestions you would like to make?*
43. (a) *Do you feel that the amount of education advance being paid to the employees is sufficient?*
Yes/No
- (b) *If “No” what suggestions you would like to make?*
- (c) *Do you consider that the maximum number of installments of recovery of the principal/ is sufficient?*
Yes/No
- (d) *If “No” what suggestions you would like to make?*
Yes/No

44. *What should be the cap on the total amount of loans that a Government servant can take to avoid high level of indebtedness?*

Yes/No

45. (a) *Do you feel that the existing amount of reimbursement of tuition fees paid by the employees in respect of their children is adequate?*

Yes/No

(b) *If “No” what suggestions you would like to make?*

46. (a) *Do you consider that the existing system of concessional bus pass facility to certain categories of employees to travel by A.P.S.R.T.C. buses in notified municipal corporation areas is sufficient?*

Yes/No

(b) *If “No” what are the modifications you would like to suggest?*

(c) *Do you feel that it is necessary to extend similar facility to the employees working in other cities/towns in the state where A.P.S.R.T.C. is operating city services?*

Yes/No

(d) *If “yes” suggest the cities/towns you would like the facilities to be extended?*

TENTH PAY REVISION COMMISSION

PART IV

HUMAN RESOURCES TO MEET CONTEMPORARY REQUIREMENTS

There is a continual transformation in the functioning of Government Departments, due to increased focus on Economic Development and Public Welfare, emphasis on transparency and accountability and time bound delivery of citizen centric services. Information and Communication Technology is now extensively being used in Government Departments to monitor programmes. In order to respond to the new and emerging challenges, Government Departments, need to undertake review of existing Human Resources to workout effective organizational strategy for the future. Given the challenges faced by the government and the tasks on hand, please comment on the following aspects of human resources in your Department.

47. (a) *Whether the manpower availability in your Department is adequate to meet the present day work requirement ? Please state for each category separately.*

<u>Name of Category</u>	<u>Sanctioned</u> (No.)	<u>Availability</u> (No.)	<u>Requirement</u> (No.)
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(b) *What steps are preferred to rectify the problem of excess / shortfall? Please state for each category separately with a brief explanation.*

- i) *Recruitment*
- ii) *Hiring on contract*
- iii) *Hiring through outsourcing*
- iv) *Re-deployment*
- v) *De-centralization and Delegation of authority*
- vi) *Re-organization of staff/field units*
- vii) *Outsourcing of services / activities to professional agencies*
- viii) *Training and Skill up-gradation of existing staff*
- ix) *Use of Information and Communication Technology (ICT)*
- x) *Improve mobility*
- xi) *Closure of non-functional units*
- xii) *Privatization of units*
- xiii) *Any other*

48. *Please state in brief the Programs / Schemes / Institutions of the Department which immediately require review of its man power for improved service delivery and working.*

49. *Should there be a change in the hiring policy of Government to attract person of requisite talent for different category of posts? Presently, recruitment is being done through DSC / APPSC or on contract and outsourcing basis. Please state for each Category separately.*

50. *Should the job description of Govt. Functionaries at various levels that was fixed long back, be redefined to clearly delineate new areas of responsibility and corresponding levels of accountability? And if so, should the recruitment rules for various levels of Govt. Posts be also changed to prescribe for higher qualifications as may be considered appropriate? Please give your views and the categories of posts for which these changes are required.*

51. *Should the Government, instead of hiring new personnel for the work, as well think of outsourcing repetitive and non-regularity type of services / activities to professional agencies for timely performance according to prefixed standards, on payment basis. If so, please suggest the services / activities of the department that can be outsourced.*

52. *In order to avoid procedural delays and consequent public harassment, should the documentation and procedural compliance required for obtaining public services be outsourced to professional agencies, while retaining decision making within the Government Department? If so, for what public services can such outsourcing be thought of?*

53. *To allow public easy access to various Government services, should Government encourage call centers like 108, 100 etc. to record public demand and forward it to the concerned Department for time bound action? If so, please suggest*

the services in your Department that can be accessed by public through dedicated a Call Center system.

54. Should Government fix action protocols for public servants to comply with while rendering public services, once a request from citizen for such service is received by the Government system? If so, please suggest the services for which such protocols should be framed on a priority basis.

55. Several new laws aiming to secure rights of the citizens are being enacted inter-alia requiring public servants to perform new roles and to conform to new procedures while dealing with public. For effective implementation of such laws, should there be a continuous programme of training, education and awareness creation for Government servants? Can you suggest such laws, programmes and schemes for which special training, education and awareness programmes are required to be conducted for better implementation?.

56. Does your Department have requisite infrastructure for the periodic training of officers and staff at all level and for the education of stakeholders in respect of new laws / policies and programmes? Do you have any suggestions for improvement?.

57. Do you have any further suggestion for the development of human resources in Government departments to meet people's expectations and enhance public delivery?.

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GENERAL

If you feel that any issue which is within the terms of reference of the Pay Revision Commission, but not covered in the Questionnaire, such issues may be identified and indicate your point of view on such issues.

The University authorities/ Service Associations of the Non-Teaching Staff and the individual employees of the Universities may also enumerate their suggestions with special reference to the conditions of their service in the Universities.

The Commission expects that the suggestions made are comprehensive and supported by data and probable financial implications. Where the proposed suggestions involve financial implications please indicate them in the following formats:-

Format – I

Suggestions involving financial implications:

<i>Sl. No.</i>	<i>Issue</i>	<i>Item No. in Questionnaire</i>	<i>Existing Position</i>	<i>Difficulty faced</i>	<i>Reasons</i>	<i>Suggestions to mitigate the difficulty</i>	<i>Financial implications</i>

- Note: a. Illustration may be given below if necessary.
b. Each item shall be on separate sheet unless they are related to each other.
c. The Govt. order relied for stating the existing provision may be enclosed
d. Each sheet has to be signed.

Format – II

Suggestions involving new schemes:

<i>Sl. No.</i>	<i>Issue</i>	<i>New Scheme Proposed</i>	<i>Need</i>	<i>Justification</i>	<i>Financial Implications</i>

Format – III

In case where suggestions are made for the continuation or otherwise of the existing system

<i>Sl. No.</i>	<i>Issue No.</i>	<i>Item No. in Questionnaire</i>	<i>If continuance is suggested</i>	<i>If discontinuance is suggested furnish reasons</i>
			<i>Without modifications</i>	<i>With modifications</i>