

7th APPPC QUESTIONNAIRE

GENERAL

Government of Assam constituted the 7th Assam Pay and Productivity Pay commission vide order no.FPC.1/2015/25 dated 2nd June 2015 to review the structure of emoluments of government employees which has been in vogue since the last revision made with effect from 1.1.2006 on the recommendation of the Assam Pay Commission-2008. Government contemplates to increase the productivity of its employees as a part of improving outputs, outcomes and overall quality of services, by means of new technologies in public service delivery and raising skills of the employees. Incentives linked to measurable performance are called for increasing the productivity of employees.

Over the last few years the economy of the state has been under strain and need for speeding up the development works has been felt all over. For providing better services to the people of the state at fastest possible pace, efficient administrative machinery manned by competent personnel with high productivity is required. The cost of this machinery has to be high but it can be suitably pegged by trimming its size and reducing avoidable expenditures on its maintenance. A workable arrangement, therefore, has to be found to ensure a highly-motivated workforce for executing the state policy and programmes in a manner conducive to faster economic growth in the state leading to rise in per capita income of its people.

With this mandate, the commission decided to obtain the views of All stakeholders with a view to make suitable recommendations to the government within the prescribed time. Suggestions and views on the following issues will help the commission in arriving at appropriate conclusions . In addition to the issues listed below, suggestion on any other relevant matter will also be considered by the commission.

1. Salaries

- 1.1 The considerations on which the minimum salary in case of the lowest functionary and the maximum salary in case of a highest level officer , may be determined and what should be the reasonable ratio between the two.
- 1.2 What should be the considerations for determining salary for various levels of functionaries falling between the highest level and the lowest level functionaries?
- 1.3 Do you think that there should be provision for extra financial incentive/pay for employees working in difficult areas and if yes how should we define such areas?

2. Comparisons

- 2.1 Should there be any comparison/parity between pay scales and perquisites between central and the state Government functionaries? If so, why? If not, why not?
- 2.2 The recommendations of the Pay Commission are likely to lead to demands for pay revision from the employees of Local Self Governments e.g. municipal bodies, panchayati raj institutions & autonomous institutions. Should this aspect be considered in devising a reasonably moderate remuneration package for State Govt. employees ?If not , how to discourage the demand of such employees for upward revision that may be beyond the capacity of their employers?

3. Pay Scales

- 3.1 The 6th Pay Commission introduced the system of Pay Bands and Grade Pay as against the system of specific pay scales attached to various posts. What has been the impact of running pay bands system during last 5 years?
- 3.2 Did the pay bands-grade pay system help in arresting exodus and attract talent towards the Government?
- 3.3 Is the pay band-grade pay system working to the satisfaction of the employees and the government? If not, what are your alternative suggestions?
- 3.4 Is there any anomaly in this system and is there any need to bring about any change in it? Do you think that earlier system of post-specific pay scale needs to be reintroduced?
- 3.5 Successive Pay Commissions have reduced the number of pay scales by merging one or two pay scales together. Is there a case for the number of pay scales/ pay band to be reduced further and if so in what manner?
- 3.6 Should there be a provision for special pay scale for isolated posts which have no regular promotion channel?
- 3.7 Should the provision of special pay be continued or withdrawn? Give reasons.
- 3.8 Do you want any change in the procedure followed for pay fixation? if yes please suggest the changes with reasons.

4. Increment

- 4.1 Whether the present system of annual increment on 1st July of every year uniformly in case of all employees has served its purpose or not? Whether any changes are required?
- 4.2 What should be the reasonable quantum of annual increment?
- 4.3 Should the present system for grant of increments be continued as such or it should be modified and linked to more objective assessment of efficiency and productivity of the employees?

5. Allowances

- 5.1 Whether the existing allowances of various type to the government servants need to be retained or there is a need to rationalize them in such a manner as to ensure that salary structure takes care not only of the job profile but the situational factors as well, so that the number of allowances could be reduced to a realistic level?
- 5.2 Whether the non-practicing allowance be withdrawn and in its place more effective system of reward and punishment be introduced to promote discipline and efficiency?
- 5.3 Is the present rule to determine DA for the employees is satisfactory or it needs any modification. Please suggest modification if any?
- 5.4 Should the DA be determined once in a year to neutralize the impact of price rise during the previous year?
- 5.5 Should the DA for travelling on duty be withdrawn and taken care of by suitable adjustment in the pay itself?

6. Attracting Talent

- 6.1 Does the present salary package attract suitable talent in all the state Services? Do you have any suggestions in the matter ?
- 6.2 To what extent should this package be structured to attract special talent that may be required for any post in any department?
- 6.3 To introduce efficiency and better productivity in different levels, do you think lateral entry,

in limited manner, may be allowed and for this purpose, employees from lower level be selected on the basis of an objective assessment of their skills and productivity?

6.4 Is the present system of recruitment to posts at higher level satisfactory? Do you have any suggestions in the matter of such recruitment?

7. Productivity and Incentives

7.1 In what way can the functioning of the government be improved to make it more efficient, accountable and productive? Please give specific suggestions with respect to:

- a) Rationalisation of staff strength and more productive deployment of available staff;
- b) Rationalisation of processes and reduction of paper work;
- c) Economy in expenditure and
- d) Introduction of technology in offices for better delivery.

7.2 What should be transparent and objective parameters to assess high achievements and productivity of an employee for grant of reward / incentive? Please quote two or three such parameters.

a) What are the barriers/problems in measurement of performance and how can we overcome them ?

b) What can be the role of employee organizations in such performance measurement ?

7.3 Should there be a provision of variable increment at a higher rate than the normal rate of increment for such rewards/incentive?

7.4 Should there be a provision to encourage employees to upgrade their skills to meet the needs of their department/service and to promote them in advance depending upon their success at the departmental examination specifically designed to test their capability/suitability for the higher post?

7.5 Should the employees ,who are promoted as per the provision referred at 7.4 be allowed to take advantage of ACPS scheme also?

7.6 What other incentives would you suggest to recognize and reward good performance and higher productivity ?

8. Security Forces (Police / Forest protection etc)

8.1 What should be the considerations for fixing salary in case of Security personnel and in what manner does the parity with civil services need to be evolved, keeping in view their respective job profiles?

8.2 In what manner should the concessions and facilities, both in cash and kind, be taken into account for determining salary structure in case of Security personnel.

8.3 There are different types of allowances for Personnel Below Officer Rank and for Officers. Does a case exist for rationalization/ reducing of the current variety of allowances?

8.4 As a measure of special recognition, is there a case to review the present benefits provided to the families of security personnel who become disabled or die in action?

8.5 As a measure of special recognition, is there a case to review the present benefits provided to disabled personnel, commensurate to the nature of their disability?

9. Pension

9.1 The retirement benefits of all State Government employees appointed on or after 1.1.2005 are covered by the New Pension Scheme (NPS). What has been the experience of the NPS in the last decade?

9.2 As far as pre-1.1.2005 appointees are concerned, what should be the principles that govern

- the structure of pension and other retirement benefits?
- 9.3 Should the benefit of family pension be extended to the disabled member of the employee's family who was fully dependent on the deceased employee?
- 9.4 Should the temporary employees be given the benefit of pension under NPS and if yes to what extent and with what minimum length of service?

10. Training/ building competence

- 10.1 How would you like the competence of employees to be improved ?
- 10.2 Is the present level of training at various stages of a person's career considered adequate? Are there gaps that need to be filled, and if so, where?
- b) Should the employees be encouraged to acquire, in his career span, a professional qualification that is required to handle the responsibilities of higher post in his service/department and that for this purpose, the nature of the study, time intervals and the Institution(s) shall be stipulated by the department of the concerned employee?
- c) Whether the present training and capacity building system for personnel in your organization is need-based? If not, what indicators can be used to determine the needs?
- d) Please suggest any other ways through which capacity building mechanism can be further strengthened?

11. Outsourcing

- 11.1 What has been the experience of outsourcing services at various levels of Government and is there a case for expanding it in scope?
- 11.2 How best can the jobs, that can be outsourced, be identified?
- 11.3 What jobs in your service/department can be outsourced in your opinion?

12. Miscellaneous

- 12.1 Should not all kind of advances, except travelling allowance advance , granted to the employees be withdrawn?
- 12.2 Should not the LTC be withdrawn and taken care of by suitable adjustment in salary itself?
- 12.3 Should the provision for leave encashment be modified to allow withdrawl in more than one occasions subject to i) the ceiling of 300 days in entire service period, ii) availability of unutilized leave and iii) at a minimum interval of 5 years —What is your opinion?
- 12.4 Should the grant of HBA and Car Advance be discontinued and employees encouraged to avail loans from Banks
- 12.5 Do all the categories of functionaries in various departments have service rules? If so, do such rules address issues mentioned under clauses 10.2 (b) & 10.2(c)?
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