

# 11<sup>TH</sup> PAY REVISION COMMISSION

## QUESTIONNAIRE

### BACK GROUND

Salary or Pay is a pre-determined monetary compensation paid at fixed intervals to the employees by the employer in return for the work performed. In a typical formal organization the employees also enjoy certain benefits from out of the service conditions under which they are employed viz. Career Advancement Scheme, Retirement Benefits, Special Allowances etc. Since we are living in dynamic times the structure of the pay packet as well as some of the service conditions need to be periodically revised and adjusted to adequately take care of the changing working environment, e.g. rise in the cost of living, increasing demands of the job performed, need for up-gradation of employees skill levels as well as the evolving aspirational levels of the employees. To examine these aspects, the Andhra Pradesh State Government has been constituting Pay Revision Commissions at 5/6 yearly intervals. The 11<sup>th</sup> such PRC was recently constituted by the Government to inter alia determine the principles which should govern the emoluments and service conditions of the employees of the State Government, Local Bodies, Aided institutions, Non-teaching staff of State Universities, Work Charged employees and full-time contingent employees duly taking into account the total package of the benefits available to them.

The core components of the pay/pension packet of a Government employee consist of (1) Basic Pay, (2) Dearness Allowance/Dearness Relief and (3) House Rent Allowance and City Compensatory Allowance depending upon the station (not applicable to pensioners). While Basic Pay/Pension and Special Allowances get revised periodically once in 5/6 years based on the recommendations of the PRC and the decision of the Government thereon, Dearness Allowance/Relief (DA/DR) provides for a concurrent compensation to take care of the fluctuations in the cost of living index as captured in the twelve monthly moving average of the All India Consumer Price Index for the Industrial Workers and computed by the Labour Bureau, Shimla. The House Rent Allowance (HRA) takes care of the expenditure incurred by the employee on housing and City Compensatory Allowance takes care of higher cost of living in selected cities. The Special Allowances render a financial support to the employees for performing jobs of special or arduous nature or those involving elements of risk and employees who deserve special support e.g – Differently Abled employees. Needless to say, all components of the pay and allowances packet need to be reviewed comprehensively in a holistic manner so as to take care of the changing working environment.

The State of Andhra Pradesh had earlier constituted ten Pay Revision Commissions. An Anomalies/Regrouping Committee followed the 1986 Pay Revision while Anomalies Committees followed the 1993, 1999, 2005 and 2010 Pay Revisions.

The concept of Master Scale was first time introduced by the 1993 Pay Revision Commission. The Pay Scales identified for different categories of posts are only

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segments of the Master Scale. The subsequent Pay Revision Commissions have also found merit in adopting and continuing the concept of Master Scale. Among others, the last (10<sup>th</sup>) Pay Revision Commission recommended for:–

- A minimum pay of Rs.13000/- and maximum pay of Rs.1,10,850 and thus the ratio between minimum and maximum worked out to 1:8.527
- Continuance of the Master Scale with progressively rising increments (in absolute terms).
- Continuance of the Automatic Advancement Scheme on completion of 6, 12, 18 and 24 years.
- Continuance of Special Pays and other allowances keeping in view the rationale adopted by the earlier Commissions.
- Sanction of five 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 11<sup>th</sup> Pay Revision Commission.

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## QUESTIONNAIRE

### PART I

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

##### **1. Minimum and Maximum Pay**

The Ninth and Tenth State PRCs as well as the Seventh Central PRC have laid emphasis on determining a Minimum Pay which enables a Government employee to live with reasonable level of material comfort and dignity for his/her family. For this purpose the Commissions have relied upon the norms prescribed by the Indian Labour Conference (ILC) for determining a need-based Minimum Wage. To this, the Tenth State PRC have added a percentage component to neutralize the expenditure on new items such as on transportation, recreation, festivals etc. In the context of the above, the PRC would like to know your considered views on the following issues:

- (a) What should be the basis for determining the Minimum and Maximum Pay
- (b) Based on above what should be the Minimum Pay: Rs. \_\_\_\_\_, and Maximum Pay: Rs. \_\_\_\_\_,
- (c) Ratio between the Minimum and Maximum Pay \_\_\_\_\_?  
What is 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. At present the concept of Master Scale is in vogue and every individual pay scale is a segment of the Master Scale. However a pay scale determines the minimum and maximum pay applicable to any particular post and affords a measure of horizontal comparison among employees occupying posts across different Departments. Hence successive Pay Revision Commissions and Anomalies Committees have been analyzing the pay scales.

- (a) Please indicate your views on the fixation of pay-scale for each category of post.
- (b) In your view what should be the parameters for determining the 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.

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## 3. Master Scale:

- (a) Do you suggest continuation of Master Scale concept? - 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 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?

## 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. \_\_\_\_\_ / \_\_\_\_\_ %

## 5. Increment

- (a) State Government employees are now getting annual increments at a rate starting from 3.00% at the lowest point in the Master Scale and then tapering off to 2.5% at its highest level. Do you think this is appropriate? - Yes/No
- (b) If your opinion is "No" then what should be the quantum of increment? The rationale behind your suggestion may please be indicated.

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- (c) Is it desirable to introduce differential rate of increment linking it to performance? - Yes/No
- (d) If “Yes”, then what should be the mechanism followed to assess performance?

### 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 the Andhra Pradesh Last Grade Service, Andhra Pradesh Ministerial Service etc.

- (a) Do you suggest 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 such as bringing some more posts in the fold of Common Categories?

### 7. Stagnation increments

- (a) According to one school of thought, the system of shifting an employee, when he/she reaches the maximum of pay scale, to the next pay scale is a good practice as it will give a sense of satisfaction to the employee that he/she is in a better scale and also continues to draw increments uninterruptedly. In the light of this, do you support sanction of stagnation increments or shift to the 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 five increments is proper?

Yes/No

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

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- (d) In case you advocate continuation of stagnation increments with modifications what would be the modifications you suggest?
- (e) Should sanction of stagnation increments be continued even after the introduction of Automatic Advancement Scheme at reduced intervals of 6/12/18/24 years, which serves the larger interest of the employees?
- (f) In case you support shifting to next scale, please give your justification.
- (g) Please indicate the number of employees under your control who are receiving more than three and who have exhausted five stagnation increments.

### **8. Outsourcing staff:**

- (a) Do you support the policy of outsourcing of certain categories of staff 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)

As it is  with modifications

- (c) In case you advocate continuation with modifications what modifications would you like to suggest for such outsourcing of services?

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## **B. AUTOMATIC ADVANCEMENT SCHEME**

Government have introduced the Automatic Advancement Scheme in 1981. The successive PRCs have recommended for continuance of the scheme suggesting some modifications and the scheme is being implemented accordingly. The Central Government has also been implementing the Modified Assured Career Progression (MACP) Scheme which is similar to the Automatic Advancement Scheme in vogue in the State Government, the frequency of promotion however being less (10/20/30 years)

9. (a) In view of the above, do you suggest 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 continuation with modifications what modifications you would like to suggest?

10. (a) Do you feel the revised AAS frequency of 6/12/18/24 years is appropriate? Yes/No

If “Yes”, do you suggest continuance

As it is  or with modifications

(b) Nature of modification suggested, if any

11. (a) Do you support the existing system of limiting the automatic promotion scales to the Special Grade after 6 years, SPP-IA/SAPP-IA (after 12years), SPP-IB/SAPP-1B (after 18 years) and SPP-II/SAPP-II (after 24 years)?

Yes/No

(b) If “no”, what are your suggestions?

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

As a general principle, while assigning a pay scale to a particular post the entry level qualifications, nature of duties assigned, jurisdiction and span of control etc. are taken into consideration. Another school of thought is that the pay scale should be assigned for normal duties only but when the job requires some duties which is out of the ordinary, e.g. demands special skills or work of arduous nature or involves risk or where the employee has to work in remote areas etc. there should be compensation by way of special pay or special allowance.

12. (a) Do you support sanction of Special Pay? Yes/ No
- (b) If “Yes”, indicate the category(s) of post(s) for which Special Pay is suggested, reason(s) therefor and quantum of such Special Pay.
- (c) Or should the pay structure alone take care of it, and if so what should be that pay structure, category-wise?

### **13. Dearness Allowance**

At present 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 have been recommending a conversion formula to ensure that the quantum of Dearness Allowance sanctioned is commensurate with what is sanctioned by the Government of India in respect of the Central Government employees.

Do you feel the present system is apt? If not, please indicate suitable suggestions/ modifications.

### **14. City Compensatory Allowance (CCA)**

- (a) Do you feel that the present system of City Compensatory allowance based on pay ranges and classification of cities is adequate or inadequate? If inadequate, please indicate suitable suggestions / modifications.
- (b) Based on the recommendations of 6<sup>th</sup> C.P.R.C and endorsed by the 7<sup>th</sup> C.P.R.C., the Central Government employees are being sanctioned Transport Allowance duly abolishing CCA. Do you feel Transport Allowance may also be sanctioned to the State Government employees in lieu of CCA. If so, indicate suitable suggestions / modifications.

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## **15. House Rent Allowance (HRA)**

- (a) At present HRA is being paid based on classification of cities/ towns on population basis and 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 of cities for the purpose of House Rent Allowance would you like to suggest for various places?
16. (a) Do you feel 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 State the prescribed classification of cities/ towns for the purpose of application of rates of HRA is also admissible to the places located within 8 kms. distance from the periphery of the qualified cities/towns. Do you advocate 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 appropriate? 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, and their quantum is adequate?
- (c) If “No”, suggest modifications duly justifying the same.

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### **20. Medical facilities:**

- (a) Do you think the existing medical facilities available under the Employee Health Scheme (EHS) which envisages cashless treatment on the basis of Employee Health Cards in respect of 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 the Medical facilities for the employees?

### **21. Obsequies Charges**

- (a) Is the quantum of obsequies charges being paid at present, in the case of death of a government employee, 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 of benefits for pensioners and make recommendations which may be desirable and feasible.

At present the A.P. Revised Pension Rules, 1980, as amended from time to time, govern the pensionary benefits. Government have been sanctioning Pension based on the last pay drawn. The minimum qualifying service to get pension is 10 years. Government allows a weightage of up to 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.

Basing on the recommendation of the Pay Revision Commission 2015 Government have reviewed the pension structure and granted a minimum pension of Rs.6500/- a month. The commutation of pension continues to be @ 40% of basic pension and no change was made in the existing provision regarding restoration of commuted portion of pension after 15 years. The maximum limit of Retirement Gratuity was recommended to be enhanced from Rs.8,00,000/- to Rs.12,00,000/- and the same has been accepted by the Government. For the purpose of calculating gratuity, Basic Pay as well as D.A. are being taken into account.

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

Yes/No

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

23. (a) Do you think the present structure and quantum of pension, family pension, and retirement gratuity 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 limit regarding commutation of pension and the time prescribed for its restoration appropriate?

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.

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26. (a) Is the weightage of 5 years of service allowed on superannuation/ voluntary retirement justified?  
Yes/No
- (b) Suggest modifications, if any.

### **27. Additional Quantum of Pension:**

- (a) Do you feel that the additional quantum of pension allowed above the age of 75 years to 100 years or more is adequate?  
Yes/ No  
If “No”, suggest the modifications.
28. Is the quantum of death relief i.e., a lumpsum amount equal to one month’s pension subject to minimum of Rs.15,000/- to the pensioners/ nominees paid at present adequate?  
Yes/No  
If “No” what are the suggestions you would like to make?
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 the existing procedure for verifying service, submission of pension papers, issue of PPO/GPO by A.G. etc. require 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 Health Card System is convenient? Indicate your view.
- (c) If “No”, suggest modifications duly justifying the same.
- (d) Do you have any other suggestions for extending better medical care to pensioners?

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### **33. Financial Assistance:**

At present Financial Assistance is admissible to such of the survivors to whom neither service pension nor family pension is 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 10<sup>th</sup> PRC, a minimum of Rs.6,500/- p.m. is being sanctioned as Financial Assistance without Dearness Relief.

Do you feel that the above Financial Assistance is adequate?

Do you consider this facility as redundant since there may not be any survivor now from out of those who were in service prior to 1961 for he /she would have retired on attaining the age of superannuation of 55 years and the present age would be more than 111 years.

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## PART III

### GENERAL AND MISCELLANEOUS MATTERS

34. With the increasing educational and awareness levels of the recipients of Government services there has been greater demand for better and more efficient service delivery. There is urgent need for the Government employees to familiarize themselves with the advancements in the fields of information, communication and technology so as to leverage them to professionalize their work. Naturally the compensation package and service conditions of the State Government employees have to be attractive enough to 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 would attract such talented young personnel?  
Yes/No
- (b) If “No” suggest measures to be taken to attract such talented young personnel?
35. (a) Do you think the existing compensation package/ ex-gratia to the kith and kin of those Government employees who unfortunately lose their lives or limbs due to accidents /extremist activities, while performing their official duties, is adequate?  
Yes/No
- (b) If “No” suggest measures for improving the same?
36. Please suggest measures
- i) To reduce Govt. expenditure
  - ii) To improve the State’s financial resources
  - iii) To meet the growing liability on pension
  - iv) Creation of Pension Fund and its investment.
37. Do you have any other suggestions to improve the economic status of the serving employees/pensioners with means/ measures on which the P.R.C can deliberate? (please furnish details 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?

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

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- (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 to 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?

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- (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?

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## 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>	<u>Availability</u>	<u>Requirement</u>
	(No.)	(No.)	(No.)

(b) What steps are required to rectify the problem of excess /shortfall of staff? Please state for each category separately with a brief explanation.

- i) Direct/ lateral recruitment
- ii) Hiring on contract basis
- 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/ merger of non-functional / under-functioning 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 the man power deployed so as to improve service delivery and efficient working.

49. Presently recruitment is being done through DSC / APPSC or on contract or outsourcing basis. Should there be a change in the hiring policy of Government to attract persons of requisite talent for different categories of posts? Should lateral recruitment on a selective basis be resorted to, and if so for what levels/ categories of posts? Please state for each Category separately.

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50. Should the job description of Government 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 Government posts be also changed to prescribe 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 work, as well think of outsourcing repetitive and non-regular 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 their regulation and decision making authority within the Government Department? If so, for which 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. Whether the existing Citizen Charter is adequate? Does it require any improvements? If so suggest measures to improve.

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?

58. Introduction of on-line citizen services and Direct Benefit Transfer (DBT) minimize human interface and eliminate possible scope for corrupt practices. It also improves efficiency in Governmental functioning. Several areas of public governance have already been digitalized. Do you suggest any new areas/ services which can be offered on-line?

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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 your views on such issue(s) may be sent to the Commission for consideration.

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, logic and probable financial implications. Where the proposed suggestions involve financial implications please indicate them in the following formats:-

### Format – I

#### Suggestions involving financial implications:

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

- 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 on for citing the existing provision may please be enclosed.  
d. Each sheet has to be signed.

### Format – II

#### Suggestions involving new schemes:

Sl. No.	Issue	New Scheme Proposed	Need	Justification	Financial Implications

### Format – III

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

Sl. No.	Issue No.	Item No. in Questionnaire	If continuance is suggested without modifications	If continuance is suggested with modifications suggest such modifications with reasons	If discontinuance is suggested indicate reasons