



**FIFTH
PUNJAB PAY COMMISSION**

REPORT

.K. Tuteja, IAS (Retd.)



**Chairman,
Fifth Punjab Pay Commission**

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D.O. No. 2/M/FPPC/09/511
Dated: the 20th April, 2009

My dear Sir,

I have the privilege to forward herewith the report of this Commission.

On behalf of the Commission I would like to thank you and all the officers of the Government of Punjab for the help, assistance and support given to the Commission, which enabled successful completion of its work.

With regards,

Yours sincerely,


(S.K. Tuteja)

Shri Ramesh Inder Singh, IAS,
Chief Secretary to Government, Punjab.

**HIGHLIGHTS OF THE REPORT OF THE FIFTH PUNJAB PAY
COMMISSION**

- Pay Scales, Allowances and Pensions of Punjab Government employees revised. Average increase to be around 27%.
- The Retirement age for all employees to be 60.
- Implementation of the revised pay scales from January 1,2006.
- Recommendations relating to allowances to be implemented from the date of notification by the Government.
- Five distinct running pay bands with longer spans being recommended-one running band each for all categories in groups D,C and B and 2 running pay bands for Group 'A'.
- Each post has a distinct Grade Pay attached to it. Grade pay is linked to its seniority in the hierarchy.
- Total number of Pay Scales to remain 32, spread across five distinct running pay bands.
- Several categories of employees such as Teachers, Nurses, Constabulary to get higher pay scales.
- A person stagnating at the maximum of any pay band for more than one year continuously to be placed in the immediate next higher pay band without any change in the grade pay.
- The following scheme of revised Pay Bands and Grade Pay has been recommended:

(in Rs.)

Sr. No.	Pre-revised			Revised			Initial Pay
	Group	Pay Scale	Pay Band	Group	Corresponding Pay Bands	Grade Pay	
1.	D	2520-100-3220-110-3660-120-4140	PB1	D	4900-10680	1300	6200
2.	D	2720-100-3220-110-3660-120-4260	PB1	D	4900-10680	1400	6700
3.	D	2820-100-3220-110-3660-120-4260-140-4400	PB1	D	4900-10680	1650	6950
4.	C	3120-100-3220-110-3660-120-4260-140-4400-150-5000-160-5160	PB2	C	5910-20200	1900	7810
5.	C	3120-100-3220-110-3660-120-4260-140-4400-150-5000-160-5800-200-6200	PB2	C	5910-20200	1950	7960
6.	C	3330-110-3660-120-4260-140-4400-150-5000-160-5800-200-6200	PB2	C	5910-20200	2000	8240
7.	C	4020-120-4260-140-4400-150-5000-160-5800-200-6200	PB2	C	5910-20200	2400	9880
8.	C	4400-150-5000-160-5800-200-7000	PB2	C	5910-20200	2800	11170
9.	C	4550-150-5000-160-5800-200-7000-220-7220	PB2	C	5910-20200	3000	11470
10	C	5000-160-5800-200-7000-220-8100	PB3	C	10300-34800	3200	13500
11	C	5480-160-5800-200-7000-220-8100-275-8925	PB3	C	10300-34800	3600	14430
12	C	5800-200-7000-220-8100-275-9200	PB3	B	10300-34800	3800	14590
13	B	6400-200-7000-220-8100-275-10300-340-10640	PB3	B	10300-34800	4200	16290
14	B	7000-220-8100-275-10300-340-10980	PB3	B	10300-34800	4400	17420
15	B	7220-220-8100-275-10300-340-10980	PB3	B	10300-34800	4600	18030
16	B	7220-220-8100-275-10300-340-11320	PB3	B	10300-34800	4800	18250
17	A	7220-220-8100-275-10300-340-11660	PB3	A	10300-34800	5000	18450
18	A	7880-220-8100-275-10300-340-11660	PB3	A	10300-34800	5400	20300

Sr. No.	Pre-revised			Revised			Initial Pay
	Group	Pay Scale	Pay Band	Group	Corresponding Pay Bands	Grade Pay	
19	A	7880-220-8100-275-10300-340-12000-375-13500	PB4	A	15600-39100	5400	21000
20	A	9200-275-10300-340-12000-375-13500-400-13900	PB4	A	15600-39100	5700	22820
21	A	9750-275-10300-340-12000-375-13500-400-14700	PB4	A	15600-39100	6000	24140
22	A	10025-275-10300-340-12000-375-13500-400-15100	PB4	A	15600-39100	6600	25250
23	A	12000-375-13500-400-15100	PB4	A	15600-39100	7400	31120
24	A	12000-375-13500-400-15500	PB4	A	15600-39100	7600	31320
25	A	12000-375-13500-400-15900-450-16350	PB4	A	15600-39100	7800	31520
26	A	13125-375-13500-400-15900-450-16350	PB4	A	15600-39100	8200	32620
27	A	13500-400-15900-450-16800	PB4	A	15600-39100	8400	33510
28	A	14300-400-15900-450-18150	PB5	A	37400-67000	8600	46000
29	A	14300-400-15900-450-18600	PB5	A	37400-67000	8700	46100
30	A	14300-400-15900-450-18600-500-20100	PB5	A	37400-67000	8800	46200
31	A	16350-450-18600-500-20100	PB5	A	37400-67000	8900	48590
32	A	18600-500-22100	PB5	A	37400-67000	10000	54700

- Uniform Annual increment to be three percent of pay for all employees.
- The present system of Dearness Allowance on Central pattern to continue.
- Existing fixed amount of allowances to be doubled and made inflation proof with a provision of 25% automatic increase

whenever dearness allowance payable on revised pay scales goes up by 50%.

- 5 percentage points increase in House Rent Allowance (HRA) for all areas in Punjab. However, City Compensatory Allowance to be discontinued.
- Rural Area Allowance to continue at 6%.
- TA/DA rates revised upwards.
- Transport Allowance for blind and orthopedically handicapped employees to continue with enhanced limit of Rs. 450/-.
- Employees allowed to encash 10 days of leave at the time of availing LTC with a maximum of 60 days during the entire career. 60 days leave encashed not to be deducted from accumulated leave of 300 days.
- Education allowance of Rs. 500/- per child per month upto 2 children recommended.
- Fixed Medical Allowance raised to Rs. 500/- per month.
- Mobile allowance varying from Rs. 100 to 500 recommended for all employees.
- Non-Practicing Allowance of 25% of Basic Pay (NPA) to be given to Ayurvedic, Homeopathic and Veterinary Doctors besides PCMS Doctors and Dentists.
- Officers on deputation as Faculty Members to Training Institutions to get 30% Deputation Allowance.

- Risk allowance to be replaced by risk insurance cover for employees ranging from Rs. 5 lakhs to Rs. 15 lakhs.
- One increment recommended for Group 'C' and 'D' employees for limiting Family size to two children. An additional increment recommended for restricting family size to two children even when both children are girls.
- Ex-gratia to be increased from Rs. one lakh to Rs. 3 lakhs in case of death in harness and from Rs. 3 lakhs to Rs. 10 lakhs for death in the case of performance of duty such as dealing with riots, terrorist attack or enemy action.
- A new mechanism for grant of advances to employees through approved banks suggested with an interest subsidy equal to two percentage points (4 percentage points for disabled employees) by the Government. Existing limits of various advances also increased with a provision made for their automatic revision periodically.
- All pensioners to have a fitment benefit on Central Pattern.
- Pension to be paid at 50% of the average emoluments/last pay drawn after 20 years of service without linking it to 33 years of qualifying service for grant of full pension.
- A liberal severance package recommended for employees leaving service between 15 to 20 years of service.
- Higher rates of pension for retirees and family pensioners on attaining the age of 80, 85, 90, 95 and 100 years while continuing with the existing old age allowance on attaining 65 and 75 years.

- In case of Government employees dying in riots or terrorist attack or enemy action, family pension to be paid at enhanced rate for 10 years.
- Devising of an appropriate insurance scheme suggested for meeting the medical needs of existing employees and pensioners.
- Citizen's Charter to be compulsory for all the departments.
- E-governance and use of new information technology recommended for delivery of public services.
- Toll free help lines to be set up by the departments for effective delivery of Government Services.
- Use of Lok Adalats for dispute resolution encouraged.
- Specifically designed Training Programmes recommended for officers to ensure success of Public Private Partnership (PPP) initiatives.
- In-service training made necessary for promotion to higher grades after completion of 9 and 14 years of service.
- Multi-skilling of Group 'D' employees to encourage.
- Merger of the Secretariat and Personal Staff cadres suggested in the Civil Secretariat. All future recruitment to be made as Executive Assistants with minimum qualifications of Graduation and one year Diploma in Computers. Executive Assistants to discharge the functions presently being carried out by Assistants as well as the Personal Staff.

- Recommendations of the Commission would lead to an additional expenditure of Rs. 2050 crores per annum for serving employees and Rs. 650 crores for pensioners.
- Recommendations of the Commission are estimated to cost Rs. 3450 crores for serving employees and Rs. 1350 crores for pensioners for payment of arrears.
- All the recommendations to be treated as an organic whole as partial implementation will bring in anomalies and inconsistencies.

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CHAPTER 1

Introduction

- 1.1 The pay structure of the State Government employees has always been of great concern to the stakeholders, i.e. the employees, the State Government and the public at large. Generally, the pay structure of the Government employees is revised once in a decade on the basis of the recommendations of a Pay Commission. The State of Punjab too has been following this practice. The State had last revised the pay structure of its employees on the basis of the recommendations made by the Fourth Punjab Pay Commission (Notification No. 7/1/97-FPI/7370 of 19th May 1998) and thereafter, an Anomaly Committee was constituted by the State of Punjab (Notification No. 8/1/94-6PP3/14357 of 7th July, 1998). Consequent upon the recommendations of the Committee, certain modifications were made to the notification of 19th May 1998.
- 1.2 The Fifth Punjab Pay Commission was constituted by the State Government on 19th December, 2006 (Notification No. 8/2/03-6PP3/18365) with the following (Annexure-I):
- | | | |
|-------|---|---------------------|
| (i) | Shri S.K. Tuteja, IAS (Retd.) | Chairman |
| (ii) | Shri A.S. Oberai
Director (Retd.),
International Labour
Organization (ILO) | Member |
| (iii) | Prof. B.S. Ghuman
Head, Department of
Public Administration,
Panjab University | Member |
| (iv) | Shri R.C. Nayyar, IAS | Member
Secretary |
- 1.3 The Terms of Reference of the Commission were issued on 3rd March, 2008 (Notification No. 8/2/03-6PP3/3134 (Annexure -II)).

These are reproduced below:

- (i) To examine the principles and the date of effect thereof that should govern the structure of pay, allowances and other facilities/benefits, whether in cash or in kind, to all categories of employees in the State of Punjab to whom the Punjab Civil Services Rules, Volume I, Part I apply, except the employees whose scales of pay have been determined on the recommendations of the University Grants Commission;
- (ii) To suggest ways and means through which services in the State Government departments can be developed as professionalised, citizen-oriented & citizen-friendly with efficiency and efficacy in governance through the use of modern information and communication technologies. While making such suggestions, special emphasis should be on improving the delivery of public services to the people, restructuring/reengineering the Government business processes and promoting service deliveries in the Public Sector-Private Sector-Partnership mode;
- (iii) To work out a comprehensive and simplified pay package for the categories of State Government employees mentioned in (i) above, linked to the measures that promote efficiency, productivity, accountability, responsibility, service orientation discipline and transparency;
- (iv) While making recommendations, the financial condition of the State, having regard to the provisions of the Punjab Fiscal Responsibilities and Budget Management Act, 2003, be kept in view. To curb non-productive expenditure, the Commission shall suggest a cap on expenditure on salaries, wages and pensions as a percentage of Revenue Receipts of the State and other economy measures to fund the additional expenditure on the implementation of its recommendations. While doing so, new staffing structures/norms may be suggested, having regard to changed role of the Government and I.T. application;
- (v) To examine the principles which should govern the structure of pension, death-cum-retirement gratuity, family pension and other terminal or recurring benefits having financial implications to the present and former State Government employees, appointed before January 1, 2004;
- (vi) To examine the Assured Career Progression Scheme; and

- (vii) To examine the issue of Fixed Medical Allowance/reimbursement of medical expenditure along with the aspect of other better alternatives/possibilities such as Medical Insurance etc. in this regard.
- 1.4 The Terms of Reference of the present Pay Commission differ from that of the Fourth Punjab Pay Commission significantly, as this Commission has specifically been asked to make recommendations about the delivery of public services in a professionalized, citizen-oriented and citizen-friendly manner with efficiency and efficacy. Clause - (iv) of the Terms of Reference require the present Commission to make its recommendations after taking into account the financial position of the State, which has to adhere to the Punjab Fiscal Responsibility and Budget Management Act, 2003.
- 1.5 The first meeting of the Commission was held on 22 December, 2006. The Commission evolved its own procedures to conduct its work as per its Terms of Reference. The commission took a conscious decision to keep the paperwork to the minimum and to use more of web-based applications for its functioning. The Commission also got published Public Notice in relation to its work thrice in newspapers (The Tribune, The Hindustan Times, Ajit, Punjab Kesri and Dainik Bhaskar) on 17th April, 2008, 1st May, 2008 and 16th June, 2008 (Annexure -III, IV & V).
- 1.6 In response to the Public Notice, the Commission received 510 representations from individuals and employees' associations/ organizations in writing and 56 representations through web-based e-mails. All the representations were displayed on the web site of the Commission (www.punjabgovt.gov.in). The Commission intimated to all the interested individuals and employees' associations/ organizations through notice on the web-site of the Commission as well as through the Public Notice published in the newspapers on 28th August, 2008 and 25th September 2008 that

they would be heard in person on the indicated date and time. The Commission usually held its sittings twice a day, on every Thursday and Friday during September-October 2008 for public hearing.

1.7 After hearing the interested individuals and employees' associations/ organizations, the Commission prepared a brief of the issues relating to each of the Administrative Department and circulated to the concerned Administrative Secretaries and Heads of Department in November, 2008, who were then requested to meet the Commission and give their views, in particular on the following three issues:-

- (i) the limitations/ constraints/ difficulties faced by the departments in providing professionalized, citizen-oriented and citizen-friendly services;
- (ii) the need for restructuring/reengineering of office systems and procedures with a view to promoting accountability, transparency and productivity; and
- (iii) the requirements for Human Resource Development, in particular the In Service Training to make delivery of Government Services more professionalized and efficient.

1.8 Further to ensure full participation of all the Administrative Departments, the Commission circulated a Structured Questionnaire (Annexure - VI) to elicit necessary information/ suggestions about the functioning of the individual Departments. In addition, General Public was requested through public notice on the web site and in the newspapers to send their responses to a specifically designed Questionnaire (Annexure -VII).

1.9 The responses to these Questionnaires were received in many cases in writing, although the request was made to send replies by utilizing the web site of the Commission. In all, 34 responses from

Administrative Departments and 332 responses from General Public were received.

- 1.10 After the collection and compilation of all the relevant information, examining the reports of the previous Punjab and Central Pay Commissions and based on National and International experience, the Commission developed its Guidelines for determining an equitable and just pay structure for the employees of the State. Most of the data/representations/issues/responses, etc. have been placed on the web site of the Commission so that interested persons/organizations can have access to it. To make the report more readable and functional, efforts have been made to keep it as brief as possible.

Punjab Economy and its Fiscal Health

2.1 As mentioned in Chapter 1, the Terms of Reference of the Commission require that the financial condition of the State should be kept in view while making its recommendations. The Commission has also been asked to suggest a cap on expenditure on salaries, wages and pensions as a percentage of Revenue Receipts of the State. Accordingly, the Commission undertook an exercise to take stock of the situation regarding growth profile of the Punjab economy along with its fiscal health, including the compliance of provisions of the Punjab Fiscal Responsibilities and Budget Management Act, 2003.

Growth Profile

2.2 Punjab economy enjoyed a very distinct position among the Indian States by experiencing a rate of growth above 5 per cent per annum for more than 20 years since the mid 1960s. Other States of India tried to emulate Punjab model of growth. The rate of growth, however, has slowed down during the 1990s and the trend is still continuing. Needless to mention, India attained 9 per cent growth in the recent past.

2.3 Table 2.1 shows that Punjab economy recorded a rate of growth 4.39 per cent per annum between 1999-2000 and 2006-07.

Table 2.1
Gross State Domestic Product At Constant Prices (1999-2000)

(Rs. in Crores)

Sr. No.	State	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	Compound
										Growth Rate %
1.	Andhra Pradesh	129403	139679	145543	150281	164213	175641	190957	207904	6.81
2.	Gujarat	109861	104494	113277	122500	140598	153079	170200	185802	8.90
3.	Haryana	51278	55477	59850	63659	69388	75676	82604	92053	8.53
4.	Himachal Pradesh	14112	15004	15786	16585	17925	19281	20928	22854	7.04
5.	Karnataka	97303	103203	106304	111005	115223	124496	133769	142097	5.45
6.	Kerala	68617	71242	74914	80273	85253	92075	98817	106833	6.66
7.	Maharashtra	247830	242615	253072	270170	290468	314312	343501	376783	6.13
8.	Punjab	67176	69836	71174	73172	77212	81229	85729	91148	4.39
9.	Tamil Nadu	134187	141973	139790	142366	150915	167775	180120	193404	5.32
10.	West Bengal	135182	140400	150721	156415	165410	176533	189746	206570	6.14
	India	1786525	1864300	1972606	2048287	2222758	2388384	2612847	2864309	6.95

Source: Economic and Statistical Organisation, Punjab.

2.4 The growth rate of States such as Gujarat (8.90 per cent), Haryana (8.53 per cent), Himachal Pradesh (7.04 per cent), Andhra Pradesh (6.81 per cent), Kerala (6.66 per cent), West Bengal (6.14 per cent), and Maharashtra (6.13 per cent) was around one and a half times more than that of Punjab. The Indian economy also grew at a higher rate (6.95 per cent) during the period under review.

2.5 Punjab has also experienced erosion in terms of per capita income. Punjab enjoyed first position among the Indian States in per capita income since mid 1960s. However, along with deceleration in the overall rate of growth, Punjab's first position in per capita income is also relegated to fifth position during 2006-07. States like Goa (Rs. 52,530), Delhi (Rs. 50,565), Haryana (Rs. 35,779), Maharashtra (Rs. 30,750) recorded per capita income higher than that of Punjab (Rs. 30,158).

Table 2.2
Per Capita Net State Domestic Product
At Constant Prices (1999-2000)

(in Rs.)										
S. No.	State	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	Compound Growth Rate %
1.	Andhra Pradesh	15507	16622	17260	17486	18961	19871	21334	22835	5.45
2.	Delhi	38673	38623	38627	40492	40898	43745	46239	50565	3.83
3.	Goa	42296	38989	39339	40602	42206	45394	48419	52530	3.72
4.	Gujarat	18864	17227	18200	19509	22387	23346	25487	27027	6.59
5.	Haryana	23121	24328	25557	26622	28484	30502	32724	35779	6.31
6.	Himachal Pradesh	20806	21824	22543	23234	24377	26278	272332	28235	4.57
7.	Karnataka	16703	17405	17505	18045	18400	19692	20866	21931	3.87
8.	Kerala	19294	19724	20519	21699	22848	24217	25657	27284	5.24
9.	Maharashtra	23011	21892	22242	23422	24707	26359	28433	30750	4.75
10.	Punjab	25611	25990	25994	26065	26955	27851	28872	30158	2.58
11.	Tamil Nadu	19378	20249	19691	19628	20672	22835	24308	25898	2.40
12.	West Bengal	15826	16185	17173	17515	18232	19191	20396	21953	4.65
	India	15881	16172	16764	17101	18317	19325	20858	22553	5.06

Source: Economic and Statistical Organisation, Punjab.

2.6 Punjab experienced lower rate of growth (2.58 per cent per annum) as compared to all India (5.06 per cent) and most other States (See Table 2.2).

2.7 Modernized and commercial agricultural sector was the major source of growth of Punjab economy till recently. New Agricultural Strategy popularly known as Green Revolution Strategy introduced during the mid 1960s helped the State to emerge as a leader across the Indian States. The development experience across the Globe suggests that agricultural sector especially crop husbandry cannot be a reliable source of growth on sustained basis. The growth story of Punjab is in consonance with this development

experience. The agriculture, the trusted engine of growth started slowing down its speed. Agricultural sector, which grew at a rate of around 5 per cent per annum up to 1980s, has entered the deceleration phase. Agriculture sector has experienced a rate of growth below 1 per cent between 1999-2000 and 2006-07. The major contributing factors for the sliding down of agricultural growth are the declining trend in land productivities of two principal crops namely wheat and paddy. For example the yield rate of wheat was 4221 kgs per hectare during 2004-05. It came down to 4210 kgs per hectare in 2006-07. Similarly in case of paddy the productivity came down from 3943 kgs per hectare in 2004-05 to 3868 kgs per hectare in 2006-07. Other factors adversely affecting rate of growth of agricultural sector are technology and policy fatigues, declining trends in the area under cultivation, deterioration in the quality of soil, depletion of underground water, etc.

- 2.8 In spite of sliding down, agricultural sector, including live stock, is still contributing around one- third to State income, which is much higher than that of any other developed state (See Table 2.3).

Table 2.3
Share of Agricultural Sector in State Income of Selected States
At Constant Prices (1999-2000)

(Percentage)			
S. No.	State	1999-2000	2006-07
1.	Gujarat	14.54	15.29
2.	Haryana	30.92	21.07
3.	Himachal Pradesh	19.00	18.30
4.	Maharashtra	14.61	12.63
5.	Punjab	36.95	31.31
6.	Tamil Nadu	15.03	11.91
	India	22.99	16.97

Source: Economic and Statistical Organisation, Punjab.

2.9 The international development experience suggests that agricultural growth is followed by industrial growth. Unfortunately this has not happened in the case of Punjab. The level of industrial development measured in terms of share of industrial sector in state income shows that Punjab is relatively low industrialized State. The share of manufacturing sector in State income was 14.49 per cent during 2006-07 in Punjab which is lower than the national average (15.39 per cent). Several States, such as Gujarat (29.89 per cent), Maharashtra (19.34 per cent), Tamil Nadu (19.21 per cent) and Haryana (19.28 per cent) enjoy higher industrial development than that of Punjab (See Table 2.4).

Table 2.4
Share of Manufacturing Sector in State Income of Selected States
At Constant Prices (1999-2000)

(Percentage)			
S. No.	State	1999-2000	2006-07
1.	Gujarat	30.75	29.89
2.	Haryana	20.30	19.28
3.	Himachal Pradesh	11.85	11.98
4.	Maharashtra	20.64	19.34
5.	Punjab	14.93	14.49
6.	Tamil Nadu	19.78	19.21
	All India GDP	14.78	15.39

Source: Economic and Statistical Organisation, Punjab.

2.10 The major factors constraining industrial development in the State include locational disadvantages of the State from major national markets, ports, lack of mineral resources, incentives announced by the central government to industry in the neighbouring hilly states like Himachal Pradesh, Uttarakhand, Jammu & Kashmir and proximity to a sensitive international border.

2.11 In the backdrop of deceleration/stagnation of production centric sectors, agriculture and industry, it is interesting to find that the share of service sector is increasing in the economy of Punjab. The share of service sector was 39.72 per cent in the State income during 1999-2000 and it increased to 42.13 per cent in 2006-07 (See Table 2.5). The share of service sector, however, was lower than that of India (54.74 per cent) and many other states including Maharashtra (58.69 per cent), Tamil Nadu (57.00 per cent), Gujarat (44.01 per cent), Haryana (47.66 per cent). The services sector grew at a rate of 6.52 per cent in Punjab from 1999-2000 to 2006-07.

Table 2.5
Share of Service Sector in State Income of Selected States
At Constant Prices (1999-2000)

(Percentage)			
S. No.	State	1999-2000	2006-07
1.	Gujarat	42.17	44.01
2.	Haryana	39.39	47.66
3.	Himachal Pradesh	40.28	38.45
4.	Maharashtra	54.75	58.69
5.	Punjab	39.72	42.13
6.	Tamil Nadu	53.06	57.00
	India	49.69	54.74

Source: Economic and Statistical Organisation, Punjab.

2.12 The above analysis suggests that in Punjab, Service Sector has the potential for future growth. Within the Services Sector, education and health are likely to be the major drivers of growth particularly in the age of Knowledge Economies and Demographic Dividends. Punjab has succeeded in controlling its population growth. Need of the hour is to improve the quality of human resources because the ability of the State to attract Foreign Direct Investment, new technologies and establishment of new production bases would

depend more on its capacity to offer high quality skilled human resources in emerging technologies. Liberal investment in education and health sectors can, therefore, help the State in a big way to improve the quality of its human capital and earn handsome social rate of return.

Fiscal Health

2.13 Fiscal health of an economy largely depends upon the overall and sectoral buoyancies of the economy. The foregoing analysis clearly reveals that Punjab economy has been experiencing deceleration in its rate of growth. Its high profile sector, namely, agriculture has been passing through turbulent period. The industrial sector has also been stagnating. The cumulative effect of these regressive tendencies in the economy has been reflected in the form of considerable fiscal stress in the economy.

2.14 The visible symptom of fiscal stress is the magnitude of the revenue deficit. It was Rs. 450 Crores in 1995-96 (See Table 2.6). Since then it has been increasing. It was highest (Rs. 3781 Crores) during 2001-02. It has come down considerably during 2005-06 (Rs. 1240 Crores) and 2006-07 (Rs. 1749 Crores). Revenue deficit recorded overall rate of growth of 8.32 percent per annum between 1995-96 and 2006-07. It was 1.17 percent of State GDP in 1995-96 and increased to 4.71 percent in 1998-99. Recently, revenue deficit as percent of the State GDP has come down. For example it was 1.43 per cent and 2.74 per cent of State GDP in the year 2006-07 and 2007-08, respectively but it is still quite large.

Table 2.6
Revenue Deficit and Fiscal Deficit

Year	Revenue Deficit		Fiscal Deficit		Revenue Deficit as % of Fiscal Deficit
	Rs. in Crores	% of GSDP	Rs. in Crores	% of GSDP	
1995-96	450	1.17	1365	3.53	32.99
1996-97	1357	3.07	1465	3.31	92.65
1997-98	1484	3.05	2478	5.09	59.89
1998-99	2629	4.71	3779	6.78	69.55
1999-2000	2727	4.06	3195	4.76	85.37
2000-01	2336	3.13	3904	5.23	59.84
2001-02	3781	4.75	4959	6.23	76.24
2002-03	3754	4.56	4410	5.36	85.12
2003-04	3563	3.95	4880	5.41	73.01
2004-05	3391	3.51	4115	4.26	82.39
2005-06	1240	1.14	2654	2.44	46.73
2006-07	1749	1.43	4384	3.60	39.89
2007-08 (Pre-actual)	3823	2.74	4605	3.30	83.03

Source: Punjab Budget Documents.

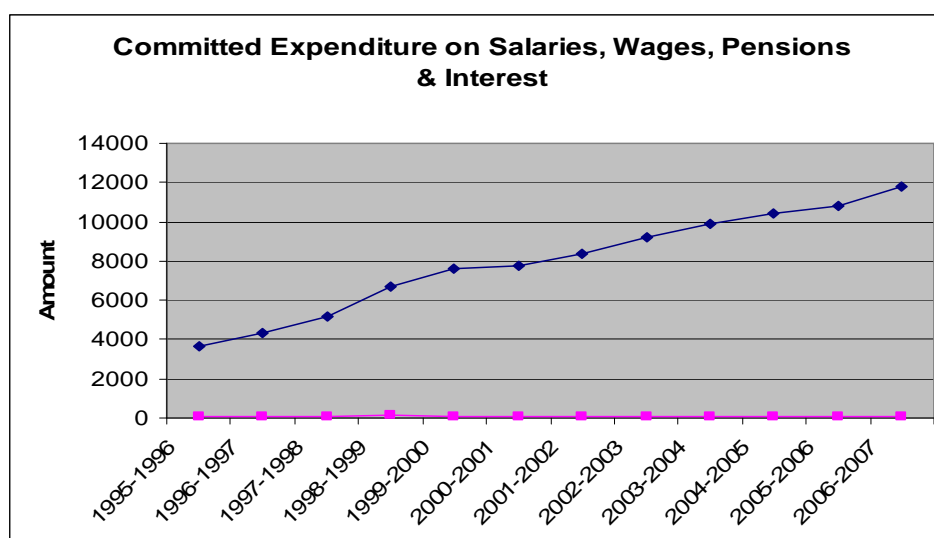
2.15 Committed expenditure on salaries, pensions and interest payments claims lion's share of revenue receipts. Committed expenditure was 70.79 per cent of the revenue receipts in 1995-96. It peaked at 116.70 per cent in 1998-99. The committed expenditure (See Table 2.7) was 70.50 percent of revenue receipts in 2006-07. Due to the higher committed expenditure, other services suffer hugely for want of funds. Among remaining services, education and health suffer more being easy targets of economy measures.

Table 2.7
Committed Expenditure of Punjab State

(Rs. in Crore)

Year	Committed Expenditure	
	Expenditure on Salaries, Pensions & Interest	Percentage of Revenue Receipts
1995-96	3670	70.79
1996-97	4316	77.51
1997-98	5160	81.24
1998-99	6717	116.70
1999-2000	7597	101.73
2000-01	7748	82.62
2001-02	8346	93.47
2002-03	9184	82.95
2003-04	9873	81.33
2004-05	10456	75.73
2005-06	10806	63.69
2006-07	11840	70.50
Compound Growth Rate (1995-96 to 2006-07)	10.54	

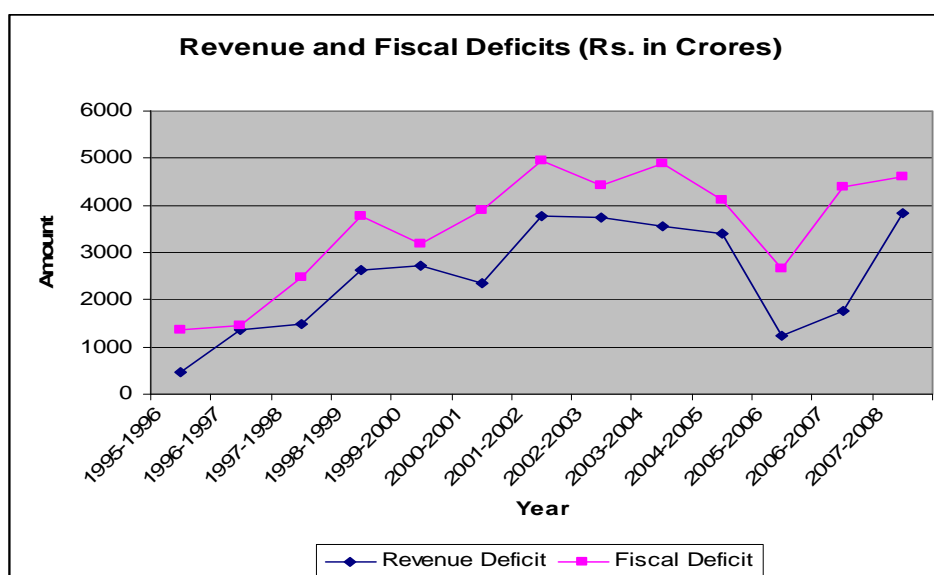
Source: Annual Financial Statements-Department of Finance, Punjab.



2.16 The increase in Fiscal Deficit is another indicator suggesting poor financial health of the State. Fiscal deficit was 3.53 per cent of GSDP in 1995-96. It peaked at 6.78 per cent in 1998-99 and then declined to 2.44 per cent in 2005-06. In 2006-07 fiscal deficit increased to 3.60 per cent of GSDP (See Table 2.6). It experienced a marginal decline in 2007-08 (3.30 percent).

2.17 The increasing Revenue Deficit as percentage of Fiscal Deficit is another serious source of concern in case of Punjab. It was only 32.99 per cent in 1995-96. But increased to 83.03 percent in 2007-08 suggesting that major proportion of borrowing was utilized for financing current expenditure and only 16.97 per cent of the borrowing was spent on development projects (See Table 2.6).

2.18 This trend is non-sustainable in the long run and may result in pushing the State into a debt trap. The behaviour of revenue and fiscal deficit of Punjab government is depicted graphically below:



2.19 In the beginning of the 2000s the deterioration of fiscal health was almost an all India phenomenon. In view of the fiscal distress, the Central Government enacted the Fiscal Reforms and Budget Management Act (FRBMA) in 2003. The major objective of FRBMA is to provide a defined mandate for medium term fiscal management. The Rules under the FRMBA postulate that the Revenue Deficit be cut down by an amount equivalent to half per cent or more of the estimated GDP at the end of each financial year and be eliminated completely by 31st March 2009. Fiscal Deficit is to be cut down by an amount equivalent to 0.3 per cent or more of the estimated GDP at the end of each financial year and cut down to no more than 3 per cent of the estimated GDP by the financial year ending on 31st March 2009.

2.20 The Twelfth Finance Commission (TFC) had set targets in regard to revenue deficit and fiscal deficit which were incorporated through an amendment in the FRBMA. On the recommendations of the 12th Finance Commission, the State Government has also adopted a fiscal correction plan. As per the correction plan, Revenue Deficit is to be reduced to zero by 2008-09 and Fiscal Deficit is to be brought down to 3 % or below of GSDP by the year 2008-09. The Government of India as per recommendations of TFC had formulated State's Debt Consolidation and Relief Facility (DCRF) for the period 2005-06 to 2009-10. The State Government achieved the stipulated target for the year 2005-06 and was able to secure a relief of Rs. 152 Crore for 2005-06. The State Government would get relief of Rs. 760 Crore from 2005-06 to 2009-10 provided the set targets are achieved. The relief is by way of part payment of principal amount to Government of India (Draft

Annual Plan, 2009-10, p. 6). The progress on account of amended FRMB Act has been shown in Table 2.8.

Table 2.8
Revenue and Fiscal Deficit

Year	Revenue Deficit			Fiscal Deficit			
	Target (Rs. Cr.)	Achievements (Rs. Cr.)	Achievements as % of GSDP	Target (Rs. Cr.)	Target as % of GSDP	Achievements (Rs. Cr.)	Achievements as % of GSDP
2000-01	-	2335.97	3.13	-	-	3903.75	5.23
2001-02	-	3781.19	4.74	-	-	4958.97	6.22
2002-03	-	3753.94	4.54	-	-	4410.22	5.34
2003-04	-	3562.96	3.97	-	-	4879.78	5.43
2004-05	-	3390.55	3.51	-	-	4114.94	4.26
2005-06	2135.18	1240.25	1.18	3684.37	3.75	2653.92	2.53
2006-07	1896.47	1748.69	1.53	4049.28	3.71	4383.58	3.84
2007-08	724.75	3823.24	2.79	3662.84	3.15	4604.54	3.36
2008-09 (Budget Estimate)	1.97	1000.18	0.66	3919.93	2.92	4364.67	2.88

Source: Punjab Budget Documents.

2.21 Table 2.8 shows that the progress on fiscal consolidation front under FRBM Act is mixed. The revenue deficit is not likely to reach zero level by the end of 31 March 2009. But, the target is likely to be achieved so far as fiscal deficit as 3% of GDP is concerned.

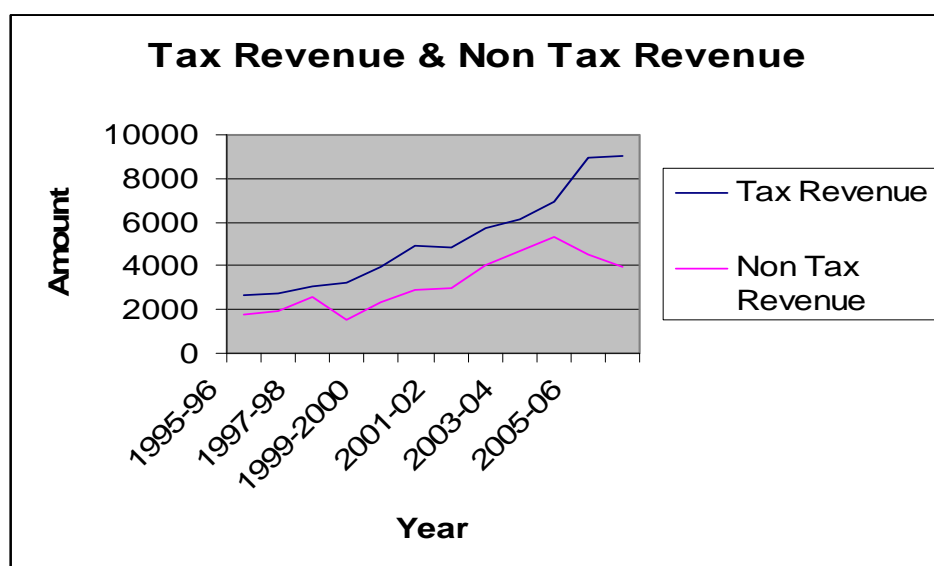
2.22 Tax revenue constitutes major share of total revenue of the State. Tax Revenue comprised 59.87 per cent in 1995-96 and it was 69.41 per cent in 2006-07 (See Table 2.9). The tax revenue also experienced a higher rate of growth (12.70 percent per annum) as compared to Non Tax Revenue (10.32 percent).

Table 2.9
Tax/Non-Tax Revenue (Punjab)

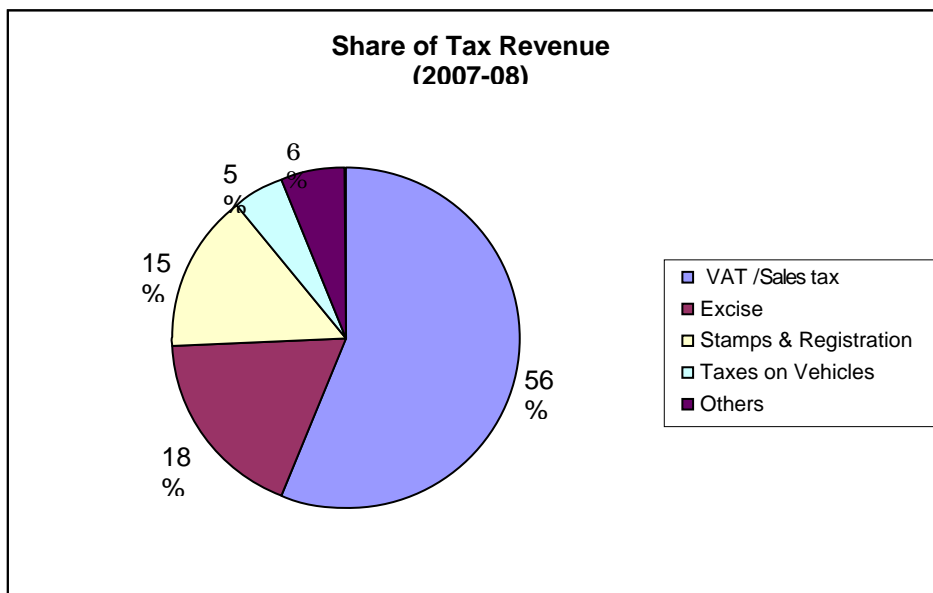
(Rs. in Crore)

Year	Tax Revenue	Percentage Tax Revenue	Non Tax Revenue	Percentage Non Tax Revenue	Total
1995-96	2651	59.87	1777	40.13	4428
1996-97	2735	58.49	1945	41.51	4680
1997-98	3045	54.36	2357	45.64	5402
1998-99	3262	68.40	1507	31.60	4769
1999-2000	3947	62.57	2361	37.43	6308
2000-01	4895	62.52	2935	37.48	7830
2001-02	4820	61.95	2960	38.05	7780
2002-03	5711	58.59	4036	41.41	9747
2003-04	6146	56.84	4666	43.16	10812
2004-05	6945	56.45	5358	43.55	12303
2005-06	8989	66.46	4536	33.54	13525
2006-07	9017	69.41	3973	30.59	12990
Compound Growth Rate (1995-96 to 2006-07)	12.70		10.32		11.86

Source: Annual Financial Statements –Department of Finance, Punjab.



2.23 The Sales tax/Value Added Tax (VAT), Stamps and Registration, State Excise and Taxes on Vehicles comprise the principal taxes in the State. The State's own tax revenue was Rs. 2651 Crores in 1995-96, which has increased to Rs. 9017 Crores in 2006-07 registering a rate of growth of 12.70 per cent per annum. Tax wise share in total tax revenue is depicted below:



2.24 VAT/Sales Tax collection is steadily increasing in Punjab. Tax collection, however, from State Excise has almost stagnated. Tax Revenue on account of Stamps and Registration has experienced a decline of 17 per cent in 2007-08.

2.25 Non-Tax revenue receipts mainly consist of interest receipts, recoveries by various departments for services provided, etc. The Non-Tax Revenue of the State was Rs. 1777 Crores in 1995-96, which reached Rs. 3973 Crores in 2006-07, thus, experiencing a compound rate of growth of 10.53 per cent per year.

2.26 The expenditure on salaries and wages was Rs. 1,901 Crores in 1995-1996. It increased to Rs. 6,412 Crores in 2007-08 showing compound rate of growth of 29.65 per cent. Expenditure on salaries and wages was 36.66 percent of revenue receipts in 1995-96. It increased to 63.95 percent in 1998-99 and since then it has

been generally declining. It was 33.33 percent of revenue receipts in 2007-08.

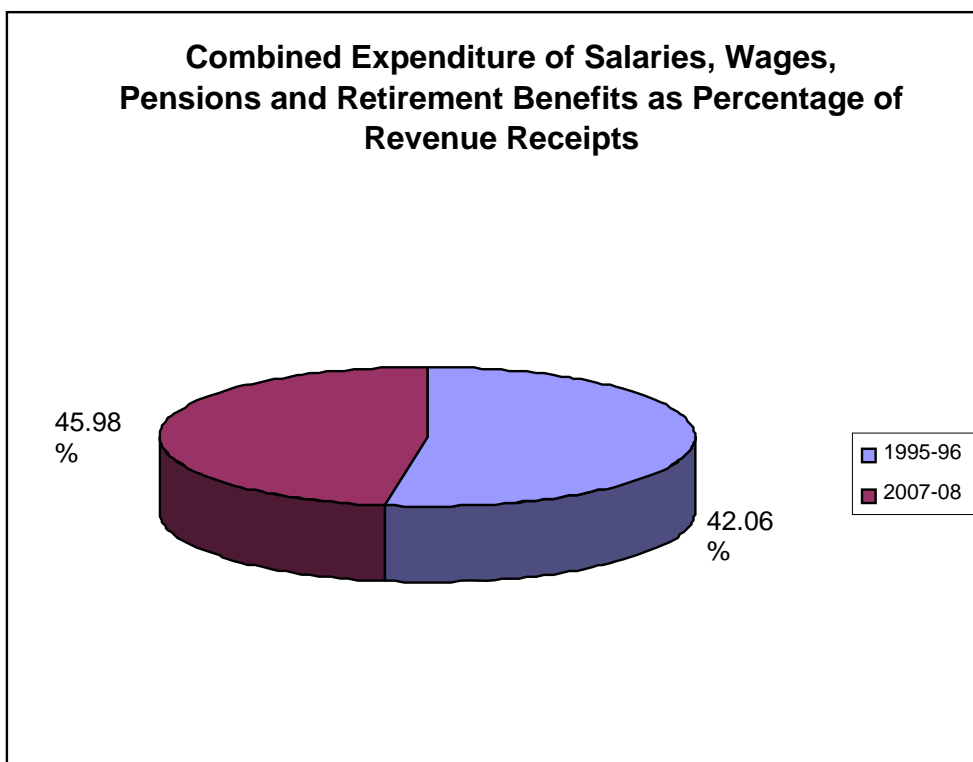
2.27 The combined expenditure on salaries, wages, pensions and other retirement benefits was Rs.2,181 Crores in 1995-96. It increased to Rs. 8, 845 Crores in 2007-08 and showed compound growth rate of 12.27. The total expenditure on salaries, wages, pensions and other retirement benefits (see Table 2.10) constituted 42.06 per cent of revenue receipts in 1995-96. It was 45.98 per cent of total revenue receipts in 2007-08.

Table 2.10

Expenditure on Salaries, Wages, Pensions and Other Retirement Benefits

Year	Revenue Receipts	Salaries and Wages	Pension and Other Retirement Benefits	Combined Expenditure on Salaries, Wages, Pensions and Retirement benefits	
				Total	Percentage of Revenue Receipts
1995-96	5185	1901	280	2181	42.06
1996-97	5569	2333	348	2681	48.14
1997-98	6351	2877	434	3311	52.13
1998-99	5756	3681	719	4400	76.44
1999-2000	7468	3821	1140	4561	61.07
2000-01	9377	4287	1117	5404	57.63
2001-02	8929	4133	1035	5168	57.88
2002-03	11071	4394	1356	5750	51.94
2003-04	12139	4772	1389	6161	50.75
2004-05	13807	4961	1514	6475	46.90
2005-06	16966	5435	1656	7091	41.80
2006-07	16795	5783	1905	7688	45.78
2007-08	19238	6412	2433	8845	45.98
Compound Growth Rate (1995-96 to 2007-08)		10.35	20.90	12.27	

Source: Punjab Budget Documents.



2.28 2.31 Since the implementation of the recommendations of Fourth Pay Commission, the expenditure on salaries, wages, pensions and other retirement benefits as percentage of revenue receipts has oscillated between 76.44 per cent and 41.80 per cent. Keeping this in view the need for sufficient funds for development, Commission suggests a cap of 40 per cent on expenditure on salaries, wages, pensions and other retirement benefits as a percentage of revenue receipts of the State.

2.29 2.32 The present Commission, in spite of financial hardships of the State, is optimistic about the government's capacity to meet the additional liability likely to originate on account of the implementation of the recommendations of the Commission. First, the State has huge potential for additional resources, which need to be tapped by devising suitable tax policy. For example the per capita total tax revenue in the State was Rs. 4154 which was lower than that of Goa (Rs. 9342), Haryana (Rs. 4355), Karnataka (Rs.

4668), Kerala (Rs. 4377), Maharashtra (Rs. 4308) and Tamil Nadu (Rs. 4960). The performance of Punjab on account of tax efforts is also lower than that of most other states. According to the Memorandum, submitted to the Thirteenth Finance Commission by the Government of Punjab, tax efforts was 0.982 in 2006-07 where as tax efforts were higher in states like Karnataka (1.055); Tamil Nadu (1.040); Madhya Pradesh (1.026); Rajasthan (1.019); Uttar Pradesh (1.016); Andhra Pradesh (1.016); Haryana (0.997); Maharashtra (0.995); Orissa (0.990); Goa (0.984); and Gujarat (0.984). Total tax revenue as percentage of State income also shows that Punjab occupies a very low rank vis-à-vis many other States. Rationalization of various taxes and better compliance of the existing taxes can also help in improving tax revenue of the State. Secondly, the likelihood of getting more resources from the Centre on the recommendations of the Thirteenth National Finance Commission would ease the fiscal burden of the State. Thirdly, the Government by implementing the recommendations of its Expenditure Reforms Commission, would contain unproductive expenditure. Fourthly, the implementation of the recommendations of the present Commission will help in bringing about a paradigm shift in the functioning of government departments/institutions. It is expected that the revised pay structure would encourage employees to work with added dedication and integrity so that tangible improvements in the delivery of public services and higher productivity would help reducing the fiscal deficit and accelerating the rate of growth in the economy.

Guiding Principles

3.1 As mentioned in Chapter 1, the salary structure of the State Government employees necessitates a review as social and economic conditions change over time. In an exercise of this nature, there are three stakeholders: the employees, the Government and the public at large. While the employees have a major interest in the size of the pay package to meet their rising aspirations, the Government is concerned about the financial implications of such an exercise along with the accountability of its employees. The public at large is more concerned with the quality and efficient delivery of Government Services. Sensitive to these concerns, the Commission had detailed interaction with all the stakeholders. Based on the interaction with the stakeholders, the reports of the previous Pay Commissions and National and International experience, the Commission evolved the following as its guiding principles:-

- (i) To attract and to retain the best talent, the pay structure has to be competitive, in particular, with that of the employees of the Government of India and other States;
- (ii) The comparison in pay structure between Government and Private Sector is not strictly valid largely because of the differences in the nature of jobs, responsibilities, security of employment, public image etc;
- (iii) Same entry level qualifications do not necessarily justify the same pay scale in different Departments because of differences in functional requirements;
- (iv) The existing relativity of scales between different categories of employees should be maintained as otherwise a category may feel discriminated against in terms of the benefits that flow from any pay revision. Any change of this kind has to be fully justified on the basis of a job description, the entry level qualification, the requisite experience, the working environment, etc. A request for upgradation of a position on

the ground that its work is more onerous or technical is not justified. But if an upgradation of a post is allowed by the Commission, the revised pay of the employee would be fixed notionally w.e.f. 1.1.2006. It will have no effect on the arrears to be paid to the employee. The arrears would be paid as per the General Conversion Table corresponding to the pre-upgraded scale.

- (v) The issues of stagnation/ promotional avenues/career progression/cadre reviews are interlinked and therefore need to be addressed in an integrated framework for all categories of employees;
- (vi) While promotional avenues should be available to the employees, higher level posts should be created only on functional needs;
- (vii) To encourage the use of new Information and Communication Technology in the functioning of the Government, the minimum qualifications required for entry into Government Service should include basic knowledge and use of computers;
- (viii) Productivity enhancement would require greater investment in social infrastructure, particularly in the Education and Health Sectors. For the growth of knowledge based industry/services in the State due importance will have to be given to education (particularly at the School level) and skill development;
- (ix) The present categorization of posts in the same pay scale in Group D in certain Departments is large and rigid. Sometimes vacancies exist for one category but requirements are for some other category. The Heads of the Department have no authority to substitute one category for another because of the rigid regulations. This necessitates multi-skilling of employees and the flexibility to the Heads of Department to interchange certain categories of posts;
- (x) Extraordinary risks to which an employee is exposed in dealing with exceptional situations such as riots, terrorist attacks or enemy action has to be met by the State through an appropriate insurance cover;
- (xi) In view of the existing large scale vacancies in various Departments and the financial constraints of the Government, an innovative approach needs to be identified to sustain and improve delivery of Government Services;

- (xii) There is a need for "Restructuring of the Departments" to make them dynamic and responsive to current needs of the State. The organizational structure in each Department has to maintain a proper balance between support and supervisory staff;
- (xiii) The concerns of the disadvantaged groups such as employees with disabilities need to be addressed sympathetically;
- (xiv) The concerns of the pensioners need to be appreciated in the context of their contribution to the development of the State while they were in active service. This should, therefore, guide the Commission to assess their needs with a view to enabling them to enjoy reasonable standard of living; and
- (xv) While Administrative Reforms is not an agenda for this Commission, new methods of working and organizational structures for enhanced efficiency and efficacy would legitimately require attention by the Commission.

Recommendations on Pay Structure, Fixation and Age of Retirement

- 4.1 The Commission has to determine a pay structure of the State Government employees, which meets their aspirations, matches the concerns of the financial health of the State and at the same time is in line with the higher expectations of the general public about the efficient delivery of quality services. The Third Punjab Pay Commission had recommended 29 pay scales for various categories of the employees having a span of 4 to 28 years. After examining the recommendations of the Third Punjab Pay Commission, the State Government introduced six more pay scales. Thus, the total number of pay scales on 1.1.1996 was 35. The Fourth Punjab Pay Commission however recommended 32 pay scales having a span varying from 8 to 23 years.
- 4.2 While examining the petitions/ representations/memoranda of the employees' associations/organizations or information received from the Administrative Departments, it was observed that there used to be a large number of pay scales prior to the First Punjab Pay Commission and slowly and slowly the number of pay scales got reduced. This led to the relative disparities among the employees within the Department or with posts in other Departments. In fact, during the oral hearings, the employees' associations would invariably refer to the history of evolvement of the pay scales starting from the First Punjab Pay Commission itself and quote the facts/figures to support their contentions. Their main contention was that the reduction in the number of pay scales over the years resulted in disparities amongst different categories of employees, whether real or imaginary. They also indicated that certain group of employees had gone to the Hon'ble Court for redressal of their grievances and got some relief.

Keeping this background in mind the Commission felt that the system of pay structure in the State of Punjab has to be evolved in such a way that this leads to minimum number of disparities in future and addresses most of the concerns of various employees' associations/ organizations and Administrative Departments. The Commission, after careful consideration decided to continue with the existing 32 scales. The Commission also felt that each pay scale must have a sufficiently long span so that the employees do not have to stagnate at the terminal level and can enjoy the benefit of Career Progression Scheme.

- 4.3 The Commission noted that Punjab Government employees in categories C and D enjoyed an edge at the initial level of the pay scales vis-à-vis that of the Central Government employees. The Commission felt that they should continue to enjoy this edge.
- 4.4 The Commission also compared the annual rate of increment of Punjab Government employees with that of Central Government/other State Government employees. On careful consideration, it is felt that the rate of annual increment should be a fixed percentage of basic pay to ensure equity among all the employees. The Commission, therefore, recommends that all employees in the State should get an annual increment @ 3% of Basic Pay on the Central Government pattern.
- 4.5 The Commission received a large number of memoranda from various employees' associations in which it had been requested that the minimum salary of Rs. 13,000/- for Group-D employees should be recommended to the State Government. This demand has been made on the plea that family unit in case of Punjab is four (2 + 2) and not three (2+1). In this regard, they quoted facts and figures mentioned in Table 2.2.1 and para 2.2.14 of the Sixth Central Pay Commission Report. The Commission has carefully examined all the relevant facts in this context including the

minimum salary in the Government of India and other State Governments. The Commission came to the conclusion that the minimum Revised Basic Pay in the State Government should be Rs. 6200/- compared to Rs. 6050/- of the minimum salary paid to the Central/other State Government employees. Needless to say that this enhanced Basic Pay would have positive impact on the allowances to be received by the employees.

- 4.6 In case of professional categories, (Doctors, Engineers, etc.), there is a parity in the pay scales of Government of India and employees of the Government of Punjab. The Commission recommends that this parity should continue so that the State can attract and retain best talent.
- 4.7 The Commission deliberated over various formulations of the pay scales. It noted that the existing pay structure of Punjab Government is not identical to that of the Central Government, as terminal pay in several pay scales of the State is either lower or higher than that of the Central Government. Keeping in view the necessity of sufficiently long pay scales and the number of existing pay scales in different categories, the Commission has decided to introduce five distinct pay bands from PB1 to PB5-one running band each for all categories in Group D, C and B and 2 running pay bands for Group 'A'. In addition, each post in the State is to have a distinct Grade Pay attached to it. Grade Pay (being a fixed amount attached to each post in the hierarchy) is linked to the status of a post, with a senior post being given higher grade pay.
- 4.8 The Commission has considered the existing 32 pay scales separately for revision. The revised Basic Pay in most of the cases has been worked out by multiplying the present Basic Pay with a factor of 1.86 and then adding the applicable Grade Pay. In some cases, an adjustment on the higher side has been made to ensure

that the Punjab Government employees enjoy a little edge over the Central/other State Government employees.

4.9 The process of determining Grade Pay for different categories of employees is based on the following:

- (i) It has to be more than fifty percent of the initial pay of the corresponding unrevised pay scale;
- (ii) There has to be a correlation of the Grade Pay with that of the terminal pay of the unrevised pay scale;
- (iii) There has to be a difference of at least Rs.50/- in the Grade Pay of two consecutive Scales; and
- (iv) There has to be the same Grade Pay for directly recruited and promoted officers of the organized cadres.

4.10 The Revised Basic Pay of an employee would, therefore, consist of two components, one as Pay in the Pay Band and the other as Grade Pay attached to the post of an employee. An employee would earn his annual increment of 3% on this revised basic pay.

4.11 As already mentioned, Grade Pay of every post is linked to its status. The Commission feels that henceforth the Group classification of employees should be based on the Grade Pay. The pre-revised and the revised classification of employees together with the number of employees in each category is depicted in the

table below:

Pre-revised classification of employees			Group	Revised classification of employees		
No. of employees	%	Norms		No. of employees	%	Norms
11706	3.8	Pay scales having maximum of more than Rs. 11660/-	A	11706	3.8	Grade Pay Rs. 5000/- and above
12650	4.1	Pay scales with a maximum between Rs. 10640/- to Rs.11659/-	B	30473	9.8	Grade Pay Rs.3800/- to Rs.4999/-
221569	71.9	Pay scales with a maximum between Rs. 5160/- to Rs.10639/-	C	203746	66.2	Grade Pay Rs.1900/- to Rs.3799/-
61931	20.2	Pay Scales having a maximum of less than Rs.5160/-	D	61931	20.2	Grade Pay Less than Rs.1900/-

4.12 Many of the employees' associations requested the Commission to recommend the implementation of the revised pay scales and allowances retrospectively from 1 January, 2006. The Commission has examined this issue in its complete perspective and recommends:

- (i) The revised pay scales be implemented w.e.f. 1.1.2006; and
- (ii) The revised and new allowances, wherever applicable, should be from the date of the notification.

4.13 While fixing the revised pay, for an employee the following needs to be kept in view:

- (i) Increments in future should be on Basic Pay rounded off to next higher ten;
- (ii) In case of employees getting stagnation increment on 31.12.2005, the revised Basic Pay should be determined by multiplying the unrevised Basic Pay with 1.86 rounded off to the next higher ten and adding Grade Pay as done in the applicable fitment table;
- (iii) The employees getting promotion between 1.01.2006 and the date of notification of the Revised Pay Scales should be given

the option to switch over to the Revised Pay Scale and Grade Pay from the date of their promotion;

- (iv) Fitment Tables have been evolved to take care of the effect of two stage bunching arising from upgradation by providing an additional increment; and
- (v) The employees who are at the maximum of Pay Band for more than one year should be placed in the immediate next higher Pay Band without any change in the Grade Pay.

4.14 A General Conversion Table is given below which provides a brief summary of the Pay Bands, the Grade Pay, and grouping applicable to the corresponding unrevised pay scales of the employees. The Commission recommends that fixation of pay in the Revised Pay Scales, of existing employees should be as per the fitment tables given at the end of this chapter.

General Conversion Table

(in Rs.)

Sr. No.	Pre-revised			Revised			Initial Pay
	Group	Pay Scale	Pay Band	Group	Corresponding Pay Bands	Grade Pay	
1.	D	2520-100-3220-110-3660-120-4140	PB1	D	4900-10680	1300	6200
2.	D	2720-100-3220-110-3660-120-4260	PB1	D	4900-10680	1400	6700
3.	D	2820-100-3220-110-3660-120-4260-140-4400	PB1	D	4900-10680	1650	6950
4.	C	3120-100-3220-110-3660-120-4260-140-4400-150-5000-160-5160	PB2	C	5910-20200	1900	7810
5.	C	3120-100-3220-110-3660-120-4260-140-4400-150-5000-160-5800-200-6200	PB2	C	5910-20200	1950	7960
6.	C	3330-110-3660-120-4260-140-4400-150-5000-160-5800-200-6200	PB2	C	5910-20200	2000	8240
7.	C	4020-120-4260-140-4400-150-5000-160-5800-200-6200	PB2	C	5910-20200	2400	9880
8.	C	4400-150-5000-160-5800-200-7000	PB2	C	5910-20200	2800	11170
9.	C	4550-150-5000-160-5800-200-7000-220-7220	PB2	C	5910-20200	3000	11470
10.	C	5000-160-5800-200-7000-220-8100	PB3	C	10300-34800	3200	13500
11.	C	5480-160-5800-200-7000-220-8100-275-8925	PB3	C	10300-34800	3600	14430
12.	C	5800-200-7000-220-8100-275-9200	PB3	B	10300-34800	3800	14590
13.	B	6400-200-7000-220-8100-275-10300-340-10640	PB3	B	10300-34800	4200	16290
14.	B	7000-220-8100-275-10300-340-10980	PB3	B	10300-34800	4400	17420
15.	B	7220-220-8100-275-10300-340-10980	PB3	B	10300-34800	4600	18030
16.	B	7220-220-8100-275-10300-340-11320	PB3	B	10300-34800	4800	18250
17.	A	7220-220-8100-275-10300-340-11660	PB3	A	10300-34800	5000	18450
18.	A	7880-220-8100-275-10300-340-11660	PB3	A	10300-34800	5400	20300

Sr. No.	Pre-revised			Revised			Initial Pay
	Group	Pay Scale	Pay Band	Group	Corresponding Pay Bands	Grade Pay	
19.	A	7880-220-8100-275-10300-340-12000-375-13500	PB4	A	15600-39100	5400	21000
20.	A	9200-275-10300-340-12000-375-13500-400-13900	PB4	A	15600-39100	5700	22820
21.	A	9750-275-10300-340-12000-375-13500-400-14700	PB4	A	15600-39100	6000	24140
22.	A	10025-275-10300-340-12000-375-13500-400-15100	PB4	A	15600-39100	6600	25250
23.	A	12000-375-13500-400-15100	PB4	A	15600-39100	7400	31120
24.	A	12000-375-13500-400-15500	PB4	A	15600-39100	7600	31320
25.	A	12000-375-13500-400-15900-450-16350	PB4	A	15600-39100	7800	31520
26.	A	13125-375-13500-400-15900-450-16350	PB4	A	15600-39100	8200	32620
27.	A	13500-400-15900-450-16800	PB4	A	15600-39100	8400	33510
28.	A	14300-400-15900-450-18150	PB5	A	37400-67000	8600	46000
29.	A	14300-400-15900-450-18600	PB5	A	37400-67000	8700	46100
30.	A	14300-400-15900-450-18600-500-20100	PB5	A	37400-67000	8800	46200
31.	A	16350-450-18600-500-20100	PB5	A	37400-67000	8900	48590
32.	A	18600-500-22100	PB5	A	37400-67000	10000	54700

FITMENT TABLE 1**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 2520-4140	Rs. 4900-10680+ Rs. 1300		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
2520	4900	1300	6200
2620	4900	1300	6200
2720	5060	1300	6360
2820	5250	1300	6550
2920	5440	1300	6740
3020	5620	1300	6920
3120	5810	1300	7110
3220	5990	1300	7290
3330	6200	1300	7500
3440	6400	1300	7700
3550	6610	1300	7910
3660	6810	1300	8110
3780	7040	1300	8340
3900	7260	1300	8560
4020	7480	1300	8780
4140	7710	1300	9010

FITMENT TABLE 2**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 2720-4260	Rs. 4900-10680+ Rs. 1400		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
2720	5300	1400	6700
2820	5300	1400	6700
2920	5460	1400	6860
3020	5630	1400	7030
3120	5810	1400	7210
3220	5990	1400	7390
3330	6200	1400	7600
3440	6400	1400	7800
3550	6610	1400	8010
3660	6810	1400	8210
3780	7040	1400	8440
3900	7260	1400	8660
4020	7480	1400	8880
4140	7710	1400	9110
4260	7930	1400	9330

FITMENT TABLE 3

(In Rs.)

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs.2820-4400	Rs. 4900-10680+Rs. 1650		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
2820	5300	1650	6950
2920	5440	1650	7090
3020	5780	1650	7430
3120	5810	1650	7460
3220	5990	1650	7640
3330	6200	1650	7850
3440	6400	1650	8050
3550	6610	1650	8260
3660	6810	1650	8460
3780	7040	1650	8690
3900	7260	1650	8910
4020	7480	1650	9130
4140	7710	1650	9360
4260	7930	1650	9580
4400	8190	1650	9840

FITMENT TABLE 4**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 3120-5160	Rs. 5910-20200+ Rs. 1900		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
3120	5910	1900	7810
3220	5990	1900	7890
3330	6240	1900	8140
3440	6400	1900	8300
3550	6610	1900	8510
3660	6810	1900	8710
3780	7040	1900	8940
3900	7260	1900	9160
4020	7480	1900	9380
4140	7710	1900	9610
4260	7930	1900	9830
4400	8190	1900	10090
4550	8470	1900	10370
4700	8750	1900	10650
4850	9030	1900	10930
5000	9300	1900	11200
5160	9600	1900	11500

FITMENT TABLE 5**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 3120-6200	Rs. 5910-20200+ Rs. 1950		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
3120	6010	1950	7960
3220	6060	1950	8010
3330	6240	1950	8190
3440	6400	1950	8350
3550	6610	1950	8560
3660	6810	1950	8760
3780	7040	1950	8990
3900	7260	1950	9210
4020	7480	1950	9430
4140	7710	1950	9660
4260	7930	1950	9880
4400	8190	1950	10140
4550	8470	1950	10420
4700	8750	1950	10700
4850	9030	1950	10980
5000	9300	1950	11250
5160	9600	1950	11550
5320	9900	1950	11850
5480	10200	1950	12150
5640	10500	1950	12450
5800	10790	1950	12740
6000	11160	1950	13110
6200	11540	1950	13490

FITMENT TABLE 6**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 3330-6200	Rs. 5910-20200+ Rs. 2000		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
3330	6240	2000	8240
3440	6400	2000	8400
3550	6610	2000	8610
3660	6810	2000	8810
3780	7040	2000	9040
3900	7260	2000	9260
4020	7480	2000	9480
4140	7710	2000	9710
4260	7930	2000	9930
4400	8190	2000	10190
4550	8470	2000	10470
4700	8750	2000	10750
4850	9030	2000	11030
5000	9300	2000	11300
5160	9600	2000	11600
5320	9900	2000	11900
5480	10200	2000	12200
5640	10500	2000	12500
5800	10790	2000	12790
6000	11160	2000	13160
6200	11540	2000	13540

FITMENT TABLE 7**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 4020-6200	Rs. 5910-20200+ Rs. 2400		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
4020	7480	2400	9880
4140	7710	2400	10110
4260	7930	2400	10330
4400	8190	2400	10590
4550	8470	2400	10870
4700	8750	2400	11150
4850	9030	2400	11430
5000	9300	2400	11700
5160	9600	2400	12000
5320	9900	2400	12300
5480	10200	2400	12600
5640	10500	2400	12900
5800	10790	2400	13190
6000	11160	2400	13560
6200	11540	2400	13940

FITMENT TABLE 8**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 4400-7000	Rs. 5910-20200+ Rs. 2800		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
4400	8370	2800	11170
4550	8470	2800	11270
4700	8750	2800	11550
4850	9030	2800	11830
5000	9300	2800	12100
5160	9600	2800	12400
5320	9900	2800	12700
5480	10200	2800	13000
5640	10500	2800	13300
5800	10790	2800	13590
6000	11160	2800	13960
6200	11540	2800	14340
6400	11910	2800	14710
6600	12280	2800	15080
6800	12650	2800	15450
7000	13020	2800	15820

FITMENT TABLE 9**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 4550-7220	Rs. 5910-20200+ Rs. 3000		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
4550	8470	3000	11470
4700	8750	3000	11750
4850	9030	3000	12030
5000	9300	3000	12300
5160	9600	3000	12600
5320	9900	3000	12900
5480	10200	3000	13200
5640	10500	3000	13500
5800	10790	3000	13790
6000	11160	3000	14160
6200	11540	3000	14540
6400	11910	3000	14910
6600	12280	3000	15280
6800	12650	3000	15650
7000	13020	3000	16020
7220	13430	3000	16430

FITMENT TABLE 10**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 5000-8100	Rs. 10300-34800+ Rs. 3200		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
5000	10300	3200	13500
5160	10300	3200	13500
5320	10610	3200	13810
5480	10610	3200	13810
5640	10930	3200	14130
5800	10930	3200	14130
6000	11260	3200	14460
6200	11540	3200	14740
6400	12200	3200	15400
6600	12570	3200	15770
6800	12950	3200	16150
7000	13340	3200	16540
7220	13740	3200	16940
7440	14160	3200	17360
7660	14590	3200	17790
7880	15030	3200	18230
8100	15490	3200	18690

FITMENT TABLE 11**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 5480-8925	Rs. 10300-34800+ Rs. 3600		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
5480	10830	3600	14430
5640	10830	3600	14430
5800	10950	3600	14550
6000	11160	3600	14760
6200	11540	3600	15140
6400	11910	3600	15510
6600	12280	3600	15880
6800	12650	3600	16250
7000	13020	3600	16620
7220	13430	3600	17030
7440	13840	3600	17440
7660	14250	3600	17850
7880	14660	3600	18260
8100	15070	3600	18670
8375	15580	3600	19180
8650	16090	3600	19690
8925	16610	3600	20210

FITMENT TABLE 12**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 5800-9200	Rs. 10300-34800+ Rs. 3800		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
5800	10790	3800	14590
6000	11160	3800	14960
6200	11540	3800	15340
6400	11910	3800	15710
6600	12280	3800	16080
6800	12650	3800	16450
7000	13020	3800	16820
7220	13430	3800	17230
7440	13840	3800	17640
7660	14250	3800	18050
7880	14660	3800	18460
8100	15070	3800	18870
8375	15580	3800	19380
8650	16090	3800	19890
8925	16610	3800	20410
9200	17120	3800	20920

FITMENT TABLE 13**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 6400-10640	Rs. 10300-34800+ Rs. 4200		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
6400	12090	4200	16290
6600	12280	4200	16480
6800	12650	4200	16850
7000	13020	4200	17220
7220	13430	4200	17630
7440	13840	4200	18040
7660	14250	4200	18450
7880	14660	4200	18860
8100	15070	4200	19270
8375	15580	4200	19780
8650	16090	4200	20290
8925	16610	4200	20810
9200	17120	4200	21320
9475	17630	4200	21830
9750	18140	4200	22340
10025	18650	4200	22850
10300	19160	4200	23360
10640	19800	4200	24000

FITMENT TABLE 14**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 7000-10980	Rs. 10300-34800+ Rs. 4400		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
7000	13020	4400	17420
7220	13430	4400	17830
7440	13840	4400	18240
7660	14250	4400	18650
7880	14660	4400	19060
8100	15070	4400	19470
8375	15580	4400	19980
8650	16090	4400	20490
8925	16610	4400	21010
9200	17120	4400	21520
9475	17630	4400	22030
9750	18140	4400	22540
10025	18650	4400	23050
10300	19160	4400	23560
10640	19800	4400	24200
10980	20430	4400	24830

FITMENT TABLE 15**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 7220-10980	Rs. 10300-34800+ Rs. 4600		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
7220	13430	4600	18030
7440	13840	4600	18440
7660	14250	4600	18850
7880	14660	4600	19260
8100	15070	4600	19670
8375	15580	4600	20180
8650	16090	4600	20690
8925	16610	4600	21210
9200	17120	4600	21720
9475	17630	4600	22230
9750	18140	4600	22740
10025	18650	4600	23250
10300	19160	4600	23760
10640	19800	4600	24400
10980	20430	4600	25030

FITMENT TABLE 16**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 7200-11320	Rs. 10300-34800+ Rs. 4800		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
7220	13450	4800	18250
7440	13840	4800	18640
7660	14250	4800	19050
7880	14660	4800	19460
8100	15070	4800	19870
8375	15580	4800	20380
8650	16090	4800	20890
8925	16610	4800	21410
9200	17120	4800	21920
9475	17630	4800	22430
9750	18140	4800	22940
10025	18650	4800	23450
10300	19160	4800	23960
10640	19800	4800	24600
10980	20430	4800	25230
11320	21060	4800	25860

FITMENT TABLE 17

(In Rs.)

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 7220-11660	Rs. 10300-34800+ Rs. 5000		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
7220	13450	5000	18450
7440	13840	5000	18840
7660	14250	5000	19250
7880	14660	5000	19660
8100	15070	5000	20070
8375	15580	5000	20580
8650	16090	5000	21090
8925	16610	5000	21610
9200	17120	5000	22120
9475	17630	5000	22630
9750	18140	5000	23140
10025	18650	5000	23650
10300	19160	5000	24160
10640	19800	5000	24800
10980	20430	5000	25430
10025	18650	5000	23650
10300	19160	5000	24160
10640	19800	5000	24800
10980	20430	5000	25430
11320	21060	5000	26060
11660	21690	5000	26690

FITMENT TABLE 18**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 7880-11660	Rs. 10300-34800+ Rs. 5400		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
7880	14900	5400	20300
8100	15070	5400	20470
8375	15580	5400	20980
8650	16090	5400	21490
8925	16610	5400	22010
9200	17120	5400	22520
9475	17630	5400	23030
9750	18140	5400	23540
10025	18650	5400	24050
10300	19160	5400	24560
10640	19800	5400	25200
10980	20430	5400	25830
10025	18650	5400	24050
10300	19160	5400	24560
10640	19800	5400	25200
10980	20430	5400	25830
11320	21060	5400	26460
11660	21690	5400	27090

FITMENT TABLE 19

(In Rs.)

Pre-revised Pay Scale	Revised Scale		
	Revised Pay Scale + Grade pay		
Rs. 7880-13500	Rs. 15600-39100+ Rs. 5400		
Pre-revised Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
7880	15600	5400	21000
8100	15600	5400	21000
8375	15800	5400	21200
8650	16090	5400	21490
8925	16610	5400	22010
9200	17120	5400	22520
9475	17630	5400	23030
9750	18140	5400	23540
10025	18650	5400	24050
10300	19160	5400	24560
10640	19800	5400	25200
10980	20430	5400	25830
10025	18650	5400	24050
10300	19160	5400	24560
10640	19800	5400	25200
10980	20430	5400	25830
11320	21060	5400	26460
11660	21690	5400	27090
12000	22320	5400	27720
12375	23020	5400	28420
12750	23720	5400	29120
13125	24420	5400	29820
13500	25110	5400	30510

FITMENT TABLE 20**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 9200-13900	Rs. 15600-39100+ Rs. 5700		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
9200	17120	5700	22820
9475	17630	5700	23330
9750	18140	5700	23840
10025	18650	5700	24350
10300	19160	5700	24860
10640	19800	5700	25500
10980	20430	5700	26130
11320	21060	5700	26760
11660	21690	5700	27390
12000	22320	5700	28020
12375	23020	5700	28720
12750	23720	5700	29420
13125	24420	5700	30120
13500	25110	5700	30810
13900	25860	5700	31560

FITMENT TABLE 21**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 9750-14700	Rs. 15600-39100+ Rs. 6000		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
9750	18140	6000	24140
10025	18650	6000	24650
10300	19160	6000	25160
10640	19800	6000	25800
10980	20430	6000	26430
11320	21060	6000	27060
11660	21690	6000	27690
12000	22320	6000	28320
12375	23020	6000	29020
12750	23720	6000	29720
13125	24420	6000	30420
13500	25110	6000	31110
13900	25860	6000	31860
14300	26600	6000	32600
14700	27350	6000	33350

FITMENT TABLE 22**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 10025-15100	Rs. 15600-39100+ Rs. 6600		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
10025	18650	6600	25250
10300	19160	6600	25760
10640	19800	6600	26400
10980	20430	6600	27030
11320	21060	6600	27660
11660	21690	6600	28290
12000	22320	6600	28920
12375	23020	6600	29620
12750	23720	6600	30320
13125	24420	6600	31020
13500	25110	6600	31710
13900	25860	6600	32460
14300	26600	6600	33200
14700	27350	6600	33950
15100	28090	6600	34690

FITMENT TABLE 23**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 12000-15100	Rs. 15600-39100+ Rs. 7400		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
12000	23720	7400	31120
12375	23720	7400	31120
12750	24200	7400	31600
13125	24420	7400	31820
13500	25110	7400	32510
13900	25860	7400	33260
14300	26600	7400	34000
14700	27350	7400	34750
15100	28090	7400	35490

FITMENT TABLE 24**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 12000-15500	Rs. 15600-39100+ Rs. 7600		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
12000	23720	7600	31320
12375	23720	7600	31320
12750	24200	7600	31800
13125	24420	7600	32020
13500	25110	7600	32710
13900	25860	7600	33460
14300	26600	7600	34200
14700	27350	7600	34950
15100	28090	7600	35690
15500	28830	7600	36430

FITMENT TABLE 25**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 12000-16350	Rs. 15600-39100+ Rs. 7800		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
12000	23720	7800	31520
12375	23720	7800	31520
12750	24200	7800	32000
13125	24420	7800	32220
13500	25110	7800	32910
13900	25860	7800	33660
14300	26600	7800	34400
14700	27350	7800	35150
15100	28090	7800	35890
15500	28830	7800	36630
15500	28830	7800	36630
15900	29580	7800	37380
16350	30420	7800	38220

FITMENT TABLE 26**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 13125-16350	Rs. 15600-39100+ Rs. 8200		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
13125	24420	8200	32620
13500	25110	8200	33310
13900	25860	8200	34060
14300	26600	8200	34800
14700	27350	8200	35550
15100	28090	8200	36290
15500	28830	8200	37030
15500	28830	8200	37030
15900	29580	8200	37780
16350	30420	8200	38620

FITMENT TABLE 27**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs.13500-16800	Rs. 15600-39100+ Rs. 8400		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
13500	25110	8400	33510
13900	25860	8400	34260
14300	26600	8400	35000
14700	27350	8400	35750
15100	28090	8400	36490
15500	28830	8400	37230
15900	29580	8400	37980
16350	30420	8400	38820
16800	31250	8400	39650

FITMENT TABLE 28**(In Rs.)**

Pre-revised Pay Scale	Revised Scale		
	Revised Pay Scale + Grade pay		
Rs.14300-18150	Rs. 37400-67000+ Rs. 8600		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
14300	37400	8600	46000
14700	37400	8600	46000
15100	38530	8600	47130
15500	38530	8600	47130
15900	39690	8600	48290
16350	39690	8600	48290
16800	40890	8600	49490
17250	40890	8600	49490
17700	42120	8600	50720
18150	42120	8600	50720

FITMENT TABLE 29**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 14300-18600	Rs. 37400-67000+ Rs. 8700		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
14300	37400	8700	46100
14700	37400	8700	46100
15100	38530	8700	47230
15500	38530	8700	47230
15900	39690	8700	48390
16350	39690	8700	48390
16800	40890	8700	49590
17250	40890	8700	49590
17700	42120	8700	50820
18150	42120	8700	50820
18600	43390	8700	52090

FITMENT TABLE 30**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 14300-20100	Rs. 37400-67000+ Rs. 8800		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
14300	37400	8800	46200
14700	37400	8800	46200
15100	38530	8800	47330
15500	38530	8800	47330
15900	39690	8800	48490
16350	39690	8800	48490
16800	40890	8800	49690
17250	40890	8800	49690
17700	42120	8800	50920
18150	42120	8800	50920
18600	43390	8800	52190
19100	43390	8800	52190
19600	44700	8800	53500
20100	44700	8800	53500

FITMENT TABLE 31**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 16350-20100	Rs. 37400-67000+ Rs. 8900		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
16350	39690	8900	48590
16800	40890	8900	49790
17250	40890	8900	49790
17700	42120	8900	51020
18150	42120	8900	51020
18600	43390	8900	52290
19100	43390	8900	52290
19600	44700	8900	53600
20100	44700	8900	53600

FITMENT TABLE 32**(In Rs.)**

Pre-revised Pay Scale	Revised Pay Scale		
	Revised Pay Scale + Grade pay		
Rs. 18600-22100	Rs. 37400-67000+ Rs. 10000		
Basic Pay	Revised Pay		
	Pay in the Pay Band	Grade Pay	Revised Basic Pay
18600	44700	10000	54700
19100	46050	10000	56050
19600	46050	10000	56050
20100	47440	10000	57440
20600	47440	10000	57440
21100	48870	10000	58870
21600	48870	10000	58870
22100	50340	10000	60340

Age of Retirement

- 4.15 Retirement age for Government Employees has been rising throughout the World in recent years due to increasing life expectancy. In the Western hemisphere it now ranges between 62 and 65 years. Some European Countries (Denmark, Germany, Austria) are even setting their goals of increasing retirement age from 65 to 67 years between 2012 and 2029. In Asia, Singapore and South Korea are also slowly moving towards 65.
- 4.16 In India, Life expectancy has also increased from 33 at the time of Independence to 63.8 years now. In the case of Punjab it has already increased to 67.2 years. The retirement age for Central Government Employees has been raised to 60. Many other States (Delhi, Gujrat, Maharashtra, Rajasthan, Uttar Pradesh, Karnataka, Assam) have also followed suit.
- 4.17 In Punjab category D employees already retire at 60. In addition, All India Services Officers in Punjab retire at 60. More recently, the age at retirement for Teachers in Medical Colleges has also been enhanced to 65 to meet their shortage in the State run medical institutions. But for other Punjab Government Employees, the retirement age continues to be 58. Punjab Government Employees have, therefore, demanded that the retirement age should be enhanced to 60 years.
- 4.18 The Commission has carefully evaluated the arguments for and against the increase in retirement age. The argument against increasing retirement age could be that the two extra years given to existing employees will shrink job opportunities for the younger people and delay promotional chances for many employees. But the Commission feels that the overall impact of enhancing retirement age to 60 on unemployment situation in the State is likely to be minimal. Only about 6000 employees are retiring every

year. There has been no significant recruitment over the last several years. But even if a couple of thousand workers are hired in the next one or two years this is not likely to make any dent in the unemployment situation. Most estimates suggest that there are more than 2 or 3 million unemployed or under-employed youth in the State. The general scenario is also that everywhere the Public Sector employment is shrinking. Employment in the Private Organised Sector in the State is increasing at less than 1 percent per annum while labour force is still continuing to increase by more than 1.75 percent per annum due to earlier baby boom. The only solution to the unemployment problem in the State is, therefore, to provide self-employment opportunities to the youth through Government Assisted Programmes.

4.19 Some people would also argue that savings resulting from the postponement of the retirement age for two years (in terms of payment of gratuity, commuted pension and other retirement benefits) will provide breather to the Government at a time when the State is passing through a difficult financial situation. But such benefits are partly offset by a disproportionately higher wage bill for the employees in the 58-60 age bracket as older employees get fatter salaries compared to their younger colleagues. Moreover such benefits and losses are purely temporary and we revert back to the same situation in two years. Nevertheless, the Commission estimates that the State is likely to make savings to the tune of Rs. 2000 crores on account of non-payment of gratuity, leave encashment, provident fund and pensions to employees scheduled to retire in the next two years.

4.20 In view of these considerations, the Commission recommends that the retirement age for all Punjab Government Employees should be enhanced to 60 years.

Recommendations on Upgradation and Change in Designation

5.1 The demands of the employees relating to Allowances, Pensions, Career Progression etc. are dealt with in subsequent chapters. The present chapter focuses on requests concerning upgradation and change in designation. In this context, the Commission did not receive any representation/petition/memorandum from the employees of certain Departments. These include: (i) Housing and Urban Development, (ii) Tourism, (iii) Defence Services Welfare, (iv) Local Government, (v) Civil Aviation, (vi) Science, Technology, Environment and Non-Conventional Energy, (vii) Secretary to Governor, (viii) Parliamentary Affairs, (ix) Removal of Grievances, (x) Non-Resident Indian's Affairs, (xi) Programme Implementation, and (xii) Architecture. The pay scales of the employees of these Departments will be determined as per General Conversion/Fitment Tables given in Chapter 4. The requests of the employees of other Departments are listed below separately for each Department alongwith the recommendations of the Commission.

GENERAL ADMINISTRATION

5.2 The major demands of the employees in this department are as follows:

- Pantryman (Rs. 2720-4260) in the Directorate of Hospitality be placed in Group C category.
- Promotion quota for Class D employees to Class C should be enhanced from 15% to 50% .
- Photostat Operators be given higher pay scales on the pattern of Central Government or PGI, MARKFED, PUDA etc.

- Painters be given pay parity with the painters employed in the Transport Department of the State.
- Machine Operators be upgraded to Group C.
- Bill and Cash Messengers in the Secretariat be given pay parity with Bill and Cash Messengers of Punjab Vidhan Sabha.
- Record Maintaining Staff in Category D be promoted to Group C without passing any test on the plea that no test is being taken while promoting Junior Assistants to Senior Assistants and Senior Assistants to Superintendents.
- Telephone Operators be provided with promotional opportunities so that stagnation does not take place.
- Committee Room Attendants and others be placed in the scale of a Clerk without insisting on passing of typing test.
- Supervisors of Drivers be given the higher scale of Rs. 4020-6200 on the plea that the pay scale of the Driver is also Rs. 3330-6200.
- Bradma Operator be redesignated as a Clerk as Bradma is not being operated.
- Assistant Librarian (4550-7220) be given the pay scale of a Librarian as the official is performing duties as the Head of the Library.
- Telephone Attendant at the Chief Secretary's Residence be given the same scale as Telephone Attendant at the Chief Minister's house.
- Superintendents Grade-I be given the pay scale equivalent to directly recruited PCS (EB) officer and thereafter Under/Deputy/Joint Secretary should be equated with PCS (EB) Officer with four/nine/fourteen years of service.

5.3 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. These demands are not consistent with the Guiding Principles and, therefore, do not merit acceptance. The revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

PERSONNEL

5.4 The major demands of the officers in this department are as follows:

- PCS (EB) be given better pay scales on the analogy of the Indian Administrative Service (IAS).
- The effective date of placement of officers in the relevant pay scales should be the 1st of January of a year in which they are granted higher pay scale as promotion, on the analogy of IAS Officers.

5.5 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. The Commission has indicated the scales for PCS Officers in the Dynamic Career Progression Scheme in para 8.5. This also applies to the other ten categories of organized cadres in the State. As regards fixing 1st January of a year the date for considering promotion, it is linked to the Dynamic Assured Career Progression Scheme and would need to be fixed according to that scheme. Subject to the above, the officers may be given their scales according to General Conversion/Fitment Tables given in Chapter 4.

VIGILANCE

5.6 A request has been received from the department to upgrade the post of Superintendent Administration Grade-I as Budget and Establishment Officer in the pay scale of Rs. 7880-11660.

5.7 The Commission has carefully examined this request but finds it difficult to accept it since it violates the Guiding Principles mentioned in Chapter 3. All the officers/officials would get their

revised pay scale as per General Conversion/Fitment Tables given in Chapter 4.

EXCISE AND TAXATION

5.8 The major demands of the employees in this department are the following:

- Excise and Taxation Officer/ Assistant/Deputy/Joint/Additional Excise and Taxation Commissioner be given pay parity with PCS (EB) as they are all appointed from PCS (EB) allied services.
- Excise and Taxation Inspectors in the pay scale of Rs. 5480-8925 be given pay parity with the Inspectors working in other Departments in the pay scale of Rs. 5800-9200.
- The Inspectors have further demanded that on promotion their pay should be protected as most of the Inspectors are appointed from the cadre of Superintendents, Senior Scale Stenographers, Junior Editors and Senior Assistants who are already in the pay scale of Rs. 5800-9200 and Rs. 7000-10980, and drawing pay higher than the pay scale of the Inspectors i.e. Rs. 5480-8925.

5.9 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. These demands are at variance with the Guiding Principles and, therefore, do not merit acceptance. Their revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

AGRICULTURE & ALLIED SECTOR

5.11 The major demands of the employees in this department are the following:

- Agricultural/ Horticultural Development Officers/Deputy Directors/Joint Directors be given pay parity with Doctors/Engineers, as their entry level qualification (M.Sc) is even higher than that of the latter (Graduation). They should also be given 4,9,14 Dynamic Career Progression Scheme permissible to organized cadres.

- Employees of the Agricultural Engineering Services be given pay parity with equivalent ranks in the Department of Public Works (B&R). They should also be given 4,9,14 Dynamic Career Progression Scheme permissible to organized cadres.
- Since Agricultural Inspectors have been redesignated as Agricultural Development Officers, Agricultural Sub Inspectors have demanded that their pay scale should be upgraded from Rs. 4020-6200 to Rs. 5800-9200 which is admissible to Inspectors in other departments.
- Senior Technical Assistants in the pay scale of Rs. 5800-9200 be given pay parity with the equivalent ranks in the department of Irrigation in the pay scale of Rs. 6400-10640.
- Assistant Geologists/Hydrologists in the pay scale of Rs. 7200-11660 be given pay parity with Assistant Geologists/ Executive Engineers/ Hydro Superintendent Engineers working in Irrigation Department in the pay scale of Rs. 10025-15100. They should also be given 4,9,14 Dynamic Career Progression Scheme permissible to organized cadres.
- Boring staff be given pay parity and promotional avenues on the pattern of similar staff employed by other departments.
- Director Agriculture in the pay scale of Rs. 18600-22100 has demanded maintenance of pay parity with the Director of Health & Family Welfare and the Chief Engineer, Punjab in the pay scale of Rs.18600-22100.
- Joint Director Agriculture in the pay scale of Rs. 13500-16800 be given pay parity with Joint Director Animal Husbandry in the pay scale of Rs.14300-18600. It is alleged that the parity was disturbed by the Fourth Punjab Pay Commission.
- Chief Agricultural Officers/Agricultural Development Officers have demanded redesignation of their posts as Deputy Directors Agriculture and Assistant Directors Agriculture respectively. Their demand has also been recommended by the concerned Department.
- Translators (Rs. 4400-7000) have demanded pay parity with the Translators working in Punjab and Haryana High Court/Punjab Human Rights Commission in the pay scale of Rs. 5800-9200.
- Diploma Engineers (Rs. 4400-7000) have asked for pay parity with Diploma Engineers of other Departments in the pay scale of Rs. 5800-9200.

- Chemical Inspectors/ Assistants/ Junior Analysts/ Analytical Assistants (Rs. 5480-8925) have demanded pay parity with equivalent ranks in other Departments in the pay scale of Rs. 5800-9200.
- The department of Horticulture has recommended to upgrade the pay scale of the post of Planning Officer (Rs. 5480-8925) to Rs. 7220-11660 as admissible in other Departments.
- Director Horticulture has demanded that Pay parity be maintained with the post of Director Agriculture in the pay scale of Rs. 18600-22100.
- Soil Conservation Officers have demanded pay parity with officers of the Agricultural Department.
- Surveyors in the Soil Conservation Department (Rs.4020-6200) have demanded pay parity with Junior Engineers (Rs. 5800-9200) in other departments. They have also demanded redesignation of their posts as 'Survey Officers'.
- Sub Inspectors in Soil Conservation Department (Rs. 4020-7000) have demanded pay parity with Agriculture Inspectors (Rs. 5800-9200).
- Draftsmen have demanded enhancement of their promotion quota to the posts of Junior Engineers from 8% to 20% as in the Public Works (B&R) Department.
- Joint Director (Statistics) in the pay scale of Rs. 10025-15100 has demanded pay parity with the Joint Director Agriculture in the pay scale of Rs. 13500-18600 as per decision of the Hon'ble Supreme Court of India.
- The Tube- well boring staff has demanded merger of their Group 'D' Category posts and upgradation to Group-C.

5.13 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. Accordingly the Commission would recommend that the post of Joint Director (Statistics) in the Directorate of Agriculture be upgraded from Rs. 10025-15100 to Rs. 13500-18600 like the other Joint Directors. The Commission also endorses the suggestion of the Directorate of Agriculture that in the case of

Tube Well Boring staff, different categories within the Group 'D', namely Well Borer, Office Borer/Mate and Helper should be merged and redesignated as Boring Mate in the unrevised pay scale of Rs. 2720-4260 while the category of employees as Hamerman, Store Khilasi, should be merged and redesignated as Boring Helper in the unrevised pay scale of Rs. 2620-4140. Similarly, the post of different categories in Group 'C' namely Mechanic Borer, Assistant Mechanic Borer, Fitter, Pump Fitter and Black Smith may be merged and redesignated as Mechanic Borer and be placed in the unrevised pay scales of Rs. 3120-5160.

- 5.14 The other demands are at variance with the Guiding Principles and, therefore, do not merit acceptance. Their revised pay scale will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

REVENUE, REHABILITATION AND DISASTER MANAGEMENT

- 5.15 The major demands of the employees of these departments are as under:-
- Patwaris (Rs.3320-5160) be given pay parity with Pharmacists, Agricultural Sub Inspectors and J.B.T. Teachers (Rs.4550-7220) on the plea that their entry level Academic qualifications and the requisite period of specialized training are identical.
 - Patwaris/Kanungos ratio of 10 to 1 be reduced to 5 to 1.
 - The post of Assistant Office Kanungo be considered as a promotional post for Patwaris.
 - Kanungos be placed in revised pay scales of Rs. 5800-9200 equivalent to that of Senior Assistants.
 - Office Kanungos/Thur Kanungos/Naib Sadar Kanungos be given pay parity with Superintendents Grade-II and Sadar Kanungos with Superintendents Grade-I.

- Tehsildars be given pay parity with the officers in the Department of Excise and Taxation, as both are selected through the PCS Allied Services recruitment process.
 - Officials working in Religious Institutions in the erstwhile PEPSU State be upgraded to gain better status in the Society.
- 5.16 The Commission has carefully examined the above noted demands and does not find them compatible with the Guiding Principles given in Chapter 3. Therefore, all employees will get their revised pay scale as per General Conversion/Fitment Tables given in Chapter 4.

FORESTS AND WILDLIFE PRESERVATION

- 5.17 The major demands of the employees in this department are the following:-
- The Punjab Forest Service being the feeder cadre of Indian Forest Service, should be equated with PCS (EB) and PPS, which are the respective feeder cadre for the Indian Administrative Service and the Indian Police Service as was even recommended by the Anomaly Committee constituted by the State after the submission of the recommendations of the Fourth Punjab Pay Commission.
 - That the posts of (i) Forest Guard/ Forest Protection Force (ii) Head Forest Guard, (iii) Forester (iv) Range Officer/Senior Forest Ranger have been equated with (i) Constable (ii) Head Constable (iii) Assistant Sub Inspector (iv) Sub Inspector and (v) Senior Ranger with Inspector of Police by the Government of India and the same be adopted in the State.
 - Gazetted status of Group-A be given to officers of Punjab Forest Service.
 - Technical Assistants in the department should have pay parity with the Technical Assistants in other Departments in the pay scale of Rs. 6400-10640.
 - Technical Assistants on promotion be given the pay scale of Research Officers of Rs. 7220-10660 as in other departments.
- 5.18 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. The Commission is in agreement with the request that the Punjab

Forest Service being the feeding cadre for the Indian Forest Service in the State should be at par with the PCS (EB) and Punjab Police Service (PPS). This has even been recommended by the Anomaly Committee constituted with reference to the recommendations of the Fourth Punjab Pay Commission. Similarly, the request for having equivalence of Forest Guards, Head Forest Guard, Foresters, Ranger Officers and Senior Forest Rangers with Constables, Head Constables, Assistant Sub-Inspectors, Sub-Inspectors and Inspectors in the Police Department should be accepted in view of the decisions of the Government of India as otherwise it will be difficult to retain them in this Department because of competing claims being made by the neighbouring States and the Government of India.

- 5.19 The other demands are in conflict with the Guiding Principles evolved by this Commission and as such can not be accepted. All the Officers/ Officials would get their revised pay scale as per the General Conversion/Fitment Tables given in Chapter 4.

ANIMAL HUSBANDRY

- 5.20 The major demands of employees in this department are:

- Upgradation of the two posts of Deputy Directors in the Directorate of Animal Husbandry as Joint Directors in the same pay scale.
- Upgradation of the post of Chara Vikas Officer (Rs.7220-11660) as Assistant Director (Rs.12000-15500).
- Veterinary Pharmacists (Rs.4400-7000) be redesignated as Veterinary Inspectors.
- Higher pay scale for the Veterinary Pharmacists in view of their higher qualification (10+2 + 2 years Diploma) than Assistant Extension Officers in the Department who are in the pay scale of Rs.5480-8925 with lower qualification (Matriculate + 2 years Diploma).

- Channel of Promotion be created for Pharmacists as in other Departments.
- Poultry Inspectors and Poultry Assistants in the Directorate of Animal Husbandry be redesignated as Poultry Extension Officers and Poultry Assistant Officers.
- Laboratory Workers in the Directorate of Animal Husbandry be given pay parity with the Laboratory Workers in the Department of Health & Family Welfare.
- Technical Assistants be redesignated as Assistant Research Officers as in the Economic & Statistical Organisation.
- Legal Assistants be redesignated as Law Officers as in Department of Transport and Legal and Legislative Affairs.
- The cadre of Sheep Extension Assistants be merged with Veterinary Inspectors as qualifications required are the same.
- Dairy Development Inspectors Grade-I be redesignated as Assistant Dairy Development Officers and
- Dairy Development Inspector Grade-II be redesignated as Inspectors Grade-I in the pay Scale of Rs.5800-9200.

5.21 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. It has been noted by the Commission that Government has recently issued an order redesignating the Veterinary Pharmacists as Veterinary Inspectors. The Commission would recommend that the Dairy Development Inspectors Grade I may be redesignated as Assistant Dairy Development Officers.

5.22 The other demands are not in conformity with the Guiding Principles and, therefore, do not merit acceptance. Their revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

HOME AFFAIRS AND JUSTICE

5.23 The major demands of the employees in this department are as follows:

- In the office of the Advocate General, Assistant Registrar be given pay parity with Assistant Registrar General of the Punjab and Haryana High Court.
- Officers belonging to the Punjab Home Guard and Civil Defence (Group A) be given pay parity and perks equivalent to Punjab Police Service Officers in the State on the plea that like the latter they are also selected directly by Punjab Public Service Commission.
- The 14 categories of technical employees in Jails be given pay scale equivalent to those of Technical staff employed in the Industrial Training Institutes Public Works Department.
- The Ministerial Staff/Warden Guards/Teachers/Medical Staff be given pay scales at par with the ministerial staff in the Secretariat, Constables in the Police Department, Teachers in the Education Department and equivalent posts in the Health and Family Welfare Department respectively.
- Guards in Jails be given pay parity with the Constables in Police Department.
- The Executive Staff in Jails be given pay parity with equivalent posts in Police Department on the plea that there used to be pay parity initially which needs to be restored.
- Member, Official Language (Legislative) Commission be redesignated as Member-cum-Joint Legal Remembrancer and Joint Secretary.
- Assistant District Attorneys (Legal Aid Wing) be given pay parity with that of Assistant District Attorneys in the office of the Director, Prosecution and Litigation.
- Law Officers in various Departments be given pay parity with that of Law Officers in the Department of Finance.
- Senior Assistants (Legal) (Rs. 5800-9200) be upgraded in the scale of Rs. 6400-10640 and redesignated as Assistant Law Officers on the plea that the prescribed qualification for them is B.A. LLB.,

which is higher than that of Senior Assistants (General) in the pay scale of Rs. 5800-9200.

- Proof Readers be redesignated as Research Assistants and be given pay scale of Rs. 7000-10980.
- Research Assistants be redesignated as Research Officers or Law Officers and given higher pay scales as their prescribed qualification is atleast B.A., LL.B, which is higher than that of Senior Assistants (General) whereas their pay scales are the same.
- Superintendents (Legal) should be redesignated as Senior Law Officers and given higher pay scales.
- The post of Director, Forensic Laboratory be upgraded to Rs. 16350-22100.
- One of three posts of Assistant Directors in Forensic Science Lab be upgraded as Deputy Director in the scale of Rs.12000-15500 to be filled by promotion from amongst Assistant Directors with eight years of experience.
- Constables/Head Constables/Assistant Sub Inspectors/ Sub Inspectors/Inspectors be given pay parity with their counterparts in the Central Police Organisations.
- The existing parity in the scales for the posts of Deputy Superintendents of Police must be maintained vis-à-vis other Group 'A' services in the State.
- Law Officers/Assistant District Attorneys/Deputy District Attorneys/District Attorneys be given Career Progression Scheme on the pattern of PCS (EB) and a special pay of Rs. 2025/- per month to compensate for the extra efforts they need to put in after office hours.
- 5 percent promotion quota for Assistants/Stenographers having Law Degree for the post of Assistant District Attorneys be revived.
- Law Officers/Legal Assistants be given parity with Assistant District Attorneys or Law Officers in the Office of Legal Remembrancer.

5.24 The Commission has carefully considered the above mentioned demands. The Commission feels that the change in designation requested by Member, Official Language (Legislative) Commission be accepted as a functional necessity. Similarly, the role and

responsibility of Forensic Lab would justify higher grade for its Director in the pre-revised pay scale of Rs. 16350-22100 and an upgradation for three posts of its Assistant Directors to that of Deputy Director in the pre-revised scale of Rs. 12000-15500. For Police force too, the following pay grades are justified in view of the scales given in Government of India.

Constables	Rs. 5910-20200 with Grade Pay of Rs. 2000
Head Constables	Rs. 5910-20200 with Grade Pay of Rs. 2400
Assistant Sub Inspectors	Rs. 5910-20200 with Grade Pay of Rs. 2800
Sub Inspectors	Rs. 10300-34800 with Grade Pay of Rs. 3600
Inspectors	Rs.10300-34800 with Grade Pay of Rs. 3800

5.25 The existing pay parity for PPS officers with other 'A' category services in the State is to continue, both in terms of scale and Career Progression Scheme.

5.26 All other demands are not in conformity with the Guiding Principles mentioned in Chapter 3 and as such may not be accepted. The revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

FINANCE

5.27 The major demands of the employees in different Directorates under the Principal Secretary Finance are as under:-

- Research Officers in the Directorate of Institutional Finance and Banking be given pay parity with the Research Officers of the Economic and Statistical Organization.
- Deputy Directors/Research Officers/Assistant Research Officers in the Directorate of Financial Resources and Economic Intelligence be upgraded to the next higher scale, in view of the nature of their duties.
- All employees in the Directorate of Financial Resources and Economic Intelligence be given special pay on the pattern of Secretariat Employees.
- Section Officers (Accounts) be given the higher pay scale of Rs. 7220-11660 in view of their qualifications and tough competition to qualify the examination of S.A.S. as has been given to District Treasury Officers and Superintendents Grade I.
- Pay Scales of all officers above the rank of Section Officers be upgraded.
- Junior Auditors in the Directorate of Local Funds having prescribed qualification of B.Com (First Class) or M.Com (Second Class) be given pay parity with School Lecturers, Technical Assistants/Circle Auditors with equivalent qualification in the pay scale of Rs. 6400-10640.
- Junior Auditors be redesignated as Auditors as already recommended by the Fourth Punjab Pay Commission.
- District Small Savings Officers in the pay scale of Rs. 6400-10640 be given pay scale at par with other District Heads who are in the pay scale of Rs. 7000-10980.
- Senior District Small Savings officers be given higher pay scale since the pay scale of Deputy Directors has already been raised to Rs. 7880-11660.

5.28 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. These demands are not in harmony with the Guiding Principles and,

therefore, do not merit acceptance. Their revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

HEALTH AND FAMILY WELFARE

5.29 The major demands of the employees in this department are as follows:-

- Medical Officers (PCMS-I) and Dental Surgeons be given complete parity in terms of pay and other allowances with the Government of India.
- Analysts be given higher pay scales in view of their higher qualifications etc.
- Block Extension Educators/Deputy Mass Education and Information Officers/District Mass Education Officers be given higher pay scale as they too are helpful in curative Health Care, like the Nursing staff.
- Multipurpose Health Workers in the pay scale of Rs. 3330-6200/4020-6200/5000-8100 and 6400-10640 be given higher pay scales keeping in view their hard duties.
- Radiographers in the pay scale of Rs. 4550-7220 be given pay parity with the Ophthalmic Officers in the pay scale of Rs. 6400-10640 since they have similar entry level qualification (10+2 with Science and two years certificate course).
- Refrigerator Mechanics in the pay scale of Rs.4020-6200 be given pay parity with technicians Grade-III in the pay scale of Rs. 5000-8100.
- Operation Theatre Assistants and Supervisors be given pay parity with Pharmacists/Chief Pharmacists/Matrons and Dispensary Superintendents respectively.
- Entomologist be given higher pay as the minimum qualification required for this post is Post Graduation in Zoology.
- Nurses be given higher pay scales on the pattern of Sixth Central Pay Commission.
- Multi Purpose Health Employees i.e. B.C.G. Technicians, Family Planning Field Workers, Multipurpose Workers (Male) Vaccinators,

Basic Health Workers, Multipurpose Workers (Tb) and ANM redesignated as Multi Purpose Health Workers (F) be given pay scales on the pattern of Sixth Central Pay Commission.

- Drug Inspectors/Assistant Drug Controllers be upgraded on the pattern of Sixth Central Pay Commission.
- Statistical Officials/Officers be given pay parity with the equivalent ranks in the Economic and Statistical Organization.
- Pharmacists be given scales on the pattern of Sixth Central Pay Commission and redesignated as Pharmacy Officer.
- Employees of the Punjab Mental Hospital have demanded the restoration of special pay available to them prior to 01-01-1986.
- Clerks/Senior Assistants and other Ministerial Cadres be given pay parity with their counterparts in other Departments.
- Dental Electricians be upgraded to the pay scale of Rs. 4020-6200 in view of their qualifications.
- Food Inspectors be given pay parity with the Inspectors in the Department of Agriculture.
- Ayurvedic Doctors and Homeopathy Doctors be given pay parity with PCMS Doctors.
- Ayurvedic Teachers employed in Government Ayurvedic College be given scales on the pattern of PCMS Doctors.
- Up-Vaid in Ayurvedic Dispensary be redesignated as Ayurvedic Pharmacist and given the scale of Pharmacist in the Department of Health.
- Resident Physicians in the Ayurvedic System be given the pay scale of Ayurvedic Doctors, as this post can be filled by Ayurvedic Doctors with having two years experience.

5.30 The Commission has carefully considered the above mentioned demands. It may be mentioned that already there exists a parity in the scales of pay, as well as in the Dynamic Career Progression Scheme, for PCMS Doctors/Dentists with the Doctors/Dentists in the Government of India. This parity should continue. The pay scales of officers in the State Drugs Controller should also be on the pattern of the Government of India. In the case of

Entomologist, the Commission concurs with the view that this post justifies the higher grade because of higher entry level qualifications. The revised grade for this post would be Rs. 9300-34800 with grade pay of Rs. 4600. Similarly for the Analysts, the Commission would recommend the following pay scales:

(In Rs.)

Designation	Pre-revised Pay Scale	Revised Pay Scale	Grade Pay	No. of Posts
Junior Analytical Assistant	4550-7220	10300-34800	3200	5
Senior Analytical Assistant	5000-8100	10300-34800	3600	3
Analyst	5800-9200	10300-34800	4200	30
Deputy Public Analyst	6400-10640	10300-34800	4600	3
Assistant Chemical Examiner	6400-10640	10300-34800	4600	3
Deputy Chemical Examiner	7000-10980	15600-39100	6000	2
Public Analyst	10025-15100	15600-39100	6600	1
Government Analyst	7880-11660	15600-39100	6600	1

5.31 In the case of Nurses, the Commission would recommend higher pay scales as under:

(In Rs.)

Designation	Pre-revised Pay Scale	Revised Pay Scale	Grade Pay
Staff Nurse	1. 5000-8100 2. 5480-8925 (for 50%)	10300-34800	3200
Nursing Sister/Public Health Nurse[teaching]/Sister Tutor	5800-9200	10300-34800	3800
Matron/Assistant Matron/Nursing Superintendent/District Public Health Nurse	6400-10640	10300-34800	4200
Nursing Superintendent/Principal Tutor	7880-13500	15600-39100	5400
Superintendent Public Health School	9200-13900	15600-39100	5700
Deputy Director Nursing	10025-15100	15600-39100	6600

5.32 For pharmacists, the Commission would recommend an upgradation to Rs. 5000-8100 Grade and their re-fixation accordingly. It is observed that Ophthalmic Officer (Rs. 5800-9200) has minimum qualification 10+2 with science subjects plus two years diploma whereas Pharmacist (Rs. 4500-7220 with a start of Rs. 4700) also has to be 10+2 with science subjects and two years diploma alongwith three months on-hand training. Therefore in case of Ophthalmic Officer, the revised pay scale would be the same as that of the Pharmacist and the designation shall be as 'Ophthalmic Assistant' in future and the present incumbents would be allowed the present designation and revised pay scale as per General Conversion Table equivalent to Rs. 5800-9200 as a measure personal to them. The Resident Physicians in the

Ayurvedic System should also get the grade of Ayurvedic Doctors in view of the qualifications attached to the post. In the case of Multi-purpose Health Workers (both Male and Female) the Commission would also recommend upgradation to Rs. 4020-6200 and then refixation accordingly.

5.33 All other demands are at variance with the Guiding Principles evolved by the Commission, and, therefore, do not merit acceptance. The revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

FOOD AND CIVIL SUPPLIES DEPARTMENT

5.35 The major demands of the employees in this Sector are the following:-

- Additional Director be given pay parity with the Additional Director of Health and Family Welfare who is in the pay scale of Rs. 14300-18600.
- Joint Director be given pay parity with the Chief Manager of Markfed in the pay scale of Rs. 13500-16800.
- Deputy Director be given pay parity with the equivalent Rank Officers in Markfed, PSWC AND PAFC in the pay scale of Rs. 10000-13900.
- District Food and Supplies Controllers/ Assistant Director be given pay parity with other District Head officers like Assistant Excise and Taxation Commissioner/ Deputy Registrar Cooperative Societies in the pay scale of Rs. 7880-11660.
- Food and Supplies Officers be given pay parity with Sub Divisional Magistrates and Deputy Superintendents of Police in the pay scale of Rs-7220-11660.
- Assistant Food and Supplies Officers be given pay parity with the Food and Supplies Officers in the pay scale of Rs-7000-10640 and also that their cadre be merged with the cadre of Food and Supplies Officers as most of them retire as Assistant Food and Supplies Officer.

- Food and Supplies Inspectors Grade-I in the pay scale be given pay parity with Inspectors working in the other Departments in the pay scale of Rs-5800-9200.
- Analysts/ Head Analysts in the pay scale of Rs 5000-8100/5480-8925 be given pay parity with the Inspectors and Assistant Food and Supplies Officers in the same Department.
- Statistical Assistants be given pay parity with the Statistical Assistants working in the Economic and Statistical Organization in the pay scale of Rs-5800-9200.
- Superintendents Grade-I have requested that the ratio fixed for their promotion as District Food Supplies Controllers/ Assistant Directors should be changed from 1:10 to 1:6.
- Senior Auditors have requested to reduce the eligibility conditions of 7 Years experience for their promotion as Accounts Officers should be reduced to 5 years.
- Senior Auditors be redesignated as Superintendents Grade-I as both posts have similar duties.
- Junior Auditors should be redesignated as Senior Assistants.
- Ministerial Cadres have demanded enhancement in the percentage fixed for promotion to the post of Assistant Food and Supplies Officer.
- Ministerial Staff Clerks/Junior Editors/Accountants/ Senior Editors/ Senior Technical Assistants/ Steno Typists/ Junior Scale Stenographers/ Senior Assistants/ Superintendents Grade-II and Superintendents Grade-I have demanded pay parity with the equivalent rank officials of other Departments.

5.36 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. These demands are not in conformity with the Guiding Principles and, therefore, do not merit acceptance. The revised pay scales of the employees will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

RURAL DEVELOPMENT AND PANCHAYATS

5.37 The major demands of the employees in this department are as follows:-

- Social Education and Panchayat officers be given higher pay scale in order to ensure pay parity with that of officers in other Departments.
- Engineers in the Department be given pay parity with the Engineers in the Department of Public Works (B&R).
- Junior Engineers and Assistant Engineers be given higher pay scales and redesignated as Rural Development Officers and Senior Block Development officers respectively.
- Mukh Sewikas have demanded to upgrade their pay scales from Rs. 5000-8100 to Rs. 5480-8925 or Rs. 5800-9200 as has been allowed to similarly placed officers/officials in other Departments.
- Village Development Organisers be given pay parity with Agricultural Sub Inspectors, School Librarians, JBT Teachers and Junior Draftsmen.
- Faculty members of the Rural Development Institute need to be provided with the salary structure and promotion on UGC pattern.
- Junior Draftsmen/Draftsmen be given Progression Scheme on the pattern of PCS (EB).
- All Block Development and Panchayat officers, District Development and Panchayat officers, Directors, Joint Directors and Additional Directors be given the same pay scales and no distinction should be made whether they were appointed before or after 01.01.1996.

5.38 The Commission has carefully examined the above noted demands. As the Faculty Members at the Institute of the Rural Development has entry level qualifications similar to UGC norms, they may be given UGC linked salary structure and promotional opportunities accordingly, as and when it is announced by the Government of Punjab for other educational institutions. The other demands are at variance with the Guiding Principles given in

Chapter 3 and, therefore, do not merit acceptance. Their revised pay scale will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

HOUSING AND URBAN DEVELOPMENT

5.39 The Commission did not receive any representation from the employees in the department of Urban Development. As regards the department of Town and Country Planning, the major demands are:

- Redesignation of the post of Junior Engineers as Assistant Town Planners.
- Pay parity of Senior Assistants with Field Investigators.

5.40 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. As these demands are in conflict with the Guiding Principles they cannot be accepted. All the Officers/ Officials would get their revised pay scale as per the General Conversion/Fitment Tables given in Chapter 4.

INDUSTRIES AND COMMERCE

5.41 The major demands of the employees in this Sector are the following :

- Junior Technical Assistants in the pay scale of Rs. 4400-7000 be given the pay parity with the Junior Technical Assistants in the pay scale of Rs. 5000-8100 working in other Departments.
- Senior Technical Assistants in the pay scale of Rs. 5800-9200 be given pay parity with the equivalent officials in the pay scale of Rs. 6400-10640 working in other Departments.
- Block Level Extension Officers in the pay scale of Rs. 5480-8925 be given pay parity with the Inspectors in the pay scale of Rs. 5800-9200 in Excise and Taxation, Labour and Cooperation

Departments. The former have lower pay scales even though their entry level qualifications are higher than the latter.

- Senior Industrial Promotion Officers in the pay scale of Rs. 5480-8925 be given pay parity with the Block Primary Education Officers in the pay scale of Rs. 6400-10640.
- Functional Managers/Project Managers in the pay scale of Rs. 7000-10980 and Deputy Directors and Joint Directors in the pay scale of Rs. 10025-15100 and 13500-16800 respectively who are all Engineers be given pay parity with Engineers in the Department of Public Works (B&R).
- The posts of Junior Technical Officers in the pay scale of Rs. 2000-3500 and Senior Technical Officers in pay scale of Rs. 2130-3700 be merged.
- Assistant Director Design (Handicraft) in the pay scale of Rs. 5800-9200 be upgraded as Assistant Director in the pay scale of Rs. 10025-15100.
- Non Gazetted Technicians i.e. Skilled Workers/SOS/Lab Attendants and Senior Technical Assistants in the pay scale of Rs. 3120-6200/4020-6200/4400-7000/5000-8100 be given pay parity with the equivalent posts in Departments of Higher Education, Power and Industrial Tanning etc.

5.42 The Commission has examined these requests carefully and does not find them in harmony with the Guiding Principles evolved in Chapter 3. All the officers/officials would get their revised pay scale as per the General Conversion /Fitment Tables given in Chapter 4.

YOUTH SERVICES AND SPORTS

5.43 The major demand of the employees of this department is:

- That the 77 posts in the Department of Sports i.e. one post of Assistant Director+12 posts of District Sports Officers+64 posts of Sports Officers as on 1-1-1978 be placed in the unrevised pay scale of Rs.7220-11660 as in the case of Coaches there is no hierarchy. Each Coach deals with a separate sport/game and all of them are equal in status and only the senior most among them are the District Sports Officers.

5.44 The Commission examined the whole issue in its totality. It was noticed that there used to be 73 posts of Sports Officers/District Sports Officers in the grade of Rs. 800-1400 as on 1.1.1978 and three posts of Senior Sports Officers along with an Assistant Director Sports in the pay scale of Rs. 825-1580. The Third Punjab Pay Commission recommended that 13 posts of District Sports Officers should be placed in the pay scale of Rs. 2200-4000 and the remaining 64 posts of Sports Officers be placed in the pay scale of Rs. 1800-3200. However, the State Government issued a notification which included that:-

- Assistant Director Sports along with 12 District Sports Officers are granted pay scale of Rs. 2200-4000.
- Out of remaining 64 posts, 28 posts are designated as Senior Coaches in the pay scale of Rs. 2000-3500 w.e.f. 1.10.1990 and the remaining 36 are placed in the pay scale of Rs. 1800-3200.

5.45 Against the above notification, many coaches filed a Civil Writ Petition (5931 of 1993) in the Hon'ble High Court of Punjab and Haryana at Chandigarh and it was ordered on 24.12.1997 that all the Petitioners should be given the pay scale of Rs. 2200-4000 and they should be designated as Sports Officers/District Sports Officers accordingly. The State Government filed a review application against this order in 1999 and the matter is still pending for adjudication in the Court.

5.46 The Commission recommends that all the 77 posts (One post of Assistant Director + 12 posts of District Sports Officers + 64 posts of Sports Officers as on 1.1.1978) should be placed in the unrevised pay scale of Rs. 7220-11660 and thereafter their revised pay scale would be as per the General Conversion/Fitment Tables given in Chapter 4.

5.47 The above recommendation would be applicable only in respect of fixation of their pay from 1.1.2006 and the earlier period would be covered as per decision of the Hon'ble Punjab and Haryana High Court.

COOPERATION

5.48 The major demands of the employees in this department are the following:

- Assistant/Deputy/ Joint/ Additional Registrar in the pay scale of Rs. 7000-10980/ 7880-11660/ 10025-15100 and Rs. 13500-16800 respectively be given pay parity with the PCS (EB) or with comparable officers of the Departments of Agriculture and Rural Development in the pay scale of Rs. 7880-11660/ 12000-16350/ 13500-16800 and Rs. 14300-18600 respectively.
- Cooperative Inspectors in the pay scale of Rs. 5480-8925 be given pay parity with the Inspectors of Agriculture Department in the pay scale of Rs. 5800-9200 (Redesignated as Agricultural Development Officers) in the pay scale of Rs. 7220-11660.
- Cooperative Audit Officers' Association has requested for upgradation of their posts in view of their higher entry level Academic Qualification.

Sr. No.	Name of the post	Present pay scale	Demanded pay scale
1	Audit Officer	7000-10980	7880-11660
2	Dy.Chief Auditor	7880-11660	10025-15100
3	Jt.Chief Auditor	10025-15100	13500-18600
4	Addl.Chief Auditor	18600-22100	18600-22100+2500 As Spl.Pay

- Cooperative Audit Inspectors in the pay scale of Rs. 5800-9200 be given pay parity with the equivalent rank officials of other Departments, who are in the pay scale of Rs. 6400-10640.
- Senior Auditors in the pay scale of Rs. 6400-10640 have demanded merger of their cadre with the Audit Officers in the pay scale of Rs. 7000-10980 on the ground that their work load is equivalent.

5.49 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. The Commission feels that they do not justify acceptance. These demands did not get the acceptance even from the Fourth Punjab Pay Commission. The revised pay scales, therefore, in each one of the categories mentioned above would be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

TECHNICAL EDUCATION & INDUSTRIAL TRAINING

5.50 The major demands of the employees in this Sector are the following:

- Workshop Staff in the Polytechnic Colleges should be as per the norms fixed by the All Indian Council of Technical Education and its head should be declared as the Head of the Department.

- Pay scales and designations of workshop staff should be changed as under:

Sr No.	Present Name of the Post	Proposed Name of the Post
1	Workshop Instructor (Rs-5480-8925)	Assistant Training Officer (Rs-5800-9200)
2	Foreman Instructor (Rs. 7880-13500)	Training Officer (Rs. 7880-11660)
3	Workshop Superintendent (Rs. 7220-11660)	Senior Training Officer (Rs.10025-15100)
4	Workshop Supporting Staff	Parity with Equivalent post in the Department of Public Works (B&R)

- Physical Training Instructors of the Department in the pay scale of Rs. 5000-8100 be placed in the pay scale of Rs. 7220-11660 as their qualification (B.A., D.P.Ed.) is similar to those in Education Department.
- Studio Assistants be given pay parity with the Head Draftsmen/ Architect Assistants of Public Works (B&R) Department.
- Technician be given pay parity with Technicians in other Government Departments.
- Staff of the Institutions for the Specialized Courses be given pay parity with the Staff Employed in other Government Polytechnics.
- Librarians be given the pay scales as per recommendations of All India Council of Technical Education.
- Additional Director in the Department of Industrial Training in the pay scale of Rs. 13500-18100 be given pay parity with Additional Director Technical Education Rs. 14300-18600.
- Diploma holder Engineers be given pay parity with the JBT Teacher/ Vocational Teachers (Rs. 4550-7000) on the plea that their entry level qualifications and the period of specialized training are the same.
- Gazetted Officers be given pay parity with Engineers in the Department of Public Works on the plea that their entry level academic qualifications and requisite period for specialized training are the same.

- Placement Officer having pay scale of Rs. 7220-11660 has demanded to revise the pay scale of this post of Rs. 10025-15500 from 01-01-1996 as this post has been sanctioned by the Government of India equal to the rank of the post of Deputy Director (earlier known as Assistant Director Class-I) having pay scale of Rs. 10025-15500 on 01-01-1996. Earlier Commission and Anomaly Committee have recommended to revise the pay scale of this post in this pay scale of the Deputy Director.
- 5.51 The Commission has examined the above noted demands carefully. For reasons of accreditation with the All India Council of Technical Education and national uniformity, the teaching faculty employed in the Department be given pay scales as recommended by All India Council of Technical Education (AICTE) on the stipulations indicated by the AICTE. In the case of workshop staff, the Department may constitute a committee to identify posts which are part of the teaching faculty, who would need to be given pay scales as required by the AICTE. The Commission has further examined the requests of Additional Director and Placement Officer also. Additional Director should get his revised pay as per General Conversion Table. As Government of India has sanctioned the post of Placement Officer in the pay scale of the post of Deputy Director (Rs. 10025-15500) and the earlier commission has recommended the post of Placement Officer as Deputy Director therefore he be given the unrevised pay scale of Rs. 10025-15500 from 01-01-1996 and thereafter he will get his revised pay as per General Conversion Table. For other requests, we find it difficult to accept them, as they would contravene the Guiding Principles evolved by the Commission.

CULTURAL AFFAIRS, ARCHIVES & MUSEUMS

- 5.52 The major demands of the employees of the Department are as under:-
- Kildar be given for pay parity with the Supervisors in the Department.
 - The cadre of Chemical Assistants be merged with the cadre of Technical Assistants Grade-1.

- The cadre of Antiquity Mender be merged with the cadre of Portry Assistant (Rs.5000-8100) as their job descriptions are identical.
- Technical Assistants be redesignated as Assistant Research Officers on the analogy of such posts being redesignated in Economic and Statistical Organization.
- Research Officers be given pay parity with the Research Officer in the Department of Languages.
- Catalogers and Surveyors be given pay parity with Senior Assistants as it existed prior to 31.12.1985.
- Junior Technical Assistant/Research Assistant/Technical Assistant Auditor-cum-Compiler be given pay parity with the post of Superintendent Grade-II (Rs. 6400-10640).
- Assistant Archivist be upgraded to Rs. 7220-11640 in view of its prescribed qualifications.
- Surveyors/Catalogers, Junior Technical Assistants, Technical Assistants/Editor-cum-Compiler and Assistant Archivist be given pay parity with Senior Assistant, Superintendent Grade-I, Establishment Officer and Under Secretary, respectively.

5.53 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. These demands are not in conformity with the Guiding Principles and, therefore, do not merit acceptance. The revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

INFORMATION TECHNOLOGY

5.54 The major demands of the employees in this Sector are the following :-

- Information Technology Professionals be given pay package matching with Private Sector.
- Information Technology professionals on contract be governed by Punjab Civil Service Rules.

5.55 The Commission has carefully examined the above noted demands. While the Commission has been liberal in evolving new pay scales for the Punjab Government employees, it is not possible to match them with the pay parity in the private sector as already discussed in Chapter 3 relating to Guiding Principles. As regards the contract employees, it must be pointed out that a person employed under a contract has to be governed by the terms of the said contract. He or she cannot be governed by the Punjab Civil Service Rules. The Commission would, however, recommend that the pay package given in contractual appointments should be subject to periodical reviews so as to be in tune with the market conditions.

5.56 All the officers/officials would get their revised pay scale as per General Conversion/Fitment Tables given in Chapter 4.

IRRIGATION AND POWER

5.57 The major demands of employees of this department are as follows:-

- Silt Observer/Silt Analyst be given pay parity with Head Lab Attendant is in the pay scale of Rs. 4020-6200 as they have common entrance qualifications and similar duties.
- Revenue staff of Irrigation Department i.e. Deputy Collector/Zileदार/Head Revenue Clerk/Assistant Clerk/Revenue Clerk/Assistant Revenue clerk/Irrigation Booking clerk/Canal Patwari be given pay parity with equal ranks officials/officers of Revenue Department.
- Scientists be given pay parity with the Engineers.
- Field Supervisory staff i.e. earth work Mistri/Work Munshi/Supervisor/Work Inspector/Operators be redesignated as Work Inspector/Work Supervisor and given a promotion quota for the post of Junior Engineers as they have no promotion channel.

- Upgradation of Superintendent Grade-II posts as Superintendent grade-I in 32 circles in the State.
- Surveyors be given pay parity with Surveyors of soil Conservation Department.
- Chagemen and Foremen be given higher pay scale was recommended by the Fourth Punjab Pay commission.
- Diploma Engineers be given pay parity and allowances as in Public Works (B&R) Department.
- Head Signallers be given higher grade in view of their job description.
- Technicians and technical supervisor in Their Dam be given higher pay scale in view of their qualifications.
- Joint Director Research/Research Officers/Assistants Research Officer/Research assistant grade-A be given pay parity with the Engineers of the same Department.
- Personal Staff attached to different officers be given pay parity and other allowances with that of personal staff working in Punjab Civil Secretariat.
- Canal Signallers (Rs. 3330-6200) be given one month salary extra as they need to work for 53 hours per week against 37.5 hours per week.
- Head Signallers be given higher grade in view of their job description.
- B.Sc. (Non-Medical) Supervisor be given higher pay scale of Junior Engineers.
- Line Superintendents be redesignated as Junior Engineers without a change in their pay scales.
- The posts of Assistant Electrical Inspector, Executive Engineer and Chief Electrical Inspector be redesignated as Assistant Director (Electrical Inspections)/Deputy Director (Electrical Inspection) Chief Director (Electrical Inspection), respectively as their main job is to conduct inspections before the release of power connection to the users.

5.58 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. Sub-

Divisional Engineers/Chief Engineers should continue to have parity with their counter parts in the Department of Public Works. Similarly, the Diploma Engineers in this Department should have pay parity with those in the Public Works (B&R) Department. The request for a change in the designation in the Department of Power for Line Superintendents and Electrical Inspection staff may be agreed to but it should not involve any change in their pay scales. The rest of the demands are not congruous with the Guiding Principles and, therefore, do not merit acceptance. Their revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

SOCIAL SECURITY AND WOMEN & CHILD DEVELOPMENT

5.59 The major demands of employees in this department are as follows:

- The post of Programme Producer of Braille Press, Ludhiana be upgraded and given the same scale as Manager Braille Press, Ludhiana of Rs. 7000-10980 on the plea that both the jobs are identical in nature.
- Tabla Player Teachers be given parity with JBT Teachers.
- District Social Security Officers be given parity with other Heads of Office at District level in the scale of Rs. 7220-11660.
- Child Development Project Officers be given the scale indicated in the Integrated Child Development Scheme of the Government of India.

5.60 The Commission has carefully considered the above mentioned demands in the light of the Guiding Principles given in Chapter 3. These demands are at variance with the Guiding Principles and, therefore, do not merit acceptance. Their revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

LABOUR

5.61 The major demands of the employees of this department are the following:-

- Labour Inspectors Grade-II (Rs. 4400-7000) be redesignated as Labour Inspectors Grade-I (Rs. 5480-8925) and Grade-I and Grade II Cadres merged.
- Labour Inspectors be redesignated as Labour Enforcement Officers.
- Gazetted Officers of the Labour Department (Rs. 7000-10980) be given pay parity with PCS (EB) as 30% of them join the department through PCS (EB) and Allied Services Combined Competitive Examination.

5.62 The Commission has carefully examined the above noted requests in the light of the Guiding Principles mentioned in Chapter 3. It has been noticed that they are not in conformity with the Guiding Principles and as such do not merit acceptance. All the officers/officials would get their revised pay scale as per General Conversion/Fitment Tables given in Chapter 4.

EDUCATION

5.63 The major demands of the employees in this sector are as follows:

- Pay scales of Teachers in every Category be upgraded to match their counterparts in the Government of India.
- School Headmasters be given a pay scale better than that of College Lecturers as the former also do administrative work.
- The designation of Headmasters should be changed to that of Principal Grade-II.
- School Lecturers be given pay parity with the non Engineering Lecturers in Government Polytechnics on the plea that Three Year Diploma Certificate issued to students of such Polytechnics is equivalent to 10+2 on the General Education side.

- That Vocational Masters be redesignated as Vocational Lecturers and given pay parity with Headmasters.
- 75% of the posts of Vocational Teachers be filled from amongst Vocational Workshop Attendants.
- Art and Craft Teachers be given pay parity with Teachers in Master Cadre.
- Home Science Teachers be given pay parity with Art and Craft Teachers.
- Ph.D/M.Phil School Teachers be given the pay scale of College Lecturers.
- Mathematics Teachers on the School Side be given higher pay scale in view of their extra work load.
- Higher Pay Scales be given to Deputy Directors/Circle Education Officers.
- A cadre of Vice Principals in Senior Secondary Schools, Assistant Head Masters in High Schools and Head Masters in Middle Schools along with atleast one teacher of English in every High/Senior Secondary School should be created.
- Laboratory Staff in Schools be given higher pay scales in view of the significance of their assignment.
- Commerce Instructors in the Colleges be redesignated as Lecturer in Office Management and Secretarial Assistance and given pay parity with College Lecturers.
- College Librarians/Assistant Librarians/Library Restorers/Library Attendants/Deputy Directors/Chief Librarians/State Librarians/District Librarians/Library Attendants/clerical Staff in Libraries be upgraded to higher scales.
- Hostel Superintendents be given pay parity with College Lecturers and a special pay of Rs. 2500/- per month be given for performing their duties throughout the academic session without any break.
- Book Binder be considered as a Group C appointment.
- Research Assistants in the Department of Languages be given pay parity with College Lecturers, Research Officers with Senior Lecturers and Assistant Directors with Readers in the University and Deputy Directors with Professors in the University.

- Librarians in Schools be given pay parity with Master Cadre as their entry level qualifications are B.A. with Diploma in Library Science.
- Librarians/Assistant Librarians at headquarters be given pay parity with JBT/Master Cadre/Lecturers depending upon their qualifications.
- The Receptionist at the Musafir Memorial Central State Library Patiala be given higher pay scale keeping in view her qualifications.
- Instructors/Research Instructors/Supervisors/Research Officers in Stenography courses be upgraded to higher pay scales in view of the nature of their duties.
- Senior Scale Stenographers working with the Heads of the Department in the Education Sector be upgraded to that of Personal Assistants as is the norm with other Heads of Department, as this is an error/omission.
- All posts of DPis on the Schools side be filled by IAS/PCS Officers and of D.E.Os by PCS officers .

5.64 The Commission has carefully examined the above requests. The Commission attaches great importance to the Education Sector since it can bring about rapid socio-economic transformation of the State. Accordingly, the Commission would recommend higher pay scale for teachers at various levels on the Central pattern as under:

(In Rs.)

Designation	Present pay scale	Revised Pay scale as per General Conversion Table	
		Pay Band	Grade Pay
JBT/ETT/Head Teacher	4550-7220	5910-20200	3000
Craft and vernacular Teachers	5000-8100	10300-34800	3200
Center Head Teacher/ Master/ Mistress	5480-8925	10300-34800	3600
BPEO/School Lecturer/ Vocational Masters	6400-10640	10300-34800	4200
Head Master High School	7000-10980	10300-34800	4400
Principal Senior Secondary School	10025-15100	15600-39100	6600

5.65 The other requests are not in conformity with the Guiding Principles in Chapter 3 and, therefore, do not merit acceptance. All the officers/officials would get their revised pay scales as per General Conversion/Fitment Tables given in Chapter 4.

WATER SUPPLY AND SANITATION

5.66 The major demands of the employees in this department are as follows:

- Regularization of the Work Charged Employees.
- Fitters (with the qualification of matriculate +2 Years Diploma Course of I.T.I.) be placed in the pay scale of Rs. 4020-4260 which persons with similar qualifications have been given in other Departments.
- Diploma Engineers be placed in higher pay scales corresponding to their higher qualifications.

5.67 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. These demands are not in conformity with the Guiding Principles and, therefore, do not merit acceptance. Their revised pay scale will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

MEDICAL EDUCATION AND RESEARCH

5.68 The major demands of the employees in this Sector are as follows:-

- Director Medical Education and Research be given the revised pay scale of Rs-39200-67000+13000 as grade pay along with special allowance of Rs-1000 per month.
- Principals of Government Medical Colleges be given the revised pay scale of Rs-39200-67000+13000 as grade pay along with special allowance of Rs-600 per month.

- Dental Mechanic/Dental Hygienist are 10+2 Medical +2 years Diploma be given the pay scale of Rs. 4550-7220 as in the case of Pharmacists.
- Radiologists be given a share of X-Rays fee.
- Orthopedic Workshop Workers (such as Leather Workers/ Technicians) in the pay scale of Rs.3120-5160 be given higher pay scales on the pattern of other Departments.
- Medical Social Workers be given higher pay scale as they are Post Graduates in Social Work and have been declared as professional workers by the Rehabilitation Council of India.
- Medical Laboratory Technicians be given one step higher pay scale in view of their higher qualifications.
- Radiographers be given risk allowance and their pay scale should be upgraded.
- Dieticians (Rs-5800-9200) be given higher pay scale in view of their higher qualifications.
- E.C.G. Technicians be given higher pay scale in view of their higher qualifications.
- Dialysis Assistants/ Dialysis Technicians be given higher pay scale in view of their higher qualifications.

5.69 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. In view of the fact that Medical Education and Research is being regulated at the National Level by the Medical Council of India and the Dental Council of India, there is however, justification for parity in scales in respect of Doctors engaged in Medical Education and Research irrespective of the fact that their working at the first level or at the top level. Therefore, Director, Medical Education and Research, Principals of Government Medical Colleges and of the Teachers in Medical Education and Research should have parity in pay scales with Government of India. On a closer scrutiny of the prescribed qualifications and the period of technical training, it is felt that Dental Mechanics/Dental Hygienists and Radiographers' request

for their upgradation in the pay scale to that of Pharmacists is accepted. Similarly, the demand of the Junior Doctors Association in respect of their emoluments at par with the entry pay scale of General Duty Medical Officers is accepted. The request of Medical Social Workers and Dieticians whose initial qualification for the job is a Post Graduate for the higher pay grade of Rs. 6400-10640 is also accepted.

5.70 The other demands are at variance with the Guiding Principles and, therefore, do not merit acceptance. Their revised pay scales will be in accordance with the Fitment Tables given in Chapter 4.

TRANSPORT

5.71 As regards the office of the State Transport Commissioner, the major demands of the employees are as follows:-

- District Transport Officers be given pay parity with the PCS officers in the pay scale of Rs.7880-11660.
- Superintendents Grade-II In Regional Transport Authority be designated as Assistant Secretary/Regional Assistant Transport Authority to facilitate public dealings in the Authority.
- Motor Vehicle Inspectors be given pay parity with the Junior Engineers (Rs.5800-9200) as their entry level qualifications are higher than that of the latter.

5.72 The Commission has carefully examined these requests but finds itself in disagreement as such requests violate the Guiding Principles mentioned in Chapter 3. As regards the request of the Superintendents Grade II working in the Regional Transport Authority, they may be redesignated as Assistant Secretary, Regional Transport Authority so that inconvenience to General Public, if any, is reduced.

5.73 With regard to the office of Director, State Transport the major demands of the employees are as follows:

- A post of Senior Scale Stenographer be created as there are 14 Stenotypists, 4 Jr.Scale Stenographers and 1 Personal Assistant in the Department.
- Store attendants be redesignated their post as clerks.
- Junior Draftsman be upgraded as Head Draftsman in view of the limited opportunities for promotion.
- Assistant Mechanical Engineer/Works Manager be given pay parity with the Engineers in Public Works Department and also given the financial upgradation on 4-9-14 basis.
- Punjab Govt. Drivers and Technical employees be given higher pay scales.
- Superintendents Grade-II be upgraded as Superintendents Grade-I so that they too are eligible for the post of a General Manager.
- 50% of Conductors be given the pay scale of Rs.4400-7000.
- Inspectors/Welfare Inspectors/Chief Inspectors and Station Supervisors Grade-I be given higher pay scale with the equivalent rank officers in other Departments as they too are performing similar duties.
- Technicians grade II, Technical Supervisors and General Station Supervisors (Incharge) be given higher pay scales on the basis of their higher qualifications so as to match with officers of other Departments.

5.74 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. Most of these demands are at variance with the Guiding Principles and, therefore, do not merit acceptance. However, the Commission would recommend to raise the percentage of conductors in the higher pay scale to 15%, so that more promotional opportunities are available to them.

5.75 The revised pay scales of the employees will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

PLANNING

5.76 The major demands of the employees in this department are as follows:-

- Technical Officers in the Department be given higher pay scale as they need specialized skills with academic background of Economics and Statistics.
- Stenographers demanded higher pay scales on a regular basis than that of Clerks which they are presently getting as per directions of the Hon'ble Courts.
- The District Statistical Officers be given pay parity with Research Officers in the Planning Board as the prescribed qualification in both the cases is the same.
- Data Collection Allowance be given to employees performing in this function.

5.77 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3 and has noted that they are not in consonance with these principles and, therefore, do not merit acceptance. All the officers/officials would get their pay scale as per the General Conversion/Fitments Tables given in Chapter 4.

PUBLIC WORKS

5.78 The major demands of the employees in this sector are as follows:-

- Higher pay scale be given on completion of 18th and 27th year of service besides the Dynamic Assured Career Progression Scheme.
- A post of Engineer-in-Chief be created in the State.
- Junior Draftsmen be given higher pay scale and designated Planning Engineer Grade II as their entry point qualifications are

like those of Junior Engineers. On promotion too, a similar change in rank and pay should be given.

- Skilled Workers like Pump Operators/Electricians/Plumbers/Foremen/Chargemen etc. be placed in Group-C as has been done by the Central Government.

5.79 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. The Engineers in the State are in the organized cadre and are having the Pay Scales on the pattern of the Government of India. This arrangement should continue. However, the other demands are contrary to the Guiding Principles and, therefore, do not merit acceptance. Their revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

WELFARE OF SCHEDULED CASTES AND BACKWARD CLASSES

5.80 The major demands of the employees in this department are as under:-

- District Welfare Officers/Tehsil Welfare Officers be given pay parity with the District Heads and Block Development Officers in the Department of Rural Development and Pachayats in the pay scale of Rs.10025-15100 and 7880-11660 respectively.
- Instructors (Stenography) in the pay scale of Rs.5480-8925 be given pay parity with the Instructors of Stenography in the Industrial Training Institutes in the pay scale of Rs.6400-10640. Instructors (Stenography) should also be designated as Vocational Lecturer.
- Additional Directors/Deputy Directors and Superintendents Grade-I presently in the pay scale of Rs.12000-15500/7880-11660 and 7220-11660 respectively be given the revised pay scales of Rs.13500-16800/10025-15100 and Rs.7880-11660 respectively as in some other Departments.
- Lady Supervisors (Rs.4400-7000) be given pay parity with the Supervisor in Social Security Department in the pay scale of Rs.5480-8925.

- Instructors T.C.P.C. Handloom (Rs.4400-7000) be given pay parity with the Instructors in the Polytechnics (Rs.5480-8925).
- Mukh Samaj Sewkas/Samaj Sewkas in the pay scale of Rs.3120-5160 be given pay parity with the Central Head Teacher in Education Department (5480-8925).

5.81 The Commission has carefully examined all these requests and noted that they are not in harmony with the Guiding Principles mentioned in Chapter 3. Therefore, all employees in this Department will get pay scale in accordance with the General Conversion/Fitment Tables given in Chapter 4.

ELECTION

5.82 The demands of the employees in this Department are:

- Election Tehsildar/Election Naib Tehsildar/Election Kanungo (in the pay scale of Rs. 7000-10980/6400-10640/4550-7220, respectively) be redesignated as Tehsildar Election/Naib Tehsildar Election and Kanungo Election.
- Election Tehsildar (Rs. 7000-10940) be considered as Group A Officer on the analogy of the Himachal Pradesh.

5.83 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. Accordingly, the Commission would recommend that the posts of Election Tehsildar/Election Naib-Tehsildar and Election Kanungo be redesignated as Tehsildar Election/Naib-Tehsildar Election and Kanungo Election.

5.84 The other demand is not compatible with the Guiding Principles given in the Chapter 3 and categorization of posts. It does not, therefore, merit acceptance. Their revised pay scale will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

INFORMATION AND PUBLIC RELATIONS

5.85 The major demands of the employees in this Sector are the following :

- Information and Public Relations Officers i.e. Assistant Public Relations Officer/ Information Public Relations Officer/ Deputy Director/Joint Director/Additional Director in the pay scale of Rs. 6400-10640/7220-11660/7880-11660/10025-15100 and 12000-15500 respectively be upgraded in the scale of Rs. 7000-10980/7880-13500/ 10025-15000/ 12100-15100 and 12000-15500 respectively in view of the specialized and arduous nature of their job.
- Special Pay should be given to officers as they have often to work long after officer hours.
- Upgradation of posts at District and Divisional levels as much higher skills are required in view of their vast spread over of the Electronic/ Print Media.
- Professional allowance and facility of Internet and Dish TV be provided to the officers of the Department.
- Cinema Operators, Cinema Operator-cum-Care Taker, NCR Operator, Technical-cum-Cinema Operator in the pay scale of Rs. 3120-5160 be redesignated as Field Publicity Assistants and given the pay scale of Rs. 3330-6200.
- An Individual Employee brought to the notice of the Commission that he was promoted from Exhibition Assistant to Exhibition Officer but the pay scale even after promotion remained Rs. 5800-9200.

5.86 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. The Commission is separately making certain recommendations with regard to web-based internet facilities and, therefore, it need not be addressed specially here. In view of the revised nature of duties that need to be performed in the modern age of Information and Technology, the Commission agrees partly with the request for redesignation of Cinema Operators, Cinema Operator-cum-Care Takers, NCR Operators, Technical-cum-Cinema Operators as Field Publicity Clerks.

5.87 The other demands are in conflict with the Guiding Principles finalized by the Commission. As such, they do not merit acceptance. All the Officers/ Officials would get their revised pay scale as per the General Conversion/Fitment Tables given in Chapter 4.

PRINTING AND STATIONERY

5.88 The major demands of the employees in this Sector are as follows:

- Packers in all Departments of the State be uniformly given the pay scale of Rs. 3120-5160.
- All officials in the Reading Branch be given the same pay scales as have been given to officials in the Reading Branch of the Punjab Vidhan Sabha.

5.89 The Commission has carefully considered the above mentioned demands and feels that these are not in uniformity with Guiding Principles evolved, and, therefore, may not be accepted. The revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

EMPLOYMENT GENERATION

5.90 The major demands of the employees in this department are:

- Employment Officers/District Employment Officers/Deputy Directors/ Joint Directors/ Additional Directors, Employment Generation and Training have demanded pay parity with PCS (EB) as they are appointed on the basis of PCS (EB) allied services examination or alternatively their pay scales should match with comparable officers in the Departments of Excise & Taxation, Food and Civil Supplies, Education or Rural Development and Panchayats.

- Class-III Employees Association has demanded higher pay scales for Machine Men/Clerks/Restorers/Proof Readers/Drivers/Stenos Typists/Junior Scale Stenos/ Junior Assistants/ Statistical Assistants/Superintendents Grade-II and I all of which are included in common categories.

5.91 The Commission has carefully examined the above noted demands in the light of the Guiding Principles given in Chapter 3. These demands are at variance with the Guiding Principles and, therefore, do not merit acceptance. Their revised pay scales will be in accordance with the General Conversion/Fitment Tables given in Chapter 4.

Allowances

- 6.1 Presently a large number of allowances are payable to the Punjab Government employees. Some of these allowances may have lost their relevance while others may have become more significant because of the changing economic and social situation. Some allowances may also require more frequent adjustment due to inflation. The Commission has therefore made some adjustments in the existing allowances. The listing of allowances and their discussion is not necessarily in order of their importance.

Dearness Allowance (DA)

- 6.2 The need for payment of Dearness Allowance stems from the fact that there is usually an erosion in the real value of Basic Pay on account of inflation. Consequently, the Dearness Allowance is positively correlated to the level of inflation. In Punjab, it is currently paid on the Government of India pattern.
- 6.3 Government of India calculates the level of inflation for purposes of grant of DA on the basis of All India Consumer Price Index for Industrial Workers (IW) called AICPI (1982=100). The twelve monthly average of AICPI (1982=100) as on 1st January and 1st July of each year is used for calculating the Dearness Allowance. On 1st January 1996, the index was 306.33.

6.4 The rates of DA paid by the Central Government during the period 01.01.1996 to 01.01.2004 were as follows:-

As on	Rates of DA (%)
01.01.1996	0
01.07.1996	4
01.01.1997	8
01.07.1997	13
01.01.1998	16
01.07.1998	22
01.01.1999	32
01.07.1999	37
01.01.2000	38
01.07.2000	41
01.01.2001	43
01.07.2001	45
01.01.2002	49
01.07.2002	52
01.01.2003	55
01.07.2003	59
01.01.2004	61

Source: Sixth Central Pay Commission Report, P. 223

6.5 The Central Government merged 50% of DA with the Basic Pay and w.e.f. 01.04.2004, the Dearness Allowance continued to be calculated with reference to the AICPI (IW) average as on 01.01.1996 of 306.33 without changing the base consequent to the merger.

6.6 The following rates were sanctioned by the Central Government during the subsequent period.

As on	Rates of DA (%)
01.07.2004	14
01.01.2005	17
01.07.2005	21
01.01.2006	24

Source: Sixth Central Pay Commission Report, P. 223

6.7 The Dearness Allowance admissible to Punjab Government Employees on the Central Pattern would be as below:-

Date from which payable	Rates of Dearness Allowance (Per month)
01.01.2006	No Dearness Allowance
01.07.2006	2% of basic pay* + NPA where applicable
01.01.2007	6% of basic pay +NPA where applicable
01.07.2007	9% of basic pay + NPA where applicable
01.01.2008	12% of basic pay + NPA where applicable
01.07.2008	16 % of basic pay + NPA where applicable
01.01.2009	22% of basic pay + NPA where applicable

*Basic pay here shall mean, Pay in the Pay Band + Grade Pay as defined in fitment table included in Chapter 4 but does not include any allowance such as special allowance.

6.8 The major demands of the employees concerning Dearness Allowance have been the following:-

- (i) Index should be based on 3 monthly or 6 monthly average rather than 12 monthly average;
- (ii) Dearness Allowance should be treated as Dearness Pay when the Index increases by 25%;
- (iii) Dearness Allowance should be exempted from Income Tax;

- (iv) Neutralization should be on graduated scale. It should be less than 100% at higher levels of pay; and
- (v) Time lag between the announcement of DA by the Central Government and the implementation by the State Government should be reduced.

6.9 The Commission has considered these demands of the employees but does not find any justification for (a) Calculating index on 3 monthly rather than 12 monthly average, (b) merging DA with pay each time index rises by 25%, and (C) revising DA every three months. The demand that Dearness Allowance should be exempted from Income Tax legitimately falls in the domain of the Government of India.

6.10 The Commission, therefore, recommends that (a) we continue to follow Central pattern regarding grant of Dearness Allowance. This is desirable and rational approach as otherwise each State will have to devise its own separate mechanism for working out the price rise, and (b) Dearness Allowance should be converted into Dearness Pay each time CPI increases by 50% and be counted for all purposes including retirement benefits.

6.11 The Commission would also recommend that as soon as increase in DA is announced by the Central Government, the State Government should implement it within 3 months.

House Rent Allowance (HRA)

6.12 The eligibility for House Rent Allowance is with respect to the place of posting. For Punjab Government employees, the current rates and population criterion for classifying villages, towns and cities for purposes of House Rent Allowance are the following:

Sr. No.	Population of City/Town	Category	House Rent Allowance (% of Basic Pay)
(i)	20 lakhs and above but less than 50 lakhs	A	15
(ii)	10 lakhs and above but less than 20 lakhs	B 1	
(iii)	5 lakhs and above but less than 10 lakhs	B 2	
(iv)	50,000 and above but less than 5 lakhs	C	7.5
(v)	Less than 50,000 including villages & unclassified areas	D	5

6.13 For cities such as Delhi, which has a population of more than 50 lakhs, the current rate of HRA is 30% of Basic Pay.

6.14 The major demands of the employees concerning House Rent Allowance are:

- (a) House Rent Allowance should be increased substantially, particularly since the cost of construction as well as rentals has gone up considerably in recent years;

- (b) In the absence of Government accommodation, employees posted in rural areas should be given higher rate of House Rent Allowance;
- (c) Where both husband and wife are Government Employees and Government accommodation is available to one of them, the other may be given House Rent Allowance;
- (d) Employees working in Border areas should be granted higher rate of HRA; and
- (e) Policemen who live in Barracks should also be given House Rent Allowance.

6.15 The Commission has reviewed the above noted demands of the employees very carefully. The Commission is also aware of the fact that Consumer Price Index, which forms the basis for the grant of Dearness Allowance (DA), contains a housing component with a weight of 16.41%. But such a benefit derived is usually low compared to market rentals which have been escalating due to the rising cost and quality of construction and appreciating land values. The Commission would, therefore, recommend the following rates of House Rent Allowance:

Sr. No.	Population of City/Town	Category	House Rent Allowance (% of Basic Pay)
(i)	50 lakhs and above	A	30
(ii)	5 lakhs and above but less than 50 lakhs	B	20
(iii)	50,000 and above but less than 5 lakhs	C	12.5
(iv)	Less than 50,000 including villages and unclassified areas	D	10

6.16 The Commission is not fully convinced to granting higher rate of HRA to employees posted in Border Areas. Many such employees usually get rent-free accommodation particularly when they have to live near the place of work round the clock. However, the Commission sympathizes with the case of Policemen who live in

barracks but are not given any House Rent Allowance. Their families (spouses, parents) often live outside and, therefore, deserve special consideration. The Commission recommends that the minimum rate of HRA of 10% should be given to them.

Licence Fee

6.17 For those who have been given Government accommodation, the Commission would recommend raising the license fee to 10% of Basic Pay. This is particularly important since construction and maintenance costs have gone up in recent years. This is also commensurate with rising HRA and pay levels. But it is pertinent to suggest here that the Government must arrange to carry out paint/white wash or other necessary repairs at least once in two years.

Rural Area Allowance

6.18 Rural Area Allowance is granted by the Punjab Government at the rate of 6% of the Basic Pay to the employees who are working in the rural areas. This is done to compensate them for lack of quality services such as education, health and suitable accommodation in the rural areas as compared to the larger towns and cities. The Commission attaches great importance to the delivery of quality Government services to the rural areas where the majority of the State population (66.08%) is currently living. The Commission would, therefore, recommend continuation of 6% of rural area allowance. This together with enhanced HRA of 10% would make working in the rural areas sufficiently attractive and thus improve the delivery of Government Services to a large proportion of the state population.

City Compensatory Allowance

6.19 The City Compensatory Allowance (CCA) is granted to employees to meet expenditure necessitated by the special circumstances in which the job is performed. This is particularly the case when they have to face higher cost of living in the urban areas/bigger cities.

6.20 This Allowance is currently admissible to Punjab Government employees. The Classification of towns and cities is done on the basis of 1991 population census as follows:

Sr. No.	City/town category	Population
(i)	A-I	Above 50 lakhs
(ii)	A	Above 20 lakhs but less than or equal to 50 lakhs
(iii)	B-I	Above 10 lakhs but less than or equal to 20 lakhs
(iv)	B-2	Above 5 lakhs but less than or equal to 10 lakhs

6.21 The current rates of CCA by pay scale and by different size of cities are the following:

Sr. No.	Pay Scale	<u>A 1* A B 1 B2</u>			
		(In rupees)			
(i)	2520-3000	90	65	45	25
(ii)	3001-4500	125	95	65	35
(iii)	4501-6000	200	150	100	65
(iv)	6001 and above	300	240	180	120

*largely applicable to employees posted in big cities outside the State.

6.22 For most Government employees the present rates of CCA vary between '1-2%' of Basic Pay.

- 6.23 The Commission has examined the rationale and the need for such an allowance. The CCA based on population Index does not provide a good basis for judging expensiveness of cities. Even the Consumer Price Index (CPI) does not indicate variations in price levels from place to place. Moreover, except for the problems of housing and transportation, larger cities and towns have better facilities than smaller places. As such no rationale may now exist for compensating for factors other than accommodation and transportation costs to meet the higher cost of living. But even for these factors employees have been compensated in terms of higher House Rent Allowance and better Pay.
- 6.24 The Commission would, therefore, recommend abolition of this Allowance as has been done by the Central Government on the recommendation of the Sixth Central Pay Commission.

Traveling Allowance (TA/DA)

- 6.25 For the purposes of T.A./D.A., the Commission would recommend categorizing Punjab Government Employees on the basis of Grade Pay as follows:

<u>Category</u>	<u>Grade Pay</u>
I	Rs. 10,000 and above
II	Rs. 7,600 to Rs. 9,999
III	Rs. 5,000 to Rs. 7,599
IV	Rs. 3,800 to Rs. 4,999
V	Below Rs. 3,800

6.26 The classification of cities within or outside the State for the grant of T.A./D.A. should continue to be the same:

(i)	Cities with population of 50 lakhs and above	A1
(ii)	Cities with population of 20 lakhs and above but less than 50 lakhs	A2
(iii)	Cities with population of 10 lakhs and above but less than 20 lakhs	B1
(iv)	Cities with population of 5 lakhs but less than 10 lakhs	B2

Daily Allowance

6.27 The present rates of daily allowance for different class of cities are grossly inadequate. These therefore need to be doubled. The new rates should be as follows:

(In Rs.)

Grade Pay Category	A1 Hotel/Non-Hotel rates	A2 Hotel/Non-Hotel rates	B1 Hotel/Non-Hotel rates	B2 Hotel/Non-Hotel rates
I	800	640	480	320
	400	320	240	160
II	700	560	420	240
	300	240	180	120
III	450	360	270	180
	250	200	150	100
IV	380	300	230	150
	200	160	120	80
V	300	240	180	120
	150	120	90	60

6.28 The other conditions for daily allowance should remain in force:

For example:

- (i) No allowance should be permissible within a radius of 8 kms from the place of duty. Road mileage at fixed rates discussed subsequently should, however, continue to be

paid for this journey except to employees who are in receipt of local traveling and conveyance allowance;

- (ii) Journey beyond 8 kms and within 25 kms of the place of duty should be treated as local journeys. Daily Allowance should be admissible for a calendar day at half the normal rate irrespective of the period of absence if the employee returns to headquarters the same day. But when such a journey involves night stay, an employee should be entitled to normal traveling allowance;
- (iii) A full Daily Allowance should be admissible for journeys beyond 25 kms from headquarters if the period of absence is six hours or more. If the period of absence is less than six hours, half Daily Allowance should be admissible; and
- (iv) No incidental charges should be payable in addition to the Daily Allowance/Half Daily Allowance.

Travel Entitlement

6.29 The entitlement to travel by Rail is recommended as follows:

<u>Grade Pay Category</u>	<u>Entitlement by Rail</u>
I	Ist Class A.C./Executive Class
II	Ist Class/A.C. Chair Car/A.C. Two tier sleeper
III	Ist Class/A.C. Chair Car/A.C. Three Tier
IV & V	Second Class Sleeper

<u>Grade Pay category</u>	<u>Entitlement by Bus</u>
I & II	A.C. Bus
III	Deluxe Bus
IV & V	Ordinary Bus

6.30 Other conditions for travel by train and bus remain the same.

6.31 The entitlement to travel by Air within India is recommended as under:

<u>Grade Pay Category</u>	<u>Entitlement by Air</u>
I	At discretion (Business/ Executive Class)
II	Economy Class
III	On the condition that the distance is more than 500 kms.

6.32 In case of International travel, officers of and above the level of Secretaries in the State Government and the equivalent status should be entitled to travel by Business/Club Class and all other officers of the State Government should be entitled to travel by Economy Class.

Journey by Road

6.33 Keeping in view the fact that fuel costs have gone up significantly in recent years, the revised rates of road mileage per km are recommended as follows:

(In Rs.)

Grade Pay Category	Own Car/ Taxi	Auto Rickshaw/ Own Scooter/ Motor Cycle etc.	Cycle	Other means
I	16	8	1.20	16
II	16	8	1.20	16
III	16	8	1.20	16
IV	-	8	1.20	8
V	-	8	1.20	8

Accommodation

6.34 The maximum rates for hotel accommodation/ Tourist Bungalows on the production of receipt are recommended as below:

Grade Pay Category	Accommodation
I	Reimbursement of actual expenditure towards normal single room rent in a hotel of a category not above 5 star; and
II	Reimbursement of actual expenditure incurred towards normal single room rent in a hotel of category not above 3 star.

Classification of City

	A1	A2	B1	B2
	(Any hotel room upto rupees per day)			
III	800	600	500	400
IV	500	400	300	200
V	300	200	150	100

6.35 Other conditions for accommodation and daily allowance remain the same.

Travelling Allowance on Transfer

6.36 The Commission would recommend the following transport charges for the carriage of their personal effects on transfer:

<u>Grade Pay Category</u>	<u>Carriage Entitlement</u>
I & II	Two Trucks
III	One Truck
IV & V	One Truck

6.37 All other existing conditions concerning TA on transfer remain unchanged.

Transport Allowance

6.38 In general, the rationale for this allowance for travel between home and office is:

- Unprecedented growth in city limits;
- Increase in volume of traffic;
- Non-availability of accommodation at reasonable rent near office in big cities/towns; and
- Increase in commutation time between residence and place of work.

6.39 Most Punjab Government employees have demanded Transport Allowance. The Commission is aware of the fact that Fifth Central Pay Commission had allowed this allowance to Central Government Employees. The same has now been recommended by the Sixth Central Pay Commission. But the situation is not comparable. In Punjab we do not have big cities. Large cities are only Amritsar, Jalandhar and Ludhiana and do not involve large distances. In fact, the bulk of the State Government Employees are posted in smaller towns, villages and rural areas. Moreover, travel from residence to the place of work is part of the duty of the employee. So far the travel from the residence to the office has never been treated as the official travel. Granting transport allowance would mean that it is the duty of the employer to transport all the employees from their residence to the place of their work and back. In the Private Sector, it is sometimes allowed if the travel is at odd hours and/or it leads to increased productivity and efficiency. But even in such cases it is allowed for a limited category and number of employees.

- 6.40 The Commission cannot, therefore, recommend grant of any transport allowance for meeting travel expenses for travel from the residence to the place of work. This is the burden, which the State can ill afford at the present time.
- 6.41 At present there is only one exception. This relates to blind and orthopedically handicapped employees. The Commission would recommend that they continue to get transport allowance as 5% of Basic Pay subject to the enhancement limit of Rs. 450/- per month keeping in view the increased cost of fuel and the special difficulty that they face.

Conveyance Allowance

- 6.42 Most Punjab Government employees have demanded Conveyance Allowance. However, the demand coming from categories of employees with non-touring duties is misplaced since conceptually this allowance is linked to the official travel. (The demand for travel allowance between the residence and the office has been discussed under Transport Allowance).
- 6.43 For categories of employees who have to travel within a short distance from Headquarters, the Fourth Punjab Pay Commission had recommended liberalization in the grant of daily allowance for local journeys which fall between 8 kms and 25 kms. At that time no daily allowance was admissible if period of absence was 8 hours or less. The recommendations of the Fourth Punjab Pay Commission relating to Travelling Allowance, which were accepted by the Punjab Government, clearly stated that for local journeys between 8 and 25 kms, daily allowance should be admissible at half the normal rate irrespective of the period of absence. For journeys beyond 25 kms and journeys between 8 and 25 kms involving night stay should be normal daily allowance.

- 6.44 This should in principle take care of categories involving extensive duty travel. The sole exception is PCMS Doctors who should continue to get conveyance allowance if they have to attend to emergency clinical duties and other related time bound functions. Conveyance allowance can enable them to promptly attend to the patients needing immediate treatment or to provide effective guidance and supervision of basic health services.
- 6.45 But it seems that the Punjab Government has allowed conveyance allowance to several other category of employees whose job perhaps requires extensive short distance duty travel. For example, some category D employees get cycle allowance particularly in the Irrigation department. Police Officials (Constables, Head Constables, Assistant Sub-Inspectors, Inspectors) get monthly conveyance allowance. Personal Staff (Personal Assistants, Private Secretaries/Special Secretaries/Secretaries to Ministers) are entitled to reimbursement of up to Rs. 400 as conveyance expenditure in the performance of their official duties on the production of a certificate to that effect by the officials/officers concerned. Conveyance Allowance of up to Rs. 400/- per month has also been allowed to Deputy Secretaries, Under Secretaries and Superintendents Grade I working in the Punjab Civil Secretariat with effect from 01.08.2004. With the grant of this allowance, no official transport is to be provided to PSS Cadre Officers. The Commission would, therefore, recommend that existing arrangements should continue and the amount of fixed conveyance allowance should be doubled.
- 6.46 Where the officials have been allowed the use of office vehicle for private purpose on payment, the existing rates should also be doubled from Rs. 400 to Rs. 800 for 300 kms.

Medical Allowance

- 6.47 The Sixth Central Pay Commission has recommended introduction of a Health Insurance Scheme for Central Government employees available on a voluntary basis subject to paying the prescribed contribution. The Central Pay Commission has further suggested that the contribution by the employees should be based on actual premium paid. In Group A, B and C, employees should contribute 30%, 25% and 20% of annual premium respectively with the Government paying the remainder.
- 6.48 For Punjab Government Employees, the Fifth Punjab Pay Commission would, therefore, recommend the following:
- (i) Government should discuss with the employees and their associations and formulate Health Insurance Scheme (HIS) with the intention of providing employees with wider facilities and quality health care without directly burdening the Government with administrative responsibility of verifying the bills and/or expanding public sector medical infrastructure; and
 - (ii) But until such a Health Insurance Scheme is formalized and put in place, the present arrangement of paying fixed medical allowance for outdoor treatment and full reimbursement for indoor treatment should continue.
- 6.49 The Commission agrees with the plea of the employees and the pensioners that the cost of treatment and medicines has increased in recent years. The Commission would, therefore, recommend that medical allowance should be increased from Rs. 250/- granted in 1996 (and later extended to Rs. 350/-) to Rs. 500/- per month for outdoor treatment for both employees and pensioners.
- 6.50 The Commission would also recommend that the existing ceilings of intraocular, fixing of dentures, hearing aid, spectacles etc. should be doubled. Further, like most other allowances the

medical allowance should also be enhanced by 25% each time DA increases by 50%.

- 6.51 In order to expedite payment of Medical bills, Government should authorize District level officers to reimburse up to Rs. 20,000/- whereas HODs should have the powers for medical reimbursement of above Rs. 20,000 and up to Rs. 1,00,000/-. Above Rs. 1,00,000/- the power should be vested with the Administrative Secretary.
- 6.52 In addition, the Commission would suggest that the Government should draw up a penal of specialized hospitals where employees/ pensioners could avail of Cashless System of treatment and the charges are paid by the Government directly to the institutions.
- 6.53 One major grievance of both employees and pensioners has been that for chronic diseases they have to seek referral from one of the 5 institutions (Medical Colleges of Patiala, Faridkot and Amritsar; PGI Chandigarh; AIIMS). The Commission feels that if the verification and referral powers are vested with the Chief Medical Officer at the District Level and/or Medical Boards both within and outside Punjab, many Employees/Pensioners will be saved from the trouble of coming to these institutions.
- 6.54 The Commission would also suggest that the Government should review the list of 27 chronic diseases and prepare a fresh list based on the current situation and information in the health field.

Risk Allowance

- 6.55 Most employees and their Associations have demanded risk allowance. This includes: X-Ray Technicians; Radiographers; Health Officials; Nurses; Veterinary Officials; Pharmacists, Employees handling poisonous insecticides and chemicals, Heavy

Machine Operators; Transport Workers; Sewerage Workers; Sweepers etc. Their main plea has been that their work related activities are prone to risk and often have deleterious effect on health over a period of time.

6.56 The Commission has examined this demand very carefully. The Commission is of the view that the incidence of risk is not minimized by granting fixed Risk Allowance. The Government has to therefore ensure that the risk element is minimized through the use of proper precautions and higher levels of care. If ILO/WHO safety standards are followed, work related accidents can be avoided or drastically cut down. But if a mishap takes place even after taking necessary precautions and higher levels of care, insurance cover should be available free of cost to the Punjab Government Employees.

6.57 The Commission would, therefore, recommend withdrawal of fixed risk allowance if already available to any category of employees. Instead of fixed risk allowance, the Government should identify inherently dangerous or health hazardous jobs and provide insurance cover against premature death or permanent disability free of cost. The following are the recommended limits of insurance cover for different categories of employees:

Category of employees	Insurance cover
D	5 lakhs
C	7.5 lakhs
B, A	10 lakhs

6.58 For those involved in dealing with rioting or terrorist attacks or enemy action, the insurance cover should be 1.5 times of the amount mentioned above.

- 6.59 To offset the effect of inflation, the amount of insurance cover should automatically be increased by 25% each time DA goes up by 50% as has been generally recommended for most of the allowances. It should also be mentioned that in case of serious injury/death in the course of employment, the amount of risk insurance suggested above will be over and above other benefits normally available to all categories of Government employees.
- 6.60 In the case of Drivers, a special problem exists which has come to the notice of the Commission. Most Government vehicles do not have any third party insurance. While it may make good economic sense, the problem arises when an accident takes place, the driver is asked to contribute substantially towards payment of third party liability which is sometimes beyond his capacity. The Commission would, therefore, recommend that either (a) all vehicles should have a third party insurance cover or (b) a special fund should be created with the premium saved to pay for third party liability. The cash contribution of the driver, if necessary, should be limited. It should be only to deter him from dangerous driving. Alternatively he could be punished through other means such as withholding of annual increment(s).

Higher Qualification Allowance

- 6.61 This Allowance is admissible to employees who possess or acquire higher qualification than are prescribed as minimum essential in the recruitment. It is commonly believed that a Doctor who possesses MS or MD degree will certainly perform better than a Doctor who has MBBS degree, which is the minimum qualification required for the job.
- 6.62 Most of the Punjab Government employees and their associations have asked for higher qualification allowance wherever the higher qualification possessed or acquired is higher than the minimum

qualification. But the Commission is not fully convinced about the need to provide this allowance across the board. The Commission will suggest that higher qualification allowance in terms of one or two advanced increments should be given only to those specifically identified categories where higher qualification possessed or acquired is directly relevant to the job and must definitely lead to better and efficient performance of his/her duties and no other incentive/benefit is available under the rules for such higher qualification. More specifically, in cases where minimum qualification is Graduation, candidates with Masters Degree in the relevant subject should be given a maximum of one increment and those possessing M.Phil/Ph.D degree should get a maximum of two increments. This benefit should be included in the Service Rules and clearly stated when the job is filled or advertised.

6.63 The Commission would also suggest that higher qualification allowance (in terms of advanced increments) must stop when the person moves to a higher scale where his/her qualification is just equivalent to the minimum required for that scale. It has come to the notice of the Commission that some employees have continued to enjoy the benefit of advanced increments even when their qualification has become equivalent to the required minimum in the higher scale. This practice must stop.

Non-Practicing Allowance (NPA)

6.64 Many categories of employees and their Associations (such as Nurses, Pharmacists, Physiotherapists, Technicians, Accountants, Engineers) have demanded NPA at par with that payable to PCMS Doctors. Their main contention is that they can also utilize their expertise for private practice outside of the Government. Since private practice is not allowed, the employees and their associations have sought NPA at par with Doctors. Ayurvedic, Homeopathic and Veterinary Doctors have also asked for NPA.

- 6.65 It must be emphasized here that NPA is given to Doctors not only for loss of private practice but also to compensate them for longer duration of studies (4+1 year internship). The Doctors can thus enter Government Service at a later stage (about 27 years) whereas in other services, entry of direct recruitment is much earlier (about 23 years). Due to this Doctors have generally shorter effective service. Moreover, Doctors need to be compensated for longer working hours, strenuous nature of job and for the relatively lesser promotional prospects that exist due to direct recruitment without any posts at entry level being filled by promotion.
- 6.66 The Commission is, therefore, of the view that a case exists for treating Doctors as a distinct category in so far as payment of NPA is concerned. This Principle has also been accepted by the Sixth Central Pay Commission. The Commission would, therefore, recommend that PCMS Doctors should continue to be paid NPA at the rate of 25% of Basic Pay. Subject to the condition that Basic Pay + NPA does not exceed Rs. 85,000/-.
- 6.67 The Commission would also recommend that NPA given to Doctors should continue to be treated as pay for the purposes of grant of various allowances such as DA, TA/DA as well as for calculation of retirement benefits.
- 6.68 However, it has been brought to the attention of the Commission that many Doctors getting NPA continue to do private practice without giving receipt to patients. This, therefore, negates the very purpose for which NPA is given. The Commission would, therefore, suggest that the Government should take appropriate administrative and other measures to stop this practice.
- 6.69 The commission has carefully examined the demand of Ayurvedic, Homeopathic and Veterinary Doctors for NPA. The commission is

of the view that their demand is justified. They should therefore be granted NPA of 25% of Basic Pay on the Central Government pattern. Not granting NPA to them would be discriminatory. It would also implicitly mean that one system of medicine is superior to the other and thus weaken the efforts of the Government, which has been promoting the use of Ayurvedic and Homeopathic systems of medicine. The Commission also attaches great importance to the role of the Veterinary Doctors in Dairy Development which holds great potential for employment generation in Punjab.

- 6.70 But it must be stated that NPA should be restricted to posts for which a medical qualification recognised under the Indian Medical Act, 1956 or under the Dentist Act, 1948 has been prescribed as an essential qualification. In the case of Veterinary Doctors, NPA should be restricted to Veterinary posts for which minimum qualification of a degree of B.V.Sc & A.H. with registration in the Veterinary Council of India is required as has been stipulated by the Sixth Central Pay Commission.
- 6.71 It must also be mentioned here that Punjab Government allows private practice in the medical field at certain levels. No NPA should be granted in such cases. Some Doctors may also be holding purely administrative posts on which private practice has no relevance. The granting of NPA for such posts is also not strictly justified. The Commission would therefore suggest that the Punjab Government should set up a small committee to identify posts for which NPA is relevant NPA should be granted only for such identified posts.

Cash Handling Allowance

- 6.72 The Commission recognizes that employees handling cash have to exercise extra care and vigil in the performance of their duties. Their responsibilities are certainly more onerous and involve some element of risk also.

6.73 The Commission would, therefore, recommend continuation of this allowance with the following revised rates and amount of cash handled.

Sr. No.	Amount of average monthly cash handled (In Rupees)	Amount of Cash Handling Allowance per month (In Rupees)
(i)	Upto 1 lac	100
(ii)	Above 1 lac but less than 10 lacs	200
(iii)	Above 10 lacs but less than 25 lacs	300
(iv)	Above 25 lacs but less than 50 lacs	400
(v)	50 lacs and above	500

6.74 All other conditions for cash handling should remain the same. The Commission would, however, like to emphasize that most transactions are today routed through the banking network and there is minimal of cash handling. The Cash Handling Allowance should therefore be admissible only when there is actual handling of cash on a regular basis.

Project Allowance

6.75 Project Allowance is given to the employees to compensate them for lack of access to basic amenities such as housing, quality education for their children, developed markets and availability of proper medical care at out-of-the way project sites. Moreover, employees during the initial and execution stages have to often work under difficult conditions and environment. As such there is enough justification to provide this type of allowance.

6.76 But the Commission finds no justification for Project Allowance to continue indefinitely or for longer periods than necessary. The Commission would suggest that the Government should carefully

identify projects on which this allowance should be admissible to the employees. The criteria for identifying such projects should be developed in terms of location, size, importance and difficulty of work. The Commission would also recommend that instead of fixed amount, project allowance should be given as 5% of Basic Pay with the following two conditions:

- (i) Project should have a face value of more than Rs. 1,000 crore; and
- (ii) Project Allowance should be admissible for five years or project life whichever is earlier.

Uniform/Washing Allowance

6.77 The Commission has given a careful thought to the demand of the employees for raising uniform/washing allowance. The Commission feels that uniforms should be supplied to those categories in whose case the wearing of uniforms is either mandatory under some provision of law/service rules (e.g. Police Personals, Drivers, Conductors of Roadways) or it is otherwise indispensable on a functional basis (e.g. Nurses, Security Staff, Gate Keepers, Court orderlies, Catering staff). Workshop staff is another category who require protective clothing since they work with the machinery and lubricants. Other Class IV employees need not be required to wear uniforms. Government should therefore identify categories, which need to wear uniforms, and in their case all existing uniform/washing allowances should be doubled as consistent with the recommendations of the Sixth Central Pay Commission.

Deputation Allowance

6.78 The Commission would recommend continuation of this allowance with new ceilings as given below:

- 5% of Basic Pay for transfer within the same station with a ceiling of Rs. 2,000/- per month; and
- 10% of Basic Pay in other cases with a ceiling of Rs. 4,000/- per month.

The new ceilings are in conformity with that recommended by the Sixth Central Pay Commission.

6.79 For officers going on deputation to Training Institutions as Faculty Members, the Commission would recommend the Deputation Allowance of 30% of Basic Pay.

6.80 All other existing conditions concerning Deputation Allowance should remain in force. But it should be stated here that no Deputation Allowance should be admissible if the person goes on a higher post or a higher pay scale.

Family Planning Allowance

6.81 It is now widely recognized that reduction in population growth is likely to promote output and employment and thereby contribute to economic growth and higher standards of living. There are three major reasons for this. First, lower fertility and therefore reduced dependency, leads to higher per capita savings and investment and an opportunity for faster growth in total income. Second, slower population growth affects the composition of expenditure especially investment and public expenditure. Slower growth in numbers means that a smaller proportion of this expenditure is required to provide each added person with the average amount of

physical capital and social services, and so more is available per person. Third, a slower growth of labour force, together with increased investment, reduces unemployment and improves wage levels and the distribution of income.

6.82 There is thus a need to provide incentive to lower family size to achieve national fertility objectives. But it must be pointed out that education and income are negatively related to fertility or family size. The incentive if any should therefore be given only to lower category employees. The employees in higher categories such as those in A and B are likely to have smaller family size any way. The Commission would, therefore, recommend that one increment should be provided to Category C and D employees for having up to two children. Further, if both the children are girls and the family size is restricted to two, an additional increment may be given in recognition to the fact that the family is not discriminating between Gender of a child. The other conditions for family planning allowance should remain the same.

Leave Travel Concession (LTC)

6.83 Employees are currently granted LTC in a block of 4 years to discharge social obligations at home or to visit places in India to acquaint themselves with the varied and rich cultural heritage of the Country. It is expected that travel would widen their horizon and change their outlook to life and work. The change is also expected to improve their physical and mental health. They would thus be better able to perform their duty.

6.84 For the purposes of LTC, a dependent family member is considered as one whose income from all sources does not exceed Rs. 1,000. The Commission would recommend raising this limit to Rs. 1,500 particularly since the cost of living and income levels have increased.

6.85 The other major demands of the employees concerning LTC have been:

- LTC should be given every two years as in the case of pensioners;
- 15 days special leave should be granted for LTC purpose;
- Employees should have the option for encashment of LTC; and
- There should be reimbursement of boarding and lodging during LTC.

6.86 The Commission has examined these demands but does not find any justification for treating travel during LTC at par with duty travel. The option for encashment of LTC cannot be allowed since it would defeat the very purpose for which LTC is granted. It must also be understood that LTC is not a supplement to salary.

6.87 However, the Commission would recommend that employees should be allowed to encash 10 days leave at the time of availing LTC with a maximum of 60 days during the entire career. The Commission would also recommend that leave encashed at the time of LTC should not be deducted from the accumulated leave of 300 days. This is consistent with the recommendation of the Sixth Central Pay Commission and accepted, by the Government of India.

Children Education Allowance

6.88 Education plays an important role in economic development. No Country in the World has ever progressed without investing adequately in education and skill development. Education can help not only to eradicate poverty and generate employment but also to strengthen emotional and national integration. A better educated workforce should support higher levels of productivity

and be better able to adapt to new technology. Education can also bring in rapid social change by ushering an era of peace, harmony, progress and prosperity. The Commission, therefore, attaches great importance to the positive role of education in National Development. While schools and teachers are in plenty in Punjab, the cost of quality education has increased in recent years particularly with the mushrooming of Private Educational Institutions. Drop-out rates have also become significant. Education of children is becoming unaffordable for many parents. Most employees and their Associations have therefore asked for Children Education Allowance.

- 6.89 In order to ensure that Basic Education is available to children of Punjab Government employees, the Commission recommends that Education Allowance of Rs. 500/- per month subject to a maximum of Rs. 6,000/- per year per child should be given for up to two children for classes from Nursery to 10+2. The allowance will include all expenses (such as School fees, sports fees and text books) and would be admissible for children studying in schools (Private or Public) affiliated to University or School Education Boards. It must be mentioned here that Education Allowance is thus in the nature of reimbursement. It is not admissible if no expenditure has been incurred. The Commission further recommends that the Education Allowance should not be linked to performance of children. It should be admissible even when the child has failed in a particular year.

Mobile Allowance

- 6.90 There is a need to make Government Services more citizens-friendly by harnessing new technology. Service delivery can improve if General Public has easy access to Government officials. Farmers sometimes need urgent advice from Agricultural Extension Officers and Veterinary staff. Parents can benefit if they

can remain in touch with teachers about the school attendance and progress of their children. Employees in the field can better implement policies and programmes if they are in constant touch with their superiors at headquarters. Availability of mobile services can improve communication channels and make delivery of Government Services more efficient.

6.91 The Commission would, therefore, recommend that all Government Employees should be provided with a fixed mobile allowance. The following rates are suggested:

Category of Employees	Mobile Allowance per month (In Rupees)
D	100
C	150
B	300
A	500

6.92 6.93 The employees will have to provide mobile number on which their superior or General Public can contact them for official work. These numbers should be made available on the website of the concerned department. Those who have already been provided mobile facility, the present arrangements can continue. In the case of Group A & B officers, it would be useful if the unutilized amount, if any, on their residential telephone is allowed to be adjusted against their higher utilization of the mobile services.

Miscellaneous Allowances

6.93 All other existing allowances (Kit Maintenance Allowance, Design Allowance, Sumptuary Allowance, Secretariat/Special Allowance etc.) which have not been covered in this report and where fixed amount is involved should also be doubled.

Loans and Advances

6.94 Housing is a major requirement for all categories of Government Employees. As a policy, the Commission would encourage Individual housing rather than Government Constructing houses and maintaining them. However, the Commission does recognize that it is often difficult for individuals having fixed income to acquire a house or a vehicle without the aid of Government loan.

6.95 The Punjab Government, therefore, used to grant loan for four distinct purposes:

- Purchase of a plot.
- Purchase of a built up house or construction of a house.
- Repair or enlargement of existing accommodation.
- Purchase of a vehicle.

6.96 Since the financial resources of the State are limited, the present arrangement is that employees can take loan from any Bank with Government Guarantee. Installments are deducted from salary and passed on to the Bank. Such loans are fully repaid. If anything is left, it is adjusted against the retirement benefits.

6.97 The Commission would recommend that the present arrangement of assisting employees to obtain loan from the Banks should continue and the following limits for distinct category of loans should be followed:

House Building Advance

Purchase of Plot	55 basic pays + Dearness Pay or maximum Rs. 10 lacs (or the balance amount of loan including interest whichever is less.)
Purchase/ Construction of House	110 Basic Pays + Dearness Pay or Maximum Rs. 20 lacs (or the balance amount of loan including interest whichever is less)
Enlargement/Repair/ Renovation	40 Basic Pays + Dearness Pay or Maximum Rs. 10 lacs (or the balance amount of loan including interest whichever is less).

Conveyance Advance

Car Advance	30 Basic Pays + Dearness Pay Maximum Rs. 5 lacs
Motor Cycle/Scooter/Moped	Rs. 40,000

- 6.98 The employee should be entitled to only one type of loan at a time and the same type of loan cannot be obtained more than once in the entire career.
- 6.99 The Commission would suggest that the Government should negotiate with the leading PSU Banks to offer loans to Punjab Government employees at reduced rates of interest. Banks keeping in view the large volume and the secure nature of the loans should be able to offer competitive rates of interest.
- 6.100 The Commission would also recommend that the Government should provide interest subsidy equal to 2 percentage points in the rate of interest charged by the bank to the employees. The interest subsidy for the employees with disabilities should be equal to 4 percentage points in the rate of interest charged by the bank as is also now allowed by the Central Government on the recommendations of the Sixth Central Pay Commission. The interest subsidy should be on the actual amount of loan taken subject to the maximum limit defined for each category of loan in the above noted table.
- 6.101 In order to keep the expenditure on interest subsidy within affordable limits, the commission would suggest that total interest subsidy provided to the Punjab Government Employees should not exceed 1 % of the total wage bill of the State during any financial year.

**Advance for Marriage of daughter
(Category D employees)**

6.102 The Commission recommends that the current practice (since 2006) of providing Government loan free of interest to 'D' category employees on the marriage of their daughters should continue. However, the limit of up to Rs. 20,000 should be enhanced to up to Rs. 50,000 keeping in view the rise in the costs of organizing social functions in recent years. The amount should be recovered in 25 monthly installments. It is further recommended that this advance should be admissible for only up to two daughters during the entire career of the employee .

Effective date of proposed increase in allowances

6.103 While the issue related to the effective date of increased allowances has already been discussed earlier in the report, the Commission would like to reiterate the following:

- (i) The increase in current allowances should take effect from the date of notification by the Government;
- (ii) The rates of fixed allowances should increase by 25% each time the Dearness Allowance payable on revised Pay Scales goes up by 50%; and
- (iii) All fixed amount of allowances, which are recommended to be doubled, should be doubled from the level in 1998 or around that period when the recommendations of the Fourth Punjab Pay Commission were implemented. If an allowance has been subsequently enhanced the difference if any should be adjusted now.

Pensions

- 7.1 The number of pensioners in Punjab is approximately 2,38,500 and the total expenditure during 2007-08 has been about Rs. 2400 crores. The number of persons retired in more recent years is: (2005-06) 6317; (2006-07) 6149; and (2007-08) 6708.
- 7.2 The Government employees who are appointed under the Punjab Civil Service Rules on or after 1st January, 2004 are now governed by New Defined Contributory Pension Scheme. The salient features of this scheme are:
- (i) The new Pension Scheme works on defined Contribution basis and has two Tiers – Tier I and II. Contribution to Tier-I is mandatory for all Government employees joining service on or after 1.1.2004, whereas Tier –II is optional and at the discretion of Government Employees;
 - (ii) In Tier-I, all Government employees have to make a contribution of 10% of basic pay plus DA which is deducted from their salary every month. The Government makes an equal matching contribution;
 - (iii) Tier-I, contribution (and the investment returns) are kept in a non-withdrawable Pension Tier-I Account. Tier-II are kept in a separate account that are withdrawable at the option of Government employees. Government does not make any contribution to Tier-II account; and
 - (iv) A Government employee can exit at or after the age of 58 years (and 60 years in the case of Group-D employees) from the Tier-I of the scheme. At exit, it would be mandatory for him/ her to invest 40% of Pension Wealth to purchase an annuity (from IRDA regulated Life Insurance Company), which will provide for pension for the life time of the employee and his/ her dependent parents/ spouse. In the case of Government employees who leave the scheme before attaining the age of 58 year (and 60 years in the case of Group-D employees), the mandatory annuitisation would be 80% of the pension wealth. The existing provisions of Pension, pensionary benefits and GPF would not be available to the new Government employees who have joined

Government service on or after 1.1.2004. The discussion below therefore largely relates to the existing pensioners who were regular service Punjab Government Employees till 31.12.2003.

Major Demands of the existing Pensioners

7.3 A large number of pensioners and their associations have put forward several demands to the Commission in writing as well as during their personal hearings. Some of these include:

- Full pension should be 60% of emoluments last drawn;
- Emoluments should include Basic pay + Special allowance + Dearness Pay + NPA + Family Planning Increment;
- Encashment of leave on retirement should be increased from 300 days to 450 days;
- Pension eligibility should be on completion of 5 years of service as against 10 years at present;
- Full pension should be given on completion of 20 years of service. For each year of additional service (after completing minimum of 20 years of pensionable service), an additional pension of 2 percent per year should be granted.
- Minimum pension should be Rs. 10,000/-;
- In case of commutation of pension, full pension should be restored after 12 years as against 15 years at present;
- Enhanced family pension should be 60% of emoluments with no upper limit;
- The period of 7 years of enhanced family pension should be raised to 10 years;
- In case of son, family pension may be allowed up to the age of 35 years (as recruitment age has gone up to 35 years). There should be no age limit for unmarried daughters;
- Family pensioners may also be allowed Travel Concession;
- Old age allowance should be treated as pay;

- Old age allowance should be extended beyond 75 years;
- Old age allowance should also be allowed to family pensioners;
- Pensioners should be given 5% of pension as House Rent Allowance (for hired accommodation) and 10% of pension as House maintenance allowance for self possessed accommodation;
- Ceiling on gratuity should be increased to Rs. 10 lakhs;
- Travel concession should be allowed to two months of Basic Pension plus Dearness relief;
- In case both husband and wife are pensioners, both should be given travel concession;
- Medical allowance should be increased to Rs. 1000/- per month and should be raised with the age of the pensioner;
- Separate Head of Account for reimbursement of medical bills should be maintained for pensioners so as to avoid delay in payment;
- At present full outdoor reimbursement is allowed for treatment of 27 Chronic diseases on the basis of a certificate issued by any of the Government Medical Colleges of Patiala, Faridkot and Amritsar or PGI Chandigarh or AIIMS. The Chief Medical Officer at district level and/ or Medical Boards both within and outside Punjab may be authorized to issue such a certificate;
- Family pension to mentally challenged children should be provided till their death even though the disability may have manifested before or after the death of the employee/ pensioner;
- Physically challenged pensioners who have 100% disability and depend on somebody for day to day functions should be given Constant Attendant Allowance of Rs. 3000/- per month;
- 5% of plots/ flats developed by PUDA should be reserved for Pensioners/ family pensioners in case they do not own any house;
- Pensioners should be given 50% of concession in fare on State run Buses and reciprocal arrangements should be worked out with the UT Chandigarh and Haryana Transport Authorities to allow the Punjab Government pensioners to travel in their buses at concessional rate; and

- The rules and regulations concerning pensionary benefits should be published in a booklet form and distributed among pensioners and their associations on subsidized rates. The booklet should be revised from time to time;

Some special features of Punjab's Pension System

- 7.4 The Commission has examined the above noted demands of the pensioners and other related issues in greater details, giving due consideration to the concerns of the pensioners and the capacity of the Government to bear additional burden on this account. Recommendations on various pension related issues (such as granting full pension on completion of twenty years of service, extending period of enhanced family pension in special cases, increasing fixed medical allowance, raising limits of gratuity, providing constant attendant allowance, maintaining separate head of account for reimbursement of medical bills, extending old age allowance beyond 75 years) are made in the succeeding paragraphs. However, before discussing such recommendations it must be pointed out that pensioners in Punjab are relatively better treated than those in many other States and even when compared to the Central Government Pensioners. Four special features need to be mentioned here: First, the concept of enhanced pension in a limited manner at older age is already in vogue in Punjab. Second, Leave Travel Concession in Punjab is provided once in two years as against four years in many other places. Third, fixed medical allowance is provided to Punjab Government pensioners. Fourth, family pension rate (40%) in Punjab is higher than that in Central Government (30%). The Commission feels that these special advantages to the Punjab Government pensioners should continue.
- 7.5 However, the Commission does not find much justification for many other demands of the pensioners listed above. For example,

there is no convincing argument for providing Rs. 10,000 as the minimum pension. This is not even the minimum wage/salary in Punjab or elsewhere. Similarly, old age allowance is an additional benefit provided to pensioners. It cannot be treated as part of the basic pension. There is therefore no justification for providing Dearness relief on old age allowance. The commission also does not find any justification for recommending concessional travel rates on state run buses. Such issues are already being handled by the State and Central Government as part of the welfare measures for senior citizens.

Major Recommendations of the Commission

Basic Pension

- 7.6 The Commission recommends that pension should continue to be 50% of Basic Pay (plus NPA). It should also continue to be calculated on the basis of last pay drawn or 10 months average whichever is beneficial to the employee.

Qualifying Service

- 7.7 The Commission would suggest that linking of full pension with 33 years of qualifying service should be dispensed with. Full pension should be allowed once the Government employee has rendered the minimum qualifying service of 20 years. In the case of employees seeking voluntary retirement who have rendered service for 15 years and above but less than 20 years, one time lump sum retirement benefit equal to 80 months salary should be paid. Salary should mean last drawn salary or 10 months average salary whichever is beneficial to the employee. This benefit is analogous to VRS as recommended by the Sixth Central Pay Commission and accepted by the Government of India. The benefit is inclusive of all other benefits such as service gratuity.

Old age allowance

7.8 6.8 As already mentioned, this concept of old age increase in pension is already in vogue in Punjab. Pensioners are paid 5% of Basic pension at the age of 65 and 10% of basic pension at the age of 75 as additional benefit. The Commission feels that not only this benefit should continue but it should be further extended to later ages and made consistent with the recommendations of the Sixth Central Pay Commission. We shall, therefore, suggest the following:

On attaining the age of	Old age allowance (% of Basic pension)
65 years	5
75 years	10
80 years	20
85 years	30
90 years	40
95 years	50
100 years	100

7.9 6.9 The Commission would also recommend that this allowance should also be given to family pensioners as has been done by the Central Government.

Family Pension

7.10 Family pension should continue to be paid to the spouse of the deceased employee/ pensioner or other eligible family member at the rate of 40% of the last pay drawn. However, the Commission finds no justification for suggested increase in age from 25 to 28 years for payment of family pension to the sons of deceased employees. But unmarried/ divorced daughters should get family pension without any age limit.

7.11 As regards the enhanced family pension, while the Commission cannot recommend increase in period from 7 to 10 years except for

those dying in riots or terrorist attacks or enemy action the family pension may be granted for 10 years.

Commutation of pension

7.12 The commutable pension should remain at the existing rate of 40 percent. There is also no justification for changing the period of restoration of commuted portion of pension from 15 to 12 years. The period of 15 years for restoration decided by the Central Government (and followed by the Punjab Government) is based on the judgment of the Hon'ble Supreme Court of India.

Travel concession to pensioners

7.13 The Punjab Government Pensioners are paid travel concession equal to one month's pension after completion of every block of two years. This should continue since this is more advantageous than that recommended by the Central Pay Commission. When both husband and wife are Punjab Government pensioners, travel concession should continue to be allowed to only one of them as is currently the practice.

Encashment of leave

7.14 The limit of encashment of leave (EL) should continue to be 300 days. The Commission, however, feels that encashment of leave should also be allowed while in service on the Central Government pattern as discussed earlier in the Chapter 6 on Allowances. It should be 10 days on each occasion of the availing of LTC subject to a maximum of 60 days. The Commission also recommends that 60 days leave thus encashed during service should not be deducted from the overall ceiling of 300 days.

Medical allowance and facilities for Punjab Government Pensioners

- 7.15 This issue has been discussed in more details in Chapter 6 under Medical Allowance and facilities for the Punjab Government employees. The benefits discussed there should also be extended to the Punjab Government Pensioners. For example, Pensioners should also get increased fixed medical allowance of Rs. 500/- per month for meeting the cost of day-to-day out door treatment not requiring hospitalization. The reimbursement of hearing aids, intraocular lens, spectacles etc. which has been recommended to be doubled should also be available to pensioners.
- 7.16 As already stated, all medical allowances should increase by 25 per cent each time Dearness allowance increases by 50 per cent.

Constant Attendant Allowance

- 7.17 The Punjab Government employees who suffer 100% disability as a result of action against extremists or anti-social elements and who are dependent on somebody for day to day functions may be allowed constant attendant allowance of Rs. 3000 per month. This should be in addition to the extra ordinary disability pension and other benefits.

Ex-gratia payment

- 7.18 At present, dependants of Punjab Government employees are paid Rs. One lakh in case of death in harness and Rs. 3 lakhs in case of death occurring due to accidents in the course of performance of duty whether attributable to acts of violence or terrorists attack. The Commission would recommend that the rates of Ex-gratia be increased to Rs. 3 lakhs in case of death in harness and to Rs. 10 lakhs for death in the case of performance of duty such as dealing with riots, terrorist attack or enemy action.

Gratuity

7.19 Punjab Government employees are currently allowed gratuity at $\frac{1}{4}$ of emoluments for each completed six monthly period of qualifying service with a ceiling of 16.5 months. The Commission would recommend that this should continue but the maximum limit be raised from Rs. 3.5 lakhs to Rs. 10 lakhs as has also been done by the Central Government.

Expediting payment of pension and other benefits to pensioners

7.20 Many pensioners and their associations have complained to the Commission about the extra-ordinary delays in granting pension and reimbursement of other benefits. The Commission would, therefore, strongly suggest that reimbursement procedures be simplified. The process of approval of pension should start at least 6 months before retirement. If there is any complaint against an employee, it should be settled one year before retirement. However, if in an exceptional situation the complaint cannot be settled within this stipulated period or arises later during the course of the year before retirement, such an employee should be given temporary relief until the time the case is settled.

7.21 The Government should maintain separate Heads of Account for medical reimbursement for both employees and pensioners if possible. The budgetary provisions of at least 40% for medical reimbursement should be available for pensioners in a separate account. This would facilitate timely payment to pensioners.

7.22 The Government should also discuss with the participating Banks the measures needed to expedite payment of pensions. If training of Bank staff dealing with pension issues is needed, it should be encouraged. This would remove a number of grievances of pensioners.

- 7.23 For medical reimbursement, the Government must examine the feasibility of introducing a medical insurance scheme for pensioners on the Central Government pattern. This would save lot of effort and expense in dealing with medical reimbursement. But since it is often difficult to obtain medical insurance after the age of 55 and the premium is also generally very high, medical insurance scheme has to be available and decided upon much before retirement. Perhaps, employees can be given the option of choosing at the age of 55 either the medical insurance system or the traditional method of medical reimbursement.
- 7.24 But before such a system can be worked out and put in place, medical reimbursement of up to Rs. 20,000/- can be decentralized to District Level Officers while powers to reimburse up to Rs. 1,00,000/- can be vested with the Heads of Department in view of the increasing costs of medical treatment. The Administrative Secretary would, of course, continue to have full powers.
- 7.25 Various orders regarding pensionary benefits allowed by the Government should be consolidated into a booklet form and made available to pensioners and their associations at reasonable rates. This would facilitate dissemination of information among pensioners who live in far-flung remote areas of the State. The booklet should be revised from time to time to include more up to date information.

Effective date of pensionary benefits

- 7.26 It must be mentioned that all proposed increases in allowances and other benefits (such as old age allowance, medical allowance, constant attendant allowance, ex-gratia payment) should take effect from the date of the notification by the Government whereas the revised pensionary benefits (such as basic pension,

commutation of pension, gratuity) should be from 1.1.2006 as is the case with the revised salary scales.

Fitment benefit to the past pensioners

7.27 For extending fitment benefit to the past pensioners, the Commission would recommend the same formula as finalized by the Sixth Central Pay Commission. Presently there exists a modified parity between pre and post 01.01.1996 pensioners. Moreover, full neutralization of price rise on or after 01.01.1996 has also been extended to all the pensioners. However, in order to maintain the existing modified parity between present and future retirees, it will be necessary to allow the same fitment benefit as is being recommended for the existing Punjab Government employees. The Commission, therefore, recommends that all past pensioners should be allowed fitment benefit equal to 40% of the pension excluding the effect of merger of 50% dearness allowance/dearness relief as pension (in respect of pensioners retiring on or after 01.04.2004) and dearness pension (for other pensioners) respectively. The increase will be allowed by subsuming the effect of conversion of 50% of dearness relief/dearness allowance as dearness pension/dearness pay. Consequently, dearness relief at the rate of 74% on pension (excluding the effect of merger) should be taken for the purposes of computing revised pension as on 01.01.2006. The fixation as per this fitment formula will be subject to the provision that the revised pension, in no case, shall be lower than fifty percent of the sum of the minimum of the pay in the pay scale and the grade pay thereon corresponding to the pre-revised pay scale from which the pensioner had retired.

7.28 On the pattern of Central Government, wherever the pension worked out is less than Rs. 3500 the same should be stepped up to Rs. 3500 w.e.f. 1.1.2006. This would be treated as the

minimum limit of the pension applicable to all the pensioners in the State who retired before 1.1.2006.

ASSURED CAREER PROGRESSION SCHEME

- 8.1 The issue of progression in career has been examined by the earlier Punjab Pay Commissions. Obviously, the minimum number of promotions/financial upgradations to be provided to the State Government employees has to be decided to keep their morale high with an eye on the functional needs of the Government and its financial resources. However, it would not be proper to create posts just to provide promotional avenues.
- 8.2 The Commission has examined different Assured Career Progression Schemes implemented by various States/Central Government at different times after independence of the Country and by other Countries at the International level. The experience suggests that perhaps one solution could be to provide tenure jobs to the employees. But such a system has not found acceptability in the State. After careful consideration of all its aspects, the Commission feels that the State must provide atleast three opportunities to its employees for promotion or financial upgradation during the full service of an employee.
- 8.3 As part of the existing Assured Career Progression Schemes, eleven categories of Group A Officers recruited through Punjab Public Service Commission (PCS (EB), Medical Officers (PCMS-I), Dental Surgeons, Sub Divisional Engineers of the Departments of Irrigation, Public Works (Building & Roads), Water Supply and Sanitation; Assistant Research Officers of Irrigation Department, Veterinary Officers, Assistant Architects, Deputy Superintendents of Police (PPS), Assistant Town Planners and Assistant Electrical Inspectors) have been provided higher pay scales after completion of four, nine and fourteen years of service (Annexure VIII). This

type of progression may be called Dynamic Career Progression Scheme for organized cadres.

8.4 The Commission has examined the issues related to Dynamic Career Progression Scheme carefully and would recommend its continuation subject to the following two conditions.

- (i) As Dynamic/Assured Career Progression Scheme is equivalent to promotion and hence it must be placed before the Departmental Promotion Committee (DPC) and should be decided on a case-to-case basis. This would ensure a similar and identical treatment to all categories of employees in various departments as DPCs would have Members both from the Department of Personnel and Department of Welfare; and
- (ii) Benefits under the Scheme should be linked to having completed in service training courses specially designed for upgrading skills.

8.5 The Dynamic Career Progression Scheme with the recommended revised pay scales is shown in table below:

Dynamic Career Progression Scheme

(In Rs.)

Sr. No.	Name of the Cadre Post	Existing Scheme	Revised structure	
			Pay Band	Grade Pay
1	PCS (EB)	(i) 7880-13500 (with start Rs. 8000)	(i) 15600-39100	5400
		(ii) 10025-15100 (after four years of regular satisfactory service)	(ii) 15600-39100 (after four years of regular satisfactory service)	6600
		(iii) 12000-15500 (after nine years of regular satisfactory service)	(iii) 15600-39100 (after nine years of regular satisfactory service & passing of the refresher course)	7600
		(iv) 14300-18600 (after fourteen years of regular satisfactory service)	(iv) 37400-67000 (after fourteen years of regular satisfactory service & passing of the refresher course)	8700

Sr. No.	Name of the Cadre Post	Existing Scheme	Revised structure	
			Pay Band	Grade Pay
2.	Medical Officers (PCMS-I) and Dental Surgeons	(i) 7880-13500 (with start Rs. 8000)	(i) 15600-39100	5400
		(ii) 10025-15100 (after four years of regular satisfactory service)	(ii) 15600-39100 (after four years of regular satisfactory service)	6600
		(iii) 12000-15500 (after nine years of regular satisfactory service)	(iii) 15600-39100 (after nine years of regular satisfactory service & passing of the refresher course)	7600
		(iv) 14300-18150 (after fourteen years of regular satisfactory service)	(iv) 37400-67000 (after fourteen years of regular satisfactory service & passing of the refresher course)	8600
3, 4, 5, 6 & 7	Sub Divisional Engineers of Departments of Irrigation, Public Works (Building & Roads), Water Supply and Sanitation Assistant Research Officers of Irrigation Department and Assistant Electrical Inspectors of Power Department	(i) 7880-13500 (with start Rs. 8000)	(i) 15600-39100	5400
		(ii) 10025-15100 (after four years of regular satisfactory service)	(ii) 15600-39100 (after four years of regular satisfactory service)	6600
		(iii) 12000-15500 (after nine years of regular satisfactory service)	(iii) 15600-39100 (after nine years of regular satisfactory service & passing of the refresher course)	7600

Sr. No.	Name of the Cadre Post	Existing Scheme	Revised structure	
			Pay Band	Grade Pay
		(iv) 14300-18150 (after fourteen years of regular satisfactory service)	(iv) 37400-67000 (after fourteen years of regular satisfactory service & passing of the refresher course)	8600
8.	Veterinary Officers	(i) 7880-13500 (with start Rs. 8000)	(i) 15600-39100	5400
		(ii) 10025-15100 (after four years of regular satisfactory service)	(ii) 15600-39100 (after four years of regular satisfactory service)	6600
		(iii) 12000-15500 (after nine years of regular satisfactory service)	(iii) 15600-39100 (after nine years of regular satisfactory service & passing of the refresher course)	7600
		(iv) 14300-18150 (after fourteen years of regular satisfactory service)	(iv) 37400-67000 (after fourteen years of regular satisfactory service & passing of the refresher course)	8700
9.	Assistant Architects	(i) 7880-13500 (with start Rs. 8000)	(i) 15600-39100	5400
		(ii) 10025-15100 (after four years of regular satisfactory service)	(ii) 15600-39100 (after four years of regular satisfactory service)	6600
		(iii) 12000-15500 (after nine years of regular satisfactory service)	(iii) 15600-39100 (after nine years of regular satisfactory service & passing of the refresher course)	7600
		(iv) 14300-18150 (after fourteen years of regular satisfactory service)	(iv) 37400-67000 (after fourteen years of regular satisfactory service & passing of the refresher course)	8600
10.	Deputy Superintendents of Police	(i) 7880-13500 (with start Rs. 8000)	(i) 15600-39100	5400
		(ii) 10025-15100 (after four years of regular satisfactory service)	(ii) 15600-39100 (after four years of regular satisfactory service)	6600

Sr. No.	Name of the Cadre Post	Existing Scheme	Revised structure	
			Pay Band	Grade Pay
		(iii) 12000-15500 (after nine years of regular satisfactory service)	(iii) 15600-39100 (after nine years of regular satisfactory service & passing of the refresher course)	7600
		(iv) 14300-18150 (after fourteen years of regular satisfactory service)	(iv) 37400-67000 (after fourteen years of regular satisfactory service & passing of the refresher course)	8600
11.	Assistant Town Planners	(i) 7880-13500 (with start Rs. 8000)	(i) 15600-39100	5400
		(ii) 10025-15100 (after four years of regular satisfactory service)	(ii) 15600-39100 (after four years of regular satisfactory service)	6600
		(iii) 12000-15500 (after nine years of regular satisfactory service)	(iii) 15600-39100 (after nine years of regular satisfactory service & passing of the refresher course)	7600
		(iv) 14300-18150 (after fourteen years of regular satisfactory service)	(iv) 37400-67000 (after fourteen years of regular satisfactory service & passing of the refresher course)	8600

8.6 The other State Government employees i.e. the non-organized cadres upto 1.11.2006 were provided with financial upgradation equivalent to one increment after the completion of 8 and 16 years of service. If, such employees do not get any promotion even up to 24 years of service, they are provided with one more financial upgradation. If an employee does not get any promotion even up to 32 years of service, he/she is provided with one more financial upgradation as part of the scheme, which is given in Annexure IX.

8.7 After 1.11.2006, the employees in non-organized cadres have been provided with an alternative scheme explained in Annexure X. As part of this scheme, an employee has the option to get a higher pay scale (in the hierarchy of pay scales in the master scale) after completion of four years, nine years and fourteen years of service on the fulfillment of certain conditions. For example, the employee has to give an undertaking to adjust the benefit, if any, enjoyed by him under earlier Scheme. Thus, an employee in the non-organized cadres has now an option to choose between the two schemes given in Annexure IX and Annexure X.

8.8 For the non-organized cadres, the two existing alternative schemes have been carefully examined. The Commission feels that both of them provide an effective Career Progression and should continue. However, the Commission recommends that benefits under these schemes should be subject to the condition that the concerned employee has the prescribed minimum eligibility qualifications for the next higher scale and has also successfully undergone a Refresher Course designed to upgrade skills.

8.9 The effect of the above recommendations is given in the table below:

Number of promotions enjoyed by the employee	Number of Financial upgradation enjoyed by the employee	Total of No. of Promotion and Financial upgradation enjoyed by the employee	No. of years put in government service from the time of joining	Eligibility for Financial upgradation
Zero	Zero	Zero	Below 4 years	Not eligible for First Financial upgradation
Zero	Zero	Zero	More than 4 years but less than 9 years	Eligible for First Financial upgradation
One	Zero	One	More than 4 years but less than 9 years	Not eligible for First Financial upgradation

Number of promotions enjoyed by the employee	Number of Financial upgradation enjoyed by the employee	Total of No. of Promotion and Financial upgradation enjoyed by the employee	No. of years put in government service from the time of joining	Eligibility for Financial upgradation
Zero	One	One	More than 9 years but less than 14 years	Eligible for Second Financial upgradation & passing of the refresher course
One	Zero	One	More than 9 years but less than 14 years	Eligible for Second Financial upgradation & passing of the refresher course
Two	Zero	Two	More than 9 years but less than 14 years	Not eligible for Second Financial upgradation
Zero	Two	Two	More than 14 years of service	Eligible for Third Financial upgradation & passing of the refresher course
One	One	Two	More than 14 years of service	Eligible for Third Financial upgradation & passing of the refresher course
Two	Zero	Two	More than 14 years of service	Eligible for Third Financial upgradation & passing of the refresher course
Three	Zero	Three	More than 14 years of service	Not eligible for Third Financial upgradation

8.10 With regard to the Career Progression, the Commission would like to make another suggestion. Wherever the Government is recruiting the employees at higher level through direct recruitment, 20% quota of the direct recruitment should be filled through Limited Departmental Competitive Examination from amongst the employees, who fulfill the minimum qualification for direct recruitment. For instance, wherever direct recruitment is 50% of the cadre strength, then 10% of the cadre strength out of direct quota of 50% should be utilized for giving quicker promotion to those employees who fulfill the minimum qualification for direct recruitment and qualify the Limited Departmental Competitive Examination appropriately designed in consultation with Punjab Public Service Commission/Subordinate Services Selection Board.

Changing Contours of Public Service Delivery: Promotion of Effective, Responsive and Citizen-Friendly Administration

- 9.1 The Government of Punjab has recently set up Social Development and Governance Reforms Commission, which is likely to recommend administrative reforms with a view to promoting good governance in the State. The role of the present Pay Commission is only to recommend changes in the pay structure and allowances. The underlying philosophy of recommending better pay scales and allowances is to motivate government employees to work with more dedication and integrity so that the final outcome of their services results in making governance effective, responsive and citizen-friendly.
- 9.2 The thrust of the traditional model of public administration patterned on the Weberian theory of bureaucracy is to provide public goods/services to citizens within the laid down parameters in the statute book in the form of rules and regulations. The traditional model of bureaucracy became blurred in the post Great Depression and Second World War period. The interface between citizens and administration became more complex and multi-layered. The administration also succeeded in manipulating the system in its favour. The ordinary citizens suffered at the hands of administration both for not getting adequate services and also for paying more taxes to meet the expenses of bloated bureaucracy. The unhealthy combination of inadequate provision of public services and high incidence of taxes eroded the faith of ordinary citizens in administration and in the process citizens felt alienated. Punjab seems to be no exception to this global trend.

- 9.3 The phenomenal growth of bureaucracy accompanied by increasing degree of dissatisfaction among citizens about the delivery of public services has led to a search for alternative models of governance, which are more citizens-friendly and emphasise transparency. Such models of governance known as New Public Management (NPM) were developed, particularly in the advanced countries. The underlying tenants of the NPM include freedom management in public sector, explicit standards and measures of performance, emphasis on outcome rather than on procedures, flexible, flatter (non-hierarchical) and focused structures of the organizations with stress on financial prudence.
- 9.4 The NPM model has placed the citizens at the centre of public service reforms. The most important administrative innovation in this context is the Citizens' Charter introduced for the first time in the U.K. in 1991. It emphasizes six principles of public services: standards, information and openness, choice and consultation, courtesy and helpfulness, and value for money. The Citizens' Charter in the U.K. has further been improved and strengthened under the campaign 'Service First'. The impressive performance of the citizens' charter in the U.K. has made this administrative device popular across the globe. In India this citizens-friendly approach to administration was adopted in the Chief Ministers' Conference on *Action Plan for Effective and Responsive Administration* held under the chairmanship of the Prime Minister on 24th May 1997.
- 9.5 The use of information and communication technology in the government sector popularly known as e-governance has also emerged as a powerful tool to deliver services at the doorsteps of citizens. E-governance facilitates the citizens-administration interface in an efficient, speedier and transparent manner. It also provides an opportunity to citizens to provide inputs for public

policy making. Thus E-governance is a two way traffic between the government and the citizens.

- 9.6 Most of the State Governments including Punjab are passing through a fiscal crisis. Revenue expenditure claims maximum share of total expenditure and thus sufficient resources are not available for development projects. Participation of private capital particularly in the form of Public Private Partnership (PPP) is gaining momentum. Partnership of both public and private sector in the delivery of public services ensures an agreed rate of return to the private sector and in exchange it is obligatory on the part of the private sector to meet social responsibility.
- 9.7 The progress in Punjab on account of new administrative initiatives is slow. The effective, responsive and citizens-friendly administration is more in the form of rhetoric and less in the form of reality. For example out of 71 Departments/Directorates of the Government only fifteen Departments and two Directorates have formulated their Citizens' Charter. Of these, only the Department of Technical Education and Industrial Training and Directorate of Soil and Water Conservation have displayed their citizens' charter on the websites. Thus Citizens' Charter programme as a vehicle of promotion of citizens centric administration has failed to make its presence felt among the people of Punjab.
- 9.8 The dividends from the use of new information technology in the delivery of public services are also not as handsome as were expected. No doubt the Government of Punjab has its own website, through which 42 Departments can be easily accessed. Only 12 Departments of the Government have their own websites. However, the information on these websites in most of the cases is not regularly updated. The websites contain information about the Department and its functions, schemes, advertisements, tenders, contacts, and annual reports. Application forms about various

programmes/schemes, barring a few, are generally not available on the websites and thus the e-governance initiatives are mainly informative in nature and in no way help the citizens to avail the benefits of public services through internet.

9.9 In Punjab, PPP model is mainly used by the Punjab Infrastructure Development Board for building physical infrastructure such as roads and bridges. In the provision of other public services the use of PPP model is almost non-existent.

9.10 The only area where some tangible progress has been achieved relates to the Right to Information. The major credit for this goes to the Right to Information Act, 2005 under which it is obligatory on the part of the Government Departments to supply information within stipulated time. During the discussions with the Departments, the Commission found that many Departments, instead of appreciating the underlying spirit behind the Act, were mainly complaining against it as considerable amount of time was being spent on providing lengthy and time-consuming information. Most of them were, therefore, asking for additional staff for handling RTI cases.

9.11 The Commission is of the opinion that quality of governance matters for improving the delivery of public services. The Commission would, therefore, recommend that firstly the Punjab Government by learning from the global experience should launch a special campaign to make it obligatory for all the Departments to announce their Citizens' Charter including special privileges, health care and other facilities for senior citizens. A special Citizens' Charter Unit should be set up in the office of the Chief Minister/Deputy Chief Minister. This Unit should review the progress on the implementation of Citizens' Charter in the State.

9.12 Secondly, the citizens can benefit from e-governance initiatives if necessary forms are available on the website and Departments accept their e-submission. This will quicken the speed of processing and decision-making in Government offices. It would also help in reducing long queues at head offices, save huge public money, ease pressures on physical infrastructure and provide sufficient time to officials to concentrate on their work. The work related to setting up of websites and updating them should be outsourced. The website of a department should contain all information that may be needed by a user, such as its organizational structure, key persons with contact Numbers, the annual administration report, its budget, its important schemes, audit reports, etc. Web sites of Training Institutions in the State, including in the Department of Technical Education, could give information about programmes, which citizens can also join, such as Entrepreneurship Development Programmes, short term or weekend skill development programmes for self-employed persons in the unorganized sector, the skill accreditation activity in the Institute, etc. The Commission strongly recommends that e-governance should become a reality in Punjab. Towards achieving this objective the government should provide liberal funds for the necessary infrastructure, train the entire staff for e-governance and promote setting up of e-sampark centres/kiosks at nodal villages, towns and cities.

9.13 Thirdly, the Commission recommends that in future each project/programme should qualify the three Es Test, i.e. economy, efficiency and effectiveness. Under the Economy Test, each project/programme should be scrutinized on the basis of cost effectiveness. Under the Efficiency Test, the aim of the administration should be to achieve the target with least possible use of resources. The Test of Effectiveness should measure the extent to which the objectives of the scheme/programme have been achieved.

- 9.14 Fourthly, the bureaucracy is synonymous with cumbersome procedure, excessive paperwork, red-tapism, and ultimately resulting in inordinate delays in the decision-making. With a view to improving the image of the bureaucracy among citizens and making it outcome oriented, the Commission recommends that the existing procedures and regulations be simplified.
- 9.15 Fifthly, the Commission recommends that PPP model should be used for delivering public services in Sectors such as Transport, Education, Health and Housing. However, before switching over to PPP model, officials of concerned Departments should be given rigorous training about the formulation of contracts and monitoring their progress so that the private sector works towards citizens' satisfaction and does not siphon off the resources of the State. This may also require setting up of independent Regulatory Authorities to ensure level playing field for investors and protecting the interests of the General Public.
- 9.16 With a view to speeding up the settlement of pending disputes between public and the Government, the Commission would recommend to rely more upon the vehicle of *Lok Adalats*. The conventional machinery for delivering justice to the aggrieved citizens is cumbersome, costly and time consuming. *Lok Adalats* in various parts of the State would help the common citizens to get their disputes settled on the spot and help in restoring people's trust in the State administration. The procedure of the *Lok Adalat* should be simple, transparent and cost effective. The information about the time and location of *Lok Adalats* should be disseminated effectively so that all the affected parties can avail of the benefits.
- 9.17 Government officials at all levels at the time of joining the service need to be oriented towards State priorities, office procedures and

working environment. They should, therefore, be given induction training. The administrative functions and procedures are also undergoing fast changes which necessitate continuous upgradation of skills of Government Employees through in-service training programmes. The Commission during the interaction with the various Departments as well as with the Unions/Associations has found that at present training programmes are not regularly organized. The training modules, training methodologies, infrastructure for training are also not regularly updated with changing requirements of the public services. The selection procedures for training and utilization of services after training also need thorough review to make training an effective tool of efficient administration. In the light of these observations, the Commission strongly recommends that training programmes should be made a regular phenomenon. It should also be made obligatory to attend at least two training programmes of reasonable duration before availing benefits under promotional and assured career progression schemes. The Training Institutions must regularly review the training modules, training methodology and provide necessary infrastructure. Government should also formulate a transparent and objective policy for nominations and for utilization of services of officers after training.

- 9.18 The focus of training should vary across groups of employees. The major focus of training for Group D staff should be to develop multi-skilling among them so that they can perform multiple functions of the auxillary staff. Group C employees should be imparted training in areas such as information technology, modern office equipments, liaison, record keeping, drafting and communication skills. Developing managerial and leadership skills should be the focus of training programmes for Group A and B employees. The Training Institutions such as Mahatama Gandhi State Institute of Public Administration should be involved as a

nodal agency to implement training and skills development programmes.

- 9.19 To make administration more responsive to citizens' needs and to improve its image among General Public, wasteful expenditure should be curbed. The posting of Constables/other officials at the residences of officers should be stopped. If it is considered that such an arrangement is necessary for a particular functionary, it should be done by way of contractual appointment only with prior concurrence of the Department of Finance. Officers contravening this should be departmentally of Finance. Officers contravening this should be departmentally proceeded against.
- 9.20 Though the subject matter of the administrative reforms has not been rigorously investigated by the Commission, the central concern of the Commission has been to restore citizens' trust in administration. For achieving this objective, the Commission has devised pay structure, allowances and other policy initiatives in such a manner that employees are highly motivated to deliver goods and services to the satisfaction of citizens. It is expected that cumulative effect of the recommendations of the Commission would make administration more effective, responsive, accountable and citizens-friendly.
- 9.21 To improve utilization of funds under Centrally Sponsored Schemes such as Rural Employment Guarantee, Bharat Nirman, Urban Renewal and Welfare of Minorities, it is necessary that the State does create suitable administrative infrastructure.
- 9.22 The Commission has separately recommended upgradation of certain posts to improve service delivery. The Commission's recommendations regarding an assured career and promotion policy is intended to remove stagnation and thereby promote job satisfaction. The Commission has also recommended introduction

of educational allowance, mobile allowance and risk allowance in the form of health insurance for risk prone jobs. Another recommendation of the Commission is to enhance age of superannuation from 58 to 60 years. It is expected that all these measures would motivate the employees and thereby improve the service delivery.

SUGGESTIONS FOR RECRUITMENT PROCEDURES

- 10.1 In order to discharge its duties, each Government Department devises its own organizational structure. This structure often undergoes a change to respond to the new challenges arising from the initiation of new programmes or adoption of new technologies. However, the efficacy of the new structure largely depends upon the number and quality of staff available.
- 10.2 Both in written and oral presentations before the Commission, Administrative Secretaries/Heads of Department, Employees' Associations and individuals drew attention to the existence of a large number of vacancies in various Departments. This, they argued, has adversely affected the working of the Government. In this context, they referred to the official communications relating to the ban on recruitment and abolition of posts. This ban was perhaps intended to reduce the Non-Plan expenditure on salaries and allowances of the Government employees in view of the poor financial health of the State.
- 10.3 However, Government instructions also stipulate that a Department could take up the exercise of a revival/creation of a post for functional requirements only after the Department has carried out a restructuring exercise. The restructuring proposal requires a clearance from the Officers Committee and a Group of Ministers before submitting it to the Council of Ministers for approval. This obviously is a time consuming process. It is in the knowledge of the Commission that the Department of Forest and Wild Life has been engaged in the restructuring exercise for about 6 months. Its completion will take some more time. Other Departments could possibly benefit from such an exercise.

- 10.4 The Commission has examined this issue carefully. The Commission concurs with the view that a large number of vacancies existing in various Departments adversely affects the quality and delivery of public services. The enforcement of various laws and regulations also suffers. It also leads to skewed administrative structure where supervisory officials have no or little support staff. However, as discussed in Chapter 2, the financial health of the State cannot be termed as satisfactory. Accordingly, complete lifting of the ban on recruitment may not be thus possible.
- 10.5 The Commission would, therefore, recommend that pending completion of the restructuring exercise and lifting of the ban on recruitment in all Government Departments must outsource their activities as per the existing policy. Generally, outsourcing is done through outside agency. The Commission would suggest that subject to legal compliance, Government departments should directly outsource essential and urgent requirements for staff in categories 'C' and 'D' without going through an outsource agency.
- 10.6 The persons to be selected under direct outsourcing must possess the prescribed minimum qualification and experience indicated in the Recruitment Rules for that post.
- 10.7 The selected persons could be employed on the fixed consolidated remuneration for a limited period of upto 3 years. Such persons could later be considered for regular job subject to the fulfillment of all necessary requirements. Engagement of staff under this arrangement could be done for all the Departments by respective Divisional Commissioners and in the case of offices located at Chandigarh, the recruitment should be done by the Commissioner Patiala Division.

- 10.8 To facilitate the process of outsourcing, a model contract should be developed for use of various Departments. If an outside Agency is to be used, a standard procedure should also be evolved for its engagement.
- 10.9 In respect of categories 'A' and 'B', the retired officers could be engaged upto the age of 62 years by the Government on a fixed remuneration to meet urgent staff requirements.
- 10.10 The Commission has noted that there are a large number of category 'D' posts in various departments, with distinct names and qualifications required. In the department of Irrigation, it has been noted that there are 350 categories of category 'D' employees. Since the technology/processes, and systems keep changing, some of these posts have become redundant and new requirements have sprung up. Many of these posts, therefore, do not require to be filled up. It is, therefore, suggested that within the overall number of category 'D' posts, a Head of the Department be permitted to interchange posts from one category to the other to meet the changing requirements as already mentioned earlier in the report. Simultaneously, it should be the responsibility of the Head of the Department to ensure arrangements for multiskilling of category 'D' employees. There could be financial incentive introduced in the form of an increment on acquisition of multiskills by the employee.
- 10.11 There are a number of posts such as Statistical Assistants, Nurse-cum-Lady Attendants, Health Visitors, Samaj Sevikas which are presently existing in more than one Department. This often leads to lack of promotional opportunities for small cadres. In order to harness resources and create synergies among Departments, the Commission would recommend their recruitment in a parent department from where other Departments can take such functionaries on deputation when needed.

10.12 Another suggestion in this context is that the Secretariat and personal staff cadres in the Civil Secretariat should be merged in future. In future recruitment in the Secretariat should be made as Executive Assistants with entry level qualifications of Graduation and one year Diploma in computers. Executive Assistants should discharge the functions presently being carried out by the Assistants as well as by the Personal Staff. This would improve both the promotional opportunities and flexibility in working arrangement.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATIONS

11.1 The Commission has recommended in Chapters 4,5,6 and 7 the revised pay scales, allowances and pensionary benefits. While the pay scales and pensionary benefits are to be effective from 1.1.2006, the new allowances and the revision in existing allowances is to be effective from the date of notification by the Government. The estimates made here are based on the assumption of uniform distribution of employees in different pay scales. It is estimated that the annual additional expenditure on account of the revision in Pay Structure would be Rs. 1750 crores in 2009-10 inclusive of 6 percent Dearness Allowance on the pattern of the Central Government w.e.f. 1.1.2009. The additional cost due to the revision of existing allowances and introduction of new allowances is estimated to be Rs. 300 crores per annum.

11.2 Thus the total implication of the various recommendations made by the Commission for 2009-10 in respect of revision of scales and allowances is indicated below:

<u>S.No.</u>	<u>Category</u>	<u>Implication</u> <u>(Rs. In Crores)</u>
1.	Revision in Pay Scales	1750
2.	Revision of allowances	300
	Total	2050

11.3 As regards the existing pensioners, the additional yearly liability inclusive of increased expenditure on account of enhanced limits of gratuity, LTC and leave encashment due to increase in pay scales is estimated at Rs. 650 crores.

11.4 As increase in salary, scales and pensionary benefits are to have retrospective effect from 1.1.2006, it is estimated that arrears on account of salary increases for the period from 1.1.2006 to 31.3.2009 would be Rs. 3450 crores. In the case of pensioners the arrears for this period are likely to be Rs. 1350 crores, making the total arrears to be paid to Rs. 4800 crores.

11.5 The savings on account of the recommendations made by the Commission are indicated below:

	(Rs. in crores per annum)
1. Enhancement of retirement age	1000
	(for next two years.)
2. Rectification of commutation of Pension formula	60
3. Revised Scheme for payment of Commutation	80
4. Revised Scheme for payment of advances	45
5. Suggested changes in Recruitment procedure	100

11.6 The Commission feels that savings arising out of enhancement of retirement age can partly take care of the additional expenditure on salary and pensions in the next two years arising out of the recommendations of the Commission. It is hoped that some of the suggestions made in Chapter 2 for resource mobilization would also enable the State to meet the remaining expenditure.

S.K. Tuteja, IAS (Retd.)
Chairman

A.S. Oberai
Member

B.S. Ghuman
Member

R.C. Nayyar, IAS
Member Secretary

Chandigarh,
The 20th April, 2009

ANNEXURE-I

GOVERNMENT OF PUNJAB DEPARTMENT OF PERSONNEL (PERSONNEL POLICIES-III BRANCH)

Notification

the 19th December, 2006

No.8/2/03-6PP3/18365 :The Government of Punjab have been considering for some time past the changes that have taken place in the structure of emoluments of Government employees over the years. Conditions have also changed in several respects since the last Pay Commission made its report in 1997. Accordingly, it has been decided to appoint the Fifth Punjab Pay Commission comprising of the following:

- | | |
|---|-----------------------|
| 1. Sh.S.K.Tuteja, IAS (Retd.) | - Chairman |
| 2. Sh.Amarjit Singh Oberai
Retired Director,
International Labour Organization. | - Part-time
Member |
| 3. Prof.B.S.Ghuman,
Head, Department of Public
Administration & Economics ,
Punjab University. | - Part-time
Member |
| 4. Sh.R.C.Nayyar,IAS | - Member Secretary |

2. The Governor of Punjab is, therefore, pleased to appoint Sh.S.K.Tuteja, IAS (Retd) as Chairman, Sh.Amarjit Singh Oberai, Retired Director, International Labour Organization and Prof. B.S. Ghuman, Head, Department of Public Administration & Economics, Punjab University as Part-time Members and Sh.R.C. Nayyar, IAS as Member Secretary of the Fifth Punjab Pay Commission.

3. Their appointments will be effective from the date(s) they assume charge as such.

4. The Commission will submit its report within a period of 18 months from the date of notification. Terms of Reference of the Commission will be notified separately. Chairman of the Commission will be paid a fixed remuneration of Rs.30,000/- per month and will be entitled to TA/DA admissible to the Chief Secretary or officers in the Chief Secretary's scale. Part-time members of the Commission will be paid sitting fee of Rs.2000/- per meeting of the commission, subject to a maximum of Rs. 20,000/- per month and TA/DA admissible to an officer of the rank of Financial Commissioner/Principal Secretary of the Government of Punjab.

5. The Commission will ordinarily sit at Chandigarh.

Dated Chandigarh,
the 14th December, 2006

K.R.Lakhanpal
Chief Secretary to Government, Punjab

No.8/2/03-6PP3/18366-69

Dated Chandigarh, the 19.12.2006

A copy each is forwarded, for information and necessary action to:-

1. Sh.S.K.Tuteja, IAS (Retd).
2. Sh.Amarjit Singh Oberoi, Retired Director, International Labour Organization.
3. Prof.B.S.Ghuman, Head, Department of Public Administration & Economics, Punjab University, Chandigarh.
4. Sh.R.C.Nayyar, IAS, Secretary to Government of Punjab, Department of Revenue, Punjab, Chandigarh.

Sd/-
Joint Secretary Personnel

No.8/2/03-6PP3/18370

Dated Chandigarh, the 19.12.2006

A copy each is forwarded to the following for information and necessary action :-

1. All the Financial Commissioners, Principal Secretaries and Administrative Secretaries to Government of Punjab.

2. All Heads of Departments in the State of Punjab.
3. The Registrar Punjab & Haryana High Court, Chandigarh.
4. All the Commissioners of Divisions, All Deputy Commissioners, Sub-Divisional Magistrates in the State of Punjab.
5. All district and Sessions Judges in the State of Punjab.
6. **For Director, Information and Public Relations, Punjab Only.** He may kindly issue a suitable press communique in the matter.

Sd/-
Joint Secretary Personnel

No.8/2/03-6PP3/18371 Dated Chandigarh, the 19.12.2006

A copy is forwarded to the Controller, Printing and Stationery, Punjab, Chandigarh, with the request that the above notification may kindly be published in the Extra Ordinary Gazette of the Punjab Government. Fifty spare copies of the notification may please be sent to this Department for record.

Sd/-
Joint Secretary Personnel

No.8/2/03-6PP3/18372 Dated Chandigarh, the 19.12.2006

A copy is forwarded to the following:

1. Additional Secretary to Government of Punjab, (IAS Branch).
2. Additional Secretary to Government of Punjab, Secretariat Administration.
for information and necessary action.

Sd/-
Joint Secretary Personnel

ANNEXURE-II

GOVERNMENT OF PUNJAB DEPARTMENT OF PERSONNEL (PERSONNEL POLICIES-III BRANCH)

Notification

the 3rd March, 2008

No.8/2/03-6PP3/3134 : In continuation of Punjab Government notification No.8/2/03-6PP3/18365, dated 19th December, 2006 vide which the Chairman and the Members of the 5th Punjab Pay Commission were appointed, the Governor of Punjab is pleased to issue the following Terms of Reference of the 5th Punjab Pay Commission:

- a) To examine the principles and the date of effect thereof that should govern the structure of pay, allowances and other facilities/benefits, whether in cash or in kind, to all categories of employees in the State of Punjab to whom the Punjab Civil Services Rules, Volume I, Part I apply, except the employees whose scales of pay have been determined on the recommendations of the University Grants Commission;
- b) To suggest ways and means through which services in the State Government departments can be developed as professionalised, citizen-oriented & citizen-friendly with efficiency and efficacy in governance through use of modern information and communication technologies. While making such suggestions, special emphasis should be on improving the delivery of public services to the people, restructuring/reengineering the Government business processes and promoting service deliveries in the Public Sector-Private Sector-Partnership mode.
- c) To work out a comprehensive and simplified pay package for the categories of State Government employees mentioned in

- (a) above, linked to the measures that promote efficiency, productivity, accountability, responsibility, service orientation, discipline and transparency;
- d) While making recommendations, the financial condition of the State, having regard to provisions of the Punjab Fiscal Responsibilities and Budget Management Act, 2003, be kept in view. To curb non-productive expenditure, the Commission shall suggest a cap on expenditure on salaries, wages and pensions as a percentage of Revenue Receipts of the State and other economy measures to fund the additional expenditure on the implementation of its recommendations. While doing so, new staffing structures/norms may be suggested, having regard to changed role of the Government and I.T. application.
- e) To examine the principles which should govern the structure of pension, death-cum-retirement gratuity, family pension and other terminal or recurring benefits having financial implications to the present and former State Government employees, appointed before January 1, 2004.
- f) To examine the Assured Career Progression Scheme.
- g) To examine the issue of Fixed Medical Allowance/reimbursement of medical expenditure alongwith the aspect of other better alternatives/possibilities such as Medical Insurance etc. in this regard.

The Commission will evolve its own procedures and may for any specialized job hire consultants or commission consultancies, as it may consider necessary, for investigating various issues. It may call for such information and take such evidence, as it may consider necessary, so as to accomplish the work assigned to the Commission. Departments of the Government of Punjab & other concerned shall furnish such information and documents and other assistance as may be required by the Commission. The Government of

Punjab expects that various Service Associations and other concerned will extend to the Commission their fullest cooperation and assistance. The Commission may consider, if necessary, sending report on any of the matters to the Government as and when the recommendations are finalized.

The Commission shall submit its report within one year.

Dated, Chandigarh
the 3rd March, 2008

R.I.SINGH
Chief Secretary to Government, Punjab

No.8/2/03-6PP3/3135-38

Dated Chandigarh, the 3-3-2008

A copy each is forwarded, for information and necessary action to:-

1. Sh.S.K.Tuteja, IAS (Retd).
2. Sh.Amarjit Singh Oberai, Retired Director, International Labour Organisation.
- 3) Prof.B.S.Ghuman, Head, Department of Public Administration & Economic, Punjab University, Chandigarh.
- 4) Sh.R.C.Nayyar, IAS, Principal Secretary to Government of Punjab, Department of Forest and Wild Life, Punjab, Chandigarh.

Sd/-
Joint Secretary Personnel

No.8/2/03-6PP3/3139-44

Dated Chandigarh, the 3-3-2008

A copy each is forwarded to the following for information and necessary action :-

1. All the Financial Commissioners, Principal Secretaries and Administrative Secretaries to Government of Punjab.
2. All Heads of Departments in the State of Punjab.
3. The Registrar Punjab & Haryana High Court, Chandigarh.
4. All the Commissioners of Divisions, All Deputy Commissioners, Sub-Divisional Magistrates in the State of Punjab.
5. All district and Sessions Judges in the State of Punjab.

6. **For Director, Information and Public Relations, Punjab Only.** He may kindly issue a suitable press communique in the matter.

Sd/-

Joint Secretary Personnel

No.8/2/03-6PP3/3145

Dated Chandigarh, the 3-3-2008

A copy is forwarded to the Controller, Printing and Stationery, Punjab, Chandigarh, with the request that the above notification may kindly be published in the Extra Ordinary Gazette of the Punjab Government. Fifty spare copies of the notification may please be sent to this Department for record.

Sd/-

Joint Secretary Personnel

No.8/2/03-6PP3/3146-47

Dated Chandigarh, the 3-3-2008

A copy is forwarded to the following:-

1. Additional Secretary to Government of Punjab, (In IAS Branch).
2. Additional Secretary to Government of Punjab, Secretariat Administration.
for information and necessary action.

Sd/-

Joint Secretary Personnel

**GOVERNMENT OF PUNJAB
FIFTH PUNJAB PAY COMMISSION**

PUBLIC NOTICE

The Government of Punjab have constituted the Fifth Punjab Pay Commission with Sh. S.K. Tuteja IAS (Retd.) as the Chairman and Sh. A.S. Oberai and Prof. B.S. Ghuman, Member (Part -time) vide notification No. 8/2/03-6PP3/3134, dated 03-03-2008 with the following terms and reference:

- a) To examine the principles and the date of effect thereof that should govern the structure of pay, allowances and other facilities/benefits, whether in cash or in kind, to all categories of employees in the State of Punjab to whom the Punjab Civil Services, Rules, Volume I, Part I apply, except the employees whose scales of pay have been determined on the recommendations of the University Grants Commission.
- b) To suggest ways and means through which services in the State Government departments can be developed as professionalized, citizen-oriented and citizen-friendly with efficiency and efficacy in governance through use of modern information and communications technology. While making such suggestions, special emphasis should be on improving the delivery of public services to the people, restructuring/reengineering the Government business processes and promoting service deliveries in the Public Sector-Private, Sector-Partnership mode.
- c) To work out a comprehensive and simplified pay package for the categories of State Government employees mentioned in (a) above, linked to the measures that promote efficiency, productivity,

accountability, responsibility, service orientation, discipline and transparency;

- d) While making recommendations, the financial condition of the state, having regard to provisions of the Punjab Fiscal Responsibilities and Budget Management Act, 2003, be kept in view. To curb non-productive expenditure, the commission shall suggest a cap on expenditure on salaries, wages and pensions as a percentage of Revenue receipts of the State and other economy measures to fund the additional expenditure on the implementation of its recommendations. While doling so new staffing structures/norms may be suggested, having regard to changed role of the Government and I.T. application.
- e) To examine the principles which should govern the structure of pension, death-cum-retirement gratuity, family pension and other terminal or recurring benefits having financial implications to the present and former State Government employees, appointed before January 1, 2004.
- f) To examine the Assured Career Progression Scheme.
- g) To examine the issue of fixed medical Allowance/reimbursement of medical expenditure alongwith the aspect of other better alternatives/possibilities such as Medical Insurance, etc. in this regard.

The Commission invites all service association, employees unions, institutions, other organizations and interested individuals to send memorandum, containing their views on the aforesaid matters, dealing with each terms of Reference/issues/suggestions separately. The memorandum may be divided into suitable paragraphs which may be numbered. Two copies of such memorandum may be sent by Post to the Member Secretary so as to reach him on or before 15th June, 2008.

However it will be appreciated if the memorandum is also submitted electronically on the website of the Commission, i.e., www.punjabgovt.gov.in interested parties shall be given a personal hearing for which venue/date/time shall be intimated separately.

R.C. Nayyar,
Member Secretary,
Fifth Punjab Pay Commission,
Room No.722, 7th Floor, Mini Secretariat,
Sector-9, Chandigarh
Ph. 0172-2742312

ANNEXURE -IV

FIFTH PUNJAB PAY COMMISSION
Room No.323,3rd Floor, Mini Secretariat,
Sector 9,Chandigarh Ph.No.2742133

PUBLIC NOTICE

Attention of the public is invited to the public notice already got published by Fifth Punjab Pay Commission in the 'The Tribune' 'The Hindustan Times', 'Ajit' , 'Punjab Kesri and 'Dainik Bhaskar' on 17th April, 2008 wherein it was requested that they should send their views/ suggestions/ comments in the form of Memorandum of the Commission on or before 15th June,2008. The public notice can be viewed again at the Website of the Commission namely: www.punjabgovt.gov.in.

It would be appreciated if the memorandum is submitted electronically by using the website of the Commission. The Memorandum must reach the office of the Commission on or before 15th June,2008.

R.C.Nayyar
Member Secretary

FIFTH PUNJAB PAY COMMISSION
Room No.1, Block-C Punjsb Mini Secretariat,
Sector 9,Chandigarh

PUBLIC NOTICE

Attention is invited to the Public Notice already got published by Fifth Punjab Pay Commission in the Tribune the Hindustan Times, Ajit, Punjab Kesri and Dainik Bhaskar on 17th May,2008 whereas it was requested that they should send to their views, suggestions and comments in the form of memorandum of the Commission on or before 15th June,2008. Now, the date for submission of memorandum is extended upto 15th July,2008 on the demand of certain organizations of Punjab Government Employees. For any clarification, visit our website www.punjabgovt.govt.in

M.S.Mann
Under Secretary

ਪੰਜਵਾਂ ਪੰਜਾਬ ਤਨਖਾਹ ਕਮਿਸ਼ਨ

ਪ੍ਰਸ਼ਨ-ਪੱਤਰ

(ਸਿਰਫ ਵਿਭਾਗਾਂ ਲਈ)

ਵਿਭਾਗ ਦਾ ਨਾਮ

ਭਾਗ - ਓ

1. ਕ੍ਰਿਪਾ ਕਰਕੇ ਨਿਮਨ ਸੂਚਨਾ ਦਿਓ:--

- (i) ਆਪਣੇ ਵਿਭਾਗ ਦੀ ਭੂਮਿਕਾ, ਜਿਵੇਂ ਕਿ ਰੂਲਜ਼ ਆਫ ਬਿਜਨਸ ਵਿੱਚ ਬਿਆਨ ਕੀਤੀ ਹੋਈ ਹੈ ਦੇਂਦੇ ਹੋਏ ਵਿਭਾਗ ਦੇ ਮੁੱਖ ਕੰਮ ਕਾਜ ਦਾ ਵੇਰਵਾ ਵੀ ਦਿਓ।
- (ii) ਤੁਹਾਡੇ ਵਿਭਾਗ ਵਲੋਂ ਕਿਹੜੇ ਕਿਹੜੇ ਐਕਟਾਂ ਦਾ ਸੰਚਾਲਨ ਕੀਤਾ ਜਾਂਦਾ ਹੈ ਅਤੇ ਵਿਭਾਗ ਨੂੰ ਆਪਣੇ ਕੰਮ ਤੋਂ ਇਲਾਵਾ ਹੋਰ ਕਿਸ ਵਿਭਾਗ ਦਾ ਕੰਮ ਕਾਜ ਭਾਵ ਡਿਊਟੀਆਂ ਵੀ ਨਿਭਾਉਣੀਆਂ ਪੈਂਦੀਆਂ ਹਨ, ਬਾਰੇ ਵੀ ਦੱਸਿਆ ਜਾਵੇ।
- (iii) ਵਿਭਾਗ ਦੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਲੋਕਾਂ ਪ੍ਰਤੀ ਉਤਰਦਾਈ ਬਣਾਉਣ ਲਈ ਕੀ ਕੀਤਾ ਗਿਆ ਹੈ ਅਤੇ ਹੋਰ ਕਿਹੜੇ ਕਿਹੜੇ ਸਿਟੀਜਨ, ਫਰੈਂਡਲੀ ਪਾਲਿਸੀ ਇਨੀਸ਼ਿਏਟਿਵ ਲਏ ਗਏ ਹਨ।
- (iv) ਕੀ ਤੁਹਾਡੇ ਵਿਭਾਗ ਨੇ ਸਿਟੀਜਨ ਚਾਰਟਰ ਬਣਾਇਆ ਹੋਇਆ ਹੈ? ਜੇਕਰ ਬਣਾਇਆ ਹੋਇਆ ਹੈ ਤਾਂ ਉਸਦੀ ਪਾਲਣਾ ਕੀਤੇ ਜਾਣ ਬਾਰੇ ਮੁਲਾਂਕਣ ਬਾਰੇ ਦੱਸੋ।
- (v) ਨਾਗਰਿਕਾਂ ਨੂੰ ਇੰਟਰਨੈਟ ਰਾਹੀਂ ਦਿੱਤੀਆਂ ਜਾਣ ਵਾਲੀਆਂ ਸੁਵਿਧਾਵਾਂ ਬਾਰੇ ਵੀ ਸਪਸ਼ਟ ਕੀਤਾ ਜਾਵੇ।
- (vi) ਕੀ ਤੁਹਾਡੇ ਵਿਭਾਗ ਵਿੱਚ ਆਰ.ਟੀ.ਆਈ. ਐਕਟ ਦੇ ਅਧੀਨ ਨੋਡਲ ਅਫਸਰ ਨਿਯੁਕਤ ਕੀਤਾ ਹੋਇਆ ਹੈ। ਇਸ ਐਕਟ ਦੀਆਂ ਧਾਰਾਵਾਂ ਨੂੰ ਪਾਰਦਰਸ਼ਤਾ ਨਾਲ ਲਾਗੂ ਕਰਨ ਲਈ ਹੋਰ ਕਿਹੜੇ ਕਿਹੜੇ ਕਦਮ ਚੁੱਕਣ ਦੀ ਲੋੜ ਹੈ।

2. ਵਿਭਾਗ ਦਾ ਸੰਗਠਨਾਤਮਕ ਢਾਂਚਾ ਕੀ ਹੈ, ਬਾਰੇ ਸੂਚਨਾ ਨਾਲ ਨੱਥੀ ਕੀਤੇ ਪ੍ਰੋਫਾਰਮੇ "ਓ" ਵਿੱਚ ਦਿਓ:--

- (i) ਕੀ ਪਹਿਲੀ ਜਨਵਰੀ 1996 ਤੋਂ ਪਹਿਲੀ ਜਨਵਰੀ 2006 ਤੱਕ ਆਪਦੇ ਵਿਭਾਗ ਵਿੱਚ ਵੀਂ ਭਰਤੀ ਕੀਤੀ ਗਈ ਹੈ। ਅਗਰ ਕੀਤੀ ਗਈ ਹੈ ਤਾਂ ਗਰੁੱਪ ਏ.,ਬੀ.,ਸੀ. ਅਤੇ ਡੀ. ਸਬੰਧੀ ਕੈਟਾਗਰੀ-ਵਾਈਜ਼, ਤਨਖਾਹ ਸਕੇਲ ਦਿੰਦੇ ਹੋਏ ਸੂਚਨਾ ਪ੍ਰੋਫਾਰਮਾ "ਅ" ਵਿੱਚ ਦਿੱਤੀ ਜਾਵੇ।
- (ii) ਪਹਿਲੀ ਜਨਵਰੀ 1996 ਤੋਂ ਪਹਿਲੀ ਜਨਵਰੀ 2006 ਤੱਕ ਖਾਲੀ ਪਈਆਂ ਅਸਾਮੀਆਂ ਦਾ ਕੈਟਾਗਰੀ-ਵਾਈਜ਼ ਵੇਰਵਾ ਪ੍ਰੋਫਾਰਮਾ "ਏ" ਵਿੱਚ ਦਿਓ।

3. ਪਿਛਲੇ ਸਾਲਾਂ ਦੇ ਦੌਰਾਨ ਵਿਭਾਗ ਦੇ ਕੰਮ ਵਿੱਚ ਮਹੱਤਵਪੂਰਨ ਵਾਧੇ ਬਾਰੇ ਵੀ ਚਾਨਣਾ ਪਾਓ।

4. ਵਿਭਾਗ ਦੇ ਪਿਛਲੇ 3 ਸਾਲਾਂ ਭਾਵ 2003-04, 2004-05 ਅਤੇ 2005-06 ਦੇ ਨਾਨ-ਪਲਾਨ ਅਤੇ ਪਲਾਨ ਖਰਚੇ ਦਾ ਵੇਰਵਾ ਦਿਓ ਅਤੇ ਉਹਨਾਂ ਸਕੀਮਾਂ ਦਾ ਹਵਾਲਾ ਵੀ ਦਿਓ ਜਿਨ੍ਹਾਂ ਨੂੰ ਲਾਗੂ ਕਰਨਾ ਸਰਕਾਰ ਲਈ ਲਾਹੇਵੰਦ ਨਹੀਂ ਹੈ।

ਭਾਗ --ਅ
ਤਰੱਕੀ ਦੇ ਅਵਸਰ

5. ਆਮ ਹਾਲਾਤ ਵਿੱਚ ਅਗਲੇ ਵਰਗ ਵਿਚ ਤਰੱਕੀ ਲਈ ਇਸ ਸਮੇਂ ਆਪ ਜੀ ਦੇ ਵਿਭਾਗ ਵਿੱਚ ਕਿੰਨਾ ਸਮਾਂ ਲਗਦਾ ਹੈ।
6. ਕੀ ਤੁਹਾਡੇ ਵਿਭਾਗ ਵਿੱਚ ਅਜਿਹਾ ਕੋਈ ਕਾਡਰ ਜਾਂ ਸੇਵਾ ਹੈ ਜਿਥੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਪਿਛਲੇ 20 ਸਾਲਾਂ ਤੋਂ ਕੋਈ ਵੀ ਤਰੱਕੀ ਦਾ ਅਵਸਰ ਨਾ ਮਿਲਿਆ ਹੋਵੇ ਜੇਕਰ ਹੈ ਤਾਂ ਅਜਿਹੇ ਕਰਮਚਾਰੀਆਂ ਦਾ ਕਾਡਰ/ਸੇਵਾ ਸਮੇਤ ਗਿਣਤੀ ਦਰਸਾਉ। ਇਸ ਵਿੱਚ ਸੁਧਾਰ ਕਰਨ ਲਈ ਕੀ ਕੀਤਾ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ।
7. ਕੀ ਤੁਹਾਡੇ ਵਿਭਾਗ ਵਿਚ ਕੋਈ ਅਜਿਹੀ ਸੇਵਾ ਜਾਂ ਕਾਡਰ ਹੈ ਜਿਥੇ ਤਰੱਕੀ ਦੇ ਮੌਕੇ ਸੇਵਾ ਰੂਲਾਂ ਵਿੱਚ ਹੀ ਮੌਜੂਦ ਨਹੀਂ ਹਨ। ਜੇਕਰ ਹਨ ਤਾਂ ਉਸ ਦੇ ਕਾਰਨ ਦਰਸਾਏ ਜਾਣ।
8. ਕੀ ਤੁਹਾਡਾ ਵਿਭਾਗ ਕਰਮਚਾਰੀਆਂ ਦੇ ਪੁਰਾਣੇ ਪਦਨਾਮਾਂ ਨੂੰ ਨਵੇਂ ਪਦਨਾਮ ਚ ਬਦਲਣ ਲਈ ਸੁਝਾਅ ਦੇਣਾ ਚਾਹੇਗਾ। ਸੁਝਾਅ ਦੇਣ ਸਮੇਂ ਇਸ ਗੱਲ ਦਾ ਧਿਆਨ ਰੱਖਿਆ ਜਾਵੇ ਕਿ ਅਜਿਹਾ ਕਰਨ ਨਾਲ ਸਰਕਾਰ ਨੂੰ ਕੋਈ ਵੀ ਵਿੱਤੀ ਬੋਝ ਨਹੀਂ ਪੈਣਾ ਚਾਹੀਦਾ।

ਭਾਗ -- ਈ
ਤਨਖਾਹ ਸਕੇਲ

9. ਕ੍ਰਿਪਾ ਕਰਕੇ ਇਹ ਦੱਸਿਆ ਜਾਵੇ ਕਿ ਕੀ ਅਨਾਮਲੀਜ ਕਮੇਟੀ ਜਾਂ ਕਿਸੇ ਅਦਾਲਤ ਜਾਂ ਕੋਈ ਅਜਿਹਾ ਫੈਸਲਾ ਹੋਇਆ ਹੈ ਜਿਸ ਦੇ ਅਧਾਰ ਤੇ ਇੱਕ ਜਾਂ ਵੱਖ ਵੱਖ ਵਿਭਾਗਾਂ ਵਿੱਚ ਦੋ ਜਾਂ ਵੱਧ ਸ਼੍ਰੇਣੀਆਂ ਦੀਆਂ ਆਸਾਮੀਆਂ ਦੇ ਤਨਖਾਹ ਸਕੇਲ ਇਕ ਸਮਾਨ ਹੋਣੇ ਜ਼ਰੂਰੀ ਬਣ ਜਾਂਦੇ ਹੋਣ ਤਾਂ ਉਨ੍ਹਾਂ ਦਾ ਵੇਰਵਿਆਂ ਸਹਿਤ ਠੋਸ ਕੇਸਿਜ ਦਰਸਾਏ ਜਾਣ।
10. ਕਰਮਚਾਰੀਆਂ ਦੇ ਤਨਖਾਹ ਸਕੇਲ ਅੰਤਮ ਵੇਰ ਚੌਥੇ ਤਨਖਾਹ ਕਮਿਸ਼ਨ ਦੀਆਂ ਸਿਫਾਰਿਸ਼ਾਂ ਤੇ ਪੰਜਾਬ ਸਰਕਾਰ ਵਲੋਂ 1-1- 1996 ਤੋਂ ਸੋਧੇ ਗਏ ਸਨ। ਉਸ ਤੋਂ ਪਿਛੋ:-
 - (i) ਕੀ ਤੁਹਾਡੇ ਵਿਭਾਗ ਦੇ ਕਰਮਚਾਰੀਆਂ ਦੇ ਕਿਸੀ ਸ਼੍ਰੇਣੀ ਦੇ ਸਬੰਧ ਵਿੱਚ ਕੋਈ ਹੋਰ ਸੋਧ ਹੋਈ ਹੈ ਅਤੇ ਜੇਕਰ ਅਜਿਹਾ ਹੈ ਤਾਂ ਸੋਧ ਦੇ ਵੇਰਵੇ ਅਤੇ ਉਹ ਸਥਿਤੀਆਂ ਦੱਸੋ ਜਿਨ੍ਹਾਂ ਕਰਕੇ ਇਹ ਸੋਧ ਹੋਈ। ਸੋਧ ਦੀ ਮਿਤੀ ਅਤੇ ਇਸ ਦੇ ਕਾਰਨ ਵੀ ਦੱਸੋ ਜਾਣ।
 - (ii) ਕਿਰਪਾ ਕਰਕੇ ਦੱਸਣਾ ਕਿ ਕੀ ਵੱਖਰੇ ਤੌਰ ਤੇ ਕੀਤੀ ਕਿਸੇ ਸੋਧ ਨਾਲ ਕੋਈ ਅਸੰਗਤੀ ਤਾਂ ਪੈਦਾ ਨਹੀਂ ਹੋਈ ਜਿਸ ਦੇ ਫਲਸਰੂਪ ਪ੍ਰਤੀਬੇਨਤੀ/ਪ੍ਰਤੀਬੇਨਤੀਆਂ ਕੀਤੀਆਂ ਗਈਆਂ ਹੋਣ।
 - (iii) ਜੇ ਹੁਣ ਕੋਈ ਹੋਰ ਸੋਧ ਵਿਚਾਰ ਅਧੀਨ ਜਾਂ ਘੋਖ ਅਧੀਨ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਉਸ ਦੇ ਵੇਰਵੇ ਦਿਉ।

11. ਕੀ ਤੁਹਾਡਾ ਖਿਆਲ ਹੈ ਕਿ ਆਸਾਮੀਆਂ ਦੀ ਕਿਸੇ ਸ਼੍ਰੇਣੀ ਦੀ ਤਨਖਾਹ ਸਕੇਲ ਦੂਜੇ ਵਿਭਾਗਾਂ ਵਿੱਚ ਜਿਹੜੀਆਂਜਾਂ ਬਰਾਬਰ ਦੀਆਂ ਮਿਲਦੀਆਂ ਜੁਲਦੀਆਂ ਆਸਾਮੀਆਂ ਦੇ ਕੰਮਾਂ ਦੀ ਨੌਈਆਤ ਅਤੇ ਯੋਗਤਾਵਾਂ ਅਤੇ ਜ਼ਿੰਮੇਵਾਰੀਆਂ ਬਰਾਬਰ ਹੋਣ ਦੀ ਸੂਰਤ ਵਿੱਚ ਨਾਕਾਫੀ ਹੈ ਜੋ ਅਜਿਹਾ ਹੈ ਤਾਂ ਤੁਸੀਂ ਇਸ ਨੂੰ ਤਰਕਸੰਗਤ ਬਣਾਉਣ ਲਈ ਕੀ ਤਜਵੀਜ਼ ਪੇਸ਼ ਕਰਦੇ ਹੋ।

ਭਾਗ -ਸ

ਭੱਤੇ

12. ਆਪਦੇ ਵਿਭਾਗ ਵਲੋਂ ਸਾਲ 2003-04, 2004-05 ਅਤੇ 2005-06 ਵਿੱਚ ਮੈਡੀਕਲ ਬਿਲਾਂ ਦੀ ਪੇਮੈਂਟ ਤੇ ਕੀ ਖਰਚ ਆਇਆ ਹੈ, ਬਾਰੇ ਸੂਚਨਾ ਦਿਓ:-

- (i) ਫਿਕਸਡ ਮੈਡੀਕਲ ਭੱਤਾ ਲੈਣ ਵਾਲੇ ਕਰਮਚਾਰੀਆਂ ਦੀ ਗਿਣਤੀ ਅਤੇ ਖਰਚ ਆਈ ਰਾਸ਼ੀ;
- (ii) ਇਨਡੋਰ ਟਰੀਟਮੈਂਟ ਲੈਣ ਵਾਲੇ ਕਰਮਚਾਰੀਆਂ ਦੀ ਗਿਣਤੀ ਅਤੇ ਖਰਚ ਕੀਤੀ ਰਾਸ਼ੀ;
- (iii) ਵਿਭਾਗ ਵਲੋਂ ਬਜਟ/ਸੋਧੇ ਅਨੁਮਾਨਾਂ ਵਿੱਚ ਤਿੰਨ ਸਾਲਾਂ ਦੌਰਾਨ ਮੰਗੀ ਗਈ ਰਾਸ਼ੀ;
- (iv) ਵਿੱਤ ਵਿਭਾਗ ਵਲੋਂ 3 ਸਾਲਾਂ ਲਈ ਮੰਨਜ਼ੂਰ ਕੀਤੀ ਰਾਸ਼ੀ;
- (v) ਕੀ ਕਰਮਚਾਰੀ ਮੈਡੀਕਲ ਰੀਇੰਬਰਸਮੈਂਟ ਦੀ ਥਾਂ ਕੈਸ਼ਲੈਸ ਟਰੀਟਮੈਂਟ ਲੈਣਾ ਚਾਹੁਣਗੇ? ਕੈਸ਼ਲੈਸ ਟਰੀਟਮੈਂਟ ਲਈ ਹਰ ਕੈਟੇਗਰੀ ਦਾ ਕਰਮਚਾਰੀ, ਭਾਵ ਗਰੁੱਪ ਏ, ਬੀ ਸੀ ਅਤੇ ਡੀ ਤੋਂ ਹਰ ਮਹੀਨੇਵਾਰ ਕਿੰਨੀ ਰਾਸ਼ੀ ਲਈ ਜਾਵੇ ਅਤੇ ਕਿੰਨੀ ਰਾਸ਼ੀ ਦੀ ਅਦਾਇਗੀ ਸਰਕਾਰ ਕਰੇ।
- (vi) ਜੇਕਰ ਕਰਮਚਾਰੀ ਫਿਕਸਡ ਮੈਡੀਕਲ ਭੱਤਾ ਹੀ ਲੈਣਾ ਚਾਹੁੰਦੇ ਹਨ ਤਾਂ ਉਸਦੀ ਕੀ ਰਾਸ਼ੀ ਹੋਣੀ ਚਾਹੀਦੀ ਹੈ।

13. (i) ਕਰਮਚਾਰੀਆਂ ਦੇ ਕੁਝ ਵਰਗਾਂ ਨੂੰ ਮਹਿੰਗਾਈ ਭੱਤੇ, ਸਫਰ ਭੱਤੇ ਆਦਿ ਤੋਂ ਇਲਾਵਾ ਦੂਜੇ ਭੱਤੇ ਮਿਲਣਯੋਗ ਹਨ। ਮਿਸਾਲ ਦੇ ਤੌਰ ਤੇ ਇਹ ਭੱਤੇ ਹਨ, ਸਵਾਰੀ ਭੱਤਾ, ਵਿਸ਼ੇਸ਼ ਮੁਆਵਜ਼ਾ ਭੱਤਾ, ਪਰੋਜੈਕਟ ਭੱਤਾ, ਮਕਾਨ ਕਿਰਾਇਆ ਭੱਤਾ (ਵਿਭਿੰਨ ਸਟੇਸ਼ਨਾਂ ਦੇ ਪ੍ਰਸੰਗ ਵਿਚ ਵੱਖ

ਵੱਖ ਹੱਕਾਂ), ਇਨ੍ਹਾਂ ਭੱਤਿਆਂ ਅਤੇ ਕਿਸੇ ਤਰ੍ਹਾਂ ਦੇ ਹੋਰ ਭੱਤਿਆਂ ਦੇ ਸਬੰਧ ਵਿਚ ਕਿਰਪਾ ਕਰਕੇ ਨਿਮਨ ਜਾਣਕਾਰੀ ਦਿਓ:-

- (ੳ) ਤੁਹਾਡੇ ਵਿਭਾਗ ਵਿਚ ਸਰਕਾਰੀ ਕਰਮਚਾਰੀਆਂ ਦੀਆਂ, ਉਹ ਸ਼੍ਰੇਣੀਆਂ ਜੋ ਉਕਤ ਭੱਤਿਆਂ ਵਿਚ ਕੋਈ ਭੱਤਾ ਲੈਣ ਦੀਆਂ ਹੱਕਦਾਰ ਹਨ।
- (ਅ) ਉਸ ਹੱਕ ਦੀ ਦਰ (ਜਾਂ ਪ੍ਰਤੀਸ਼ਤਤਾ)।
- (ੲ) ਜਿਨ੍ਹਾਂ ਕਾਰਣਾਂ ਕਰਕੇ ਮਨਜ਼ੂਰ ਹੋਇਆ ਅਤੇ ਮਨਜ਼ੂਰੀ ਦੀ ਮਿਤੀ : ਅਤੇ
- (ਸ) ਤਿੰਨ ਸਾਲਾਂ ਅਰਥਾਤ 2003-04, 2004-05 ਅਤੇ 2005-06 ਲਈ ਭੱਤੇ-ਵਾਰ ਅਤੇ ਵਰਗ-ਵਾਰ ਕੁਲ ਖਰਚ।

- (ii) ਕੀ ਕਿਸੇ ਭੱਤੇ ਜਾਂ ਸਾਰੇ ਭੱਤਿਆਂ ਬਾਰੇ, ਜਿਨ੍ਹਾਂ ਸਬੰਧੀ ਤੁਸੀਂ ਉਕਤ (i) ਅਨੁਸਾਰ ਡਾਟਾ ਪੇਸ਼ ਕਰੋਗੇ ਕਿਸੇ ਢੰਗ ਦੇ ਵਾਧੇ ਸੀਮਤ ਕਰਨ ਜਾਂ ਮੁੜ ਵਿਚਾਰਨ ਲਈ ਕੋਈ ਮੰਗ ਜਾਂ ਤਜਵੀਜ਼ ਹੈ
- (iii) ਇਸ ਗੱਲ ਨੂੰ ਧਿਆਨ ਵਿਚ ਰੱਖਦੇ ਹੋਏ ਕਿ ਦਿਹਾਤੀ ਖੇਤਰਾਂ ਵਿਚ ਰਹਿਣ ਸਹਿਣ ਦੀਆਂ ਹਾਲਤਾਂ ਸ਼ਹਿਰਾਂ ਜਿੰਨੀਆਂ ਸੁਖਾਵੀਆਂ ਨਹੀਂ ਹੁੰਦੀਆਂ, ਕੀ ਤੁਸੀਂ ਦਿਹਾਤੀ ਖੇਤਰਾਂ ਵਿਚ ਕੰਮ ਕਰਨ ਵਾਲੇ ਕਰਮਚਾਰੀਆਂ ਲਈ ਕੋਈ ਦਿਹਾਤੀ ਖੇਤਰ-ਭੱਤਾ ਦੇਣ ਦੀ ਸਿਫਾਰਸ਼ ਕਰਦੇ ਹੋ?

ਜੇਕਰ ਅਜਿਹਾ ਹੈ ਤਾਂ ਕਰਮਚਾਰੀਆਂ ਦੇ ਵੱਖ ਵੱਖ ਵਰਗਾਂ ਭਾਵ ਏ, ਬੀ, ਸੀ ਅਤੇ ਡੀ ਲਈ ਤੁਸੀਂ, ਕਿਹੜੀਆਂ ਭਿੰਨਤਾਵਾਂ ਸੂਚਕ ਦਰਾਂ ਤਜਵੀਜ਼ ਕਰੋਗੇ?

ਜਾਂ

ਪੇਂਡੂ ਖੇਤਰਾਂ ਵਿੱਚ ਮੁਲਾਜ਼ਮਾਂ ਨੂੰ ਵੱਧ ਤੋਂ ਵੱਧ ਰਹਿਣ ਲਈ ਦਿਲਚਸਪ ਬਣਾਉਣ ਲਈ ਤੁਸੀਂ ਕਿਸ ਸਿਸਟਮ ਜਾਂ ਰਿਆਇਤਾਂ ਦੀ ਸਿਫਾਰਸ਼ ਕਰਦੇ ਹੋ।

- (iv) ਇਸ ਸਮੇਂ ਕੈਟਾਗਰੀ ਏ, ਬੀ ਸੀ ਅਤੇ ਡੀ ਲਈ ਕ੍ਰਮਵਾਰ 1.2● ਲੱਖ, 0.9● ਲੱਖ, 0.6● ਲੱਖ ਅਤੇ 0.3● ਲੱਖ ਦਾ ਬੀਮਾ ਸਰਕਾਰ ਵਲੋਂ ਹੋਇਆ ਹੋਇਆ ਹੈ ਅਤੇ ਉਹ ਕਰਮਚਾਰੀ ਫੀਲਡ ਵਿੱਚ ਜੋਖਮ ਦਾ ਕੰਮ ਕਰਦੇ ਹਨ ਉਹਨਾਂ ਲਈ ਕੋਈ ਅੱਛੀ ਬੀਮੇ ਦੀ ਰਾਸ਼ੀ ਨਿਰਧਾਰਿਤ ਨਹੀਂ ਕੀਤੀ ਹੋਈ। ਇਨ੍ਹਾਂ ਖਤਰਿਆਂ ਵਾਲੀ ਸਥਿਤੀ ਵਿੱਚ ਕੰਮ ਕਰਨ ਵਾਲੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਸਰੀਰਕ ਸੱਟ, ਨਿਰਯੋਗਤਾ ਵਿਰੁੱਧ ਬੀਮਾ ਕਵਰ ਜੋ ਅਸਲ ਵਿੱਚ ਲੱਗੀ ਸੱਟ ਜਾਂ ਨਿਰਯੋਗਤਾ ਲਈ ਮੁਆਵਜ਼ੇ ਦਾ ਪ੍ਰਬੰਧ ਕਰਨ ਲਈ ਕਿੰਨੀ ਰਾਸ਼ੀ ਦੀ ਸਿਫਾਰਸ਼ ਕਰਦੇ ਹੋ।

ਕੈਟਾਗਰੀ	ਕੱਟੀ ਜਾਣ ਵਾਲੀ ਮਹੀਨਾਵਾਰ ਕਿਸ਼ਤ	ਬੀਮੇ ਦੀ ਰਾਸ਼ੀ
ਕੈਟਾਗਰੀ ਏ		
ਕੈਟਾਗਰੀ ਬੀ		
ਕੈਟਾਗਰੀ ਸੀ		
ਕੈਟਾਗਰੀ ਡੀ		

ਭਾਗ-ਹ

ਸਹੂਲਤਾਂ ਅਤੇ ਪ੍ਰੋਤਸਾਹਨ

14. ਤੁਹਾਡੇ ਵਿਭਾਗ ਵਿੱਚ ਕਿਸ ਤਰ੍ਹਾਂ ਦੀਆਂ ਸਹੂਲਤਾਂ ਜਾਂ ਪ੍ਰੋਤਸਾਹਨ ਲਾਗੂ ਹਨ ਜੇ ਹਨ ਤਾਂ ਕਿਨ੍ਹਾਂ ਪੱਧਰਾਂ ਤੇ ਅਤੇ ਕਿਸ ਕਿਸਮ ਦੇ ਹਨ? ਗਿਣਨਾਤਮਕ ਅਰਥਾਂ ਵਿੱਚ ਦੱਸੋ।
15. ਕਿਰਪਾ ਕਰਕੇ ਦੱਸਣਾ ਕਿ ਕੀ ਤੁਹਾਡੇ ਖਿਆਲ ਵਿੱਚ ਪ੍ਰੋਤਸਾਹਨ ਅਤੇ ਸਹੂਲਤਾਂ ਨਾਲ ਤੁਹਾਡੇ ਵਿਭਾਗ ਵਿੱਚ ਕਾਰਜ ਕੁਸ਼ਲਤਾ ਅਤੇ ਆਉਟ -ਟਰਨ ਵਿੱਚ ਵਾਧਾ ਹੋਇਆ ਹੈ; ਜੇਕਰ ਹੋਇਆ ਹੈ ਤਾਂ ਤੁਹਾਡੇ ਵਿਚਾਰ ਵਿੱਚ ਇਸ ਪੱਖੋਂ ਕਿਹੜਾ ਪ੍ਰੋਤਸਾਹਨ ਜਾਂ ਸਹੂਲਤਾਂ ਜ਼ਰੂਰੀ ਹਨ?
16. ਕਿਰਪਾ ਕਰਕੇ ਜਿਥੋਂ ਤੱਕ ਸੰਭਵ ਹੋ ਸਕੇ ਤੁਹਾਡੇ ਵਿਭਾਗ ਵਿੱਚ ਪਰਚੱਲਤ ਪ੍ਰੋਤਸਾਹਨਾਂ ਦੀ ਪ੍ਰੋਤਸਾਹਨ ਅਨੁਸਾਰ ਤਿੰਨ ਸਾਲ ਅਰਥਾਤ 2003-04, 2004-05 ਅਤੇ 2005-06 ਲਈ ਵਾਸਤਵਿਕ ਲਾਗਤ ਦੱਸੋ?

ਭਾਗ - ਕ

ਮੈਟਰਨਿਟੀ ਅਤੇ ਪੈਟਰਨਿਟੀ ਛੁੱਟੀ ਬਾਰੇ

17. (i) ਇਸਤਰੀ ਕਰਮਚਾਰੀਆਂ ਲਈ ਮੈਟਰਨਿਟੀ ਲੀਵ ਹੋਰ ਜ਼ਿਆਦਾ ਵਧਾਉਣ ਦੀ ਉਚਿਤਤਾ ਹੈ? ਜਦੋਂ ਤੱਕ ਬੱਚਾ 2 ਸਾਲ ਦਾ ਨਹੀਂ ਹੋ ਜਾਂਦਾ ਕੀ ਉਸਦੀ ਦੇਖਭਾਲ ਲਈ ਵੀ ਕੋਈ ਹੋਰ ਰਿਆਇਤ ਦਿੱਤੀ ਜਾਣੀ ਚਾਹੀਦੀ ਹੈ? ਬਾਰੇ ਸੁਝਾਅ ਦਿਓ।

- (ii) ਕੀ ਇਸਤਰੀ ਕਰਮਚਾਰੀਆਂ ਦੇ ਪ੍ਰਸੂਤ ਦੇ ਸਮੇਂ ਪਿਤਾ ਨੂੰ ਪੈਟਰਨਿਟੀ ਲੀਵ ਵਿੱਚ ਹੋਰ ਵਾਧਾ ਕੀਤਾ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ? ਬਾਰੇ ਸੁਝਾਅ ਦਿਓ।

ਭਾਗ-ਖ

ਸੁਝਾਅ

18. (i) ਨਿਪੁੰਨਤਾ ਨੂੰ ਕਾਇਮ ਰਖਣ ਅਤੇ ਵਧਾਉਣ ਲਈ ਤੁਸੀਂ ਕਰਮਚਾਰੀਆਂ ਵਾਸਤੇ ਜ਼ਰੂਰੀ ਪ੍ਰੋਤਸਾਹਨ ਦੇਣ ਲਈ ਇਕ ਕਰਮਚਾਰੀ ਦੇ ਸੇਵਾਕਾਲ ਵਿਚ ਕਿੰਨੀਆਂ ਤਰੱਕੀਆਂ ਜ਼ਰੂਰੀ ਸਮਝਦੇ ਹੋ ਕਿੰਨੇ ਕਿੰਨੇ ਚਿਰ ਬਾਅਦ ਇਹ ਤਰੱਕੀਆਂ ਮਿਲਣੀਆਂ ਚਾਹੀਦੀਆਂ ਹਨ। ਕਾਡਰ ਅਤੇ ਸੇਵਾ ਵਿਚ ਅਜਿਹੀਆਂ ਤਰੱਕੀਆਂ ਉਪਲਬਧ ਕਰਾਉਣ ਲਈ ਤੁਸੀਂ ਕਿਹੜੇ ਸੁਝਾਅ ਦੇਣਾ ਚਾਹੋਗੇ।
- (ii) ਬਦਲਦੇ ਹੋਏ ਹਾਲਾਤਾਂ ਅਨੁਸਾਰ ਵਿਭਾਗ ਨੂੰ ਆਉਣ ਵਾਲੇ ਅਗਲੇ 10 ਸਾਲਾਂ ਵਿੱਚ ਕਿਹੜੀਆਂ ਕਿਹੜੀਆਂ ਨਵੀਆਂ ਚੁਣੌਤੀਆਂ (ਨਿਊ ਚਲੈਂਜਿਜ਼) ਦਾ ਸਾਹਮਣਾ ਕਰਨਾ ਪੈ ਸਕਦਾ ਹੈ ਅਤੇ ਇਹਨਾਂ ਚੁਣੌਤੀਆਂ ਦਾ ਸਾਹਮਣਾ ਕਰਨ ਲਈ ਸੇਵਾਵਾਂ ਜਾਂ ਵਿਭਾਗ ਦੇ ਸੰਗਠਨਾਤਮਕ ਢਾਂਚੇ ਵਿੱਚ ਕਿਹੋ ਜਿਹੀਆਂ ਤਬਦੀਲੀਆਂ ਲੋੜੀਂਦੀਆਂ ਹਨ, ਬਾਰੇ ਸੁਝਾਅ ਦਿੱਤੇ ਜਾਣ।
- (iii) ਕੀ ਤੁਹਾਨੂੰ ਪਤਾ ਹੈ ਕਿ ਰਾਜ ਸਰਕਾਰ ਦੇ ਕਰਮਚਾਰੀਆਂ ਦੇ ਮੌਜੂਦਾ ਵੱਖ-ਵੱਖ ਸ਼੍ਰੇਣੀਆਂ ਦੇ ਤਨਖਾਹ ਸਕੇਲਾਂ ਵਿੱਚ ਕੋਈ ਅਸੰਗਤੀਆਂ ਜਾਂ ਅਸਮਾਨਤਾਵਾਂ ਹਨ, ਜੇ ਹਨ ਤਾਂ ਕ੍ਰਿਪਾ ਕਰਕੇ ਪੂਰੇ ਵੇਰਵੇ ਦਿਉ ਅਤੇ ਇਸ ਕਾਰਣ ਹੋ ਸਕਦੇ ਕਿਸੇ ਨੁਕਸਾਨ ਜਾਂ ਅਨਿਆਂ ਨੂੰ ਦਰੁੱਸਤ ਕਰਨ ਜਾਂ ਉਸ ਲਈ ਉਪਾਅ-ਸਾਧਨਾਂ ਦਾ ਸੁਝਾਉ ਦਿਓ।
- (iv) ਕੀ ਤੁਹਾਡੇ ਵਿਭਾਗ ਵਿਚ ਕੋਈ ਤਨਖਾਹ ਸਕੇਲ ਅਜਿਹੀ ਹੈ ਜੋ ਕਿਸੇ ਆਸਾਮੀ ਤੇ ਲਗੇ ਵਿਅਕਤੀ ਵਿਸ਼ੇਸ਼ ਲਈ ਹੈ। ਜਦੋਂ ਕਿ ਬਰਾਬਰ ਦੀਆਂ ਦੂਜੀਆਂ ਆਸਾਮੀਆਂ ਲਈ ਵੱਖਰੀ ਤਨਖਾਹ ਸਕੇਲ ਹੈ ਕੀ ਇਸ ਸਥਿਤੀ ਨੇ ਕਿਸੇ ਤਰ੍ਹਾਂ ਦੀਆਂ ਅਸੰਗਤੀਆਂ ਪੈਦਾ ਕੀਤੀਆਂ ਹਨ ਜਾਂ ਮੌਜੂਦਾ ਸਮਾਨਤਾਵਾਂ ਵਿੱਚ ਵਿਘਨ ਪਿਆ ਹੈ ਜੇਕਰ ਅਜਿਹਾ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਦੇ ਸੁਧਾਰ ਲਈ ਆਪਣੇ ਸੁਝਾਅ ਦਿਉ।
- (v) ਕਿਰਪਾ ਕਰਕੇ ਆਪਣੇ ਵਿਭਾਗ ਵਿੱਚ ਵਿਸ਼ੇਸ਼ ਤਨਖਾਹ ਵਾਲੀਆਂ ਆਸਾਮੀਆਂ ਨੂੰ ਸੂਚੀ ਬੱਧ ਕਰੋ ਅਤੇ ਸਬੰਧਤ ਆਸਾਮੀਆਂ ਦੀ ਤਨਖਾਹ ਦਾ ਟਾਈਮ ਸਕੇਲ ਵੀ ਦੱਸੋ। ਕਿਰਪਾ ਕਰਕੇ ਵਿਸ਼ੇਸ਼ ਤਨਖਾਹ ਨੂੰ ਜਾਰੀ ਰੱਖਣ ਦੀ ਲੋੜ ਜਾਂ ਬੰਦ ਕਰਨ ਸਬੰਧੀ ਅਤੇ ਹਰੇਕ ਕੇਸ ਵਿਚ ਇਸਦੀ ਮਾਤਰਾ ਦੀ ਉਚਿਤਤਾ ਦੇ ਸਬੰਧ ਵਿਚ ਆਪਣੇ ਵਿਚਾਰ ਦੱਸੋ।

ਭਾਗ-ਗ

ਰਿਟਾਇਰਮੈਂਟ ਉਪਰੰਤ ਲਾਭ, ਪੈਨਸ਼ਨ ਸਮੇਤ

19. ਵਿਭਾਗ ਵਿੱਚ ਪੈਨਸ਼ਨਰਾਂ ਦੇ ਸਬੰਧ ਵਿੱਚ ਨਿਮਨਲਿਖਤ ਸੂਚਨਾ ਦਿਓ:-
- (i) ਸਾਲ 2003-04, 2004-05 ਅਤੇ 2005-06 ਦੇ ਦੌਰਾਨ ਰੀਟਾਇਰ ਹੋਏ ਕਰਮਚਾਰੀਆਂ ਦੀ ਗਿਣਤੀ ਅਤੇ ਅਗਲੇ 3 ਸਾਲਾਂ ਵਿੱਚ ਰਿਟਾਇਰ ਹੋਣ ਵਾਲੇ ਕਰਮਚਾਰੀਆਂ ਦੀ ਗਿਣਤੀ।
- (ii) ਕੀ ਸਬ ਪੈਰਾ(i) ਵਿੱਚ ਦਰਸਾਏ ਪੈਨਸ਼ਨਰਾਂ ਦੇ ਕੇਸਾਂ ਦਾ ਨਿਪਟਾਰਾ ਕੀਤਾ ਜਾ ਚੁੱਕਾ ਹੈ;
- (iii) ਜੇਕਰ ਕੋਈ ਕੇਸ ਪੈਂਡਿੰਗ ਹੈ ਤਾਂ ਉਸਦਾ ਵੇਰਵਾ ਅਤੇ ਕਾਰਣ ਦਿਓ।

- (iv) ਪੈਨਸ਼ਨ ਗਰੈਚੁਟੀ ਅਤੇ ਹੋਰ ਮੌਤ ਅਤੇ ਰੀਟਾਇਰਮੈਂਟ ਲਾਭਾਂ ਦੀ ਮਿਕਦਾਰ ਦੇ ਸਬੰਧ ਵਿੱਚ ਕੋਈ ਸੁਝਾਅ;
- (v) ਕੀ ਪੈਨਸ਼ਨਰਾਂ ਲਈ ਇਨਡੋਰ ਟਰੀਟਮੈਂਟ ਹੋਣ ਸਮੇਂ ਕੈਸ਼ਲੈਸ ਟਰੀਟਮੈਂਟ ਦਾ ਕੋਈ ਪ੍ਰਬੰਧ ਕਰਨਾ ਚਾਹੀਦਾ ਹੈ; ਜੇਕਰ ਹਾਂ ਤਾਂ ਲਾਗੂ ਕਰਨ ਲਈ ਸੁਝਾਅ ਦਿਉ।

ਪ੍ਰਫਾਰਮਾ "ਉ"

ਪ੍ਰਬੰਧਕੀ ਵਿਭਾਗ ਆਪਣੇ ਅਧੀਨ ਹੈਡ ਆਫ ਡਿਪਾਰਟਮੈਂਟ ਕੋਲੋਂ ਸਿੱਧੇ ਤੌਰ ਤੇ ਜਿਹੜੇ ਜਿਹੜੇ ਅਧਿਕਾਰੀ ਹੈਡ-ਕੁਆਟਰ ਅਤੇ ਫੀਲਡ ਵਿਖੇ ਕੰਮ ਕਰਦੇ ਹਨ ਦੀ ਸੂਚਨਾ ਲੈ ਕੇ ਸੰਕਲਿਤ ਕਰਦੇ ਹੋਏ ਦਿਓ:-

<u>ਹੈਡਕੁਆਟਰ</u>		
ਲੜੀ ਨੰ:	ਅਸਾਮੀ ਦਾ ਨਾਮ	ਗਿਣਤੀ ਤਨਖਾਹ ਸਕੇਲ

<u>ਫੀਲਡ</u>		
ਲੜੀ ਨੰ:	ਅਸਾਮੀ ਦਾ ਨਾਮ	ਗਿਣਤੀ ਤਨਖਾਹ ਸਕੇਲ

ਪ੍ਰਫਾਰਮਾ "ਅ"

ਇਸ ਪ੍ਰਫਾਰਮੇ ਵਿੱਚ ਕੈਟਾਗਰੀਜ਼ ਏ, ਬੀ, ਸੀ ਅਤੇ ਡੀ ਬਾਰੇ ਸੂਚਨਾ ਵਖਰੇ ਵਖਰੇ ਤੌਰ ਤੇ ਨੱਥੀ ਕੀਤੀ ਜਾਵੇ:-

ਲੜੀ ਨੰ:	ਅਸਾਮੀ ਦਾ ਨਾਮ	ਤਨਖਾਹ ਸਕੇਲ	ਮਨਜ਼ੂਰਸ਼ੁਦਾ ਭਰੀਆਂ ਅਸਾਮੀਆਂ	ਖਾਲੀ ਅਸਾਮੀਆਂ	ਇਸਤਰੀ ਕਰਮਚਾਰੀਆਂ ਅਸਾਮੀਆਂ ਦੀ ਗਿਣਤੀ
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ਨੋਟ:- ਉਕਤ ਸੂਚਨਾ ਤੋਂ ਇਲਾਵਾ ਨਿਮਨ ਲਿਖਤ ਸੂਚਨਾ ਵੀ ਦਿਓ ਜੀ:-

1. ਪਾਰਟ ਟਾਈਮ ਕਰਮਚਾਰੀਆਂ ਦੀ ਕੈਟਾਗਰੀ-ਵਾਈਜ਼ ਗਿਣਤੀ ਅਤੇ ਤਨਖਾਹ ਦਾ ਵੇਰਵਾ।
2. ਠੇਕੇ ਦੇ ਅਧਾਰ ਤੇ ਨਿਯੁਕਤ ਕੀਤੇ ਕਰਮਚਾਰੀਆਂ ਦੀ ਕੈਟਾਗਰੀ-ਵਾਈਜ਼ ਗਿਣਤੀ ਅਤੇ ਤਨਖਾਹ ਦਾ ਵੇਰਵਾ।
3. ਕੈਟਾਗਰੀ 1 ਅਤੇ 2 ਤੋਂ ਇਲਾਵਾ ਕੀ ਹੋਰ ਵੀ ਕਰਮਚਾਰੀ ਨਿਯੁਕਤ ਕੀਤੇ ਹੋਏ ਹਨ? ਜੇਕਰ ਹਨ, ਤਾਂ ਉਹਨਾਂ ਦੀ ਕੈਟਾਗਰੀ-ਵਾਈਜ਼ ਗਿਣਤੀ ਅਤੇ ਤਨਖਾਹ ਦਾ ਵੇਰਵਾ

ਪ੍ਰਫਾਰਮਾ "ੲ"

ਪਹਿਲੀ ਜਨਵਰੀ 1996 ਤੋਂ ਪਹਿਲੀ ਜਨਵਰੀ 2006 ਤੱਕ ਕੀ ਕੋਈ ਕਿਸੇ ਕਿਸਮ ਦੀ ਭਰਤੀ ਆਪ ਦੇ ਦਫਤਰ ਵਲੋਂ ਕੀਤੀ ਗਈ ਹੋਵੇ ਤਾਂ ਨਿਮਨ ਲਿਖਤ ਸੂਚਨਾ ਦਿਓ:-

ਲੜੀ ਨੰ:	ਅਸਾਮੀ ਦਾ ਨਾਮ	ਤਨਖਾਹ ਸਕੇਲ	ਕਿਸ ਸਾਲ ਵਿੱਚ ਭਰਤੀ ਕੀਤੀ ਗਈ।	ਸਰਕਾਰ ਤੋਂ ਪ੍ਰਵਾਨਗੀ ਹਾਸਲ ਕੀਤੇ ਪੱਤਰ ਦਾ ਨੰਬਰ ਅਤੇ ਮਿਤੀ
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ਨੋਟ:- ਇਹ ਸੂਚਨਾ ਕੈਟਾਗਰੀ ਏ, ਬੀ, ਸੀ ਅਤੇ ਡੀ ਬਾਰੇ ਵਖਰੇ ਵਖਰੇ ਤੌਰ ਤੇ ਨੱਥੀ ਕੀਤੀ ਜਾਵੇ।

ਪ੍ਰੋਫਾਰਮਾ "ਸ"

ਆਪਦੇ ਵਿਭਾਗ ਵਿੱਚ ਜਿਹੜੀਆਂ ਅਸਾਮੀਆਂ ਜਨਵਰੀ 1996 ਤੋਂ ਲੈ ਕੇ ਹੁਣ ਤੱਕ ਖਾਲੀ ਪਈਆਂ ਹਨ ਦਾ ਵੇਰਵਾ ਨਾਲ ਨੱਥੀ ਕੀਤਾ ਜਾਵੇ।

ਲੜੀ ਨੰ: ਅਸਾਮੀ ਦਾ ਨਾਮ ਤਨਖਾਹ ਸਕੇਲ ਕਿਸ ਸਾਲ ਤੋਂ ਅਸਾਮੀ ਖਾਲੀ ਹੈ

ਨੋਟ:- ਇਹ ਸੂਚਨਾ ਕੈਟਾਗਰੀ ਏ, ਬੀ, ਸੀ ਅਤੇ ਡੀ ਬਾਰੇ ਵਖਰੇ ਵਖਰੇ ਤੌਰ ਤੇ ਨੱਥੀ ਕੀਤੀ ਜਾਵੇ।

(ਐਮ.ਐਸ.ਮਾਨ)

ਅਧੀਨ ਸਕੱਤਰ

ਪੰਜਵਾਂ ਪੰਜਾਬ ਤਨਖਾਹ ਕਮਿਸ਼ਨ

ਪ੍ਰਸ਼ਨਪੱਤਰ

(ਆਮ ਜਨਤਾ ਲਈ)

ਪ੍ਰਸ਼ਨ ਨੰ:	ਪ੍ਰਸ਼ਨ	ਉੱਤਰ (ਹਾਂ ਜਾਂ ਨਾਂ) (ਸੁਝਾਅ ਸ਼ਬਦਾਂ ਵਿੱਚ)
1.	<p><u>ਜਨਤਕ/ਨਿੱਜੀ ਸੈਕਟਰਾਂ ਨਾਲ ਤੁਲਨਾ</u></p> <p>(1) ਕੀ ਤੁਹਾਡੇ ਵਿਚਾਰ ਵਿੱਚ ਭਾਰਤ ਸਰਕਾਰ ਅਤੇ ਪੰਜਾਬ ਸਰਕਾਰ ਦੇ ਤਨਖਾਹ ਸਕੇਲ ਅਤੇ ਹੋਰ ਸਹੂਲਤਾਂ ਸਮਾਨ ਹੋਣੀਆਂ ਚਾਹੀਦੀਆਂ ਹਨ ?</p> <p>(2) ਕੀ ਤੁਹਾਡੇ ਵਿਚਾਰ ਵਿੱਚ ਪੰਜਾਬ ਸਰਕਾਰ ਦੇ ਕਰਮਚਾਰੀਆਂ ਅਤੇ ਜਨਤਕ/ ਨਿੱਜੀ ਸੈਕਟਰ ਦੇ ਕਰਮਚਾਰੀਆਂ ਦੀਆਂ ਤਨਖਾਹਾਂ ਅਤੇ ਹੋਰ ਸਹੂਲਤਾਂ ਇਕ ਸਮਾਨ ਹੋਣੀਆਂ ਚਾਹੀਦੀਆਂ ਹਨ?</p> <p>(3) ਕੀ ਤੁਸੀਂ ਇਕ ਸਰਕਾਰੀ ਕਰਮਚਾਰੀ ਨੂੰ ਮਿਲਣ ਵਾਲੀਆਂ ਸਾਰੀਆਂ ਸਹੂਲਤਾਂ ਦੀ ਕੀਮਤ ਦੱਸ ਸਕਦੇ ਹੋ? ਤਾਂ ਹੇਠ ਲਿਖੀਆਂ ਸਹੂਲਤਾਂ ਦੀ ਕੀਮਤ ਤਨਖਾਹ ਦਾ ਕਿੰਨੇ ਪ੍ਰਤੀਸ਼ਤ ਲਗਾਇਆ ਜਾਵੇ:-</p> <ol style="list-style-type: none"> (1) ਬਿਨਾਂ ਕਿਰਾਇਆ ਮਕਾਨ ਸਹੂਲਤ; (2) ਗੱਡੀ ਦੀ ਸਹੂਲਤ; (3) ਟੈਲੀਫ਼ੋਨ ਦੀ ਸਹੂਲਤ; (4) ਰਿਆਇਤੀ ਬੱਸ ਸਹੂਲਤ; (5) ਮੈਡੀਕਲ ਦੀ ਸਹੂਲਤ; <p>(4) ਕੀ ਸਰਕਾਰੀ ਕਰਮਚਾਰੀ ਨੂੰ ਤਨਖਾਹ ਉਹਨਾਂ ਨੂੰ ਦਿੱਤੀਆਂ ਜਾਣ ਵਾਲੀਆਂ ਸਹੂਲਤਾਂ ਦੀ ਕੀਮਤ ਮਿਲਾ ਕੇ ਦੱਸੀ ਜਾਣੀ ਚਾਹੀਦੀ ਹੈ ਜਦੋਂ ਕਿ ਗੈਰ ਸਰਕਾਰੀ ਸੰਸਥਾਵਾਂ ਆਮ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਵੱਧ ਤਨਖਾਹ ਦਿੰਦੀਆਂ ਹਨ ਅਤੇ ਉਨ੍ਹਾਂ ਦੀ ਤਨਖਾਹ ਵਿੱਚ ਸਰਕਾਰੀ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਮਿਲਣ ਵਾਲੀਆਂ ਸਹੂਲਤਾਂ ਦੀ ਕੀਮਤ ਵੀ ਸ਼ਾਮਲ ਹੁੰਦੀ ਹੈ। ਜੇਕਰ ਅਜਿਹਾ ਹੈ ਤਾਂ ਦੋਨਾਂ ਦੀ ਤਨਖਾਹ ਬਰਾਬਰ ਹੋਣ ਦੇ ਕਾਰਣ 5● ਸ਼ਬਦਾਂ ਵਿੱਚ ਦੱਸੋ।</p> <p>(5) ਵੱਖ ਵੱਖ ਸੰਸਥਾਵਾਂ ਵਲੋਂ ਤਨਖਾਹ ਦੇ ਅੰਤਰ ਨੂੰ ਘੱਟ ਕਰਨ ਦੇ ਸੁਝਾਅ 5● ਸ਼ਬਦਾਂ ਵਿੱਚ ਦਿਉ।</p> <p>(6) ਸਰਕਾਰ ਦੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਸਰਵਿਸ ਦੌਰਾਨ ਮਿਲਣ ਵਾਲੇ ਲਾਭ, ਜਿਵੇਂ ਕਿ ਨੌਕਰੀ ਦੀ ਸੁਰੱਖਿਆ, ਤਰੱਕੀ ਦੇ ਮੌਕੇ, ਸੇਵਾ ਨਵਿਰਤੀ ਲਾਭ, ਮਕਾਨ ਦੀ ਸਹੂਲਤ ਅਤੇ ਹੋਰ ਅਣਦਿਖ ਲਾਭ ਜਿਵੇਂ ਕਿ ਛੁੱਟੀਆਂ ਦੀ ਸਹੂਲਤ, ਮੁਫਤ ਮਕਾਨ ਕਿਰਾਇਆ ਤੇ ਬਿਜਲੀ ਆਦਿ ਜੋ ਮਿਲਦੇ ਹਨ ਤਨਖਾਹ ਵਿੱਚ ਜੋੜ ਕੇ ਨਿੱਜੀ ਅਤੇ ਪ੍ਰਾਈਵੇਟ ਕਰਮਚਾਰੀਆਂ ਨਾਲੋਂ ਕਿਤੇ ਵੱਧ ਹੁੰਦੇ ਹਨ। ਇਸ ਬਾਰੇ ਆਪਣੇ ਵਿਚਾਰ 5● ਸ਼ਬਦਾਂ ਵਿੱਚ ਦਿਉ।</p>	

	<p>(7) ਸਰਕਾਰੀ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਤਨਖਾਹ ਤੋਂ ਇਲਾਵਾ ਮਿਲਣ ਵਾਲੇ ਲਾਭ ਅਤੇ ਪ੍ਰਾਈਵੇਟ ਅਦਾਰਿਆਂ ਵਲੋਂ ਇਨ੍ਹਾਂ ਲਾਭਾਂ ਨੂੰ ਛੱਡ ਕੇ ਦਿੱਤੀ ਵੱਧ ਤਨਖਾਹ ਦੀ ਨਿਰਪੱਖ ਤੁਲਣਾ 50 ਸ਼ਬਦਾਂ ਵਿੱਚ ਕਰੋ।</p> <p>(8) ਸਰਕਾਰੀ ਮੁਲਾਜ਼ਮਾਂ ਦੇ ਮੁਕਾਬਲੇ ਪੇਂਡੂ ਲੋਕਾਂ ਦੀ ਆਰਥਿਕ ਦਸ਼ਾ ਸੁਧਾਰਨ ਲਈ ਸਮਾਜਿਕ ਨਿਆਂ ਅਤੇ ਬਰਾਬਰੀ ਨੂੰ ਯਕੀਨੀ ਬਣਾਉਣ ਲਈ ਸਰਕਾਰ ਨੂੰ ਆਪਣੇ ਸਾਧਨਾਂ ਵਿਚੋਂ ਕਿੰਨੇ ਪ੍ਰਤੀਸ਼ਤ ਖਰਚ ਪੇਂਡੂ ਲੋਕਾਂ ਤੇ ਕਰਨਾ ਚਾਹੀਦਾ ਹੈ।</p>	
2.	<p><u>ਕੌਮਾਂਤਰੀ ਤੁਲਨਾ</u></p> <p>(1) ਸਰਕਾਰੀ ਕਰਮਚਾਰੀਆਂ ਦੇ ਤਨਖਾਹ ਸਕੇਲ ਕਿਸ ਹੱਦ ਤੱਕ ਵਧਾ ਦਿੱਤੇ ਜਾਣ ਤਾਂ ਜੋ ਉਹ ਵੀ ਪ੍ਰਾਈਵੇਟ ਅਦਾਰਿਆਂ ਵਿੱਚ ਕੰਮ ਕਰ ਰਹੇ ਕਰਮਚਾਰੀਆਂ ਵਾਂਗ ਇਮਾਨਦਾਰੀ ਤੇ ਤਨਦੇਹੀ ਨਾਲ ਕੰਮ ਕਰਨ ਲਈ ਤਿਆਰ ਹੋ ਜਾਣ?</p> <p>(2) ਕੀ ਸਿਵਲ ਸਰਵਿਸ ਕਰਮਚਾਰੀਆਂ ਦੇ ਤਨਖਾਹ ਸਕੇਲ ਪ੍ਰਾਈਵੇਟ ਅਦਾਰਿਆਂ ਦੇ ਬਰਾਬਰ ਕਰਨ ਨਾਲ ਨੌਕਰਸ਼ਾਹੀ ਇਮਾਨਦਾਰੀ ਅਤੇ ਤਨਦੇਹੀ ਨਾਲ ਕੰਮ ਕਰਨ ਲਗ ਜਾਵੇਗੀ?</p> <p>(3) ਜੇਕਰ ਪੰਜਾਬ ਸਰਕਾਰ ਆਪਣੇ ਸਟਾਫ ਨੂੰ ਪ੍ਰਾਈਵੇਟ ਅਦਾਰਿਆਂ ਮੁਤਾਬਕ ਵੱਧ ਤਨਖਾਹ ਦੇਵੇ ਤਾਂ ਉਹ ਉਨ੍ਹਾਂ ਤੋਂ ਵੱਧ ਉਤਪਾਦਕਤਾ ਲੈ ਪਾਏਗੀ? ਜੇਕਰ ਹਾਂ ਤਾਂ ਕਿੰਨਾ ਸਟਾਫ ਇਸ ਤਰ੍ਹਾਂ ਕਰ ਸਕੇਗਾ। ਜੇਕਰ ਨਹੀਂ ਤਾਂ ਵੱਧ ਤਨਖਾਹ ਦਾ ਮੰਤਵ ਕੀ ਹੋਵੇਗਾ, ਬਾਰੇ 50 ਸ਼ਬਦਾਂ ਵਿੱਚ ਬਿਆਨ ਕੀਤਾ ਜਾਵੇ।</p>	
3.	<p><u>ਹੋਰ ਸੰਗਠਨਾਂ ਉਤੇ ਅਸਰ</u></p> <p>(1) ਕੀ ਮਿਊਂਸ਼ਪਲ ਅਦਾਰਿਆਂ, ਪੰਚਾਇਤੀ ਰਾਜ ਸੰਗਠਨਾਂ ਅਤੇ ਹੋਰ ਅਰਧ ਸਰਕਾਰੀ ਅਦਾਰਿਆਂ ਦੇ ਕਰਮਚਾਰੀਆਂ ਦੇ ਤਨਖਾਹ ਸਕੇਲ ਵੀ ਪੰਜਵੇਂ ਪੰਜਾਬ ਤਨਖਾਹ ਕਮਿਸ਼ਨ ਵਲੋਂ ਸਿਫਾਰਸ਼ਾਂ ਤੇ ਹੀ ਆਧਾਰਿਤ ਹੋਣੇ ਚਾਹੀਦੇ ਹਨ ?</p> <p>(2) ਕੀ ਇਹ ਵੀ ਸੱਚ ਹੈ ਕਿ ਸਬ ਪੈਰਾ 1 ਵਿੱਚ ਵਰਨਣ ਸੰਗਠਨਾਂ ਨੂੰ ਰਾਜ ਸਰਕਾਰ ਦੇ ਕਰਮਚਾਰੀਆਂ ਦੇ ਬਰਾਬਰ ਤਨਖਾਹ ਸਕੇਲ ਦੇਣ ਦੀ ਸਮਰੱਥਾ ਸਬੰਧਤ ਅਦਾਰਿਆਂ ਕੋਲ ਨਹੀਂ ਹੁੰਦੀ ?</p> <p>(3) ਕੀ ਰਾਜ ਸਰਕਾਰ ਦੇ ਮੁਲਾਜ਼ਮਾਂ ਲਈ ਤਨਖਾਹ ਸਕੇਲ ਤਿਆਰ ਕਰਨ ਵਿੱਚ ਸਬ ਪੈਰਾ (1) ਅਤੇ (2) ਨੂੰ ਧਿਆਨ ਵਿੱਚ ਰੱਖਿਆ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ ?</p> <p>(4) ਅਗਰ, ਰੱਖਿਆ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ ਤਾਂ ਇਸ ਪੱਖ ਨੂੰ ਕਿਸ ਹੱਦ ਤੱਕ ਵਿਚਾਰਿਆ ਜਾਵੇ। ਭਾਵ ਤਨਖਾਹ ਸਕੇਲ ਦਾ ਅਨੁਪਾਤ ਸਰਕਾਰੀ ਕਰਮਚਾਰੀਆਂ ਅਤੇ ਉਪਰੋਕਤ ਅਦਾਰਿਆਂ ਦੇ ਕਰਮਚਾਰੀਆਂ ਵਿੱਚ ਕੀ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ?</p>	
4.	<p><u>ਤਨਖਾਹਾਂ</u></p> <p>(1) ਕੀ ਵਿਭਾਗ ਦੇ ਮੁੱਖੀ ਨੂੰ ਦਿੱਤੀ ਜਾਣ ਵਾਲੀ ਤਨਖਾਹ ਤਹਿ ਕੀਤੀ ਜਾਣੀ ਚਾਹੀਦੀ ਹੈ ?</p> <p>(2) ਵਿਭਾਗ ਦੇ ਮੁੱਖੀ ਨੂੰ ਮੁੱਢਲੀ ਤਨਖਾਹ ਕਿੰਨੀ ਦਿੱਤੀ ਜਾਣੀ</p>	

	<p>ਚਾਹੀਦੀ ਹੈ?</p> <p>(3) ਕੀ ਵਿਭਾਗ ਦੇ ਮੁੱਖੀ ਦੀ ਨਿਯੁਕਤੀ ਠੋਕੇ ਦੇ ਆਧਾਰ ਤੇ ਕੀਤੀ ਜਾਣੀ ਚਾਹੀਦੀ ਹੈ ਜਿਥੇ ਕਿ ਉਸਦੀ ਤਨਖਾਹ ਅਤੇ ਕੀਤੇ ਕੰਮ ਦੇ ਟੀਚਿਆਂ ਨੂੰ ਮੁੱਖ ਰੱਖਕੇ ਉਸਦੀ ਦੀ ਤਨਖਾਹ ਨਾਲ ਸਿੱਧਾ ਸਬੰਧ ਜੋੜਿਆ ਜਾ ਸਕੇ ?</p> <p>(4) ਕੀ ਨੌਕਰਸ਼ਾਹੀ ਲਈ ਪਹਿਲਾਂ ਤਹਿ ਕੀਤੀ ਘੱਟ ਤੋਂ ਘੱਟ ਅਤੇ ਵੱਧ ਤੋਂ ਵੱਧ ਤਨਖਾਹ ਦੇ ਅਨੁਪਾਤ ਦੇ ਸਿਧਾਂਤ ਨੂੰ ਕਾਇਮ ਰੱਖਣ ਦੀ ਜ਼ਰੂਰਤ ਹੈ ?</p> <p>(5) ਕੀ ਸ਼ਾਨਦਾਰ ਸੇਵਾ ਨਿਭਾਉਣ ਵਾਲੇ ਪ੍ਰਤਿਭਾਵਾਨ ਕਰਮਚਾਰੀਆਂ ਵੱਲੋਂ ਸਰਕਾਰ ਦੀਆਂ ਸੇਵਾਵਾਂ ਛੱਡਕੇ ਨਾ ਚਲੇ ਜਾਣ ਨੂੰ ਯਕੀਨੀ ਬਣਾਉਣਾ ਬਹੁਤ ਮਹੱਤਵਪੂਰਨ ਹੈ?</p>	
5.	<p>ਪ੍ਰਸਪਰ ਸਬੰਧ (ਉਤਰ 100 ਸ਼ਬਦਾਂ ਵਿੱਚ ਦਿਉ)</p> <p>(1) ਸਕੱਤਰੇਤ ਸਟਾਫ ਇਕ ਕਾਰਜਕਾਰਣੀ ਹੈ ਅਤੇ ਕਾਨੂੰਨ ਅਤੇ ਸਰਕਾਰੀ ਪਾਲਿਸੀਆਂ ਬਣਾਉਂਦੇ ਹਨ ਜਦੋਂ ਕਿ ਖੇਤਰੀ ਦਫਤਰ ਇਨ੍ਹਾਂ ਨੂੰ ਸਰਫ ਲਾਗੂ ਕਰਦੇ ਹਨ, ਕੀ ਕਾਨੂੰਨ ਅਤੇ ਪਾਲਿਸੀ ਨੂੰ ਬਣਾਉਣ ਅਤੇ ਇਨ੍ਹਾਂ ਨੂੰ ਲਾਗੂ ਕਰਨ ਵਾਲੇ ਕਰਮਚਾਰੀਆਂ ਅਤੇ ਅਧਿਕਾਰੀਆਂ ਵਿੱਚ ਕਾਫੀ ਅੰਤਰ ਹੈ? ਕੀ ਸਕੱਤਰੇਤ ਅਤੇ ਇਸਦੇ ਬਰਾਬਰ ਦੇ ਹੋਰ ਸੰਗਠਨਾਂ ਦੇ ਕਰਮਚਾਰੀ, ਖੇਤਰੀ ਕਰਮਚਾਰੀਆਂ ਤੋਂ ਇਸ ਲਈ ਵੱਧ ਤਨਖਾਹ ਲੈਣ ਦੇ ਹੱਕਦਾਰ ਹਨ, ਕਿਉਂਕਿ ਖੇਤਰੀ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਇਸ ਬਦਲੇ ਹੋਰ ਸਹੂਲਤਾਂ, ਜਿਵੇਂ ਕਿ ਮੁਫਤ ਮਕਾਨ ਕਿਰਾਇਆ ਸਹੂਲਤ, ਬਜਲੀ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਬਿਜਲੀ ਦੀਆਂ ਕੁਝ ਯੂਨਿਟਾਂ ਮਾਫ ਹੋਣਾ, ਟਰਾਂਸਪੋਰਟ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਬੱਸਾਂ ਵਿੱਚ ਮੁਫਤ ਸਫਰ ਕਰਨਾ ਅਤੇ ਮਹਿਕਮੇ ਅਨੁਸਾਰ ਹੋਰ ਵੱਖ ਵੱਖ ਸਹੂਲਤਾਂ ਲੈਣਾ ਆਦਿ ਪ੍ਰਦਾਨ ਹੋ ਜਾਂਦੀਆਂ ਹਨ ਜਦੋਂ ਕਿ ਸਕੱਤਰੇਤ ਪੱਧਰ ਤੇ ਅਜਿਹੀਆਂ ਕੋਈ ਸਹੂਲਤਾਂ ਸਕੱਤਰੇਤ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਨਹੀਂ ਹਨ।</p> <p>(2) ਕੀ ਮੁਆਵਜ਼ੇ ਦੀ ਪੂਰਤੀ ਲਈ ਸਕੱਤਰੇਤ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਸਕੱਤਰੇਤ ਭੱਤੇ ਤੋਂ ਇਲਾਵਾ ਹੋਰ ਸਹੂਲਤਾਂ ਵੀ ਦੇਣੀਆਂ ਚਾਹੀਦੀਆਂ ਹਨ ਜਿਸ ਨਾਲ ਉਹ ਖੇਤਰੀ ਦਫਤਰਾਂ ਦੇ ਕਰਮਚਾਰੀਆਂ ਦੇ ਘੱਟੋ ਘੱਟ ਬਰਾਬਰ ਤਾਂ ਰਹਿ ਸਕਣ?</p> <p>(3) ਕੀ ਪ੍ਰਬੰਧਕੀ ਵਿਭਾਗ ਦੇ ਪ੍ਰਸ਼ਾਸਕੀ ਅਧਿਕਾਰਾਂ ਦਾ ਵਿਕੇਂਦਰੀਕਰਨ ਹੋ ਜਾਣ ਕਾਰਨ ਸਕੱਤਰੇਤ ਕਰਮਚਾਰੀਆਂ ਵਾਂਗ ਖੇਤਰੀ ਦਫਤਰਾਂ ਦੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਵੀ ਸਕੱਤਰੇਤ ਭੱਤਾ ਜਾਂ ਖੇਤਰੀ ਭੱਤਾ ਆਦਿ ਦੇਣਾ ਉਚਿਤ ਹੋਵੇਗਾ?</p>	
6.	<p>ਗਰੁੱਪ ਏ ਸੇਵਾਵਾਂ</p> <p>(1)</p> <p>ਕੀ ਭਾਰਤ ਸਰਕਾਰ ਅਤੇ ਰਾਜ ਦੀਆਂ ਕੁੱਝ ਸਿਵਲ ਸੇਵਾਵਾਂ ਰਾਜ ਦੀਆਂ ਦੂਜੀਆਂ ਤਕਨੀਕੀ ਅਤੇ ਗੈਰ-ਤਕਨੀਕੀ ਸੇਵਾਵਾਂ ਦੇ ਤਨਖਾਹ ਸਕੇਲ ਇਕੋ ਜਿਹੇ ਕੀਤੇ ਜਾਣੇ ਚਾਹੀਦੇ ਹਨ ਜਾਂ ਨਹੀਂ?</p> <p>(2) ਕੀ ਰਾਜ ਵਿੱਚ ਸਾਰੀਆਂ ਮੌਜੂਦਾ ਸੇਵਾਵਾਂ ਅਤੇ ਮੌਜੂਦਾ ਤਕਨੀਕੀ ਸੇਵਾਵਾਂ ਨੂੰ ਸਮਿਲਿਤ ਕਰਕੇ ਇਕੋ ਜਿਹੇ ਤਨਖਾਹ ਸਕੇਲ ਕਰ ਦਿੱਤੇ ਜਾਣੇ ਚਾਹੀਦੇ ਹਨ ?</p> <p>(3) ਕੀ ਅੱਛੀ ਯੋਗਤਾ ਵਾਲੇ ਉਮੀਦਵਾਰਾਂ ਨੂੰ ਸਰਕਾਰੀ ਸੇਵਾ ਵਿੱਚ ਖਿੱਚਣ ਲਈ ਗਰੁੱਪ ਏ ਸੇਵਾਵਾਂ ਦੇ ਤਨਖਾਹ ਸਕੇਲ ਦੇ ਪੈਟਰਨ ਨੂੰ ਮੁੜ ਸੁਧਾਰਿਆ ਜਾਣਾ</p>	

	<p>ਚਾਹੀਦਾ ਹੈ?</p> <p>(4) ਰਾਜ ਦੀਆਂ ਗਰੁਪ "ਏ" ਸੇਵਾਵਾਂ ਵਿੱਚ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਟਿਕਾਏ ਰੱਖਣ ਲਈ ਅਤੇ ਨਿੱਜੀ ਸੈਕਟਰ ਵੱਲੋਂ ਨਵੇਂ ਪੇਸ਼ਾਵਰਾਂ ਨੂੰ ਜ਼ਿਆਦਾ ਮੁਆਵਜ਼ਾ ਜਾਂ ਪੈਕਜ ਦੇਣ ਦੇ ਬਾਵਜੂਦ ਵੀ ਰੋਕਣ ਲਈ ਸੁਝਾਅ ਦਿਉ।</p>	
7.	<p style="text-align: center;">ਕਿੱਤਾਵਾਰ</p> <p>ਕਰਮਚਾਰੀ</p> <p>(1) ਕੀ ਵਿਗਿਆਨ ਅਤੇ ਟੈਕਨੋਲੋਜੀ ਦੇ ਖੇਤਰ ਵਿੱਚ ਕੰਮ ਕਰਨ ਵਾਲੇ ਮਾਹਿਰਾਂ ਨੂੰ ਟਿਕਾਏ ਰੱਖਣ ਲਈ ਅਤੇ ਵਧੀਆ ਕੰਮ ਕਰਨ ਦੇ ਬਦਲੇ ਵਿੱਚ ਹੋਰ ਮੁਆਵਜ਼ਾ/ ਪੈਕਜ ਦਿੱਤਾ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ?</p> <p>(2) ਤਨਖਾਹ ਤੋਂ ਇਲਾਵਾ ਵਿਗਿਆਨੀਆਂ ਅਤੇ ਤਕਨੀਕੀ ਮਾਹਿਰਾਂ ਨੂੰ ਹੋਰ ਕੀ ਵਾਧੂ ਸਹੂਲਤਾਂ ਦੇਣੀਆਂ ਚਾਹੀਦੀਆਂ ਹਨ, ਬਾਰੇ 5● ਸ਼ਬਦਾਂ ਵਿੱਚ ਵਰਨਣ ਕਰੋ।</p>	
8.	<p>ਅਸਾਮੀਆਂ ਦਾ ਵਰਗੀਕਰਨ</p> <p>(1) ਇਸ ਵੇਲੇ ਸਰਕਾਰ ਵੱਲੋਂ ਆਸਾਮੀਆਂ ਨੂੰ ਗਰੁਪ ਏ, ਬੀ, ਸੀ ਅਤੇ ਡੀ ਵਿੱਚ ਵੰਡਿਆ ਹੋਇਆ ਹੈ ਕੀ ਇਨ੍ਹਾਂ ਦੀ ਥਾਂ ਮੁੜ ਵਰਗੀਕਰਨ ਜਾਂ ਹੋਰ ਨਵੇਂ ਨਾਂਵਾਂ ਦੇਣ ਦੀ ਜ਼ਰੂਰਤ ਹੈ?</p> <p>(2) ਅਗਰ, ਇਨ੍ਹਾਂ ਵਰਗਾਂ ਦੀ ਤਬਦੀਲੀ ਨੂੰ ਨਵੇਂ ਸਿਰੇ ਤੋਂ ਵਿਚਾਰਿਆ ਜਾਵੇ ਤਾਂ ਤੁਸੀਂ ਕੀ ਸੁਝਾਅ ਦਿਉਗੇ।</p> <p>(3) ਹਰ ਕੈਟੇਗਰੀਜ਼ ਲਈ ਕਿਹੜਾ ਨਾਮ ਦੇਣ ਦੀ ਸਿਫਾਰਸ਼ ਕਰੋਗੇ?</p> <ol style="list-style-type: none"> 1) ਏ.... 2) ਬੀ.... 3) ਸੀ.... 4) ਡੀ.... 	
9.	<p>ਗਰੁੱਪ ਸੀ ਅਤੇ ਡੀ ਅਸਾਮੀਆਂ ਦਾ ਮੁੜ ਢਾਂਚਾ ਤਿਆਰ ਕਰਨਾ</p> <p>(1) ਕੀ ਸਕੱਤਰੇਤ ਵਿਚਲੇ ਵਰਤਮਾਨ "ਸੀ" ਗਰੁਪ ਵਿੱਚ ਕਾਰਜ-ਕਰਤਾਵਾਂ ਨੂੰ ਰਾਜ ਦੇ ਹੋਰ ਬਰਾਬਰ ਦੇ ਦਫਤਰਾਂ ਵਿੱਚ ਬਦਲਿਆ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ?</p> <p>(2) ਕੀ ਇਨ੍ਹਾਂ ਨੂੰ ਡਾਇਰੈਕਟੋਰੇਟ ਪੱਧਰ ਜਾਂ ਜ਼ਿਲ੍ਹਾ ਦਫਤਰਾਂ ਵਿੱਚ ਬਦਲਿਆ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ?</p> <p>(3) ਗਰੁਪ "ਡੀ" ਵਿੱਚ ਕੰਮ ਕਰਨ ਵਾਲੇ ਸਕਿਲਡ ਅਤੇ ਸੈਮੀ ਸਕਿਲਡ ਅਮਲੇ ਦੀਆਂ ਕੁੱਝ ਸ਼੍ਰੇਣੀਆਂ ਨੂੰ ਮੁੜ ਇਕੱਤਰ ਕੀਤਾ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ ? ਜੇਕਰ ਹਾਂ ਤਾਂ ਇਸ ਬਾਰੇ 5● ਸ਼ਬਦਾਂ ਵਿੱਚ ਸੁਝਾਅ ਦਿਉ।</p>	
10.	<p>ਤਨਖਾਹ ਸਕੇਲ</p> <p>(1) ਹਰੇਕ ਗਰੁਪ ਵਿੱਚ ਮੌਜੂਦਾ ਅਸਾਮੀਆਂ ਦੀ ਤਨਖਾਹ ਦਾ ਆਪਸ ਵਿੱਚ ਸਕੇਲ ਦਾ ਕੀ ਅਨੁਪਾਤ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ ਭਾਵ :-</p> <p>(1) ਗਰੁੱਪ ਏ ਅਤੇ ਬੀ ਵਿੱਚ ਕੀ ਅਨੁਪਾਤ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ?</p>	

	<p>(2) ਗਰੁੱਪ ਬੀ ਅਤੇ ਸੀ ਵਿੱਚ ਕੀ ਅਨੁਪਾਤ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ?</p> <p>(3) ਗਰੁੱਪ ਸੀ ਅਤੇ ਡੀ ਵਿੱਚ ਕੀ ਅਨੁਪਾਤ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ?</p> <p>(4) ਵੱਧ ਤੋਂ ਵੱਧ ਗਰੁੱਪ ਏ ਅਤੇ ਡੀ ਵਿੱਚ ਕੀ ਅਨੁਪਾਤ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ ?</p> <p>(2) ਪਿਛਲੇ ਸਮੇਂ ਵਿੱਚ ਇਕ ਤੋਂ ਬਾਅਦ ਇਕ ਤਨਖਾਹ ਕਮਿਸ਼ਨਾਂ ਵਲੋਂ ਕਰਮਚਾਰੀਆਂ ਦੇ ਤਨਖਾਹ ਸਕੇਲਾਂ ਦੀ ਗਿਣਤੀ ਘਟ ਕੀਤੀ ਗਈ ਹੈ ਅਤੇ ਚੌਥੇ ਤਨਖਾਹ ਕਮਿਸ਼ਨ ਵਲੋਂ ਇਹ ਗਿਣਤੀ ਘਟਾ ਕੇ 32 ਕਰ ਦਿੱਤੀ ਗਈ ਹੈ, ਕੀ ਤੁਸੀਂ ਇਸ ਗਿਣਤੀ ਨੂੰ ਹੋਰ ਘਟਾਉਣਾ ਚਾਹੋਗੇ?</p> <p>(3) ਤਨਖਾਹ ਸਕੇਲਾਂ ਦੀ ਗਿਣਤੀ ਨੂੰ ਹੋਰ ਘਟਾਉਣ ਕਾਰਣ ਫੀਡਬੈਕ ਗ੍ਰੇਡਾਂ ਵਿੱਚ ਤਰੱਕੀ ਵਗੈਰਾ ਦੀਆਂ ਸਮੱਸਿਆਵਾਂ ਪੈਦਾ ਹੋ ਜਾਂਦੀਆਂ ਹਨ। ਇਸ ਤਰ੍ਹਾਂ ਕਰਨ ਨਾਲ ਜਿਹੜਾ ਵੀ ਉਪਰਲਾ ਸਕੇਲ ਹੋਵੇਗਾ ਉਹ ਆਪਣੇ ਆਪ ਨਾਲ ਧੱਕਾ ਹੋਇਆ ਮੰਨਦੇ ਹਨ ਉਨ੍ਹਾਂ ਦਾ ਮਨੋਬਲ ਵਧਾਉਣ ਲਈ ਕੀ ਕੀਤਾ ਜਾਵੇ।</p> <p>(4) ਮੌਜੂਦਾ ਤਨਖਾਹ ਸਕੇਲਾਂ ਦੀ ਗਿਣਤੀ ਜਿਵੇਂ ਹੈ, ਕੀ ਇਸੇ ਤਰ੍ਹਾਂ ਹੀ ਰੱਖ ਲੈਣੀ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਜੋ ਨਵੀਆਂ ਵਿਸ਼ੇਸ਼ਤਾਵਾਂ ਪੈਦਾ ਨਾ ਹੋਣ?</p> <p>(5) ਕੀ ਚਲੰਤ ਤਨਖਾਹ ਸਕੇਲ ਨੂੰ ਲਾਗੂ ਰੱਖਣਾ ਚਾਹੀਦਾ ਹੈ ?</p>	
11.	<p>ਸਲਾਨਾ ਤਰੱਕੀਆਂ</p> <p>(1) ਸਲਾਨਾ ਤਰੱਕੀ ਦੀ ਦਰ ਤਹਿ ਕਰਨ ਲਈ ਕੀ ਮਾਪਦੰਡ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ ?</p> <p>(2) ਘੱਟ ਤੋਂ ਘੱਟ ਅਤੇ ਵੱਧ ਤੋਂ ਵੱਧ ਤਨਖਾਹ ਸਕੇਲ ਵਿੱਚ ਸਲਾਨਾ ਤਰੱਕੀ ਦੀ ਦਰ ਕਿੰਨੇ ਪ੍ਰਤੀਸ਼ਤ ਨਿਸ਼ਚਿਤ ਕੀਤੀ ਜਾਣੀ ਚਾਹੀਦੀ ਹੈ?</p> <p>3) ਕੀ ਸਾਰੇ ਤਨਖਾਹ ਸਕੇਲ ਵਿੱਚ ਤਰੱਕੀ ਦੀ ਦਰ ਇਕੋ ਜਿਹੀ ਹੋਣੀ ਚਾਹੀਦੀ ਹੈ ਜਾਂ ਘੱਟ ਸਕੇਲ ਵਿੱਚ ਵੱਧ ਅਤੇ ਵੱਧ ਸਕੇਲ ਵਿੱਚ ਘੱਟ ਹੋਣੀ ਚਾਹੀਦੀ ਹੈ ?</p>	
12.	<p>ਤਨਖਾਹ ਸਕੇਲਾਂ ਦੀ ਸੋਧ</p> <p>(1) ਮਹਿੰਗਾਈ ਦੇ ਅਸਰ ਨੂੰ ਰੋਕਣ ਲਈ ਅਤੇ 100% ਸਾਂਵਾਂਪਣ ਲਿਆਉਣ ਲਈ ਭੱਤੇ ਦੇ ਰੂਪ ਵਿੱਚ ਮਹਿੰਗਾਈ ਕਿਸ਼ਤ ਦਿੱਤੀ ਜਾਂਦੀ ਹੈ ਤਾਂ ਫਿਰ ਵੀ ਕੀ ਕਰਮਚਾਰੀਆਂ ਦੇ ਤਨਖਾਹ ਸਕੇਲਾਂ ਵਿੱਚ ਸੋਧ ਕਰਨ ਦੀ ਕੋਈ ਲੋੜ ਹੈ ?</p> <p>(2) ਤਨਖਾਹ ਸਕੇਲਾਂ ਨੂੰ ਸੋਧਦੇ ਸਮੇਂ ਤਨਖਾਹ ਨੁਕਤਾਦਰ ਨੁਕਤਾ ਨਿਸ਼ਚਿਤ ਕੀਤੀ ਜਾਣੀ ਚਾਹੀਦੀ ਹੈ ਜਾਂ ਕੋਈ ਹੋਰ ਵਿਧੀ ਅਪਣਾਈ ਜਾਵੇ ਜਿਸ ਵਿੱਚ ਇਹ ਗੱਲ ਯਕੀਨੀ ਬਣਾਈ ਜਾਵੇ ਕਿ ਸੀਨੀਅਰ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਜੂਨੀਅਰ ਕਰਮਚਾਰੀਆਂ ਨਾਲੋਂ ਕੋਈ ਨੁਕਸਾਨ ਨਾ ਹੋਵੇ ਅਤੇ ਸੀਨੀਅਰ ਕਰਮਚਾਰੀਆਂ ਵਲੋਂ ਕੀਤੀ ਗਈ ਸੇਵਾ ਨੂੰ ਧਿਆਨ ਵਿੱਚ ਕਿਵੇਂ ਰੱਖਿਆ ਜਾਵੇ ਇਸ ਬਾਰੇ ਆਪਣੇ ਸੁਝਾਅ 50 ਸ਼ਬਦਾਂ ਵਿੱਚ ਦਿਉ।</p> <p>(3) ਇਸ ਵੱਧਦੀ ਮਹਿੰਗਾਈ ਨੂੰ ਰੋਕਣ ਲਈ ਪੰਜਾਬ ਸਰਕਾਰ ਵਲੋਂ ਹੋਰ ਕੀ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ।</p>	

13.	<p align="center">ਮੁਆਵਜ਼ਾ ਭੱਤਾ</p> <p>(1) ਸਿਟੀ ਕੰਪੈਂਸੈਟਰੀ ਭੱਤਾ ਵੱਡੇ ਸ਼ਹਿਰਾਂ ਦੀਆਂ ਮੁਸ਼ਕਲਾਂ ਲਈ ਇਕ ਭਰਪੂਰ ਮੁਆਵਜ਼ਾ ਹੈ ਪਰੰਤੂ ਮਹਿੰਗਾਈ ਭੱਤਾ, ਮਕਾਨ ਕਿਰਾਇਆ ਭੱਤਾ ਮਿਲਣ ਦੀ ਸੂਰਤ ਵਿੱਚ ਸਿਟੀ ਕੰਪੈਂਸੈਟਰੀ ਭੱਤਾ ਜਾਰੀ ਰਹਿਣਾ ਚਾਹੀਦਾ ਹੈ?</p> <p>(2) ਕੀ ਸ਼ਹਿਰਾਂ ਦੇ ਵਰਗੀਕਰਨ ਦੇ ਆਧਾਰ ਤੇ ਸਿਟੀ ਕੰਪੈਂਸੈਟਰੀ ਭੱਤੇ ਦੀਆਂ ਦਰਾਂ ਬਦਲਣ ਦੀ ਲੋੜ ਹੈ?</p> <p>(3) ਸੋਧੀਆਂ ਦਰਾਂ ਦਾ ਅਧਾਰ ਅਤੇ ਦਰਾਂ ਸਪਸ਼ਟ ਕੀਤੀਆਂ ਜਾਣ।</p> <p>(4) ਕੀ ਸਿਟੀ ਕੰਪੈਂਸੈਟਰੀ ਭੱਤੇ ਦੀਆਂ ਦਰਾਂ ਨੂੰ ਨਿਰਧਾਰਿਤ ਕਰਨ ਲਈ ਨਿਮਨ ਲਿਖਤ ਨੁਕਤਿਆਂ ਨੂੰ ਵੀ ਧਿਆਨ ਵਿੱਚ ਰੱਖਣਾ ਵਾਜਬ ਹੋਵੇਗਾ:-</p> <ol style="list-style-type: none"> 1. ਸਿਵਲ ਸੇਵਾਵਾਂ ਨਾਲ ਪੈਰਿਟੀ; 2. ਸਰਕਾਰੀ ਸਿਵਲ ਸੇਵਾ ਕਰਨ ਵਾਲਿਆਂ ਦੀ ਪ੍ਰਾਈਵੇਟ ਖੇਤਰਾਂ ਨਾਲ ਤੁਲਨਾ; 3. ਵਿਸ਼ੇਸ਼ ਅਤੇ ਔਖੇ ਟਾਈਪ ਦੀਆਂ ਡਿਊਟੀਆਂ ਨੂੰ ਨਿਭਾਉਣ ਦੇ ਬਦਲੇ ਸੀ.ਸੀ.ਏ. ਦੇਣਾ 4. ਡਿਊਟੀ ਦੇ ਘੰਟੇ ਜ਼ਿਆਦਾ ਹੋਣ ਅਤੇ ਨੌਕਰੀ ਸਪੈਨ ਦਾ ਘੱਟ ਹੋਣਾ; 5. ਪਾਬੰਦੀਸ਼ੁਦਾ ਅਧਿਕਾਰਾਂ ਨੂੰ ਵੇਖਦਿਆਂ ਹੋਇਆਂ ; <p>(5) ਦਿਨ ਰਾਤ ਡਿਊਟੀ ਦੇਣ ਵਾਲੇ ਕਿਸੇ ਗੰਨਮੈਨ/ ਸਕਿਊਰਟੀ ਗਾਰਡ ਦੀ ਤਨਖਾਹ ਦਫਤਰ ਵਿੱਚ ਕੰਮ ਕਰਨ ਵਾਲੇ ਪੁਲਿਸ ਕਰਮਚਾਰੀ ਦੇ ਮੁਕਾਬਲੇ ਕਿਵੇਂ ਤਹਿ ਕੀਤੀ ਜਾਣੀ ਚਾਹੀਦੀ ਹੈ? ਇਸ ਦਾ ਸਰਕਾਰ ਦੀ ਘੱਟ ਤੋਂ ਘੱਟ ਉਜਰਤਾਂ ਨਾਲ ਅਤੇ ਨੀਮ ਫੌਜੀ ਅਤੇ ਅੰਦਰੂਨੀ ਸੁਰੱਖਿਆ ਬਲਾਂ ਦੇ ਸਿਪਾਹੀਆਂ ਦੀ ਤਨਖਾਹ ਨਾਲ ਕਿਵੇਂ ਸਬੰਧ ਸਥਾਪਤ ਕੀਤਾ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ? 5● ਸ਼ਬਦਾਂ ਵਿੱਚ ਸੁਝਾਅ ਦਿਉ।</p>	
14.	<p>(ਵੱਡੇ ਮਕਾਨਾਂ ਦੀ ਸਹੀ ਵਰਤੋਂ ਬਾਰੇ)</p> <p>(1) ਕੀ ਉਚ ਅਧਿਕਾਰੀਆਂ ਲਈ ਬਣਾਏ ਗਏ ਵੱਡੇ ਵੱਡੇ ਬੰਗਲੇ ਅਤੇ ਉਨ੍ਹਾਂ ਵਿੱਚ ਹੀ ਨੌਕਰਾਂ ਲਈ ਬਣੇ ਛੋਟੇ-ਛੋਟੇ ਮਕਾਨ, ਸੇਵਾ ਲਈ ਨਿੱਜੀ ਅਮਲਾ, ਬੰਗਲਿਆਂ ਦੇ ਸੇਵਾਦਾਰ, ਬੈਟਮੈਨ ਜਾਂ ਬੇਲੋੜੀ ਸੁਰੱਖਿਆ ਜਾਂ ਰਸਮੀ ਡਿਊਟੀ ਤੇ ਤੈਨਾਤ ਵਰਦੀਧਾਰੀ ਸੁਰੱਖਿਆ ਕਰਮਚਾਰੀ ਆਦਿ ਜਗੀਰਦਾਰੀ ਅਲਾਮਤਾਂ ਨੂੰ ਖਤਮ ਕਰਨਾ ਚਾਹੀਦਾ ਹੈ? ਸੁਝਾਅ 5● ਸ਼ਬਦਾਂ ਵਿੱਚ ਦਿਉ।</p>	
15.	<p>ਨਿਸਚਿਤ ਤਜਵੀਜ਼ਾਂ</p> <p>(1) ਕਿਸ ਤਰੀਕੇ ਸਰਕਾਰ ਦੇ ਰੋਜ਼ਮਰਾ ਕੰਮ ਕਰਨ ਦੇ ਢੰਗ ਨੂੰ ਸੁਧਾਰਿਆ ਜਾਵੇ ਤਾਂ ਕਿ ਸਰਕਾਰੀ ਕੰਮ ਕਾਜ ਨੂੰ ਕਰਨ ਦੇ ਢੰਗ ਬਾਰੇ ਆਮ ਕਰਮਚਾਰੀ ਇਹ ਮਹਿਸੂਸ ਕਰੇ ਕਿ ਕੰਮਕਾਜ ਸੁਚੱਜੇ ਢੰਗ ਨਾਲ ਕੀਤਾ ਜਾ ਰਿਹਾ ਹੈ।</p> <p>(2) ਸਰਕਾਰੀ ਕੰਮਕਾਜ ਆਮ ਕਰਮਚਾਰੀ ਦੀਆਂ ਸਹੂਲਤਾਂ ਮੁਤਾਬਿਕ ਹੋਵੇ ਅਤੇ ਕੰਮਕਾਜ ਵਿੱਚ ਆਮ ਕਰਮਚਾਰੀ ਨੂੰ ਸਹੂਲਤ ਮਿਲਦੀ ਮਹਿਸੂਸ ਹੋਵੇ ਬਾਰੇ 5● ਸ਼ਬਦਾਂ ਵਿੱਚ ਸੁਝਾਅ ਦਿਉ।</p> <p>(3) ਕੁੱਝ ਨਿਸਚਿਤ ਤਜਵੀਜ਼ਾਂ ਦਰਸਾਉਣ ਦੀ ਕ੍ਰਿਪਾਲਤਾ ਕਰੋ ਜੋ ਕਿ ਨਿਮਨ ਨਤੀਜੇ ਦਰਸਾ ਸਕਣ:-</p>	

	<p>(1) ਜਿਸ ਕਰਮਚਾਰੀ ਕੋਲ ਕੋਈ ਕੰਮਕਾਰ ਨਹੀਂ ਹੈ ਉਸ ਤੋਂ ਸਰਕਾਰ ਵੱਲੋਂ ਕਿਸੇ ਹੋਰ ਸੰਸਥਾ ਵਿੱਚ ਕੰਮ ਕਿਵੇਂ ਲਿਆ ਜਾਵੇ।</p> <p>(2) ਰੂਲਾਂ/ਗਾਈਡ ਲਾਈਨਾਂ ਨੂੰ ਸਰਲ ਕਰਕੇ, ਕਿਵੇਂ ਸਰਕਾਰੀ ਕੰਮ ਕਾਜ ਨੂੰ ਸੁਧਾਰਿਆ ਜਾਵੇ ਤਾਂ ਜੋ ਬੇਲੋੜੀ ਕਾਰਜੀ ਕਾਰਵਾਈ ਤੋਂ ਬਚਿਆ ਜਾ ਸਕੇ?</p> <p>(3) ਸਾਫ ਸੁਥਰੇ ਅਤੇ ਤਸੱਲੀਬਖਸ਼ ਕੰਮਕਾਜ ਲਈ ਕਿਹੋ ਜਿਹੇ ਵਾਤਾਵਰਣ ਦਾ ਹੋਣਾ ਜ਼ਰੂਰੀ ਹੈ?</p> <p>(4) ਸਰਕਾਰੀ ਖਰਚੇ ਵਿੱਚ ਕਿਵੇਂ ਬੱਚਤ ਕੀਤੀ ਜਾ ਸਕਦੀ ਹੈ (ਸਟਾਫ ਘਟਾਕੇ, ਗੱਡੀਆਂ ਘਟਾਕੇ ਅਤੇ ਨਿਪੁੰਨਤਾ ਲਿਆ ਕੇ ਆਦਿ)।</p> <p>(5) ਨੌਕਰੀ ਵਿੱਚ ਤੈਨਾਤ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਨਵੇਂ ਸਿਰੇ ਤੋਂ ਟ੍ਰੇਨਿੰਗ ਦੇ ਕੇ ਕਿਵੇਂ ਪੇਸ਼ਾਵਰਾਨਾ ਬਣਾਇਆ ਜਾ ਸਕਦਾ ਹੈ ?</p> <p>(6) ਮੁਕਦਮੇਬਾਜੀ ਨੂੰ ਘਟਾਉਣ ਲਈ ਕੀ ਢੰਗ ਤਰੀਕੇ ਅਪਣਾਏ ਜਾਣ। ਹਰ ਨੁਕਤੇ ਬਾਰੇ ਸੁਝਾਅ 20-20 ਸ਼ਬਦਾਂ ਵਿੱਚ ਦਿਉ।</p> <p>(7) ਸਰਕਾਰ ਦੇ ਸੰਗਠਨਾਂ ਵੱਲੋਂ ਖਪਤਕਾਰਾਂ ਨੂੰ ਵਧੀਆਂ ਸੇਵਾ ਕਿਵੇਂ ਦਿੱਤੀਆਂ ਜਾਣ?</p>	
16.	<p>ਨਵੀਆਂ ਧਾਰਨਾਵਾਂ</p> <p>(1) ਕੀ ਤੁਹਾਡੇ ਖਿਆਲ ਵਿੱਚ ਮੁਲਾਜ਼ਮਾਂ ਨੂੰ ਠੇਕੇ ਤੇ ਜਾਂ ਪਾਰਟ ਟਾਈਮ ਰੱਖਣਾ, ਮੁਲਾਜ਼ਮਾਂ ਦੇ ਕੰਮਕਾਜ ਦਾ ਸਮਾਂ ਉਨ੍ਹਾਂ ਵੱਲੋਂ ਮਰਜ਼ੀ ਨਾਲ ਚੁਨਣਾ ਅਤੇ ਉਨ੍ਹਾਂ ਵੱਲੋਂ ਹੀ ਕੰਮ ਕਰਨ ਦੀ ਜਗ੍ਹਾਂ ਘਰ ਜਾਂ ਦਫਤਰ ਚੋਂ ਇਕ ਨੂੰ ਚੁਨਣਾ ਠੀਕ ਹੋਵੇਗਾ?</p> <p>(2) ਕੀ ਪੰਜਾਬ ਸਰਕਾਰ ਨੂੰ ਇਹ ਨੀਤੀ ਅਪਣਾਉਣੀ ਚਾਹੀਦੀ ਹੈ, ਜੇਕਰ ਅਪਣਾਉਣੀ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਇਸ ਬਾਰੇ 50 ਸ਼ਬਦਾਂ ਵਿੱਚ ਵਿਚਾਰ ਦੱਸੋ ਜਾਣ।</p> <p>(3) ਜੇਕਰ ਇਹ ਤਰੀਕਾ ਅਪਣਾਇਆ ਜਾਵੇ ਤਾਂ ਕੀ ਤੁਹਾਨੂੰ ਲਗਦਾ ਹੈ ਕਿ ਨੌਜਵਾਨਾਂ ਅਤੇ ਨੌਜਵਾਨ ਔਰਤਾਂ ਨੂੰ ਖਾਸ ਤੌਰ ਤੇ ਲਾਹੇਵੰਦ ਹੋਵੇਗਾ।</p> <p>(4) ਸਰਕਾਰ ਨੂੰ ਕਿਹੜੇ ਕਿਹੜੇ ਕਦਮ ਉਠਾਉਣੇ ਜਾਂ ਤਕਨੀਕਾਂ ਅਪਣਾਉਣੀਆਂ ਚਾਹੀਦੀਆਂ ਹਨ, ਤਾਂ ਜੋ ਕਿ ਕਰਮਚਾਰੀ ਦੇ ਸਮੇਂ ਸਿਰ ਦਫਤਰ ਆਉਣ ਅਤੇ ਜਾਣ ਨੂੰ ਯਕੀਨੀ ਬਣਾਇਆ ਜਾ ਸਕੇ। ਕੀ ਦਫਤਰ ਆਉਣ ਜਾਂ ਜਾਣ ਸਮੇਂ ਕਾਰਡ ਨੂੰ ਪੰਚ ਕਰਨਾ ਜਾਂ ਅੰਗੂਠੇ ਦੇ ਨਿਸ਼ਾਨ ਕੰਪਿਊਟਰ ਤੇ ਦੇਣਾ ਵਾਜਿਬ ਹੋਵੇਗਾ?</p> <p>(5) ਵਿਗਿਆਨੀ, ਡਾਕਟਰ, ਇੰਜੀਨੀਅਰ ਅਤੇ ਸਭਿਅਕ ਵਿਧੀਆਂ ਵਾਲਿਆਂ ਨੂੰ ਉਨ੍ਹਾਂ ਦੇ ਖੇਤਰ ਵਿੱਚ ਤੈਨਾਤੀ ਬਣਾਏ ਰੱਖਣ ਲਈ ਕੀ ਕੀ ਉਪਰਾਲੇ ਕਰਨੇ ਚਾਹੀਦੇ ਹਨ?</p> <p>(6) ਕੀ ਉਨ੍ਹਾਂ ਨੂੰ ਅੱਛੀ ਤਨਖਾਹ, ਵਧੀਆ ਪਦਵੀ, ਵਧੀਆਂ ਸ਼ੁਰੂਆਤੀ ਤਨਖਾਹ ਜਾਂ ਜ਼ਿਆਦਾ ਵਾਧੂ ਸਲਾਨਾ ਤਰੱਕੀਆਂ ਦੇ ਕੇ ਅਤੇ ਹੋਰ ਬੇਹਤਰ ਸਰਵਿਸ ਸਹੂਲਤਾਂ ਪ੍ਰਦਾਨ ਕਰਨਾ ਆਦਿ ਹੋਣਾ ਚਾਹੀਦਾ ਹੈ।</p> <p>(7) ਕੀ ਕਰਮਚਾਰੀ ਨੂੰ ਸਰਕਾਰੀ ਨੌਕਰੀ ਤੋਂ ਪ੍ਰਾਈਵੇਟ ਅਤੇ ਪ੍ਰਾਈਵੇਟ ਨੌਕਰੀ ਤੋਂ ਸਰਕਾਰੀ ਸੇਵਾ ਵਿੱਚ ਆਉਣ ਜਾਣ ਉਪਰ ਕੋਈ ਰੋਕ ਨਾ ਹੋਵੇ ?</p> <p>(8) ਅਗਰ, ਅਜਿਹਾ ਕੀਤਾ ਜਾਵੇ ਤਾਂ ਉਹ ਕਿਹੜੀਆਂ ਕਿਹੜੀਆਂ</p>	

	<p>ਸੰਸਥਾਵਾਂ ਹਨ ਜਿਨ੍ਹਾਂ ਵਿੱਚ ਅਜਿਹਾ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ।</p> <p>(9) ਕੀ ਤੁਸੀਂ ਇਹ ਠੀਕ ਸਮਝਦੇ ਹੋ ਕਿ ਸਰਕਾਰ ਨੂੰ ਆਪਣੇ ਸਰਕਾਰੀ ਮੁਲਾਜ਼ਮਾਂ ਨੂੰ ਪ੍ਰੇਰਿਤ ਕਰਕੇ ਉਨ੍ਹਾਂ ਨੂੰ ਠੋਕੇ ਦੇ ਆਧਾਰ ਤੇ ਇੱਕ ਨਿਸਚਿਤ ਸਮੇਂ ਲਈ ਪ੍ਰਾਈਵੇਟ ਨੌਕਰੀ ਵਿੱਚ ਆਉਣ ਲਈ ਉਤਸਾਹਿਤ ਕਰਨਾ ਚਾਹੀਦਾ ਹੈ, ਭਾਵੇਂ ਸਰਕਾਰ ਨੂੰ ਅਜਿਹਾ ਕਰਨ ਲਈ ਵਾਧੂ ਤਨਖਾਹ ਆਪਣੇ ਕੋਲੋਂ ਹੀ ਕਿਉਂ ਨਾ ਦੇਣੀ ਪਵੇ। ਜੇਕਰ ਅਜਿਹਾ ਮੰਨਦੇ ਹੋ ਤਾਂ ਆਪਣੇ ਵਿਚਾਰ 5● ਸਬਦਾਂ ਵਿੱਚ ਦਿੱਤੇ ਜਾਣ।</p>	
17.	<p>ਕਾਰਗੁਜ਼ਾਰੀ ਦਾ ਮੁਲਾਂਕਣ</p> <p>(1) ਸਰਕਾਰ ਦੇ ਕਰਮਚਾਰੀਆਂ ਦੇ ਕੰਮ ਦਾ ਮੁਲਾਂਕਣ ਕਰਨ ਲਈ ਜਿਹੜਾ ਤਰੀਕਾ ਹੁਣ ਸਰਕਾਰ ਨੇ ਅਪਣਾਇਆ ਹੋਇਆ ਹੈ ਕਿ ਉਸਨੂੰ ਬਦਲਣਾ ਚਾਹੀਦਾ ਹੈ, ਜੇਕਰ ਹਾਂ ਤਾਂ ਇਸ ਬਾਰੇ ਆਪਣੇ ਸੁੱਝਾਅ 5● ਸਬਦਾਂ ਵਿੱਚ ਦਿਉ।</p> <p>(2) ਕੀ ਹਰੇਕ ਮੁਲਾਜ਼ਮ ਨੂੰ ਆਪਣਾ ਸਲਾਨਾ ਮੁਲਾਂਕਣ ਵੇਖਣ ਦੀ ਆਗਿਆ ਹੋਣੀ ਚਾਹੀਦੀ ਹੈ?</p> <p>(3) ਕੀ ਸਲਾਨਾ ਗੁਪਤ ਰਿਪੋਰਟ ਨੂੰ ਆਮ ਜਨਤਾ ਦਾ ਖੁਲ੍ਹਾ ਦਸਤਾਵੇਜ਼ ਮੰਨਣਾ ਚਾਹੀਦਾ ਹੈ?</p> <p>(4) ਕੀ ਹਰੇਕ ਕਰਮਚਾਰੀ ਨੂੰ ਆਪਣੀ ਕਾਰਗੁਜ਼ਾਰੀ ਦਾ ਸਲਾਨਾ ਮੁਲਾਂਕਣ ਵੇਖਣ ਦੀ ਆਗਿਆ ਹੋਣੀ ਚਾਹੀਦੀ ਹੈ ਅਤੇ ਸਲਾਨਾ ਗੁਪਤ ਰਿਪੋਰਟ ਨੂੰ ਖੁੱਲ੍ਹਾ ਦਸਤਾਵੇਜ਼ ਮੰਨਣਾ ਚਾਹੀਦਾ ਹੈ?</p> <p>(5) ਕੀ ਮੁਲਾਜ਼ਮਾਂ ਦਾ ਕੰਮ ਕਾਜ ਦਾ ਮੁਲਾਂਕਣ ਕਰਨ ਤੋਂ ਪਹਿਲਾਂ ਉਸ ਤੋਂ ਆਪਣੇ ਕੰਮ ਕਾਜ ਦਾ ਵੇਰਵਾ ਲੈਣਾ ਚਾਹੀਦਾ ਹੈ, ਜੇਕਰ ਹਾਂ ਤਾਂ ਇਸ ਬਾਰੇ ਆਪਣੇ ਸੁੱਝਾਅ 5● ਸਬਦਾਂ ਵਿੱਚ ਦਿਉ।</p> <p>(6) ਕੀ ਤੁਸੀਂ ਮੰਨਦੇ ਹੋ ਕਿ ਸਰਕਾਰ ਦਾ ਕੰਮ ਕਾਜ ਇੱਕ ਟੀਮ ਵਾਂਗ ਕੀਤਾ ਜਾਂਦਾ ਹੈ ਕਿਸੇ ਇਕੱਲੇ ਦੁਕੱਲੇ ਵੱਲੋਂ ਨਹੀਂ, ਜੇਕਰ ਇਸ ਨੂੰ ਮੰਨਦੇ ਹੋ ਤਾਂ ਇਕੱਲੇ ਮੁਲਾਜ਼ਮਾਂ ਦਾ ਮੁਲਾਂਕਣ ਕਰਨਾ ਜਰੂਰੀ ਹੈ?</p>	
18.	<p>ਛੁੱਟੀਆਂ</p> <p>(1) ਕੀ ਵਰਤਮਾਨ ਵਾਂਗ 5 ਦਿਨਾਂ ਦਾ ਹਫ਼ਤਾ ਹੀ ਰਹਿਣਾ ਚਾਹੀਦਾ ਹੈ ?</p> <p>(2) ਕੀ ਹੋਰਨਾਂ ਸੈਕਟਰਾਂ ਵਾਂਗ ਸਰਕਾਰ ਨੂੰ ਵੀ 6 ਦਿਨਾਂ ਦਾ ਹਫ਼ਤਾ ਕਰਨਾ ਚਾਹੀਦਾ ਹੈ? ਜੇਕਰ 6 ਦਿਨਾਂ ਦਾ ਹਫ਼ਤਾ ਕੀਤਾ ਜਾਵੇ ਤਾਂ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਇਸ ਬਦਲੇ ਇਤਫਾਕੀਆ ਛੁੱਟੀਆਂ ਚ ਵਾਧਾ ਕਿੰਨੇ ਪ੍ਰਤੀਸ਼ਤ ਕਰਨਾ ਚਾਹੀਦਾ ਹੈ।</p> <p>(3) ਧਾਰਮਿਕ ਤਿਉਹਾਰਾਂ ਲਈ ਐਲਾਨੀਆਂ ਜਾਣ ਵਾਲੀਆਂ ਛੁੱਟੀਆਂ ਬਾਰੇ ਵੀ ਟਿੱਪਣੀ 5● ਸਬਦਾਂ ਚ ਕਰੋ।</p> <p>(4) ਸਰਕਾਰ ਦੇ ਦਫ਼ਤਰ ਵਿੱਚ ਕੰਮਕਾਜ ਨੂੰ ਸੁਧਾਰਨ ਲਈ ਕੀ ਕੀਤਾ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ ਅਤੇ ਦਫ਼ਤਰਾਂ ਵਿੱਚ ਸਮੇਂ ਦੀ ਪਾਬੰਦੀ ਨੂੰ ਕਿਵੇਂ ਲਾਜ਼ਮੀ ਬਣਾਇਆ</p>	

	ਜਾ ਸਕਦਾ ਹੈ? ਇਸ ਬਾਰੇ ਸੁਝਾਅ ਦਿਉ।	
19.	ਪੇਂਡੂ ਖੇਤਰਾਂ ਵਿਚ ਸਰਕਾਰੀ ਸੇਵਾਵਾਂ ਨੂੰ ਸ਼ਹਿਰਾਂ ਦੇ ਬਰਾਬਰ ਲਿਆਉਣ ਲਈ ਸਰਕਾਰੀ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਪੇਂਡੂ ਖੇਤਰਾਂ ਵਿਚ ਕੰਮ ਕਰਨ ਲਈ ਕਿਵੇਂ ਉਤਸ਼ਾਹਿਤ ਕਰੇ?	
20●	<u>ਆਮ ਜਨਤਾ ਦੀਆਂ ਸੇਵਾਵਾਂ ਨੂੰ ਬੇਹਤਰ ਬਣਾਉਣ ਬਾਰੇ</u>	ਹਰ ਸਵਾਲ ਦਾ ਜਵਾਬ 50 ਸ਼ਬਦਾਂ ਤੋਂ ਵੱਧ ਨਾ ਹੋਵੇ
	<p>(1) ਪੰਜਾਬ ਸਰਕਾਰ ਭਾਗੀਦਾਰਾਂ ਤੋਂ ਪ੍ਰਾਪਤ ਕਰਕੇ ਆਪਣੀਆਂ ਜਨਤਕ ਸੇਵਾਵਾਂ ਸੌਖੇ, ਅਸਰਦਾਰ ਅਤੇ ਸਸਤੇ ਦਰਾਂ ਤੇ ਖਪਤਕਾਰਾਂ ਅਤੇ ਆਮ ਲੋਕਾਂ ਨੂੰ ਉਪਲੱਬਧ ਕਰਾਉਣ ਦੇ ਲਈ ਕੀ ਯਤਨ ਕਰੇ?</p> <p>(2) ਸਾਰੇ ਸੰਸਾਰ ਵਿੱਚ ਪ੍ਰਬੰਧਕੀ ਸੇਵਾਵਾਂ, ਵੱਧ ਤੋਂ ਵੱਧ ਆਮ ਜਨਤਾ ਦੀ ਸਹੂਲਤ ਨੂੰ ਧਿਆਨ ਵਿੱਚ ਰੱਖ ਕੇ ਦਿੱਤੀਆਂ ਜਾ ਰਹੀਆਂ ਹਨ। ਪੰਜਾਬ ਸਰਕਾਰ ਅਜਿਹੇ ਕਿਹੜੇ ਕਿਹੜੇ ਕਦਮ ਚੁੱਕੇ ਤਾਂ ਜੋ ਪ੍ਰਬੰਧਕੀ ਪ੍ਰਸ਼ਾਸਨ ਆਮ ਜਨਤਾ ਦਾ ਸਹਾਈ ਹੋ ਸਕੇ ਅਤੇ ਸਰਕਾਰ ਨੂੰ ਆਪਣਾ ਮਿੱਤਰ ਸਮਝੇ।</p> <p>(3) ਕੁਝ ਸਮੇਂ ਤੋਂ ਪ੍ਰਬੰਧਕੀ ਪ੍ਰਸ਼ਾਸਨ ਵਲੋਂ ਅਪਣਾਇਆ ਸਿਟੀਜਨ ਚਾਰਟਰ ਸਾਰੇ ਸੰਸਾਰ ਵਿੱਚ ਆਮ ਜਨਤਾ ਲਈ ਇਕ ਬਹੁਤ ਹੀ ਮਹੱਤਵਪੂਰਨ/ਸਾਰਥਕ ਰੂਪ ਵਿੱਚ ਸਹਾਈ ਹੋਇਆ ਉਭਰਿਆ ਹੈ। ਪੰਜਾਬ ਸਰਕਾਰ ਦੇ ਕਈ ਵਿਭਾਗਾਂ ਨੇ ਇਹੋ ਜਿਹੇ ਸਿਟੀਜਨ ਚਾਰਟਰ ਬਣਾਏ ਹੋਏ ਹਨ ਅਤੇ ਕੁਝ ਨੇ ਲਾਗੂ ਵੀ ਕੀਤੇ ਹੋਏ ਹਨ। ਜੇਕਰ ਸਿਟੀਜਨ ਚਾਰਟਰਾਂ ਵਿੱਚ ਤਬਦੀਲੀਆਂ ਕਰਨ ਦੀ ਲੋੜ ਹੋਵੇ, ਤਾਂ ਜੋ ਪੰਜਾਬ ਸਰਕਾਰ ਆਮ ਜਨਤਾ ਦੀ ਨਿਗਾਹ ਵਿੱਚ ਸਹਾਈ ਹੋਈ ਸਮਝੀ ਜਾਵੇ। ਜੇਕਰ ਕੋਈ ਵਿਭਾਗ ਸਿਟੀਜਨ ਚਾਰਟਰ ਨੂੰ ਲਾਗੂ ਨਹੀਂ ਕਰਦਾ ਤਾਂ ਆਮ ਜਨਤਾ ਨੂੰ ਕਿਹੜੀਆਂ ਕਿਹੜੀਆਂ ਕਾਨੂੰਨੀ ਤਾਕਤਾਂ ਦਿੱਤੀਆਂ ਜਾਣ ਤਾਂ ਜੋ ਵਿਭਾਗ ਆਪਣੇ ਹੀ ਬਣਾਏ ਸਿਟੀਜਨ ਚਾਰਟਰ ਨੂੰ ਲਾਗੂ ਕਰਨ ਲਈ ਮਜਬੂਰ ਹੋ ਜਾਵੇ।</p> <p>(4) ਕਿਸ ਤਰੀਕੇ ਨਾਲ ਪੰਜਾਬ ਸਰਕਾਰ ਦੀਆਂ ਸੇਵਾਵਾਂ ਦੇ ਉਪਭੋਗਤਾ ਨੂੰ ਸਿਟੀਜਨ ਚਾਰਟਰ ਨੂੰ ਲਾਗੂ ਕਰਨ ਵਾਲੀ ਸੱਭ ਤੋਂ ਹੇਠਲੀ ਪ੍ਰਬੰਧਕੀ ਇਕਾਈ ਨੂੰ ਸਿਟੀਜਨ ਚਾਰਟਰ ਬਣਾਉਣ ਲੱਗੇ ਸਾਮਲ ਕੀਤਾ ਜਾਵੇ ਤਾਂ ਕਿ ਸਿਟੀਜਨ ਚਾਰਟਰ ਪ੍ਰਫੈਕਲੀ ਹੋਵੇ ਨਾਂ ਕਿ ਕਾਗਜੀ ।</p> <p>(5) ਆਮ ਤੌਰ ਤੇ ਸਰਕਾਰੀ ਸੰਸਥਾਵਾਂ ਵਿੱਚ ਵਿੱਤੀ ਮੁਸਕਲਾਂ ਕਾਰਨ ਸੇਵਾਵਾਂ</p>	

ਨੂੰ ਅਸਰਦਾਰ ਬਣਾਉਣ ਅਤੇ ਸਸਤੇ ਦਰਾਂ ਤੇ ਉਪਲਬਧ ਕਰਾਉਣ ਲਈ ਸਰਕਾਰ ਨੂੰ ਕੁਝ ਕਦਮ ਚੁੱਕਣੇ ਪੈਂਦੇ ਹਨ। ਸਰਕਾਰ ਸੇਵਾਵਾਂ ਨੂੰ ਅਮਲੀ ਜਾਮਾ ਪਹਿਨਾਣ ਅਤੇ ਘੱਟ ਖਰਚ ਕਰਕੇ ਜਿਆਦਾ ਤੋਂ ਜਿਆਦਾ ਲੋਕਾਂ ਲਈ ਅਸਰਦਾਰ ਬਣਾਉਣ ਲਈ ਕੀ ਕਰੇ ।

(6) ਉਤਪਾਦਕਤਾ ਦਾ ਸਰਕਾਰੀ ਸੰਸਥਾਵਾਂ ਵਿੱਚ ਇੱਕ ਮਹੱਤਵਪੂਰਨ ਰੋਲ ਹੁੰਦਾ ਹੈ। ਸਰਕਾਰੀ ਸੰਸਥਾਵਾਂ ਵਿੱਚ ਉਤਪਾਦਕਤਾ ਨੂੰ ਵਧਾਉਣ ਲਈ ਕੀ ਕੀਤਾ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ।

(7) ਪੰਜਾਬ ਸਰਕਾਰ ਵਿੱਚ ਪਾਰਦਰਸ਼ਤਾ ਦਾ ਹੋਣਾ ਇੱਕ ਵਿਸ਼ੇਸ਼ ਗੁਣ ਹੈ ਜਿਸ ਨਾਲ ਲੋਕਾਂ ਦਾ ਸਰਕਾਰ ਵਿੱਚ ਵਿਸ਼ਵਾਸ ਵੱਧਦਾ ਅਤੇ ਬਣਿਆ ਰਹਿੰਦਾ ਹੈ। ਆਪ ਉਨ੍ਹਾਂ ਸਾਰੇ ਹੀ ਢੰਗ ਜਾਂ ਕਦਮ ਜਾਂ ਤਰੀਕੇ, ਜਿਹੜੇ ਕਿ ਪਾਰਦਰਸ਼ਤਾ ਵਧਾਉਣ ਵਿੱਚ ਸਹਾਈ ਹੋਣ, ਬਾਰੇ ਕੀ ਕਹਿਣਾ ਚਾਹੋਗੇ?

(8) ਅੱਜ ਕਲ੍ਹ ਸਮਾਜਿਕ-ਆਰਥਿਕ ਹਾਲਾਤ ਦਾ ਵਾਤਾਵਰਣ ਬੜੀ ਤੇਜ਼ੀ ਨਾਲ ਬਦਲਦਾ ਰਹਿੰਦਾ ਹੈ ਅਤੇ ਆਮ ਲੋਕਾਂ ਦੀਆਂ ਇਛਾਵਾਂ ਵੀ ਸਰਕਾਰ ਤੋਂ ਬੜੀ ਤੇਜ਼ੀ ਤੇ ਪਲ ਪਲ ਵਿੱਚ ਬਦਲਦੀਆਂ ਰਹਿੰਦੀਆਂ ਹਨ, ਜਿਸ ਕਾਰਨ ਸਰਕਾਰ ਨੂੰ ਇਹ ਜ਼ਰੂਰੀ ਹੋ ਜਾਂਦਾ ਹੈ ਕਿ ਉਹ ਕਰਮਚਾਰੀਆਂ/ ਅਧਿਕਾਰੀਆਂ ਵਿੱਚ ਲਗਾਤਾਰ ਬਦਲਦੇ ਸਮਾਜਿਕ- ਆਰਥਿਕ ਹਾਲਾਤ ਦੇ ਵਾਤਾਵਰਣ ਨੂੰ ਧਿਆਨ ਵਿੱਚ ਰੱਖ ਕੇ ਉਨ੍ਹਾਂ ਦੀ ਲਗਾਤਾਰ ਬੜੌਤਰੀ ਲਈ ਅਤੇ ਉਤਪਾਦਕਤਾ ਵਧਾਉਣ ਲਈ ਕੋਸ਼ਿਸ ਕਰਦੀ ਰਹੇ ਤਾਂ ਜੋ ਕਰਮਚਾਰੀ ਤਨਦੇਹੀ ਨਾਲ ਕੰਮ ਕਰਦੇ ਰਹਿਣ। ਪੰਜਾਬ ਸਰਕਾਰ ਅਜਿਹੇ ਕਿਹੜੇ ਕਿਹੜੇ ਪ੍ਰੋਗਰਾਮ ਲਾਗੂ ਕਰੇ ਤਾਂ ਜੋ ਇਸ ਦੇ ਕਰਮਚਾਰੀ/ ਅਧਿਕਾਰੀ ਵੀ ਬਦਲਦੀਆਂ ਸਮਾਜਿਕ-ਆਰਥਿਕ ਸਥਿਤੀਆਂ ਦਾ ਸਾਹਮਣਾ ਕਰਨ ਲਈ ਹਮੇਸ਼ਾ ਤੱਤਪਰ ਰਹਿਣ।

(9) ਸੂਚਨਾਂ ਅਤੇ ਤਕਨੀਕੀ ਖੇਤਰ ਵਿੱਚ ਲਗਾਤਾਰ ਤਰੱਕੀ ਅਤੇ ਸੁਧਾਰ ਹੋਣ ਕਾਰਣ, ਪਾਰਦਰਸ਼ਤਾ, ਘੱਟ ਕੀਮਤਾਂ ਤੇ ਵਸਤੂਆਂ ਦੀ ਪ੍ਰਾਪਤੀ, ਤੇਜ਼ ਅਤੇ ਨਿਪੁੰਨ ਪ੍ਰਬੰਧ ਵਿੱਚ ਇੱਕ ਕਿਸਮ ਦਾ ਇਨਕਲਾਬ ਆਉਣ ਦੇ ਬਾਵਜੂਦ ਵੀ ਨਿਪੁੰਨਤਾ ਵਿੱਚ ਕਮੀ ਆ ਰਹੀ ਹੈ। ਪੰਜਾਬ ਸਰਕਾਰ ਵਲੋਂ ਨਿਪੁੰਨਤਾ ਹਾਸਲ ਕਰਨ ਅਤੇ ਸੁਧਾਰ ਲਿਆਉਣ ਲਈ ਈ ਗਰਵਰਨੈਂਸ ਨੂੰ ਲਾਗੂ ਕਰਨ ਲਈ ਹੋਰ ਕਿਹੜੇ ਢੰਗ/ ਤਰੀਕੇ

ਅਪਨਾਏ ਜਾਣੇ ਚਾਹੀਦੇ ਹਨ।

(10) ਆਮ ਲੋਕਾਂ ਦੀ ਧਾਰਣਾ ਹੈ ਕਿ ਸਰਕਾਰ ਕੋਲ ਢੰਗ / ਤਰੀਕਿਆਂ ਦੀ ਘਾਟ ਹੋਣ ਕਾਰਨ ਆਪਣੇ ਕਰਮਚਾਰੀਆਂ ਦਾ ਸਹੀ ਮੁਲਾਂਕਣ ਕਰਨ ਤੋਂ ਅਸਮਰਥ ਰਹੀ ਹੈ। ਸਰਕਾਰ ਅਜਿਹੇ ਕਿਹੜੇ ਕਿਹੜੇ ਤਰੀਕੇ ਅਪਣਾਏ ਜਿਸ ਨਾਲ ਕਰਮਚਾਰੀਆਂ ਵਿੱਚ ਕੰਮ ਕਾਜ ਦੀ ਜ਼ਿੰਮੇਵਾਰੀ ਵਿੱਚ ਪਾਰਦਰਸ਼ਤਾ ਅਤੇ ਸੁਧਾਰ ਲਿਆਂਦਾ ਜਾ ਸਕੇ।

(11) ਆਮ ਤੌਰ ਤੇ ਸਰਕਾਰੀ ਅਦਾਰਿਆਂ ਕੋਲ ਇੰਨਾਂ ਸਰਮਾਇਆਂ ਨਹੀਂ ਹੁੰਦਾ ਕਿ ਉਹ ਆਪਣੇ ਸੋਮਿਆਂ ਤੋਂ ਸਾਰੀਆਂ ਸੇਵਾਵਾਂ ਦੇ ਸਕਣ। ਪਰੰਤੂ ਪਿਛਲੇ ਕੁਝ ਸਮੇਂ ਤੋਂ ਸਰਕਾਰਾਂ ਨੇ ਇਸ ਦਾ ਹੱਲ ਲੱਭ ਲਿਆ ਹੈ ਅਤੇ ਸੋਮਿਆਂ ਦੀ ਘਾਟ ਨੂੰ ਪੂਰਾ ਕਰਨ ਲਈ ਨਿੱਜੀ ਕੰਪਨੀਆਂ ਦੇ ਸੋਮਿਆਂ ਨੂੰ ਆਪਣੇ ਸੋਮਿਆਂ ਨਾਲ ਮਿਲਾ ਕੇ ਆਮ ਜਨਤਾਂ ਨੂੰ ਦਿੱਤੀਆਂ ਜਾਣ ਵਾਲੀਆਂ ਸੇਵਾਵਾਂ ਦਾ ਮਿਆਰ ਉੱਚਾ ਕਰਨ ਦੀ ਕੋਸ਼ਿਸ਼ ਕੀਤੀ। ਕੀ ਤੁਸੀਂ ਸੋਚਦੇ ਹੋ ਕਿ ਨਿੱਜੀ- ਸਰਕਾਰੀ- ਭਾਗੀਦਾਰੀ ਆਮ ਜਨਤਾ ਦੀਆਂ ਸੇਵਾਵਾਂ ਲਈ ਠੀਕ ਹਨ?

(12) ਆਮ ਕਰਕੇ ਕਿਹਾ ਜਾਂਦਾ ਹੈ ਕਿ ਨਿੱਜੀ ਕੰਪਨੀਆਂ ਦਾ ਮੂਲ ਮੰਤਰ ਵੱਧ ਤੋਂ ਵੱਧ ਮੁਨਾਫਾ ਲੈਣਾ ਹੁੰਦਾ ਹੈ ਜਦ ਕਿ ਸਰਕਾਰ ਨੇ ਹਰ ਇੱਕ ਨਾਗਰਿਕ ਦਾ ਪੂਰਾ ਪੂਰਾ ਧਿਆਨ ਰੱਖਣਾ ਹੁੰਦਾ ਹੈ ਹੁਣ ਜਦੋਂ ਕਿ ਨਿੱਜੀ ਸਰਕਾਰੀ ਭਾਗੀਦਾਰੀ ਨਾਲ ਸੇਵਾਵਾਂ ਆਮ ਲੋਕਾਂ ਨੂੰ ਦੇਣ ਦਾ ਰਿਵਾਜ ਜਿਹਾ ਪੈ ਰਿਹਾ ਹੈ ਤਾਂ ਸਰਕਾਰ ਹੋਰ ਕਿਹੜੇ ਕਿਹੜੇ ਕਦਮ ਚੁੱਕੇ ਤਾਂ ਜੋ ਨਿੱਜੀ-ਕੰਪਨੀ ਸਰਕਾਰੀ-ਭਾਗੀਦਾਰ ਹੋਣ ਦੇ ਬਾਵਜੂਦ ਵੀ ਨਾਗਰਿਕਾਂ ਨੂੰ ਵੱਧ ਤੋਂ ਵੱਧ ਸੇਵਾਵਾਂ ਸਸਤੇ ਰੇਟਾਂ ਤੇ ਮੁਹੱਈਆ ਕਰ ਸਕੇ।

(13) ਆਮ ਤੌਰ ਤੇ ਪ੍ਰਾਈਵੇਟ ਸਰਵਿਸ ਪਰੋਵਾਈਡਰਜ਼ ਸੇਵਾਵਾਂ ਮੁਹੱਈਆ ਕਰਨ ਲਈ ਸਹਿਰਾਂ ਦੇ ਮੁਕਾਬਲੇ ਪੇਂਡੂ ਖੇਤਰਾਂ ਨੂੰ ਘੱਟ ਤਰਜੀਹ ਦਿੰਦੇ ਹਨ। ਤੁਸੀਂ ਕਿਹੜੇ ਆਰਥਿਕ ਅਤੇ ਗੈਰ ਆਰਥਿਕ ਸੁਝਾਅ ਦਿਉਗੇ ਤਾਂ ਜੋ ਪ੍ਰਾਈਵੇਟ ਸਰਵਿਸ ਪ੍ਰੋਵਾਈਡਰਜ਼ ਪਹਿਲ ਦੇ ਅਧਾਰ ਤੇ ਸੇਵਾਵਾਂ ਪੇਂਡੂ ਖੇਤਰ ਨੂੰ ਪ੍ਰਦਾਨ ਕਰਨ।

(14) ਪੰਜਾਬ ਸਰਕਾਰ ਦੀ ਵਿੱਤੀ ਹਾਲਤ ਨੂੰ ਧਿਆਨ ਵਿੱਚ ਰੱਖਦੇ ਹੋਏ ਪ੍ਰਾਪਤ (ਰੈਵਨਿਊ ਰਸੀਟਸ) ਦਾ ਕਿੰਨੇ ਪ੍ਰਤੀਸ਼ਤ ਸਰਕਾਰ ਨੂੰ ਕਰਮਚਾਰੀਆਂ/ ਅਧਿਕਾਰੀਆਂ ਦੀ ਤਨਖਾਹ, ਵੈਜਿਜ ਅਤੇ ਪੈਨਸਨ ਆਦਿ ਤੇ ਖਰਚ ਕਰਨਾ ਚਾਹੀਦਾ ਹੈ।

ਐਮ.ਐਸ.ਮਾਨ,

ਅਧੀਨ ਸਕੱਤਰ ਪੰਜਵਾਂ ਪੰਜਾਬ ਤਨਖਾਹ ਕਮਿਸ਼ਨ।

ANNEXURE - VIII

No.7/84/98-5PPI/4426
Government of Punjab
Department of Personnel
(Personnel Policies I Branch)

Dated Chandigarh, the 17th April,2000

To

All the Heads of Departments,
Commissioners of Divisions,
Registrar, Punjab Haryana High Court,
District and Session Judges,
Deputy Commissioner; and
Sub-Divisional Magistrates in the
State of Punjab.

Subject:- Recommendations of the 4th Punjab Pay
Commission- Implementations of Assured Career
Progression Scheme for categories where there is a
direct recruitment in the existing pay scale of Rs.
2200-4000 as on 31st December,1995.

Sir/Madam,

I am directed to address you on the subject cited and to say that on acceptance of the recommendations of Fourth Punjab Pay Commission, Punjab Government notified the pay scales of different categories of its employees,-vide Notification No.7/1/97-FPI/7370, dated 19th May,1998, whereby those categories of direct recruit employees, who were in receipt of three grade pay structure in the unrevised pay scale of Rs.2200-4000, were allowed four tier pay scales on completion of 4, 9 and 14 years of regular service. However, till detailed guidelines/clarifications were issued, the operation of above pay scales had been held in abeyance,-vide letter No.1/82/98-FPI/10946, dated 23rd September,1998. Therefore, the pay in the higher pay scales was supposed to be fixed only after the instructions/guidelines had been issued regarding adjudging of eligibility and suitability of employees for placement in higher scales, but various Departments without awaiting detailed guidelines and administrative instructions fixed the pay of such employees which was not in order. Some Departments in the meanwhile sought clarifications on various issues. Now, after careful consideration, it has been decided by the Government to issue the required guidelines in order to implement the Assured Career Progression Scheme for categories of employees mentioned in Annexure 'A' of these instructions.

2. This decision shall be effective with effect from 1st January,1996. In the case an employee, who has opted to get his pay

fixed in the Revised Pay Scales from a date after 1st January, 1996, under Rule 6 of Punjab Civil Services (Revised Pay) Rules, 1998, notified on 16th of January, 1998, this decision will be applicable from the date opted for by him. Such employees may give a fresh option for revision of pay scales within two months from the date of issue of this letter to get his pay fixed from a date earlier than the one already opted, if that is to his advantage.

3. Service rendered in the same post before 1st January, 1996, or the date opted for by an officer, shall count for the purposes of these decisions. Same post shall mean a post which is in the same cadre with same designation and same pay scale. Where the post is one for which different pay scales, without involving promotion to a higher cadre was prescribed under the Rules applicable immediately before 1st January, 1996, the entire service of officers adjudged as satisfactory from entry scale onwards shall be taken into consideration. For reckoning the period of service, only the service rendered from the date of assignment of seniority in the Cadre and which counts for increment shall only be taken into consideration.

4. i) The pay of employee shall first be fixed in the revised scale in Column 3 of the 'first schedule' against the pre-revised scale in Column 2 thereof which he was drawing immediately before 1st January, 1996, or the date opted for by him in terms of the provisions contained in the Punjab Civil Services (Revised Pay) Rules, 1998;

ii) The employee shall then be placed in the higher admissible scale on completion of 'satisfactory' service. If in any case the benefit is less than one annual increment, the pay shall be stepped up so as to ensure benefit of at least one increment at the time of such placement. If the minimum of the higher scale allowed under this scheme, is higher than the stage arrived at in view of above, the pay of such employee shall be fixed at the minimum;

iii) The next increment in the higher scale shall be allowed after qualifying service of 12 months.

5. The procedure for assessing the work and conduct for placement in the higher scale shall be the same as applicable to a case of promotion. The placement in higher scale shall be allowed only to those employees whose overall service record during the span of satisfactory service, is adjudged as 'Good' and the employee is otherwise suitable for promotion. 'Good' record shall mean that more than 50% Annual Confidential Reports are good and out of last three years reports atleast two should be 'Good'. For all the remaining years the bench marks may be 'average'.

6. In cases where departmental test/acquisition of higher qualification/refresher course/Special experience/training is prescribed as pre-requisite for eligibility for promotion to higher level in the service, only those employees who fulfill these requirements shall be eligible for placement in the higher pay scale.

7. All placements in higher scales shall be given effect to from the First day of January of the year next to the year in which an employee completes the span of service required for placement in the higher scale.

All cases maturing upto the last day of the year shall be taken up for consideration before the end of the month of October. The Annual Confidential Report upto the 31st March of the relevant year may be taken as the base. Record of work/conduct/other events like starting of an enquiry etc. up to the date when actual placement is made should also be kept in view.

8. An employee who is placed in a higher scale under this scheme shall continue to discharge the same duties of the original post and shall remain on the strength of the same cadre.

9. In case an employee is found unsuitable for the grant of higher scale on a particular date, his case should be reviewed on year to year basis and he shall be allowed the higher scale on being found suitable for the higher scale from the due date as per the procedure stated in Para 7 above. The competent authority shall, however, ensure that the number of employees in the higher scale does not exceed the percentage, wherever prescribed at any time.

10. If the higher scale is not granted on account of unsuitability, it shall not be considered as Punishment under the Punjab Civil Services (Punishment and Appeal) Rules, 1970. Competent Authority for grant of higher pay scale shall be the same as in the case of promotion. Representation/Appeals against the non-grant of higher pay scale under this scheme shall also lie in the same manner as in the case of promotion.

11. If the promotion of an employee to higher post occurs after having got placement in higher scale under this scheme, benefit of only one increment instead of two increments normally admissible on promotion shall be allowed in fixing his pay in the scale of pay of the promotion post. The cases of pay fixation/placement decided by the Administrative Departments before the issue of Finance Department's letter No.1/82/98-FPI/10946, dated 23rd September, 1998, shall be reviewed immediately and excess payments made, if any, shall be adjusted from future payments. The Administrative Department will ensure that if any recovery (ies) become due under any clause of these instructions viz. any officer may have been allowed higher pay scale without scrutiny of his record as per these instructions or any other

cause, the recoveries will be duly made after following proper procedure and giving an opportunity of being heard.

12. For interpretation/clarification of the decisions contained in the circular letter the Department of Personnel in consultation with the Department of Finance shall be the final authority.

13. This issues with the concurrence of the Department of Finance as conveyed by them, -vide their I.D.No.1/24/98-FPI/ dated 11th April, 2000. Consequently the orders issued,- vide Finance Department letter No.1/82/98-FPI/10946, dated 23rd September,1998, stand withdrawn.

These instructions may be brought to the notice of all concerned.

Yours faithfully,
Sd/-
(Surinder Sidhoo)
Secretary Personnel

Endst.No.7/84/98-5PPI/4427, dated Chandigarh, the 17th April,2000

A copy is forwarded to the following for information and necessary action:-

- 1) The Accountant General (Accounts and Entitlement), Punjab, Sector-17, Chandigarh (A copy signed in ink alongwith one thousand spare copies is sent herewith).
- 2) The Accountant General (Audit), Punjab, Chandigarh.

Sd/-
(Megh Raj)
Additional Secretary Personnel.

A copy is forwarded to all the Financial Commissioner, Principal Secretaries and Administrative Secretaries to the Government of Punjab for information and necessary action.

Sd/-
(Megh Raj)
Additional Secretary Personnel.

To

All the Financial Commissioners,
Principal Secretaries and Administrative
Secretaries to the Government of Punjab.

I.D..No.7/84/98-5PPI/4428, dated Chandigarh, the 17th April,2000

Endst. No.7/84/98-5PPI/4429, dated Chandigarh, the 17th April,2000

A copy is forwarded to the following for information and necessary
action:-

- 1) The Secretary to Government of Himachal Pradesh, Department of Finance, Simla;
- 2) The Finance Secretary, Chandigarh Administration, Chandigarh;
- 3) All the Treasury Officers/Assistant Treasury Officers in the State of Punjab;
- 4) The Deputy Commissioner, Delhi;
- 5) The Pay and Accounts Officer, Punjab Bhawan, Copernicus Marg, New Delhi-110001.
- 6) The Director (E.G.I.) Ministry of Finance, Department of Expenditure, Pay Research Unit, New Delhi;
- 7) The Registrar, Punjab University, Chandigarh;
- 8) The Registrar, Punjab Agricultural University, Ludhiana;
- 9) The Registrar, Punjabi University, Patiala;
- 10) The Registrar, Guru Nanak Dev University, Amritsar.

Sd/-

(Megh Raj)

Additional Secretary Personnel.

A copy is forwarded to the Department of Finance (in Finance Personnel I Branch) with reference to their I.D.No.1/24/98-FPI/, dated 11th April, 2000, for information and necessary action.

Sd/-

(Megh Raj)

Additional Secretary Personnel.

To

The Department of Finance
(in Finance Personnel I Branch)

I.D..No.7/84/98-5PPI/4430, dated Chandigarh, the 17th April,2000

ANNEXURE 'A'

THE CATEGORIES TO WHOM REVISED PAY SCALES UNDER THE ASSURED CAREER PROGRESSION SCHEME WERE ALLOWED BY THE PUNJAB GOVERNMENT UNDER THE PUNJAB CIVIL SERVICES (REVISED PAY) RULES, 1998.

S. No.	Category	Department
1	Veterinary Officers	Animal Husbandry
2	Assistant Architect	Architecture
3	Medical Officers PCMS-I	Health and Family Welfare
4	Sub-Divisional Engineer	Irrigation and Power
5	Deputy Superintendent of Police	Police
6	P.C.S. (E.B.)	General Administration
7	Sub-Divisional Engineers	Public Works (B&R)
8	Sub-Divisional Engineers	P.W.D. (Public Health)
9	Assistant Town Planner	Town and Country Planning

ANNEXURE- IX

No.7/37/98-5PP1/12851
GOVERNMENT OF PUNJAB
DEPARTMENT OF PERSONNEL AND ADMINISTRATIVE REFORMS
(Personnel Policies Branch-1)

Dated Chandigarh, the 25th Sept., 98.

To

All heads of the Departments,
Commissioners of Divisions,
Registrar, Punjab & Haryana, High Court
Deputy Commissioners and
Sub Divisional Magistrates in the State of Punjab.

Subject:- Implementation of the recommendations of the Fourth Punjab Pay Commission under "Assured Career Progression Scheme".

Sir/ Madam,

I am directed to address you on the Subject cited above and to say that after careful consideration of the recommendations of the Fourth Punjab Pay Commission with regard to "Assured Career Progression Scheme" the Governor of Punjab is pleased to decide as follows.

2. These decisions shall be effective from 1.1.1996 and apply to all categories of the State Government employees governed by the Punjab Civil Services (Revised Pay) Rules, 1998 (hereinafter referred as the Rules, 1998) except in respect of the following:

- i) Such categories of employees who have been allowed three or more grade structure of pay scales under the Rules, 1998;
- ii) Categories of employees for whom benefit of career progression is/ was already available under any Rules and instructions notified earlier.

In case an employee who has opted to get his pay fixed from a date after 1.1.1996 under Rule 6 of the Rules 1998, these decisions will be

applicable from the date opted for by him. Such employee may give a fresh option in writing within two months from the date of issue of this letter to get his pay fixed from a date earlier than the one already opted, if that is to his advantage. Service rendered in the same post before 1.1.1996 or the date opted for by an employee shall count for the purposes of these decisions subject to the conditions stated hereinafter.

3. i) After a service of 8 years in a post or posts in the same 'Cadre' (hereinafter referred as the same post) an employee, who is not promoted to the next higher level on account of non-availability of a vacancy at such higher level or non-existence of promotional level in the 'Cadre' shall be granted the pay scale which is next higher in the hierarchy of Pay scales given in Column No.3 of the 'First Schedule' annexed to Rules, 1998. If on 1.1.1996 or the date opted under Rule 6 of Rules, 1998 an employee becomes entitled to a higher pay scale on account of protection under the said rules he shall be granted such higher pay scale.
- ii) On the grant of higher pay scale as in sub-para (i) above the scale and he shall be allowed next increment from the date he would have earned his next increment had he continued in the lower pay scale. If the minimum of the higher scale is higher than the stage arrived at, his pay shall be fixed at such minimum and next increment shall be allowed after qualifying service of 12 months.
- iii) A proficiency Step-up shall be granted to such an employee after 16 years of service and a Second Proficiency Step-up shall be granted after 24 years of service if the employee still continues in the same post. Service rendered by an employee

in the lower and higher pay scale granted as per (i) above shall be reckoned as service in the same post for this purpose.

- iv) In case an employee continues to serve in the same post even after 32 years of service he shall be placed in the next higher pay scale in the heirarhy of pay scales as indicated in Column 3 of the 'First Schedule' annexed to the Rules, 1998 and his pay shall be fixed as mentioned in sub para (ii) above.
- v) Pay of an employee who was in service before 1.1.1996 shall be first fixed in the revised pay scale admissible to him under Rules, 1998 and then regulated as under:-
 - a) An employee who has rendered 8 years but less than 16 years service in the same post and has availed benefit of one proficiency step-up under the existing instructions shall be placed in the higher scale without benefit of any increment i.e. his pay will be fixed at the same stage in the master scale, since he has received one progression and has received accumulated benefit at the time of the pay fixation in lower revised scale. He shall be treated to have been placed in the higher scale on the date he was given the proficiency step-up. He shall be eligible for further benefits under this scheme as per (iii) and (iv) above.
 - b) An employee who has completed 16 years of service but less than 18 years of service in the same post and has been allowed benefit of one proficiency step-up under the existing instructions shall be placed in the higher scale after giving him benefit of one increment. He shall be deemed to have been placed in the higher scale after 8 years service and granted first proficiency

step-up after 16 years service. He shall be eligible for second proficiency step-up and grant of higher pay scale as per (iii) and (iv) above.

- c) An employee who has completed 18 years of service in the same post and has been allowed benefit of two proficiency steps-up under the existing instructions shall be placed in the higher scale without benefit of increment by adjusting this proficiency step-up granted after 8 years of service. He shall be notionally treated to have been placed in the higher pay scale after 8 years and granted first proficiency step-up after 16 years. He shall be eligible for second proficiency step-up and placement in higher scale when he completes 24 years and 32 years in the same post.

- vi) If an employee is promoted to the next higher promotional post in the regular way at any time before one of the benefits under this scheme becomes due, the grant of such benefits shall stand postponed accordingly and shall be granted after completion of service of 8 years in such promotional post. If the promotion of an employee to higher post occurs after having got placement in higher scale of the proficiency step-up/ steps-up under this scheme, the benefit of only one increment instead of two increments normally admissible on promotion shall be given in fixing his pay in the scale of pay of the promotional post;

- vii) An employee shall be entitled to a maximum of two placements in higher scale and a maximum of two proficiency steps-up in his entire service career under this scheme.

4. i) Placement in higher scale and proficiency steps-up under this policy be granted only to those employees whose overall service record is adjudged as 'good'. If a departmental test is prescribed or acquisition of higher qualification is a pre-requisite for promotion to the higher level then only those employees who clear such test or acquire such qualifications would be eligible for benefits under this scheme;

ii) On placement to the next higher scale under this scheme an employee would continue to do the same work with same designation. There will be no need for creation of any separate posts etc. and the employee shall remain on the strength of the same cadre.

iii) The Competent Authority for grant of benefits under this scheme shall be the same as in the case of promotion. Representations/ Appeals against the grant of higher pay scale/ proficiency steps-up under this scheme shall also lie in the same manner as in the case of promotion.

iv) As a necessary corollary to this decision the existing system of proficiency step-up(s) shall undergo a change to the extent indicated above. Other existing conditions governing the grant of proficiency step-up(s) already notified shall continue to be applicable mutatis mutandis in accordance with the above orders. The cases of proficiency steps-up which fell due prior to 1.1.1996 or the date opted for by an employee shall be settled according to the then prevalent instructions.

- v) All senior/selection grades sanctioned to the categories of employees to whom these orders apply shall stand abolished with effect from the date of implementation of this decision.

5. For interpretation/ clarification of the decisions contained in this circular letter the Department of Personnel and Administrative Reforms in consultation with the Department of Finance, shall be final authority.

6. This issues with the concurrence of the Department of Finance as conveyed by them vide/ their I.D.No. 7/2/98-FP 1/1814, dated 14.9.1998 and I.D.No. 7/2/98-FP 1, dated 15.9.1998.

Yours faithfully,

Sd/-

(Megh Raj)

Joint Secretary Personnel.

A copy is forwarded to all the Financial Commissioners, Principal Secretaries and Administrative Secretaries to the Government of Punjab for information and necessary action.

Sd/-

Joint Secretary Personnel.

To

All the Financial Commissioners,
Principal Secretaries and Administrative Secretaries
to the Government of Punjab.

I.D.No.7/37/98-5PPI/12852, Dated, Chandigarh, the 25th Sept., 98.

Endst. No. 7/37/98-5PPI/12853, Dated, Chandigarh, the 25th Sept., 98.

A copy is forwarded for information and necessary action
to:-

- i) The Secretary to Government of Himachal Pradesh
Department of Finance, Shimla;
- ii) The Finance Secretary, Chandigarh Administration,
Chandigarh.

- iii) All the Treasury Officers/ Assistant Treasuries Officers in the State.
- iv) The Deputy Commissioner, Delhi;
- v) The Pay and Accounts Officer, Punjab Bhawan, Copernicus Marg, New Delhi;
- vi) The Director (E.G.I.) Ministry of Finance Department of Expenditure, Pay Research; Unit, New Delhi.
- vii) The Registrar, Punjab University, Chandigarh;
- viii) The Registrar, Punjab Agricultural University, Ludhiana;
- ix) The Registrar, Punjabi University, Patiala;
- x) The Registrar, Guru Nanak Dev University, Amritsar.

Sd/-
Joint Secretary Personnel.

A copy is forwarded to the Department of Finance (In Finance Personnel 1 Branch) with reference to their I.D.No. 7/2/98-FP 1/1814, dated 14.9.1998 and I.D.No. 7/2/98-FP 1, dated 15.9.1998

Sd/-
Joint Secretary Personnel.

To

Department of Finance
(In Finance Personnel 1 Branch)

I.D.No. 7/37/98-5PP1/12854, Dated, Chandigarh, the 25.9.1998.

ANNEXURE-X

No. 7/60/2006-5PPI/15963
Government of Punjab
Department of Personnel
(Personnel Policies-I Branch)

To

All Heads of Departments,
Commissioners of Divisions
Registrar, Punjab & Haryana High Court
District and Sessions Judges, and
All the Deputy Commissioners in the State.

Dated, Chandigarh 3.11.2006

Subject: Assured Career Progression Scheme on completion of 4,9
and 14 years of service in a cadre.

Sir/ Madam,

I am directed to invite a reference to the subject cited above and to state that the matter regarding grant of Assured Career Progression scheme on completion of 4,9 and 14 years of service in a cadre has been engaging the attention of the State Government for some time past. The Governor of Punjab is pleased to grant "Assured Career Progression Scheme" on completion of 4,9 and 14 years of service in a cadre w.e.f. 1.11.2006 as follows:

2. This scheme is optional. An existing employee "including employee having less than four year service" will have the option either to continue in the existing Assured Career Progression Scheme after a service of 8,16,24 and 32 years or to opt 4,9 and 14 years " Assured Career Progression scheme". An employee who wants to opt this scheme will have to exercise an option within two months from the date of issue of this letter along with an undertaking in the enclosed proforma through a sworn affidavit that he wants to accept this scheme effective from 1.11.2006 and will not claim any arrears. Service in a cadre rendered by an employee in the same post before 1.11.2006 shall count for the purposes of grant of benefit under this scheme.

3 (a) After a service of 4,9 and 14 years in a post or posts in the same cadre (herein after referred to as the same post) and service rendered in the same post in different Government Departments, who is not promoted to a higher level on account of non availability of a vacancy or non existence of a promotional avenue in the cadre, shall be granted the pay scale, which is next, higher in the hierarchy of pay scales given in the column 3 of the first schedule annexed to Revised Pay Rules, 1998. On placement in the next higher scale in the hierarchy of pay scales after a service of 4,9 and 14 years, the pay of an employee shall be fixed at the next higher stage in the pay scale and he shall be allowed next increment from the date he would have earned his next increment had he continued in the lower pay scale. If the minimum of higher scale is higher than the stage arrived at, his pay shall be fixed at such minimum and next increment shall be allowed after qualifying service of 12 months in higher scale.

b) An employee who has completed four years service but less than 8 years service in a cadre will be placed in next higher scale in the hierarchy of pay scales and his pay will be fixed at next higher stage. If the pay so fixed is less than the minimum of higher scale than his pay will be fixed at the minimum of higher scale. The next Increment in such cases will be given after qualifying service of 12 months in the higher scale.

c) An employee who has rendered 4 years of service but less than 9 years of service in the cadre and has availed benefit of placement in the next higher scale in the hierarchy of pay scales after eight years of service shall get nothing as he has already availed benefit of one increment and placement in the next higher pay scale under the existing Assured Career Progression scheme of 8,16,24 and 32 years of service.

d) An employee who has completed 9 years of service but less than 14 years of service in a cadre in the same post and availed one

placement in the next higher scale in the hierarchy of pay scales under the existing Assured Career Progression scheme after a service of 8 years shall be placed in the next higher scale in the hierarchy of pay scales and his pay shall be fixed at the next higher stage in that pay scale.

e) An employee who has completed 14 years of service in a cadre but less than 16 years in the same post and availed one placement in the next higher scale in the hierarchy of pay scales under the existing Assured Career Progression scheme after a service of 8 years shall be allowed two placement in the next higher scales in the hierarchy of scales i.e. After 9 years and 14 years service and his pay shall be fixed at the next higher stage in that each pay scale.

f) An employee who has completed 16 years of service in a cadre but less than 24 years of service in the same post and has availed one placement in higher scale in the hierarchy of pay scales and one benefit of proficiency step-up under the existing Assured Career Progression scheme shall be placed in the next two higher scales in the hierarchy of pay scales with benefit of one increment only and his pay shall be fixed at next stage in the pay scales.

g) An employee who has completed 24 years of service in a cadre and has already availed benefit of one placement in the higher scale in the hierarchy of pay scales and two Proficiency Step-ups under ACP scheme after 8,18/16 and 24 years of service, he shall only be allowed two placements in the next higher scale in the hierarchy of Pay Scales without any benefit of increment as he has already availed benefit of three increments i.e. one on placement and two Proficiency step ups under the existing schemes.

4 (a) An employee shall be entitled to a maximum of three placements in the next higher scales in the hierarchy of pay scales with benefit of one increment each at every placement under this scheme. An

employee who opts for this scheme but has already availed benefit of two placement in the higher scales in the hierarchy of pay scales after 8 and 32 years and two proficiency step ups after 16 and 24 years of service in a cadre under the existing Assured Career Progression scheme of 8,16,24,32 years of service will have to lose benefit of one increment granted after 32 years of service and his pay will be refixed with w.e.f. 1.11.2006 accordingly.

(b) The procedure for assessing the work and conduct for placement in the higher scale shall be the same as applicable to the case of promotion. The placement in higher scale shall be allowed only to those employees whose overall service record during the span of satisfactory service, is adjudged as 'Good' and the employee is otherwise suitable for promotion. "Good" record shall mean that more than 50% Annual Confidential Reports are good and out of last three years report at least two should be 'Good'. For all the remaining years the benchmark may be 'Average'.

(c) On placement in next higher scale under this scheme, an employee would continue to do the same work with same designation and there will be no need for creation of any separate post (s) and the employee shall remain on the strength of the same cadre.

(d) In case an employee, placed in a higher scale in the hierarchy of pay scale under this scheme is getting pay more than the maximum of that higher scale in that case his pay will be fixed at next higher stage in the master scale.

(e) An employee who is dismissed or is under suspension or on leave will be allowed to exercise his option under this scheme within two months from the date he/she joins duty.

(f) If the higher scale is not granted on account of unsuitability, it shall not be considered as Punishment under the Punjab Civil Services (Punishment and Appeal Rules, 1970. Competent Authority for grant of

higher pay scale shall be the same as in the case of promotion. Representations/ Appeals against the non-grant of higher pay scale under this scheme shall also be in the same manner as in the case of promotions.)

(g) As a necessary corollary to this decision the existing system of Assured Career Progression Scheme shall undergo a change to the extent indicated above. Other existing conditions governing the grant of Proficiency step-up(s)/ ACP scheme already notified shall continue to be applicable mutatis mutandis in accordance with the above orders. The cases of ACP/ proficiency step-up, which fell due prior to 1.11.2006, shall be settled according to the then prevalent instructions.

(h) For interpretation/ clarification of the decision contained in the circular letter the Department of Personnel in consultation with the Department of Finance shall be the final authority.

(i) The benefit gained by an employee under the existing scheme will be adjusted in the proposed scheme.

(j) The competent authority for the grant of placement in the next higher scale and step up of increment(s) shall be the same as in the case of promotion.

(k) This issues with the concurrence of the Department of Finance conveyed vide their I.D.No.1180-F OSD(L)FD, dated 31.10.2006.

Sd/-

Joint Secretary Personnel.

A copy is forwarded to all the Financial Commissioners, Principal Secretaries and Administrative Secretaries to the Government of Punjab for information and necessary action.

To

All the Financial Commissioners,
Principal Secretaries and Administrative Secretaries
to the Government of Punjab.

I.D.No.7/119/2001-5PPI/15964

Dated, Chandigarh 3.11.2006

A copy is forwarded for information and necessary action
to:-

- i) The Secretary to Government of Himachal Pradesh
Department of Finance, Simla;
- ii) Finance Secretary, Chandigarh Administration,
Chandigarh;
- iii) All Treasury Officers/ Assistant Treasuries Officers in
the State;
- iv) The Deputy Commissioner, Delhi;
- v) The Pay and Accounts Officer, Punjab Bhawan,
Copernicus Marg, New Delhi;
- vi) The Director (E.G.I.) Ministry of Finance
Department of Expenditure, Pay Research; Unit, New
Delhi.
- vii) The Registrar, Punjab University, Chandigarh;
- viii) The Registrar, Punjab Agricultural University,
Ludhiana;
- ix) The Registrar, Punjabi University, Patiala;
- x) The Registrar, Guru Nanak Dev University, Amritsar.

Sd/-
Superintendent.

A copy is forwarded to the Department of Finance (In Finance Personnel
2 Branch) with reference to their I.D.No. 6/52/2003-FP2/1769, dated
17.2.2006 Welfare and I.D.No.6/83/2005-4FP2/97 dated 14.3.2006.

Sd/-
Superintendent

To

Department of Finance
(In Finance Personnel 2 Branch)

FORM OF UNDERTAKING
(Referred to in para 2)

I, _____ hereby
opt the career progression scheme on completion of 4,9 and 14 years of
service in a cadre notified by the Government vide notification no.
_____ dated _____ with effect from
1.11.2006.

I further undertake that I shall not claim any arrears on this
account.

Signature
Name
Designation
Department/ Office in which employed.