

**PART II**

**RATIONALISATION  
OF THE  
FUNCTIONS, ACTIVITIES AND  
STRUCTURE OF THE  
MINISTRY OF PERSONNEL,PUBLIC  
GRIEVANCES AND PENSIONS**

**Rationalisation of the functions, activities and structure of the  
Ministry of Personnel, Public Grievances and Pensions**

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# **Rationalisation of the functions, activities and structure of the Ministry of Personnel, Public Grievances & Pension**

## ***Executive Summary***

### **A. Department of Personnel and Training**

1. While the Kendriya Bhandar has been consistently earning profits, it is necessary in the present context to explore the feasibility of its privatisation.
2. The extent to which the Samaj Sadans activities need to be continued and also the extent to which DOP&T needs to be involved in this activity would need to be examined.

### **B. Department of Administrative Reforms and Public Grievances**

1. The present arrangement under which grievances relating to 15 ministries are dealt with by the Directorate of Public Grievances in the Cabinet Secretariat and the remaining work in the DAR&PG leads to some confusion. It will be desirable to centralise all this work under the DPG. Towards this end, this activity could be wound up in DAR&PG and out of 30 staff members about 15 (that may be required by adopting the desk officer system) could be transferred to DPG in Cabinet Secretariat and the remaining positions abolished.
2. The task of bringing out the monthly Civil Service News Letter can be transferred to the Ministry of I&B while the work relating to bringing out the quarterly magazine for sharing of administrative matters and practices could be entrusted to IIPA. The documentation and dissemination division in the DAR&PG which currently attends to these functions could be wound up and all the 28 positions sanctioned for this purpose abolished.
3. The items of work relating to the reform coordination and IT, O&M, international cooperation and public services which form the core activities for determining the strategy for administrative reforms. By farming out some of the research and documentation work and by adopting the desk officer system, the

staff required for these items of work could be limited to 30. The remaining 72 posts could be surrendered.

**C. Recruitment Boards / Staff Selection Commissions**

1. The Department of Personnel and Training should urgently examine whether in organisations like Railways, with more than one Recruitment Board, some of these can be closed down straightaway, having regard to the considerable fall in recruitment in recent years.

## **1. Introduction**

1.1 The Ministry of Personnel, Public Grievances & Pension, as it is constituted at present, has evolved between the years 1970 and 1985. Broadly speaking, the functions currently being discharged by this ministry were being looked after by the Ministry of Home Affairs before the reconstitution exercise began in 1970.

1.2 The need for a separate Department of Personnel was gone into at length by the Administrative Reforms Commission (ARC). In its report, the ARC recommended that a separate Department of Personnel should be set up, with a full secretary incharge, who should work under the general guidance of the Cabinet Secretary. The Commission also indicated the functions and responsibilities, which the new department should have, apart from stating that this new Department of Personnel should be placed directly under the Prime Minister.

1.3 The recommendations of the ARC led to the reorganization of the Ministry of Home Affairs as it then stood, resulting eventually in the formation of Ministry of Personnel, Public Grievances & Pension as it stands today. This process was initiated on June 26, 1970 when the Department of Personnel was notified as a department in the Cabinet Secretariat. The process was taken further on August 1, 1970 with the notification of the items of work to be dealt with by the Department of Personnel. In broad terms, these included recruitment, promotion and morale of the services, training, vigilance and discipline, service conditions of the senior and middle management, grievances and staff welfare, UPSC and some others. Eventually, on March 15, 1985 the Ministry of Personnel and Training, Administrative Reforms & Public Grievances and Pension was notified. As it now stands, this ministry consists of the following three departments: -

- a) The Department of Personnel & Training;
- b) The Department of Pension and Pensioners' Welfare; and
- c) The Department of Administrative Reforms & Public Grievances.

1.4 The Secretary in the Ministry looks after all the three departments and,

apart from the officers in the Department of Personnel and Training, is assisted by two additional secretaries who look after the day-to-day functioning of the Department of Administrative Reforms & Public Grievances and of the Department of Pension and Pensioners' Welfare.

1.5 The position in regard to the number of sanctioned posts and the number of employees in position in different categories in these three departments is at Annex 'A'. The position of staff in organizations functioning under the Ministry of Personnel, Public Grievances and Pension is at Annex 'B' and covers organizations such as the Staff Selection Commission (SSC), the Central Vigilance Commission (CVC), the Union Public Service Commission (UPSC) etc.

## **2. Department of Personnel & Training**

2.1 The role of the Department of Personnel and Training (DOPT) can be conceptually divided into two parts. In its larger nodal role, it acts as the formulator of policy and as the watchdog of the government, ensuring that certain accepted standards and norms, as laid down by it, are followed by all ministries/departments in the recruitment, regulation of service conditions and deputation of personnel as well as other related issues. Towards this end, guidelines are issued by it for the benefit of all ministries/departments and it monitors the implementation of these guidelines. It also advises all organisations of the Central Government on issues of personnel management. At a more immediate level, the department has the direct responsibility of being the cadre controlling authority for the Indian Administrative Service (IAS) and the Central Secretariat Service (CSS). The Department also operates the Central Staffing Scheme under which suitable officers from the All India Services and the Group 'A' Central Services are selected and then placed in posts at the level of Deputy Secretary/Director and Joint Secretary on the basis of tenure deputation. The department also deals with cases of appointment to posts of chairman, managing director, full-time functional director/member of the boards of management of various public sector undertakings/enterprises, corporations, banks and financial

institutions. It also deals with the assignment of Indian experts to various developing countries.

2.2 In the operational sense, DOPT, alongwith the Department of Expenditure in the Ministry of Finance, has been functioning as a strong, persistent and often unpopular regulator within the governmental machinery at the Centre. It is frequently called upon by various ministries and departments to give an opinion on complex, ticklish and sensitive issues, often matters in which the administrative department or ministry may be facing difficulty or embarrassment in saying what needs to be frankly stated. In this sense DOPT is regarded as a shield and bulwark for ensuring propriety and correctness and in pointing out the need for observance of rules, instructions and conventions.

2.3 The sanctioned staff strength in DOPT, including the Public Enterprises Selection Board (PESB), as on May 1, 2001 consisted of 66 Group 'A' posts, 219 posts of Group 'B', 224 posts of Group 'C' and 169 posts of Group 'D', making a total of 678 posts. The number in position on that date was 611 employees (Group 'A' 64, Group 'B' 162, Group 'C' 217 and Group 'D' 168).

2.4 Keeping in view the role and responsibilities of DOPT, as also the functions it has been performing, there is not much scope for curtailment of the area of its operations or staff strength. It has to be borne in mind that certain coordinational (e.g. foreign training, foreign assignment) and regulatory as well as servicing functions (e.g. appointments to senior posts) functions have to be performed at some place in the Central Government and it does not seem possible to dilute, reduce or do away with this requirement. Other than the Indian Administrative Service (IAS), the Central Secretariat Service (CSS), the Central Secretariat Stenographers' Service (CSSS) and the Central Secretariat Clerical Service (CSCS), all the different cadres are already being managed and administered by the respective ministries and departments. So far as the aforesaid four services are concerned, DOPT would seem to be the appropriate cadre controlling authority.

2.5 The Department of Personnel and Training is intimately involved in several

staff welfare and similar activities. Mention in this connection can be made of the institution of Grih Kalyan Kendra (a society registered under the Societies Registration Act, 1860), the Kendriya Bhandar (a registered cooperative society set up in 1963), and the Central Civil Services Cultural and Sports Board (a society registered under the Societies Registration Act, 1860). Several of the Samaj Sadans run by the GKK are functioning well (of the 37 Samaj Sadans, 23 are in Delhi and the remaining 14 are outside). The Kendriya Bhandar has been consistently earning profits and has played a useful role in ensuring the availability of essential commodities in the market, particularly during times of real or perceived shortages. In the situation prevailing at present, the Kendriya Bhandar could be considered for privatisation in an appropriate manner. As regards the Samaj Sadans, an evaluation by a dedicated group could be undertaken in order to decide on the extent to which this activity needs to be continued or curtailed and also the extent to which DOPT needs to be intimately involved with their functioning. The question of closing down or disposing of assets which are not serving any useful purpose would also need to be looked into. Such an exercise would need to be undertaken in a time-bound manner.

### **3. Department of Pension and Pensioners' Welfare**

3.1 The Department of Pension & Pensioners' Welfare (D.P.P.W.) is the nodal agency in the Central Government for formulation of pension policy as well as the nodal point pertaining to pension - related grievances. The department was set up in 1985 as a part of the Ministry of Personnel, P.G. and Pension and has been rendering service for the welfare of pensioners since then. A number of steps have been taken for streamlining pension administration for greater convenience and welfare of the pensioners.

3.2 This department, does not deal directly with pensioners but is the focal point for dealing with issues concerning pensioners and for issue of instructions and guidelines regarding matters pertaining to pensioners.

3.3 Compared to the sanctioned strength of 103 employees (Group 'A' 14,

Group 'B' 39, Group 'C' 32 and Group 'D' 18) at the beginning of May, 2001, this department had in May 2001, 100 employees (Group 'A' 14, Group 'B' 36, Group 'C' 32 and Group 'D' 18).

#### **4. Department of Administrative Reforms & Public Grievances**

4.1 The Department of Administrative Reforms & Public Grievances (DPAR&PG) set up in March, 1964 as part of the then Ministry of Home Affairs, is the nodal agency of the Government of India for administrative reforms as well as redressal of public grievances relating to the state in general and grievances pertaining to Central Government agencies in particular. The department disseminates information on important activities of the government relating to administrative reforms and public grievance redressal through management publications and documentation. It also undertakes activities in the field of international co-operation and exchanges to promote public service reforms.

4.2 This department, has, in the last few years, taken several initiatives with a view to bringing about improvement in the functioning and effectiveness of government departments:

- (i) drawing up an agenda for reforms to be carried out in the central government as well as in States; and
- (ii) undertaking through a Commission, a review of administrative laws which have become obsolete and no longer need to be in the statute book. The department also initiated an exercise on the part of departments having public interface to draw up their individual Citizen's Charter to indicate the commitments of that organization for quality and the time frame in which services performed by that organization would be completed for members of the public. Needless to say, the scope for improvement in this direction is literally unending and a constant effort needs to be maintained.

4.3 The total sanctioned strength in the Department of Administrative Reforms & Public Grievances, as on May 1, 2001 was 163 employees (Group 'A' 26,

Group 'B' 52, Group 'C' 49 and Group 'D' 36). As against this number, those in position on that date was 151 (Group 'A' 23, Group 'B' 52, Group 'C' 45 and Group 'D' 31).

4.4 In the course of the last one year, the Department of AR&PG set up four committees on different issues with a view to identifying steps necessary for greater efficiency and less time-consuming processes in the discharge of various functions. As part of this exercise, a committee was set up for review of vigilance procedures as also a Committee on Appointments to Senior Posts in the central government. The recommendations which seek to simplify the procedures merit early acceptance. Government could also consider delegating to the Minister in charge of the concerned Ministry/Department the powers to appoint non-official members on the Board of Directors of CPSUs and nationalised banks instead of these having to be submitted to the Appointments Committee of the Cabinet. While delegating this power to the minister in-charge, guidelines could be prescribed to indicate clearly the disciplines (finance, public administration, health, etc.) and the geographical regions of the country (North-east, South, etc.) which should find representation on the body. This would greatly expedite decision-making in this sphere while at the same time preventing arbitrary exercise of power.

4.5 The recommendations include *inter alia*, establishment of Dispute Settlement Administrative Authorities, for attending to grievances of government employees in a quick and less cost effective manner. The report is under examination. The report of the committee on simplification of Recruitment Rules is awaited.

## **5. Restructuring of the Department of Administrative Reforms & Public Grievances**

5.1 This Department comprises the following divisions:

- (i) The Public Grievances Division, which is a nodal agency in the government for coordinating policies and activities related to public

grievance redress and Citizens' Charter through different services and activities;

- (ii) The Documentation and Dissemination Division, which carries out activities to facilitate the documenting and disseminating of information and experiences;
- (iii) The Reforms Coordination and Information Technology Division, which coordinates the administrative reforms measures of the different ministries and departments of the government; this includes the aspect of information technology and implementation of the minimum agenda for e-governance in the Central Government;
- (iv) The Organization and Methods Division, which works to continuously help in improving the internal functioning and procedures of the various ministries and departments; and
- (v) The Administration and Coordination Division, which provides administrative support on staff and establishment matters.

5.2 The handling of policy formulation and individual grievances is at present done in the government through a decentralized system coordinated at the central level by several agencies, including the Public Wing of the Prime Minister's Office, the Directorate of Public Grievances (DPG) in the Cabinet Secretariat as well as the Department of Pension & Pensioners' Welfare and the Department of Administrative Reforms & Public Grievances. In so far as the Directorate of Public Grievances in the Cabinet Secretariat is concerned, it was set up in 1988 for handling individual grievances relating to ministries and departments that have considerable interface with members of the public. The directorate deals with 15 ministries and organizations as part of this arrangement. These are as follows: -

- i) Ministry of Railways and its Undertakings;

- ii) Banking Division, Ministry of Finance, including Public Sector Banks;
- iii) Insurance Division and National Savings Scheme Division, Ministry of Finance, including Public Sector Insurance Companies LIC, GIC, and their subsidiaries;
- iv) Department of Post;
- v) Department of Telecommunications and Department of Telecom Services including MTNL and VSNL;
- vi) Ministry of Urban Development including, DDA, CPWD, L&DO and Directorate of Estates;
- vii) Ministry of Surface Transport and its Undertakings;
- viii) Ministry of Civil Aviation, including Airports Authority of India, Indian Airlines and Air India;
- ix) Regional Passport Authority under the Ministry of External Affairs;
- x) Regional Provident Fund Commissioners under the Ministry of Labour;
- xi) ESI Hospitals & Dispensaries directly controlled by ESI Corporation under the Ministry of Labour;
- xii) Central Government Health Scheme under the Ministry of Health and Family Welfare;
- xiii) Ministry of Petroleum & Natural Gas, including its Public Sector Undertakings;
- xiv) Central Universities and Kendriya Vidyalayas under the Department of Education, Ministry of Human Resources Development;
- xv) Department of Tourism.

5.3 In respect of the aforesaid ministries and organizations, DPG has the authority to call for files and officers so as to examine the complaints and recommend action for redressal. The experience has been that grievances have been effectively attended to by DPG and, in that sense, this arrangement has been a beneficial one.

5.4 The success of the arrangement relating to public grievances being

operated by the Directorate of Public Grievances points to the need for centralising such work in this directorate. The items of work now handled by Department of Administrative Reforms in this area could therefore be transferred to the DPG. This would eliminate the confusion which exists in the public mind as to which really is the agency in the government dealing with and coordinating the work about public grievances pertaining to the Central Government. Besides, it would also lead to public grievances being dealt with in a more effective manner as the weight and stature of the Cabinet Secretariat would be behind the effort. This staff strength of this division in DPAR & PG is 30. If this work is to be attended to in DGP, adopting the desk officer system, it would be sufficient if no more than 15 positions are transferred to DPG. The remaining 15 positions could be surrendered.

5.5 One of the functions of the Documentation and Dissemination Division is dissemination of the decisions taken or the orders issued from time to time by various ministries and departments of the Central Government. This is done through the monthly Civil Services Newsletter. This division also brings out a quarterly magazine, for the sharing of administrative experiences and practices. This division also publishes the best practices, policies and new initiatives adopted by various State Governments, Union Territories and ministries and departments of the Central Government. While the first function can as well be performed by the Ministry of Information and Broadcasting, the other two can be entrusted to the Indian Institute of Public Administration. This division can therefore be wound up and all 28 posts in it abolished.

5.6 The remaining three areas, viz. Reform Coordination & IT, O & M, and international cooperation in public services, together form the core activities in the strategy for administrative reforms. Such reforms aimed at improving efficiency and effectiveness of the governmental machinery have received consideration attention and priority in recent decades the world over. The successful examples have been those where the unit or group spearheading such exercises is linked to the highest level in the government. In many

countries such special groups are located in the Prime Minister's office or in the Cabinet Secretariat. Entrustment of such functions which involve day to day management responsibilities would however tend to divert the attention of these offices from more important matters. The present arrangement for carrying out this work could therefore be continued and those issues on which higher level guidance is considered necessary would no doubt be taken to the Committee of Secretaries, headed by the Cabinet Secretary, for discussions, as is already being done. Some of the detailed research and documentation so very necessary for taking decisions could be farmed out so that the department is able to devote more attention to larger and more important issues in this sector. Of the 39 positions in public service reform and IT and 62 in the administration not more than 30 positions would be required, if the desk officer system as recommended by the Pay Commission is adopted. The remaining 70 positions could be surrendered.

## **6. Attached and Other Offices**

6.1 The ministry has several attached and other offices functioning under its administrative control. These are: -

- i) Staff Selection Commission (SSC);
- ii) Institute of Secretariat Training and Management (ISTM);
- iii) Central Vigilance Commission (CVC);
- iv) Central Administrative Tribunal (CAT);
- v) LBS National Academy of Administration (LBSNAA);
- vi) Central Bureau of Investigation (CBI);
- vii) Union Public Service Commission (UPSC) and
- viii) Public Enterprises Selection Board (PESB).

6.2 These can be categorized broadly as recruitment/selection agencies (UPSC, SSC and PSEB), Training Institutions (LBSNAA & ISTM), regulatory and

advisory institutions (CVC and CBI) and a quasi-judicial institution for redressal of service-related grievances (CAT).

**(a) Staff Selection Commission**

6.3 The number of candidates for the various examinations conducted by the Staff Selection Commission has been constantly going up. As against 7.27 lakh candidates appearing in 1996 at the various examinations conducted by the SSC, the number in the year 2000 rose by over three times to 24.79 lakh, the figures for the three years in between being, respectively, 11.30 lakh, 13.12 lakh and 18.82 lakh. Thus, quite clearly, what is relevant here is not the number of vacancies for which recruitment is done but the number of applications which the Commission has to handle and process. With the state of unemployment being what it is and with government being still regarded as the best and safest employer, the workload from the viewpoint of recruitment is unlikely to go down in the short run.

6.4 Mention needs to be made that the SSC is out – sourcing several areas of its work -- pre-examination work of sorting of applications, affixing of roll numbers on application forms, despatch of roll numbers/admit cards is done through a data processor; similarly, post-examination work like opening of parcels, scanning of OMR sheets, evaluation of answer scripts etc. is also out-sourced.

6.5 Even so there is some scope for reduction of posts in the SSC. For one, a large proportion of the posts lying vacant for a long time can be abolished. Secondly, in the Electronic Data Processing side within the SSC, the staff strength would need to be scaled down in line with the actual requirements.

6.6 In the background of the increasing stress on e-governance and the fact that this will certainly change the future scenario with regard to recruitment policies, minimum qualifications for Group B & C employees and, consequently, the role of recruiting and training institutions concerned, there is need for the ministry to set up a multi-disciplinary group for laying down the guidelines and the road map for the years ahead.

6.7 Some years down the line a review should also be undertaken with regard to the Staff Selection Commission in the event that downsizing at the relevant levels in the government and a dramatic reorientation from the view point of computerization and e-governance lead to a qualitative change in the requirement of government for recruitment of personnel serviced by the Staff Selection Commission.

6.8 Some Ministries/organisations have their own recruitment boards/staff selection commissions. Railway Ministry is reported to have 18 recruitment boards. Where there is only one recruitment agency in an organisation it can be argued that notwithstanding the reduction in annual intake, the number of applicants continues to be large and as a result no downsizing will be possible in the staff strength of the recruitment boards. This argument cannot however be advanced when there is more than one recruitment board in an organisation. The Department of Personnel & Training would therefore need to urgently examine whether in organisations with more than one recruitment board, some of these boards shall not be closed down straightaway having regard to the considerable fall in the recruitment in recent years.

**(b) Lal Bahadur Shastri National Academy of Administration**

6.9 The Lal Bahadur Shastri National Academy of Administration (LBSNAA) located at Musoorie in Uttaranchal is primarily an institution for training of entrants to government service through the annual Civil Services Examination conducted by the UPSC. This responsibility is discharged by the Academy by means of a Foundational Course conducted for the bulk of the different services covered by the Civil Services Examination, besides imparting intensive and in-depth training to entrants to the Indian Administrative Service. The Academy also conducts programmes for in-service training of IAS officers, including officers appointed to the IAS from State Civil Services. As is well known, various services like the IPS, the Indian Revenue Service as well as the different Railway Services have training institutions in the form of the National Police Academy at Hyderabad, the National Academy for Direct Taxes at Nagpur and the Railway

Staff College at Vadodara. Other services, too, have similar institutions.

6.10 In so far as the Foundational Course for the All India and the Central Services is concerned, the objectives of this course remain broadly as they were formulated in 1982 and as given below:

- (a) to promote esprit de corps among the probationers of different services, emphasizing the inter-dependence of various services as part of the higher civil services;
- (b) to motivate probationers towards developing certain basic professional, administrative and human values;
- (c) to impart a basic understanding of the constitutional, political, social, economic, legal, historical, cultural and administrative framework within which the services function.

6.11 There is a general perception that services other than the IAS do not lay great store by this programme and tend to think that the training of their probationers really starts only when they enter their exclusive training institutions run by their own services. It has also been pointed out that there is no sense of 'ownership' of this course among the other services. Considering the crucial role that the Foundation Course plays in bringing together officers of different cadres right at the beginning of their career it is necessary to remedy the situation without delay. The training institutes run by the other services would need to be associated in drawing up the syllabi for the Foundation Course. The senior staff members of these other institutes as also the heads and senior members of the other services should be provided an opportunity for interacting with the probationers through taking part in the conduct of the Foundation Course itself.

6.12 In addition to the induction and professional courses exclusively for IAS officers, the Academy also runs a large number of short duration courses, some for 2-3 days and some upto two weeks. Some of these are exclusively for IAS officers while in some, others also participate. There also many courses run exclusively for outsiders. In 1998, 22 such courses were organised most of them in Mussoorie; in 1999, 30 courses and in the year 2000, 27 courses. For these

courses the Institute provides infrastructure and in most cases faculty support is also provided. The conduct of such courses whether the faculty participate in it or not does impose considerable strain on the faculty of the Academy at a juncture where their services should be available on a full time basis for the training of service officers. Moreover, many of the short term courses conducted at a hillstation tend to be looked upon as a holiday, with some of the trainees turning up with their spouses and children as well. It will, therefore, be desirable for the Academy to move away from conduct of such short duration training courses to organising longer term, say 2-3 months in-house training programmes exclusively for IAS officers.

6.13 But then the Academy could take on this role, only if the government decide on reorienting the training as well as the career development of the IAS officers. With the present emphasis on economic reforms, specialisation, at least, at senior levels, has become all the more important. Thus while a strong foundation in the form of district and field level work as well as tenure in 2 or 3 different sectors, in the States and or at the Centre, is a must, in the first 17 years of service, it becomes equally necessary to channelise officers, when they become due for appointment as Joint Secretaries in specific areas like agriculture, rural development and poverty alleviation, delivery of services in areas like health, education, civic amenities etc., WTO matters, industrial policy, personnel management, law and order maintenance etc., areas in which they can spend the rest of their career. If such career progression approach is adopted, then there will be merit in the Academy organising 2-3 month training courses for officers of 8-10 year seniority in processing of complicated files and in giving them exposure to the policy issues in the different sectors in a great way; For officers of 17-20 years seniority level, at which they become Joint Secretaries there could be intensive training in specific areas like agriculture etc. mentioned above. The entire batches that are due for promotion to these levels could be called for training in two lots every year. The Academy could provide the basic infrastructural support for these trainings. More importantly, it could also provide

a good part of the faculty required for the 8-10 year seniority level training course. The Commission would therefore recommend the need for specialisation from the level of Joint Secretary onwards and linked to it, the Academy shifting over from organising short duration courses, to conducting 2-3 months course for IAS officers with 8-10 years of experience and 17-20 years of experience.

6.14 The last item relates to the composition of the faculty. Out of the sanctioned strength of 42 Group A posts, at present there are as many as 19 service officers in the faculty, not including the Joint Director and the Director in all! Even classes on Economics, Criminal and Civil Law and Constituency Law are taken by service officers. This position has come about because of the difficulty in recruiting specialists in such areas through the UPSC and the comparative ease with which officers of various services could be got on deputation. It is necessary that this situation is corrected immediately by taking action on two fronts. The first is to seek exemption from UPSC procedures to facilitate recruitment of such teaching staff on a contract basis for 2-3 years. The second is to access a panel of such experts who could be invited to come to the Academy for spells of 2-3 months. As the various courses, be it the Foundation Course or the Phase-I or Phase-II or the induction course for the promotees do not exceed three months duration it should be possible if things are planned well in advance to get such outside experts to come and take classes for one entire course. They could be paid lump sum honoraria for such work and given the facility of staying in the campus, along with their spouses as the guest of the Academy. Considering that many of these experts with an eye on career prospects may not be able to take time off for long periods from their regular work and also that at Mussoorie access to good quality research facilities are quite minimal, thus operating as a deterrent to good teachers, the prospect of getting such specialists for 2 to 3 months spells would appear to be a good bet.

6.15 It would be desirable for LBSNAA to be overseen by a high level and broad-based Academic Council. This could be chaired by the Cabinet Secretary, and include among others one or two Vice-Chancellors of Universities, a Director

each from an IIT and IIM as also the heads of some other training institutions, whether of the government or non-governmental. Secretary, Personnel and half a dozen IAS officers (some serving and some retired) could form the balance composition of this Academic Council. If such a Council could meet once in a quarter or once in six months, it could provide very good guidance and thrust to the activities of LBSNAA. The basic task of the Council would be to lay down clearly the activities that the Academy could undertake, the kind of syllabus which it could follow in each of the training courses, assist and to review if called upon in the selection of specialists to be appointed on a contract basis, or for inclusion in the panel for being invited for 2-3 months spells and to generally oversee whether the Academy is functioning on expected lines. This arrangement will also ensure that the Academy works towards a long term goal, without frequent shifts in its mix of activities. In all administrative, managerial and financial matters the present practice of the Director reporting to the DOPT could be continued.

**(c) *Institute of Secretariat Training & Management***

6.16 The Institute of Secretariat Training & Management (ISTM) has been providing training for over 3000 participants every year, though the number trained sharply dropped to 2200 in the year 2000-01. Considering the major changes that are taking place, particularly with the advances made in induction of IT facilities, and the need for training/retraining of secretariat staff, there is definitely a case for the various ministries/departments to depute more officials for such training. Even with the existing facilities and faculty strength this institute can aim at a much larger training coverage. As the measures for restructuring of activities and functions in different organisations gain momentum, the number of surplus personnel to be retrained and deployed would increase sharply. By closely coordinating with the surplus cell in DOPT, ISTM could play useful role in this task.

**(d) Other Organisations**

Four of the organisations coming under DOPT have not been covered in this report. The Central Vigilance Commission and the Central Bureau of Investigation were left out in view of the specialised nature of the work. The Union Public Service Commission and the Public Enterprises Selection Board were left out in view of the increasing number of applicants to be handled, notwithstanding reduction in the number of positions in certain levels for which recruitment/recommendations are to be made. These organisations could be studied by the SIU.

**Annex 'A'**

<b><u>DOPT</u></b>	<b><u>No. of Sanctioned Posts</u></b>	<b><u>No. of Posts filled up(01.5.2001)</u></b>
Group A	80	78
Group B	258	198
Group C	256	235
Group D	187	183
Total	<b>781</b>	<b>694</b>
<b><u>DAR &amp; PG</u></b>		
Group A	26	23
Group B	52	52
Group C	49	45
Group D	36	31
Total	<b>163</b>	<b>151</b>
<b><u>DP &amp; PW</u></b>		
Group A	14	14
Group B	39	36
Group C	32	29
Group D	18	17
Total	<b>103</b>	<b>96</b>

**Annex 'B'**

S. No.	Office	Group-A		Group-B		Group-C		Group-D		(As on 1.5.2001)	
		Sanctioned Strength	In Position	Sanctioned Strength	In Position	Sanctioned Strength	In Position	Sanctioned Strength	In Position	Total	
1.	S.S.C.	38	32	151	143	221	195	142	109	552	479
2.	ISTM	20	10	13(G) 16(NG) 29	13(G) 16(NG) 29	25	21	29	28	103	88
3.	CVC	45	42	41(G) 50(NG) 91	39(G) 47(G) 86	72	69	72	72	280	269
4.	CAT	49	48	334	269	501	473	408	399	1292	1189
5.	LBSNAA	42	26	11(G) 16(NG) 27	9(G) 14(NG) 23	123	117	137	128	329	294
6.	CBI	615	419	199	164	4925	4219	144	116	5883	4918
7.	UPSC	176	169	172(G) 412(NG)	171(G) 411(NG)	838	681	561	517	2159	1949

SSC – Staff Selection Commission  
ISTM – Institute of Secretariat Training and Management  
CVC - Central Vigilance Commission

CAT - Central Administrative Tribunal  
LBSNAA – Lal Bahadur Shastri National Academy of Administration  
CBI – Central Bureau of Investigation  
UPSC – Union Public Service Commission

\* Information as on 31.3.2000.